

# careers

## in leisure

**A guide to a career in**

- arts
- heritage
- sport
- countryside
- horticulture
- tourism

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# Careers in Leisure

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# Introduction

Leisure is still a very new career to many. The predictions of growth in leisure participation as people get more leisure time are starting to come true. For people starting out on a career in leisure the subject can be very confusing. This guide aims to help you to identify the leisure career best suited to you.

Unlike many professions, leisure does not have obvious educational or professional pathways, with clear entry qualifications leading onward to training and advancement. The profession covers a wide variety of specialisms including sport, the arts, tourism, heritage and countryside management. It is closely related to many other careers, such as planning, business management, marketing and teaching. Skills from these professions are often relevant and create opportunities to cross over into the leisure profession.

Whatever your leisure interest, the profession has something to offer. If you are considering a career in leisure, good luck; you will not be disappointed if you show commitment and dedicate yourself to providing quality service to leisure customers.

## USING THIS PLANNER

It is often said that leisure is a “people business”. It is a service industry whose customers have the ultimate in free choice. No-one forces us to participate in leisure activity; we do so because we enjoy it. If we don't enjoy it, we don't repeat the experience. The importance of committed and well trained leisure professionals is vital. This planner will help you in two ways if you are considering a career in leisure.

First, it will explain the many careers within the profession. It describes 29 basic career paths. No career is ever simple and there is a huge variety of jobs available. This first section sets out the main types of leisure career. It describes the basic skills you will need for the job and some possible career steps. Job titles vary enormously in leisure and those chosen here are only illustrative of the main types.

Fifty leading leisure professionals with broad experience in recruiting staff were asked to advise on the basic skills required and give a few words of advice to new entrants into the profession. This information is shown for each career as a “skills barometer”. This sets out the relative importance, on a scale of 1–100, to each career of the basic skills of:

- literacy
- numeracy
- technical competence
- management skills
- social and interpersonal skills
- marketing skills
- any other preferred skills

# Arboriculture and Environmental Horticulture

Arboriculture is the specialist branch of horticulture dealing with trees. Arboricultural training contains significant elements of environmental management and forestry, therefore arboriculturalists commonly deal with environmental horticulture in urban areas. Specialists in environmental horticulture also operate in countryside management.

Trees in urban areas can have preservation orders placed upon them and Planning Departments call in tree specialists to advise on the health, amenity value and quality of individual trees and groups of trees before making Tree Preservation Orders (TPOs). Owners of protected trees need the permission of the planning authority to carry out work on them and the same specialists advise in those cases.

Increasing environmental awareness has led to different management approaches to some areas of urban land, such as closed graveyards, derelict or contaminated land. Such areas are now commonly managed for their value to wildlife and the conservation of plants and animals. This branch of horticulture also extends to designing new forms of amenity planting using native and natural perennial plants instead of dense annual floral bedding.

Commercial forestry has linked skills but different end products. The Forestry Training Council and the Arboricultural Association deal with training in the respective branches of the profession.

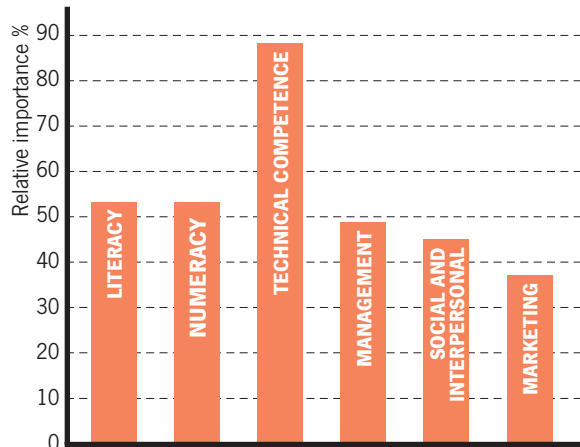
## RELATED CAREERS AND CAREER CROSSOVERS

Countryside management  
Amenity horticulture  
Landscape architect  
Forestry

## MAIN EMPLOYERS

Local authorities  
Forestry Commission

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Ecological awareness

## ARBORICULTURE AND ENVIRONMENTAL HORTICULTURE

Parks Director/Manager

Environmental/Technical Manager

Arboricultural Officer

Tree Work Craftsman/Tree Surgeons

Tree Work Manual Staff

# Arts Administration (Private)

In the private commercial sector the boundary between “arts” and “entertainment” becomes hazy. The promoters of rock concerts, theatrical musicals and variety shows are equally likely to promote Shakespeare or touring ballet and especially likely to promote productions by national subsidised companies which are “commercial”. The West End production of Les Miserables, originally by the Royal Shakespeare Company, is a good example.

Such promoters are often associated with venue management. Commercial theatre operators promote their own shows, buying in productions to fill their own theatres and then offering them for touring. Some promoters specialise in large venues, such as stadia, for major events. Promoters often begin with artist or venue management experience.

The ability to spot and recognise talent and identify the commercial possibilities in productions is vital. Financial and marketing skills are essential in ensuring commercial success.

Many foreign artists visiting the United Kingdom use commercial agents, making a knowledge of the international arts and entertainments scene an asset. Progress in this career is often dependant upon good fortune allied to hard work.

In the visual arts, commercial galleries depend upon a high level of retail skills as well as the ability to identify commercial artistic talent.

*“The leisure/cultural industry has many diverse but inter-related elements. A comprehensive understanding of this is becoming more necessary.”*

Heritage Manager

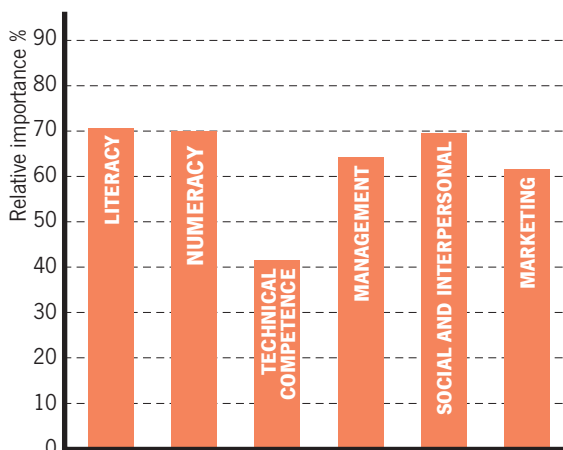
## RELATED CAREERS AND CAREER CROSSOVERS

Arts venue management  
TV and cinema

## MAIN EMPLOYERS

Trusts  
Commercial theatres  
Commercial galleries

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Negotiation skills
- Retail skills (visual arts)

## ARTS ADMINISTRATION (Private)



# Arts Administration (Public)

The main channels for government aid to the contemporary and performing arts are the independent Arts Councils of England, Scotland, Wales and Northern Ireland. Their aims are to: develop and improve the knowledge and practice of these activities; make them more accessible to the public; and advise and co-operate with central government departments, local authorities, and other organisations.

The Arts Council of England and its ten Regional Arts Boards (RABs) set the national and regional policy for the arts under the financial direction of the Department for Culture, Media and Sport. It also distributes National Lottery funds to the arts.

The staff of the Arts Council and the RABs work in either general administration or artform specialisms. The former deal with arts planning, finance and grants administration, personnel, etc. The latter support the development of individual artforms through the allocation of funds to professional artists, arts companies and venues. They promote the general improvement of the artform and advise on good practice.

Arts Council staff are often recruited from the practising arts and venue management. Skills or expertise in related areas will be required, particularly for artform specialists.

Local authority arts administration has many features in common with local authority sports administration and sports development.

Sports and arts staff frequently co-exist in integrated leisure departments and career paths develop in parallel and can cross over. Links are strong between arts promotion, marketing and public tourism promotion. Many local authorities link these disciplines at senior level.

*“Be prepared to start out in voluntary work to gain practical experience. Be prepared to be flexible and work long and irregular hours. Do not expect wealth beyond the dreams of avarice.”*

Arts Planner

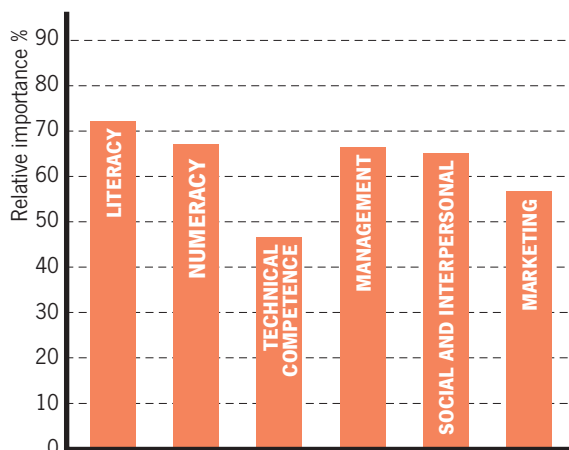
## RELATED CAREERS AND CAREER CROSSOVERS

Tourism promotion (public)  
Arts development  
Arts promotion

## MAIN EMPLOYERS

Local authorities  
The Arts Councils

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Political awareness

## ARTS COUNCIL/REGIONAL ARTS BOARDS

### Chief Executive

National Artform Manager

Regional Director

Regional Artform Specialist

Administration/Executive Officer

## LOCAL AUTHORITIES

### Director of Leisure

Arts Manager/Arts and Tourism Officer

Arts Festival Director

Arts Officers

Arts Development Officers

# Arts Organisation Management (Professional)

## Arts Organisation Management (Voluntary)

Artistic organisations require both artistic and administrative direction. The former role is generally filled by experienced performers/directors/conductors, etc. The latter deals with business administration for the company and the relationships between companies and outside bodies.

Artistic companies are generally divided into exclusively performing companies and companies which perform for other purposes, such as education, helping people with special needs, raising ecological awareness, etc. The latter often employ specialists with experience in the relevant field of work.

Performing companies usually employ marketing professionals to promote their productions with receiving theatres.

Voluntary arts organisations often use fundraisers, either professionally or in a voluntary capacity, to add to their income from membership and ticket sales.

An arts managers job includes planning performance and travelling schedules, recruitment of performers and technical staff, budgeting and financial control, as well as day-to-day management of people. Interpersonal skills are important as performers can make difficult employees. Arts Training (South) exists to support in-service training in the arts in this region.

*“Never lose sight of the end product which is meant to help people spend precious leisure time happily, safely and constructively. The managers don’t matter: the customers do.”*

Arts Company Manager

### RELATED CAREERS AND CAREER CROSSOVERS

Arts administration (public)

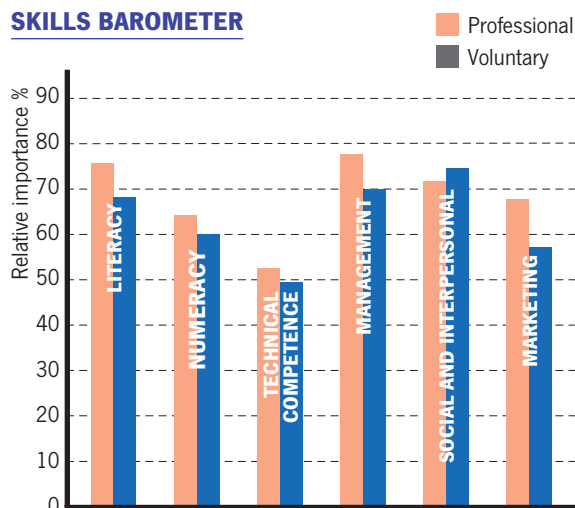
Arts organisation (professional)

### MAIN EMPLOYERS

Professional Theatre companies  
Orchestras etc.

Voluntary Arts societies

### SKILLS BAROMETER



### OTHER SKILLS PREFERRED

- Negotiation skills (professional)
- Fundraising skills (voluntary)

### VOLUNTARY

#### Company/Society Manager

Artistic Director

Fundraiser

Voluntary Administrator

### PROFESSIONAL

#### National Company Director

Regional Company Manager/Director

Artistic Director

Company Manager

Company Specialist – Education/Marketing/  
Fundraising etc

Company Administration

# Arts Venue Management (General)

The skills barometers show that venue management in sport and in the arts requires very similar skills. The career paths involved are also very similar, beginning with direct service to the public and leading to sectional management and general management.

Theatres are often classified as “receiving houses”, which host touring theatre productions, and “producing houses”, which have resident theatre companies of actors who put on productions either for the venue or for touring. Administration of the latter type of theatre often requires artistic direction skills as well as general management skills.

Venue managers need expertise in negotiation as they are required to balance the cost of putting on or receiving a production against the likely income. Negotiations between venue managers and art producers generally concentrate on financial matters but legal and contractual details about the method of presentation, cast to be engaged, services to be provided by the host theatre or the visiting company, etc also have to be agreed. Specialist jobs within arts venues include catering, front-of-house management, box office management, marketing and artistic direction. General management skills, supplemented by an interest in the arts, provide an alternative route into venue management.

*“To be a Theatre Manager you need diplomacy, versatility and business acumen.”*

Theatre Manager

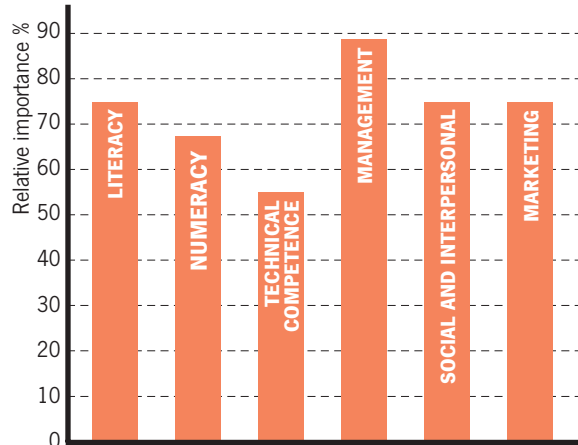
## RELATED CAREERS AND CAREER CROSSOVERS

Arts administration (public)  
Arts administration (private)

## MAIN EMPLOYERS

Local authorities  
Trusts  
Commercial theatres

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Planning skills
- Event management skills
- Negotiation skills

## ARTS CENTRES etc

(For Galleries see Curatorship)

### Arts Development Officer

Arts Centre Manager

Art/Craft Specialist

Voluntary Staff

## THEATRES

### Theatre Manager National or Regional Theatre

Theatre Manager (West End/Major Commercial)

Theatre Manager (Provincial or Repertory Theatre)

Front of House Manager/Box Office Manager

Attendant/Usher/Box Office Staff/Catering Staff etc

# Arts Venue Management (Technical)

A whole range of craft and technological skills are required in theatres and arts centres, including carpentry, painting and electrical. Stage technicians need initially to be qualified in a relevant skill. The specialist adaptation of such skills is dealt with in various theatre design and technical courses.

Computer expertise has become necessary for this work as the technical aspects of theatres and other venues are increasingly programmed into computer systems. Safety of the public and employees dealing with electrical and mechanical equipment is of paramount importance in this profession.

Theatre technical staff are in demand for cinema and television studio work for which specialist but parallel skills are required.

The most common specialisms deal with sound engineering, lighting design and stage design. Stage management is a related skill which links the technical and production aspects of theatre.

*“A five-year plan for yourself is as important as a five-year plan for your company. A peripatetic nature will give a wider view of the arts world and be of greater value to your training programme.”*

Theatre Technical Manager

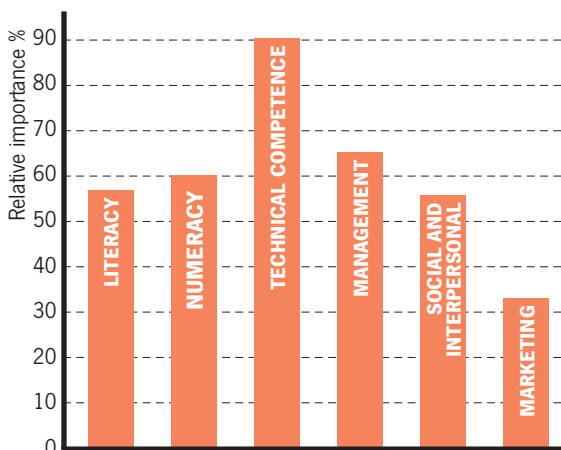
## RELATED CAREERS AND CAREER CROSSOVERS

Arts venue management  
TV and cinema

## MAIN EMPLOYERS

Local authorities  
Trusts  
Commercial theatres

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Planning skills
- Event management skills
- Safety management skills
- Computer skills

## ARTS VENUE MANAGEMENT (Technical)

### Film and TV Technical Management



# Attractions Management

Tom Peters, the American management guru, identifies Disney as an example of good practice and management excellence. Disney's success has increased everyone's awareness of the quality of service required in theme parks and attractions.

A wide range of national and international theme parks and attractions operators now exist, providing either straight participation in rides and sideshows or themed experiences where rides form only one part of a visit to a site.

Staff in theme parks have to attain very high levels of service delivery as well as an acute awareness of public safety. In many cases the skill is creating the apparent illusion of danger without actually causing any (eg white knuckle rides). Some theme park managers also operate hotels. A high degree of technical competence is required as many of the rides are controlled by sophisticated computer programmes. Specialist skills in crowd and vehicle control have been developed by attractions operators.

*"If you're not serving the customer, make sure that you're serving someone who is!"*

Tom Peters' Video

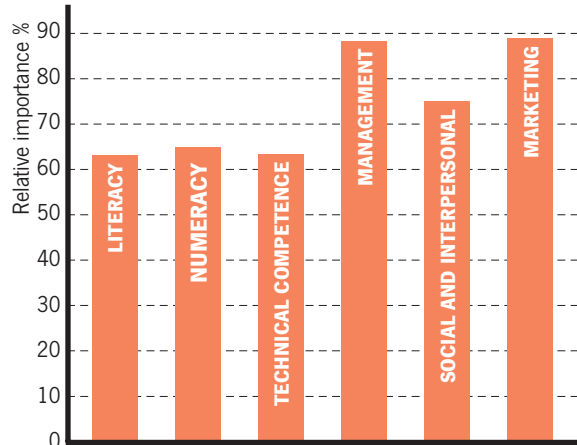
## RELATED CAREERS AND CAREER CROSSOVERS

Hotel and catering  
Heritage site management

## MAIN EMPLOYERS

Private companies

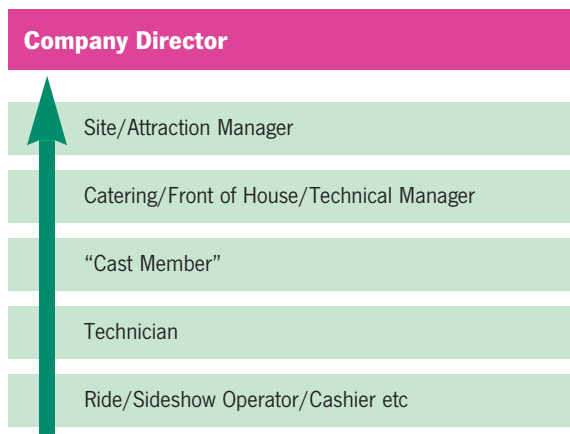
## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Retailing skills
- Safety management

## ATTRACTIONS MANAGEMENT



# Conservation and Documentation

These two museum disciplines will usually be combined with curatorial work. However, in the largest collections the responsibility for documenting the collection and information management may be handled by specialists. The growth of interactive computer technology means that it is now possible for museum visitors to gain computer access to collections not normally on display. The preparation of CD-ROM displays for public access computer systems increasingly requires specialist information and technology skills.

Skills and qualifications for documentation management are the same as for curators, although information technology training provides a different access route.

Conservation prevents the deterioration of museum collections. Conservators are specialist craftspeople who may work exclusively for larger museums but generally are independent or self-employed people who work on contract for museums, dealers and private collectors.

A scientific understanding of the chemicals and materials used and a sensitivity for the objects' artistic and historic value are required. Conservation is separate from restoration as most museums do not seek to restore objects to an earlier condition. Conservators work with curators and designers to create storage and display systems that do least damage to the collection.

Good manual skills and a sense of colour, as well as patience, are required. Training varies according to the specialism, but training in chemistry is often required. The United Kingdom Institute for Conservation publishes a guide to available courses nationally.

*"Get a start, keep learning and work hard."*

Regional Director

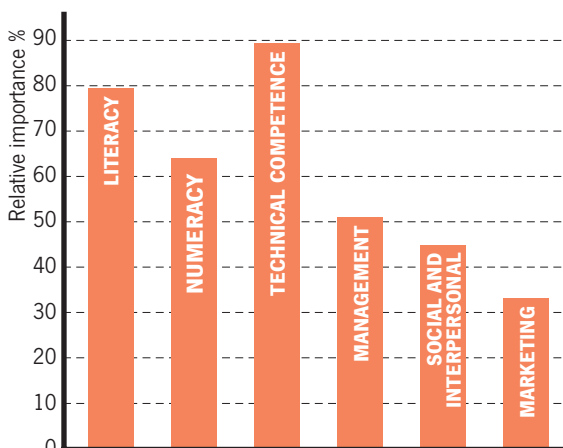
## RELATED CAREERS AND CAREER CROSSOVERS

Curatorship  
Art history  
Librarian

## MAIN EMPLOYERS

National museums and galleries  
Local authorities

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Design and display skills
- Manual skills
- Computer skills

## CONSERVATION

Curator/Conservation and Commissioning

Specialist Conservator

Apprentice/Assistant Conservator

## DOCUMENTATION

Information Manager

Museum Documentation Officer

# Countryside Management

## Countryside Conservation and Wardening

Countryside visitor sites need to balance the needs of the natural environment with the management of visitors.

Countryside managers need to plan for public access through rights of way management, vehicle control and the siting of interception facilities which keep visitors away from more sensitive environments. Such facilities give an impression of an area or landscape so that visitors to the countryside can enjoy the experiences while causing less damage to sensitive areas. Conflicts between visitors and agriculture also need managing.

Site wardens and rangers need a wide range of practical skills and a knowledge of basic agricultural techniques, such as hedging, ditching and fencing. The British Trust for Conservation Volunteers or local conservation trusts often provide a pool of voluntary staff. These voluntary bodies often act as a first point of recruitment. Specialist interest in particular areas or species can also lead into the profession via societies such as the Royal Society for the Protection of Birds. The Countryside Commission offers a wide range of in-service training.

Countryside visitor centres provide the same types of customer services as heritage sites or folk museums and need similar skills.

The National Parks and Sites of Special Scientific Interest (SSSIs) are managed primarily for conservation and require ecological management skills.

*“Have a positive attitude; a pragmatic person with political awareness can achieve more than someone with intransigent ideas.”*

Countryside Commission Regional Officer

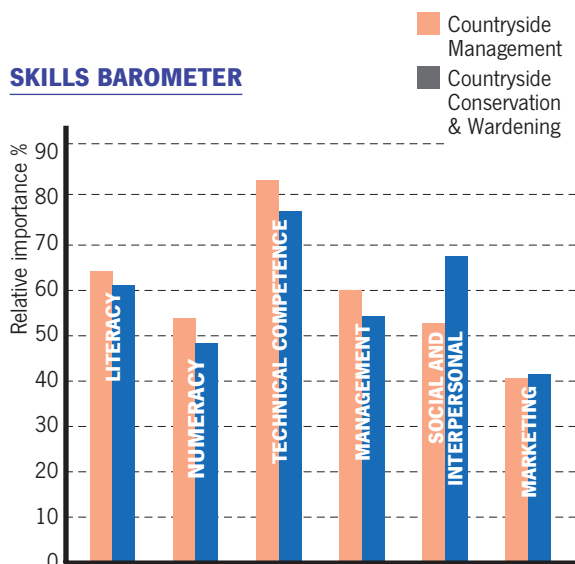
### RELATED CAREERS AND CAREER CROSSOVERS

Access and rights of way management  
Heritage site management  
Countryside site management

### MAIN EMPLOYERS

National Trust/National parks  
Local authorities  
Conservancy bodies

### SKILLS BAROMETER



### OTHER SKILLS PREFERRED

- Negotiation skills
- Ecological awareness

### COUNTRYSIDE MANAGEMENT COUNTRYSIDE CONSERVATION AND WARDENING



# Heritage Site Management/ Heritage Security and Wardening

The skills required in heritage site management are close to museum skills but are often linked to estate management and building technical skills.

The degree of conservation and public access to sites will decide which is the most important specialism. Since many employers, such as the National Trust or private landowners, rely heavily upon income from visitors to maintain and improve sites, retailing skills are important. The National Trust and other independent owners depend on voluntary staff and volunteering can offer a way into the profession.

Historic houses, archeological sites and landscapes are often set in countryside or rural settings and the skills of countryside management and access are frequently required.

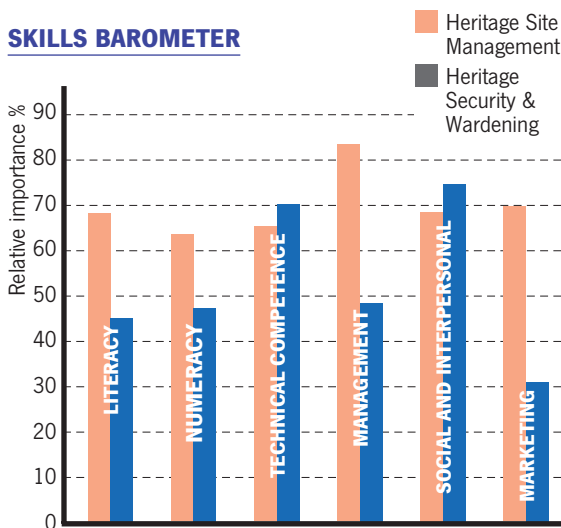
## RELATED CAREERS AND CAREER CROSSOVERS

Curatorship  
Estate management  
Countryside management

## MAIN EMPLOYERS

National Trust  
English Heritage  
Local authorities  
Private landowners

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Language skills
- Retail skills
- Estate management skills
- Negotiation skills

## HERITAGE

### National Director

National Specialist Manager  
(Estates/Conservation etc)

Area Agent/Regional Heritage Manager

Site/Estate Manager

Site Guides/Education Staff/Site Wardens

Visitor Services Staff (Reception, Security and  
Wardening, Catering Staff etc)

Voluntary Visitor Services Staff

# Hotel and Catering Management

The term “hospitality industry” can rightly be applied to this field and the related jobs of public house manager/ innkeeper. As well as achieving a high level of technical competence in food production, customer service, hygiene and cleanliness, hotels and restaurants seek to provide an experience for the customer which is difficult to define but unmissable when provided properly.

In addition to the direct services provided by front-of-house staff, the background staff are equally involved in creating the end product.

Managers in the industry are either sole proprietors who have developed their careers from a technical discipline, such as cooking, or are specialists who are trained for this multi-purpose role. The industry’s training body, the Hotel and Catering Industry Management Association (HCIMA) offers widely accepted training programmes. Practical as well as theoretical training is required to achieve the correct balance of technical competence with management and interpersonal skills.

The range of employment is very wide, from local pubs and cafés to international hotel chains and multiple restaurants. The hotel and catering industry is highly regulated for safety and hygiene but it is also highly graded for quality of product and service. Hotel and restaurant grading schemes, such as the Automobile Association “star” grading and Egon Ronay listings, influence the success and profitability of the industry which is, therefore, highly conscious of quality.

*“Have a good appreciation of the high demands of the job during working hours which tend to be very long; but also be aware of the opportunity for fulfilment as you need to give 100% of yourself to be successful.”*

Hotel Manager

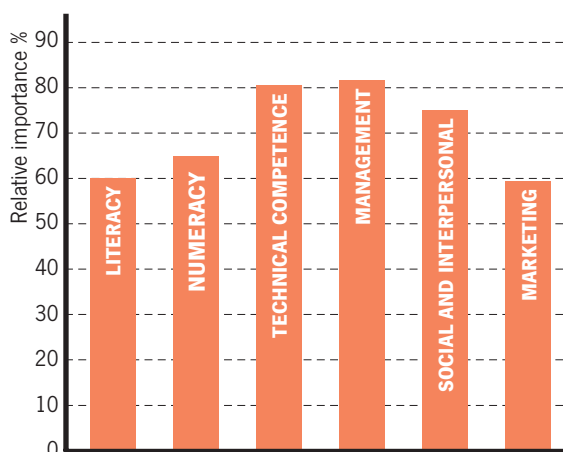
## RELATED CAREERS AND CAREER CROSSOVERS

Attractions management

## MAIN EMPLOYERS

Hotel groups  
Restaurants  
Brewers

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Language skills

## RESTAURANT

### Company Director

Area/Regional Manager

Restaurant Manager/Owner

Head Waiter/Chef de Cuisine

Specialist Wine Waiter/Chef

Waiter/Food Preparation

## HOTEL

### Company Director (Chain of Hotels)

Area Manager (Chain of Hotels)

Hotel Manager

House Manager/Reception Manager

Receptionist/Chef/Technical

Porter/Waitress/Domestic Staff

# Museum Management and Curatorship

Curators care for museum collections and need a thorough knowledge of their subject. In most museums they are the overall managers. In large museums curators only look after collections.

Most curators begin with a degree in a related subject; some gain experience through voluntary work. Training in academic, management and specialist museum skills is required in order to progress within the career. The Museum Training Institute helps museum staff find the relevant level of training and a number of colleges and universities provide courses in museum studies. Few visitor services or security staff cross over into curatorship but, with the advent of NVQs and other forms of in-service training, this may become more common. These staff need customer care skills as well as vigilance.

Museums vary widely in size and type from the great national museums and galleries to local authority (of which there are over 700), university and military museums. Independent museums are run by trusts or specialise in a very specific collecting area. Folk or heritage museums, where the public is encouraged to view collections in the original setting (such as the Weald and Downland Museum) and interactive museums, particularly linked to science and technology, are growing areas. The boundaries between museum and attraction management are becoming blurred in these areas.

Museums are increasingly used as resources to support the National Curriculum in Education and many are employing education specialists as schools liaison staff. As in sport and the arts, museums are doing outreach work in their local communities. One spin-off of this has been growth in recordings of recollections from the elderly.

*"You need genuine enthusiasm, the desire and the ability to communicate this to people, adaptability, efficiency and tact as well as academic skills."*

Museum Curator

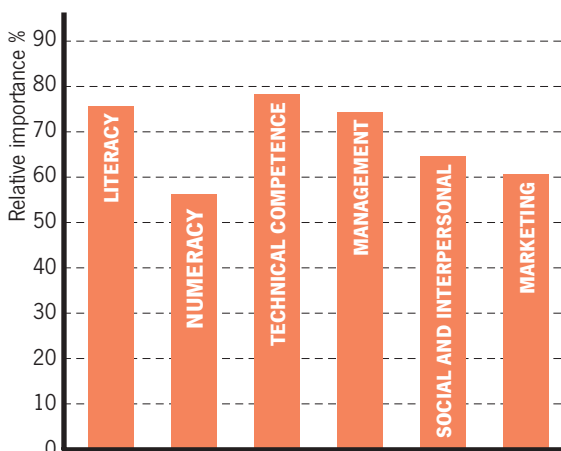
## RELATED CAREERS AND CAREER CROSSOVERS

Art history  
Archaeology  
Heritage site management

## MAIN EMPLOYERS

Local authorities  
Trusts  
National museums/galleries

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Retailing skills
- Academic skills

## MUSEUMS MANAGEMENT AND CURATORSHIP

### National Museum/Gallery Director



# Parks Management and Amenity Horticulture

Parks management deals with open air leisure generally in an urban setting. The parks manager deals with a less natural environment which is specifically designed for formal and informal leisure, from sport and open air theatre to children's play and the enjoyment of flowers.

The introduction of compulsory competitive tendering (CCT) in grounds maintenance for local authorities, which are the main employers, has led to specialism between clients, who specify the work to be done and check that it has been, and contractors, who carry out the work.

Amenity horticulture has in the past provided an excellent example of career development. Many managers in the industry entered it as gardeners. Most employers offer opportunities for in-service training.

The related discipline of landscape design links horticultural and architectural skills although it has separate training patterns.

The two main specialisms within the profession deal with sports ground maintenance and floral and amenity horticulture. Fine turf management for bowling greens, golf greens and cricket wickets is carried out by specialist greenkeepers or groundsmen. Floral and amenity horticulture deals with tending plants from a nursery to laying out and designing floral displays using specialist plants and flowers in formal beds.

*"Any job, however menial, can provide lessons to help with your career. Seek out people in the profession for their advice. They're generally very willing to give it freely and openly."*

Local Authority Parks Manager

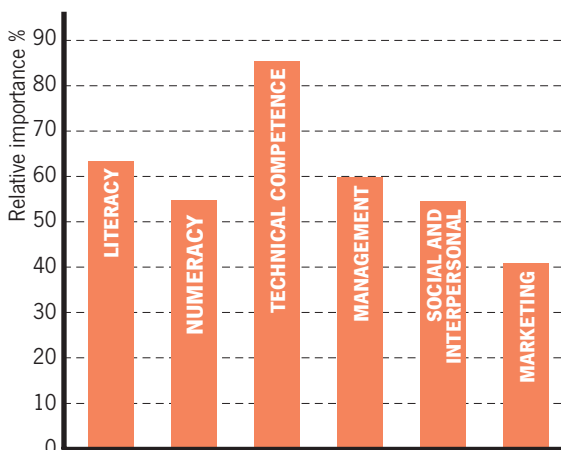
## RELATED CAREERS AND CAREER CROSSOVERS

Countryside management  
Landscape architect

## MAIN EMPLOYERS

Local authorities  
National Trust/private landowners  
Grounds maintenance contractors

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Landscape design skills
- Safety management

## PARKS MANAGEMENT AND AMENITY HORTICULTURE

### Parks Client Officer

Client Monitoring Officer

### Parks Director/Manager

Park/Area Manager

Supervisor/Chargehand/Nursery Manager

Fine Turf Specialist

Craftsman Gardener

Gardener/Security

# Professional Coaching

Professional coaches are employed in a variety of sports by individuals, schools, local councils, voluntary sports clubs, governing bodies of sport and professional sports clubs.

A high level of technical competence in the sport concerned is required in order to teach basic skills, analyse faults and assist players to develop their skill. Teaching and interpersonal skills are also important as coaches, particularly those who work with high-level athletes, often need to assist the athlete with mental as well as physical preparation. Former professional players often turn to coaching at the end of their active playing careers.

Careers in coaching are mainly developed by the governing bodies of individual sports, both by the training programmes which they organise and the award schemes through which they ensure improvement of standards. A number of educational establishments offer basic coaching skills as part of other courses. These provide access into the profession but experience and further training are vital to coach development. Physical education teaching is a frequent route into coaching.

The National Coaching Foundation (NCF) exists to promote coach education and development and to deal with unifying the basic coaching skills which are applicable to all sports. The NCF offers a wide range of professional development training courses for coaches.

*“Be prepared to be flexible in your outlook and approach to tasks. You should be able to learn something from even the most mundane of jobs!”*

Leisure Officer

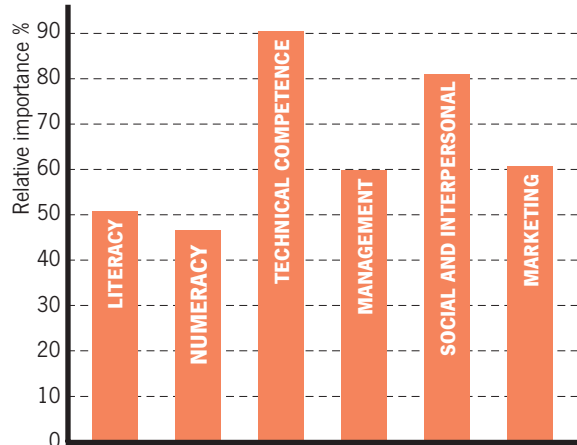
## RELATED CAREERS AND CAREER CROSSOVERS

Sports promotion  
Sports administration

## MAIN EMPLOYERS

Individuals  
Local authorities  
Sports clubs

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Para-medical skills

## PROFESSIONAL COACHING



# Professional Performance/Teaching

Professional performance in the arts and in sport relies on innate skill. Advancement is linked to the degree of talent and the willingness to work, learn and develop it, as well as an enormous slice of luck!

No career planner can help with this as every individual circumstance is unique. However, teaching the related skill often provides an economic safety net. Unlike sports coaching, there are fewer opportunities to teach groups and societies in the performing arts but, in the visual arts, local education authorities provide group tuition either in school or through adult education. Formal teaching qualifications are an advantage for working in the State education sector.

Specialist teachers in visual and performing arts can contribute to the personal development of individuals or groups with special needs. Specialist training is available to artists wishing to learn how to teach people with physical and mental handicaps.

*"Pray for the big break."*

Musician

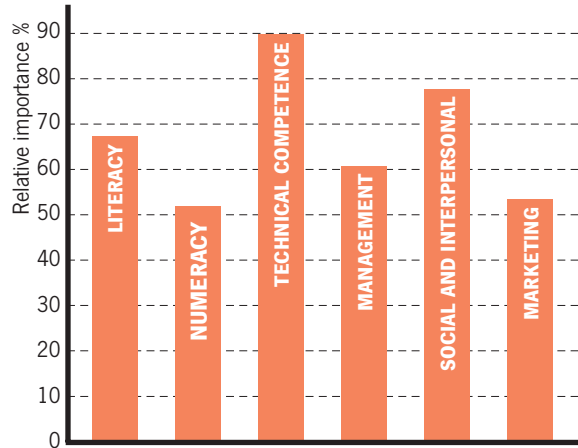
## RELATED CAREERS AND CAREER CROSSOVERS

Arts administration  
Arts promotion

## MAIN EMPLOYERS

Individuals  
Local authorities  
Voluntary groups  
Professional companies

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Negotiation skills

## VISUAL ARTS

### Special Needs Tutor

Local Education Authority Tutor  
Society/School Visiting Teacher  
Individual Arts Business  
Peripatetic Teacher/Artist

## PERFORMING ARTS

### Artistic Director

International Soloist/Conductor  
Soloist  
Ensemble Player  
Performer/Peripatetic Teacher

# Research

All fields of the leisure industry will require research work.

Staff can be recruited for fixed periods to deal with specific research projects or can be self-employed working on contracts for various public or private sector employers. Large market research groups employ specialist contract staff according to the work they have available.

Research officers or managers require specialist skills in the leisure profession in order to interpret the data available, design systems for collecting and analysing new information, and academic skills to follow desk-based research among written sources.

Specialist leisure consultancies will, as well as managing data collection, analysis and interpretation, advise their clients on how policies can be created and implemented to achieve the results best suited to the findings of the research.

*“My advice to anyone starting out in the leisure profession would be to combine qualifications/training with extensive self-motivated job experience and industry familiarisation – and recognise that the latter is as essential as the former.”*

Leisure Consultant

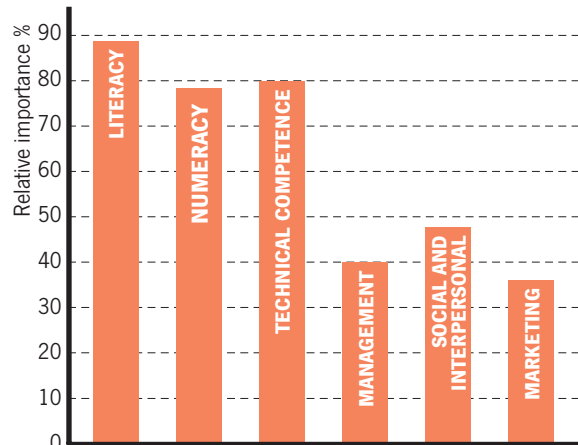
## RELATED CAREERS AND CAREER CROSSOVERS

Curatorship  
Consultancy

## MAIN EMPLOYERS

National collections  
Consultancies  
National Trust  
English Heritage

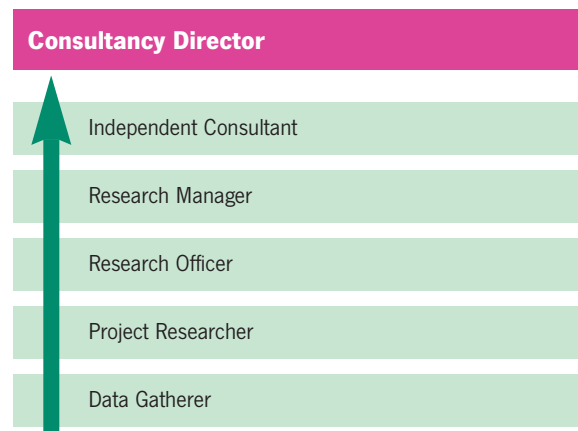
## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Academic skills

## RESEARCH



# Sports Administration (Public)

There are separate Sports Councils for England, Scotland, Wales and Northern Ireland. The United Kingdom Sports Council (UKSC) takes the lead on all aspects of sport and physical recreation, which requires strategic planning, administration, co-ordination or representation for Britain as a whole. The UKSC currently has nine members, including the chairman of the home country Sports Councils and key individuals from amateur and professional sport.

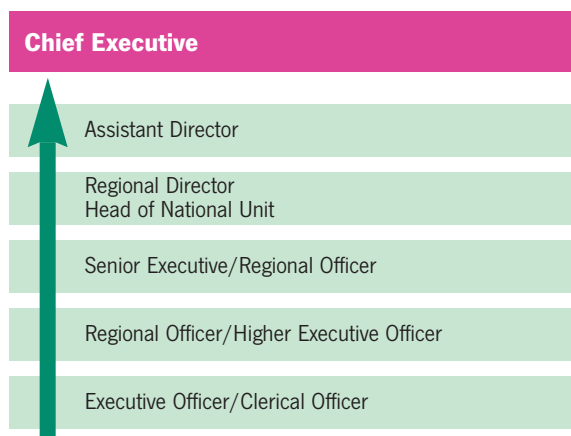
The English Sports Council is a government-sponsored agency responsible for the administration of sport. It distributes government funds to sports bodies, provides grants through the National Lottery for sports projects and encourages its partners to promote sport for young people and at the highest level of excellence. It oversees five national sports centres and works in ten English regions and a national headquarters for England.

Its national staff are largely involved in administrative and policy work in sport and some technical advice is given on sports design, coaching, etc. Regional staff are involved in encouraging local authorities, voluntary sports clubs, etc, to provide sporting opportunities that meet the Sports Council's overall objectives.

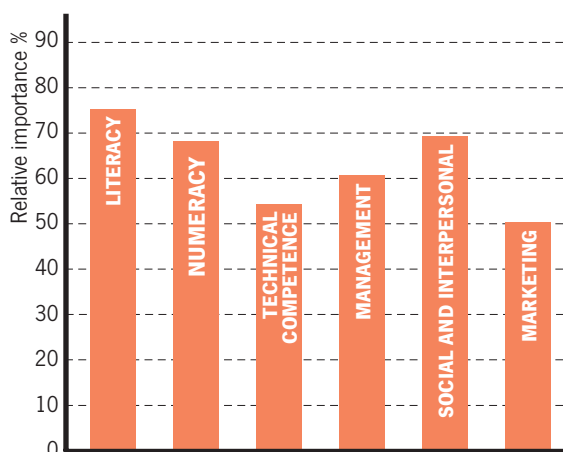
Local authorities are major providers of sport and recreation for local communities, both through facility provision and sports development. County councils are involved in sport through education and also provide access to sports facilities in schools.

Sports administration in local authorities is concerned with setting standards, monitoring community needs, dealing with the democratic process of local authority members' control and linking sport to the local

## THE SPORTS COUNCIL



## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Political awareness

authorities' other social and economic objectives. Many local authorities set out policies in community recreation strategies which help them to plan future needs for sport.

*"Look beyond your current discipline. Gather information and ideas and make contacts."*

Sports Council Senior Officer

## RELATED CAREERS AND CAREER CROSSOVERS

Facility management	Sports promotion
Parks management	Lottery advisor

## MAIN EMPLOYERS

Local authorities  
The Sports Council

## LOCAL AUTHORITY



# Sports Administration (Voluntary/Governing Body)

Sports administration in the voluntary and governing body sector relies massively upon volunteers who give up their free time to run sports clubs and sit on local sports councils, regional committees and national governing bodies. These unpaid “heroes” are supplemented by a small body of paid employees mainly working for national sporting bodies, such as the Football Association, Rugby Football Union, Hockey Association, etc.

The number of jobs in this field compared with the level of participation is minimal. Often professionals enter the field through voluntary work and bring with them specialist skills from their former employment.

Increasingly, however, as sport becomes more commercial, professional administrators with promotional and negotiating skills are required to supplement the technical (coaching) and team management aspects.

Players are also employing personal managers, or agents, to help them with their career.

Dealing with committees of volunteers requires strong interpersonal skills.

*“Don’t neglect your contacts with players at all levels and remember the old maxim, ‘He who shouts the loudest isn’t necessarily right.’”*

Chief Executive of National Sports Body

## RELATED CAREERS AND CAREER CROSSOVERS

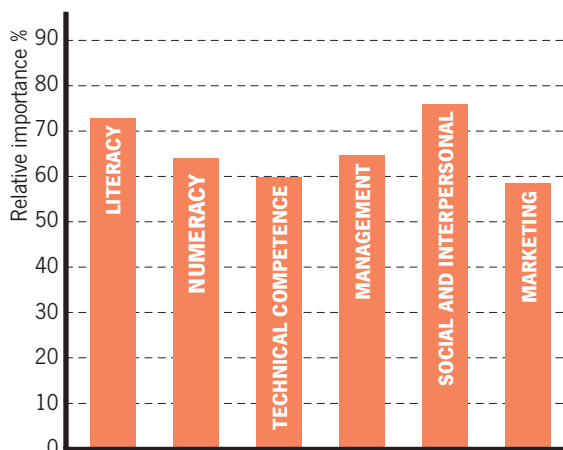
Sports promotion

## MAIN EMPLOYERS

Governing bodies

Sports clubs

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Fundraising skills

## SPORTS ADMINISTRATION



# Sports Development (Community)

## Sports Development (Sports Specific)

Sports development was originally conceived to complement public sports facilities. It is aimed at “target groups” of people who do not normally participate in sport through lack of finance, access or opportunity. Women, young people, the disabled or people with special needs are common target groups. Sports Development Officers (SDOs) organise programmes of sport accessible to such groups and provide opportunities for them to continue in sport through clubs, schools, etc.

An active interest in sport and communication skills are essential as SDOs are often called upon to coach as well as organise sessions. Some SDOs work across the whole community and range of sports; others work with specific target groups only. As well as organising programmes, SDOs provide links between public bodies and voluntary sports clubs.

A background in PE teaching is common for sports development posts as teachers often have some coaching qualifications. In-service training can be provided and the Central Council for Physical Recreation (CCPR) Community Sports Leaders Award is a well recognised basic qualification. In the South East, the University of Brighton provides a unique service in SDO training.

Sports Specific Development Officers (SSDOs) carry out the same role but within a single activity only. Governing bodies of sport have recruited SSDOs where they have seen a fall in recruitment or in school participation. Some SSDOs work with top level sports people or recruit promising players. SDOs and SSDOs often work alone with little direct supervision.

*“Find out the professional development opportunities offered by prospective employers. Check out their training policy and budget and what kind and what level of support is available to you to develop your skills and experience.”*

Sports Development Training Coordinator

### RELATED CAREERS AND CAREER CROSSOVERS

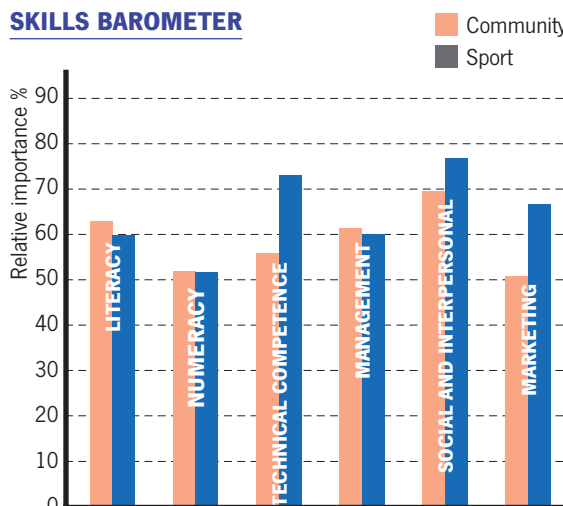
Sports administration (public)  
Play development  
Community development

Sports administration  
Voluntary/Governing body

### MAIN EMPLOYERS

Local authorities (general community and sport)  
Governing bodies (sport)

### SKILLS BAROMETER



### OTHER SKILLS PREFERRED

- Negotiation skills (Community)
- Coaching skills (Sports)

### COMMUNITY

#### Sports Development Manager, Team Leader

County Sports Development Officer

Sports Development Officer

Assistant Sports Development Officer (Youth etc)

Assistant Sports Development Officer

### SPORT SPECIFIC

#### National Development Officer (Sport)

County, Regional Development Officer (Sport)

(Cricket, Football etc) Development Officer

Assistant (Cricket, Football etc) Development Officer

# Sports Facility Management (Private)

Local authority leisure centres and swimming pools can be managed by private companies under the compulsory competitive tendering regime. Careers with these leisure management contractors are generally similar to those in the public sector, except that the exit at the top is into managing a group of facilities for the company as an Area/Regional Manager or Director of the company.

Workplace sports clubs tend to be of a smaller scale. National and multi-national companies can provide local, regional, national and international facilities for employees and their families. However, the managers of these facilities are often recruited from within the companies' general management and are often identified from voluntary work with staff sports and social clubs.

Private sports clubs are common in golf and tennis; staff are recruited from a background of interest in these sports as well as leisure management or general administrative skills. Policy decisions are normally taken by a club committee.

Commercial sports centres, such as ice rinks, ten pin bowling centres, health and fitness clubs and indoor tennis centres recruit from sports people, general managers or leisure managers. A greater emphasis on financial control is required as these facilities exist to make a profit for their owners.

*"To be the best you need to adopt the ACE guidelines: Attitude, Commitment and Enthusiasm."*  
Leisure Contract Manager

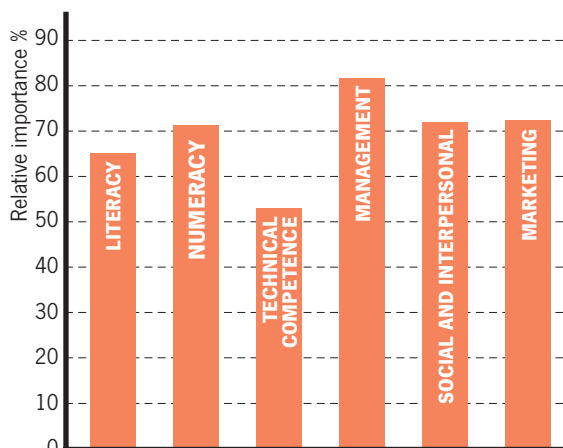
## RELATED CAREERS AND CAREER CROSSOVERS

Public facility management

## MAIN EMPLOYERS

Sports management contractors  
Private/company sports clubs  
Health clubs

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Planning skills
- Event management skills

## WORKPLACE SPORTS/SOCIAL FACILITY

### Company Director

Club Manager/Club Secretary

Club Steward

Sports and Social Committee (Voluntary)

Voluntary Helper

## COMMERCIAL SPORTS FACILITIES

### Company Director

Health Club Manager/Ice Rink Manager etc

Gymnasium Supervisor

Fitness Advisor/Tennis Coach etc

Sports Assistant/Receptionist/Catering Staff

# Sports Facility Management (Public)

Local authority leisure centres and swimming pools vary in size and complexity. They can be as small as a single sports hall on a school site or big enough to include sports arenas, leisure pools, ice rinks and athletics tracks all on the same site, like the Spectrum at Guildford.

General management training or specialist leisure management training is required. The specialist industry training organisation for sport and recreation, SPRITO, is working towards common standards for training courses in the industry but this is not yet complete.

Jobs involve supervising public or group use, programming the immediate and long-term use of the facility, financial management and control, marketing and promoting the overall use of the centre or individual activities, staff management, quality control and strategic development of the site and its facilities.

Specialist jobs within sports facilities which require directly related skills include catering management, plant operation (particularly relevant in swimming pools), health and fitness club management, marketing or business development.

Career development training is offered by the Institute of Leisure and Amenity Management.

The job requires flexibility of approach and a commitment to working anti-social hours.

*“Make sure that you realise that working in the leisure field means you will be working when others enjoy their leisure time.”*

Leisure Management Consultant

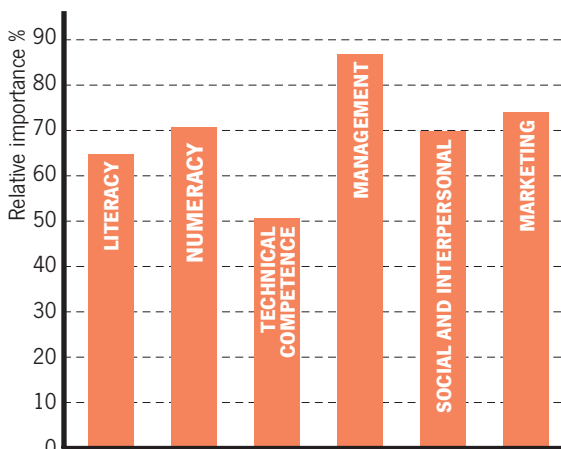
## RELATED CAREERS AND CAREER CROSSOVERS

Sports administration (public)  
Private facility management

## MAIN EMPLOYERS

Local authorities  
(Leisure centres/swimming pools)

## SKILLS BAROMETER



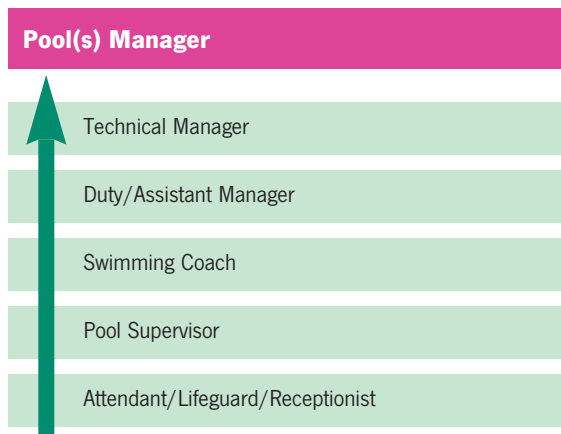
## OTHER SKILLS PREFERRED

- Planning skills
- Event management skills

## LEISURE CENTRES



## SWIMMING POOLS



# Tour Operator

Tour operators organise complete holidays, including travel, accommodation and other services. Larger companies are registered with the Association of British Travel Agents (ABTA). Tour operators offer either a specialist service covering one country or activity or general holiday travel to a wide range of destinations.

Tour operators require administrative staff to handle bookings, specialists in advertising and design to prepare literature, contracts managers to research destinations and book accommodation, and travel and local representatives to meet customers and ease their holiday problems. Holiday guides who conduct tours and visits can be independent or contracted to tour operators.

Inbound tour operators organising holidays for visitors to Britain provide the same services here. A professional qualification for guides exists in the United Kingdom; these "Blue Badge" guides are recognised by the English Tourist Board.

Strong interpersonal skills are required when dealing with leisure customers who have high expectations of quality. This is particularly true with holidaymakers, where negotiation skills, often conducted in local languages, are required to deal with problems and misunderstandings.

Airlines and airports provide a related career opportunity in dealing with the public.

The ABTA training scheme (described in this document under "Travel Agents") also covers tour operator staff.

*"Listen and learn. If you're looking for a 9 to 5 job – this ain't it!"*

Hotel Group Chairman

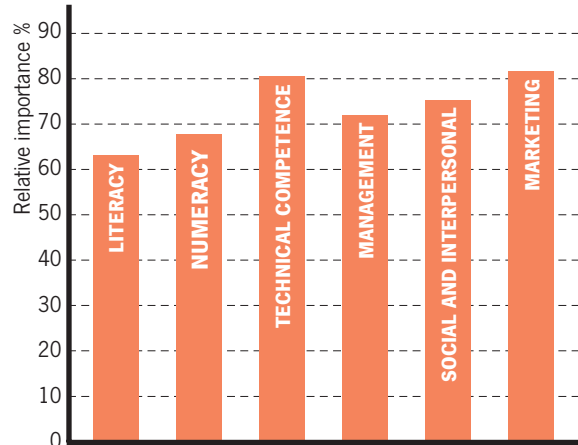
## RELATED CAREERS AND CAREER CROSSOVERS

Travel agent  
Hotel and catering  
Airlines

## MAIN EMPLOYERS

General tour operators  
Specialist tour operators

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Language skills
- Negotiating skills

## TOUR OPERATOR



# Tourism Promotion (Public)

Local authorities are becoming increasingly interested in the economic development potential of tourism to their area. It is now not only the traditional seaside resorts and historic cities who are employing tourism staff. The growing interest in industrial heritage and rural and “green” tourism means that opportunities exist in almost every area of the country for imaginative tourism promoters in the public sector.

A background or training in a tourism-related discipline is helpful and local authorities often link tourism with marketing or the arts which provide alternative entry routes into the profession.

Promoting tourism destinations, as opposed to individual holidays, requires a great deal of planning to co-ordinate the work of the various tourism enterprises in the area. Producing generic advertising for the destination and selling advertising space to businesses requires marketing and design skills. Planning events and activities to attract visitors and monitoring visitor numbers and expenditure are also important aspects. Countering negative impressions and pushing positive images of a destination in the national, regional and trade media requires public relations skills.

The Tourism Society exists to promote the interests of people in the business, although it does not offer in-service training leading to qualifications.

*“It’s competitive, not very well paid and has anti-social working hours; but it’s exciting, fast-moving, people-orientated and an industry with excellent opportunities – especially for females.”*

(Female) Tourism Officer

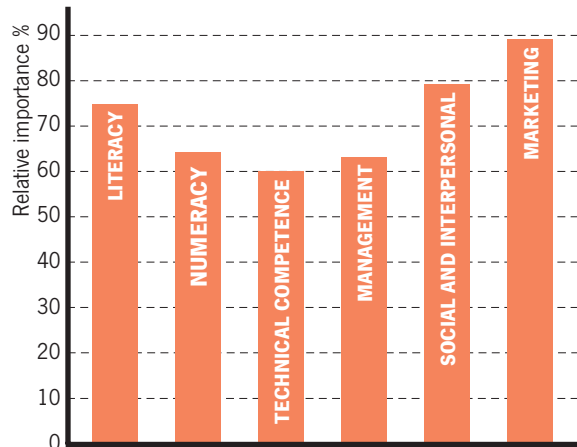
## RELATED CAREERS AND CAREER CROSSOVERS

Tour operators  
Travel agents

## MAIN EMPLOYERS

Local authorities  
Tourist boards

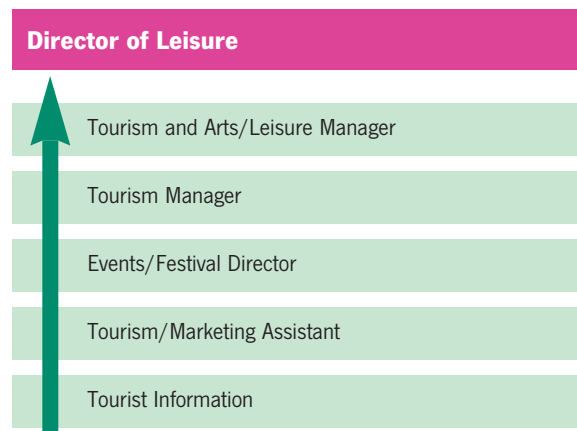
## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Language skills

## TOURIST PROMOTION (Public)



# Tourist Information

The Tourist Information Centre (TIC) network is generally provided by local authorities, except at major airports and points of entry. It is strongly supported by the English Tourist Board and the Regional Tourist Boards.

TICs can cover local, regional or national information and may be open seasonally or permanently. Local TICs provide information mainly for visitors to a single area, while national centres can provide both local information and information about other areas of the country.

Tourist Information Centre staff are normally expected to hold a Certificate in Tourist Information Centre Competence (COTICC). COTICC Certificates are available in three grades and are obtained by examination covering practical and theoretical skills. Computer databases of information and computerised displays are becoming increasingly common in TICs.

A friendly and helpful approach to the public is the main requirement but many employers are training staff in foreign languages in order to help European visitors.

*“It may be a truism to say that you need to get on with people to be in the leisure industry; it is a fact that cannot be ignored. That you need to be flexible and good tempered should be self-evident.”*

Tourism Director

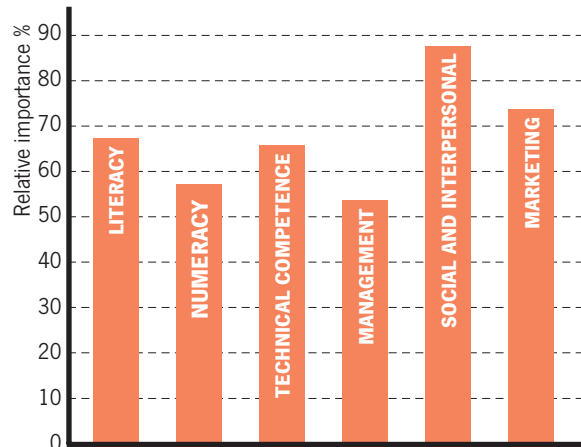
## RELATED CAREERS AND CAREER CROSSOVERS

Travel agent

## MAIN EMPLOYERS

Local authorities

## SKILLS BAROMETER



## OTHER SKILLS PREFERRED

- Language skills

## TOURIST INFORMATION

Tourist Information Centre(s) Manager

Information Assistant

Seasonal Information Assistant

# Travel Agent

Travel agencies are either sole operators or parts of chains of agencies either linked to tour operators or independent. They are the retail outlets of the travel trade and over 7,000 shops exist in the United Kingdom. Although their products are generally purchased unseen, except through brochures, the skills involved are closely related to retailing. They arrange leisure and business travel within the United Kingdom and worldwide.

The complexity of the product requires the travel agent to have knowledge of destinations, not always acquired through personal experience, in addition to other travel services, such as insurance and currency. Some travel agencies work on business travel for corporate clients and individual business travellers. Travel agents are also required to arrange shipping and freight transfer by sea or air.

Most holidays and travel are sold using computer databases, making computer literacy an important skill.

The Association of British Travel Agents (ABTA) supports a career development scheme for those working in travel agencies and the tour operator business. This is provided either directly through colleges or through a subsidiary of ABTA, the Travel Training Company. The International Air Transport Association (IATA) requires agencies who wish to sell its members' products to take specialist training approved by IATA.

*"Take every opportunity to become a better 'people person'; the leisure business is all about people and how to deal with them."*

Leisure Director

## RELATED CAREERS AND CAREER CROSSOVERS

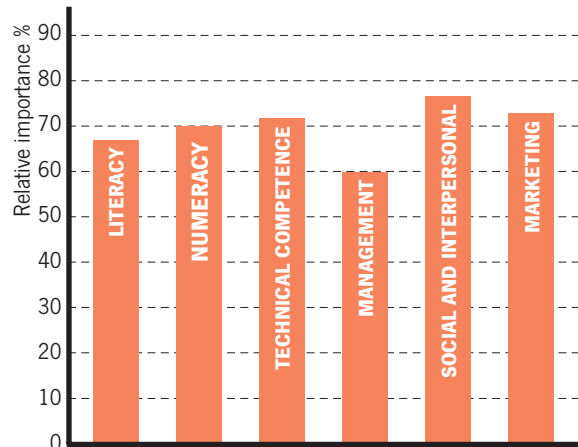
Tour operator

### MAIN EMPLOYERS

Local agencies

National agencies

## SKILLS BAROMETER



### OTHER SKILLS PREFERRED

- Language skills
- Retail skills

## TRAVEL AGENT

