

Unit 6

Current Issues in Leisure



This is a challenging unit in which you will research a topic of your own choosing. If done well, it should be of great value to those of you going on to either higher education or moving directly into the leisure industry.

This unit is best taken towards the end of your programme so that the full amount of your knowledge and understanding of the diversity of leisure can be used to complete your study. The research project will require you to work fairly independently. When covering the various issues to consider, however, there is plenty of opportunity for you to work in groups and share ideas.

Because of the diversity of the leisure industry, you can be sure of a good choice of subjects. Topics 2–7 give examples of suitable research topics or issues. While the scope is broad, you may choose something not outlined in this unit, from your teacher, class discussion, or your own reading. An example not covered in the unit is the issue of security at large events and a popular research project might look at the changes since September 2001. This unit provides you with the prospect of looking more closely at an area that already interests you, or the chance to study a topic which you have no previous knowledge about. In the course of this unit we shall try to give you enough information about an issue to

make your mind up whether you want to pursue it further.

Simply being aware of each issue covered will be of benefit to you in the future. These are the topics that are discussed every day by leisure industry professionals.

As well as the issues themselves, this unit covers the methods for researching and presenting your project. Leisure research usually aims to uncover patterns of behaviour and can be used to explain them. It can also be used to evaluate events and shape policy. The purpose of research can be to find the best solution to a practical problem, or to test whether what is currently being done is valid. Research is regularly started before large projects are undertaken or management decisions are about to be made, so that the findings will 'inform decisions', such as a new policy or programme for a centre.

Topics 1 and 8 will help you with the structure of your project, but ultimately you have to choose the subject, identify the problem, devise the title, decide on what methods of research to use, carry it out and analyse the information gathered.



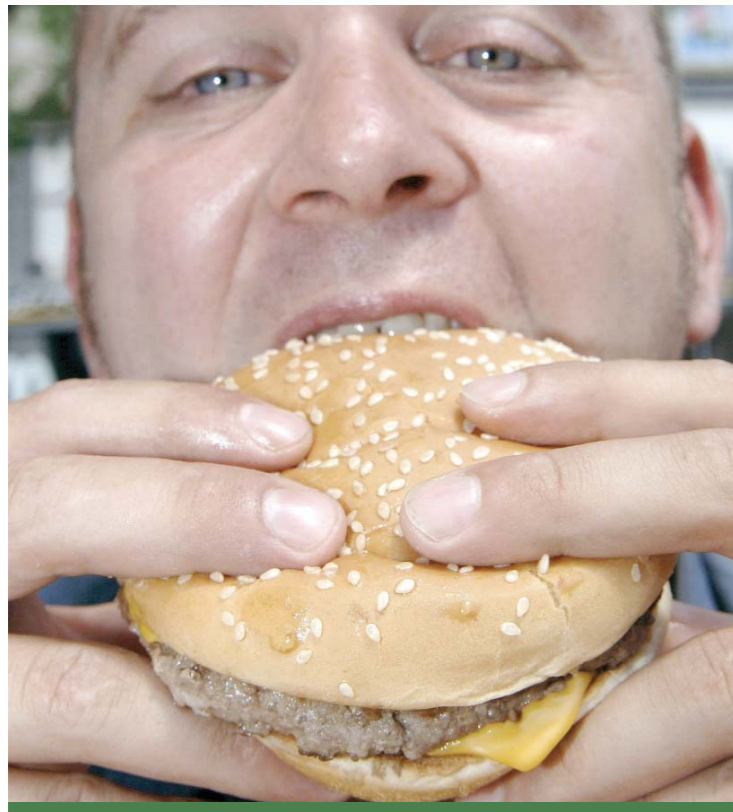
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Topic 1 Lifestyle and health



In this and the following five topics you will get the chance to think about certain issues in more depth. Hopefully you will find an issue in which you can see some potential for your own work. In each of the topics some background will be given, and key issues will be signposted for you to explore further or take as themes for your research. The material will not be sufficient to complete your project, but enough to get you started, so additional reading and research will be needed.

In this first topic you will explore lifestyle and health-related issues:

- Obesity
- Heart disease
- Drug dependency
- Eating disorders
- Balancing stress through leisure
- Special population leisure needs
- Healthy living campaigns.



A programme of exercise and diet are necessary to combat obesity.

Obesity is an increasingly worrying problem in society as big a problem as smoking or drinking – which threatens to develop into an epidemic of startling proportions.

Statistics show that people are actually more successful at giving up smoking and reducing their drinking, than losing weight. Experts put this down to the emphasis on 'negative change goals' which means eating fewer dairy products or snacks, but without implementing 'positive change goals', such as eating healthily and exercising as an alternative.

Obese people are not always fully aware of calorific intake (levels of energy), or how much energy they need to expend to balance this. High intakes and low

outputs will cause weight problems. To combat weight gain and the onset of obesity a programme of exercise and diet need to be combined.

Amongst the reasons for obesity (particularly in the developed world) is the abundance of food on offer alongside manipulative messages from food and drinks companies promoting relationships between happiness and consumption.

Consider the following questions:

- How effective are leisure providers and activities at combating this problem?
- What incentives are there for leisure operators to provide resources to help tackle obesity?
- How far does the media highlight the need for people to change their lifestyles?
- If the larger share of the solution comes down to an individual's determination, how important is availability of information and easy access to leisure facilities?

activity

TACKLING OBESITY

- 1 Visit your local leisure centre and identify if there are any programmes or facilities aimed – either directly or indirectly – at helping users tackle serious weight problems.
- 2 List TV programmes and organisations helping overweight people.



Obesity

The first topic you might choose to study in terms of leisure and lifestyle is obesity. Described here are the problems that obesity causes, but you might also research some of the remedies that active leisure provides.

Obesity is normally found in men when their body fat level exceeds 25 per cent. For women the level is 30 per cent. Obese levels of body fat increase the risk of contracting diseases and put many of the vital organs and body systems under pressure. It is a particularly important cause of heart disease.

For those with a tendency for putting on weight, it can sometimes be attributed to hereditary reasons (genetics), but also a lack of exercise and poor diet.

Mental and emotional health plays an important part in how healthy we are too. For many people who are obese, the challenge is often to try and overcome eating patterns and disorders that cause problems. It often comes down to will-power.

Measuring body fat can sometimes have the effect of

persuading obese people to change their lifestyle habits. Five stages to this process have been suggested by experts:

The stages of transforming health and well-being

Pre-contemplation – getting some professional input about the condition

Contemplation – thinking about how the change will affect one's life

Preparation – making a positive move by assessing one's current state and making plans for a new approach

Action – begin new activity and monitor progress

Maintenance – plan how to continue

Heart disease

Heart or cardiovascular problems account for nearly half the deaths in America, while in the UK the British Heart Foundation says that heart disease is Britain's most common single cause of premature death.

Since the 1970s various studies have supported the benefit of vigorous exercise in protecting against coronary heart disease, and more recently it has been conclusively demonstrated that physically active people have a reduced risk of coronary heart disease. This can be effective with as little as 30 minutes of moderate intensity physical activity per day, such as walking. Heart disease costs the UK nearly £8 billion each year in lost earnings and formal and informal health care.

According to the British Heart Foundation, Coronary Heart Disease is still the UK's single biggest killer, taking nearly 114,000 lives in 2003. One in five men and one in six women die from it.

These might seem like horrendous statistics, but they are actually an improvement of over 30 per cent in the incidence of heart disease and an improvement of over 25 per cent in the number of deaths. The reasons for this are changes in lifestyle behaviours:

- Not smoking
- Getting regular exercise
- Eating well
- Maintaining a healthy body weight
- Managing stress better.

activity

GET ACTIVE

Active leisure pursuits have a role to play in recovery and prevention. What leisure-related activities do the British Heart Foundation suggest? List your own then visit their website at www.bhf.org.uk to find out what is recommended.

Drug dependency

Many people take their leisure activities very seriously and the most active may compete professionally, requiring peak performances to further careers. But in many instances the pressure to win overcomes a sense of fair play and concern for one's body. As a result some athletes and players take performance-enhancing drugs. Several issues could be explored under this heading both positive and negative. In an overview of

each you may find something valuable and of interest to explore for your study in more depth.

Acceptable use of drugs

Herbal remedies can aid recovery from sport injuries or health problems. Thousands of inexpensive herbal remedies are available in a growing market. You might study how these are used in conjunction with active leisure for remedial purposes. More conventional drugs can also be used to help an athlete's recovery or simply to kill pain – allowing them to complete a match, for example. The immediate effects are evident, but the long-term effects of some herbal remedies are less well known.

Negative use of drugs

You are probably more aware of the issues surrounding misuse of drugs. These often attract a great deal of media coverage because accounts of fallen heroes make fascinating news stories. There are some moral and ethical issues surrounding allegations in the press prior to trial. In some cases sportsmen can have their reputation tarnished through sheer media attention before a case has been proven. You might wish to explore this as a topic – do you think the idea of drugs in sports puts people off pursuing a sport competitively? Is the problem more or less widespread than commonly feared?

Drugs are misused in many different ways:

- To boost energy
- To build muscle
- To enhance performance
- To improve stamina.

Athletes who take illegal performance-enhancing drugs (or illegal ergonomic aids) hope that they will not be tested, or that traces of the drug will have left their system before they are tested. Most sports governing bodies spend a lot of money on testing and the resources to do so, and in many sports testing for drugs is performed randomly and unannounced. It is an uphill battle to stay one step ahead of cheats as newer, undetectable drugs are invented. Common banned substances which you may have heard of are:

- Amphetamines, which increase alertness.
- Narcotic analgesics, which increase pain thresholds.
- Beta blockers, which control heart rate and anxiety levels.
- Diuretics, which help weight loss.

Recreational drugs are also a concern in leisure. Rather than for performance enhancement, these drugs are often taken socially.

For information on the steps being taken to combat problems of drugs misuse, you can look at the following organisations:

World Anti-Doping Agency www.wada-ama.org/en/

International Association of Athletics Federations www.iaaf.org/

Document on UK National Anti-Doping Policy from UK Sport www.ukssport.gov.uk (This ties into Topic 6 Government and policy)

Drugs in Sport www.drugsinsport.net/

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THE DRUGS DON'T WORK

Consider the following questions:

- What are the ethical and moral arguments against taking drugs for performance enhancement?
- Which performers have been found out and what were the consequences for the image of their sport as well as the individual?
- What message do drugs scandals give to young people considering entering a sport?
- Why do governing bodies test for drug misuse? Is it effective?

Discuss with a colleague what the difficulties would be in looking at one or more of these areas as part of your research project. Make a list of possible sources and the difficulties you might face.

Diet

The next possible area for research is a healthy diet to support a leisure or sporting lifestyle and the dangers of an unbalanced diet. Few people have a good idea about what constitutes a 'healthy eater'. The basic constituents of any diet are:

- Carbohydrates (mainly found in bread, cereals, potatoes, sugar, pastry, sweets).
- Proteins (mainly found in meat, eggs, milk and cheese).
- Fats (mainly found in dairy products, meat, processed foods).
- Vitamins (Vitamins A, D, E and K found mainly in fatty foods, Vitamin C found mainly in fruit, vegetables and potatoes, Vitamin B complex found in meat).

- Minerals (iron, calcium, sodium, potassium).
- Water.

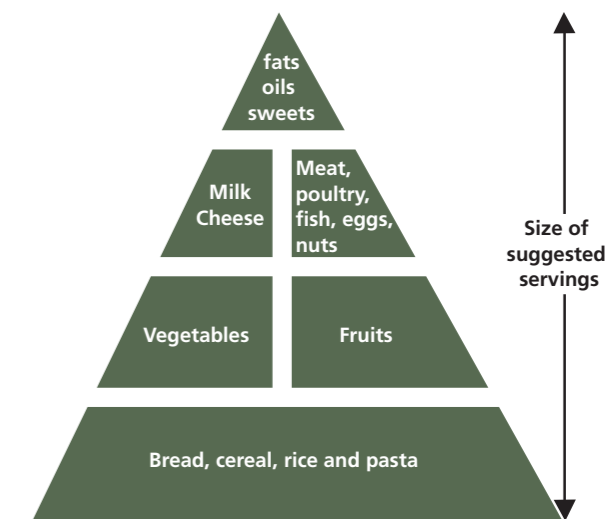
Food provides the body with energy for a number of tasks such as temperature control, building tissues, chemical reactions, and muscle movements. The energy from food is usually measured in 'calories'. Each gram of fat contains about twice the calories of a similar quantity of carbohydrate.

As a springboard for a topic in this area you might consider researching a healthy diet for mild recreational activities compared to those of Olympic athletes. You might consider assessing the diets of people who perform no active leisure. Recent documentaries have focused on how unhealthy fast food outlets and school dinners are.

activity

ARE YOU LOVIN' IT?

- 1 How ethically responsible do you think it is to build a fast food outlet next to a leisure centre?
- 2 How effective or genuine are examples of fast food chains giving something back to the community in terms of leisure activities? Look at McDonald's campaigns to promote active lifestyles under the 'Be Active' section of their website – www.mcdonalds.co.uk/. Were you aware that they sponsor the British Olympic team?



Source: Adapted from United States Department of Agriculture and Health and Human Services

With each area you think about, consider how it relates to the leisure industry, rather than simply being a study into health.

Eating disorders

Many young women fall prey to the image sold in glossy magazines and adverts of 'the perfect body'. Attempts to realise such images – and psychiatric disorders – lead to different kinds of eating disorders. The most common is Anorexia nervosa – where people have a distorted view of how fat they are and continue to see themselves as fat when they are in fact painfully thin. Bulimia is another 'thin fixation' which involves a ritual of overeating followed by vomiting to keep body weight down.



Dutch cyclist Leontien Zijlaard-van Moorsel (pictured) missed out on the Atlanta Olympics in 1996 as she dealt with anorexia and bulimia. But she overcame the eating disorders to win a gold and bronze medal at the Athens Olympics in 2004, making her the most successful woman in Olympic cycling history.

Do you think the leisure industry has a case to answer here? Many gyms use thin models to promote use of their facilities. Should leisure organisations be more realistic about the types of people who use their services, or is it fair advertising?

Balancing stress through leisure

Many people use leisure activities, both active and passive, to ease stress. Most research studies show that you can change a person's temperament from

anxious to calm through physical activity. Whether because of higher self-esteem, enjoyment, an adrenaline rush or company, exercise lifts the spirits.

Although it varies from person to person, stress manifests itself through:

- Changes in skin conditions
- Upset digestion
- Muscular tension
- Faster heart rates
- Disrupted brain patterns and chemical imbalances
- High blood pressure
- Headaches
- Lack of sleep
- Ulcers.

You might be able to make a study of ways in which leisure activities can help relieve stress. Or the types of programmes which are available in leisure time through relaxation techniques or classes. Yoga, Pilates and Reiki are all popular forms of relaxation, provided for at most leisure centres.

Special population leisure needs

Special populations are groups of people who may have a disability of some sort or those who are not able to participate in exactly the same way as able-bodied people. Examples of special populations include senior citizens, ante/post natal women, those with learning disabilities and people with medical conditions such as asthma, arthritis or heart problems. Barriers to participation for these types of people include:

- Access
- Transport
- Suitable facilities
- Trained coaches
- Equipment
- Funding.

There is more inclusion than there used to be due to the role that helpers and volunteers play. You might wish to look at the impact of some organisations in this field:

- Mencap – www.mencap.org.uk
- PAMIS (Profound and Multiple Impairment Service) – no website
- RNIB (Royal National Institute for the Blind) – www.rnib.org
- Sense (UK Deafblind charity) – www.sense.org.uk/.



They have worked hard to help special populations overcome physical, sensory and organisational attitudes. In the past failure to recognise needs meant that the value of active leisure as opposed to therapeutic activities was never fully explored.

Now, with more choice and opportunity for people with disabilities, there is a range of potential study topics for you to consider.

Advances in science have provided many disabled people with prosthetic limbs which enable them to compete at the highest level. The Paralympics has become an important part of the sporting calendar.

This would not be possible without leisure provision for special population groups at grassroots level. Many sports development programmes are aimed at those who are normally excluded.

Accessing the Disability Sports governing bodies' websites should enable you to uncover issues and schemes, proposals and funding aspects which might prove a fruitful study. The English Federation of Disability Sport website is www.efds.net.

In 2005 the country's first Academy for Disability Sport opened in North Tyneside. This would make a great cases study.

Many charitable organisations (as listed above) support special populations and work hard to give them equality of experience in terms of leisure pursuits, such as trips to the seaside, theme park or museums. You might try to identify their worth and evaluate their efforts. You might study the numerous partnership schemes that exist or the work of the British Paralympics Association – www.paralympics.org.uk.

Healthy living campaigns

In recent years many more healthy living campaigns have been launched in order to raise awareness. This is increasingly high up on the Government's agenda and they have backed many campaigns. Local Health Authorities have teamed up with many providers to create local schemes targeted at various groups in the community who are considered to be at risk. Most of the campaigns have had active leisure at their heart, which would give you the opportunity to evaluate one or more of them, either locally or at a national level.

The Department of Health publishes an annual health events calendar which you could consult at www.dh.gov.uk. You might visit the BBC website for an update on their campaigns at www.bbc.co.uk. Weight Watchers UK may also give you some ideas to explore at www.weightwatchers.co.uk.

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A TRIP TO THE NEWSAGENTS

There are a huge number of magazines on sale which claim to give good health advice. Select two and consider the following for each:

- 1 Who is it aimed at?
- 2 What type of leisure activity does it recommend?
- 3 Does it contain links to any leisure facilities?
- 4 What sort of organisations advertise in the magazine?

Topic 2

Equality, diversity and inclusion

Opportunities in recreation and leisure are not equally available to everyone in communities around the world. The total provision of leisure opportunities and facilities is not always possible, and sometimes the best one can hope to do is simply maximise what is there rather than trying to provide for every single individual.

The concepts of equality and diversity will be explored in detail in this topic with a view to providing you with some possible research project areas. You will consider:

- Providing equality
- Addressing diversity
- Inclusion schemes.

Because of the role that policy plays in equality and diversity issues, a lot of the material in this topic will relate to Topic 5 Government and policy in leisure. Issues related more specifically to gender and race are discussed in the next topic.



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Providing equality

In many countries there will normally be structures in place to help the less fortunate and the underprivileged – whether this requires providing basic things like food, shelter and jobs, or more developed things like public transport and leisure amenities. There is a moral and ethical obligation to attempt to make society more equal. Leisure provision may often be unevenly distributed by wealth, with a hierarchy of opportunities, but those countries that accept the moral obligation at least recognise that striving towards equality is desirable.

Many leisure organisations or departments will have their own policy on equality in place these days, and you will be able to research these on the internet.

Both the Institute of Leisure and Amenity Management (ILAM) and the Institute of Sport and Recreation Management (ISRM) are particularly active in supporting equality in leisure, as are most major

organisations. There is a great deal of information about how these principles and policies developed, which you might choose to look at for your research project.

Policies and principles of equality in leisure concern:

- race
- ethnicity
- gender
- religion
- disability.

Such concerns can be implemented in a range of leisure contexts such as:

- facilities
- jobs
- services
- finance.

These are some of Manchester City Council's equality commitments – part of their parks strategy and general provision for the disabled:

Case study: Manchester City Council

Manchester Leisure are committed to providing access for everyone to well maintained and safe parks, play areas, woodlands, natural areas, recreational and sporting facilities and other open spaces, close to where they live and work. Parks are an important leisure, educational, historical and tourism asset to the city as well as providing the opportunity for social interaction, so provision is rather like a community service, which is at the heart of local authority services policy. The recommendations in the strategy recognise this, as well as providing commitment to the continued sustainability of open spaces through the development of environmental management plans. Objectives in terms of disability are also set to:

- improve physical access to buildings open to the public
- develop greater community consultation with disabled people on service delivery
- develop greater staff disability awareness and attitudinal change
- improve communication methods and provision of information to disabled people
- remove barriers to disabled people in transport provision across the city
- improve access to education and employment of disabled people.

Source: www.manchester.gov.uk



activity

ENCOURAGING EQUALITY

Working with a partner, select one of the objectives laid out in the Manchester case study, draw up a plan of how you would actually carry out the objectives set and evaluate if they had been met or not.

Although you have just looked at a local authority as an example to show how equality is being tackled, many other clubs in the voluntary sector, some private sector clubs and nearly every sports governing body will have examples of a policy or best practice, which you might investigate.

These principles are found at the highest levels in sport as well, with many international sports organisations leading by example and setting out standards of practice, codes of ethics and guidelines of how equality should be achieved – the European Sports Charter, for example.

Addressing diversity

The UK has one of the most diverse populations in the world in terms of wealth, religion, culture, nationality, jobs and ability. Meeting the needs of a diverse population is a challenge for leisure operators, particularly where wealth is concerned. (Ethnic diversity and race issues are looked at in more depth in the next topic.)

In medium to large towns there is usually a mixture of leisure provision to suit most needs – parks, pools, clubs and cinemas. It is a mix supplied by the public, private and not-for-profit sectors.

In most cases,

- the private sector will provide leisure opportunities at a cost to users (looking for profit), such as gyms, clubs and entertainment venues.
- the public sector will supply for general community needs, such as local residents and low income participants.
- the not-for-profit sector will supply for specific needs, such as youth and those with disabilities.

The more diverse the population, however, the more difficult it is for the leisure industry to respond to the variety of needs. The less response to increasingly diverse needs, the more inequality arises, including inadequate or an excess of leisure opportunities in some areas. The areas where there is a high concentration of leisure provision are usually found in

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more affluent areas, where residents have higher income and greater mobility. A leisure centre in the countryside without links to public transport is unlikely to attract people without their own transport. Just as with planning for equality of opportunity and access, planning for diversity also needs to try to redress the balance.

Current practice in the public sector is to consult with local communities before they plan so that diverse leisure needs might be identified and incorporated where possible.

When more diverse groups are underserved, they are often forced to 'lobby', or protest to make their needs known and opinions voiced. This happens when leisure facilities may be closing as well as when something needs to be built.

Diversity needs in rural and urban areas represent three different challenges for leisure provision on the basis of:

- Efficiency – balancing cost, pricing and usage.
- Equity – maximising inclusion to tackle the gap in spending capability.
- Planned diversity.

Local authorities rely on community charges and government funding to fund local leisure provision and when these become 'tight' often leisure is seen as an easy option for cuts. Few local authority premises make a profit at all and many expect not to, but prices need to remain low to attract the right kind of leisure user and promote diversity in the industry.

Private sector organisation, however, must always make a profit if they are to stay in business so they must charge a high rate, hence the price of a cinema ticket may be twice that of a swim at the local pool.

activity

DO THEY REALLY CARE?

Do you think that private organisations consider many social issues of diversity and inequality when they allocate resources to provide a leisure need?

Many factors, other than economic, cause inequalities and highlight the diversity of leisure users:

- Finding time
- Age
- Having companions to share leisure time with
- Acquiring skills to do certain leisure activities

- Travel – method, cost and time
- Safety in a particular area
- Proximity to play area
- Access
- Social prejudices
- Image and pre-conceived ideas
- Gender and race (see Topic 3).

activity

IT'S NOT JUST ABOUT THE MONEY

Think which of the above factors might be potential problems or obstacles in terms of participation when joining:

- a members-only golf club
- a fishing trip abroad
- a group of back-packers travelling round South America.

Inclusion schemes

The drive for inclusiveness in society is a major government concern, so much so that there is now a Social Exclusion Unit aimed at 'Bringing Britain together' and helping with inclusiveness schemes. (Find out more at www.socialexclusionunit.gov.uk.)

You have already seen that the distribution of wealth is at the heart of exclusion from leisure. Over the last twenty years the gap between the rich and poor in the UK has widened. Poverty restricts leisure spending, highlighting the gap between rich and poor further. In the family expenditure survey of 2001 the top 10 per cent of the population were spending just under £190 on leisure each week, while the lowest 10 per cent were spending only £20.

Issues of leisure spending, poverty and opportunity could well be a fruitful research area, assessing whether any changes have been effective since the turn of the century.

Inclusion means more than simple access to recreational opportunities – it also means adapting what exists to help those with less opportunity, such as:

- Rescheduling programmes to suit work patterns and leisure times.
- Providing what is offered in a general way to each part of the community.
- Providing transport for distant users.

- Providing taster sessions for non-users.
- Developing staff to cope with users of low skills or disability.
- Facilitating access and use by grouping users by gender.

Planning for inclusiveness should be at the core of local leisure plans. Treating leisure time and activities as a basic human right and not a luxury has become more prevalent.

Ongoing huge social and capital investment is required as well as staff development and training to keep making progression towards greater participation of excluded groups.

activity

LOCAL INCLUSION

Working in small groups, visit or go online to investigate two local leisure providers such as a library, museum, theatre, community hall or arts centre and assess how they provide for the less able or well off in their programmes or activities. Make recommendations where you feel they could improve in terms of inclusion.

Examples of proactive inclusion schemes around the country:

- Highland Region local authority in Scotland provides cultural and leisure grants, available for a range of leisure and recreation amenities including village halls.
- Carmarthen Council in Wales. In order to boost rural transport schemes the county council has been looking at a number of projects to make it easier for people in remote parts of the county to get about.
- Westminster Council in London. All of Westminster's leisure centres are public facilities and most activities are available on a 'pay as you play' basis. Some facilities and programmes have to be booked in advance but there is something for all ages and abilities. Residents of Westminster can have a ResCard or a Concessions Card for discounts. The disabled, unemployed or those who are senior citizens can get free access to swimming by Concession Card use.
- The National Railway Museum, along with many other museums, now has free admission.

activity

WHAT DO THEY DO?

Have a look at the following organisations and schemes to increase participation and inclusion in leisure:

- The Private Finance Initiative (PFI)
- Sport Action Zones
- Arts Council funding
- Lottery funding for sport and leisure activity development.

- 1 What do they do?
- 2 How do they help inclusion and equality?

FREE ADMISSION • FREE ADMISSION • FREE ADMISSION

N R M

DISCOVER THE
STORY
OF THE TRAIN

NATIONAL
RAILWAY
MUSEUM

Topic 3 Sex, gender and race



As widespread and popular as sport and leisure pursuits are, not all include or offer everyone opportunities on an equal basis. You have already looked into general issues of inequality and diversity but this topic focuses on the more familiar, constantly evolving issues of sex, gender and race in leisure.

Historically, the close association between masculinity and more active sport and leisure pursuits has provoked much debate. This topic will tackle a number of related issues.

Race issues in sport and leisure are as, if not more, controversial. Britain is a multicultural society, with many nationalities. Despite a conscious effort to facilitate inclusion, particularly with regard to competitive sports, underlying problems still exist.

As in previous topics, a range of issues will be raised and examples given of where your studies might be undertaken.

This topic covers

- Sex and gender issues
- Race and ethnicity
- Campaigns for leisure equality.

FIFA president says pants to women's football

Soccer chief's plan to boost women's game? ... Hotpants

Football's most senior administrator attracted the wrath of the women's game last night by suggesting female players wear tighter shorts to promote "a more female aesthetic".

Sepp Blatter, the president of the world governing body Fifa, said women should have skimpier kit to increase the popularity of the game. "Let the women play in more feminine clothes like they do in volleyball," he said.

"They could, for example, have tighter shorts. Female players are pretty, if you excuse me for saying so, and they already have some different

rules to men – such as playing with a lighter ball. That decision was taken to create a more female aesthetic, so why not do it in fashion?"

Blatter's comments outraged leading European female footballers, and have threatened to undermine the sport, which has 30 million registered players worldwide.

Pauline Cope, the England and Charlton goalkeeper, said the comments were "typical of a bloke". "He doesn't know what he is talking about," she said. "We don't use a lighter ball for one thing, and to say we should play football in hotpants is plain ridiculous. It's completely irresponsible for a man in a powerful position to make comments like this."

Marieanne Spacey, the manager of Fulham, said Blatter's views were harmful. "Surely it's about skill and tactical ability first and how people look second," she said.

Adapted from an article in The Guardian, Friday January 16, 2004. © Guardian Newspapers Limited 2005



Women's rugby – reshaping beliefs and stereotypes

Sex and gender issues

Traditional ideas of femininity and masculinity are constantly being challenged. Historically, female exclusion from all but the most passive and creative leisure activities was deep-seated in society. Leisure activities (especially sports) have been the main area in which gender discrimination has been most pronounced and well documented. The following points have been used to discriminate against female participation:

- The social argument – that the 'qualities' and 'behaviours' associated with femininity are not reflected in active leisure pursuits such as judo, rugby and boxing which involve physical contact.
- The aesthetic rationale – that women when engaged in physical activity are unattractive.
- The medical reason – that women are physiologically unsuited to some activities and may damage their child-bearing capabilities.
- Media gender reinforcement theory – images presented in the mass media reinforce stereotypes.

You may choose to counter one of these ideas as a research project. Nowadays increasing numbers of females are as successful as males in many leisure activities. This has caused a reshaping of some of our beliefs and stereotyping.

activity

A MAN'S WORLD?

Gender clearly shapes our leisure activities. Try putting the following activities into two groups – those you would associate with women and those you would associate with men. Some might be easy, others not so clear. Think whether this has always been the case.

- Ballet
- Kick-boxing
- Chess
- Shopping
- Yoga
- Hockey
- Gambling
- Cricket

This activity should also prove that gender issues arise concerning male participation in activities commonly associated with women. Prejudices can work both ways.

Female participation

Chauvinistic attitudes towards women and participation have been eroded since the early 1900s. Some feel that it is only because the activities were organised and regulated by men that women did not get an equal say in the activity's development. This means that in many sports there are no organised

leagues or championships for women, so little to attract at amateur level.

In the UK, a difference in participation rates seems to begin to show at secondary school age – many boys continue to play certain sports while girls are much less likely to do so. This kind of pattern can be found in adulthood as well – lower frequency and less participation.

Visit the Women's Sports Foundation website at www.wsf.org.uk to find out useful facts and statistics.

In adulthood, women's participation is often replaced by childcare and household responsibilities. Women's participation is affected much more by social constraints, ageing, earnings and ethnicity. Even at the elite end of the spectrum there are far fewer women athletes and competitors. Recent sports strategies have tried to address many of these aspects. You can find a pdf of the report 'Game Plan – a strategy for delivering government sport and physical activity objectives' at www.isrm.co.uk, the official website of the Institute of Sport and Recreation Management (ISRM).

Studies of women who do participate in leisure show the enormous benefits to be gained in terms of self-esteem, personal development, fitness, shape and vigour.

Homosexuality

Sexism is not the only form of discrimination associated with inclusion in leisure activities. Homosexuality in sport is an increasingly debated topic in the news. Justin Fashanu was the only openly gay player in British football and many fear that the culture of the game, peer-pressure and the homophobia of the locker room makes it extremely difficult for any players to come out. It is easier to find openly gay participants in individual sports and there are more openly gay sportswomen than sportsmen. Why do you think this is? In tennis, Martina Navratilova and Billie-Jean King have successfully battled prejudices about their sexuality to rise to the top of their sport. Other examples include Greg Louganis (diving, USA), Ryan Miller (snowboarding, USA), Ian Roberts (rugby, Australia) and Billy Bean (baseball, USA).

Gender and sexuality are directly addressed in Manchester City Council's Sexuality Action Plan 2005/06:

- To proactively improve and develop services in Leisure for gay men, lesbians, transgender and bisexual individuals/groups within the community.
- To ensure monitoring, evaluation and review of this plan takes place on a regular basis.
- To ensure that Manchester Leisure regularly consults and engages with gay, lesbian, transgender and bi-sexual communities.

www.manchester.gov.uk

At local level in leisure organisations, inclusion regardless of sexuality is increasing and many have policies such as the one above. However, some hotels refuse to allow gay couples to share a double room and company policy doesn't always conceal individual prejudices. If you wish to pursue this topic further for your research project, there are many recent news articles to explore.

Race and ethnicity

Ethnicity relates to the characteristics of:

- Race
- Religion
- Language
- Cultural tradition.

An ethnic minority is an immigrant or racial group regarded by those claiming to speak for the cultural majority as distinct and unassimilated. Race is more simply defined as a group of people of common ancestry distinguished by physical characteristics.

Using another example from Manchester City Council, their leisure policy also addresses race:

Leisure's contribution towards achieving race equality is particularly reflected through the various programmes and activities, which are targeted at specific ethnic groups and the availability of all publicity material produced on behalf of Manchester Leisure, is produced in the community languages. Manchester Leisure is actively committed to managing diversity and providing and promoting racial equality, especially as a front line provider of services and is continuing to try and deliver best practice, integrating race equality targets within its performance, budget and service planning processes.

www.manchester.gov.uk

In 2001 the Office of National Statistics conducted a study on sports participation and ethnicity. The survey found that the participation rate for ethnic minorities – at around 40 per cent – was 6 per cent below the national average. The report concluded that though there is clear inequality in participation it may well not be related to racism.

Case study: Racial Equality Charter for Sport

In 1998 a body called Sporting Equals created the 'Racial Equality Charter for Sport'. It aimed to guide sports governing bodies for the new millennium in the following areas:

- Make commitments to challenge and remove racial discrimination and aim for racial equality.
- Encourage people from all communities to take part in sport, to coach, manage and help organise.
- Protect players, employees and spectators from racial abuse.
- Have equality policies and practices.
- Celebrate cultural diversity.

Increasingly, organisations cannot get lottery funding without these types of policy and practice in place which encourages widening positive policies for equality, not just in terms of race, but age, ethnicity and gender too.

Under-representation

Despite there being quite a number of successful black sportspersons in the UK in football, boxing, basketball and athletics, they are still under-represented in many other sports, such as golf, swimming, tennis and rugby.

These issues raise some questions which you might choose to pursue:

- Why is there an uneven distribution?
- Are access and inequality barriers to participation?
- Are some racial groups better suited mentally and physically to some sports and leisure activities?
- Are the roots of this non-participation based in PE at school?
- Do racial prejudices 'channel' athletes of a particular race into certain sports and activities?

Ethnographic barriers to participation

Clearly ethnicity, religion, and race combine to affect participation significantly, through the combination of cultural values and pressures. This may often also be



The Premiership footballer Robbie Fowler faced criticism for alleged homosexual taunts towards another player.

Harpal Singh



Harpal Singh is one of only a handful of Asian players in the football league. This is an extract from an interview from the Let's Kick Racism Out of Football website:

Q: How important is your identity and the fact that you're Asian?

A: I've always known it's going to be different with me being Asian but I'm proud to be Asian and don't see that as a problem. It makes me more determined to make it. I want to be the first Asian player to make it. The fans won't be used to seeing Asian players running around. I may get a bit of reaction. But they'll get used to it.

Q: What would you do if you don't make it in football?

A: I'd like to go into the leisure industry, maybe, to coach Asian kids and promote football.

Q: What would you say to any Asian youngsters trying to make it?

A: Be single minded about the way you approach the game. Don't think of yourself as an outcast, play your football and enjoy it and whatever happens, happens.

©2005 KICK IT OUT. The full interview can be found at www.kickitout.org

Campaigns for leisure equality

In the 1970s, sport and leisure policies began to be aimed at providing blanket provision, trying to cover every need regardless of race, ethnicity age or ability. However, as inner-city social and economic problems emerged and public sector spending reduced in the 1980s, leisure and recreation provision also suffered.

Sport was seen as a low-cost option to help fill the need for constructive activities, so more specific sport campaigns were created for inner cities and deprived areas, introducing specific 'targeted' schemes for:

- Ethnic minorities
- The unemployed and low-income groups
- The elderly
- The disabled
- Women.



Are black athletes better suited to sprinting than other racial groups?

Sport and leisure schemes began to be targeted towards these groups to re-engage them in society through action. More recently, other agencies (the Commission for Racial Equality and the Professional Footballers Association) joined campaigns to help tackle racism on the football terraces. 'Kick Racism Out of Football' and 'Hit Racism for Six' (cricket) campaigns and began to shift the emphasis on to the perpetrators rather than the victims.

New Labour have overseen several policies including:

- A Sporting Future for All, 2000
- The Government Plan for Sport, 2001
- Game Plan, in 2004.

activity

BIG DIFFERENCES MADE AT A LOCAL LEVEL

All of these campaigns stress the need for tackling the issues on a local basis, rather than nationally. Why do you think this is?

Topic 4

Events, festivals and traditions



The Notting Hill Carnival

Issues in leisure relate to people, organisations or places. So far, you have looked at issues that relate mainly to people, but leisure events, festivals and traditions involve all three. From local fairs to regional gatherings and national and international festivals, you will have plenty to choose from for research in this area. Leisure events, no matter what size, have many aspects

deserving of more in-depth study. In this topic you will explore:

- The range of leisure activities
- The aims and purpose of leisure events
- Logistics – the complexity of successful event planning and management
- The value of events.

Many of the ideas in this topic have been covered in part in earlier units. However, now you are thinking about them with a eye on your research proposal.

You can also draw on the practical experience gained from planning, organising and running an event from Unit 4 Leisure in Action.

You may choose to study a local event which provides easier access to the people involved and the possibility of carrying out primary research. You might alternatively choose a larger event to study at a distance and rely on secondary material for your data. With the Olympics coming to London in 2012 there will be plenty of material available for study in this field.

The range of leisure activities

Events in the leisure industry can be classified into common categories in order to help you choose an area that interests you. Try to think beyond this list as well – the possibilities are endless.

Type of event	Example
Sports	An athletics meeting
Festivals	The Edinburgh International Festival and the Fringe Festival
Music	The Glastonbury Festival
Drama	The National Student Drama Festival
Enthusiasts / Hobbies	The Hobbycrafts and Art Materials Live! Show at the NEC, Birmingham
Business	Book launch
Arts	The Walker Art Gallery, Liverpool
Shows	The Cheshire County Show
Educational	School reunion

Events can be classified by their locations, too. These are sometimes unique, making the event special. Examples of this are the Badminton Horse Trials, a cricket test match at Lords, or concerts in Hyde Park, London. Many of the oldest events ensure 'the place' is one of the unique selling points and in many spectators' or participants' eyes it would not be the same if run elsewhere. This was the case in 2005 when Royal Ascot was run at York Racecourse and when the FA Cup final was played at the Millennium Stadium, Cardiff between 2001 and 2005. Would the Oxford and Cambridge Boat Race be the same event if rowed on the River Ouse? So place, tradition and the occasion help to classify an event.

Events can also be classified according to which part of the calendar or season they fall in. For example, we associate:

- spring with Easter and gardening
- summer with outdoor music festivals and tennis
- autumn with bonfire night and Halloween
- winter with pantomimes and sledging.

Whether an event is run indoors or outdoors is another useful way of separating out the different types, as is whether they are oriented towards the spectator or the participant.

activity

PASSIVE OR ACTIVE?

Another way of classifying activities is to decide whether they are passive or active in nature. Make a list of events and classify them according to which term best describes them. Also consider what unique factors your examples include in terms of location, tradition and seasonality.

The aims and purpose of events

Aims are the visions behind the staging of an event and relates to both the organisers and the users. The London Marathon is primarily for participants to see if they can run the required distance, but other aims include simply running, finishing, raising money for charity, raising the profile of London and possibly even getting on television.

Most events will have set objectives to help guide organisers, staff and volunteers and these objectives will be focused on the aim or purpose. For example, if the aim of a music festival is to entertain various musical tastes, it may have some of the following as objectives:

- To attract 2,500 people to various venues to hear the bands.
- To attract five world-class musicians.
- To break even.

Additional objectives might be:

- Bringing income into an area.
- Providing jobs for local people.

You might wish to study how certain events meet their aims, objectives and purposes. Your analysis might focus on evaluating and rating success.

activity

AIMS AND OBJECTIVES

Set out aims, objectives and the underlying purpose for the following events:

- 1 A coast-to-coast bike race.
- 2 An exhibition of paintings by a local artist.
- 3 A bonfire and fireworks party.

In the following case study identify the aims, objectives and purpose:

Case study: New Nottingham event aims to encourage new talent

Development agency EM Media is to hold an event in Nottingham to discuss the future of young talent within the games industry, featuring speakers from Codemasters, Electronic Arts and De Montfort University. New Talent will look at issues such as the quality of university games development courses, the calibre of graduates and the question of overseas recruitment.

'The event is not the chance to try out a sales pitch or headhunt,' said EM Media, but 'a frank and open discussion of the art and science of games development.'

'Working with Universities and the companies here in the East Midlands there clearly is a gap to bridge when it comes to the life-blood of our industry. Where do we find the next stars, how do we encourage people to move up in an organisation to a place where they want to be?' said Toby Barnes.

'With around 20 per cent of the UK's development occurring within the East Midlands and some of the biggest games icons born here, EM Media has recognised the need to support the games development sector in order to ensure it can grow and mature to produce the world's next top games, both in terms of sales and creativity and innovation.'

EM Media is a regional screen agency supported by the UK Film Council and Skillset as well as the East Midlands Development Agency and Culture East Midlands. Its aims are to develop a sustainable and accessible entertainment industry in the region.

The agency also offers a range of business development services for film, television, radio and digital media across the region. Public Domain is a series of events designed to support the East Midlands development community.

© 2002–2005 Eurogamer Network Ltd
Source: www.gamesindustry.biz

The target audience

Events are designed with a 'target audience' of spectators or participants in mind, and this aspect of planning needs careful research by the organisers.

Marketing theory suggests that a technique called 'segmentation' can be used first, to identify the segment of the population that the event should be aimed at and secondly, to identify what elements of an event they would find interesting. For example, in

terms of age, young people are likely to be drawn to a fun fair, older people to a flower show. All event organisers need to carry out careful market research to get this right. Some events have a broad generational appeal and are attractive to all ages, such as football matches.

Segmentation techniques can also be applied geographically by targeting events at local communities, like regional games or county championships. The major world class events or hallmark events have global appeal and attract spectators and competitors from around the world. Equally so, events may be targeted on a gender basis.

You might choose to investigate how segmentation is used in some sectors of the event industry and what issues this involves for participants, organisers and the success of the event. Taking this theme a step further, you might choose to assess the promotional techniques (the four Ps) used for events by making comparisons.

Events may also target possible sponsors by trying to match up the audience to a particular brand.

activity

MATCH UP

Try the following exercise of matching up events at a seaside resort to target audiences and compare your ideas with others in your class.

Target audience	Event
Children under 14	Walking tour
Over 50s	Sandcastle competition
Males 24–35	Punch and Judy show
Females 18–35	Indoor go-karting competition
Families	Free performance by a band
Students	Fashion show

Logistics – the complexity of successful event planning and management

All events need planning and organising well in advance. Event managers and organisers are usually multi-skilled and knit many logistics together to make an event work. The process of how this is done may provide you with a valuable insight into event-management techniques.

Logistics are defined by the Council of Supply Chain

Management Professionals: 'Logistics is that part of the supply chain process that plans, implements and controls the efficient, effective flow and storage of goods, services and related information from the point of origin to the point of consumption in order to meet the customer's requirements.'

What might these logistics be? Lighting, sound, special effects, catering, music and seating? You might be able to investigate the complexity of supplying or managing these at an event.

Consider the human side of logistics. It could involve volunteers, stewards, emergency services personnel, crowds, participants and suppliers.

The final set of logistics to cover are the financial ones – obtaining a sponsor, costing resources, estimating staff wages, budgeting for expenditure, pricing tickets, planning profit levels, dealing with cash, cheques and credit card payments, settling bills.

The opportunities for you to research a particular aspect are quite broad, such as:

- What technology is used to handle logistics?
- What are the most common problems and hitches?
- How do you plan the sequence in which logistics need to be tackled?
- How do organisers identify and arrange their logistical challenges?
- How are sponsors found and treated?

For some event organisers the challenge of managing their own logistics is too much and they bring in professional event companies to do the work for them.

The value of events

Events also carry a real value in several different ways, according to their nature and size. Events can have a value in different ways: Economically, socially, politically, culturally and environmentally.

Economic value

Large events bring jobs to an area for local people and they bring income to an area through purchases and supplies. If foreign visitors are attracted they bring currency into the country. The government gains money in tax and the locality enjoys inward investment, while the event company might (and usually, should) make a profit. The money that events directly and indirectly help to circulate is re-spent many times over. This is often called the economic multiplier effect.

zAt the beginning of the 1990s, when the International Convention Centre in Birmingham was built, it was estimated it would provide:



The International Convention Centre, Birmingham.

- Birmingham with a world-class image and venue
- annual investment of £40m in the area
- around 10,000 jobs
- related development of about £1.6 billion
- economic regeneration of the locality
- retail potential.

By the middle of the decade this was realised. You might be able to find a newly built venue for events and assess its effect on an area in economic terms. This is called an economic impact study. Alternatively you might carry out a benefit/cost analysis, because sometimes an event can push up local prices, making it more expensive for local people to live there.

Social value

- The opportunity to meet new people or people of similar interests
- The opportunity to experience or view new cultures
- Regeneration of an area
- Upgrading of an area's image or transport system
- New facilities for locals (after the event)
- Learning new skills
- Community pride is built up.

There can, of course, be social costs associated with an event coming to an area such as:

- Invasion of privacy
- Disturbance of local routines
- Congestion, pollution, noise, litter.

Political value

At first you might not think there would be many benefits, but consider the following:

- The 'feel good factor' the country might have after a famous victory at an event
- The image of government departments or officials, if responsible for or connected to, an event
- The skills base of the local people may be improved.

On the other side of the coin:

- The event may fail or gain a bad reputation
- Funds may be misspent
- The event may become a propaganda exercise.

Cultural value

Value is perceived through the exchange between people when attending an event, and the interaction with each other as spectators or players and participants. Hopefully this is a positive exchange and people get to know each other better. The Notting Hill Carnival is a good example of when cultures come together.

The cultural value of leisure events would lend itself well to further study, looking at both the positive and negative angles.

Environmental value

Many run-down areas have been regenerated through sport and leisure events. When it takes place in a city, it is called urban transformation and was a cornerstone of the UK's Olympic bid. However, there is often massive upheaval, pollution and disturbance during transformation, and the facilities' long-term use needs to be considered. Some Olympic sites have suffered from a lack of long-term activity as did the Millennium Dome. Clean up costs must never be forgotten after the event, either.



The development of the Eurostar encouraged urban transformation

activity

BENEFITS AND IMPACTS OF EVENTS

Create a chart grouping all the negative and positive effects that a large event of your choice can have. Group them under all of the above headings and try to research some examples of where these have actually occurred.

Topic 5

Government and policy in leisure



Jamie Oliver casts a critical eye over Government policy regarding school meals

Policy can be defined as a plan of action or an expression of purpose, adapted or pursued by an individual, government or organisation. Policy relating to leisure tends to be made at all levels of government – national, regional and local. The politicians and professionals making the policies hope that they will help to achieve a range of healthy social and economic benefits including maintaining and increasing participation. You have already learnt of different forms of policy in previous topics on issues, such as healthy living, providing equality, and race. In this topic you will explore more areas within the leisure industry that recent policy has focused on.

Policy is affected by the political climate, and as government and society changes so does policy.

Once a policy is stated it will be interpreted and possibly, although not always, implemented. There are many opportunities for misinterpretation or poor implementation which can send the original policy aims off track and cause conflict. Policy can also be influenced by lobbying and pressure from influential businesses.

The issues contained in this topic are:

- Understanding policy
- Investigating leisure policy issues
- Leisure policy and crime
- Leisure policy and unemployment
- Leisure policy and regeneration
- Staging events
- Leisure in election campaigns.

Understanding policy

Policies can be influenced by many forces. For example, Jamie Oliver's TV programme, *Jamie's School Dinners*, attacking the quality of food in schools, eventually persuaded the Minister for Education to rethink policies about the eating habits of children, as well as budgets. Equally so, very large organisations with a global presence influence policy makers all around the world over concerns such as oil, arms, the environment and human rights.

Leisure organisations who are quite powerful in influencing policy decisions are:

- Governing bodies of sport and activities, such as the Football Association (FA) and the British Olympic Association.
- Professional organisations, such as the Institute of Sport and Recreation Management (ISRM) and the Institute of Leisure and Amenity Management (ILAM).
- The media, such as newspapers, TV, radio and internet.
- Large businesses, such as sponsors.

They are influential because:

- they have a wide variety of resources at their disposal – expertise and communication channels
- they have large widespread organisational capabilities
- they often command considerable authority and respect.

Investigating leisure policy issues

When searching for a suitable area to research, some of the following might be of interest to you:

- 1 Why does Government devolve policy to many 'arm's length' organisations like Sport England and the Arts Council?
- 2 How much influence do local government officers have over politicians?
- 3 What difficulties are there implementing policy at school or club level for sports and other leisure activities?
- 4 How does Government calculate the needs of those in the leisure industry?

The main Government department which has a say in leisure policy is the Department for Culture, Media and Sport, (DCMS). Several other departments sometimes have an influence if the agenda covers tackling crime (Home Office), unemployment

(Department for Work and Pensions), education (Department for Education and Skills), outdoor venues (Department for Environment, Food and Rural Affairs) or the promotion of healthier lifestyles (Department of Health).

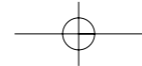
The DCMS can serve as a case study using material from their website www.dcms.gov.uk.

The DCMS is responsible for Government policy on the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, film, the music industry, press freedom and regulation, licensing, gambling and the built heritage.

Their mission statement shows the intended direction of their policy. 'We aim to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.' To try and achieve this they have developed four strategic priorities (policy directions):

- Children and Young People. Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.
- Communities. Increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations.
- Economy. Maximise the contribution that the tourism, creative and leisure industries can make to the economy.
- Delivery. Modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities.

At a more local level under the terms 'Competitive Performance Assessments' (formerly 'Best Value'), local councils or Metropolitan Boroughs have to produce a plan that includes leisure policies. You can probably visit your own local authority website or offices to gather details of what they have planned in terms of leisure. To give you a brief insight there is an extract from Scarborough Borough Council on the next page.



Case study: Scarborough Borough Council

The council aims to 'develop tourism and improve opportunities for leisure' under the wider objective 'to enhance the quality of life for those living in, working in, or visiting the Borough'.

The various objectives outlined by the council are very much in line with national strategies, whilst at a regional level, local authorities work together to share experiences and best practice.

The Council's corporate objectives are outlined in a downloadable pdf 'Corporate Plan 2003-8':

- Objective 1: To help ensure the provision of decent housing for all
- Objective 2: To reduce crime and disorder
- Objective 3: To keep the population of the Borough healthy
- Objective 4: To sustain and develop the local economy
- Objective 5: To develop tourism and improve opportunities for leisure

- Objective 6: To improve, protect and sustain the environment
- Objective 7: To help deliver an integrated transport system
- Objective 8: To promote the development of local democracy and accountability
- Objective 9: To provide leadership and vision to the local community

On top of this there are four key priorities:

- Protect and improve the wider coastal environment
- Address community disadvantage
- Facilitate better quality jobs and investment
- Deliver safer communities

The document goes on to show how each of these priorities will be achieved with targets in a clear effort to create synergies of thought and action.

© 2000-2005 Scarborough Borough Council
Find out more at www.scarborough.gov.uk

Case study: Chichester District Council

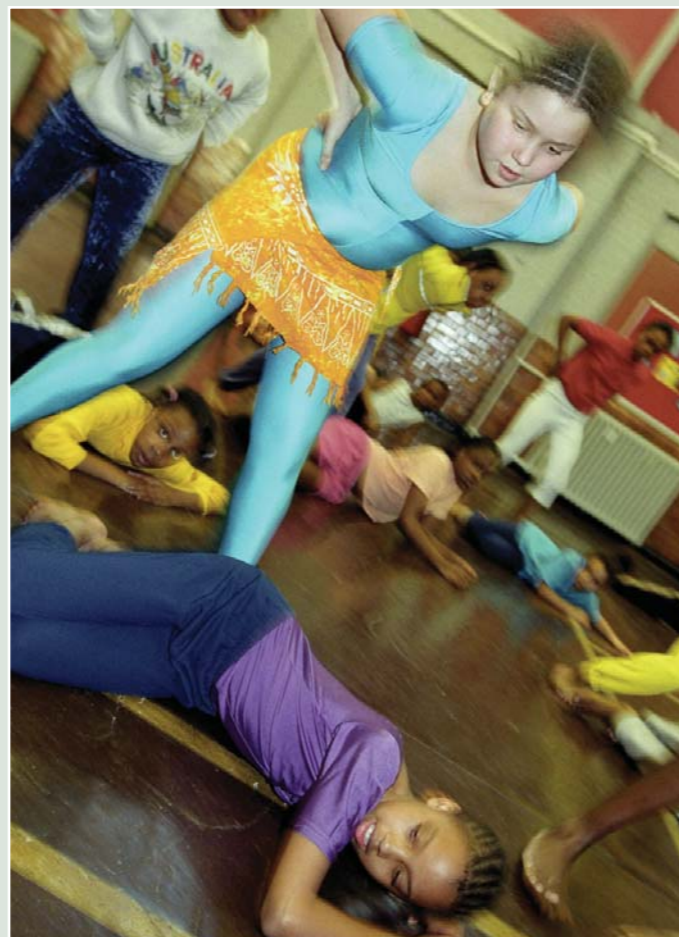
Chichester District Council appointed a Crime Diversion Sports Officer to address social issues, potential criminality and substance misuse through positive and sustainable links through sports and leisure activities. The role seeks to create new and develop existing partnerships with many agencies to deliver exciting opportunities for young people and targeted communities within the Chichester District.

They have established partnerships with Sussex Police, the local authority's Youth Offending Team, the Drug and Alcohol Action Team, registered social landlords, residents associations, sports clubs, schools and young people. Recent projects have included:

Football in the Community

This crime diversionary project aims to:

- Tackle anti-social behaviour and create a diversion from youth crime
- Reduce boredom by the provision of activities



Leisure policy and crime

You may have noticed in the Scarborough case study that it mentioned reducing crime through more active involvement in leisure. In recent years it has become more apparent that constructive leisure activities can engage young people and help them break the habits of drugs, vandalism and disengagement.

When assessing this as a potential research topic, think about the following:

- What evidence can be found to show that involvement with sport or leisure activities reduces juvenile crime?
- From the evidence that is available, does this produce a permanent change?
- What particular schemes have been used and how do they evaluate their success or performance?

Some approaches can be illustrated through two case studies (below and right).

Some believe that, when compared to the costs of prosecution and detention, such programmes, even

- Reflect young people in a positive way
- Promote essential life skills such as team work, respect and discipline
- Engagement and development the community
- Provide opportunities for education & training for young people and parents
- Reduce crime and anti-social behaviour in and around Housing Association properties.

Street Funk Dance

- Targets teenage girls and provides information on different issues surrounding health and well being
- Sessions are free for young people making them totally inclusive.
- Girls are also encouraged to choreograph their own dances as well as to learn material taught.
- Fun competitions are held to offer young people an opportunity to perform what they have learnt over the course.

The key to the projects' effectiveness lies in establishing what the young people want, by empowering them and consulting with youth club members and detached youth workers.

© 2005 Chichester District Council.
Find out more at www.chichester.gov.uk.

with a low success rate, are worthwhile, but there is disagreement. The major problem in identifying and measuring the effects of sport on crime is that the influence on crime is indirect. It is clearly not sufficient simply to measure outcomes and assume that these are 'sports-effects'. From a policy perspective, there is a clear need to understand the relationship between inputs and intermediate and final outcomes.

Case study: Positive Futures – Reading Borough Council



Positive Futures was launched in April 2000 in Reading. It is a national sports-based social inclusion programme funded and managed by the Home Office Drugs Strategy Directorate. The overall aim of Positive Futures is: 'To use sport to reduce anti-social behaviour, crime and substance misuse among 10–19 year olds.'

The project involves five weekly open house sports sessions for all local young people. Activities include generic sports such as football, basketball and cricket.

Where possible the sessions also give young people the opportunity to try new activities such as trampolining, skateboarding, ice-skating and paintballing. All the activities are aimed at giving young people a positive experience, confidence and self-esteem as well as developing skills such as self-discipline, problem solving, teamwork and communication.

© Reading Borough Council 2000-2005.
You can find more at www.reading.gov.uk

Leisure policy and unemployment

Schemes and incentives to keep unemployed people or those on low income involved in leisure have been common for a few years. They are part of the Social Inclusion Strategy, in the belief that arts, sport and leisure activities have a role to play in countering social exclusion of the unemployed or low-income groups. They can help to increase:

- The self-esteem of individuals
- Community spirit
- Social interaction
- Health and fitness
- Employment.

The hope is that people who participate become more engaged with the community and are active in citizenship – one of the Government's policy objectives. This is part of the wider policy agenda to create a 'Giving Age' with more volunteering and the development of social capital in communities through contributions made to help less able or disadvantaged individuals and groups.

'Community development is the strengthening of the social resources and processes in the community, by developing contacts, relationships, networks, agreements and activities outside the household that residents themselves identify will make their locality a better place in which to live and work.'

Source: Thomas 'Community Development at Work: A Case of Obscurity in Accomplishment'

The Leisure Industries Research Centre in 1999 argued that 'one of the most valuable outcomes of a sports programme designed to reduce crime would be to enhance the participants' prospects for obtaining employment'.

activity

MAKING LIFE BETTER THROUGH LEISURE

In pairs, devise a six-week scheme of sports- and leisure-related activities for a mixed group of young people, which you think would help their social skills and confidence.

Leisure policy and regeneration

There are many examples of sport and leisure being used as focal points in regeneration schemes – for instance Don Valley in Sheffield, where new facilities

include the Meadow Hall shopping precinct, the Hallam Arena, the Don Valley Stadium, the Ice Centre and the EIS centre. The same will be true for parts of London being rebuilt for the Olympics in 2012. However, many experts have concluded that 'although many claims are made for the contribution that this sector makes in terms of economic welfare, these are frequently based on assertion rather than concrete evidence. There is a need for a more systematic evaluation process to underpin strategies of support for sport both generally and in the region.

This comment indicates that there might be worthwhile study here to investigate the accuracy of claims. Here are two other examples which indicate what features of regeneration were measured:

- 1 It is estimated that the staging of the 1996 Masters Swimming Championships in Sheffield generated £3.9 million additional expenditure and 99 full-time equivalent jobs.
- 2 In 1997 the World Badminton Championships were held at Scotstoun Leisure Centre, in Glasgow. This created £668,000 additional expenditure in the Glasgow local economy, resulting in 58 full-time equivalent job years – of which 83 per cent were in the sectors of hotels, restaurants and catering.

Source: www.scotland.gov.uk

Working out the medium- to long-term effects of regeneration is difficult. In particular, there is a lack of available data on the regenerative impact of sport and leisure investments on local communities. Some experts refer to a certain scepticism about the extent to which community sport and leisure initiatives have a significant effect on local unemployed groups, because the type of jobs created are often temporary or seasonal and frequently part-time. Here too, there is potential scope for research into more recent schemes.

activity

DOES IT WORK?

Compare some of the opinions and points expressed above to those described in material and publications on the Sport England website – www.sportengland.org.uk. How successful do you think policy is in terms of regeneration, employment and crime-prevention?



Staging events

Staging events can have a beneficial effect on regeneration and employment. In terms of sports the UK have hosted the following international sporting events over past years:

The Homeless World Cup – Edinburgh 2005

The FIFA World Cup – England 1966

The Commonwealth Games – Wales 1958, Scotland 1970, 1986, England 2002

International Surfing Association World Championships – Newquay 1986

Olympic and Paralympic Games – London 2012

In certain sports the UK hosts events on an annual basis, such as the Open (Golf), Wimbledon (Tennis) and the World Snooker Championships, guaranteeing income to the area for the duration of the event.

activity

WORLD CUP TIDDLY-WINKS?

Given the huge range of leisure activities on offer round the world there is much that the UK could still stage, either on a one-off or regular basis. Can you think of any international events that would be practical and possible to consider pursuing, in terms of the policy aims of raising awareness and furthering social initiatives?

Leisure in election campaigns

As the provision of sports and leisure in England is non-statutory (it does not have to be provided), it does not usually feature highly in election manifestos. However, if it were to be compulsory what impact might that have on other election issues such as health, citizenship and education? Consider how often leisure issues are used to support these other policy areas. Indeed, leisure spending is often one of the easiest areas in which to make cuts for the very reason that it is non-compulsory.

activity

PARTY POLICY AND MANIFESTOS

Put yourself in the role of Members of Parliament for each of the three main parties. Do some research into where your party stands on leisure policy, either nationally or through your local party. Present your findings to the rest of the class and then decide:

- 1 whether any of the parties devote enough attention to leisure policy.
- 2 which party, in your opinion, presents the best policy. Your class could even hold a vote.

Topic 6

The media and commercial issues



It is often said that the relationship between the media and leisure (especially sport) is symbiotic – one can't live without the other. Consider how much of a newspaper is taken up by sport or how much leisure time is taken up watching TV or listening to the radio. The media acts as both a channel for the leisure industry and a leisure activity itself. It is important to think of the distinction when looking at each of the forms of media.

The relationship is rarely smooth, and many tensions exist between the media and players and leisure organisations. Some blame the media for employing sensationalism in order to sell more newspapers or attract higher audiences.

The influence of the mass media is very strong due to technological advances. The media has global presence and an increasing power to influence.

Such is the power and influence of the media that some sports and leisure events have been transformed to make them more suitable for viewing, such as changing kick-off times in football.

Discussion in this topic will cover the many types of media and the relationships that they have with sport, leisure organisations and activities. Possible research areas will be pointed out throughout the topic. For ease of study you can divide media into:

- Printed: newspapers, magazines, books
- Electronic: television, radio, the internet, film, mobile phones, music.

You will also look at some commercial issues such as sponsorship, advertising and celebrity in the media.

Printed media

Newspapers

Most of you will already be aware of the main national newspapers and the type of news they each cover. You may also be aware of your local newspaper and the role it plays in reporting and advertising leisure events. Newspapers have a number of sections targeted at leisure interests, including travel, sports and advertising. The business section and main home and international news pages will frequently report stories from the leisure industry.

Magazines

The magazine racks in most stores are bursting with choice – all interests are catered for. As such, very specific markets can be targeted. The range of magazines which relate to the leisure industry would be too many to mention, as they cover sport, fitness, hobbies, well-being, entertainment and travel. The popularity of leisure activities can be roughly worked out by the number of titles published on each subject. As important for the industry are the advertising opportunities of magazines through matching leisure consumers to providers.

activity

CONSIDER CONTENT

Carry out an analysis of two popular leisure magazines to assess the proportion of advertisements to actual articles. You could calculate it in terms of number of pages. Compare these with results found by your classmates.

Books

Books cover all tastes, but usually offer the reader more depth than a magazine. Reference and non-fiction books serve a large proportion of leisure users, such as a book on a particular interest or hobby. Fiction is also important to consider because reading these books fills people's leisure time.

activity

READING HABITS

Some reading is for escape or relaxation; some is for learning and personal growth. Carry out a small survey amongst your classmates to assess reading habits.

What are motivations for reading?

What were the last three things you read (not including schoolbooks)?

How many prefer (or spend more time) reading magazines than books?

Electronic media

Rapid advances in technology have given us access to so many forms of electronic media that it is difficult to keep pace. You might focus on one of the following to create a research study area.

Television

TV is traditionally the major electronic medium that occupies our leisure time. It is affordable, global, accessible and in some households always on.

It's an important source of contact with sports, theatre, creative arts, history, and the news. Many of these subjects now have dedicated channels.

Watching TV is a common way of relaxing and being entertained, as an individual, in a group or with family. Increasingly homes have two or three TVs and people are able to watch what they want, when they want to, to fit around other activities. TV has the power to unite and bring people together – watching big sporting events or concerts, for example. The power and influence of television may make a useful research area.

Radio

Radio serves leisure audiences mainly through sports and music channels. Regional radio is a good place for information on local leisure events. Digitisation has enabled audiences to listen on demand and made it possible to listen to many specialist stations the world over.



The internet

Since the mid-1990s, this medium has revolutionised our listening and viewing habits. Virtually every leisure pursuit can be followed online in some way, from gambling to searching for local swimming pools. The leisure industry relies on the internet for making information available, and as a quick way of booking tickets, selling products and following discussion.

activity

WWW

Do you think that the internet has encouraged greater participation in leisure activities? Why?

Electronic games

There has been a lot of discussion about the validity of playing electronic games as a leisure pursuit. Although it has a huge market, there are concerns that it is addictive, contains too much violence, is anti-social and is very male-dominated. However, the educational advantages of electronic games cannot be overlooked. As new forms of electronic interaction are explored, a number of learning opportunities open up.

Films

Films nowadays, whether at the cinema, on DVD or through merchandising, have a huge market. The

popularity of visiting the cinema may be under threat as home entertainment gets more sophisticated and affordable, but films continue to entertain and enthral. Think about the various leisure activities associated with films: Disneyland, Universal Studios, themed tours, exhibitions, themed parties and restaurants, open-air and drive-in cinemas, film festivals and visiting locations, reading the book of the film.

You might be able to do a study on a range of movie topics:

- Film-going figures and population profile.
- Film costs and revenues.
- New styles of multiplex cinema.
- The spread of home cinema systems.
- The impact of the internet and DVDs upon home viewing.
- The influence on buyer behaviour or fashions.

Mobile telephones

The role of the mobile phone has altered so quickly in recent years that it deserves a mention. Few people are without one, allowing them to connect with friends, family, the internet, take and send pictures and video, listen to music and play games.

Music

Music is another cultural medium that crosses the globe as a leisure interest, appealing to everyone in one form



or another. Music – whether live or recorded – generates many leisure activities in the form of concerts, festivals, discos, and dances, as well as accompanying an activity at sport events, bowling alleys and carnivals, for example. The diversity of musical genres ensures that a wide range of events is always on offer – a classical concert and a rock concert are obviously two very different experiences. Music can also influence lifestyles in terms of fashion and language (youth sub-culture).

activity

MUSIC

What was the last live music event you went to?

- Think carefully about how you learnt of it – through which form of media?
- Did the audience have anything in common?

What was the last bit of music you bought?

- How did you buy it and in what form (shop, internet download)?
- How and where do you listen to it (CD, ipod)?

Why do you think music is played

- in bars
- in gyms
- before football matches?

How important is music to the leisure industry?

Sport & the media feature

You will find quite a lot of discussion about how the media controls or interacts with sport through broadcasting rights. Often, if media broadcasters are paying a lot for rights they have some say in when events are staged and what content is included. Is this right? Cable channels who buy the rights to some events deny those with more basic terrestrial TV from watching. An increase in televised sports also contributes towards a decline in attendance in some sports. However, the breadth of coverage does mean that some sports are televised that weren't previously. The media can even influence what players and participants wear and which sponsors and advertisers gain the most exposure.

Many of these issues are there for you to explore if you wish to pursue a sports theme for your study.

activity

TV SPORT

Carry out some research in a weekly TV programme guide to assess:

- what the ratio of sports to other programmes is.
- the availability of channels that sports are on.
- how many sports feature women.
- whether a sport is staged for TV.



A drive-in movie theatre.

Commercial issues

With commercialisation found at every level of sport and in many aspects of leisure activities, there are a range of issues to be explored here. For example, in some sports there are fewer amateur players, but many more professional participants – sport is a profession with many rewards. Many national sport and leisure activity governing bodies are required to produce professional business and development plans as if they were commercial companies. Business-like practices and customer approaches are required when running a sports club or leisure activity. Why is this so? Why have the Olympics changed from being a loss-making exercise to being one of the most desirable events in the world? Commercial management techniques are required to manage public sector leisure centres and business performance targets are set.

Do these more commercial approaches detract from the simple running and enjoyment of a sport or activity? Or is the sport the winner in the end? Does it bring money, better organisation and development, improved technology and more participants and spectators?

Sponsorship

Sponsorship of sports, activities and events has enjoyed steady growth for several decades. Kettering Town became Britain's first sponsored football club in 1976. Sponsors generally seek to raise the awareness of their companies or test and launch new products. Siemens Mobile's deal with Real Madrid was worth £14m.

activity

HOW EFFECTIVE IS SPONSORSHIP?

Can you name which companies currently sponsor the following?

- The England cricket, football and rugby teams. (There is a clue on the next page.)
- Liverpool Football Club.
- Andrew Murray (tennis).
- Tiger Woods (golf).

Sponsorship can have its problems:

- Poor performances, corruption or disastrous results can tarnish the image of the sponsor.
- Sponsors may want to interfere with the running of an event or activity to suit their needs more.
- Sponsors may withdraw with little notice if their business performance is poor, or products do not sell well as a result of their sponsorship.

- Loss of business from rival fans. This is one of the reasons why Glasgow Celtic and Rangers football clubs share the same sponsor.

activity

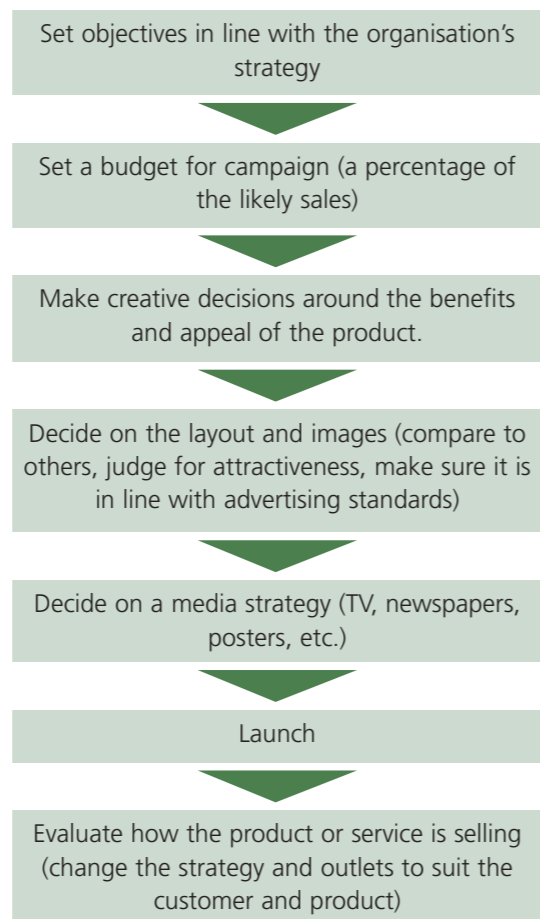
WHEN SPONSORSHIP IS INEFFECTIVE

Carry out some research of your own to find cases where sponsorship did not work for a club, team or an event. You might look at old newspaper articles or online.

Advertising

Advertising is one of the most visible and important marketing tools available to leisure products and marketers. Although the mediums of advertising are changing quite regularly, the reason for it remains the same – it creates brand awareness and loyalty. For leisure products and services it also develops image and distinctiveness. But the bottom line for all adverts is that they must affect consumer buying behaviour.

Creating an advert for a leisure product or service follows tried and tested stages:



David Beckham faces the media

From a research point of view you might investigate a product range in the leisure industry, how it is advertised and how successful the ad campaign has been.

Celebrity and the media

Celebrity is difficult to define. The idea of a celebrity has evolved from royalty to include reality TV stars and many figures in the leisure industry including sportspersons. Heightened media frenzy around such figures has led to issues surrounding privacy. Some argue that celebrities' professions are in the public eye so they should expect some attention.

Celebrities can have a tremendous influence on young people, who often wish to emulate their heroes in terms of the clothes they wear, sports they play and products they buy. Having a celebrity endorse a product is a very valuable commodity.

Reputations are at stake, particularly in gossip magazines and tabloids, and careers have been irreparably damaged by sensationalist stories. In 2005

the British press praised George Best as a footballer – when he died. However, throughout his life he had been the subject of many newspaper scandals involving his behaviour and drinking.

activity

WHO?

Identify two celebrities who fit each of the descriptions given below.

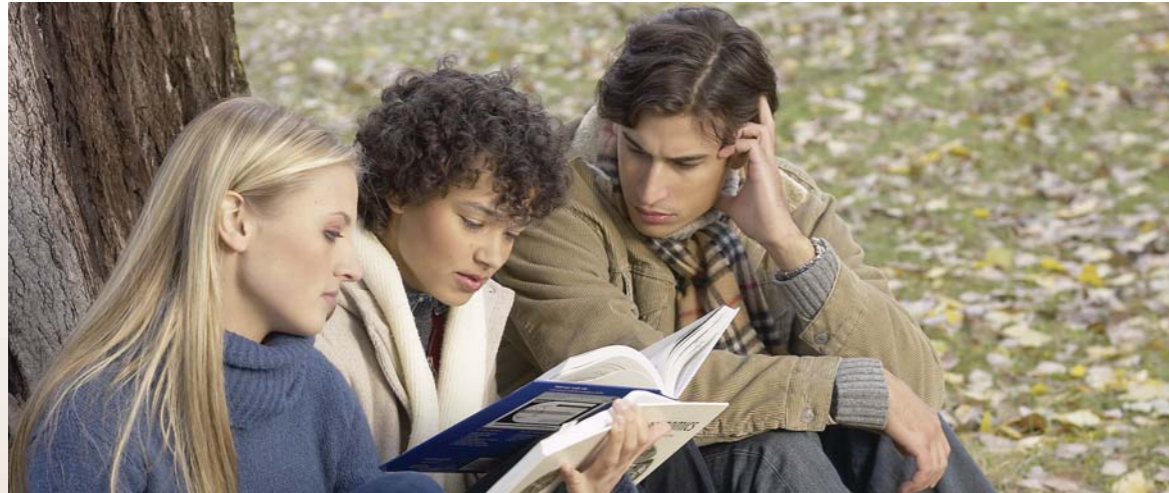
Then debate what they actually offer the leisure industry.

Someone who:

- influences young people in terms of music and clothes
- uses their celebrity for good causes
- inspires you to play a sport
- endorses leisure products
- has been attacked in the media.

Topic 7

Selecting and planning a research project



In this topic ways in which to formulate your proposal will be explored. It is very important that you are clear about your aims and that they relate to what you produce in your project.

You need to decide what kind of data you will collect and which material you will consult. It is unlikely that you will undertake much experimental (primary) research for your research project; it will mostly be observational research and information from already published research (called desk research, consultation or secondary research).

Your research title can be decided upon and polished further on in your project. As long as you have a good proposal, set within a recognised subject area, you can use what is called a 'working title'. You might find that the title you were originally going to use needs altering as your findings develop.

Examples of research proposals will be provided to help guide you through.

This topic includes some important guidelines to get you on your way:

- Ensuring your topic is related to leisure (selecting from a range of topics)
- Assessing a research topic's feasibility (meeting learning and assessment outcomes)
- Setting parameters for the research
- Deciding what data to collect and how (methodology)
- Accessing and evaluating published material
- Phrasing the title of your project
- Timescale and budget.

There is a useful flowchart of the processes involved on page 155.

Ensuring your topic is related to leisure

In Unit 1 you covered a broad range of leisure activities. This is a good starting point for your selection process. To remind you of the scope look at this table.

Leisure activities by sector

Sector of the leisure industry	Nature of this sector	Example organisations
Active leisure	Playing sport or making visits	Sport England Next Generation A local authority leisure department
Passive leisure	Going shopping or to the cinema	Library Odeon cinemas
Home-based leisure	DIY, DVDs or cooking	Homebase Blockbuster videos

Leisure has many issues relating to academic areas of study, which might provide you with a focus.

Issues in leisure by area of study

Area of study	Example of research topic
Political	The Government's role in supporting leisure (refer to Topic 6).
Financial	Public expenditure in the leisure industry.
Social	Levels of participation.
Cultural	Cultural habits, trends, fashions and their impact on the industry. Demographics.
Technological	How advances in technology are shaping leisure activities.
Economic	The value of the leisure industry to the economy or the impact on the job market.
Legal	Laws on liability or negligence, and risk assessment at leisure events.
Geographical	The geographic spread of leisure provision.
Environmental	The effect of environmental issues on leisure activities.
Psychological	Understanding what motivates people to pursue certain leisure activities
Commercial	Reaching leisure consumers through marketing. Customer relations in the leisure industry.
Historical	The development of a particular leisure pursuit over the years

As well as a subject area, you might want to consider a research topic in terms of a specific place.

Issues in leisure by place

Places	Example of research topic
Country parks	What are the environmental impacts of leisure events on country parks?
Theme parks	What incentives are theme parks providing to boost numbers?
Urban sports centres	Do urban sports centres solve the problems they set out to address?
Private clubs	Do exclusivity and membership fees help the leisure economy grow?
Cities	How have Athens, Sydney, Atlanta and Barcelona benefited from hosting the Olympic Games?
The home	Is technological change altering the way we approach leisure activities around the home?

Which issues could be studied with regards to a theme park like *Pleasure Island*?

In addition, here are a few more ideas based around a variety of issues.

Further issues in leisure

Area of research	Example of research topic
The arts	An audit of provision for the arts.
Sport	How is the provision of sport influenced by religion in the UK?
Hospitality	What training will be needed for the 2012 Olympics?
Adventure tourism	How significant is risk to the future of adventure tourism?
Shopping	How are certain leisure retailers dominating the high street?
Theatre	Are regional theatres viable without subsidies?
Bingo	Why is Bingo viewed as a leisure activity mainly for women?
Pay and conditions for young employees in leisure	Does the current wage structure in the leisure industry increasingly de-motivate staff?
Technology	Has the increase in home entertainment killed the art of conversation?
Hunting	Is hunting a justifiable leisure activity? Should all forms of hunting be banned?
The elderly	Is the over-50s market underserved for leisure?
Fishing	Why is fishing one of the most popular male leisure activities?



activity

MATCH UP

Match the following topic areas to the research questions (more than one might apply):

Topic areas	Research questions
<ul style="list-style-type: none"> • Inclusion • Blood sports • Healthy living • Government policy 	<ul style="list-style-type: none"> • Examine the political, economic and social effect of the fox-hunting ban on a rural community. • Why do school children spend fewer hours-per-week doing P.E. than several years ago? What is being done to reverse this? • How have adventure holiday companies ensured that opportunities exist for all types of customers? • Account for the annual rise in gym membership in the months of January and February.

It should be clear that there are many variations available, many more than shown here or described in any of the six units that make up this course. It is best if you can find something which interests you, something that you would like to discover more about. You might already have a topic area in mind, but at this stage you still have plenty of opportunities to open up to new ideas – you may change your mind and find something more workable.

Assessing a research topic's feasibility

A number of criteria can be applied when you are trying to assess whether to proceed with any topics. Some important questions can be asked to help you test feasibility:

- 1 Is the topic of sufficient interest to you? There might not be one topic of research that will motivate and stimulate you consistently over a period of time. You need to be aware that some aspects will require concentration, time and effort. Not everything will go smoothly – it would be a small miracle if it did. The ups and downs of your research process will inevitably affect your motivation, so if you choose something you feel strongly about or have a lot of interest in, it should help sustain your dedication to the project.
- 2 Is it possible to obtain data appropriate to the subject? This will be your first major concern. You will not be able to 'massage' data into the required format, so it is better to adjust the focus of your question or proposal to suit what you can find.
- 3 Are research techniques available to you? Take time to ensure you can carry out the appropriate testing or research technique (see Topic 8) and that the resources are available.

- 4 Is time going to be a problem? Overall feasibility is usually linked to time and cost. Deadlines will inevitably apply. You are not a full-time researcher and you may have to juggle a number of other studies with this project.
- 5 Have you got adequate knowledge of the chosen subject area? If you choose a study based at a tennis club you need to make sure you have enough knowledge (technical and theoretical) about the sport to gather, analyse and present data. It might be that you can learn as the study progresses, so don't let this question dissuade you from researching something you are genuinely interested in.
- 6 How well does the subject fit into current avenues of research? This requires an in-depth knowledge of the subject and you are unlikely to know this at the outset. It is not essential, but a research proposal that clearly furthers previous studies will be proof of insight and relevance.
- 7 Is the study of enough contemporary significance? It might help if the issues you are looking at are in the news, or have been in recent years.
- 8 Is the study going to help you meet the assessment criteria?

Setting parameters for the research

One of the best ways to set the parameters (boundaries) for the research is to identify areas such as those listed in the tables earlier in this topic.

The issue under investigation must be properly defined so that it is not too broad or unmanageable. Attempting to do too much is the most frequent problem encountered by new researchers.

Explanatory research might be undertaken to show the relationship between two variables in a leisure

context, such as leisure spend and disposable income.

Your reading might then provide you with accepted theories, which relate to your study. Through both of these processes you are beginning to set the scope of your study.

A more challenging approach might be to tackle an evaluative study – assessing the *performance* of something, such as a policy or programme.

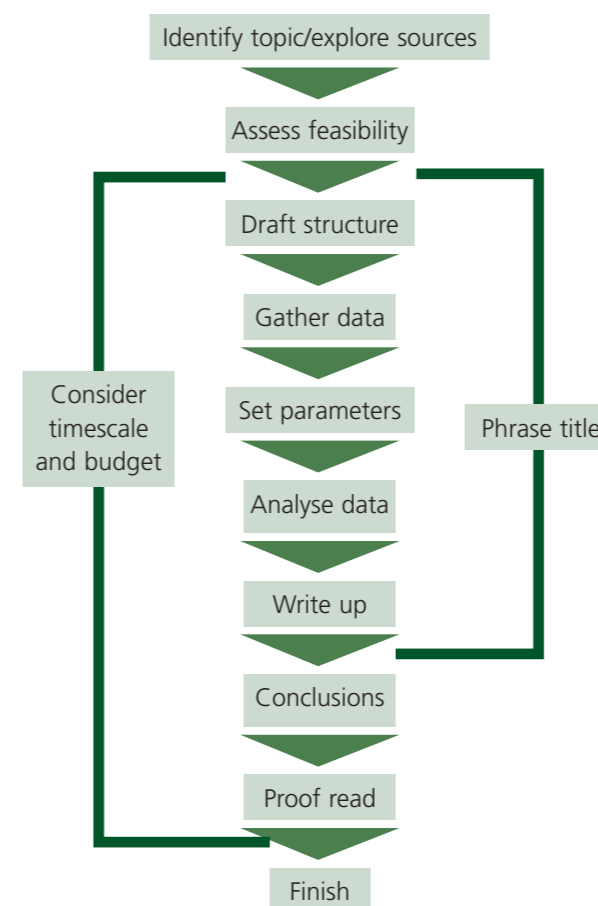
One other strategy might be to increase the intensity of study in a limited area to give more depth.

Honestly report the limitations and drawbacks known to you at the outset, such as bias in reporting or incomplete data. This opportunity should not be used to make excuses for poor research techniques or inadequate preparation.

Setting the parameters of the study should involve:

- setting a limit on the variables to be considered
- describing the key features of the study
- clarifying the data to be collected
- explaining what will be done with the subjects and variables
- clarifying the title (see under heading Phrasing the title of your project).

Research flowchart



Deciding what data to collect and how (methodology)

Definition of methodology

The means by which a topic is researched, ways of collecting data appropriate to the topic being studied.

You looked at various types of data collection in Unit 4 during your leisure event. Now you get to apply them to your research project. Deciding what information needs to be collected to answer your research question is an important part of your work.

Two aspects are crucial at this stage when deciding what data to collect – validity and reliability.

- Validity is defined as 'the extent to which the measure truly reflects the phenomenon being considered'.

Leisure research is notoriously difficult in terms of validity because research is largely concerned with people's leisure habits and attitudes, there is no definitive data, and the sample taken might not be a true snapshot. Quantitative data might be highly opinionated or even false, without any way of knowing.

- Reliability is 'the extent to which research findings would be the same if the research were repeated again or with a different sample'.

Rarely in leisure research can the exact 'laboratory' conditions be replicated. Findings are really only appropriate to that time, for the sample group, in those conditions.

The most common methods used in leisure research are:

- Consultation – analysing existing papers and published material
- Observation
- Surveys based on questionnaires, interviews or focus groups.

The task at this stage is to match your research question with possible means of data collection. For example, if you are analysing the attendance levels at swimming pools you might consult existing material from swimming governing bodies and/or your local pool, observe practices at your local pool, survey users at your local pool, or refer to existing surveys.

activity

WHAT DO I COLLECT?

What type of data might you collect and assess to answer this research proposal: 'Compare some of the twenty Premiership football clubs and how they provide for grass-roots football and community schemes in their region?'



In some instances you may realise that the data you need to sample or collect is too complex, so you might need to adjust your planning or simplify your question to reduce the workload and complexity. You may not find out until after all the hard work is done that the information does not answer the question (or hypothesis) that you first posed. Some data might simply not be available. At this point you might need to return to the scope and scale of your research and adjust accordingly.

Accessing and evaluating published material

Knowledge of literature in your chosen field of study can be as crucial as your methodology, particularly as secondary material is likely to form the larger share of your research.

Part of your research will be to look at what has already been published on a topic by others and develop an understanding of how the topic has been researched before. As you read, you might identify gaps or weakness in material on the subject, or it might persuade you to alter the focus of your project. You might find that your project has been done many times before.

Consultation material that you might use could be:

- text books
- research papers
- reports
- magazine articles.

Sources for material are:

- libraries
- internet
- periodicals (includes newspapers, journals and magazines).

You have to put in the reading time around your chosen subject to build up your knowledge. In the end it will enhance the quality of your work and the depth of your study (and the grade you achieve). However, too much reading could waste valuable time. Try to find a balance.

If comprehensive enough, your reading could produce the following:

- Evidence of similar studies or data.
- Valuable ideas or theories.
- An overall broader and deeper understanding of the study area, or at least a general background.
- Evidence of where others made mistakes.
- Ideas of how you might make your work different.

activity

DOES YOUR LIBRARY PROVIDE?

Check out your college's library and your local library to see what is available. Make a list of what you think you might need, what is available and what isn't, so that you identify gaps in your sources. Discuss with your tutor how you might fill these gaps.

Phrasing the title of your project

By the time you are in a position to formulate your proposal you should have

- a field of study in leisure to research
- a suitable approach to your research
- plans for data collection
- an idea of the existing material and how to get hold of them.

The next step is to work out how the wording of your title will shape your project.

Your title can be arranged as one of the following:

- Proposal – It sets out what you propose to look into: *A study into the efforts of Macclesfield Council to improve leisure facilities in the Borough.*
- Hypothesis – An unproved theory or suggested explanation as a basis for further work: *There are fewer participants in the game of badminton today than 20 years ago. Account for the extent of this decline.*
- Question – Posed in order to draw out a response: *Have host cities at the Olympic Games benefitted economically and socially from the experience?*

The way you phrase your title can really help you to clarify the parameters of your study. Don't make it too general or vague, such as *A study into home-based leisure pursuits*. Instead, add elements to narrow it down, such as *A study into the rise of electronic home-based leisure pursuits amongst 18–35-year-olds*.

If your title takes the form of a question, the way you phrase it can determine the way you answer it.

- Those beginning with *To what extent...*, *How far...*, *How significant...* ask for two sides of an argument with factors under both 'yes' and 'no' headings.
- Those beginning with *Account for...*, *Why...* ask for a more straightforward explanation.

Remember that a working title means it can be altered at a later point to fit in with your findings or new ideas.

activity

EXPAND AND REDUCE

- 1 Using the title provided below, decide how else you could widen the study.

How do annual wages amongst 16–21-year-old female seasonal workers in the Italian Alps compare to other sectors of the leisure industry?

- 2 Using the title provided below, decide how you could limit the study.

Is Wembley Stadium good?

Timescale and budget

At this stage you also need to make some sort of timescale plan which takes account of the stages described above. It is probably best to plan backwards from your date of submission. Allow time for (working backwards) printing, typing up, analysis, data collection, further planning, reading. And allow some time for things going wrong.

Not to be overlooked are the costs and resources. Costs may be incurred through postage, phone calls, paper and printing.

activity

YOUR PROPOSAL

Formulate a broad research proposal now to show what is to be done, as well as how it is to be done, and when it will be done.

In Topic 8 more discussion, illustration and depth of understanding of each of the research areas and methods introduced in this planning topic are given. This will help you structure your work and make more informed decisions about how to carry out the project, assess your outcomes and present the final report.

Topic 8

Final planning and writing of your research proposal

In Topic 7 you looked at ways to formulate your proposal and considered what sort of data to collect, and how. You should now have a good idea about the research topic you want to cover, having looked at suggested issues from the previous topics. Most importantly, you should have identified a research proposal that reveals that the chosen leisure issue has the range and potential for the intended methods of research. This topic will provide guidance about how to

complete the planning process so that you can go ahead, acting as a reminder of what needs to be done:

- Finalising your proposal
- Finalising the research methods
- Project format
- References and bibliography
- Applying ethical standards.

Finalising your proposal

A research proposal's aims need to give a clear overview and state a general purpose. They must not be vague, but be clear and simple. The objectives provide more depth and give the study an element of measurability – they are the targets or specific goals of the proposal. One common way of remembering the role of aims and objectives is the acronym SMART:

Specific
Measurable
Achievable
Realistic
Timed

If you apply this to your proposal to date it should prompt you to evaluate each objective. Use these questions to test your preparation and proposal to date:

- 1 Are your objectives specific enough? Specific objectives involve setting quantifiable categories appropriate to your study. This means focusing on those objectives which apply to the core of your study and possibly rejecting some wider objectives. Try to have no more than three objectives.
- 2 Can you explain how the project aims will encourage meaningful research?
If you can do this in your introduction, it will help you to gain a higher mark.
- 3 Are any of your objectives truly measurable? Do they use percentages, volumes, numbers, proportions, scores or ratings, and do you have the necessary skills and tools (maths, IT and graphics) to present the data?

- 4 Is your proposal feasible? This needs to be judged in terms of time available and volume of work. Have you set out a timescale for each stage of the project?

Finalising the research methods

Secondary

Leisure studies is a relatively new subject area academically and topics will be wide-ranging and multi-disciplinary. Narrowing down research methods will be a demanding task, but one you must not avoid.

The first consideration is working out where you need to look to read around the subject and find appropriate sources of information:

- Bibliographies – lists of textbooks, reports, studies, surveys, articles in magazines and journals, articles on the internet.
- Library catalogues – key word, author title and topic searches all might bear fruit. Your local library may also have an inter-library loan service or access to the British Library. All libraries will have online capabilities and may have access to e-journals or digital learning resources.
- Indexes are published by leisure-related organisations such as the World Leisure and Recreation Association, the Leisure Industry Research Centre, the Leisure Studies Association, Sport England, the Institute of Leisure and Amenity Management, the Institute of Sport and Recreation Management, and the Central Council for Physical Recreation.
- Related subject areas, such as sociology, economics, culture and media, may publish similarly useful sources.

Try to ensure that you use a substantial amount of information from a variety of sources, but not so much that it overwhelms you.

Care should be taken to adopt the Harvard referencing system so that you can present your references correctly in your bibliography and while quoting in your report. At assessment your sources will be checked via these references. See below for more details.

The second consideration is analysing data. If you know where to look, it can save a lot of time avoiding large-scale primary research. Sources of leisure data are:

- The General Household Survey – Uses national sampling data and although general, it is reliable and valid. It captures data such as age ranges, activities, time periods, social characteristics and participation.
- The Family Expenditure Survey – A voluntary survey of a random sample of private households in the United Kingdom carried out by the Office for National Statistics.
- The Census from the Office for National Statistics – The most comprehensive survey of the UK population. This offers a good range of material on population profiles (demographics), gender balance, age range, occupational groups, family type and sizes, etc. The most recent was conducted in 2001 and the survey is taken every 10 years.

All are available from www.statistics.gov.uk

Specialist studies are carried out by consultancy groups and market researchers. You won't be able to afford the full reports as these are expensive, but you may find summaries published on associated websites. These studies might cover specific sports, membership of gyms, accident rates and group leisure travel.

It helps if you are able to understand the relevance of what has been written previously. If you can identify a pattern of thought, gaps, mistakes or opportunities for further study in previously published material you will gain a higher mark. Throughout your project you can report such findings, highlighting opportunities for further study in your conclusions.

activity

LIST OF SOURCES

Using the information given above and sources you may have already, compile a comprehensive list of sources that you are likely to use or consult. This should be split into textbooks, magazines, journals, websites, newspaper articles, official reports and surveys.

Primary

If you do choose to undertake some fieldwork, the following is worth bearing in mind. Decide whether qualitative data (see box below) or quantitative data (observation techniques, interviews, ethnography) is more appropriate to your area of study. What results do you expect to get?

Five useful types of qualitative data:

- 1 Descriptive – covering a single group
- 2 Comparative – covering two or more groups
- 3 Relationships – correlations between various traits
- 4 Inferential – observed data from a sample are used to make generalisations
- 5 Predictive – the unknown is predicted from the known and measurable.

You don't want to waste too much time by carrying out a lot of primary research, the results of which you cannot use, so choose your methods carefully and explain the reasons for using them in your project.

The most important thing to remember is to **explain**. Explain your:

- aims
- objectives
- methodology
- analysis
- conclusions.

Project format

Your introduction will contain the aims and objectives. You will then need to write about the methodology used and its relevance to the subject. You can then present your findings and provide analysis. Your conclusions will bring together your main findings, including any outstanding questions that you might consider for further research. The structure is completed by a list of references and a bibliography.

References and bibliography

All statements, opinions, conclusions, etc. taken from another writer's work should be cited, whether the work is directly quoted, paraphrased or summarised. One of the more popular systems of referencing is the Harvard system (see box overleaf).

The Harvard referencing system

In your main text – where you have quoted someone's work – you just put, in brackets, the author's surname and the year of publication.

Example: (Hamilton, 1995).

In the Bibliography, you must put all the details needed by the reader to find the source, if they want to. All the entries are arranged alphabetically, in one list. This means that the reader, who won't know from the main text whether a reference is to a book, an article or a website, can always find the details. These details are laid out in a standard way, which varies for books, articles and internet sites:

Books

- Author's surname, followed by their initials
- Year of publication in brackets
- Title of publication – in italics
- Place of publication
- Publisher

Example: Hamilton, F. (1995) *Tourism and Crime*, London: Collinson.

Articles in journals, magazines or newspapers

- Author's surname, followed by their initials
- Year of publication in brackets
- Title of article – in quotation marks
- Name of the journal, magazine or newspaper – in italics
- Day and month of publication
- Page number (abbreviated to p.)

Example: Selvey, S. (1999) 'Caught in a pitch and toss', *Guardian*, 13 June, Travel p.10.

Internet sites

- Author's surname, followed by their initials (If no name is given, use the name of the organisation.)
- Year in brackets (If no publication date is given, put 'no date'.)
- Title in italics, followed by 'online' in brackets
- 'Available from:' website address (the URL – Universal Resource Locator – or at least the website homepage address)
- The date when you accessed it – in brackets.

Example: Rough Guides (no date), *Australia* (online). Available from: <http://www.hotwired.com/rough/australia> (accessed 10 April 2000).

For more information on this method of referencing you may visit your local library or see the website www.libweb.apu.ac.uk.

Applying ethical standards

Ethical issues arise in a number of ways related to research. There are issues surrounding:

Privacy – research should never invade an individual's or organisation's privacy. Permission may be granted for some information.

Confidentiality – Sensitive information should not be used, e.g. financial data, personal information, unless permission is granted.

Data protection – Information may not be passed on to third parties unless permission is given.

research focus

Graham Saffery, teacher

Blackpool Sixth Form College



Graham Saffery teaches A level PE, BTEC Sport and BTEC Sports Science at Blackpool Sixth Form College. He has also taught research and scientific methods at various levels for the past seven years and supported HND students with their dissertations.

He is used to giving advice about research projects, so you should find his practical advice very useful, especially if you still have any outstanding questions about how exactly to proceed.

Q When your students are starting some research what advice do you give them, with regard to:

planning their work?

- READ, READ, and READ prior to deciding on your title; once you have a good feel for the topic you should be able to choose an appropriate title.
- Never rush into a piece of work.
- Consider using a pilot study.
- Choose a topic that you are interested in – you will be spending a lot of time working on the topic.
- Speak to your tutor before deciding on a topic. They will be able to discuss potential pitfalls with you and advise you about what to concentrate on.
- Produce a schedule setting out clear dates, for example, deadlines for each of your drafts.

finding out what has been done previously?

- It is important to consider any research, in the form of articles, reports or studies, which have been done previously on your chosen topic. This will help you know your project better and understand what areas have either not been covered, or have been exhausted by

previous research.

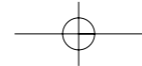
- Even if an article is not directly related to your project, you might find that something in it may be useful as a discussion point.
- See below for details on accessing useful sources of information.

carrying out their research?

- Work in an organised manner using files, labeling systems, diaries, databases and schedules.
- Never throw anything away; you may need the information at a later date. Make sure you keep your raw data such as tables or completed questionnaires.
- Keep your work together, whether it is paper-based or electronic. It can be time-consuming if you lose parts of the project.

presenting their work?

- Use an appropriate style and format (the font, for example, should be either Times Roman or Arial, size 12).
- Use one and a half or double line spacing. This is so your tutor can make appropriate comments between the lines – it will help them provide feedback.
- Have a contents page and number pages.
- Reference all quotes, figures, diagrams, tables and pictures that are other people's work (be aware of plagiarism).
- Have clear bold headings and subheadings (this will allow you to check your progress).
- Have a clear gap between paragraphs.
- Use the Harvard system for referencing.
- Get someone to proofread your work. NEVER rely on a spell checker, it doesn't find *everything*.
- If you have appendices, make sure they are relevant and clearly labeled. An appendix is not a dumping ground for paper, it is an active part of the project.



accessing useful sources of information?

- A good starting point – often over-looked – is using the referencing within the textbooks you use. Usually there will be a list of further reading, which will give you a clearer idea of the previous research.

Throughout this book you can find links to a large variety of organisations (see list on pages 8–9) and websites (see list on pages 164–5) from all over the leisure industry. Some contain reports and studies written by professionals.

- Ask your tutor who may be able to guide you with some key articles or researchers names in your field of study.
- Ask your Learning Resource Centre staff for help – they often have useful information which you may not be aware of.
- Even if your Learning Resource Centre does not have a wide range of books, the staff will be able to order the book you want through the British Library system.
- Remember that you have a wide variety of resources at your disposal, such as the internet, books, audiotapes, video, DVD, newspapers, radio and TV.

Q What would you say are the most common mistakes that students make while conducting their studies?

- Failing to keep references up-to-date. This means that near the end of compiling the project, students are searching for references to pieces they have used and cannot find.
- Not spending enough time researching and reading. This helps set parameters early on and can actually save time by avoiding further research at the writing up stage.
- Losing sight of the original aims and objectives. These should always be at the forefront of the mind.
- Failing to expand on discussion points. Throughout the topic ask yourself the question: 'what does this mean, or what are the implications?'

- Failure to get your work proofread. Fresh eyes always spot the basic errors that the writer will miss. Small mistakes can make a project look unprofessional.

Q What advice would you give students considering researching a leisure topic in areas such as health and lifestyle, gender and race, and equality and diversity.

Within these areas there a multitude of research topics you may choose. It is therefore important that you start off with one fairly narrow, simple idea or study topic, for example, the influence of computer games on physical activity in children aged 13–15. Do not aim to cover a wide area. Remember you are doing a research project, not a PHD.

Q Finally, what would you advise if a student's motivation is dwindling?

- Speak to your tutor at the earliest opportunity. The later the problem is left, the more exaggerated it will become.
- Perhaps reconsider your topic area if it does not hold enough interest for you. However, this can only be done during the earlier stages. There comes a point when starting over would simply be unmanageable.
- Carry out the project in digestible chunks. This helps you appreciate the progress you make.
- If needs be, rearrange your schedule from your original plan, so that completing the project is still realistic and achievable. Do not set impossible deadlines and give appropriate amounts of time to tasks.
- Speak to the college support services, as they will offer a lot of practical advice and will be familiar with this issue.
- Take breaks. I have never worked on a Saturday afternoon because that is my time for watching football. Use these reward times for whatever interests you have. These times will seem even more special if you have worked hard during the week.

How Unit 6 is assessed

Unit 6 is assessed through coursework, in this case a research project, which you have to complete on your own, on a topic of your own choice from the leisure industry.

Your work must include evidence of:

- a research plan that identifies the topic together with the project aims and methodology
- research that includes references related to the research topic
- presentation of the completed research project
- an evaluation of the research project.

How you present the final version may well depend on a number of factors and the nature of the study. Indeed no two research projects in your class should, or are likely to, be the same. However, the key content and guidance is given below:

- Give a clear description of the subject to be examined and its relevance to leisure studies.
- Give a detailed plan of action, describing your objectives – not an outline.

- Assess the feasibility of the whole project before undertaking detailed work.
- Demonstrate where you have taken your knowledge and ideas for research from.
- Clearly lay out how you will carry out your research (methodology) for both primary and secondary data collection, describing any weaknesses or opportunities in the material that you notice.
- A section on your findings clearly presented.
- An evaluation section covering conclusions, analysis and any recommendations.

It would be wise to keep your tutor fully informed of progress to ensure the suitability of your proposal and work pattern.

Improving your grades

In general, you will get better grades by giving more comprehensive explanations, including good examples and showing a deeper understanding of the subject of your project. Your school or college should be able to help you in more detail, or you could visit the Edexcel website: edexcel.org.uk for more guidance.

General guidelines on presentation of assignments

Whilst the way in which you present your assessment evidence will not directly affect your grade, it is important that you strive to present it in a professional and well-structured way. The following are a few tips on achieving good presentation.

- 1 All assignments should be word processed, using a suitable font, such as Ariel. Try to avoid 'casual' fonts, such as Comic Sans.
- 2 You can use a different font for titles if you wish, but do not use more than two fonts in your work.
- 3 Be consistent in your font size. Generally, 14 or 16 is suitable for titles, and 12 for the main text.
- 4 Only use bold for titles – not the whole report.
- 5 Use italics and 'quotation marks' to show when you have copied text from another source, and indicate the source in brackets after the quote.
- 6 If you choose to use more than one colour in your work, limit this to two, for example, blue for titles and black for the main text.
- 7 Avoid using 'Wordart' for titles.
- 8 Use 1.5 line spacing throughout your work.
- 9 Do not cut and paste cartoon-style clipart into your work.
- 10 If you use photographs in your work, label each image underneath.
- 11 Insert page numbers into your finished work.

Useful websites

Public sector

Advisory Conciliation and Arbitration Services	acas.co.uk
Arts Council	artscouncil.org.uk
BBC	bbc.co.uk
Bristol City Council	bristol-city.gov.uk
Carmarthen Council	carmarthenshire.gov.uk
Census 2001	statistics.gov.uk
Charter Mark	cabinetoffice.gov.uk/chartermark
Chichester District Council	chichester.gov.uk
Commission for Racial Equality	cre.gov.uk
Connexions	connexions.gov.uk
Countryside Agency	countryside.gov.uk
Depart of Trade and Industry (DTI)	dti.gov.uk
Department for Culture, Media and Sport	culture.gov.uk
Department for Education and Skills (DfES)	dfes.gov.uk
Department for Environment, Food and Rural Affairs	defra.gov.uk
Department for Work and Pensions	dwp.gov.uk
Department of Health	dh.gov.uk
English Heritage	english-heritage.org.uk
Environment Agency	environment.gov.uk
Equal Opportunities Commission	eoc.gov.uk
Family Expenditure Survey	statistics.gov.uk
General Household Survey	statistics.gov.uk
Health and Safety Executive	hse.gov.uk
Highland Council	highland.gov.uk
Hounslow Borough Council	hounslow.gov.uk
Manchester City Council	manchester.gov.uk
Reading Borough Council	reading.gov.uk
Scarborough Borough Council	scarborough.gov.uk
Social Exclusion Unit	socialexclusionunit.gov.uk
Sporting Equals	cre.gov.uk
UK Sport	uksport.gov.uk
Westminster Council	westminster.gov.uk

Private sector

Accolade Corporate Events UK	accolade-corporate-events.com
Acorn Adventure	november.acumedia.co.uk
Alton Towers	alton-towers.co.uk
Anywork Anywhere	anyworkanywhere.com
Boat Race	theboatrace.org
Bourne Leisure	bourneleisure.co.uk
Camp Beaumont	campbeaumont.com
Center Parcs	centerparcs.com
Concerto Group	concertogroup.co.uk
David Lloyd Leisure	davidlloydleisure.co.uk
Disney	disneyinternational.com
DTB International – Hospitality and Events Management	dtbsportsandevents.com
Fitness First	fitnessfirst.com
Flamingo Land	flamingoland.co.uk
Haven Holidays	havenholidays.com
Henley Royal Regatta	hrr.co.uk
HF Walking Holidays	hfholidays.co.uk
International Convention Centre, Birmingham	theicc.co.uk
LA Fitness	lafitness.co.uk
Leisure Opportunities magazine	leisureopportunities.co.uk
Leisurejobs	leisurejobs.co.uk
Maximillion Events Ltd	maximillion.co.uk
McDonalds	mcdonalds.co.uk
Odeon Cinemas	odeon.co.uk
PGL	pgl.co.uk
Royal Ascot	royalascot.co.uk
Scarborough Spa	scarboroughspa.com
Silverstone (home of British Grand Prix)	silverstone-circuit.co.uk
Weight Watchers	weightwatchers.co.uk
Welcome Host	welcometoexcellence.co.uk
Wimbledon (All England Lawn Tennis Club)	wimbledon.org
Youth Hostels Association	yha.org.uk

Charities

Childline	childline.org.uk
Greenwich Leisure Limited	gll.org
Mencap	mencap.org.uk
National Society for the Prevention of Cruelty to Children	nspcc.org.uk
National Trust	nationaltrust.org.uk
Raleigh International	raleighinternational.org
Ramblers Association	ramblers.org.uk
Royal National Institute for the Blind	rnib.org
Sense (UK deafblind charity)	sense.org.uk
Sportsaid	sportsaid.org.uk
TimeBank	timebank.org.uk

Professional bodies

Association of Exhibition Organisers	exhibitions.work.co.uk
British Association of Leisure Parks	balppa.org
Chartered Institute for Personnel Development	cipd.co.uk
Institute of Leisure and Amenity Management (ILAM)	ilam.co.uk
Institute of Occupational Safety and Health	iosh.co.uk
Institute of Sport and Recreation Management (ISRM)	isrm.co.uk
Recreation Managers Association	rma-ofgb.org
Skills Active	skillsactive.com
Trade Unions Council (TUC)	tuc.org.uk

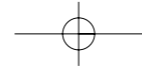
Sporting bodies

British Olympic Association	olympics.org.uk
British Paralympics Association	paralympics.org.uk
Capital Sport	capital-sport.co.uk
FIFA (Fédération Internationale de Football Association)	fifa.com
Fitness Industry Association	fia.org.uk
Football Association	thefa.com
International Association of Athletics Federations (IAAF)	iaaf.org

International Olympic Committee (IOC)	olympic.org
Lawn Tennis Association	lta.org.uk
National Coaching Foundation	sportscoachuk.org
Rugby Football Union	rfu.com
Sport England	sportengland.org.uk
Women's Sports Foundation	wsf.org.uk

Other

Advertising Standards Authority	asa.org.uk
Business in Sport and Leisure	bisl.org
Central Council of Physical Recreation	ccpr.co.uk
Disability Rights Commission	drc-gb.org
Drugs in Sport	drugsinsport.net
EM Media	em-media.org.uk
English Federation of Disability Sport	efds.net
European Leisure & Recreation Association	elra.net
Flora London Marathon	london-marathon.co.uk
International Organisation of Standardization (ISO)	iso.org
Investors in People	investorsinpeople.co.uk
Let's Kick Racism Out of Football	kickitout.org
London 2012 official site	london2012.org
Long Way Round (EwanMcGregor and Charlie Boorman)	longwayround.com
National Railway Museum	nrm.org.uk
Quest	quest-uk.org
Team Ellen (Ellen MacArthur)	teamellen.com
VisitBritain	visitbritain.com
World Anti-Doping Agency	wada-ama.org



Glossary

absenteeism persistent absence

accessible easy to reach or get into

Act of Parliament a part of the law passed by Parliament

action plan a strategy for achieving results

active being physically energetic

administration the management of affairs of an organisation

AIDA awareness, interest, desire, action

aims overviews of what you want to achieve

amenity a useful facility or service

anorexia a disorder characterized by fear of becoming fat and refusal of food, leading to weakness and even death

appraisal the process of considering and evaluating the performance of an employee with the objective of improving job performance

apprenticeship a form of training which involves workers committing themselves to one employer for a period of time during which they acquire the skills of the trade

brainstorming a technique for generating ideas in which members of a group express ideas as they think of them

break-even the short-run rate of sales at which a supplier generates just enough revenue to cover his fixed and variable costs

budget an organisation's predetermined financial plan for a given future period

chauvinistic having a smug, irrational belief in the superiority of one's own sex or race

clerical administrative activities such as typing and filing

commercial having profit as the main aim

community the people living in one locality or the locality in which they live. A group of people having cultural, religious, ethnic, or other characteristics in common. The public in general

commute a regular journey between one's home and place of work

consultation a process where people seek the views of others before finally deciding what course of action to take

contingency plans plans which would be adopted in the event of an organisation's original plans being thwarted to avoid disruption

contract a legally enforceable agreement between two or more parties (contract of employment)

corporate culture the distinctive culture of an organisation that influences the level of formality, loyalty and general behaviour of its employees

corporate identity the ethos, aims and values of an organisation, presenting a sense of its individuality which helps differentiate it from its competitors

critical path analysis a method of planning, scheduling and controlling projects involving interrelated but distinct activities

culture ideas, beliefs, traditions and practices, or the way of life of a particular group of people

customer (external) a private customer or a customer from another organisation

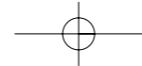
customer someone who receives a service

customer (internal) a customer from another part of the same organisation

customer charter a statement detailing what an organisation will do for the customer. A customer charter is a statement of intent and is generally not part of the contract that a service deliverer makes with its customer

customer service/customer care the marketing and technical functions which deal direct with customers to ensure a healthy relationship

CV curriculum vitae, personal data for a job application



data items of information

deadline a time limit for an activity

demographics data resulting from the study of the growth, size, distribution, movement and composition of human populations

desk research see primary research

direct mail/mailshot a form of marketing aimed at obtaining and retaining customers where the supplier contacts customers directly by mail

disciplinary procedure a set of rules governing the way managers should conduct investigations into infringements of company rules or unsatisfactory performance by employees

discrimination unjust treatment of people of which the main forms are: sex discrimination; race discrimination; disability discrimination

disengagement not being involved in an activity

dismissal the termination of an employee's employment with an organisation, or firing

equality of opportunity approaches to equality that promote equal access and by providing a fair and equal chance to gain access to resources or opportunities

ethnicity a social profile used to classify people according to their social and cultural heritage and identification

evaluation judgement on the quality of something

expenditure that which is spent

facilities a space or building providing supporting capability

feasibility study a study designed to determine the practicability of a system or plan

feedback information in response to an inquiry

finance the system of money

flyers leaflets used as a promotional tool

focus group a group of people brought together to give their opinions on a particular issue or product

gender the social and cultural attributes and expectations that society attaches to men and women through notions of appropriate masculinity and femininity

hallmark event distinguished event

hazard something can be dangerous

health and safety the regulation of organisation's working methods so as to discourage dangerous practices

homophobia hatred or fear of homosexuality

hospitality receptiveness and kindness towards customers

HRM human resource management

implement to carry something out or put into action

incentives a motivating influence or additional payment made to employees as a means of increasing production

inclusion being part of, or included, in something

induction the initial training an employee may receive at the start of employment to familiarise themselves with the organisation

investigating enquire or examine thoroughly and systematically

labour the human input to work activity

leave permission to be absent or the duration of such absence, officially excused from work

legislation written, or statute laws that have been passed by parliament

lifestyle a combination of attitudes, habits or behaviours that have a significant influence on the way a person lives and experiences their daily life

lobbying an attempt to influence in the formation of policy

local authority an administrative body, such as a county council, city council or metropolitan borough council

logistics the functions involved in moving materials

market research the collection and analysis of information about a particular market

marketing the managerial process of identifying customer requirements and satisfying them by providing customers with appropriate products in order to achieve the organisation's objectives

marketing mix see Ps (the four)

maternity leave a period of paid absence from work to which a woman is legally entitled to during the months immediately before and after childbirth

motivation the force or process which drives people to behave in the way that they do

national insurance state insurance based on weekly contributions from employees and employers and providing payments to the unemployed, the sick, the retired and medical services

NOS National Occupational Standards

not-for-profit sector the collective term used to describe organisations who provide services on a basis where profit making is not required

notice period the time between an advanced notification of intention to end a contract (leave a job) and the act of doing so

nutrition the process of taking in and absorbing nutrients, the process of being nourished

NVQs national vocational qualifications

obesity a very overweight state, usually defined by a body mass index of 30 or more

objectives the goals which an organisation sets for itself, which in turn determine the strategic and operational policies it adopts

orientation a course, programme or lecture introducing somebody to a new situation or environment

parameters constant or limiting factors

participants someone who is actively involved in something

partnership event an event where organisations from a mixture of the public, private or voluntary sector are involved

passive not active or not participating noticeably in an activity, like a spectator

paternity leave a period of paid absence from work which a father is legally entitled to

peer group/peers a group of approximately the same age who see themselves, and are seen by others, as associated, or belonging together in some way

peer review the process of screening and evaluating the work of peers

piece rates rates of pay for completion of a job

PEST(LE) analysis a framework used by strategists to identify those factors which affect an organisation's activities: political, economic, social, technological (legislative, environmental)

policy a plan of action or an expression of purpose, adopted or pursued by an individual, government or organisation

population all people living in a defined area or place

prejudice an unreasonable or unfair dislike or preference. Prejudices are typically reflected in negative attitudes towards particular groups of people

premises buildings, particularly as in a place of business

price-skimming a pricing technique designed to allow a business to charge each potential customer the most that he or she would be willing pay for a given product or service. The product or service is first offered at the highest price that customers will pay, and the price is incrementally dropped until it reaches a level designed to be viable for the long term

primary research when data is collected specifically for the study at hand. It can be obtained either by the investigator observing the subject being studied, or communicating directly or indirectly with the subject

prioritising arranging items to be attended to (in order of their importance)

private sector the collective term used to describe leisure businesses and the self-employed who provide services on a commercial, profit-making basis

product lifecycle the typical sales pattern of a product over time from its introduction

profit the difference that arises when sales revenue is greater than total costs

promotional techniques the means which an organisation can use to inform prospective customers of the nature and attributes of its products. Made up of advertising, sales promotion, personal selling, direct marketing, internet marketing and public relations

P's (the four), the marketing mix product, place, price, promotion

public relations (PR) a general means of promoting an organisation's company image

publicity the technique or process of attracting public attention to people, public interest resulting from information supplied by such a technique

public sector the part of an economy that consists of state-owned institutions, including services provided by local authorities, such as leisure centres

race a group of people of common ancestry, distinguished from others by physical characteristics

racism a hostile attitude or discriminatory behaviour, based on racial prejudice, towards members of other races, usually on the grounds that they are somehow inferior

recruitment and selection the process of filling job vacancies in an organisation by hiring new employees, often recurring

redeployment assigning to a new position (job)

redundancy the termination of an individual's employment when the employer ceases trading or the job ceases to be required because of rationalisation, change of product, etc

regeneration physical renewal or revitalisation of an area

remuneration the pay or reward to workers and managers for their labour services, in the form of wages, salaries and bonuses

resources an input (e.g. raw material, people, machinery) which is combined with other inputs to supply a good service

risk assessment the process of identifying and evaluating the possible impact of risks or hazards that exist

seasonal occurring at a certain season or part of the year

secondary research when a project requires a summary or collection of existing data

short list a list of suitable applicants for a job, a list of preferred items

SMART specific, measurable, achievable, realistic, timed

spectator a person viewing anything, such as a sport

sponsor a provider of funds, resources or services to an individual, event or organisation, which in return receives some rights and association which may be used for commercial advantage

staff a group of people employed by a company

staffing audit an inspection, correction and verification of staff

statute another term for an Act of Parliament or legislation

stereotype to characterise and label all members of a social group in some way, regardless of the differences between such people. A simplistic generalisation

strategy overall plan

suppliers a producer or distributor of a good or service

SWOT analysis a framework for identifying the internal strengths and weaknesses of something, the external opportunities open to it and threats it faces which can be used in formulating a strategy

timescale the span of time within which certain events occur, or are scheduled to occur, considered in relation to any broader period of time

USPs unique selling points

VDU visual display unit

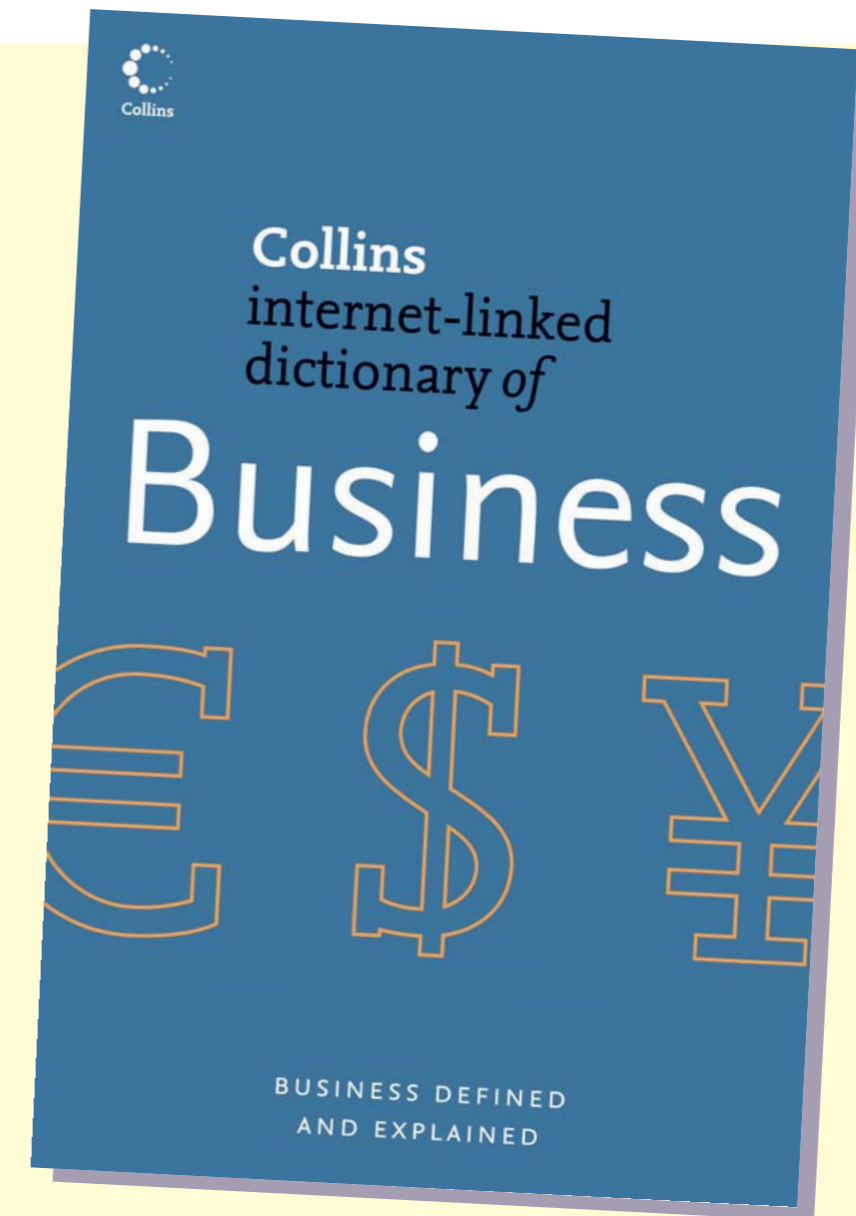
venue any place where an organised gathering, such as a concert, is held

voluntary sector the collective term used to describe organisations who provide services on a voluntary basis

volunteers a person who serves or acts in a specified function without promise of payment

working time regulations laws that address what hours are acceptable to work to during a week

working title a provisional or temporary title of a report



Many of the definitions used in this glossary can be found in the *Collins internet-linked dictionary of Business* (ISBN: 000720583X).

Ideal for more in-depth explanations to all the key areas of business theory and practice:

- marketing
- production
- finance
- human resources
- business policy
- international business

All of these areas are covered in the *Leisure Studies AS and A2 for Edexcel* books and the *Collins internet-linked dictionary of Business* provides a practical companion to this book.

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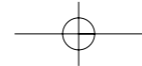
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