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NEWS FROM THE CENTRES AND DEPARTMENTS

GOOD SERVICE AND BAD MANNERS

THE Oasis Leisure Centre's Brunel Academy of English has recently received a British Tourist Authority Award for outstanding services to disabled visitors during the 1981 International Year of Disabled People.

The Leisure Centre was inspected for accessibility and facilities for Disabled People, and for the friendliness of the Centre staff.

The Centre provides full-time teaching accommodation for Disabled Students studying English Language from all over Europe, as well as making use of the excellent sports facilities and Leisure Pool in their free periods away from study.

During 1981 students from France, Germany, Austria, Czechoslovakia, Switzerland, Lebanon, Norway, Italy, Greece, attended courses at the Oasis.

The Oasis also presented an attractive winter programme which included the National Indoor Tug of War Championships, a rock concert with Bad Manners, the British Indoor Cycle Speedway Championships and the Des O'Connor Show together with leisure pool parties and wrestling and roller disco promotions.

WARWICKSHIRE OLYMPICS

THE first ever Warwickshire Olympics were held in July last year, and proved to be a success beyond everyone's wildest dreams.

The Games took place between the five districts of Warwickshire, namely North Warwickshire Borough, Nuneaton and Bedworth Borough, Rugby Borough, Stratford District and Warwick District. There were 21 competitions, ranging from Air Rifle Shooting to Weight Lifting, spread throughout the districts with the winning districts scoring 5 points, the second 4 points, and so on. The over-all winning district, Warwick, received the Olympic Cup at the end of a successful and enjoyable contest.

The aims of the Games were simple — to improve the standard of sport in Warwickshire and to foster links and friendly sporting activity between the five districts. The success of the first aim remains to be seen; the second, and more important, aim, has been an instant success with co-operation between the districts increasing considerably, and not only at Amenities Department level. Sport is undoubtedly a good vehicle of communication.

Several thousand people took part in the Games, and all at very little cost to Warwickshire's ratepayers. The Games were fortunate to have a keen and committed over-all sponsor in Anglian Windows, and each individual competition had its own sponsor. The districts provided the facilities without charge, and had officer representation on the main organising committee.

The Competition will be held every 2 years with the plans for the 1983 competition already well under way.

Dale Best.

DUNDEE SHARES CAKE

THE Civic Amenities Division of Dundee Council has been involved in promoting and developing two successful participatory schemes under the banner 'Sport for All'.

Sportscene 1981 was a project to encourage greater use of the Department's recreational facilities and implement coaching schemes covering a range of sports. The aim was to improve the sporting ability of those already participating and encourage those interested to take up new sports. The scheme in itself is not restricted to any sex or age group and suited school children and adults.

The scheme included fifteen different activities and from April to August last year more than 4,000 people participated. A Special Football Coaching Scheme was also launched last April when full-time players from Dundee and Dundee United participated. The purpose of the scheme was to encourage youths to be involved in sport and constructively fill their leisure time. The Division is currently preparing a similar programme for 1982. Dundee will also be hosting a number of major events this summer.

An international 6 lane, 400m Athlaprene running track was constructed and completed in 1981 and adjacent to the running track is a 440 yard Championship Cycle Track which this year will be hosting a Scottish Cycling Racing Championships.

BARGOED BULLSEYE

BARGOED Community Centre hosted the most magical darts team challenge of all time! Yes, in a classic "David v Goliath" board clash on 5th April, the world marathon champions, The Old Mill Hotel, Bargoed, Mid Glamorgan, faced the world's most glamorous side, the Marlboro Team of Champions, for the richest team prize in darts history, £10,000.

It was the climax of a 1,000,001 marathon competition, sponsored by Woolworth and

LISTENING BANK

MIDLAND BANK stepped in with a generous offer to sponsor the Halton One Star Junior Open Table Tennis Tournament which was held at Norton Recreation Centre, Runcorn, in February. The deal meant that Midland Bank provided the trophies as well as contributing to other costs of staging this prestigious tournament. Entries from competitors living within the Borough of Halton are being encouraged by awarding annual and individual trophies for the best local performance in each age group. Again Midland Bank kindly agreed to supply these awards. The organisers are particularly pleased that Midland Bank came forward as the high standards which were set the previous year have been maintained.



The Thompsons, Crowtree Leisure Centre's 5 Millionth Visitor family, get a close look at the 007 Saab Special featured in Bond's latest novel escapade. Les Allen Motors (Saab) sponsored the 5 Millionth Celebrations.

M.Y. Dart Products and run in the Sun newspaper.

One hundred teams set out to establish a new 1,000,001 record and win the right to challenge the fabulous Marlboro Team of Champions, but it was the Old Mill team who triumphed to give the Bargoed Community Centre the privilege of welcoming the Marlboro team of John Lowe, Leighton Rees, Tony Brown, Rab Smith and Colin Baker.

BACKBOARD PAGE

BRADFORD'S basketball team is being sponsored by the council's Economic Development Unit to the tune of £5,500. Marketing manager Eddie Fenn explained: "One of the aims of the EDU is to attract new investment to Bradford. To do that we have to project a new and bright image of the district. That's why we call ourselves the Mythbreakers: we are pulling out all the stops to break down the myths that surround Bradford. For £5,500 we could have bought a half-page advert in the Financial Times saying what a great place Bradford is — instead we chose sponsorship, and we have a living, breathing advert for the district that is appearing all over the country this season". As well as spreading the word nationally, the team's two American players will feature in a series of State-side ads aimed at attracting American companies to Bradford. Meanwhile they are doing their

bit to help many of the district's unemployed youngsters by holding free coaching sessions at an inner-city sports centre.

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around the regions

FOLLOWING EASTERN SUCCESS

"HOW do you follow the successful Health and Safety Seminar staged at the Lea Manor Recreation Centre, Luton, in November 1980?" was the question Peter Ashe posed his Executive Committee.

A seminar designed as a linked follow-up was the answer, when SAFETY IN RECREATION attracted over 80 delegates (including our National Chairman, Roger Quinton) to the Civic Offices at Borehamwood, Herts. Members and guests travelled from as far afield as Gosport, Bognor, Coventry and London to listen and take part in the day's workshop sessions.

On entering the reception area of the new and impressive civic offices, "mug shots" of all guests were taken by Photoquick (one of the sponsors) and a "Working Instruction" attache case was presented by En-Tout-Cas. Following a welcome cup of coffee, delegates were directed to the Council Chambers for the official opening of the seminar by Mr M. C. Turner, B.Sc. Eng, C. Eng, MIMun.E., — Technical Services Officer, Hertsmere Borough Council. Upon completion of this address, Peter Ashe — Chairman Eastern Region, ARM, informed members that it was to be a working seminar with emphasis on participation, from which all delegates should benefit.

The stage was then set for "Williams and McKay". No, this was not the sponsors' spot or a double act, but the eloquent Roger Williams — Senior Lecturer in Law, and Hugh McKay — Senior Course Lecturer, Luton College of Higher Education, who presented a paper on **Legal Implications and Management Accountability**. Subject matter such as: the aims of the Act, control and regulations, general duties of employees, inspectorate enforcement notices, aspects of management duties, etc., were presented to an appreciative audience.

Prior to lunch, our sponsors Photoquick and G.K.N. Sankey Ltd. presented their products, whilst Hans Jergen — Wine Importers, once again complemented an excellent buffet lunch with white wine.

Safety Procedures and Guidance Notes was the afternoon's paper from Mr R. McCreedy — Health and Safety Officer, North Herts Borough Council. The "nitty-gritty" of this intricate Act was explained during his lecture, highlighting: safety policies, codes of practice, guidance notes on safe working procedures, level of manning, common hazards at work, etc. — food for thought for all practising recreation managers!

Group Workshop Sessions. Covering twenty separate areas and activities, general guidelines were presented as group reports, which hopefully, will be available for circulation to ARM members.

Bob Whan.

DRASTIC SOLUTION?

DOES it take a major fire disaster to give the manager an opportunity for proper consultation on centre design, finish, supply, etc? Well, maybe not, but following the Eastern Region Autumn Meeting at the re-designed and re-built Bury St. Edmunds Sports and Leisure Centre, the thoughts may have crossed the minds of many practising managers who attended. Fellow member of the Association, John Binks, played host to over 40 delegates for this official visit to the new complex, opened in September.

Introduction to the day's programme was given by Mr S. M. Casson, Director of Technical Services, followed by a tour of the centre. On completion of the tour, the Projects Architect, Don Flett, gave a talk highlighting the numerous up-dated features installed in the building. He mentioned that during the early design stage emphasis was placed on a reconstruction of the former building, but with experience gained prior to and following the fire, many alterations were included in the final plans. The latest heat-recovery system, modern fire detection and link control unit were just a few of the items described.

Helmman Coin Controlled Lockers Ltd were the main sponsors for the meeting, and John Howes — Sales Director, David Green — Co-Director, and Colin Turner — Maintenance Representative, gave a short presentation on their product. Apart from selling the high quality of their lockers, Mr Howes stressed the importance of regular maintenance.

"Fire Precautions in the New Building" was the theme for a paper introduced by Chris Tere, Divisional Fire Prevention Officer for Bury St. Edmunds. Chris, together with John Binks, watched the Recreation Centre burn in the early hours of that fateful day in 1979, was involved with the new fire fighting, detection and control systems.

The final morning's programme was an amusing talk by Chris Copson, Financial Director of Willhire, who explained the problems concerning the investment and construction of the new National Rollerdomes, located in Bury St. Edmunds.

To complement an excellent buffet lunch, John Howes offered drinks to all delegates, which in true Association-style, was graciously accepted!

A Regional Business Meeting was held in the afternoon, when the highly topical subject of Amalgamation was discussed at great length. Concern was expressed by many members about the qualifications for membership to the proposed Institute of Leisure and Amenity Management. Other items discussed during the meeting were future Regional Seminars and Meetings, and a report by Glen Leishan on the National Executive Meeting.

Finally, Peter Ashe, Chairman of the Eastern Region, proposed a vote of thanks to the hosts for a most enjoyable day.

Bob Whan.

CROWD AT Q.P.R.

THE Autumn meeting of the London and South East Region of ARM took place on Friday, 23rd October, at Queen's Park Rangers Football Club. Derek Sherriff had a minor but welcomed problem in that 112 people turned up for the meeting, a large increase on the expected 50. He managed, however, to accommodate everyone although not all seated.

A larger than normal agenda was ideal for this interesting gathering. The day started with a welcome by Ron Phillips, Secretary of Queen's Park Rangers Football Club, who introduced John Barrett, a director of Omnisport International Limited, the firm that laid the synthetic football pitch at Q.P.R. Omniturf have spent many years producing what they call this second generation synthetic turf. Most of their installations have been tennis courts, but have recently moved into the football and hockey market. By a stroke of fortune, Seymour Tamarin, who has spent the past few years

researching for Omniturf, was visiting the United Kingdom and attended the meeting. Thus the members had the benefit of his experience when questions were asked.

The object of laying Omniturf at Q.P.R. was basically financial. Professional football clubs realise that to use an area for only 25 days a year is not financial sense so must look for improvements in use to produce income. Consequently, Q.P.R. went for a synthetic turf which could be used for various events. Although the turf has been laid for only a few weeks, they have staged their own league matches (with increased gates), a 4 nations hockey tournament, a London 7-a-side rugby tournament, and are at present negotiating for a large pop concert starring a well-known football-loving pop singer. Obviously, this increased usage means increased income and the £350,000 investment in the turf should show a profit in the long term. Anything new will always produce many questions and all of these were answered by John Barrett and Seymour Tamarin in a very professional manner. Information on synthetic turf is limited so this was a very interesting subject. Those that have knowledge of synthetic turf have reservations on Omniturf but these will only

be confirmed or repudiated in time. One thing is certain; if the projected use is achieved, the investment will soon be paid for and increased income made, thus accomplishing their objective.

Following Omniturf we were delighted to have the presence of Dennis Woodman to talk about amalgamation.

The morning session concluded with an introduction by Stephen Tickner of the Tokyo Electric Company (TEC) on Electronic Cash Registers.

On completion of lunch, a visit was made to the turf laid at Q.P.R. The camber of the pitch, the hardness of the turf, amount of fibre laid down, method of line marking were noted.

Following the pitch inspection, Paul Bolas, scientific director of Aqua Electronics, presented a paper on "Ozone Treatment in Swimming Pools" outlining the history of water treatment, the pluses and minuses and giving the benefits of ozone. The day was then completed with a conducted tour by Fred Holdsworth Leisure Pool Manager of White City Leisure Pool, the latest leisure pool in London, where some members took the opportunity of a swim and a bounce on the waves.

Mike Ford.

Winter Catalogue

THE North of England and Scotland winter seminar was a catalogue of disasters, the first of which was the weather, which prevented all but a hardy band of stalwarts from reaching Eldon Square Recreation Centre, Newcastle.

The programme continued the theme with consideration of such things as 'the electrocution of a young man on a badly earthed sun-bed', 'the scarring of a beauty queen when a tube fell out of a sun-bed', 'a broken neck on a trampoline', 'the potential for disaster through a fire at a roller disco in a basement', from which readers will gather that the seminar was concerned with Health and Safety in Recreation!

The efforts of David Clough in organising the seminar were well rewarded by a very practical series of talks which many 'grass roots' members would probably have found very valuable, had the weather permitted their attendance.

Mike Fulford.

WHITCLIFFE MOUNT

APPROXIMATELY 60 members and guests attended the Yorkshire and Humberside Region's seminar on 10th February at Whitcliffe Mount Sports Centre.

The day's theme was the topical one of unemployment and how local authorities were contributing free or low cost recreational opportunities plus details of how various community projects had created employment, albeit temporarily, under the Manpower Services Commission schemes.

Contributions on practical recreational opportunities were received from Moss-Side (Manchester) South Yorkshire and Bradford and I enclose a report on those sessions from the Yorkshire Post.

The afternoon saw an input on project based employment from Middlesborough, Leeds and Bradford where the ventures ranged from a sports hall conversion to the creation of a golf course.

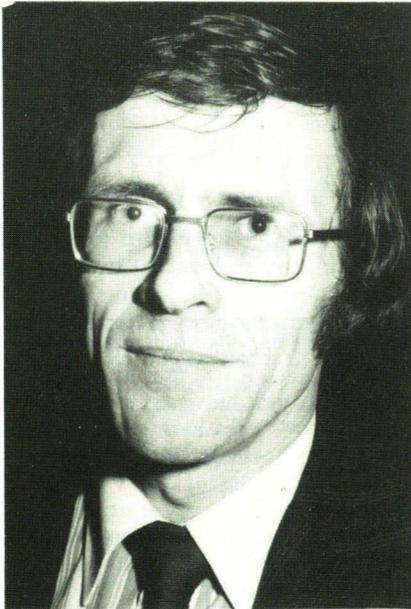
The Tyne Tees TV documentary on unemployment and its psychological and medical effects on the community of Sunderland was shown, followed by an "unemployment swap shop" to give ideas on schemes which could be put into successful operation.

Thanks are due to Iomi, Consultant Caterers and Visionhire who sponsored the day's proceedings.
John Gray.

BADMINTON PLAYER & BANK BOOST

THE Badminton Association of England has announced a minimum of £25,000 backing by National Westminster Bank. In the largest coaching sponsorship yet made available to the sport, the Bank is sponsoring a Regional Badminton Coaching Scheme culminating in the 'NatWest Regional Championships' to be held on 24th May at Bletchley Leisure Centre. England's coaching Manager, Ciro Ciniglio, comments: "I am very grateful to NatWest for its support and backing of badminton. Our policy of giving opportunities to top level players at a younger and younger age, will now really be able to extend down to the grass roots, and I am sure that even more talented youngsters will be discovered and brought to prominence more quickly."

John Player and the Badminton Association of England have made a new agreement for £120,000 sponsorship of the John Player All England Open Badminton Championships. The Badminton Association says: "We are delighted to have agreed this sponsorship which continues a long standing relationship between John Player and the Association. We are grateful to them for their support which enables the event to remain the premier badminton tournament in the world."



John Knowles

ST. ANNE'S SEMINAR

CONGRATULATIONS and thanks are extended to the North West Region in organising the Association's National Seminar at St. Annes-on-Sea, Lancashire, from November 12-14. The organising committee clearly had a most difficult task in following several highly successful programmes of previous years and in particular the superb Saunton Sands venue of 1980. However they met the challenge positively and achieved a successful blend. Undoubtedly the concept of discussion groups was one well conceived and favourably received and will form the basis for future seminars. In addition, the seminar was a financial success and therefore the North West can feel well pleased. A special word of thanks must go to John Knowles who was not only heavily involved in the planning and presentation of the seminar but also steered the event through the National Executive meetings. Thanks are also due to Richard Tibbott who organised the programme of speakers.

MSU PRODUCTIONS GOT YOU TAPED?

THE CENTRE for Physical Education at the University of Lancaster are now using the audio visual medium to promote their facilities. MSU Productions at the University have just produced for them a twelve and a half minute slide/tape programme entitled "Sport for All at Lancaster". This is shown to first year students in 'Introductory Week' each year.

Although slide/tape programmes are made using still pictures, the programme producers, David Blacow and Michael Bowen, believe it is a powerful medium for marketing sport. "Sport for all at Lancaster" is a compelling mix of sound, movement and colour. The visuals alternate between full screen pictures and a montage of eight different sport activities.

The sound track is in stereo and combines music, commentary and special effects.

Although "Sport for All at Lancaster" was designed to be shown within the University, it has aroused much interest in sporting circles in general. MSU Productions have shown it at a course for overseas sports administrators at Bisham Abbey, at the ARM Seminar last November at St. Annes-on-Sea, and at the Sports Council Staff Conference at Lilleshall. The next big event will be the International Conference "Sport and People" at the Wembley Conference Centre in May, 1982.

MSU Productions now operate a commercial audio visual production service and all enquiries should be addressed to Mr D. Blacow, MSU Productions, University of Lancaster, Bailrigg, Lancaster (0524) 65201, ext. 4480.

DON'T MISS THE NEXT SEMINAR!

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 PURCELL W., Manager Tallaght Community School SC.
 NICHOLLS P., Dep. Director of L & R, Deal.
 CAUNTER R., Manager St. Crispin's Centre.
 PIMBLETT H., Dep. Manager Larkfield LC.
 GEOGHEGAN R., Manager, Portmarnock S & LC.

ASSOCIATE TO FULL

LEWITT P., Manager, Launceston LC.

ASSOCIATE

WATTS D., Head of Dept. Fife Inst. of Physical & Rec.
 DRAKE Miss J., Assist. Manager Queen Elizabeth Centre.
 AHERN J., Rec. Supervisor Cynon Valley.
 FEATHERSTONE S., Manager, Cotgrave Community Centre.
 KOTOWSKI M., Manager Coppenhall SC.
 BYRNE R., Assist. Manager Perdiswell SC.
 MOORE P., Assist. Manager, Perdiswell SC.
 SCOTT I., Tech. Superintendent, Newcastle.
 PENFOLD G., Supervisor, Lodge Park SC.
 KERFOOT R., Duty Officer, Broughton LC.
 BARLOW D., Colour Sergeant Royal Marines.
 WARD A., Assist. Manager Cheslyn Hay SC.
 TAYLOR G., Tech. Off/Duty Off. Spiceball Park SC.
 CRACCO S., Duty Off/Bar Super. Spiceball Park SC.
 PLOWRIGHT Miss L., Assist. Manager, Winchester LC.

STUDENT

NEWLAND J., Farnborough College of Tech.
 HICKMAN I., Polytechnic of North London.
 USHER Miss P., Farnborough College of Tech.
 HILL A., Newcastle Poly.
 PAVIER Miss S., Farnborough College of Tech.
 TUTTE Miss B., Newcastle Poly.
 YOUNG Miss C., Farnborough College of Tech.

THORPE Miss H., College of St. Paul & St. Mary.
 MARKALL Miss T., Farnborough College of Tech.
 JANES P., Loughborough University.
 NICOL Miss K., Farnborough College of Tech.
 JOHNSTON J., North London Poly.
 BRITTEN Ms J., Farnborough College of Tech.

RETIRED MEMBERS

JONES K., Loughton, Essex.
 FRY Bill, Bromley, Kent.
 WOODMAN D., Croeserw-Cymmer, Wales.
 PEARSON A., Port Talbot, Wales.
 LEARMONTH I., Ilfracombe, N. Devon.
 TWEEDALE K., Fareham, Hants.
 CRAZE W., Romford, Essex.
 HOOKE D., Allerdale DC, Cumbria.

NEW APPOINTMENTS

MILLS P., Assist. Rec. Manager, Sutton RC.
 LEE F., Principal Recreation Officer, Huyton.
 CARVELL C., Riyadh Military Hospital, Saudi Arabia.
 MONK M., Manager, Arun LC.
 LEWIN M., Manager Calne SC.
 MURREY K., Manager Star Recreation & Community Centre.
 HARFIELD A., Putteridge RC.
 ALBUTT D., Principal Sports Officer, St. Albans.
 WHAN R., Area Manager Luton Regional Sports Centre.
 FOLEY W., Mgr. (Baths) Vale Farm SC.
 WATSON E., Assistant Manager, Hartspring SC.
 JENKINS P., Snr. Rec. Manager, Cardiff.
 CROSS D., Lecturer Farnborough College.
 MAPPELDORAM J., Snr. Assist. Manager Western LC.
 GILLESPIE E., Area Recreation Manager, Reading.
 MCCARDLE M., Recreation Officer, Portsmouth.

Sally Maidment on the ARM ski-trip

On a more serious note, the ARM members discussed throughout the week the possibility of future ski trips for families run through the sports centre.

There definitely is a need to provide such a facility since so many thousands of schoolchildren experience skiing two or three times then have nowhere to ski at a reasonable price once they have left school. By running trips along similar lines to schools, we, as recreationalists, are:—

- a) Providing for participation of a sport for the masses which is in demand once people have left school.
- b) Opening new areas of recreational possibility. Maybe more dry slopes and clubs would be founded as a result.
- c) Recognizing that skiing is an activity which appeals to people from many specialities. Therefore it would be seen as socializing opportunity for sports minded people in general to be drawn together once a year.
- d) Recognizing that there is a large profit-making margin.
- e) Not having to take total responsibility as the travel organization does all this.

One point which was hotly debated asked whether the trip organizer should be paid to go on the trip. With schools some teachers are, some are not. Therefore, like each headmaster, this would be for individual authorities to decide and for managers to cost out as a consequence.

Well done Bernard Warden for organizing this event because it has sent a new wave in the field of recreation and given many of us food for thought. Ski trips for sports centres cannot be ignored in the future.

S.M.

NATIONAL ASSESSOR'S COMMENTS

Continued from page 8

- v) *It was a great disappointment to find that sports hall management techniques are not highly developed. Perhaps there has been a national assumption that this knowledge is inherent and self-perpetuating. (Sports Council and professional associations please note!)*
- vi) *The relationships between school and centre were good in most cases and impressive in a few. Certain centres had excellent departmental support but in others the centre operated almost in spite of the department.*
- vii) *There was a high degree of Member commitment and involvement in most of the centres. The approach to the problems of joint-provision was refreshingly realistic in a number of the centres visited.*
- viii) *Overall there is no doubt that the standard of management in the joint provision centres visited compares most favourably with other types of centre.*
- ix) *The 1982 Award did much to reinforce the conclusions of 'Sharing Does Work'.*

COME FLY WITH ME

THE last meeting of the East Midlands Region was held at the East Midlands Airport at Castle Donington. The day proved to be extremely enjoyable and enlightening. The day had been organised by Sports and Leisure Foods, through their airport catering manager, Mr Jim Campbell. The morning commenced with a tour round the airport including the departure lounge, storage areas, the flight deck of a transport aircraft, the repair and conversion areas, the Rolls Royce hangar, where we saw company's jets and the Rolls Royce Spitfire — this brought back memories to many of our older members! This very interesting trip round was followed by a talk about the airport by the Public Relations Officer of the East Midlands Airport, complete with their slide/tape presentation.

We then moved into the diningroom where Sports and Leisure Foods had laid on a most enjoyable three course lunch for us. After lunch, Jim Campbell took us round his catering and bar areas, which proved of great interest to our members, particularly his bar storage area, which had many of our members questioning their own arrangements. Jim gave a chat about his facilities before introducing Eric Dyer, Director of the Airport, who gave us a history of the airport, and discussed future developments.

The second part of the afternoon was spent looking at sporting holidays, particularly ski holidays abroad. Horizon Midlands gave a slide/tape show then provided information on golf and skiing holidays arranged through their group travel firm. This was followed by a presentation by Bryan Hughes and Peter Stark from the Rushcliffe District Council, who had been involved in organising school trips for their sports centres in conjunction with Alan Burrige and other leisure centres in the country. This year Rushcliffe are "going it alone" and have organised a trip which undercuts those organised by most travel firms by £50 - £70, dealing directly with a firm that deals in group travel. Further details from Peter Stark, Recreation Officer, Bingham Sports Centre, The Banks, Bingham, Nottingham.

Bob Millar.

Leisure in Print

Leisure in Print reviews publications which may be of interest and value to recreation managers. Any member wishing to contribute should first contact ARM News Review Editor Ian Cooper at "Gwalia", 24 Clarence Road, Craig-y-Don, Llandudno, Gwynedd LL30 1TW.

SELECTED NEW PUBLICATIONS

THE LEISURE SHOCK by Clive Jenkins and Barrie Sherman, published by Eyre Methuen, 1981 ISBN 0-413-48210-3 Paperback £4.50.

This book must be the one book every member of ARM reads this year, indeed all people with the slightest involvement in the management of leisure must read it. The authors argue convincingly for a revolution of the hardest kind, a revolution in attitudes. For us this must be the most thought provoking book about the future — our future. It is not easy reading as it is crammed with facts and economic theory, but browse through, consider its suggestions. What will we do in 1990 with 5 million unemployed with no preparation for a totally different life style where the non-work ethic has replaced the work ethic. That is the "Leisure Shock" and it's with us now, the signs are there and are clearly pointed out by the authors.

The difficulties of financing the necessary vast growth at all levels is probably the most difficult aspect to grasp. A "Systems Tax" is proposed, will it work? Will employers recognise the devastating effect they can have on the environment, employment when they introduce a new system? Will whatever Government that is in power contribute to the development of facilities not just for leisure but for retraining people. The sooner the rating system is altered the better then local government can look to increasing the miserly 5% expenditure it grudgingly gives to leisure services, argue the authors. This book encapsulates and thoroughly examines all those ideas and suggestions heard in conference bars and other smoke-filled rooms. The difference between those venues and this book is that the latter puts the ideas against the harsh background of reality and then suggests a direction for action. As I have said, not an easy book to read and not cheap but absolutely essential reading for any ARM member who cares about his or her future in recreation management. Rating ★★★★★

Design for Sport by G. A. Perrin, published by Butterworth, 1981 ISBN 408-0036S-0 £20 hardback.

An expensive but very comprehensive book covering a wide range of building designs with forty-six case studies which bring out the reasons behind the designs. This is an excellent follow up to Perrin's more specific design and briefing guide and covers all basic facts, likely to be a text book for all recreation planners.

High quality design drawings and photographs. Detailed chapters covering: Small scale projects; Sports Halls and Indoor Sports Centres; Swimming Pools; Sports Centres; National Training Centres and Centres of Excellence; Sports Groupings in community facilities; Urban Rest and Leisure Parks; Stadia. Useful Appendix covering Olympic regulations governing sports installations. Rating ★★★★★

Turf Management for Sports and Leisure Monthly magazine, published by Golf World Ltd. 01-231-1291/2. ISSN 0262-0669 £1.50.

This is a new monthly subscription magazine for the sports and amenity turfgrass. Its motto is "Towards efficiency, effectiveness and economy in the construction and maintenance of more durable turf". If the first edition is anything to go by, this should be a very welcome edition to the recreation manager reading. Wide ranging articles covering natural and artificial surfaces, horticulture and the commercial sector. Excellent article on maintaining Rugby and Football pitches, quote "Fees for hiring pitches must be higher if playing surfaces are to improve" and so say all of us! Rating ★★★★★

NEW PUBLICATIONS from the Tourism Society

Education and Training

A 7-page A4 summary of courses in Education and Training available in the U.K. Produced from postal research among colleges, the information relates to 1981 and is unlikely to show very great changes in 1982. ★★

Employment in the Tourist Industry — School Leavers.

A 12-page A5 summary concerning jobs in the tourist industry designed to answer the queries of the tens of thousands of young people who require information of a general nature. Names and addresses of organisations providing further information are included. The leaflet was warmly welcomed by ILEA Careers Advisers at the World Travel Market Seminar on 3rd December, 1981.

Man and Leisure 1980 Report of 4th European Congress on Leisure, published by European Leisure and Recreation Association, 1981, 15 Swiss Francs.

313 pages giving reports on 33 papers presented to the congress, most give only an abstract in English but there are 15 papers also in English. Very interesting papers from the Eastern Bloc, including Ringo — a new leisure time sport from Poland, which uses a Volleyball court — no game rules given unfortunately. Many Polish papers, good reading throughout. ★★★★★

STAR RATING ★

We have introduced a star rating system for publications which are reviewed in Leisure in Print. The 5-star range stretches from 1 ★ which 'notes the publication' to 5 ★ which denotes an outstanding publication of immense value to recreation managers.

RESEARCH

Joint Provision and Dual Use: A Bibliography, compiled by A. J. Veal, papers in Leisure Studies No. 2, published by the Polytechnic of North London, 1981, ISBN 0-907832-01-6, £1.00. ★★

Lists 165 published reports on this topic which must be at the forefront of all economy minded providers of new facilities. Essential reading if you want to persuade your providers to build that new centre at the local secondary school or football club. Most articles can be obtained through inter library loan but some unpublished theses may be hard to get hold of.

International Bulletin of Sports Information International Association for Sports Information, Volume 3, Number 3. Published by IASI, The Hague, Netherlands, 1981 ISSN 0378-4037. 17 U.S. Dollars annual subscription. ★★

More Physical Education than Leisure and Recreation but interesting and worthwhile. Commission report and working plan 1982-85, list of physical culture schools in Yugoslavia, European conventions, conferences 1981-82.

Sightseeing in 1980, English Tourist Board Socio-Economic Research Unit, 1981, ISBN 0260-1583, £2.50. ★★★★★

Analyses the usage and the capacity of England's attractions for visitors based on a survey of all main sightseeing attractions. Many facts revealed by this survey are of particular interest to Local Authority managers. Specific positive and negative factors which influenced the number of attendances show that advertising and publicity was the most significant factor

in improving attendances. The bad weather (Summer 1980), economic recession and fewer visitors to the area were the most significant negative factors. Read this report and benefit from the comments of the commercial section, look especially at the new attractions now on offer at places like Alton Towers and Dreamland (Margate — not Whitehall!).

Denmark — A Case Study in Tourism Development and Environmental Conservation A. S. Travis, reprinted from 1977 report, published by C.U.R.S., University of Birmingham, 1981 reprinted, ISBN 0-7044-0578-4, £5.00.

The study visit report of 1977 has been reprinted due to the selling out of the first edition. Very readable report looking at five areas of development: from tourism; museums; national parks and nature reserves; town centre pedestrianisation. The relevance of the experiences in Denmark to similar projects in Great Britain is highlighted. We lag behind the Scandinavians considerably in many aspects detailed in this good report. ★★★★★

Leisure Research and Planning: Sources of Information compiled by A. J. Veal, published by The Polytechnic of North London, Papers in Leisure Studies No. 1, 1981, ISBN 0-907832-00-8, £1.00. ★★★★★

If you want to know who has done a major survey or who is regularly writing about leisure then this is your bible. Details of 17 major U.K. leisure surveys, 27 journals and publications (including ARM News "Journalistic rather than academic"), 11 abstracting services and 19 U.K. Leisure research organisations. Definitely one for your bookshelf.

Power in Organisations by Jeffrey Pfeffer, Pitman Publishing Inc., 1981, 391 pps, £5.95 paperback, ISBN 0-273-01638-5.

An American textbook which takes time to acquaint with. Once the effort is made the reader is led through a most comprehensive discourse on matters relevant to how individuals and organisations are influenced, and can influence.

The reward for senior managers in mastering the text is a reflection of how "power" — deriving from the division of labour that occurs as task specialisation is implemented in organisations — and "authority" — legitimised, accepted power — relate to their own work environment, and to their own social environment. This reflection teaches.

Chapter headings such as "Understanding the role of power in decision making", "political strategies and tactics", "perpetuating power" and "power politics and management" are self explanatory. Their contents are worth reading! ★★ ARQ.

WORK FINDING

Recreational Motorcycling in Wales in the 1980's, from the Sports Council for Wales/Cambrian Council of Welsh Motorcycle Clubs, published by Sports Council for Wales.

Only 15 pages but very useful publication which is aimed at reducing the lack of understanding about motorcycling which now features in many County Structure Plans. Well written and easy to read. If bikes are your problem — this is your book. ★★

The Leisure Studies Centre Review — A periodic Review of new and existing publications — Volume 2 No. 1 Spring/Summer 1981. Published twice annually by the Centre for Leisure Studies, University of Salford, £2.50 per annum (£1 p & p), ISSN 0260-3349. Editors — David Jary and Michael A. Smith.

(Continued on page 34)

The Leisure Studies Centre Review Journal does what the ARM News book reviews have been unable to do and that is to find sufficient space to inform the reader over and above a couple of paragraphs.

In this publication 13 different books are reviewed with a substantial editorial including a contribution entitled "Turning unemployment to leisure - sharing work through flexible life scheduling" by Fred Best. Whilst the individual books reviewed are mainly theoretical, they are of considerable background importance to the practitioner.

Subscribe for a year! ARQ ★★★★★

Supervisory Management *Journal of the Institute of Supervisory Management, 12 Bore Street, Lichfield. Volume 32, Number 4, Winter 1981. £1.50.*

Wide selection of articles all about management and advice on problems. Interview with Alan Brown, Chief Executive of M.S.C. Plus article on how a football supervisor (referee) is trained. Interesting throughout. ★★★★★

Sports International, *Journal and newsletter of the Centre for International Sports Exchange, 44 Baker Street, London W1M 2HJ, 01-486-5101, 1981, £1.50.*

New name, new role under the guidance of the Central Bureau for Educational visits and exchanges.

Excellent well written articles including contributions by George Torkildsen and Polytechnic of North London. Wide ranging articles by Dr Dan Anthony. ★★★★★

HARDY ANNUALS

British Tourism Year Book 1982, *compiled and edited by Janet Housden, MPhil, FHCIMA. Published by IPC Consumer Industries Press in association with the Tourism Society. First Edition £7.50. 83 pps.*

Another publication of high standard prepared for the professionals engaged in all sectors of tourism. As a source of basic reference it is an essential purchase. The information regarding tourism statistics is invaluable, although only including 1980 statistics. The many categories of information are ideal to introduce further reading and further investigation. The contents include: the constituents of British Tourism, organisations, suppliers and services, publica-

tions, education and training, an international section, and detailed information regarding the Tourism Society organisation and its membership.

Excellent! ARQ ★★★★★

Tourism & Recreation Research Unit Annual Report and Prospectus 1981 *published by TRRU Department of Geography, University of Edinburgh EH1 1NR - Free of Charge? ★★★★★*

A small booklet listing the background to the work carried out by the Research Unit and of particular value, the TRRU publication list. Send stamped, addressed A5 envelope. ARQ.

Annual Report of the Sports Council for Wales 1980/81. The ninth year of operation sees an income of just over £2m with distribution as follows: National Centres 59.63%; Administration and Services 22.07%; Grants 18.30%.

Major flood damage at the National Sports Centre, Cardiff, cost as much to repair (£434,000) as it did to build the Centre in 1971. Plas y Deri, the National Outdoor Pursuits Centre between Bangor and Caermarfan near to Plas y Brenin now open. ★★★★★

Information Bulletin European Leisure and Recreation Association, *number 24 E.L.R.A. Seefeldstrasse 8, CH-8022, Zurich, 1981.*

This is one way of joining Europe and seeing what's happening over the Channel. This is the 11th year of this Association. Good articles, reviews, events, interesting models (their translation) not all in English but still very readable.

Subscription to E.L.R.A. gives you 3 copies of the bulletin and all other information available. No details of subscription given. ★★★★★

Groundsman's Field Handbook - Additional Information Sheet

This important item which was launched at last year's Groundsman's Exhibition has produced great interest from the Sports and Leisure world. With the new Athletic season about to open a separate insert page giving all the new details of the amendments and alterations to the colour coding for some of the lane markings, take-over zones and hurdle positions on the 400 metre Running Track. Also shown are rule changes for some of the field events on the Athletic Arena. This is produced in conjunction with the agreement that Sportsmark Limited have with National Playing Fields

Association, 25 Ovington Square, London S.W.1. ★★★★★

Standard Sports Dimensions Chart

The Standard Sports Dimensions Chart has been re-drawn yet again by the Technical Department of SPORTSMARK. This item not only includes recent changes in layout but also reintroduces IMPERIAL dimensions. SPORTSMARK have maintained the price and these are available at £1.70 plus VAT with discount on quantity. ★★★★★

QUICK REFERENCE

Package Deal Squash Courts *by The Scottish Sports Council (031-225-8411), Information Digest FDI, revised December 1981. ISSN 0140-2803. Subscription. ★★★★★*

Excellent, well laid out guide to the world of package deal squash courts including a list of U.K. manufacturers/suppliers of courts as at November 1981. A package deal could be the answer to your provision problems. Very comprehensive and concise publication.

O.P.C.S. County Monitor *Office of Population Censuses and Surveys, 1981 Census results, published by Government Statistical Service ISBN 0-906197-77-5 30p or £20 full set. ★★★★★*

The County Monitors are being published so that some detailed country results from the 1981 Census can be made available ahead of the full county reports. Check if yours is available by ringing 01-242-0262 ext. 2208.

NOTE: Statistics from the 1981 Census appear on PRESTEL from page 500412 onwards.

Sports Centres Composite *The reports of the Scottish Sports Council's series of national seminars on sports centres 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.

HELMSMAN AWARDS 1981-82

ARM NEWS AWARD

THE Annual ARM News Award is sponsored by Helmsman Coin Controlled Lockers and is presented to the member contributing the best original article exceeding 500 words. There is a prize for the winner (£10) and the runner-up (£5) in each of the four editions. The overall winner wins £30 and a silver salver with the runner-up overall winning £10.

1981/82 Edition Winners

- | | |
|-----------------------------|------------------------------|
| No. 33 1st Margaret Medland | No. 35 1st Stephen Wilkinson |
| 2nd Robert Whan | 2nd Dave Johnston |
| No. 34 1st Bryan Hughes | No. 36 1st Steve Chalk |
| 2nd Peter Brown | 2nd Sam Reid |

Previous Winners:

- 1978 Roy Simons, Concord Sports Centre, "Lockers v Baskets".
- 1979 Bill Breeze, Pontypool, "Time to End Pay Anomalies".
- 1980 Hugh Duff, Stocksbridge Sports Centre, "Use Imagination".
- 1981/82 To be presented at the Association's Annual Dinner in Coventry in May.



The symbol (left) of Helmsman Coin Controlled Lockers Ltd - donors of the trophy to be presented to the writer of ARM News's Article of the Year.

ARM HELMSMAN SQUASH TOURNAMENT

65 COMPETITORS representing all the Association's regions entered this year's Squash Tournament. Players competed in eight regional competitions with the winner in each going forward to North and South Finals. Results:

NORTH

Semi-Finals: R. Dickman (North East) beat D. Martin (Scotland) 10-9, 1-9, 9-2, 9-6; J. McGinness (Yorks & Humber) beat D. Camp (N West/Wales) 9-4, 9-2, 9-7.

Final: J. McGinness beat R. Dickman 9-5, 4-9, 7-9, 9-3, 9-2.

Plate Winner: W. Roberts (Yorks & Humber).

SOUTH

Semi-Finals: D. Secher (London & S.E.) beat C. Vine (East) 9-2, 9-5, 9-2; S. Cearns (Midlands) beat A. Buck (South West/Wales) 10-8, 9-3, 6-9, 9-2.

Final-D. Secher beat S. Cearns 9-6, 9-6, 9-10, 9-4.

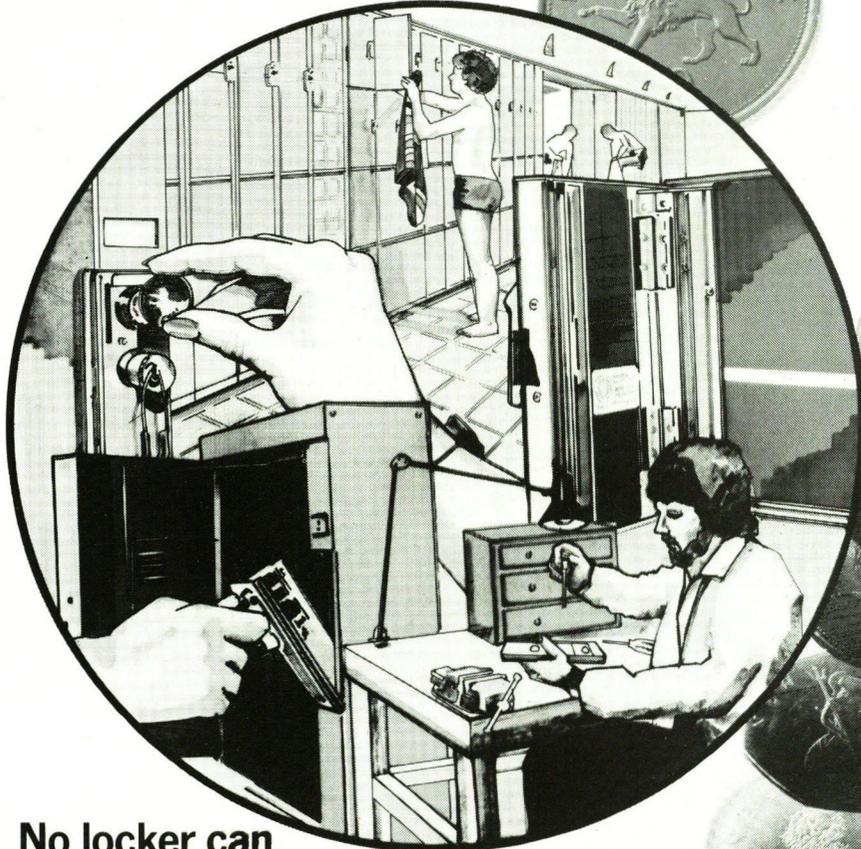
Plate Winner: B. Nash (London & S.E.).

FINALS COVENTRY 14th MAY (AGM & DINNER)

Trophy: D. Secher v J. McGinness.

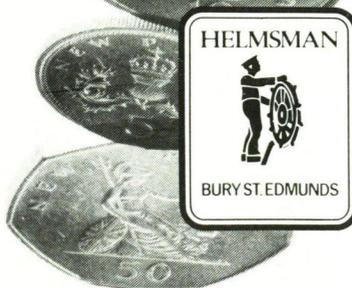
Plate: B. Nash v W. Roberts.

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ARM MEMBER IN THE NEWS • ARM MEMBER IN THE NEWS •

SECHER'S SUCCESS

by Alan Jenkins, Director, Alan Jenkins & Associates Ltd.

DENIS SECHER, 26-year-old manager of Redbridge Sports Centre and winner of ARM Helmsman squash tournament, won a place in the final of Britain's oldest squash tournament, now sponsored by Redoxon and run by the Jesters Club, which was held at the Heathfield Squash Club in early February.

Making the most of the last-minute scratching of No. 1 seed, Bob Johnson, Denis Secher faced Simon Dorey in his third round match. Having successfully beaten him 9/4 0/9 9/6 9/7, he went on to eliminate Middlesex county player Howard Cherlin 9/4 9/3 7/9 9/1.

In the semi-finals Denis was up against ex-GB international Pat Kirton, whose consistency and "percentage squash" makes him a difficult opponent to beat. Denis met the challenge beautifully and went through 0/9 9/6 9/5 9/5 to face in the final another ex-GB international, Mike Corby.

With a lack of match practice and badly blistered feet, Corby seemed in trouble from the start. Secher taking full advantage of his good fortune and playing intelligent squash, powered his way to a two-game lead.

But Corby, 2-6 down in the third game and seeing possibly his last chance slipping away of having his name on a cup which carries all the great amateurs of their day — Jonah Barrington, Geoff Hunt

and Mohibullah Khan — overcame the pain and with a sequence of winning shots, transformed the game to win 9/7. Playing beautiful squash and, to the delight of the crowd, cross court drop shots that just topped the red line, Corby comfortably took the fourth game 9/3.

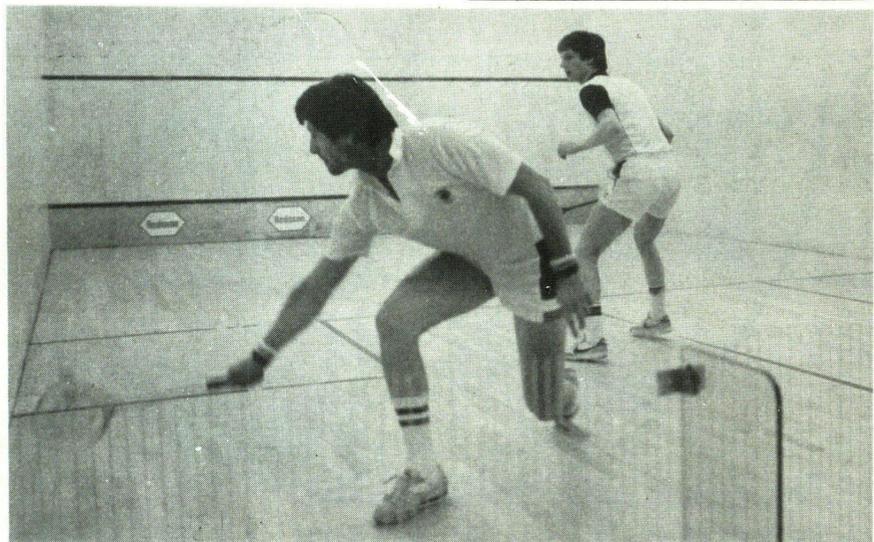
In an enthralling final game that lasted 26 minutes, the athletic strength of Secher was at full stretch against the talented touch-play of the 42-year-old squash and hockey international.

Working Corby hard, Secher forced him into making errors and managed to squeeze in front 7-6. But the long match had taken its toll. And although it took Mike Corby another eight serves to win the last three points, it was an uncharacteristic error by Denis Secher on the third match ball which gave Corby the title of Redoxon Amateur Champion 7/9 3/9 9/7 9/3 9/7.

In presenting the prizes, Dr Mike Carter, Director of the Pharmaceutical Division of Roche Products Ltd, said "The standard of play was excellent, especially in the finals, and we are particularly pleased to be associated with a well-organised and obviously enjoyable event for all who took part."



The Jesters Club was founded in 1929 to promote the playing of indoor racket games and in a manner where the enjoyment of the players is thought to be more important than the result. The club has no courts for its fives, rackets, squash rackets or real tennis activities, but plays on an away basis against any club or school. It believes the amateur spirit flourishes still and when squash went "open" in 1980, was very pleased to have taken over the running of the amateur championships from the Squash Rackets Association.



ARM member, Denis Secher, watches ex-G.B. Squash and Hockey International, Mike Corby, play a shot in the final of the 53rd Redoxon Amateur Championship.

ARM MEMBER IN THE NEWS • ARM MEMBER IN THE NEWS •

ARM NEWS 1982

NEXT EDITION — SUMMER

(copy deadline 20th May)

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:
The Editor, ARM News,
c/o Berry House,
41 High Street,
Over, Cambs.

ARM NEWS 1982

NEW EDITORIAL ARRANGEMENTS

With effect from May 1st a new editorial team will manage and produce ARM News.

Full details will be circulated soon to members of the Association and in the meantime all communications in connection with ARM News should be addressed to
The Editor, ARM News
c/o The Association's Office
in Over, Tel. 0954 - 30940.

ARM NEWS

Journal of the Association of Recreation Managers

Summer 1982

No. 37

Hello... Goodbye... Hello



Swansong for Association

Good friends . . . new and old faces . . . honoured guests from sister bodies . . . recreation professionals . . . these were the magic ingredients of an historic weekend in Coventry.

Members of the Association attending the final Dinner and Annual General Meeting welcomed friends from the past and the present and then looked forward to greeting new friends from the amalgamating bodies.

There was an all-pervading sense of 'history', a genuine feeling that the Association of Recreation Managers, in its relatively short life, had matured into a positive professional body, now ready to play its full part in the establishment of an equally vital new Institute.

It was truly . . .

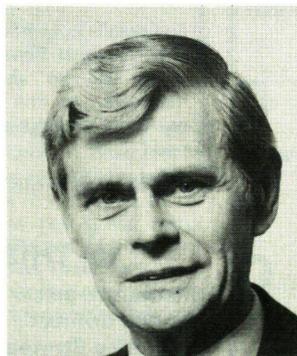
Hello . . . to old friends . . . Goodbye . . . to a lively association . . . and Hello to ILAM.



W. Breeze



P. H. Phelps



L. W. Davies



H. P. Boddington

OUR GUIDING STARS TOWARDS AMALGAMATION — See Page 21

Pontypool Park Prop-ositions



Our Association's final Annual General Meeting and dinner was a tremendous success, certainly living up to what has always been one of our main themes—'value for money'.

Sincere thanks for this 'swansong' must go to Peter Morrall, Geoff Gearing and their regional executive colleagues who were fine hosts, and also thanks must go to our most generous sponsors, Crest Hotels and En-tout-cas.

Peter Brackley—the dinner's main speaker—performed superbly and left us all in no doubt that we were witnessing the early stages of a talent which will surely rise to the heights.

The A.G.M. produced historic and momentous decisions on Amalgamation; there was unanimity on the motions (presumably because no-one, save Alec Collins, understood them!)

The message of the week-end is clear—though decisions have been taken which affect our long-term future, there remains a thriving programme of A.R.M. events, such as the National Seminar in November; likewise, all our regional branches have full diaries: the association's momentum is still in full flow.

We extend our congratulations to our newly-elected ILAM Council members. With six representatives of such calibre the ARM membership can be assured of a quality contribution to the growth of our new association.

Bill Breeze, Chairman



ASSOCIATION of RECREATION MANAGERS

ARM Office: Berry House, 41 High Street, Over, Cambridgeshire. Tel: 0954-30940.

Matters of Association business, including advertising in ARM News should be addressed to John Turner, Association Administrator at the above address.

ASSOCIATION OFFICERS 1982-83

Chairman—Bill Breeze, Assistant Director of Recreation (Pontypool Leisure Centre), Torfaen Borough Council, Gwent.

Vice-Chairman—Alec Collins, Director of Administration, Council Offices, Bollington, Macclesfield, Cheshire.

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.

—*Gerry Carver*, Recreation Manager, Arun District Council, Littlehampton, West Sussex.

Ex-Officio—David Knight (Editor ARM News), Assistant Leisure Services Officer, Ogwr Borough Council, Queen Street, Bridgend, Mid Glamorgan.

—*Roger Quinton*, Amenities Officer, Arun District Council, Littlehampton, West Sussex.

Each Region has a representative on the National Executive.

ARM NEWS

Journal of the Association of Recreation Managers

ARM News Editorial Address:

David Knight,
Editor, ARM News,
31 Bowham Avenue,
Bridgend, Mid Glamorgan.

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

Date for Your Diary

ARM NATIONAL SEMINAR

Theme: The Way Ahead

Date: 11th-13th November, 1982

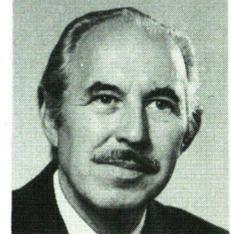
**Venue: Great Danes Hotel,
Maidstone, Kent.**

Full details concerning the most appropriate U.K. National Seminar for recreation managers will be shortly circulated to all members. In the meantime—don't miss out—make a note of the date in your diary now!

IN THIS EDITION

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Obituary



Kenneth Morgan,
Secretary,
Institute of Park
& Recreation
Administration.

On Friday, 21st May, 1982, Ken Morgan was taken ill at a meeting of the Steering Committee for Amalgamation, was taken to Westminster Hospital and died there of a further heart attack on Tuesday, 25th May, 1982. It was perhaps appropriate that his last working act should have been connected with the joining together of many recreation management bodies. He believed that this was essential for the future of the profession and he had believed it for a very long time.

Kenneth Morgan went to the Institute of Park and Recreation Administration in 1947, as assistant secretary to his father. Since then, he succeeded to the Secretary's post; became the General Secretary of the Federation of Park and Recreation—the international body; administered the IPRA Staff College as Director of Studies and Bursar; became Managing Editor of the IPRA Journal and been elected a Fellow of the Chartered Institute of Secretaries. He was equally active in local political life and was a parish councillor and Chairman of the Newbury District Council.

The Association of Recreation Managers has lost a very true and steadfast friend who always strove to forge the closest of links between the IPRA and the ARM. We were pleased and honoured that he should have been our guest at our Dinner before the AGM at Coventry. He signified his commitment to the unity of the profession by waiting to receive, at first hand, the result of the vote on Amalgamation.

Those of us who had worked closely with Ken over the past years will have had a sense of deep personal loss. We shall all miss his detailed knowledge of the very many facets of our profession in which he was involved. Particularly at this time when there is such need of the experience, steadfastness, singlemindedness and personal commitment which was always present in and available from Ken.

His dry wit and wise counselling has helped us through many turgid negotiations in the past and would have been of equal value in the future in his capacity as Secretary of the Institute of Leisure and Amenity Management—the post to which he had been designated by the four amalgamating bodies.

We must hope that his successor is able to bring to us such wide-ranging expertise.

It is unfortunately unlikely that anyone could remotely approach the world-wide international contacts he possessed within the field of recreation management. Those bridges will have to be re-built.

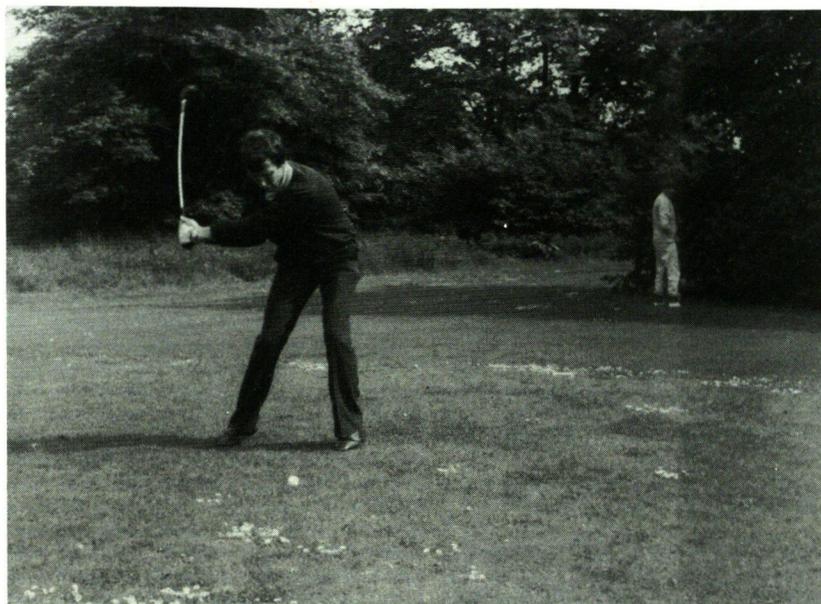
We shall honour the memory of Kenneth Morgan and always pay tribute to his invaluable contribution to the unity of purpose of the recreation management profession in Great Britain.

No man more justly earned the respect of his peers.

Kenneth Morgan leaves a widow and married son to whom our deepest sympathies are extended.

D.J.W.

Fit the Caption Competition



The photograph showing Howard Peters (golfer) and Dennis Woodman (non-golfer!!) was taken at the North West Regional Golf Tournament at Chester.

There is a £5 reward for the most humorous caption received by 21st August, 1982.

(NB: Dennis is not looking for Yates!)

Please send your captions to:

H. Peters
Perdiswell Sports Centre
Bilford Road
Worcester. WR3 8DX
Tel: 0905 56964.

Editor: An extra £1 reward for the best golfing tip for Howard (BW excluded!).

ARM Member Loses Virginity in Greenwich Park

Amongst the pantomime horses, waiters, pet parrots, chained convicts and ostriches lined up in Greenwich Park for the start of this year's London Marathon was at least one (surely there were more?) ARM member.

David Farrent, currently working in Warrington, joined nine thousand other first time marathoners at the quaintly named 'virgins' start'. The vast field of over 16,000 competitors necessitated two parallel starts to avoid the back markers taking over twenty minutes to cross the start line. Dave surprised himself by completing the course unassisted in just over 3 hours 10 minutes, a creditable pace but comfortable enough to allow him to sightsee and celebrity spot on the way round. 'I passed Jimmy Savile

after three miles, J. P. R. Williams on Tower Bridge and Superman in St. Katherine's Dock', Dave commented afterwards.

Last year's London Marathon made a profit of just under £10,000 which was ploughed back into providing much needed recreational facilities in the inner London Boroughs through which the race is run. This year, with a far larger field and with first year winkles hopefully ironed out, the organisers expect to clear a six figure profit. It has been suggested that this sum, augmented by grants from most notably the Sports Council and the Greater London Council, could be committed to the provision of a major recreational facility in one of London's more deprived inner Boroughs.

An Answer to the Virgin!

If Brian Kilby, ARM Member and one of the all-time great marathon runners, did not take part in the 1982 LONDON GILLETTE MARATHON, does that leave me, with a time of 2 hours 38 minutes, as the leading ARM runner!

I would be interested to hear of other ARM members with the 'Marathon Bug'!

Allan Pendleton
King Alfred Sports Centre



TRACK TO CLOSE

Crystal Palace Track at the National Recreation Centre is to be closed from 18th September, 1982, until the end of July, 1983. The track is being ripped up completely as there is movement in the London clay foundations. The whole 8-laned track will be taken up and relaid at a cost of a million pounds. It has not been disclosed who has won the tender. Crystal Palace is jointly funded by the G.L.C. and the Sports Council.

This means that all the International meetings next year will be shared between Gateshead, Birmingham and Cwmbran.

Dave Morgan will be investigating the problems of Crystal Palace in a future issue.



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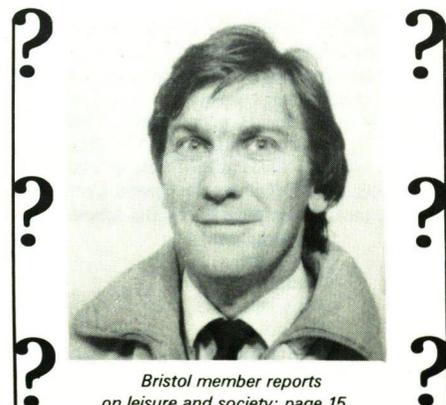
CELL SYSTEM:

Future locked up?

Chipmans have just completed two cell-system pitches for the London Borough of Southwark. This is a drainage system with a difference—there is water in the pipes; by regulating the water table the grass roots penetrate through the soil as much as a foot to get to the moisture. The result is a very tightly-knit grass which can take very heavy wear so that several winter games each day can take place.

Perhaps a football league club who have Soccer and Rugby League will find this pitch the answer?

In the next issue Dave Morgan will investigate its cost effectiveness set against conventional pitches, artificial and grass.



*Bristol member reports
on leisure and society: page 15.*

News from the Councils



SPORTS LAUNCH

Dick Jeeps, chairman of the Sports Council, recently launched ACTION SPORT—a £3 million scheme to recruit and train community sports leaders in London and the West Midlands.

In partnership with local authorities and other organisations, the Sports Council is setting up a three-year project designed to develop sport and recreational opportunities in inner cities.

ACTION SPORT will enable nearly 90 full-time sports leaders to be employed, mainly through local authorities. Their salaries will be paid by the Sports Council and the posts will be advertised within the next few weeks.

It will be the job of motivators to organise and develop sports and recreational activities to benefit people living in inner cities, particularly those with large multi-racial communities.

Wherever possible, the sports leaders, who will be on three-year contracts, will be recruited from the unemployed and will have specialist knowledge and experience of local needs. They will work in teams of up to six under the control of a local supervisor and the scheme in each area will be directed by the Sports Council.

Local authority support for ACTION SPORT will include, in some cases, facilities and equipment made available free of charge. The Sports Council will also help with the provision of sports equipment where necessary.

The scheme starts this summer and will cost £1 million a year for three years. It will be monitored over the full three-year period in order to assess its effectiveness but interim reports will be produced so that lessons can be learned.

Mr Jeeps said: "We believe sport has a major part to play in tackling the social problems of our overcrowded and deprived inner cities. We expect to learn a lot from the scheme and we are confident the lessons will not be wasted."

Action Sports Areas

Nine inner urban zones have been selected within the London area and will involve 54 full-time sports leaders. Initially the London programme, devised by the Sports Council's Greater London and South East Region, will focus on football, tennis, athletics and cricket.

The West Midlands programme, which will involve 36 full-time staff, offers a variety of projects with six local authorities, co-ordinated in the Regional Office of the Sports Council in Birmingham. Areas covered by the scheme are:

Birmingham
Coventry
Dudley
Sandwell
Walsall
Wolverhampton.

We hope to feature these schemes more fully in a future edition.

Sport in the community: the next 10 years

At the moment less than half the population in Britain take part regularly in sport and the majority of those who do are men between 20 and 45 years of age.

The Sports Council is launching a major new initiative aimed at the "missing millions" especially the housewives, teenagers and the older middle-aged. In launching the SPORT IN THE COMMUNITY—THE NEXT 10 YEARS programme the Council aims to get 1.7 million more men and 3.9 million more women playing one or more sports in the next decade.

ARM News will comment on this report in the next issue.

Unique play area

The Sports Council have given a £28,000 grant to a Cheshire sports and social club to help them buy a unique £100,000 multi purpose playing area.

Timperley Cricket, Hockey, Lawn Tennis and Lacrosse Club wanted a multi purpose area also suitable for top class tennis to replace their three shale and two tarmac tennis courts.

Their new 'Sporturf' surface from En-tout-cas of Leicestershire gives a 90 yard by 50 yard playing surface which provides six tennis courts and is large enough for playing hockey and lacrosse.

The club are now considering investing in a 'Sporturf' wicket for the cricket square.

Said club president Mr Shuttleworth: "We have been able to play on it whatever the weather, even after torrential rain. Since it was installed our bar takings have gone up by a quarter, and we expect to show a 50 per cent increase seen."

The Sports Council paid £28,000 towards the new surface. The Lawn Tennis Association loaned the club £3,000; and £500 was lent by the English Lacrosse Union.

Already Manchester City first team have tried the surface out and Wrexham F.C. used it for training before an away match with Queens Park Rangers.



'Increasing Participation'

In recent months the Sports Council for Wales have been involved with local Authority leisure departments in pilot projects aimed at increasing participation in sport.

These projects have covered the full range of age groups, though much effort has been spent on the 'problem' of the Young Unemployed.

The Sports Council, through the Community Enterprise Programme, launched a 'Sports Bus' which toured certain areas in Cardiff. The Bus, loaded with equipment and staffed by able sports teachers, appeared to produce reasonable results.

An extension of the 'pilots' is expected in coming months.



Scottish Sports Council

Glenmore Lodge Instructor Retires

After 31 years of continuous service Jack Thomson, an instructor at Glenmore Lodge, the Scottish Sports Council's National Outdoor Training Centre near Aviemore, has retired.

It was as a temporary instructor that he joined the staff of the old Glenmore Lodge in 1951 but he stayed on through the move to the new purpose-built Glenmore Lodge in 1958 right up until 1982.

Jack Thomson had special responsibilities for sailing and skiing at Glenmore Lodge although he was involved in all the other outdoor pursuits. He is held in high esteem by the British Association of Ski Instructors of which he is now President, having been both a founder member and a former Chairman.

Jack Thomson, because of his chosen profession is extremely fit and although he has retired from the Scottish Sports Council he intends continuing to work in outdoor activities in Speyside.

GRANT AID OF £127,000 TO SCOTTISH CLUBS

The Scottish Sports Council has offered 15 Sports Clubs a total of £127,840 in the form of capital grants to provide sports facilities entailing a total investment of over £520,000.

The organisations have been selected from a total of 39 applicants from all over Scotland.

The grants are designed to help clubs accommodate more participants in sport and to raise standards of play. Also the community at large is gaining sports facilities at low cost due to the voluntary efforts made by club members to raise their share of the capital cost and to manage the facilities thereafter.

The accent in the successful projects is very much on playing facilities ranging from new provision, retention of resources which otherwise would be lost, and intensifying use. Additionally, a limited number of projects is concerned with providing or improving changing accommodation.

The grants are spread through different kinds of communities in Scotland from the small single sports club in a rural setting as with Cunningsburgh Football Club in the Shetlands to a large multi-sports club in an urban area as with Forth Hill Sports Club in Dundee.

In total thirteen sports are covered in this quarterly list of grants offered and they include golf, rugby, rowing, football, gymnastics, bowling, squash and cricket.

The Scottish Sports Council's grant-in-aid budget for this year is expected to be £3.77 million and £370,000 is earmarked for developments of this type. A further sum in excess of £1 million is allocated to help governing bodies of sport meet the cost of their administration, training and competition.

The International Conference and Exhibition 1982

A personal view — H. E. Peters — Perdiswell Sports Centre

On returning home from the Wembley Conference Centre and reflecting on the past four days I was somewhat bemused and dismayed at the Conference and its contents. This is against my normal reactions of past Conferences and so I tried to analyse what was so different.

My two criticisms, if critical I am, is that there seemed to be an absence of Sport, despite the title 'Sport and People', and for our overseas visitors there was an awful lot of histories rather than centre piece, in-depth, discussion. I felt the signs were apparent at the outset when the delegates sat through an hour of Folk dancing, singing, trumpets and a display called "work that body". It was a pity that a gymnastic or popmobility group were not programmed somewhere within that first hour to add to the grand title "Sport and People".

The opening day on Wednesday did little for me personally but could have been interesting, certainly to our overseas colleagues. It was also a pity that guest speakers should engage in personal conflict whilst invited to speak to delegates from all over the world.

Day two 'kicked off' with Ron Pickering who I always find refreshingly 'on the ball'. Again, sadly the remainder of the day was uninspiring. On the Friday, I spent some time at the exhibition and thought it was excellent. It had variety, balance and the usual pleasant personalities you get to know over the years. I was amazed at the Bobby Charlton talking dummy! Never having seen a film projected onto a lifelike dummy it was, at first, somewhat eerie as Bobby himself said when confronted with himself for the first time.

All in all, then, I suppose I was looking for more than I could have expected but hope that Harrogate next year will return to the business of Sport and Recreation and aimed at the people who need these conferences, the Chief Officers, the Managers and Supervisors of Sport and Leisure.

Two last points to make are: perhaps the venue was not the best, and should we have been engaged on Conference during the Bank Holiday and local elections week?

There, I have been over critical for the first time ever over a Conference or Seminar because I have found over the years of attending usually one paper of interest.

On a happier note, I did find a bargain at the exhibition which should please my Authority!!

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 Entertainment 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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ORDERS TO: ASSOCIATION OF RECREATION MANAGERS, BERRY HOUSE, 41 HIGH STREET, OVER, CAMBS CB4 5NB.

HOLIDAY GUIDE

Pioneers off again!

Following the highly successful ski-week in Tonale earlier this year, ski-directors(!) Bernard Warden and Rob Tambini have put together what (they say) will be perhaps the best ski holiday programme yet.

Marivella, close to the world-famous resort of Madonna di Campiglio, will host the expedition planned from January 30-February 7, 1983. The staggeringly cheap and inclusive price of £150 per person has been ruthlessly negotiated by the ARM team, based on an early take-up of spaces.

To guarantee your place for 7 nights full board, hire of skis, tuition, insurance, a behind-the-scenes look at ski-centre operations AND entry to the 1983 ARM Slalom and Downhill Championship contact Bernard NOW! at 26 Park Road, Hemel Hempstead, Tel: 0442 64501.

Back-Breaking Time in Holland

The need to-day for more active leisure holidays for Sports Clubs and Sporting Organisations has created a big demand in this field.

Such a centre with ideal facilities is Arnhem in Holland. Arnhem is renowned as an international sports centre. Some of the best athletic facilities in the Netherlands are located in the area.

The National Sports Centre Papendal apart from having extensive indoor facilities also includes four tennis courts, hard pitches, running track pitches for football, hockey etc., and a swimming pool.

Apart from the excellent facilities it is a place where people from various countries can meet and train together thereby making new friendships and exchanging ideas. Arrangements can be made to fit all needs whether it be for competitive games against other teams or just a sporting holiday using the facilities at the centre.

Arnhem, however, has a lot more to offer in the way of natural beauty. The surrounding countryside is in my view among the most attractive in Holland; it will always be remembered as the venue of one of the second world war's most heroic battles; the remains of this now are an Airborne Museum at Oosterbeek.

Other facilities include a Safari Park, Kröller Museum containing some Van Gogh paintings, plus charming authentic farmhouses, cottages, windmills and crafts of centuries ago which are brought together in the National open air Museum. For the more mobile bicycles can be rented and entertainment is provided by cultural events, cinemas, clubs and bars.

Needless to say adventurous trips to Amsterdam can be arranged. Prices vary from Youth Hostel class about £9.00 per day full board to National Sports Centre Class £13 per day. Prices are for groups of fifteen people staying at least three days.

It is very difficult to give more than a broad outline but I myself had a most enjoyable time there and made new contacts in the process.

For further information on the Centre write to P.O. Box 988 :6800: A.Z. Arnhem Holland.

J. Gilmore

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Arts and Sponsorship

Praise for Norwich from Arts Minister

Speaking at a meeting in Norwich arranged in association with the Commercial Union Assurance Company as part of his regional campaign to increase business sponsorship of the arts, Mr Paul Channon, Minister for the Arts, said that achievement in Norwich would serve as an example to others.

Not only did Norwich have a rich cultural heritage and a thriving arts scene but it was a city with a reputation for independent and radical thinking, Mr Channon told local businessmen and representatives of arts organisations.

"The manner," he said, "in which the city and county councils have organised their responsibilities for the museums' service through a joint committee presents an imaginative and practical solution to a problem which has been studied with interest and I daresay not a little envy by others in the country. I hope that Norwich may also prove to be equally influential in its imaginative use of sponsorship. Certainly I am aware that the business community has assisted the arts in Norwich for a number of years."

He continued: "I believe that Nor-

wich is one of a number of East Anglian centres which have organised to maximise their joint resources to attract greater audiences and offer greater potential to sponsors. For this growth to have taken place in the present economic difficulties shows that sponsorship offers more than the satisfaction of having helped something worthwhile—it also offers tangible benefits to the sponsor."

"But I believe there may still be many business and arts organisations in the regions who may stand to gain from sponsorship but who may not have considered it or may have felt that it has no relevance to their ambitions or objectives."

"Sponsorship is an ideal way to promote a product or the company's image in the community" said the Minister, and he reminded his audience that sponsorship expenditure can be offset against tax and that the Inland Revenue Inspectors are prepared to give advice on the terms of a sponsorship agreement to ensure that it will be eligible for relief.



People on the Move

Brian Kinghorne joins Hamilton Bland (Products) Ltd.

Brian Kinghorne Technical Manager of Dacorum Sports Centre, Hemel Hempstead since its construction in 1975 has joined Hamilton Bland (Products) Limited as Sales and Products Co-ordinator.

At Dacorum Sports Centre, Brian Kinghorne was responsible for 4 Swimming Pools, 10 Badminton Courts, 4 Squash Courts, Weights and Gymnasium areas plus bars and cafes.

Brian Kinghorne has published several articles in the various Pool Journals and was responsible for Dacorum Sports Centre becoming the first pool in the Country to adopt an elementary BROMINE system in place of Chlorine Gas.

Brian Kinghorne will be responsible for Sales and Products Development from the Leamington Offices of the rapidly expanding business of Hamilton Bland (Products) Limited which specialises in Heat Retention Pool Covers, Anti Turbulence Racing Lane Lines and Swimming Pool Bulkheads amongst many other new products.

Changes at Sports and Leisure Foods

Allen Noble—Development Director, Sports and Leisure Foods—has left the company to take up the appointment of General Manager with the First Guarantee Trust. Leo Pieri now assumes the responsibilities of Allen Noble at Sports and Leisure Foods.



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We said, "Nobody would believe it."

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Marketing Strategy: three views



Supermarket-type marketing in a Leisure Centre.

by Ian Cole, Gloucester Leisure Centre.

'The leisure industry is a service industry; it serves a market. The market is where the customer is.

Know your customer.'

A leisure centre can be compared to a supermarket in that it has numerous products within its walls—each one appealing to different people, therefore, requiring various marketing campaigns, but it is vitally important that one identifies the market to be sold to.

Everyone is well aware that money is becoming increasingly scarce and therefore it is of paramount importance it should be used in the most effective and efficient way. With this in mind the author set out to discover how people knew about the Leisure Centre and the activities which were available, and having found this information, adjusted the advertising accordingly.

The main source of information was derived from three questionnaires.

- (1) One was issued to individuals attending different types of entertainment such as Wrestling, Boxing, concerts by well-known stars such as Don Williams, Marion Montgomery and The Nolans.
- (2) The second was on a physical interview basis with people coming to the centre generally.
- (3) The third was on an interview basis in four towns within Gloucestershire, viz Gloucester, Cheltenham, Coleford, Winchcombe. Approximately 1,300 questionnaires were issued.

All three questionnaires were based on:

- (1) The local newspaper which people read regularly.
- (2) Which posters had people seen recently?
- (3) Which leaflets had they seen?

- (4) What other type of events/activities both sporting and entertainments had they been to at the centre?

It is worth noting that the people questioned were from a broad cross-section of the community with the balance in both age and class being in line with the national average.

One other important reason for carrying out this project was to examine the theory that the entertainment industry goes very much by tradition. It has always used posters and leaflets as its main source of advertising yet it has never gone into the validity of using such media. The main reason being that the people in charge of publicity in the majority of theatres know little or nothing about the media and how it is best used.

The results of the surveys were conclusive in four major areas.

- (1) The best and most widely seen advertising media was newspaper advertising with an average of some 50% over the three questionnaires.
- (2) The second major point was the poster and leaflets produced by the promoters and the leisure centre of every event, were very seldom read; the wrestling poster with 13% being the most.
- (3) The third important conclusion was that although an average of some 67% listened to the local independent radio station, only about 4% recalled having heard the three specialist adverts which had been broadcast.
- (4) **Finally and possibly the most important was**

that the most popular activity for people was swimming.

If one considers there is a swimming pool in the same building but not one advertising board near it, a considerable number of possible customers are being missed. Needless to say, posters are now being utilised on poster sites in the pool area and the response is being noted.

Since the results of the research have become known, the media coverage has been radically changed, re-aligning it and utilising the limited budget to greater effect. Posters are no longer distributed freely but are produced in a limited number which are displayed in places where they are guaranteed an audience, unlike the poster sites provided by the large poster companies. Newspaper advertising has been totally revamped and artwork is always used when advertising in the newspapers, and in the majority of cases it has been found to be highly successful. Radio is the one grey area at the present time, though it is noticeable that the promoters over the past nine months have been keen to use the 'Free' advertising, namely competitions and interviews, but have not spent their hard cash with the Radio station.

The time has come for people in the leisure entertainment industry to wake up to the fact that they must move with the times and adopt more flexible attitudes with regard to their advertising.

The field is changing every day and one must adopt new ways of attracting the market. People are willing at the present time to spend money on leisure, but it is vital that they are informed what is available in the most effective way.

Why marketing barriers are hard to jump

by Tom Cannon and Michael Willis

LACK of commitment by firms to marketing was highlighted recently by NEDO as the "single most important constraint in improving U.K. and overseas market shares."

However, in a world of rapidly falling sales and increased competition can a small firm with limited resources take up the marketing banner? Other barriers exist; many firms associate marketing with a further drain on resources, leaving it well alone, while others put up a "customer is king" poster in the packing room and then declare "Now my firm is marketing orientated."

Changes in attitude are important, but in order to sustain a marketing approach, small firm managers and owners must back up actions with careful thought about the nature and purpose of their business and hard decisions on shaping their products and services profitably around the driving forces of the market-place.

Small firms have tremendous advantages over larger rivals in getting close to the market-place and mobilising the efforts of the whole firm behind customer needs. They can use the real advantages of size—the ability to respond quickly, flexibility and creativity—to build business.

S. E. R. Brierley faced the problem of getting

attuned to a changing market. They are a small northern-based manufacturer and distributor of baby and children's wear. Sales had been slowly declining in spite of their having a name for good traditional styling (such as smocked dresses), their own designer, and a sales force and agency network distributing quality merchandise to 400 High Street accounts.

Overall, consumer demand for baby and children's wear was not in decline. High-priced, heavily promoted, chic French imports, such as Petit Bateau and Absorba, and English copies of the French chic-style were gaining sales.

When accountant Tony Brierley joined the firm, his approach to the problem of a falling share in a growth market was not to attempt to match competitors in promotional spending.

He determined to adopt the classic marketing gambit of examining in detail the basic characteristics of the business. There is nothing more fundamental than the product which forms the lynchpin in the relationship between the firm and its customers.

He found that product review and range—meetings attended by directors, sales representatives and agents and the designer were not getting the qualitative, detailed feedback and comment urgently needed from the sales force on the mar-

ket acceptability of new designs or ideas for improvements or emerging trends.

An effective sales force's job does not stop at selling and promoting the firm's goods. A primary function is to act as a bridge to the company, feeding marketing information and insight back. All this firm was getting was a simple "Yes, I think that will sell," or "No, that will not."

A major marketing asset—the sales force's experience and market awareness—was not being tapped but merely being used in the classic sales—orientated approach to push the product.

The result—the designer had no valid brief on which to build subsequent collections, inevitably tending to develop introverted ranges around the best-selling lines—the traditional, functional, reliable items.

These continued to sell, but only in the declining, more conservative northern and western border areas. They were increasingly unacceptable in the growth markets.

There is every indication that the improvement will continue, with recent changes in the retail sector promising even greater benefits for the marketing oriented firm.

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Marketing Strategy: three views

Direct marketing scores a catalogue of success

By Philip Kleinman

BARRY MANILOW, the American pop singer, became a household name in Britain largely through the efforts of the Tellydisc company which supplied his records by mail order to people who responded to TV ads for them. The first British TV campaign for Manilow sold more than 300,000 copies of a double album "off the screen".

The Chase Manhattan Bank increased the number of its business customers by sending prospects a card offering them two free coffee mugs bearing the Chase logo. Those who returned the card had their mugs delivered personally by a bank representative who sat down with them to drink coffee and talk them into using Chase services.

In France an insurance company doubled the rate of response to its offer of an over-50s life policy by having it endorsed by the Damart thermal underwear firm and sent to people who had bought Danmart products by mail order.

What do all these stories have in common?

They all come from the wonderful world of direct marketing, and they were all told at the 14th International Direct Marketing Symposium, recently held at Montreux, Switzerland.

But what is meant by direct marketing, a phrase practically unknown to the general public? It covers a multitude of activities, but the common thread is that all are concerned with the establishment of direct communications between suppliers of goods and services and their customers.

In the ranks of the direct marketing army are to be found mail order companies, ranging as far as Britain is concerned from the traditional giants like Littlewoods, GUS and Freemans, with their huge catalogues, to smaller and more specialised operators like Scotcade and Kaleidoscope. Alongside them are the advertising agencies specialising in direct response, i.e. selling

"off the page" or, less frequently, "off the screen," or in the creation of direct mail packages.

The heart of direct marketing is the construction of lists—lists of actual or potential customers, classified according to their age, social class, purchasing habits and various other criteria.

The whole business has been immensely stimulated by the development of computer technology, which makes it so much easier to handle and stores such data.

Other technological advances combine computer records with high speed printing processes (laser or ink jet) making it possible to dispatch vast numbers of identical letters each bearing an individual name and address.

Not only mail order firms have understood the selling power that can be generated by the intelligent use of customer lists. Credit card organisations and bodies like the Automobile Association, which has built up a substantial insurance business on the basis of its membership list, are other obvious examples. And conventional retailers too have got in on the act.

SCORES

Where direct marketing scores over other selling methods is in the greater precision with which everything can be tested. Normally the sales effectiveness of advertising is very problematical; with direct response ads all you have to do is count the coupon replies to find which ad pulls better than another and be left in no doubt that changes in layout or headline do make a difference.

Ditto for direct mail. Practitioners of the art know, for instance, that the design of the envelope can make a difference of up to 25 per cent in the response rate they get from a mailer.

According to the organisers of the Montreux Symposium, direct marketing is growing in all

European countries. In this country, going by Post Office figures, the volume of direct mail (a large, though not the only, component of direct marketing) grew by more than 82 per cent between 1975 and 1980.

More money is now spent on mail as an advertising medium than on any others except press and TV. Posters and radio advertising trail far behind.

The Post Office has also commissioned research on public attitudes to direct mail, or junk mail as it is often unflatteringly called. Despite that epithet, 62 per cent of consumers interviewed last year claimed generally to read it.

Perhaps even more strikingly, 76 per cent said they liked receiving it when it concerned something they were interested in. Among business recipients the corresponding figure was 94 per cent, and 81 per cent of businessmen said they generally read their junk mail.

At Montreux much of the talk this year was not about mail or print advertising at all but about the exciting prospects discerned by direct marketers in the development of the electronic media, particularly cable TV and viewdata (Prestel in Britain). Delegates heard that the Verbraucherbank in Hamburg has 2,300 "TV account customers" who regularly do their business with the bank via their own TV screens and a computer hook-up.

British adman John Treasure envisaged a situation in which the inventor of a gardening robot might get launch finance by offering over two-way cable TV a special price to those willing to pay in advance, with a promise of their money back with interest failing delivery before a given date. They would press a button which immediately debited their bank account in his favour.

Personally I'm happy just cutting out the coupons.

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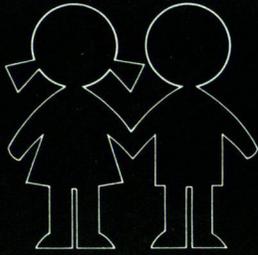
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ARM





Our concern for children, their growing-up process, and our hopes for increasing play provision for them opens up a new feature in ARM news.



Photograph courtesy of N.P.F.A.

Is this the best we can do for our children?

WHY PLAY?

Because play is an instinctive need, children *will* play, irrespective of what is provided for them. If there is not enough well-designed play facilities and if there is not enough adult involvement from parents or from play-leaders, then what we get is perverted play in the form of vandalism, juvenile crime and so on. Such are the claims of the N.P.F.A. They argue, rightly, that society is only just beginning to realise that the dividing line between play and education is tenuous, yet Central and Local Government ignore the needs of children, spending hundreds of millions of pounds on educating children for 260 days a year and a pittance when they leave school in the afternoon and during the holidays.

“The right to play is a child’s first claim on the community. No community can infringe that right without doing deep and enduring harm to the minds and bodies of its citizens.”

Lloyd George 1925!

M.P.’s Join The Battle

220 M.P.’s recently signed an Early-Day motion calling for urgent government action. “The welfare of our children is our future and provision for their leisure-time play is crucial to their healthy development.” It calls upon the Government “to recognise the importance of children’s play, particularly in the Inner City areas, and to accept overall responsibility for a service to promote it—under the co-ordination of one designated minister.”

A cabinet committee is now examining who the appropriate minister might be . . . the Minister of Sport? This column recognises the fillip such an appointment would give all those agencies involved in provision for children.

Local authorities, the N.P.F.A. and other pressure groups are battling away, but require a figure-head to “bang the table.”

For those involved in recreation the provision of stimulating and creative opportunities for children must rank as a priority.

Lord Mayor Appealing!



“I believe in the right of children to play in freedom and safety. This is why I have chosen the leading national charity concerned with children’s play as my main charity for the year . . . they are the seed corn of the future and play is fundamental to their healthy development.”

So says this year’s Lord Mayor of London, Sir Christopher Leaver, and his words are echoed by N.P.F.A. Chairman, A. C. Gilmour, who argues that the Government wholly funds a service to what is largely “adult play” and seems content to leave children’s play at the mercy of charitable fund raising.



We've seen the problems— now for some solutions

Can we help?

The NPFA has a number of services available for those interested in PLAY.

The Regional Play Advisers who work with Local Authorities and Voluntary Groups to develop out-of-school play opportunities for children. The eight Advisers seek to promote the cause of Children's Play, to provide on-the-spot advice, information and support, to stimulate local resources, to foster community involvement, to innovate, experiment and educate. They are able to respond to local needs in a positive way.

The Grants Department is able, within a very limited budget, to make available pump-priming funds to help play projects get started and prove their value to the community.

Play Times is the only national magazine for the world of Children's Play. It is published by NPFA six times a year.

The Information Centre has one of the largest collections of information about Children's Play in the country, including NPFA's own publications on Play.

The Technical Department provides a unique service of specialist information on the design and construction of play equipment, layout and facilities.

The Midlands Resource Centre collects useful redundant material from Industry and Commerce. This is distributed to play projects throughout the Midlands. The Resource Centre runs practical workshops for playleaders, on uses of more unusual waste material.

NPFA Public Relations Officer,
Mrs. Josephine Seecombe,
01-584-6445.

• • • • •
'ello! 'ello! 'ello!

Down in South Wales, Ogwr Borough Council, aware of the importance of a multi-agency approach to community provision, has enlisted the valued support of the local Constabulary. The Chief Constable, Mr. John Woodcock, has been more than enthusiastic about involving his newly-formed division of Community Constables in the Council's Playschemes.

The police officers participate in all the pre-project briefings between the Council's officials and the leaders (90 in all!), and then visit the sites regularly throughout the period of the schemes. Visits are also made during off-duty periods. Children are then faced with a "different" image of a policeman and evidence has been forthcoming that on a personal level relations between the police and the children has improved. "We feel that nothing but good can come from such relations", says Mr. Woodcock.

The children can now sit in Panda cars; play with police dogs; and talk to Crime Prevention Officers . . . and all for the best reasons.

*Your editorial team
welcomes any contribution
towards our general concern
for increased provision
for children.*



National Playbus Association

The National Playbus Association (NPA) is a voluntary body comprising of those interested or involved in playbuses. It aims to promote, aid and develop the use of play and 'community' buses and does so by providing a contact point for mutual help and exchange of information and experience. Having started life in 1973, it is now a national organisation with a network of regional groups. National conferences, regional meetings and news letters are all part of the 'sharing' process. The NPA produces information on all aspects of playbuses and is closely involved in national and local issues affecting their use. We now have our national office in Bristol from where our staff can offer you more detailed information on membership, news letters, insurance, contacts, conversions, information sheets, regional groups, local reps, play-

buses for loan and a wealth of other detail concerning the use of mobile play and community provision. In particular the NPA has an important role in advising new groups who might be considering putting this type of facility on the road. Incidentally, a 'Playbus' is a double decker bus which has been converted into a mobile 'play centre'/information centre, craft workshop, puppet theatre et al.

Contact:
NATIONAL PLAYBUS ASSOCIATION
ST. THOMAS' CHURCH
ST. THOMAS' STREET
BRISTOL BS1. Tel. (0272) 25951

STOP PRESS!
10th Annual Rally—Conference at St. John's College, York, 17, 18, 19 Sept., '82. Details from H.Q.

INTEGRATED-PLAY PARK

Children with handicaps are going to benefit in a unique way thanks to a joint project between a National Charity, a Local Authority and Industry.

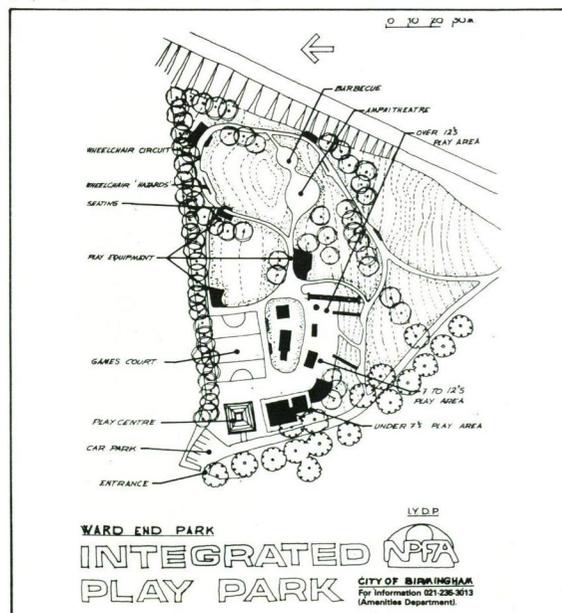
The new playground at Ward End Park in Birmingham will provide a unique chance for disabled and able-bodied children to play together. To enhance this, the very latest ideas in playground design, layout and equipment will be used to give an exciting and stimulating environment. NPFA will be using over fifty years' experience of Children's Play to ensure that the Play Park offers a wide range of play experiences for all.

This innovatory project has the full sup-

port of the City of Birmingham's Amenities and Recreation Department whose contribution includes providing the site, car parking and disabled toilet facilities and subsequent management.

Mainly sponsored by Coca-Cola Export Corporation, it is hoped that this Play Park will be so successful that Local Authorities all over the country will adopt this new approach to Children's Play. Fixed equipment has been generously donated by manufacturers and adapted as necessary for multiple use.

It is envisaged that the Play Park will be ready for use this summer.



A Weekend of History

For Good Friends, Good Food . . .



Dennis Secher receives Squash winner's salver from John Howes (Helmsman).

The Associations farewell dinner was surely one of its most successful.

Many 'old' faces graced the tables—'veterans', according to the table plan, formally, our 'fellows'—and it was from these tables that much raucous laughter emanated.

Representatives from our sister bodies honoured us with their presence; sadly for us all, Ken Morgan of IPRA, a true friend of ARM, died a fortnight after the dinner.

It was a time for nostalgia and crystal gazing; the speeches were sparkling (even though Roger Q used extracts from old ARM News—coincidentally, only those from when *he* was Editor!).

David Welch proposed the toast to the ARM—it was his Aberdeen authority which replaced a van with 2 Clydesdales (No. 34). David felt that if the Chancellor was to be so strict with our profession on the VAT issue, then his horses should and would willingly contribute to the Chancellor's windfall profits!

David argued strongly that our moves towards amalgamation should not be, in the words of IME's Les Cullen, "an Irish nose job", where the face was brought forward! We must get the structure of ILAM right, not just play at it!

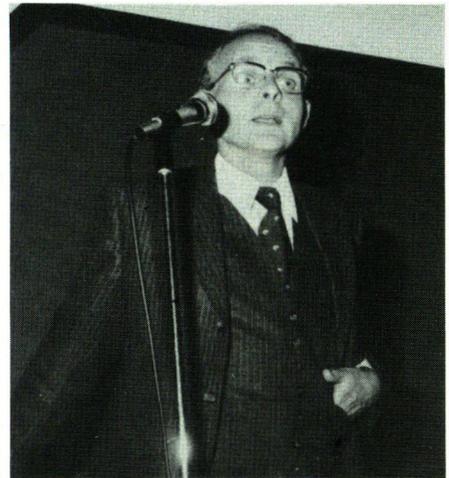
Roger Quinton's reply was a mixture of nostalgic, anecdotal glimpses of the Association's past (Geoff Bott to the fore) together with 'ghosts of the future'. Roger stressed the importance of not forgetting the MAN in MANagement; ILAM must be about people, leadership and the sinking of vested interests. Our profession's success lay in its ability to create and manage 'moments' for our community—we had to "draw people to the future, not the past".

Bill Breeze, humorously and briefly introduced our distinguished Guests in proposing the toast. Bill made it quite clear how much we all appreciated their presence.

Finally, we were treated to a virtuoso performance by Radio 2 Sports personality, Peter Brackley. His brilliant impersonations included Tony Greig, John Arlott, Jim Callaghan, Henry Cooper, David Frost, Brian Clough, Clement Freud, and he left the company helpless with laughter. Supplied with 'inside' information from John Turner, much of Peter's humour was directed towards our 'fellows'. Sky Blue Gearing received much abuse . . . "If Jimmy Hill's the answer, what's the bloody question!" and "I've heard that Coventry City are turning the stand around to face the pitch tomorrow!" being typical.

Speeches over, presentations were made by John Howes of Helmsman to winners of ARM Squash and News Award competitions, and by George Torkildsen to the Region of the Year.

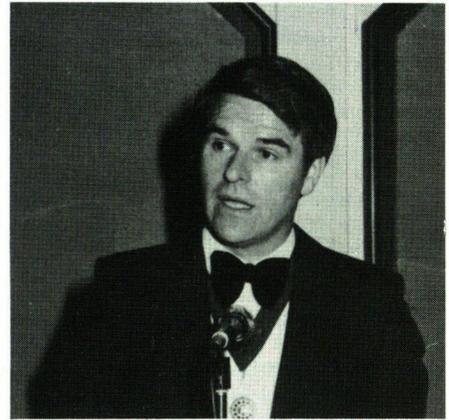
Appreciation was recorded of the assistance we received from co-sponsors en-tout-cas and Crest Hotels, whose respective representatives Peter Mann and Chris Sweet addressed the membership at the following morning's AGM.



David Welch offers Chancellor products of his Clydesdales.



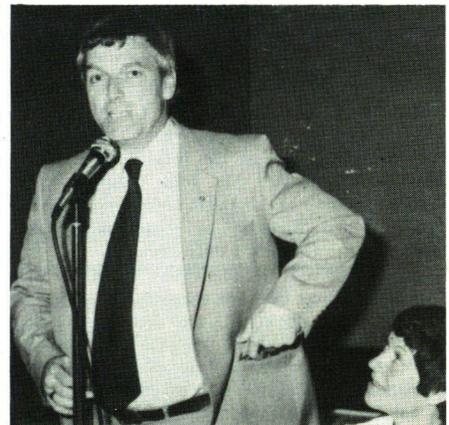
Peter Brackley: "Aslef has replaced clocking in book with visitor's book."



ARQ — "We must manage moments for our community."



"I see Brian Clough's on another British Rail away-day to Majorca."



Bill Breeze welcomes distinguished guests.



ARQ seeking inspiration elsewhere? Or was JT's intro too long?



Peter Brackley supplies ARQ and Bill B with future speeches!

ARM in Coventry

History in the Making

The final annual general meeting of the Association was a time for looking forward. Members present seemed to feel a sense of history . . . the meeting was reasonably quiet (mind you, the night before was historic too and that was far from quiet!).

Though the presented reports were formally adopted and Bill Breeze humorously installed as our Chairman for this difficult year, there was no doubt of the priority given to amalgamation.

The outgoing Chairman, Roger Quinton, in his opening remarks, had referred immediately to the 'big issue'. Congratulations to all the Association's officers who had been involved in bringing it to fruition.

On amalgamation, one would have to go a long way to read a more succinct and heartfelt summary of the issue than that of Dennis Woodman's as presented to the meeting. It is worth reading again and again.

In recognition of their outstanding work towards amalgamation presentations were made to Dennis and Alec Collins.

Gerry Carver's contribution to the ARM and to the journal in particular, was marked by a presentation; Gerry was then elected to serve on the NEC (thanks to the willing but oh, so slow tellers John Knowles and Martin Rees—suffering from the history of the night before!).

Finally, a special General meeting formally adopted motions giving approval to amalgamation and (sadly) for the winding up of the ARM.

It was left to Geoff Gearing (who else!) to extend a warm vote of thanks to the officers. His peroration, thankfully delaying the fatal moments when members had to visit Coventry AFC, lasted longer than the AGM?



The two major decisions?



Bill Breeze is welcomed to the chair by the 'outgoing' Roger Quinton.



The historic sober vote ratifying amalgamation.



Alec Collins receives his engraved decanter from Roger Quinton.

YOI Thanks a lot!

Our warmest thanks are extended to Peter Morrall and his regional crew for their assistance in making the last 'formal' Dinner and A.G.M. such a pleasant occasion.

Mind you, they must have problems in keeping Gearing quiet!



Geoff Gearing tries to sell the Sky Blues to reluctant members.



Dennis Woodman receives his engraved decanter from Roger Quinton.



"My wife doesn't have the same trouble as you, Roger."

EXECUTIVE FILE

National Executive met 11.30 a.m., Friday, 14th May, '82.

Agenda included:

- **Financial Statement.**
- **Amalgamation:**
 - Steering Committee; Council nominations; Chief Leisure Officers Union.
- **ARM News:**
 - New editorial arrangements.
- **Regional review:**
 - particularly progress with sister bodies and regional funds.
- **Seminars:**
 - Sports Council Sport & People Conference.
 - ARM 1982 arrangements at Great Danes Hotel, Maidstone.
- **Education:**
 - some time spent reviewing progress toward ILAM examination syllabi. Richard Tibbott stressed urgency in time scale; suggested report be commissioned by appropriate curriculum development body for examination validity.

Leisure:

A Challenge in the 80's—But to Whom?

by David Botterill, Manager, Kingsbury Water Park, West Midlands.

I am a 'doer', a practitioner, a local authority recreation manager. I candidly state my position in the hope that the majority of your readers will be sufficiently amazed to find a contribution from a 'doer' in the L.S.A. Quarterly that they will read on. I also hope that any of my fellow practitioners that stumble across a copy of your quarterly will feel less alienated by its origins and more inclined to read its contents although I suspect many of them contribution to their liking as I am about to question their ability.

By ability I refer to the ability of individuals currently employed at all levels in local authority leisure, recreation and allied fields to understand the issues surrounding the challenge of leisure.

Having read several of Anne Yates' papers I am offered no solace, for apart from recognising the need for training in more effective management skills Mrs. Yates ignores entirely the necessity to expose the present incumbents of senior leisure and recreation jobs to the kind of important leisure issues raised in the Centre for Leisure Studies/Capital Radio seminar held in London in September 1980.

One paper presented (Joyce Gattas) evoked immediate response from the delegates. The paper dealt with innovation in media techniques and the use of the media in communicating values in leisure, i.e. good as opposed to bad recreational habits. This was vividly demonstrated by a 3 minute TV cartoon commercial being used in Australia and the US, projecting beer swilling armchair jocks as bad and jogging, family loving, car caring picnickers as good. My own reaction was one of uncertainty. Not an uncertainty in her vividly painted scenarios of the future (of 1984 proportions) but borne out of her projected unfailing belief in the professionalism of leisure specialists in her own country to use media innovations constructively.

As a member of the UK equivalent I cannot concur with her optimism, neither do I share with her the view that since somebody should give lead values in leisure why should it not be the leisure professionals. Well, that might be O.K. in the US, but I have no experience of their capability or attitude.

In order to begin to provide an effective level of government intervention in leisure services in the UK we must first recognise the inadequacies of the personnel who are currently employed in our local authorities (who purport to be part of the leisure scene). If we are to follow the US lead and vest the responsibility for value led leisure education with the leisure professionals and their organisations then at least we should ensure that those who are doing the leading have sufficiently questioned those values to the extent that they understand the full implications of the type of society they are helping to create.

Such is the justification for my concern over the capabilities of public sector leisure personnel in the '80s. The answer must be to develop the present personnel to counter their present blinkered view of leisure. Quite a challenge in itself and I can only comment from my own limited experiences of working within local authorities, that this particular leisure challenge has had a pretty dismal start to the decade.

In her paper 'The need for Educating the Recreation Educators', Anne Yates describes training as requiring great personal commitment both ways. By that I assume she refers to a commitment from both the employer and the employee. *It is that commitment which is entirely missing from the local government leisure professions in the UK at the moment.*

I would like to make two observations which I believe contribute to this, lack of commitment. Firstly, the development of individuals within the public sector leisure professions demand the incentive of new opportunity. The present government's attitude towards public sector expenditure that hails the beginnings of the '80s is unlikely to generate the necessary developments in the recreation and leisure sphere that will subsequently create new jobs and movement in the public sector labour market hence creating opportunity. Indeed the present policies seem specifically geared to

prohibit development and consequently constrain career opportunity.

For those in the commercial sector who are rubbing their hands with glee at the removal of local authorities from future leisure markets I would temper enthusiasm by reminding you that a significant sum of money (£700m in 1977/78) will still be required to sponsor existing public sector leisure provision and will still have to be collected from the tax and rate paying members of society. If you are happy to let local authorities carry on managing leisure resources with their present ineptness then be it on your own heads.

A second barrier to the commitment necessary to develop individuals capable of facing the challenge of leisure in the '80s comes from within the leisure professions themselves. I sense a pervading atmosphere of nepotism amongst those trained in traditional Physical Education, Baths and Parks institutes. An atmosphere that generates the view that individuals trained outside these institutes as

- (a) unlikely to be able to contribute to the work of recreation and leisure departments because they don't fit into formal organisation structures *or*
- (b) as a threat to their own positions borne out of a fear of being engulfed by intelligent, articulate, motivated young people that are going to rock the traditions of public recreation services (empires).

So what can be done to prepare individuals capable of facing the challenge of leisure in the '80s. Three things:—

- (1) I call for an outright condemnation by all those involved in the leisure professions—academics, practitioners and educators of the present government policy towards public expenditure in leisure on the basis of the damage such policies are inflicting on the development of a profession that can face the challenge of leisure in the '80s.
- (2) **I plead with those in senior positions in leisure and recreation departments to get down from their pedestals of power, to admit that they struggle with the issues of leisure in contemporary society, to recognise that they are at the forefront of a new challenge and to realise that there is nothing wrong in admitting an inadequacy as long as one actively does something about it.** *and*
- (3) To those that represent academic institutions;—don't expect senior practitioners to flock to seminars and conferences to hear either the latest finite solutions to insignificant problems or generalised words of wisdom from on high. Rather,—do generate a concentrated campaign aimed directly at individual chief officers engaged in recreation and leisure related departments to *SHARE* the problems facing them as individuals, and facing society in general, when trying to cope with the challenge of leisure in the '80s. And—do pressurize your own institutions to implement programmes of continuing education for mature people and pressure local government employers into developing mechanisms for mid-career secondments of senior local government officers as recommended in the Layfield Report seven years ago.

Reproduced first in LSA Quarterly. Ed: Comments welcomed!

Editor's View: *The issues discussed by David Botterill and Peter Taylor (right) will not go away . . . special schemes can be mere 'valiums' without a return to first principles. This has to be a continuing discussion. Comments please!*

Work Leisure and the Unemployed

by Peter Taylor, Recreation Officer, Bristol

WITH unemployment sticking ominously to an unacceptable yet inevitable figure of 3 million, it is time for everyone to realise that, like the unpleasantness of British Winters, we must learn to adjust or adapt to what is yet another appalling landmark in our progress towards Utopia; another example of civilised superiority to show those in the Third World.

The tide of unemployment rises so high on our beaches of security that I have found myself asking how I would cope with the knowledge that I had an incurable disease.

Morbid though this may sound, I wonder how many of us in the leisure industry would react to redundancy.

Bearing in mind the almost frenetic activation of unemployment schemes up and down the country (how many A.R.M. regional seminars have met the challenge of the unemployed?), we should feel comforted in the knowledge that there will always be a swimming pool or a sports centre nearby that reduces its already subsidised charges for us to be active in. Bully for all those kind-hearted local authority recreationalists, but I don't want to play badminton or squash, I want a job and being physically active does not give me the satisfaction it used to.

Now it would seem to me at any rate, the problem does not stem so much from making someone with time on their hands achieve a sense of purpose, it stems from the historical notion that we as individuals were born to work. Kant, Erasmus and later Carlyle, were all in their own ways, responsible for the creation of the 'Protestant work ethic'. The Victorians thrived upon the principle that it was positively evil not to work. Rather like the British stoicism that prevented men from showing emotion, even at the death of a loved one, the attitudes we have in this country about work have got to change if anything at all is to be done about unemployment.

If we return to the Greeks we find the word leisure means skola or school. The same interpretation is found with the Romans. On detailed examination, we find that leisure implies learning, and this is seen throughout the mediaeval world where learning and things 'learned' were of greater significance than utilitarian labour. Unfortunately, the masses were never able to appreciate being at leisure for their lives were consumed by labour and toil, and only the wealthy or those who pursued leisure through the monasteries ever experienced leisure.

The Protestant Work Ethic changed our attitudes considerably. Industrial technology, communications, increased wealth, sophisticated trading systems, banking and finance and the need to 'produce' in order to 'obtain' became the corner stone of western man's thinking. As Britain created its Empire and climbed to the zenith of world power and leadership, so Carlyle proclaimed that to work, to be at work, was fundamental to man's existence—man was a worker. But so too is an ant.

Now with our advanced technology and robotism we do not need to work. At least we do not need to be at work for such long periods of time, nor do all of us have to work so hard. But we seem obsessed with the ideal of work and feel too strongly that work we must, in order to be occupied, for Society's sake, our satisfaction, and because we must produce.

We have a situation where we in Britain are moving towards a 'work-free' society. Our basic and material needs will be produced by a tiny minority, and the majority will find an abundance of time available for leisure. But the dilemma we find ourselves in is this. Leisure as we know it can only be comprehended in relation to a working population. We go to a sports centre, or to the beach or for a holiday because we go to work. If we do not go to work, what is the need for alternative recreative activity?

I, for one, feel that the leisure industry must examine what leisure really means. For me, it is not what I do when I am not at work; it cannot and should not be utilitarian. I play squash to maintain fitness, to offset frustrations built up in the office and to meet other people. I play squash therefore because it is functional. But is leisure meant to be functional?

We always like to have answers to our questions. What is leisure? I really do not know what it means for anyone but myself.

Like religion, I find it hard to express what it means for me. I know more about what it does not mean, and I am learning to listen to other people and their attitudes about leisure. I think it has more to do with the endless search for truth, with man's condition and the relationship with our world than we ever dare to admit. We seem to be too frightened to elevate the discussions and essays on leisure to anything higher than the needs of the unemployed. Should we not be discussing 'the effects of working with robots', 'a leisurable society', 'learning to live without work', 'the freedom of leisure', 'how to enjoy idleness'.

The first generation of unemployed people will find life without work very hard? Maybe, if we in the leisure field, can influence society at all, subsequent generations will begin to appreciate the abundance of leisure time available to them.

Maybe we will all learn to appreciate the very thing that modern technology can provide and yet we shun, and that is the ability to maintain a moderately high standard of living without working too hard. How many of us would like the weekends extended to three days. I worked at a sports centre some years ago and benefited hugely from working shifts—5 days on earlies, 5 days off, 5 days on middles, 3 days off, and 9 days on lates, followed by 4 days off. Yes, I worked 37½ hours a week on a pro-rata basis, but I thoroughly enjoyed my 'long weekends'.

Perhaps we could examine a mid-term retirement system. Full time employment from school to 35, retirement to 45 and again full time employment until 75 or whenever you felt like ceasing work.

There are only a few alternatives to our present system: a shorter working week for everyone, but full employment and less income, using modern technology. A full working week, less income for everyone, but full employment and rejecting modern technology.

A mid-term retirement, or earlier retirement but full employment for everyone, a shorter working week and full use of modern technology.

Or we stay as we are, a two class system. The workers and the non-workers divided totally by income and probably violence.

Whatever happens, I think that as members of the leisure industry we should be seeking for more imaginative ways of coming to terms with the inevitable two class structure, in the short term, and making a positive contribution to the reorganisation of our society to enable those people of the future to enjoy a life more closely aligned to leisure than to work. We are many years away from this, but we can make a start by accepting the inevitability of radical change. I fear however, that too many of us are content to accept no part in the influencing process.

A young schoolboy from New Zealand wrote an article in his school magazine and sent it to my parents. His awareness is an example to many of us.

"The school of the future will be educating children many of whom will not work longer than twenty to thirty hours a week. Some will not work at all. The schools of the future then should put great emphasis on the teaching of leisure. Failure to do so will create an unsatisfied and frustrated population leading to overt vandalism and violence."

His answer is to introduce "Social Education" as the central theme for all education establishments. He quotes, later in his article "the hand that rocks the cradle rules the world." I just hope that this association feels it wants to be part of that hand.

Even St. Thomas Aquinas was concerned about the increasing value placed upon the world of the worked. He pointed out that it is only in and through leisure that the 'gate to freedom' is opened and man can escape from the closed circle of that 'latent dread and anxiety' which seems to be the mark of the world of work, where 'work and unemployment are the two inescapable poles of existence'.

Peter Taylor was formerly Manager of Morecambe Leisure Park via Dacorum Sports Centre.



Commands Respect

George Torkildsen commands immense respect in ARM, within recreation management and beyond into wider management circles. That respect is well deserved and reflects an appreciation of the quality of his contributions to recreation management which are often disguised by his quiet and unassuming approach. George's close and continuing relationship with Harlow and District Sports Trust is one which he values enormously. The Trust was first constituted at the end of 1959 and George, a young and energetic physical education teacher, was appointed, much to his modest surprise, the first Manager in October 1960. From 1971 to 1976 he was Director of the Trust and since leaving has worked full-time as a leisure and recreation consultant. Since 1977 George has been a Trustee of the Trust but pays a commercial lease for his sports, leisure and recreation consultancy centre built on the top floor of the Sportscentre. This close contact enables him to set his role as one of the country's top consultants against the working backcloth provided by Britain's first centre.

Thirty Acre Campus

Harlow and District Sports Trust can rightly claim to be the grandfather of sports centres. The indoor sports facilities are not the only responsibility of the Trust however, as a tour of the 30 acre campus reveals. There is a wide range of outdoor facilities, including the sports arena and athletic track, ski-centre and extensive grass and redgra sports pitches, tennis courts, an adjacent pub and nearby an 18 hole golf course. Investigation reveals that the period since 1960 has been a constant evolutionary process for the Trust. As George remarked, a year has not gone by when some development of the facilities has not been achieved. For example, in 1982 6 new luxury squash courts will be opened, making 16 in all—10 for casual use and 6 for club and coaching. The Centre started with 2 courts. This represents an interesting contrast with the experiences of many local authority managers. How often do we hear that "it was originally intended that the second phase would include . . . but . . .".

Harlow celebrated its 21st birthday in 1981 so ARM News has paid a timely visit to the Centre and George's Consultancy Centre. ARM News was also interested to hear George's views on some recreation management issues within local government. The responses are thoughtful, positive and above all practical.

Who would have thought a visit to a Centre which is 21 years old would be quite so valuable! Our good wishes are extended to the current management team under the leadership of John Wright.



GC: GEORGE, TO WHAT EXTENT IS LOCAL AUTHORITY BUREAUCRACY AN INHIBITION TO GOOD PRACTICE IN RECREATION MANAGEMENT?

The very nature, structure and administration of local government act as an inhibition to the practice of good recreation management. But good management must adapt to the situations it finds itself in. Managers who understand the role of local government and its ways can use its immense resources to aid the management of recreation. Recreation within local government is very complex and confusing. In Scotland and Northern Ireland local authorities have a *duty* to provide for recreation. In England and Wales they do not have to but they have considerable *permissive* powers to do so. Hence, one district will spend 50p per head of population and another over £30 per head on recreation. Local authorities have no agreed rationale for recreation. That's why their aims and purposes are so vague. Local authorities also have institutional, legal and ethical constraints. They cannot do as they please. Some steam along like super tankers—or just tankers—they take a long time to stop, a long time to change direction. Departmental directors should take on the responsibility of 'handling' the bureaucracy, freeing the managers to manage within the widest possible framework. Some departmental bosses can handle the situation; others cannot, thus exposing managers to the sort of bureaucratic difficulties to which I think you refer.

Q: WHAT ARE YOUR THOUGHTS ON THE RELATIONSHIP BETWEEN DESIGN AND MANAGEMENT?

The implications of one on the other are very considerable. Facilities should be designed to provide resources and opportunities to meet policies, aims, user needs and management operation. I am still being asked by authorities to advise on management policy *after* design and construction. Management implications in terms of good management practice, user function, maintenance, economy and cost-effectiveness are too often considered too late in the day. However, poor design should *not* lead to poor management. On the contrary, poor design needs very good management. I have seen excellent programmes in poor buildings and some very poor management in excellent buildings.



Q: WHAT OTHER PROBLEMS DO YOU FACE IN RECREATION MANAGEMENT?

Public provision and management suffer from the influence of national government. Strategies and policies are not immune from the fluctuation of political exigencies. Local authorities are often seen as *the* providers and recreation management is decidedly public provision orientated. It ought to be, in popular belief, compared to the voluntary and commercial sectors, at least, uses fewest personnel, raises the least money and operates on the broadest terms. The commercial sector attracts some criticism, find it hard to work with commercial bodies. They are often disadvantaged. The local pub or bingo hall may be seen as a public provider.

If only authorities could build upon their considerable experience. They can enable, support financially, encourage and coordinate. Local authorities can coordinate townwide leisure provision through planning and other support to give the best possible support to the voluntary sector. Did you know that over 200 national voluntary organisations are sneaking feeling that more people are likely to find recreation in voluntary groups, where they can fashion their own role of recreation management in the voluntary sector.

GEORGE TORKILDSEN graduated at Loughborough Colleges and was a Fulbright Scholar, studying recreation in the USA, and a Churchill Fellow, studying recreation in Scandinavia and Europe. Manager and then Director of the first community multi-sport centre of its kind in Europe, he lectured in recreation management on the pioneering North London Polytechnic courses. George has carried out research for many organisations including the Department of Environment Research Group. He is a consultant to many local authorities, commercial organisations and leisure centres, the Sports Council and National Playing Fields Association. He has spoken at numerous major conferences and seminars and contributed to many professional journals and publications. He is the author of a unique recreation management book shortly to be published by Spon Books. George is a founder and now life member of ARM.

Q: ARE GOOD SALARIES RELATED TO GOOD MANAGEMENT OR WEAKER MANAGEMENT?

Not necessarily. Good management is worth its weight in gold. Some of the highest paid in the country. However, you get monkeys! I have found that many small community facilities with managers on low salaries putting together excellent programmes. Converse facilities have staid and sometimes sterile programmes. The light of conviction is in the eyes of young managers. Poor management and lack of philosophy and conviction by the system. They play their part on the important and are needed by those at the top. *Man up you go the greater your view and influence on the paid appointments stated: 'knowledge of recreation needed at the policy-making end what hope is the are being paid peanuts. May they soon be rewarded*

Q: IS MEASUREMENT OF SUCCESS IN RECREATION MANAGEMENT?

Yes it is and for many reasons. Take this situation: pools with similar results, but one borough has more and consequently is considerably less cost-effective like criticism. We need better evaluation methods. Evaluation may lack insights into the centre itself. It should be brought into the picture. I look at 'aims' as long term. Therefore, objectives need updating, changing novelty phase for a new centre. Managers must put recurring novelty. New staff bring new ideas, their most creative work in the first three years or so. Unfortunately, however, every year saw expansion and *Remember, problems are but the stepping stones* hand. If I have learned anything about management no one right way to achieve results. Success can be

Council Management award—a critique

L. S. Whitworth, Chief Recreation and Amenities Officer, Rushcliffe Borough Council



The assessors do not spend long enough at each centre; the assessors are not qualified; how can you compare centres of very different size; how can you compare joint and single provision; there is too much accent on the presentation; too much management time is needed to prepare for the assessment; our jobs are at risk if councillors see adverse criticism which is probably invalid anyway; finance is too important; finance is not important enough; it is the centres that keep entering that keep winning.

We gained a great deal from the exercise; it made us examine ourselves critically; the centre was given a face lift it would not otherwise have had; it provided a very good training vehicle; it improved liaison between department and centre; it helped to show other departments we run an important and by no means simple operation.

These are the contrasting comments heard from time to time about the scheme. What is the truth? Having been involved with the Management Award scheme for all six years of its existence, either being grilled as the relevant Recreation Department Chief Officer, or acting as a regional and national assessor, I can state unequivocally that it has done much to improve Leisure Centre Management. This is a tribute both to the Sports Council and its two Sponsors, Nissen and Vendepac. Of course, the scheme lacks perfection, so does almost anything in this imperfect world; what matters is whether the pros much outweigh the cons.

It is quite impracticable, either at national or regional level, to find qualified and experienced assessors able to spare other than a few hours for each centre. However, if they were there say for three days, comments would be made that those days were not typical and they needed three weeks. Any assessment is certain to be studying documentation provided and experienced assessors can probe behind any facade and produce a surprisingly objective view in the short time available.

Naturally, the standard of assessor needs to be high. At regional level hopefully the Sports Council provides continuity by using the same officer over a number of years. These officers may not have senior management experience but they do work on a permanent basis with centres in their region and do know about the technical requirements. They, therefore, should have plenty to give the assessment team.

It is also wise to include a British Institute of Management representative, who, as an outsider, can take an impartial and fresh view. His part becomes more valuable the more he understands the constraints in local authorities which are not present in his own work. Continuity is a very considerable asset in this appointment. One centre manager assessing another may not inspire too much confidence, while they lack status and knowledge when it comes to questioning Committee Chairman and Chief Officers. The Association of Recreation Managers member of the team should therefore be a chief officer or at least a department deputy who has been a leisure centre manager. This is difficult as there are not too many of them, though this is increasing.

At national level the presence of a senior Councillor and a Chief Leisure Officers Association representative is most helpful when it comes to interviewing their opposite numbers. Apart from the representative of the sponsor, comments are similar to those at regional level, except that the Association of Recreation Managers naturally appoint one of their most experienced members. So, although assessors are



fallible, at national level they cover all the angles required, while in most regions they come close to it.

Certainly it is not easy to compare large and small centres. Perhaps the isolated assessor has been over impressed by scale but if the good things stand out more, so do the not so good. The fact that two of the four finalists in 1981 were small centres is a clear indication that the biggest is by no means always assessed as best. Further, to overcome this complaint 1979 was devoted to small centres only.

Most of the management skills required are the same for both joint and single provision centres and it is not that difficult to assess them fairly against each other. However, restricting the 1981 award to joint provision centres only acknowledged that there are some differences. This was also done, however, to draw attention to the tremendous advantages and few disadvantages of Joint Provision which amazingly certain Education Authorities and District Councils continue to ignore. 'Sharing Does Work' has just been published by the Sports Council. Having been Director of Carlton Forum and now having four joint provision centres I cannot endorse that strongly enough.

Now a word on certain elements of the assessment itself. There are those that say their actual presentation should not be important as this is 'flannel' and no indication of good management. True, a good presentation does not necessarily mean good management. However, a poor presentation is an indication of sloppy, lazy management. If you cannot market your centre to the assessors, you are unlikely to be able to do so to your potential users and your ability to create good public relations is suspect. Good centre managers go out into the community to show people they need their centre. A presentation to Rotary or the WI for instance, needs to be really professional to gain respect. Of course a good presentation takes time to prepare but, as indicated above, there should already be a base to work from. With exceptions, the standard of presentation in 1981 was poor. This can be overcome by training and endeavour.

A discussion period with Committee members and Recreation Department officers is included. It is a great mistake to think that good leisure centre management starts and finishes in the centre itself, and the Chairman and Chief Officer are given the opportunity to show how well they assist management. In one or two cases their performance in 1981 can only politely be described as disappointing, indeed if they made any input at all!

There was evidence of a Treasurer telling a centre manager direct what the breakdown of his budget was to be. Treasurers are valuable people but it is line managers that have to meet budgets and it is iniquitous if centre managers and recreation chief officers are not primarily responsible for their production.

One of the main values of a recreation chief officer is to be able to talk to other heads of departments on equal terms and to ensure that centre management is properly considered at top management level. At one centre and maybe more no District Council Officer appeared at all. When this happens centres operate in isolation and are not managed as part of the overall recreation opportunity for the area.

One of the main values of a recreation chief officer is to be able to talk to other heads of departments on equal terms and to ensure that centre management is properly considered at top management level. At one centre and maybe more no District Council Officer appeared at all. When this happens centres operate in isolation and are not managed as part of the overall recreation opportunity for the area.

Another failing was the inadequacy of long and short term Objectives and Targets set by the chief officer and centre manager. Very few Committees had reviewed Objectives recently, if ever. Too many Objectives were mere platitudes.

In some areas there is still a very narrow outlook on the qualifications required when appointing centre managers. He must necessarily be a former PE teacher is a common attitude, particularly in joint provision. But the marketing and management skills required of the manager are different from those of the teacher—why duplicate the skills already present in the school. This is not to say PE teachers should not be appointed—some adapt quickly and are very good. However, you are looking for an innovator, a marketing orientated person, a manager who can make the best use of all resources be it facilities, finance or staff and someone who knows how to find out peoples needs and provide for them.

It is true that some centres keep entering. Naturally those with experience are more likely to be winners but surely that is a tribute to the scheme, not a criticism. Those that enter again must realise its value, improving each time until they become "winners".

What started as considering criticism of the scheme has been turned back as a criticism of the critics. Those that have entered over the years have used it for what it primarily is—a training vehicle. They have exposed themselves to stringent scrutiny and deserve great credit by so doing and it is a fair bet that they are more competent than the others. Indeed criticism of the scheme as a reason of non entry is sometimes a cover for apathy or fear of criticism themselves. Unfortunately, it is those districts where performance at either chief officer or centre manager level is indifferent where the scheme is now most needed.

Rushcliffe and King Alfred may have the trophies for 1981 but thanks to the Sports Council and sponsors Vendepac all the centres that entered are the real winners.

So, get cracking in 1982 and show yourselves to be as good as any private sector management. To plagiarize the light hearted comments of Ray Hutchins, the Rushcliffe Leisure Centre Director, gather your troops for an all out assault on the regional salient. Having overrun this salient despite the fierce resistance of the opposition, next prepare for a day long skirmish to overcome the strong point established by the semi final assessors. Finally, show your stamina by laying siege to the assessors last line of defence at Bisham Abbey. With an arsenal of presentation aids and specially selected shock troops capable of repelling all the assessors attacks, you should then soon be dictating the terms of the Armistice and enjoying the spoils of war.

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ARM Welcomes Congratulates

FELLOWS

Dodds, W. J. G., Warwicks. Borough Council.

FULL

Chance, P., Recreation Organiser, Sports & Leisure Complex, Newton Aycliffe

Hughes, S., Dept. Manager, The Stour Centre, Ashford, Kent.

Wood, J. S., Manager, Hayes Manor Sports Centre, Hayes, Middx.

Fensome, M., Area Baths Manager, Barnsley M.B.C., S. Yorks.

Horseley, Mrs. D., Leisure & Rec. Asst., S. Staffs. D.C.

Gibney, G. J., Gen. Mgr. Newpark Sports Complex, Blackrock, Dublin.

Davies, B., Duty Officer, Rhondda S.C. Ystrad.

Pang, Mr. C., Manager, Queen Elizabeth Stadium, Hong Kong.

McGhee, M., Manager, Craigswood S.C. Livingston.

Faithfull, P., Manager, Omagh L.C., Omagh, N. Ireland.

Turnbull, Miss L., Leisure Superintendent, Mill House Pool, Hartlepool.

Smith, R. S., Manager, Halstead S.C., Essex.

Saffery, E., Manager, Penwortham L.C., Preston, Lancs.

Cotterell, B. J., Manager, Weavers S.C., Wellingborough, Northants.

Hinchcliffe, J. A., Chief Environmental Health Officer, Pontefract, Yorks.

Lee, P. J., Recreation Officer, Birkenhead City Council, Auckland, New Zealand.

McIntosh, F., Manager, Sandbach L.C., Cheshire.

Harding, T. D., Assist. Recreation Officer, Reading.

Rees, G. E., Assist. Tech. Officer for Rec. & Amenities, Andover, Hants.

ASSOCIATE TO FULL

McShea, T. P., Entertainments Manager, Leatherhead L.C., Surrey.

Tovey, P., Assist. Manager/Engineering Ebbw Vale L.C., Gwent.

Cowley, R., Manager, Swaffham L.C., Norfolk.

McCarlie, K. S. J., Manager, Desborough L.C., Northants.

Rigby, S. J., Manager, Howich L.C., Bolton, Lancs.

Lukehurst, A. T., Assist. Manager, Macclesfield L.C.

Hughes, M. G., Recreation Director, Al Baha Gen. Hospital, Saudi Arabia.

Duckett, I., Tutor/Warden Amesbury S.C., Wilts.

Smart, F. G., Manager, Andover S.C., Hants.

Klemm, R., Area Off. Tourism, Recreation & Leisure, Argyll & Bute D.C.

Clarke, A. J., Dep. Baths Manager, Cophall Swimming Pools, Hendon, London.

ASSOCIATE

Stevens, M. J., Supervisor, Grange Park Pool, Bushey, Herts.

Knox, I. C., Supervisor, Wallsend S.C., Tyne & Wear

Hawken, A. J., Dep. Manager, Adams S.C., Wem, Shropshire.

Dixon, F. C., Admin. Officer, Black Lion S.C., Gillingham, Kent.

Munn, R. W., Assist. Stadium Organiser, Wolverhampton Stadium.

Robinson, P. R., Supervisor/Duty Manager, Cheslyn Hay S.C., Walsall.

Herd, R. J., Assist. Mgr. Howhill Swimming Pool, Cardenden, Fife.

Archibald, S., Management Assistant, John Wright S.C., East Kilbride.

Marsden, Ms. M. A., Assist. Manager, New River S.C., London.

Horobin, Miss B. K., Catering Manager, Silver Blades Ice Rink (Mecca Ltd) Bristol.

Barrett, K., Rec. Super., Valley L.C., Newtownabbey, Co. Antrim.

Kelly, J. D., Assist. Manager, Nicholas Hawkmoor S.C., Borehamwood.

Ling, Miss V. G., Rec. Assist., George Sylvester S.C., Hackney, London.

Scott, Miss J. I., Assist. Manager, Newton Aycliffe R.C., Co. Durham.

Stewart, D. G., Planning & Research Off., Leicester City Council.

Johnson, M., Dep. Manager, Star Recreation & Community Centre, Cardiff.

Brinkley, B., Chief Swimming Coach, Warrington Baths, Cheshire.

Harvey, M. H., Assist. Warden, N. Solihull S.C., Birmingham.

Roberts, C. N., Assist. Manager, Leasowe R.C., Merseyside.

Millard, Miss S., Bursar, Green Park Centre, Aston Clinton, Bucks.

Latuske, J., Assist. Manager, Flaxman S.C., London.

Price, N. W., Training Support Officer, HMS Temeraire, Portsmouth, Hants.

Breen, J. W., Assist. Recreation Off., Strathkelvin B.C., Kirkintilloch, Scotland.

Shand, R. J., Supervisor, Newton Aycliffe R.C., Co. Durham.

Sampson, A. J., Duty Manager, Montem S.C., Slough, Berks.

Newman, D. J., Regional Officer, The Sports Council, Durham.

Fisher, Miss C. E., Sports Officer, Bushfield S.C., Orton Goldhay, Peterborough.

Wallace, J., Bar & Catering Manager, Yarborough L.C. & City S.C., Lincoln.

STUDENTS

Ewing, C. T., Farnborough College, Hants.

Yuill, D. W., Farnborough College, Hants.

Meikle, Miss C. J., College of St. Paul & St. Mary, Cheltenham.

Calvert, R. M., Leeds Polytechnic.

McCann, A., North London Polytechnic.

Keep, J., College of St. Paul & St. Mary, Cheltenham, Glos.

Hespe, C. D., North London Polytechnic.

Latto, Miss V., Loughborough College.

Allen, Miss J. M., College of Ripon & York St. John.

Partridge, R. W., Trinity & All Saints College, Horsforth, Leeds.

Weaver, J., Farnborough College, Hants.

Conlon, O., Newcastle upon Tyne Polytechnic.

Downes, R., Doncaster College.

Day, M. R., College of St. Paul & St. Mary, Cheltenham, Glos.

Bass, A. D., College of Ripon & York St. John.

Breakey, K., North London Polytechnic.

Williams, J. G., College of St. Paul & St. Mary, Cheltenham, Glos.

Sharp, C., Dunfermline College, Edinburgh.

Lloyd, K. P., College of St. Paul & St. Mary, Cheltenham, Glos.

Sanders, Ms. P., College of St. Paul & St. Mary, Cheltenham, Glos.

Cooper, A. W., Sunderland Polytechnic.

Morris, D. H., Farnborough College, Hants.

Brodie, S. J., Dunfermline College, Edinburgh.

DECEASED

Robinson, P. H., Community Recreation Officer, Luton, Beds.

RETIRED MEMBERS

Mills, Mrs. E., Leatherhead L.C., Surrey.

Moss, E. J., Lewisham Borough Council, Kent.

NEW APPOINTMENTS

Moran, J., Assist. Manager, South Lakeland L.C., Cumbria.

Brown, M., Manager, Heaton Tennis & Squash Club, Bradford.

Ireland, N., Planning Officer, Edinburgh.

Burgess, J. W., Acting District Reg. Off., Epping D.C.

Thomson, A. S., Manager, Wakefield S.C., W. Yorks.

Farquhar, A. D., General Manager, Spectrum Arena, Cheshire.

McGinley, H., Assist. Rec. Manager, Grange-mouth Sports Complex, Scotland.

Burridge, A., Regional Officer, The Sports Council Gt. Portland Street, London.

Taylor, J., Relief Super/Assist. Manager, Tameside M.B.C., Ashton-under-Lyme.

Morgan, L., Dep Manager, Bishopsbriggs S.C., Glasgow.

Cheers, A. M., Manager, Petersfield S.C., Hants.

Lane, Ms. P., Assist. Manager, Havant L.C., Hants.

Small, R. M., Area Rec. Manager, Enfield, Middx.

Barron, R. A., Recreation Officer, Uxbridge, Middx.

Ford, M. A., Manager, Holbrook L.C., Gosport, Hants.

Ross, C. L., Assist. Manager, Thornton R.C., Bradford, Yorks.

Gheel, F., Supervisor, Omagh L.C., N. Ireland.

McAteer, C. R., Manager, Scotchbarn Pool, Prescott, Merseyside.

Mobbs, R. E., Manager, The Memorial Hall, Wrexham, Clwyd.

Kirkman, M., Supervisor, Broughton Swimming Pool, Salford.

Erne, E. R., Manager, Bamber Bridge L.C., Preston, Lancs.

Huxley, P., Manager, Edgbaston Priory Club, Birmingham.

Bottomley, C., Community Sports/Leisure Officer, Vale Royal D.C., Cheshire.

Perrett, A. J., Manager, Shildon Sunnydale L.C., Co. Durham.

Combes, A. S., Dep. Manager, Andover S.C., Hants.

Packham, S. W., Manager, Lancing L.C., Sussex.

Dier, C., Manager, Walnuts S.C., Orpington, Kent.

Haughton, E. L., Leisure Manager, North Herts D.C.

Durran, A. C., Sports & Recreation Manager, Slough, B.C.

Stephenson, S. W. J., Arena Manager, Spectrum Arena, Warrington, Cheshire.

Brown, P. E., Assist. Manager, Victoria Community Centre, Crewe.

Roberts, W. N., Development Manager, Riley Leisure, Accrington, Lancs.

Collier, Mrs. C. M., Snr Managers Assist., Cardiff City Council, Wales.

Voller, N. R., Manager, Victoria Park Swimming Pool, Portsmouth, Hants.

Deadman, B. M., Director of Leisure Services, Huddersfield, Yorks.

Ayling, N. R., General Manager, Brixton R.C., Clapham, London.

Toovey, R. M., Assist. Manager, Bewbush Leisure Centre.

HEADING FOR ILAM

A message from the leaders of the amalgamating bodies

ARM . . .

A Question of Priorities

The work of the various sub-groups working towards amalgamation seemed to produce little except brick walls.

There is no doubt that if we had continued to discuss conferences, journals examinations et al amalgamation would have occurred in 1988!

The most important decision was to ignore these problem areas and to focus on the philosophy of amalgamation. To achieve this, all that was required was the 'will' and this was evidently shown by all members of the Steering Committee.

We, as an association, are delighted that Dennis Woodman emerged as the catalyst to enable the 4 bodies to find common ground.

Only someone who runs a caravan club could have produced such a superb document as the Scheme of Amalgamation! This managed to overcome the very real fears of our membership and its sister bodies and helped to establish the priorities which really counted! We are nearly there now; it is up to us to make it work!

Over the next 6 months, the Shadow Council has an enormous task to bring together a new Institute of which we can be proud. They deserve our total support.

W. BREEZE,

Chairman, Association of Recreation Managers

IRM . . .

I greet the news of amalgamation with great pleasure. It is a concept that I.R.M. has sought to pursue for many years and when after one or two false starts, the breakthrough initiated by Dennis Woodman came about we pledged our full support to the discussions that ensued. We work in a growing, yet often maligned, industry. The community needs us and by working together we will, I am sure, serve the community well.

It is a matter for regret that I.B.R.M. were not actively involved in the recent processes, but it has to be said that a stage had been reached where positive progress was vital. Nevertheless it is to be hoped that, given the will, a formula can be found for incorporating this body of expertise at an early date.

Now the representatives of the participating organisations must exercise their wisdom, leadership, and patience in producing an Institute that will, on the one hand, inspire the membership with confidence and a true sense of belonging and at the same time provide for the industry and the community a skilled and dedicated body of practitioners.

There are already many examples of our Institutes and Associations working together at Branch level. If, as is often said, a body is as strong as its branches, this intercommunication must continue and expand. The Council will surely need the help and support of all its members and to receive their ideas, suggestions and views. Local discussions can help to overcome the misgivings that have been expressed from time to time during the past three years.

Amalgamation is not about them and us, but us and us. Its success depends on our moving forward together and growing together. The future looks bright!

L. W. DAVIES

Chairman, Institute of Recreation Management

IME . . .

I am extremely pleased to have this opportunity to place a few words in A.R.M. News as I was a member of the original Sports Centre Managers' Group, from which A.R.M. sprang in its earliest days, and I recall that there were only twenty or so persons on the list—this being a total representation of Indoor Sports Centre Managers in the United Kingdom. Most of you will know the current number which indicates the expansion of leisure services and indoor sport in particular during this time.

As well as the expansion in facilities there have been changes in programming which has eroded the separateness of various disciplines within the leisure services field, and this must be a good thing in terms of service to the public, ease of administration and committee arrangements. However, it would not be a good thing if standards in any discipline were allowed to fall and it is encouraging to know that the new Institute of Leisure and Amenity Management is affording equal numbers from constituent disciplines in its formation of the national council.

I look forward to working with colleagues from other disciplines in establishing the new Institute which will further professional interest of all kinds and at the same time ensure that there is adequate discussion and interest maintained for every kind of discipline as well as the added benefit of enabling all members to gain insight and knowledge on the work and problems of their fellow members.

PETER H. PHELPS

President, Institute of Municipal Entertainment

IPRA . . .

Those members of the four institutes elected to serve on the new Council will face a very onerous task over the next seven months in bringing the new Institute into being. The success of this venture will, however, not solely rest with the new Council but with all members and it is now more important than ever that the co-operation which sprang up at branch level before the vote for amalgamation should continue to flourish and, hopefully, result in more and more joint meetings during the intervening months. In fact, to ensure success, by the end of 1982, the branches will need to have formulated steering committees so that branch activity can proceed immediately the new Institute is born.

I am convinced that this is the most effective way of ensuring that the new body will be capable of fulfilling all its objectives.

H. P. BODDINGTON

President, Institute of Park & Recreation Administration

Resolution of IPRA Council

That the Council of the Institute wishes to convey to the Chairman of each amalgamating body, satisfaction at the decision to amalgamate, and with the assurance that amalgamation will be implemented in the sole interests of the profession at large.

REGIONAL ROUNDS

Eastern Region are the Tops



Commenting on the award, ARM's past Chairman, Roger Quinton said that whilst the Eastern Region had deservedly won due to a well balanced programme of activities, the overall winner had been the Association. The standard of activities in all regions had developed immensely in recent years reflecting the hard work of all Regional Officers.

CLOSE CONTENDERS for the 1981/82 award were London & S. East, North West, Yorks & Humberside and South West. Previous winners had been: 1978/79 East Midlands; 1979/80 North West; 1980/81 London & S. East.

Glyn Leyshon, current Chairman of ARM's Eastern Region received the George Torkildsen's Region of the Year Award for 1981/82 at the Association's Annual Dinner at Coventry in May (see across) on behalf of the Regions past Chairman Peter Ashe.

The trophy is awarded annually to the Region who in the opinion of the assessors does most to further the work of the Association and its regional members. A five point scale scoring system is awarded on seven criteria:—

1. Programme of regional meetings.
2. Professional and efficient administration.
3. Promotion of courses, lectures, etc., to extend knowledge of its members.
4. Relationships with other bodies.
5. Membership increase and financial results.
6. Contribution to National affairs.
7. Overall effective management of the Region providing an excellent service to its members and reflecting favourably on the Association in general.

South West Region

The Chip— Leisure Provision and Effective Management

We are all aware of the enormous problems arising from the collecting and collating of data. Who does it, how it is done, who uses it, how it should be used and where it should be stored!

We are also aware that processing data is immensely time consuming and that somewhere, somehow with all the modern technology everyone keeps talking about, there must be a more accurate, simple, more efficient and ultimately more cost effective way of achieving what we need.

The Executive of the South West of ARM have been exploring this area of operation and have found a company that is prepared to spell out very simply, without using 'high tec' jargon what they have achieved to date. They are working on a totally new project for Mecca at the moment and are fully conversant with the barriers facing them from the Unions. The company is eager to break into the Leisure field and they want to hear from us. They want to know what we want and what our problems are. They have already developed software and hardware that impressed the ARM team from the South West, but they want to hear from a wide range of people in the leisure field.

ARM South West Region will be organising a Seminar either late in September or early in October. It will probably be for about 3 days duration and an extremely attractive package is being created at an exceptionally competitive price. We are hoping to offer a business and entertainments package at below £50.00 all in!

Details will be circulated later.

Please indicate your interest in the proposed weekend Seminar by contacting **Mr Peter Taylor, 4 Melbourne Road, Bishopston, Bristol, 7.**

“That's the beauty of . . .”

For some considerable time Local Authorities, in particular Centre Managers, have been examining various methods of reducing expenditure on energy.

Most of us have a reasonable knowledge of what is offered by the market but being so involved in other aspects of our profession we have little time to sit down and have the actual mechanics of the units available explained in detail.

At the Wales Gas Training Centre we had the ideal opportunity to expand our knowledge of, for example, the run round coil, heat exchangers, C.S.G. control systems, direct air heating systems and heat pump. The diagrammatical drawings, and the explanations of the operation of each unit as given by Mr Viv White, Wales Gas Regional Heating Engineer, were very good indeed. At the end of the session I am sure we all understood the principle and methods of operation a lot better than before and could appreciate the value of each unit in relation to our own requirements.

Where, in the past, the relative pay-back periods of certain units seemed exaggerated and beyond belief, these were brought into perspective and were more readily accepted as being feasible.

Until recently the gas board has not done a great deal with regard to the development of total gas heat pumps, but their investigations and efforts in this field have now produced a unit which will provide a heat pump at a more acceptable cost level and this was very encouraging.

After the morning session at Wales Gas Training Centre we broke off to travel to the “Inn Four Seasons” Hotel at Sully. This is a Hamard House property some four miles out of Cardiff. Here was the ideal country setting in which to enjoy the most excellent meal provided by Hamard Catering and to settle down to listen to Mr John Davin-Smith and his colleague. They ex-

plained their own appreciation of what service requirements are needed in Sports Centres, how they feel after many years of providing such service that they can now provide a service to local Authorities second to none, at a cost acceptable to both parties. Hamards have in the past made mistakes in certain areas of their administration; but lessons have been learnt the hard way and they now feel that they are running cost-effective units which are beneficial to the Authority and provide the public with a good service at acceptable price levels. Mr Davin-Smith's explanation of the Management Contract System using private auditors was most enlightening and, to many, the type of service which would be acceptable in their own facilities. We thank Mr Davin-Smith and Hamard Catering Ltd., for their support on this occasion and hope that they continue the good service associated with their name.

After lunch, we returned to Wales Gas Training Centre for the final paper on “Management Training Techniques”. This was given by Mr David Walker, the Wales Gas Education and Training Manager, and Mr Trevor Arnold, Wales Gas Technical Training Officer.

It was obvious that both men have been involved in the training of management material for some considerable time and the progression techniques used applied to Wales Gas Personnel could be used in other fields.

What came across very strongly was the opportunity available to their Management Trainees, to obtain a recognised Institute qualification, whilst completing their Gas Board training. For instance, The Institute of Supervisory Management Certificate. This left us with food for thought in respect of our new body providing examination certificate of management, instead of technical colleges providing this facility.

R. S. H. WILLS

Manager, Abercynon Sports Centre

REGIONAL ROUNDS

Amalgamation: Regional Progress Back to school . . .

EASTERN REGION:

Executives of the four bodies involved have met at the instigation of the ARM. There appears to be problems regarding boundaries but four representatives of each amalgamating body are to meet in July to set up a Steering Committee. Generally speaking problems do not seem insurmountable.

NORTH WESTERN REGION:

The ARM have been the forerunners in organising a meeting held on the 9th June at Chorley asking for three members from the amalgamating bodies to discuss the new Institute and its implications at regional level.

LONDON / SOUTH EASTERN REGION:

Representatives from the four bodies have been meeting regularly for some time and held a joint meeting on the 8th June at Kew Gardens to discuss regional business of the new Institute. The meeting will be on sponsorship and marketing with Marks and Spencer involved in sponsorship from the "other side". Regional business here appears well under way and minor problems are being resolved in plenty of time for the National Amalgamation completion date.

WALES:

The Wales Region—following A.G.M.—have started new boundary group. At its September meeting in Chepstow it is planned to invite representatives of sister bodies.

WEST MIDLANDS REGION:

The region has held a meeting of Chairmen and Secretaries of the four bodies at the instigation of the IPRA. This meeting followed an Executive Meeting of ARM when the other bodies were invited to discuss amalgamation and only one member attended from IRM. It appears that this region has decided to have a Steering Committee set up with three members from each of the existing Association/institutes. There appears to be slight problems with regional boundaries.

SOUTH WEST REGION:

Talks have been taking place between the four bodies, but unfortunately one meeting has already been cancelled and it now seems likely that further progress will not be made until late October probably with a Seminar at Barnstable regarding the Microchip which should be of interest to all participants. Again ARM seem to be leading the way at regional level.

DID YOU KNOW?

Free article 'Pricing Strategy in Direct Marketing' by Patricia Curtis available free from:
Royal Mail Parcels,
Room GO3,
22-25 Finsbury Square,
LONDON EC2 1PH.

For most ARM members it has been some time since they have been greeted by a headmaster in his gown. Not so for members in North of England who were welcomed to Jedburgh School by its headmaster on the occasion of the A.G.M.

If that wasn't different enough, more was to follow as the Director of Education and Recreation for the Borders Regional Council revealed the levels of provision in his predominantly rural area. The relatively isolated communities create situations such as 2 squash courts for 3,000 in Jedburgh, 7 squash courts for 17,000 in Hawick, all in communities where Rugby Union dominated the scene. But there was no proper athletics track and no 'ice'. Altogether a most interesting meeting for the ten members attending.

On a business note, the region has established two working parties, (one for Scotland and one for North of England), in order to prepare the way to greater participation in regional events, prior to amalgamation.

Another Swansong

The last ARM Annual Dinner Dance organised by the North West Region will be held at The Park Water Hotel, St. Annes on Sea, Lancs, and all members of ARM are welcome to this very inexpensive affair. Details can be obtained from:—Mrs. M. Richardson, at Hyndburn Sports Centre, Accrington, Lancs.

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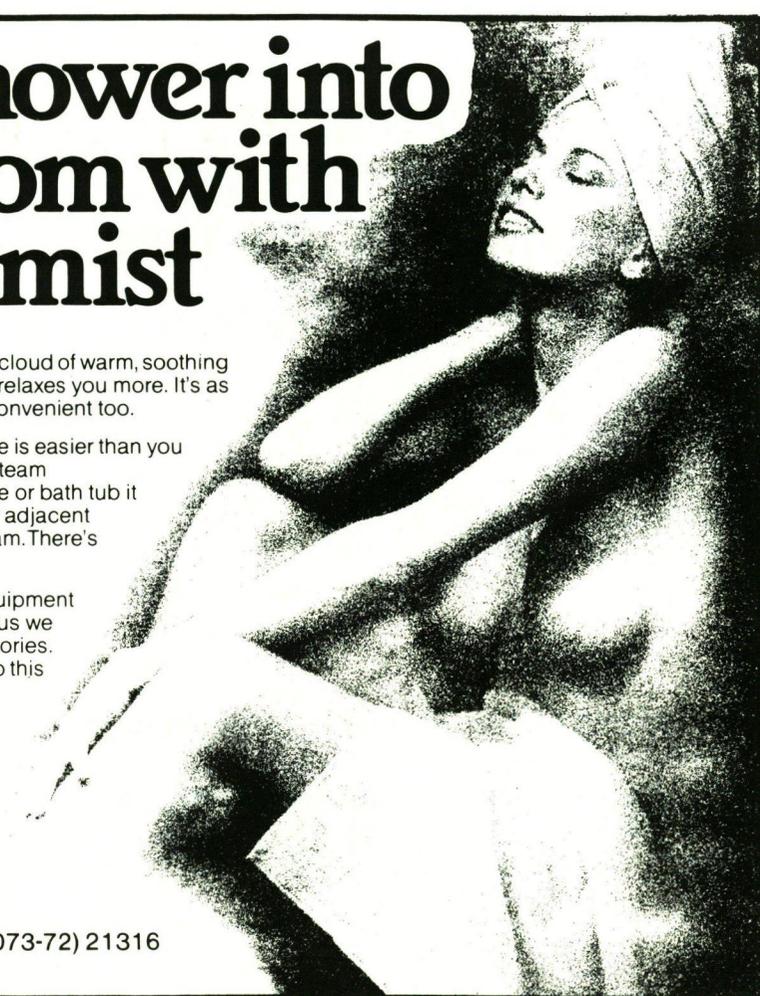
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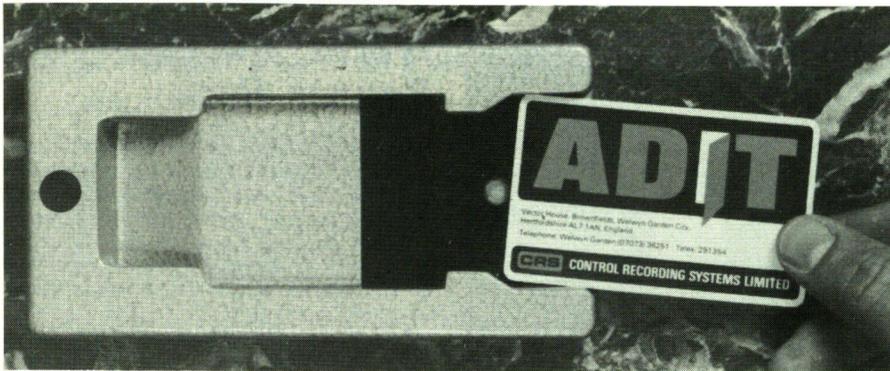
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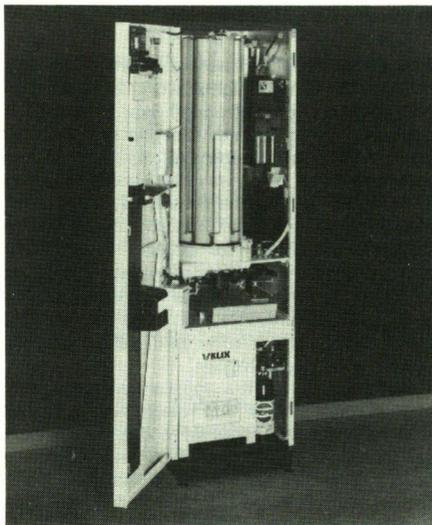
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News... Product News... Product News...



Control Recording Systems have recently launched a system which could effect substantial cost savings in dealing with membership renewal and controlled access of valid members.

The system is based on a special card which can be inserted into existing membership cards. On entering the sports complex, the member drops his card, anyway round, into a reader and provided his number is valid a turnstile or a lock on a door will be activated allowing the member access. (Most modern turnstiles can be adapted to operate this system). If the member fails to pay his membership renewal or he loses his card, his number is simply withdrawn from the system



REMEMBER THE 'TALKIES' NOW TRY KLIX NEW ONE

Four Square Vending a division of Mars Ltd. announce two major innovations in one machine, sophisticated microprocessor control system and an 'in-cup' machine dispensing carbonated soft drinks. The microprocessor control for Systems 3000 and 5000 machines is able to monitor and control total operation speeding up and simplifying routine maintenance. Price changing is a simple push button operation and total interchange between hot and cold drinks is possible. Machines with the new microprocessor will be sold at no additional cost. The new control also takes on the totalling and change-giving process from the coin mechanism and has capacity for future improvements. Two function buttons on inside control board operates system.

Moving into liquid not dried ingredients, the System 5000 machine can now offer Pepsi Cola. Space has been made for two carbon dioxide gas bottles and a 2 litre disposable plastic bottle of syrup concentrate. Contact your local Four Square rep for more details.

and he is thereby refused entry. If subsequently he pays his number is put back.

Systems are available with a total capacity of 1,000, 4,000 and 16,000 individual numbers.

The company believes that the benefits are:—

- (1) Saving of cards used for membership renewals.
- (2) Staff savings in completing membership renewals.
- (3) Staff savings in checking for valid memberships.
- (4) Reduced mis-use of cards that have been lost or stolen. Also solves the problem of people trying to gain access with out-of-date membership.
- (5) Reduces queues by allowing members to enter without their card being checked.

If you would like further information or a demonstration, contact Peter Darler, Control Recording Systems Limited, Vector House, Brownfields, Welwyn Garden City, Herts (07073) 36250.



SQUASH THROUGH THE LOOKING GLASS WALLS

HAT Glass-Pearson Ltd. of Sheffield are about to bring an important new product onto the market. Just in time for the new squash season the company will have a *portable* squash court with THREE walls of Twin-Vue glass available. This exciting development should achieve three aims: providing at least 1,500 spectators with a good view of play; ensuring good playing conditions for competitors; enabling good television coverage to be achieved. The court will incorporate front, back and back-hand side walls in Twin-Vue glass. The fore-hand side wall will consist of solid pre-fabricated panels. Twin-Vue portables will provide promoters with a complete package, including erection, dismantling and transportation, when they lease the court for a tournament. Discussions between the company and European tournament promoters have already started, with a view to staging most of next season's major events on the court. Further details from: David Pearson, Chief Executive, Tel: Sheffield (0742) 79778.



TUNED IN TO THE FUTURE

En-Tout-Cas ('You really do make the most spiffing tennis courts, Mr. Brown') have just completed an £80,000 running track for Yale University. The unique 'Tuned Track' offers perfect resilience to the athlete so that he feels the minimum stress on foot contact but gives maximum take off speed. The track consists of a durable top surface of panels supported by a pattern of special rubber shock absorbers over a grid of horizontal bearers. At Yale, students using it are improving their personal times and suffering less injuries. No prices given but contact the Sales Manager, Tel: 0533 696471 for further details.

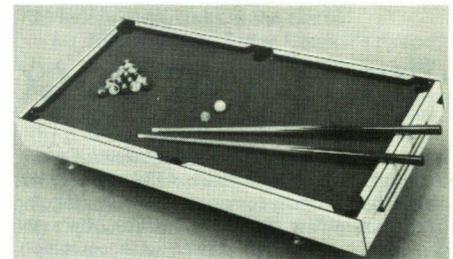
MULTIGYM MODULES (MODELS?) DEVELOP

Powersport International Ltd. of Bridgend have now followed up their successful Module 30 with a highly individual and stylish range of modular equipment. Wall mounted with unique marine quality polished fibre-glass cover displaying the 10 most popular exercises, these new modules are sure to be popular where space (or money) is at a premium. Contact the Sales Department, Tel: 0656 61164/5/6 for more details.



WIDER INDOOR RANGE

M.Y. Sports and Games Ltd. have extended their product range recently. New lines include a TV Dartgame and table top snooker and pool tables which should be popular, their 12 ball box of practice quality table tennis balls Halex No. 1 also looks good. Contact M.Y. Dart Ltd., Tel: 01 440 8441.



MELKSHAM'S WILTSHIRE'S FIRST

Avon Rubber plc are to instal an Avonsport olympic standard athletics track the first of its kind in Wiltshire at the Christie Miller Sports Centre, Melksham. This is one of a range of synthetic sports surfaces offered by the company; the track should be ready by October 1982. This surface is less expensive than many and is proving very acceptable to athletes for training and competition. Further details from Gordon Morris of Avon Rubber, Tel: 02216 3911.

NEWS FROM CENTRES

Passport to (Welsh) Pleasure

In an effort to squeeze every last penny out of the reluctant tourist and local trade, Aberconwy Borough Council, centred on Llandudno in North Wales, is to introduce a "Passport to Pleasure" scheme this summer. The scheme will offer a six day unlimited pass to both the Council's varied amenity opportunities and selected local private enterprise activities. The council must surely have one of the most unusual group of activities ranging from a Victorian rope-hauled tramway (one of only three in the world) through a harbour caravan site, country park and tourist bus service, as well as the usual baths, parks and conference centre to such private attractions as a cable car (1.7 miles long), Slate caverns and a proposed helicopter joyride service.

Passport holders will get free, unlimited access to baths, bowling and putting greens, squash courts (using usual booking systems—racquet hire extra!), seasonal entertainment shows, deck chair hire, solaria (just in case!), tramways, bus tours and childrens' play schemes. A recent addition to the local private operators, a genuine London horse-drawn Omnibus, is likely to be one of the attractions available at a substantial discount to Passport holders.

And the cost? £10 per adult and £7.50 per child (under 16). The Borough Council will be producing the Passports in-house this year and selling them through the many Tourist Information Offices run by the department. If the five-week trial scheme is successful (especially with the Finance Department) it will be extended in 1983. The package deal is already proving of great interest to hoteliers who are considering incorporating it with their own packages.



Mike Fulford

Blyth Reorganises

Blyth Valley Council has formed a Recreation Department by a reorganisation of its existing staff. The new Recreation Department came into being on 1st April, 1982.

Mike Fulford, ARM, previously Indoor Recreation and Concordia Manager, has been appointed Recreation Manager.

Ken Earnshaw, IPRA, previously Outdoor Recreation Manager, is the new Assistant Recreation Manager.

David Young, IBRM, previously one of the Senior Assistants, has been appointed Concordia Manager.

For the time being at least, Mr Fulford will be situated in Concordia, and Mr Earnshaw at Ridley Park, Blyth.

Until now, the various recreation and amenity functions, (leisure centres, outdoor recreation and community development) have been organised in separate Council departments. The new move will help focus attention on the complete recreation and amenity service provided by the District Council, improving efficiency, effectiveness and standard of service to the public.

World Travellers Bounce Back

Peter and Anne Hayward, who returned to England in March after a world trip which lasted nearly two years, have now landed on their feet in the "old country". Peter has recently taken up duties as Assistant Recreation and Amenities Officer with the Borough of Broxbourne. Anne looks set to take up a position in Special Education.

Both are now working on a booklet on the integration of physically and mentally disabled people into normal leisure centre activities.

Any ARM member interested in this booklet can contact Peter through ARM Headquarters.

Whilst in Australia, Peter set up and managed a new Leisure Centre and Anne completed a Master's Degree in Education. Peter will be glad to answer any enquiries regarding leisure in Australia. (In fact he's preparing an article on it! Ed.).



New Managers Course at Torquay

Just before Easter, 28 men sat down to start five very full days and nights work in a hotel in Torquay. They came from all over England and from a variety of Leisure Management jobs at or about senior management level. The 28 men were taking part in the very first Leisure Management course run by the Provincial Councils for local authority services in the south west, it was designed specifically for officers at or about centre manager level. The course was designed by Ashley Wirdnam from the Provincial Council as a result of pressure from the South West ARM Executive and after detailed discussions about the course content.

The response to the application form circulated through ARM was staggering and the numbers had to be restricted to 28 and even then the lecture room at the hotel was 'friendly'. Course tutor for the leisure elements was Ian Cooper (Aberconwy B.C.) and Dale Williams, a management training consultant, for the management elements. Guest speakers included specialists on Local Authority finance, employment law, Public Services organisations and human relations. A large amount of work was done in small syndicates with verbal and written presentations on case studies. There were film and slide sessions integrated into the course. A local facility was subjected to a very full management audit which proved to be very enlightening and a salutary lesson for many course members.

The food was superb and eventually course members were seen to be choosing salads instead of steak! Discussions went on long into several nights and there was a distinct lack of ladies noted by all.

The first course was extremely successful and the next one will be streamlined to cater even more specifically for Leisure managers. So book your name onto the mailing list for course application forms now. Telephone **Ashley Wirdnam on Taunton (0823) 70101**; the next course is again at Torquay from **14th to 18th February, 1983**, course fee including full board is £137—you cannot afford to miss it!

'SERVICING JOGGERS'

Former manager of Underwood Leisure Centre, Newport, Gwent, and Welsh ARM member has established his own company to develop jogging trails throughout the U.K. Tracker offers the complete jogging trail service of consultation, construction and erection of the exercise course. The trail is an outdoor fitness circuit to encourage jogging and exercise for fitness and fun. Along the trail the joggers encounter exercise stations. The stations are constructed of specially treated timber, and each is provided with its own instructional notice board. The length of the trail depends on the amount of land available. Ideally, the course would be through grassland or woodland, and would consist of five to ten exercise stations.

Tracker Townsend has over fifteen years experience in recreation and leisure. He was educated at Burton-upon-Trent Grammar School and St. Peter's College, Saltley. He taught Physical Education in Staffordshire and Gwent, and progressed into Leisure Management through his work in joint use centres in the Forest of Dean, Gloucestershire. John has had a

close connection with athletics and cross country throughout his career. As a member of Newport Harriers A.C. he became Gwent County A.A.A. Secretary and Welsh Junior Cross Country Team Manager. He was the prime mover in the construction of the cross country course on Chepstow Racecourse for the 1976 I.A.A.F. World Cross Country Championships. He is the present Welsh A.A.A. Championships and Fixture Secretary and serves on the A.A.A. Promotions Committee.

"My trade mark is a black footprint of a right foot. On a recent Welsh Development Agency Business Management Course I became known as the (b)! jogger with the dirty foot! I do not mind that title as long as I can encourage as many people as possible to enjoy their exercise. Tracker can certainly put them on the right footing for that."

Tracker operates the complete service from Tump Farm, Sedbury, Chepstow, Gwent NP6 7HN, Telephone Chepstow 70932.



AND DEPARTMENTS

OLYMPIC STAR MEETS ARUN'S FUTURE



Pictured on the site of Littlehampton Swimming Centre are (left to right) Duncan Goodhew, Robert Allen, Lisa Bowden, Councillor W. A. Kingshott, Chairman of the Swimming Centre Working Party; Councillor J. S. Blackwood, Chairman of Arun District Council and Councillor Mrs. M. Tullett, Chairman of Amenities Committee.

Duncan Goodhew, Olympic swimming gold medallist, recently visited Arun District Council's Littlehampton Swimming Centre which is presently under construction and is due to open next Spring. Councillor J. S. Blackwood, Chairman of the Council, introduced Duncan to Lisa Bowden and Robert Allen. Lisa and Robert have been selected to represent all the children of the District during the Centre's initial promotion, signifying the Swimming Centre's promise for the future. Duncan, whose family home is in nearby Yapton, was delighted with the development and hopes to be associated with the Centre in the future.

The Great Inflatable Boat Race: 50 miles Inland!

Where can you find an inflatable paddle boat race run over seven miles and fifty miles from the nearest coastline? The answer is Hemel Hempstead! Dacorum District Council, together with local Round Tablers, The Thames and Chiltern Tourist Board and the British Waterways Board have organised a great inflatable boat race on the Grand Union Canal from Tring to Hemel Hempstead;

The aim is to highlight England's role as a maritime nation and her nautical heritage in supporting the "Maritime Year 1982" which is being promoted by the English Tourist Board.

There are separate competitions involving male, female, under 19's and over 19's, and even a prize for the best dressed crew. If "messaging about in boats" is your forte then send for details to:—

The Department of Leisure Services,
26 Park Road, Hemel Hempstead, Herts.
who knows you may want to organise your own event?



A challenge putt!

The third National Golf Championships was played at Little Hay Golf Course on the 4th May, 1982 and despite the rain and cold the result was a tie for first place between Martin Rees and John Burgess.

Each player finished with 30 points. An entry of only eight players was disappointing considering the original Blackpool entry of 46! Maybe Harrogate next year will attract the stalwarts back again!

ARM Member Paddles own Canoe



ARM member from Bridgend, John Whitworth, is organising a series of Sea-bound Canoe Courses for children during the Summer holidays, John will be assisted by fellow officers of the Council's Leisure Service Department together with volunteers from his own club—Mid Glamorgan Canoe Club. Details from John on 0656 743712.

Obituary

PAUL HARRY ROBINSON

Mr Paul Robinson was the first man whose responsibilities in developing local activities were extended outside the Lewsey Community Centre.

His death in March of this year comes after a decade which has seen the establishment of 35 independent clubs at the centre.

Mr John Maddox, Luton Council's recreation services manager, paid tribute to Mr Robinson.

"This was the first time we had extended the post from warden at the Lewsey Centre to community recreation officer for the area as well as the centre," he said.

"Mr Robinson came to us with a very varied background and fitted the bill exactly for what we wanted.

"He made a great contribution. The Lewsey Centre was successful when he arrived but he kept it going and increased it in fact.

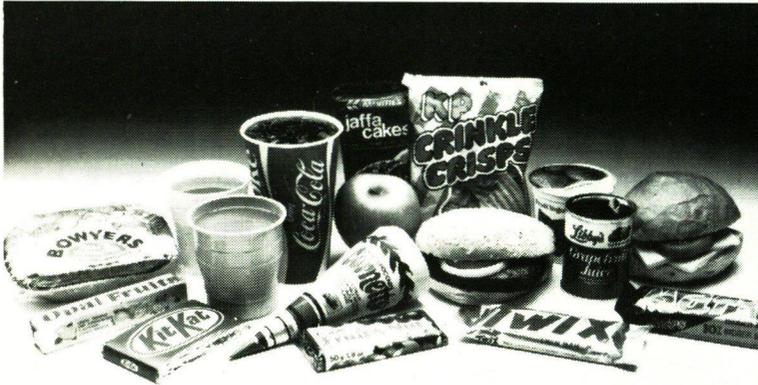
"But he also spent a fair amount of time helping to get the background for the self-help community centre at Hockwell Ring. His technical expertise in the community was of great help," he said.

Mr Robinson, a married man with two teenage children was off work because of his illness for about a year before he died.

A Liberal, he was a well known in Hertfordshire politics, spending a number of years as a county councillor and a district councillor.

Mr Robinson, who lived in Croxley Green, near Watford, was also a magistrate and a school governor.

HOW VENDING SILENCED ITS CRITICS.



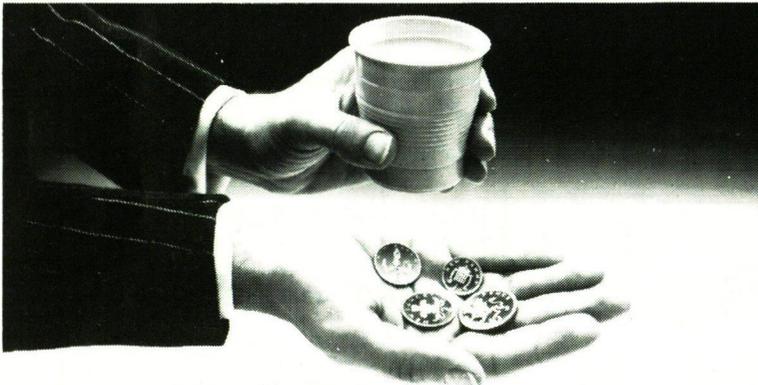
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RMJ 10/81

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the leaders in vending.



From Four Square Catering and Vending Limited (Division of Mars Limited) Coca-Cola and Coke are the registered trade marks which identify the same product of the Coca-Cola Company. Vendepac is a registered trade mark.

Leisure in Print

Leisure in Print reviews publications which may be of interest and value to recreation managers. Review team members welcome—please contact ARM News Review Editor Ian Cooper at "Gwalia", 24 Clarence Road, Craig-y-Don, Llandudno, Gwynedd LL30 1TW.

RESEARCH

Case Studies in Recreation Management by G. T. Griffiths, papers in *Leisure Studies* No. 3, published by The Polytechnic of North London, Dept. of Extension Studies, 1982, ISBN 0-907832-03-2, £1.50 (discount available for multiple orders). ★★★★★

This paper contains three different case studies of recreation management situations which are presented in great depth. The helpful introduction gives advice on case study solving, there are however no written solutions. Very useful for educational institutions and for individuals wanting to get the next best thing to real experience without the responsibility of taking the real decisions.

Leisure Sociology or The Sociology of Leisure? by F. Coalter and N. Parry, Paper in *Leisure Studies* No. 4, published by The Polytechnic of North London, Dept. of Extension Studies, 1982, ISBN 0-907832-04-0, £1.50. ★★

This paper was written as part of a research project on the sociology of leisure and public policy and leisure, as such it probably fitted in very well but it is difficult to read in isolation. Nevertheless it is very interesting and examines every angle of the titled argument. Good solid theory at its best. 29 pages and 91 references.

Leisure Studies by Journal of The Leisure Studies Association, Vol. 1, No. 1, (January 1982), 3 Issues/Year, published by E. & F. N. Spon Ltd., first published January 1982, ISBN 0261-4367, £20 individuals (£15 LSA members), £25 organisations—Annual subscription. ★★

The Leisure Studies Association was formed in 1975 with the aim of bringing together both academics and practitioners sharing a common interest in promoting leisure research and applying its findings in the field of recreation management. A series of conference reports, together with the *LSA Quarterly*, containing short articles on various leisure study themes, have to date constituted the Association's published output.

Leisure Studies is seen by the LSA as a logical development from these earlier publications, the new journal containing articles, book reviews and short research notes (the first edition includes an interesting survey of the increase in numbers employed in the 'leisure' industries over the past two decades) covering the arts, sport, tourism and countryside recreation.

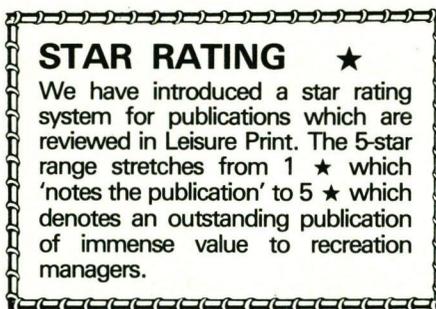
The editors point out that *Leisure Studies* is primarily an academic journal and does not set out to compete with the existing journals of the various recreation management bodies. Despite the qualification, a number of papers appearing in this first edition or listed for forthcoming numbers warrant consideration by the 'practitioner' element of the recreation management profession. D.F.

Alternative Sources of Funding and Other Practical Assistance for Arts Organisations by Arts Council of Great Britain, Tel: 01 629 9495, *Information and Research Reference Sheet 17*, 1982. ★★★★★

This is a very useful document which comprehensively lists all the possible agencies giving some form of financial assistance to Arts organisations. Very few agencies offer revenue subsidy; more likely forms of aid are one-off grants for projects, 'seed money' for new ventures, and grants for specific costs such as equipment, or the employment of a professional administrator. Full details of the Urban Aid Programme particularly relevant to local authorities.

Lothian Leisure Strategy by Lothian Regional Council, Leisure Services Department, Tel: 031 229 9292 Ext 3992 (Mr. N. Ireland), 1982, No price stated. ★★★★★

The strategy is in three parts: Urban Recreation; Countryside Recreation; The Arts. A fourth volume—Leisure Strategy Summary and Synthesis will be completed subsequent to formal consultation on, and amendment of, the first three volumes. These volumes represent a substantial initiative in the leisure planning field, they are extremely professional and leave the reader in no doubt as to what will happen in the leisure policies and provision in the future in Lothian. Every District Council should have such a plan and the sooner the better, not just in the chief officer's head but down in print and fully approved by the Authority. "To have a perfect plan is impossible—but to have a plan is imperative."



Leisure and Work. The Choices for 1991 and 2001 by W. H. Martin and S. Mason, published by Leisure Consultants, Lint Growis, Foxearth, Sudbury, Suffolk, Tel: 0787 75777, 1982, £30 U.K., Overseas (airmail) £37 (U.S. 74 Dollars) ★★★★★

The study is about the future of work and leisure exploring the developments in the economy and society over the next 20 years and shows how they are linked to the changing role of work and leisure in peoples lives. This is a very readable work taking four possible views of the future.

The authors see a steady growth in the amount of time, money and space devoted to leisure. This provides a major challenge to our present work-orientated society. The study documents in detail how the pattern of leisure interests could change over the next 20 years. It sets out how far leisure spending could rise by 2001, it also looks at the trends likely to be seen in different markets in the 1980's and 1990's. 260 pages with 60 text tables and charts full of essential information for the thinking manager.

SELECTED NEW PUBLICATIONS

Pelham Sports Guide published by Pelham Books Ltd., 44 Bedford Square, London WC1B 3DU, 1982, ISBN 0-7207-1386-2, £5.95 paperback. ★★★★★

A very good attempt has been made to produce a complete guide to all sports opportunities in the U.K. 528 pages of information have been compiled with The Sports Council's assistance. Each County has separate sections listing Local Authority contact officer, Sports Centres and sports associations contacts. The Local Authority information could have been made more accurate if such as 'Municipal Yearbook' compilers had been used. There are some noticeable gaps in the sports contacts information, for instance, Volleyball a major indoor game is only listed under Governing Bodies information and not in each County section.

POLYMERIC SURFACES FOR SPORTS AND RECREATION by G. Tipp and V. J. Watson, published by Applied Science Publishers Ltd., Barking, Essex, Tel: 01 595 2121, 1982, ISBN 0-85334-980-0, £24.00 post free in U.K. Outside U.K. add £1.50 p&p. ★★★★★

At last, at long last, a definitive publication on the new(?) artificial surfaces now commonly found throughout the U.K. This excellent book has been put together by two polymer technologists from the Greater London Council. In its 402 pages there are no less than 100 illustrations and 46 tables all very well presented. This book is of immense value particularly to those involved in choosing or using artificial surfaces. Surfaces for athletic tracks, multi-sports halls, outdoor games areas, children's playareas and a host of other applications are considered in depth in Part one. This first part indicates the properties of different materials, how they are manufactured and what to watch out for during installation.

Part two is essential reading as it first of all deals with the degradation processes which occur in all polymeric surfaces, this is the information least likely to be heard at the selling demonstration! Maintenance procedures and the pathological effects (does it do the user good or bad) are adequately covered. The final chapter in this party is extremely interesting as it deals fully with the economics of providing artificial surfaces as well as comparing installation and running costs of natural turf and artificial surfaces. The basis of the logic can easily be applied to any example and the book shows in no uncertain terms that sometimes if land costs are excluded then natural turf is considerably cheaper.

Part three outlines methods by which polymeric surfaces may be characterised and compared. In all an expensive but excellent book which should be in your departments library.

Squash Club, The Squash Club Management Magazine published by Dennis Fairey Publishing Ltd., Medina House, Boxwell Road, Berkhamstead, Herts. Tel: 04427 74947/8, 60p or £3 subscription p.a. U.K. only. ★★★★★

What another squash magazine? Yes, this one is distributed free alternative months to squash club managers/proprietors/secretaries, so you might qualify. The purpose of the magazine is to help managers run their clubs more efficiently by covering subject matters relevant to management. Articles on legal matters, maintenance, success stories, new products, etc. are envisaged. This good quality magazine looks a useful addition to any managers library list and even includes an article on Racquetball.

HARDY ANNUALS

Sports Documentation Monthly Bulletin Sports Documentation Library, University of Birmingham, Vol. 11, No. 7, July 1981, ISBN 0142-17/94, £11.00 Annual Subscription (12 issues). ★★

Monthly list of recent articles and conference papers on 'scientific' aspects of sport, physical education and recreation.

Contents categories include: Recreation/Leisure; Sport; Sports Equipment; Sports and Recreational facilities.

A vast array of documentation is available for use but only at the Library itself. Bookworms holiday venue?



John Howes with Squash Finalists (left to right) Neil Roberts, Barry Nash, John Howes, Jim McGuinness and Dennis Secher

Helmsman ARM Squash Tournament

1981/82 WINNERS

MAIN TROPHY

Dennis Secher (L&SE) beat Jim McGuinness (Y&H)

9 - 3 9 - 2 9 - 1

PLATE COMPETITION

Barry Nash (L&SE) beat Neil Roberts (Y&H)

9 - 4 10 - 8 9 - 7

Competition Organiser: **JOHN BINKS**

ARM NEWS AWARD 1981/82

Sponsored by Helmsman Coin Controlled Lockers

Winner: Bryan Hughes

"Social Problem Tag Questioned"

Received cheque and silver salver.

Runner up: Stephen Wilkinson

"Fitness or Flexibility"

Received cheque.

*John Howes (Helmsman) presents salver to Bryan Hughes,
winner of Arm News Award*



COUNTRYSIDE RECREATION RESEARCH ADVISORY GROUP

COUNTRYSIDE RECREATION IN THE 1980's:
CURRENT RESEARCH AND FUTURE CHALLENGES

CRRAGG CONFERENCE 1982

WHERE RESEARCH AND PRACTICE MEET

TO BE HELD AT THE UNIVERSITY OF BATH
22 AND 23 SEPTEMBER 1982

THE CONFERENCE WILL INCLUDE—

- Review of a number of substantial studies of countryside recreation.
- Discussion of implications for planning and management.
- Major policy topics for the 1980's:
 - Trends in Countryside Recreation
 - Information and the Visitor
 - Role of the Mass Media
 - Marketing Countryside Recreation
 - Transport and Mobility
 - Charging Policy
 - Future Strategies
- BR Conference Discount Fares to Bath from all over Britain for the convenience of delegates.

COST £55 INCLUDING CONFERENCE REPORT AND ACCOMMODATION

FURTHER DETAILS FROM CONFERENCE

ORGANISING SECRETARY:

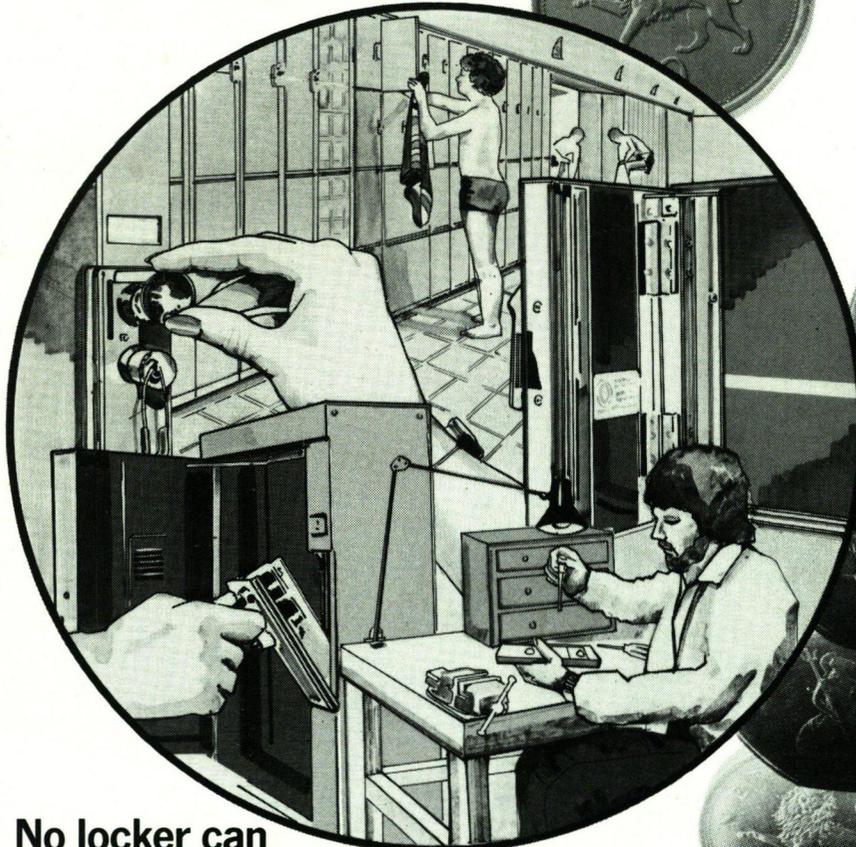
NICHOLAS MAYS
CRRAG SECRETARY
RESEARCH UNIT
THE SPORTS COUNCIL
16, UPPER WOBURN PLACE
LONDON WC1H 0QP 01-388 1277 x 250

ARTIFICIAL GRASS — BEMA ARMBANDS — AIR BEDS — BATH
CAPS — BALLS — BADMINTON POSTS — NETS — EQUIPMENT
— BOATS — BUNTING — BAQUACIL — BEACH BALLS — CLOTHES
BASKETS — CAPS — COMBS — CHAIRS — CRICKET NETS
AND EQUIPMENT — COSTUMES — CHEMICALS — CHAINS AND
POSTS — CURTAINS FOR SHOWERS/CUBICLES —
DIVING BRICKS — DPD TABLETS — DIVING BOARDS —
DI HALO — DEHUMIDIFIERS — EAREX EAR PLUGS — EXERCISE
EQUIPMENT — FLOOR MARKING TAPES — FLOAT TRAINERS —
POOLSIDE FURNITURE — SAFETY SPRINGS — FOOT INFECTION
CONTROL — FOOTBALLS — GOALS — A-SIDE FOOTBALL —
NETS — GOLF BAGS — GOLF BALLS — INFLATABLES —
HEADBANDS — HURDLES — SWIM HATS —
HAND PUMPS — HOBBIES — HOCKEY EQUIPMENT —
HOCKEY EQUIPMENT — INFLATABLE
TOYS — ISOTHERMAL EQUIPMENT —
KEIFFER Mc... CHAIRS —
LOUNGERS — BELTS — LIFE
SAVING APP... WITH SALTS —
MASKS — NO... NAIL FILES —
NOSE CLIPS — BELTS — PLAYPENS
— PUCH TURN... JUSHES — POOL
CLEANING AIDS... RACKET COVERS
RUBBER WRIST BANDS — RACKETS —
SHUTTLES — SWIM... SAFETY JACKETS —
SWIM/SCHOOL BAGS — COSTUMES — CAPS — SCISSORS —
SQUEEGEES — SCOOPS — SAUNA EQUIPMENT — SOLARIA —
SPORTS SURFACES — THERMOMETERS — TABLE TENNIS
EQUIPMENT — TENNIS EQUIPMENT — TWEEZERS — TEST
TUBES — TELESCOPIC HANDLES — SUNSHADES — WONDERSIGNS
— WRISTLETS — WATER POLO GOALS — WASTE BINS —
WHISTLES — WEIGHT TRAINING EQUIPMENT — etc, etc,
etc, etc, etc, etc, etc, etc, etc, etc, etc, etc, etc, etc, etc.



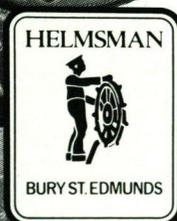
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Roger Quinton (left) congratulates Gerry Carver on his 6 years editorship of ARM News.

Gerry epitomises professional recreation management.

As a qualified teacher, trained at Loughborough, he completed 5 successful years in secondary education.

His direct recreation management experience began at Carlisle Sports Centre, followed by a far more responsible position as Deputy Manager at Crowtree Leisure Centre.

Whilst at Sunderland's and Europe's largest leisure and sports complexes, Gerry's strengths were concerned with man-management and promotion. With an extensive knowledge of both personnel management and customer handling, Crowtree's promotional literature owes a lot to his expertise.

Notwithstanding the major contribution needed to make a success of his key position working with Dennis Hinds, Manager, Gerry still contributed very considerable amounts of his personal time to association affairs. After 5 years as Editor of the ARM News, Gerry has a right to be proud to look back at a most professional, expanded, eloquent journalistic career. He took the Journal from simple beginnings to a respected place within recreation management and associated circles.

In his mid-30's, married with two young children, Gerry has much to offer having recently taken up a position as Recreation Manager in Arun District, West Sussex.

He has just been elected to the 1982 Executive Committee of the Association of Recreation Managers, a tribute in itself.

Six 'Eds are better than one?

Pictured alongside are your new Editorial panel (less J. Gilmore) . . . a grand-looking crew.

Stiff tests were devised before the final panel emerged . . . actually, these wrote a letter offering their services (can you believe that?).

David Knight would not like it known too widely that he 'volunteered' to act as coordinator—Editor?—but he holds that title.

The panel members have individual areas of responsibility—refer to your mail slot sheet—and David K. will try to pull it together.

However, and we quote from Gerry Carver's frequent exhortation—a lively journal depends on a lively membership . . . please send your contributions, no matter how small or trivial it may appear to be. If in doubt, send your effort to David Knight (preferably typed, double-spaced, with Band W photograph).



ARM News Editorial Panel (left to right). Rear — David Farrant, Peter Hayward, Howard Peters. Front — David Morgan, David Knight, Ian Cooper.

ARM NEWS

*The one with most to read.
The only comprehensive
journal produced by recrea-
tion managers for recreation
managers. Free to members
—subscription available to
non-members.*

Next Edition— Autumn

**Copy Deadline
23rd August**

**Press releases related to recrea-
tion and leisure welcomed Black
and white photographs where
possible please.**

Forthcoming Issues (to whet your appetite)

- Predictions of an ex-Chairman—does he have crystal balls?
- Swimming Lanes—a move in the right direction?
- Community use of military facilities.
- Grass versus artificial turf.
- Recreation and Unemployment: M.S.C.
- Dual use Changing Rooms.
- Yates!?
- Leisure in Australia.