



**NATIONAL BENCHMARKING SERVICE FOR SPORTS  
AND LEISURE CENTRES**

**FACILITY REPORT  
FOR  
HADEN HILL LEISURE CENTRE**

Prepared by the  
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October 2007

# NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

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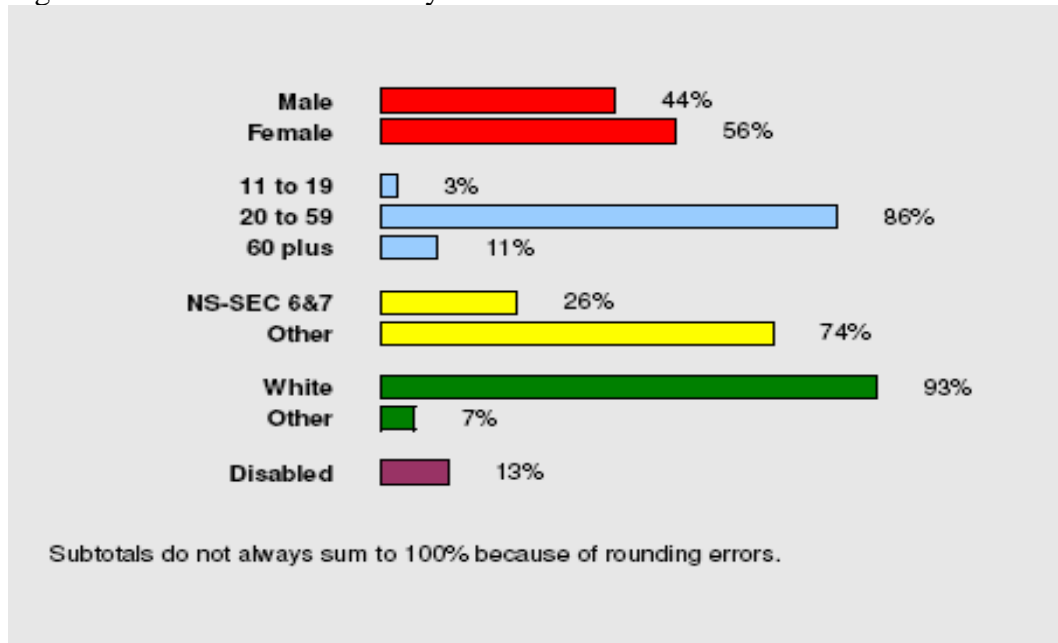
# NBS REPORT FOR HADEN HILL LEISURE CENTRE

## 1 INTRODUCTION

- 1.1 This report has been produced by Sport England's *National Benchmarking Service for Sports and Leisure Centres* (hereafter referred to as 'NBS') for Haden Hill Leisure Centre, which is run by Sandwell Leisure Trust. The report has been compiled by staff from the Sport Industry Research Centre (SIRC) at Sheffield Hallam University.
- 1.2 Before investigating the details of performance for Haden Hill Leisure Centre in this report, **please read the accompanying *Guidance document to accompany facility reports***.
- 1.3 The data in this report is based upon a survey of 237 users of the centre between 9<sup>th</sup> June and 17<sup>th</sup> June 2007, conducted by Leisure Net Solutions; and a financial return based on the year 1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007. It should be noted that the user survey sample is well below the recommended number of 350. This adversely affects the reliability of the user survey results and any indicator scores derived from them (principally access indicators) are therefore only indicative. The user survey and financial return are supplemented by catchment area data provided by the University of Edinburgh. A catchment area map is provided in section four of this report.
- 1.4 Haden Hill Leisure Centre is classified as being a 'mixed without outdoor' centre which means that it has a swimming pool of at least 20 metres in length and an indoor sports hall which could accommodate at least 4 badminton courts but no outdoor provision. The actual floor space of the centre is 4,556m<sup>2</sup> which means that it is benchmarked against broadly comparable centres with a total floor space of at least 3,000m<sup>2</sup> (that is large centres) and it has 3,712m<sup>2</sup> of usable space. The catchment area has a relatively high proportion (27.94%) of residents from NS-SEC 6&7, representing the most disadvantaged people in society. The centre is managed by a trust. In brief the benchmarking 'families' used for Haden Hill are:
- Mixed without outdoor site (benchmark family of 32 centres)
  - 20%+ of catchment population in NS-SEC 6&7 (benchmark family of 41 centres)
  - 3,000+m<sup>2</sup> floor space (benchmark family of 42 centres)
  - Trust management (benchmark family of 35 centres)

## 2. THE USER SURVEY SAMPLE

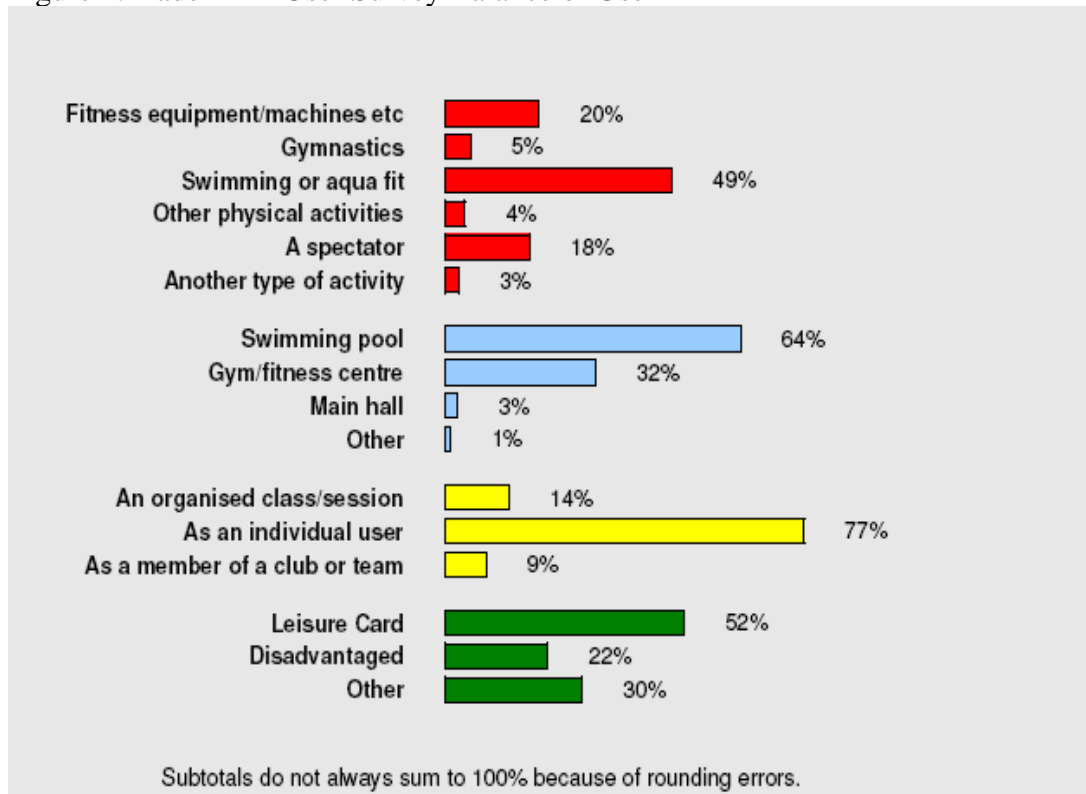
Figure 1: Haden Hill User Survey Characteristics



**Note:** The survey instrument groups respondents according to the new NS-SEC classification as used in the 2001 Census and now used as standard in all government surveys.

- 2.1 The broad nature of the 237 people who took part in the survey is shown in Figure 1. The primary purpose of the data in Figure 1 is for calculating Key Performance Indicators (KPIs) for comparison against benchmarks, whilst a secondary purpose is to provide important stakeholders with an overview of the user survey sample. Venue managers should reflect on the data and qualify the extent to which they are truly representative of the customer base (422,511 visits in 2006/07). It should be emphasised that any performance indicator scores dependent on the user survey findings are governed by the accuracy of the sampling in this survey especially given the low sample size.
- 2.2 A further test of representativeness is 'internal representativeness', that is the extent to which the respondents to the user survey truly reflect the balance of the programme and usage of the venue. Some key indicators in this regard are shown in Figure 2.

Figure 2: Haden Hill User Survey Balance of Use



Note: the percentages 'swimming' and 'using the pool' may vary because of two factors: first, many spectators use the pool area; second, the number of non-respondents to each question differs considerably.

2.3 Swimming (49%) was the most frequently stated main activity by survey respondents, followed by the use of fitness equipment (20%). Together these two activities account for over two-thirds of the main activities undertaken during the survey period. Given the distribution of activities undertaken, it is not surprising that the pool and gym/fitness centre were the most utilised areas of the facility. The majority of activities undertaken were casual (77%) rather than instructor led or club usage. About 52% of the respondents had some form of leisure card which gave them reduced price admission to the centre. Less than half of the discounted admissions made via leisure cards were by people with some form of disadvantage.

2.4 Assuming that the surveys were conducted randomly and that the user profile accurately reflects the centre's customer base, we now consider the centre's performance against a series of Key Performance Indicators and family specific benchmarks.

### 3. SUMMARY OF PERFORMANCE FOR HADEN HILL LEISURE CENTRE

3.1 The centre's performance is reported first, for the key indicators, relative to CPA thresholds; and second, for all indicators, relative to the 2006 national benchmarks, the latest available.

3.2 At the time of reporting, the seven facility performance indicators which had been proposed for the CPA have now been withdrawn from the CPA. Nevertheless, this report retains a structure of reporting against the previously proposed CPA thresholds for these seven indicators. This is because they are a good indication of national government priorities for sports facilities, and can therefore still be considered as key indicators for such facilities.

#### Performance for key indicators relative to proposed CPA thresholds

	Centre score	< lower	= lower	between CPA thresholds	= upper	> upper
% visits 11-19 years ÷ % catchment population 11-19 years	0.23		0.55		1.00	
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7	0.93		0.20		0.50	
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups	0.76		0.75		1.00	
% visits 60+ years ÷ % catchment population 60+ years	0.43		0.35		0.85	
Subsidy per visit (£) - 1	1.75		2.40		-0.10	
Annual visits per sq. m. - 1	114		60		150	

3.3 The centre's performance is consistent relative to the proposed CPA thresholds, with one of the seven key indicator scores above its upper threshold, four indicator scores between the thresholds and one indicator score below the lower CPA threshold. It should be noted that the score for Black, Asian and other ethnic groups is only marginally above its lower CPA threshold. For the seventh proposed CPA indicator, disabled under 60 years, the measurement of the indicator has changed and recommended CPA thresholds were not agreed.

## Performance relative to national benchmarks

3.4 The figures in this section position performance for each indicator relative to the four quartiles and three benchmarks identified in the general guidance which accompanies this report. This positioning has been judged by the NBS analysts by examining 'average' performance across the four family comparisons. These four comparisons for each indicator are in the detailed performance results in Section 5 below.

### *Key indicators*

<i>Key indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2<sup>nd</sup> quartile</i>	<i>50%</i>	<i>3<sup>rd</sup> quartile</i>	<i>75%</i>	<i>Top quartile</i>
11-19 years							
NS-Sec 6&7							
Ethnic minorities							
60+ years							
Disabled <60 years							
Subsidy per visit							

3.5 The performance of the centre for key indicators relative to the national benchmarks offers more detailed relative positioning than the performance relative to proposed CPA thresholds and in this case presents a weaker picture after allowing for the fact that 'disabled under 60' performance is now included and 'visits per square metre' performance is excluded. Because the definition of the previously proposed CPA indicator for visits per square metre was changed by the Audit Commission and DCMS, to exclude corridors and offices in the measurement of square metres, there are no benchmarks to compare with at present for this proposed CPA indicator. In the other indicators part of Section 5 of this report, and in the utilisation summary below, the visits per square metre indicator is measured in the way that NBS has always measured it (including corridors and offices in the square metres), and compared with the 2006 benchmarks. Furthermore, the centre had actual central establishment charges which were zero and in the financial return you estimated what they would have been if they had been charged - the CPA subsidy per visit calculation includes these estimated central establishment charges in the total costs. In the other indicators part of Section 5 of this report, the subsidy per visit indicator is measured by using actual costs, including zero central establishment charges for your centre.

3.6 One of the key indicator scores is in the top quartile. Two, however, for 11-19 years and Black, Asian and other ethnic groups, are in the bottom quartile - the

latter despite scoring higher than the lower CPA threshold, indicating how low this threshold was proposed. Black and other ethnic minorities are nearly 9% of the adult catchment population, but are 6.5% of visits to the centre in the period of the NBS user survey. 11-19 year olds are over 13% of the adult catchment population, but only just over 3% of the visits according to the user survey. The efficiency indicator subsidy per visit performs at the 25% benchmark level relative to other similar facilities.

### Access

<i>Access indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2<sup>nd</sup> quartile</i>	<i>50%</i>	<i>3<sup>rd</sup> quartile</i>	<i>75%</i>	<i>Top quartile</i>
Females							
11-19 years							
20-59 years							
60+ years							
NS-Sec 6&7							
Ethnic minorities							
Disabled <60 years							
Disabled 60+							
Unemployed							
Discount card holders							
Disadvantaged card holders							
First visits							

- 3.7 When considering the wider set of access indicators, rather than just those in the proposed CPA key indicators, the picture is of more mixed access performance. It is important to stress that not all the access groups identified are likely to be important to a social inclusion agenda. Five of the groups which might be seen as important to social inclusion perform above the 50% benchmark level (NS-SEC 6&7, disabled under 60, disabled 60+, disadvantaged card holders, and the unemployed), but three which are relevant to social inclusion are below their 50% benchmark performance levels (11-19 years, ethnic minorities, and 60+). One other indicator is in its top quartile (20-59 years) but they are not normally considered relevant to social inclusion because they are not necessarily disadvantaged.
- 3.8 Financial performance is weak relative to the benchmarks, with all four subsidy indicators at or below their 25% benchmarks. All the subsidy scores in the other indicators figures in Section 5 are calculated using the actual costs, rather than including any estimated central establishment costs. The main factor which constrains this financial performance is relatively weak income performance, which

is not sufficiently compensated by relatively strong operating cost performance. Direct income per visit is very low, in its bottom quartile, and it is relevant to note that satisfaction with entrance charges and value for money of activities are respectively seventh and tenth in the satisfaction rankings, with average customer scores of 4.35 and 4.31 out of 5. These are unusually high and suggest room for increasing activity prices and hence direct income per visit.

### *Financial*

<i>Financial indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2<sup>nd</sup> quartile</i>	<i>50%</i>	<i>3<sup>rd</sup> quartile</i>	<i>75%</i>	<i>Top quartile</i>
Subsidy per visit							
Cost recovery							
Subsidy per m <sup>2</sup>							
Subsidy per resident							
Operating cost per visit							
Operating cost per m <sup>2</sup>							
Maintenance and repair cost per m <sup>2</sup>							
Energy cost per m <sup>2</sup>							
Income per visit							
Income per m <sup>2</sup>							
Direct income per visit							
Secondary income per visit							

### *Utilisation*

<i>Utilisation indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2<sup>nd</sup> quartile</i>	<i>50%</i>	<i>3<sup>rd</sup> quartile</i>	<i>75%</i>	<i>Top quartile</i>
Visits per m <sup>2</sup>							
% of visits casual							
Weekly number of people visiting							

3.9 The main throughput indicator, visits per square metre, is measured in the other indicators figures in Section 5 by using the total floor space of the centre. This indicator performs at the third quartile level. However, the weekly number of people visiting performs at the top quartile, suggesting excellent market penetration in the local catchment population. The percentage of visits which are casual (77%) is average by industry standards but whether or not this level of casual use is appropriate depends on the targeting and programming policies of the centre.

### *Satisfaction with and importance of attributes*

3.10 The tables below identify five attributes with the largest gaps between importance and satisfaction, by mean scores or by ranks. These gaps signal the attributes with the most potential to represent problems, although it should be emphasised that no attribute has a satisfaction score of less than three, the neutral score (neither satisfied nor dissatisfied), so there are no absolute problems among the attributes scored in the user survey.

#### Mean score gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Cleanliness of changing areas	4.71	3.82	0.89
Quality of flooring in sports hall	4.54	3.67	0.87
Cleanliness of activity spaces	4.69	3.94	0.75
Quality of lighting in sports hall	4.57	3.83	0.74
Number of people in the pool	4.64	4.16	0.48

#### Rank gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Cleanliness of changing areas	2	17	-15
Cleanliness of activity spaces	3	14	-11
Water temperature in the swimming pool	4	11	-7
Water quality in the swimming pool	1	6	-5
Number of people in the pool	8	13	-5

3.11 Three attributes feature in both the tables above. The second table demonstrates that four of the attributes are the most important to customers. Cleanliness of the changing areas shows the largest gaps whether measured by mean scores or rankings. The appearance of cleanliness of the changing areas at the top of the gap scores is not unusual for sports facilities. From the frequency distributions in the appendix, it is apparent that 16% of respondents were dissatisfied with the cleanliness of the changing areas, whilst 11% were dissatisfied with the cleanliness of activity spaces (Appendix Q12m and n). Other significant levels of dissatisfaction include 10% for the quality of food and drink (Q12l) and 17% for both the flooring and lighting in the sports hall - although it should be noted that only six respondents in the user survey gave a score to these two attributes (Q12 e and f).

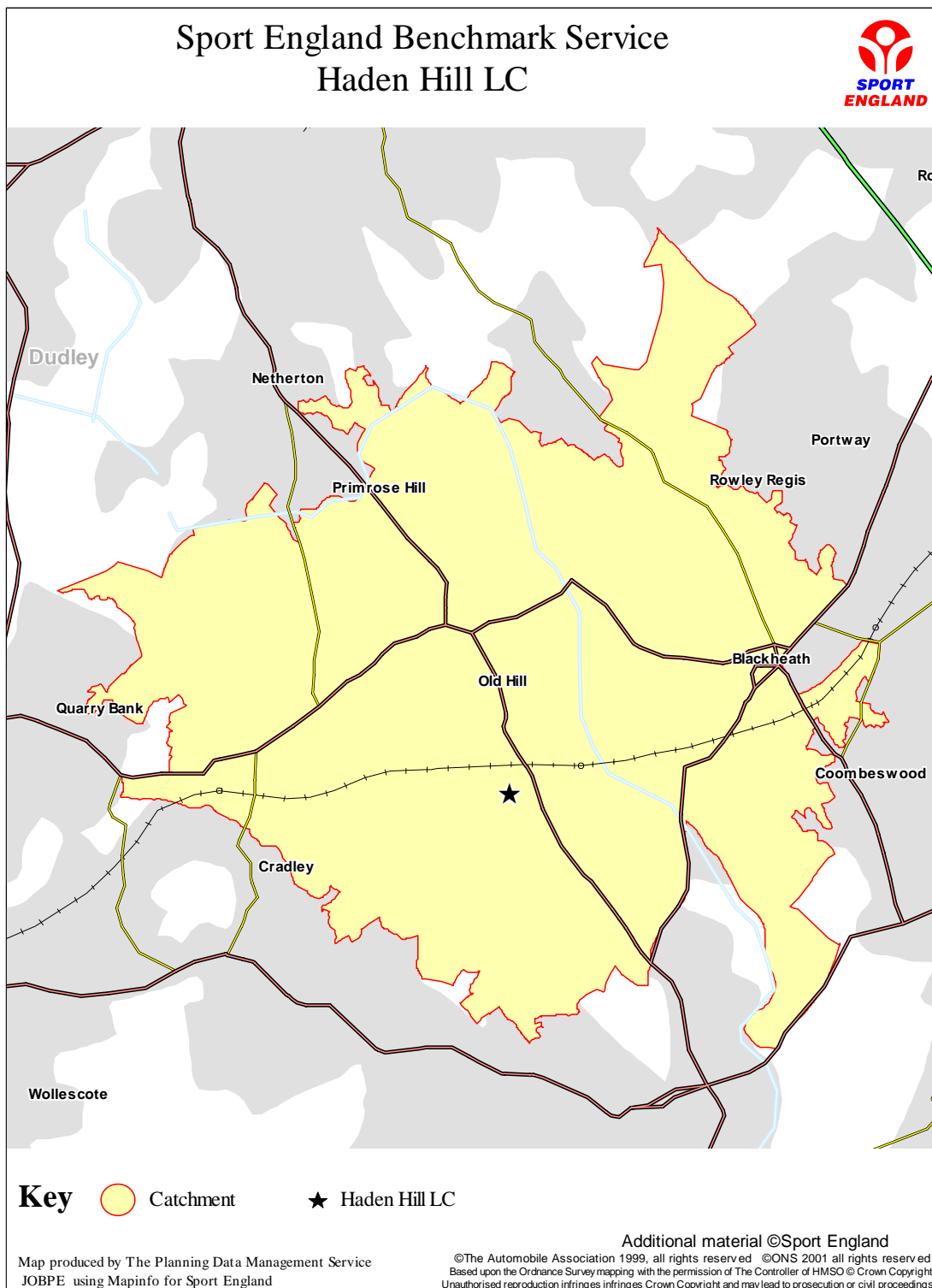
### Strengths of the centre as perceived by customers

<i>Attribute</i>	<i>Satisfaction</i>		<i>Importance</i>	
	Mean	Rank	Mean	Rank
Standard of coaching/instruction	4.63	1	4.67	5
Activity available at convenient times	4.52	2	4.66	6
Helpfulness of other staff	4.49	3	4.59	12
Range of activities available	4.42	4	4.54	16
Helpfulness of reception staff	4.41	5	4.63	9


3.12 According to the customers surveyed, the strengths of the centre involve staff and accessibility attributes. Three of these attributes are not only in the top five satisfaction rankings but also in the top ten for importance rankings - a desirable correlation. Overall satisfaction with the visit achieves a mean score of 4.43 out of five, which is one of the highest satisfaction scores compared with the individual attributes.

#### 4. MAP OF CATCHMENT AREA

4.1 The catchment area shown in this map is defined as the area within which Haden Hill Leisure Centre attracts more visitors than any other centre, i.e. the area within which Haden Hill is the dominant supplier.

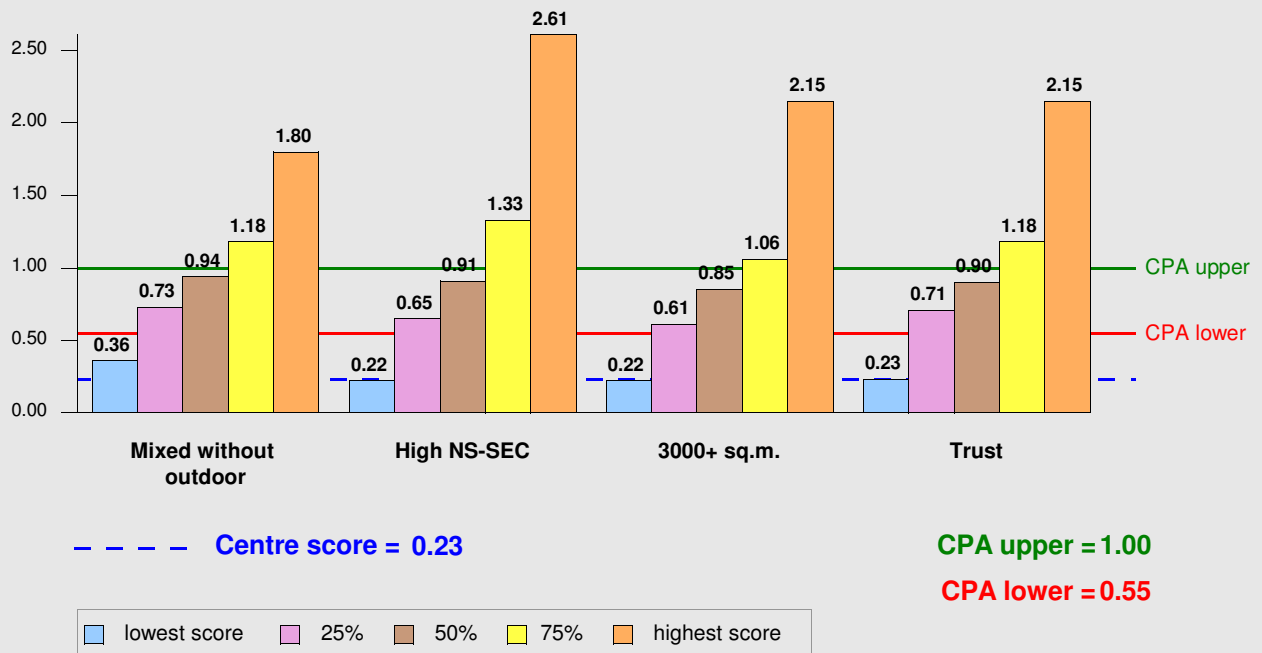


## 5. RESULTS: CURRENT PERFORMANCE SCORES FOR HADEN HILL LEISURE CENTRE

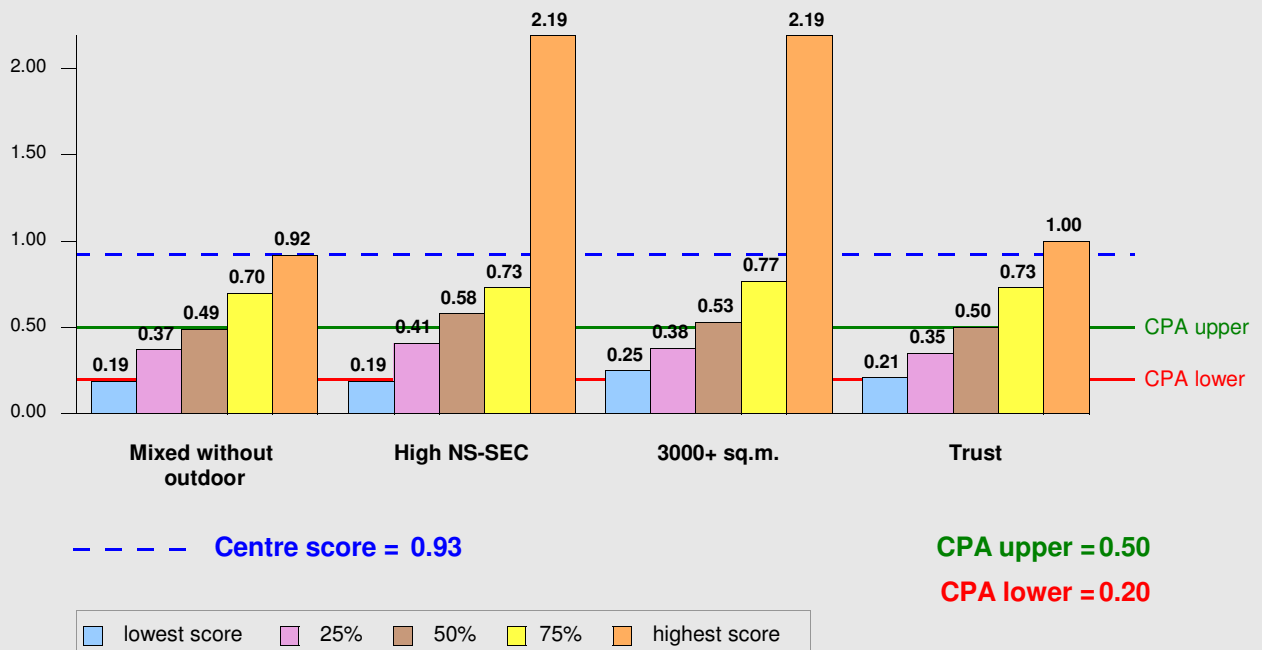
- 5.1 The results in this section are structured in the following order:
- first, the seven performance indicators which have been proposed for the CPA;
  - second, 22 other important performance indicators for access, finance and utilisation, including two of the proposed CPA indicators calculated in different ways (subsidy per visit and visits per square metre);
  - third, satisfaction and importance scores for 20 service attributes;
- 5.2 In each of the figures for the CPA indicators, the centre score is compared with the CPA upper and lower thresholds, and also, in all but one case (visits per square metre), with the national benchmarks and lowest and highest scores for each of the four family categories to which Haden Hill belongs. For the other important access, finance and utilisation indicators Haden Hill's scores are compared with the national benchmarks and lowest and highest scores for each of the four family categories to which the centre belongs. The scores and benchmarks are presented to the most appropriate number of decimal places.
- 5.3 For all the performance indicators compared with national benchmarks, it is the 75% national benchmarks which represent 'better' performance. For performance indicators involving visits and income, these will be higher scores. For performance indicators involving subsidy and costs, they will be the lower scores.
- 5.4 For the satisfaction and importance service attributes, three tables are presented: first with all the mean scores and ranks for both satisfaction and importance; second in rank order according to the gaps between the importance and satisfaction mean scores; third, in rank order according to the gaps between the importance and satisfaction ranks. The 'gap' tables have the highest gap between importance and satisfaction first, because these are the attributes which may require management consideration and action. For some attributes there may be only a satisfaction score or an importance score (e.g. 'overall satisfaction with the visit' does not have an importance score). Such attributes will only be reported in the first table - they are not included in the rankings and therefore they are not in the 'gap' tables.
- 5.5 Please remember to read the accompanying *Guidance document to accompany facility reports* to help you understand your results. As you become more familiar with the data you should find it increasingly valuable as a tool in your management decision making.
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# Proposed CPA Indicators

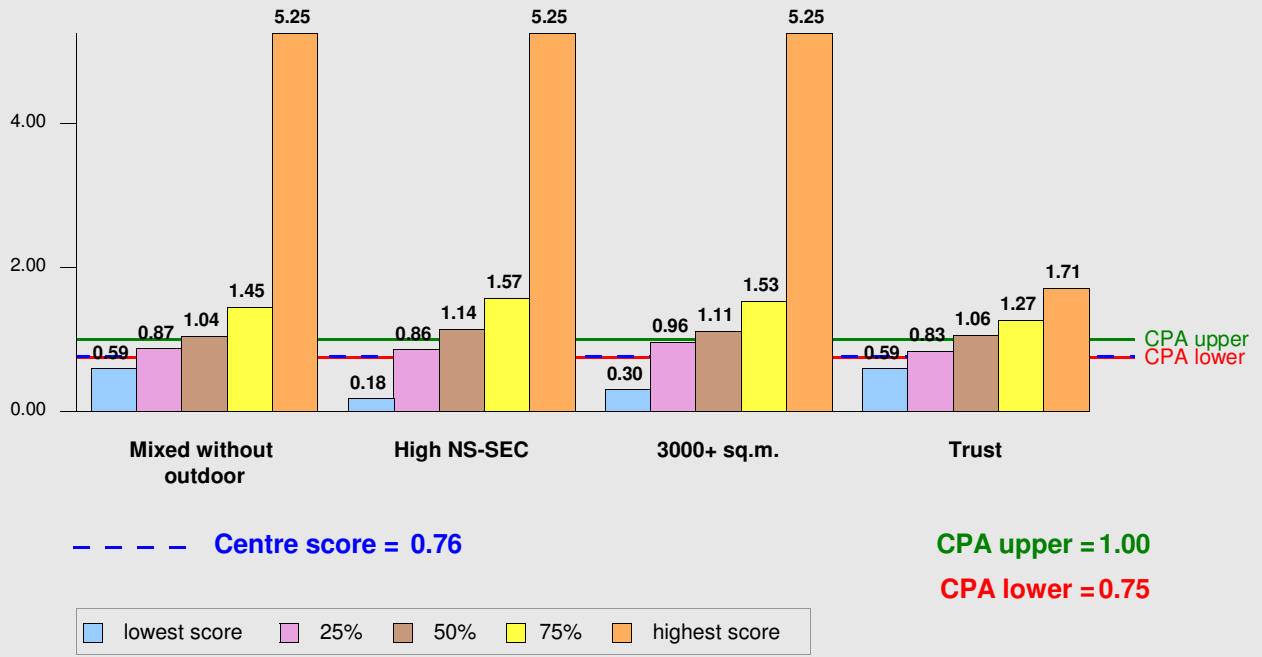
**% visits 11-19 years ÷ % catchment population 11-19 years**



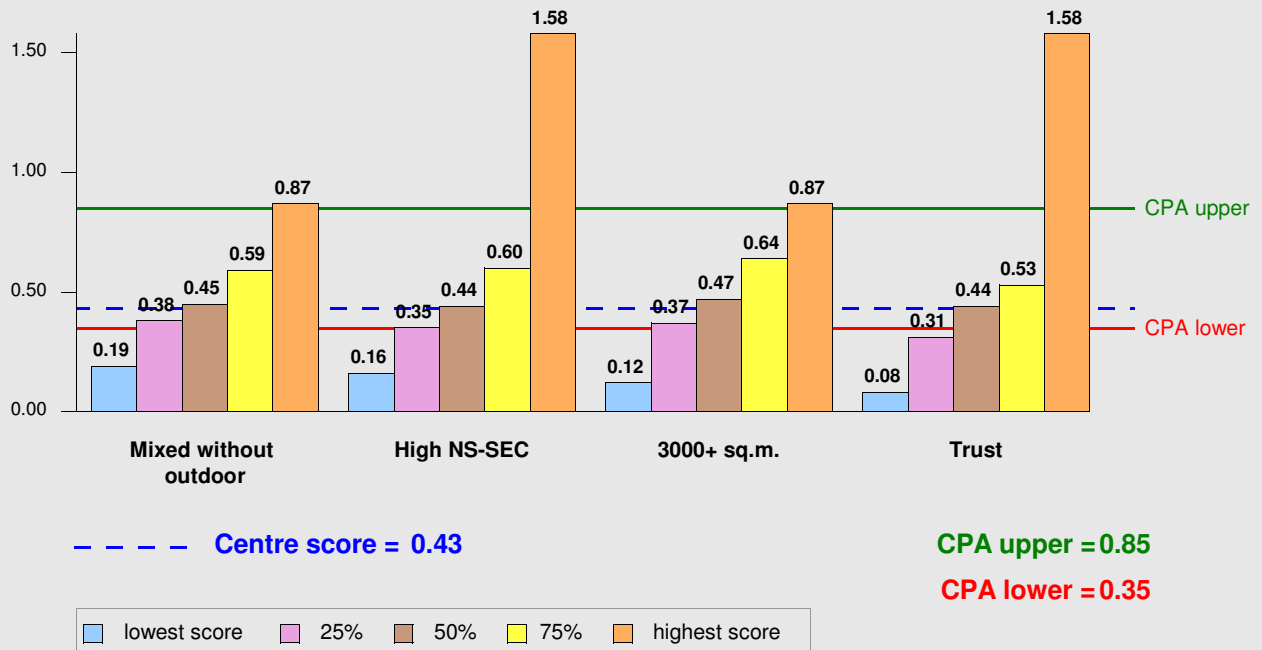
**% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7**



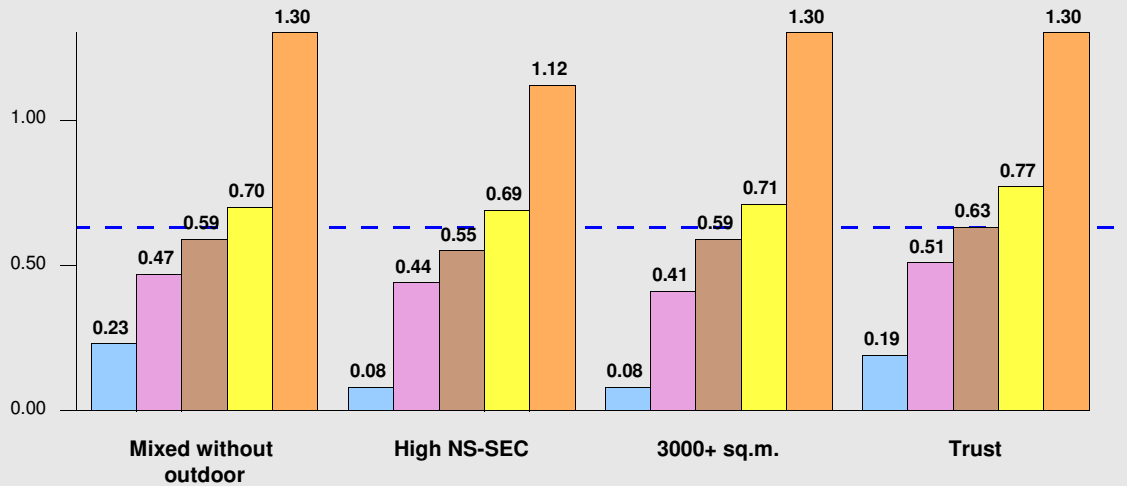
**% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups**



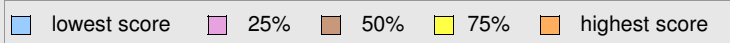
**% visits 60+ years ÷ % catchment population 60+ years**



### % visits <60 years disabled ÷ % catchment population <60 years disabled

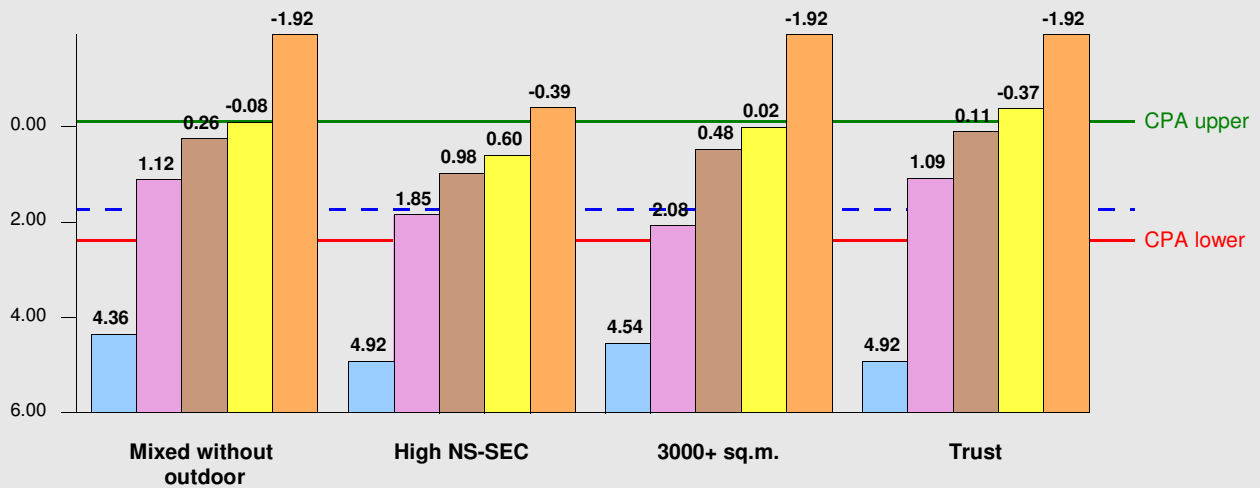


--- Centre score = 0.63



At present, no proposed CPA thresholds are available for this indicator, because the indicator has changed. As soon as the thresholds have been decided, NBS clients will be notified and their performance for the indicator compared with the new thresholds.

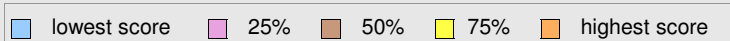
### Subsidy per visit (£) - 1



--- Centre score = 1.75

CPA upper = -0.10

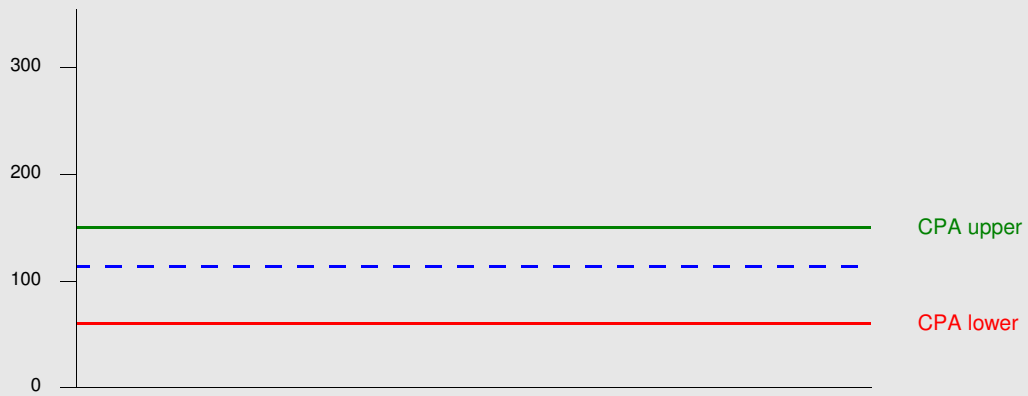
CPA lower = 2.40



(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

(b) Subsidy for this proposed CPA indicator includes consideration of estimated central establishment charges where the actual charges are zero

### Annual visits per sq. m. - 1



--- Centre score = 114

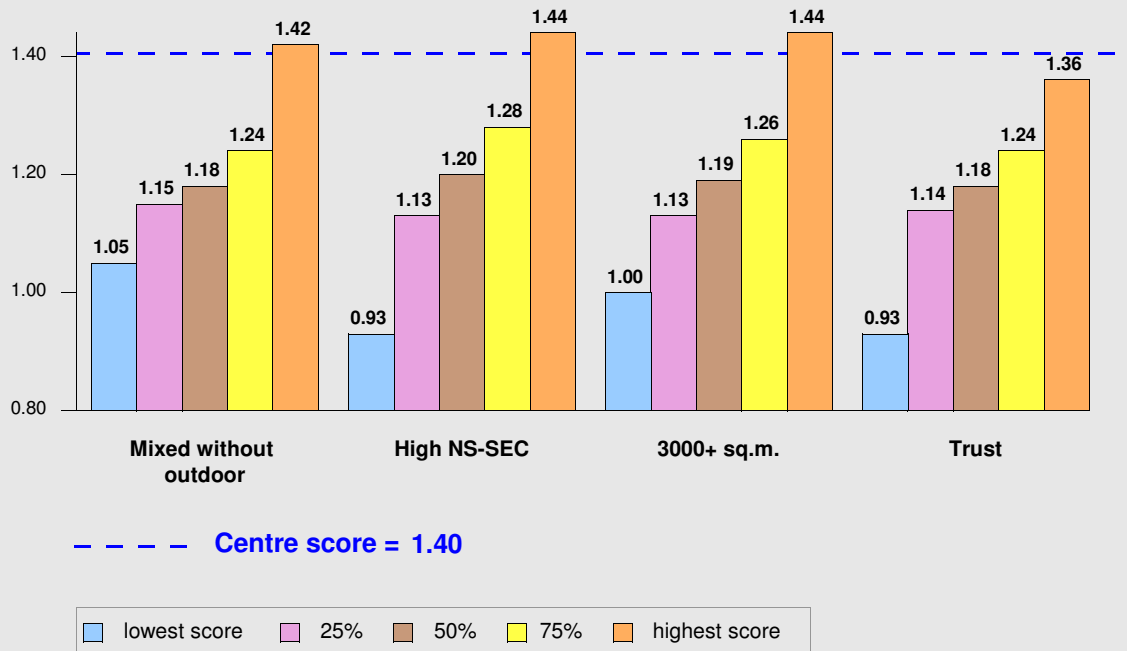
CPA upper = 150

CPA lower = 60

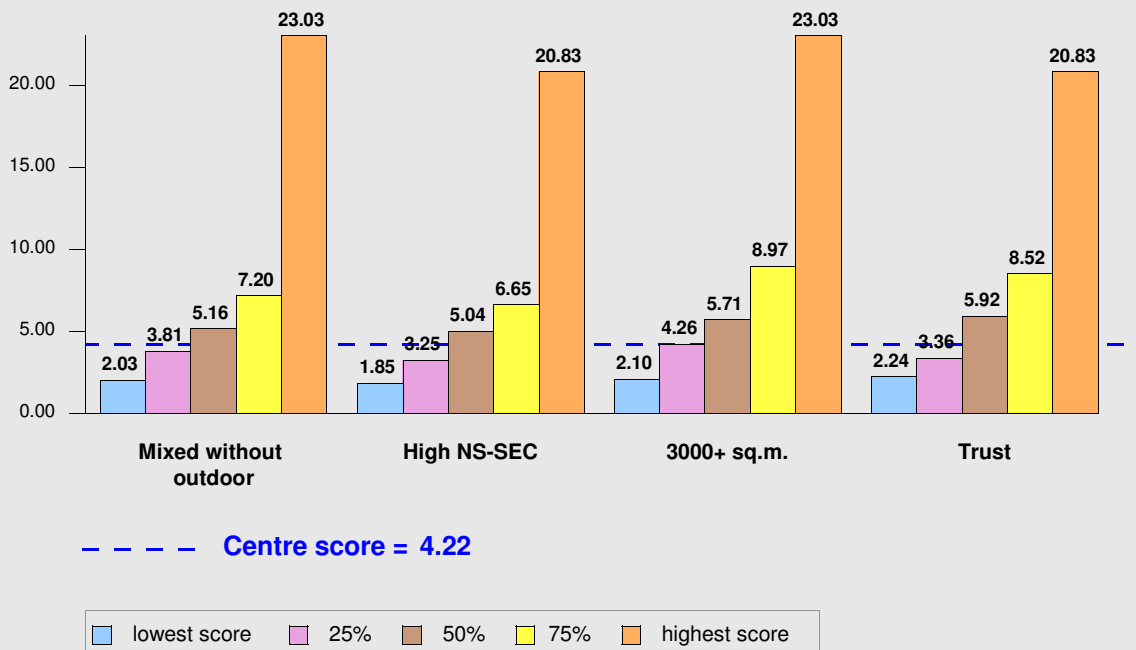
For this performance indicator, square metres of indoor space excludes offices and corridors

## Other important Indicators

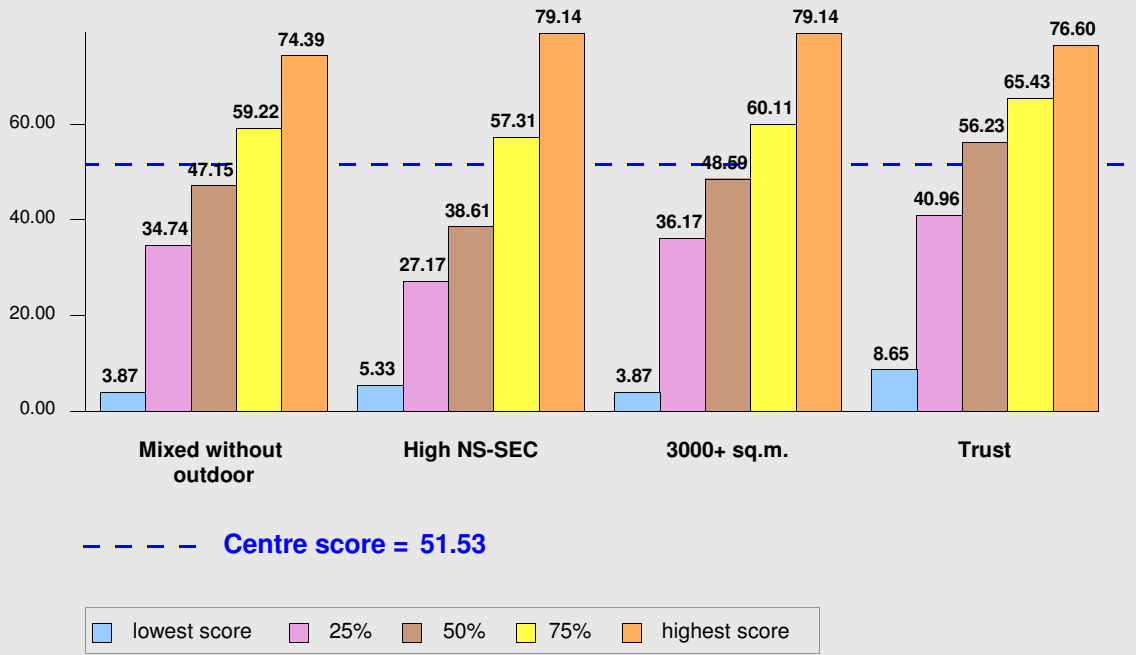
% visits 20-59 years ÷ % catchment population 20-59 years



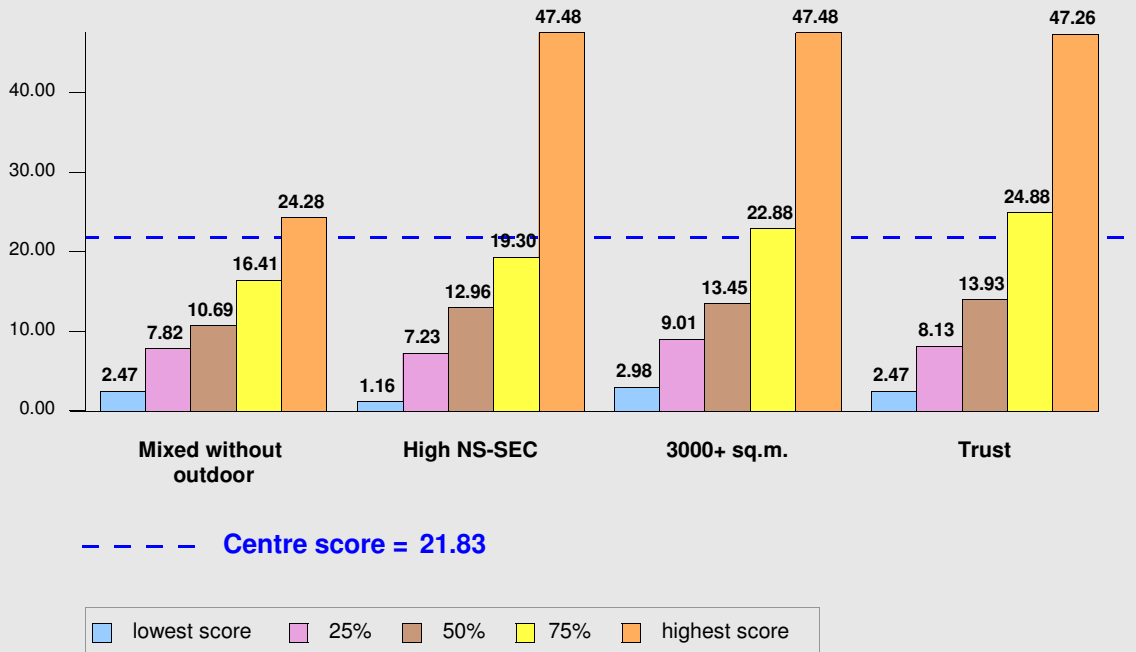
% visits which were first visits



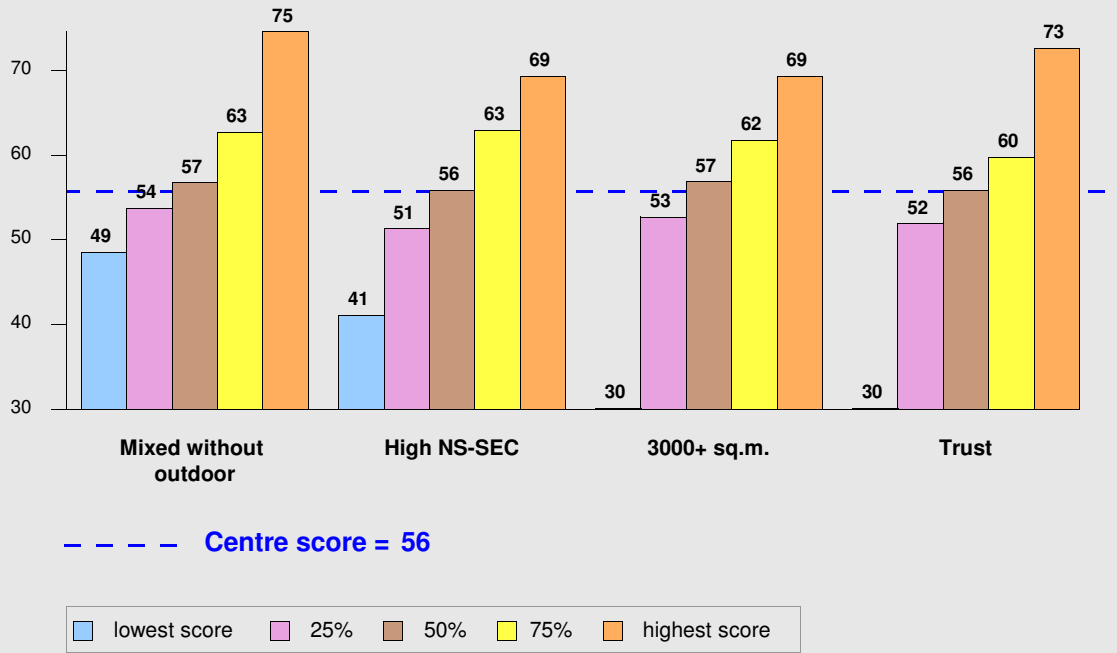
**% visits with discount card**



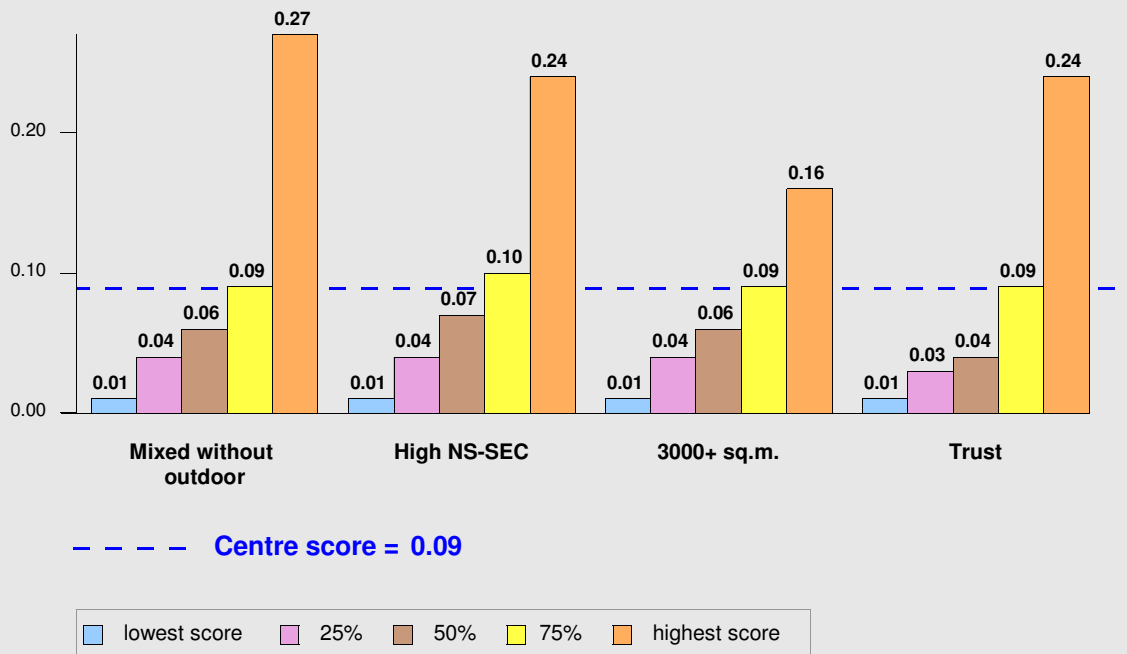
**% visits with discount card for 'disadvantage'**



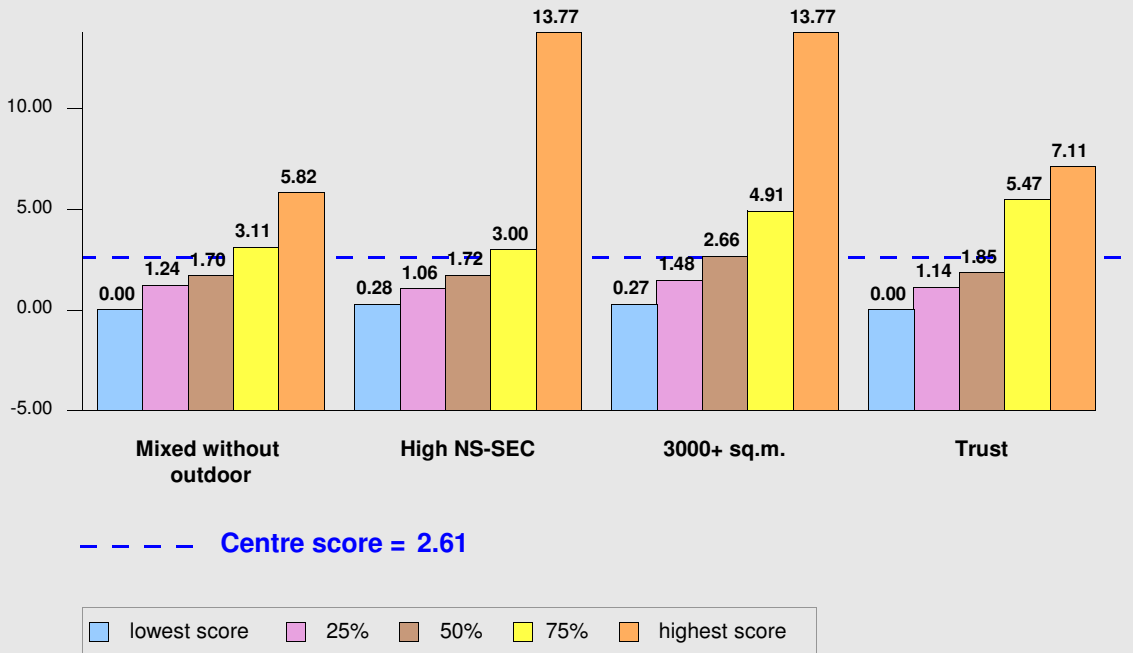
**% visits female**



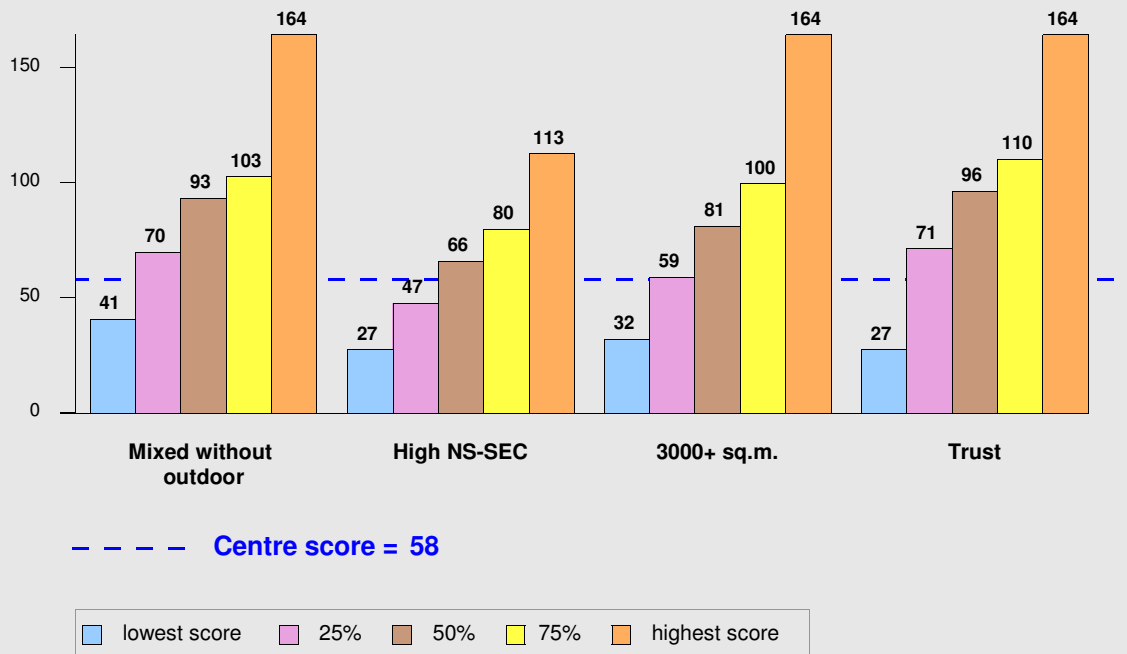
**% visits 60+ years disabled ÷ % catchment population 60+ years disabled**



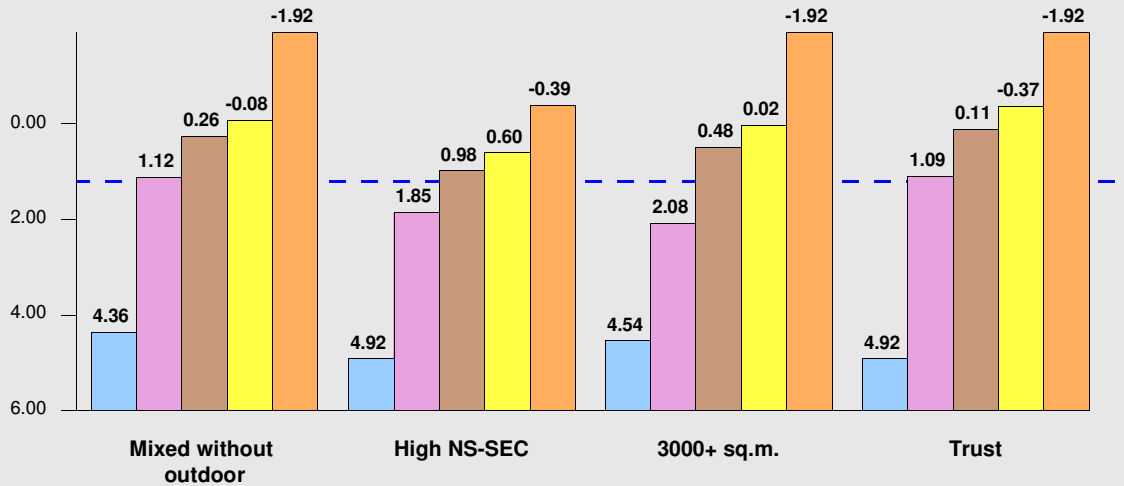
### % visits unemployed



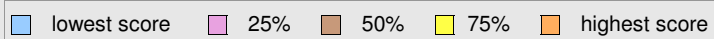
### % cost recovery



### Subsidy per visit (£) - 2



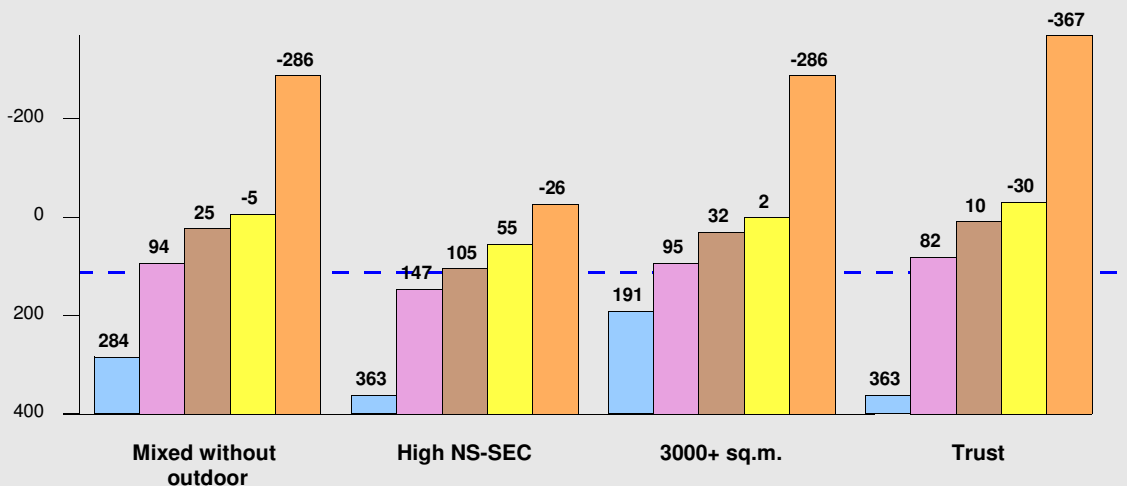
--- Centre score = 1.21



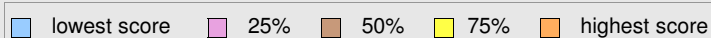
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidies and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

(b) Subsidy for this indicator includes consideration of actual central establishment charges whether they are zero or positive

### Subsidy per sq. m. (£)

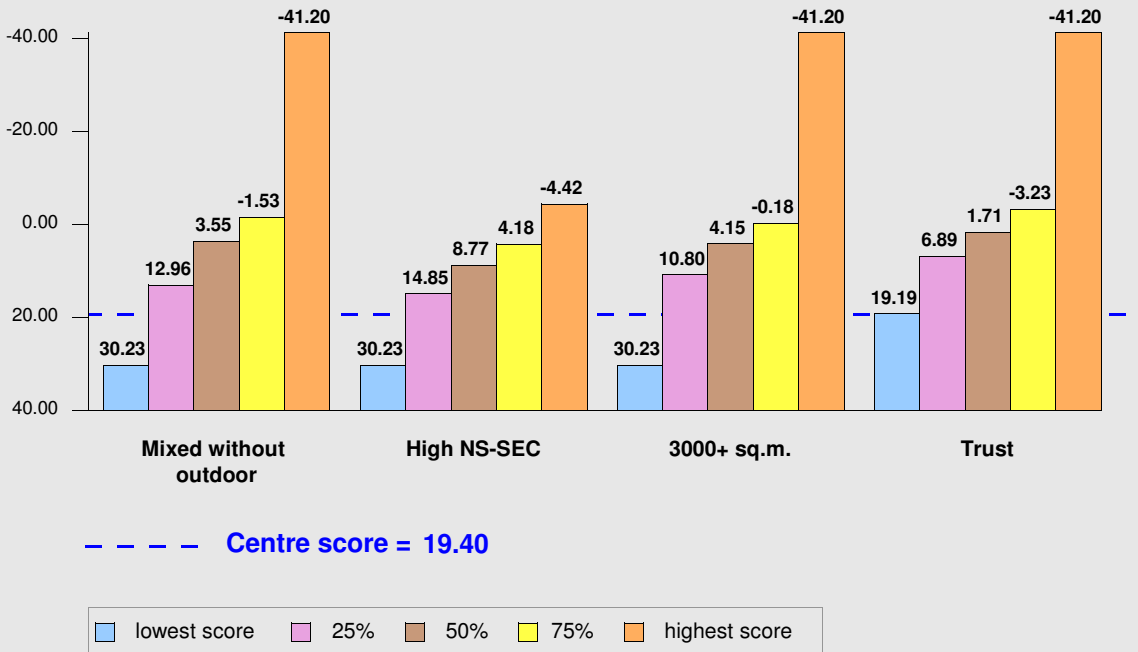


--- Centre score = 112



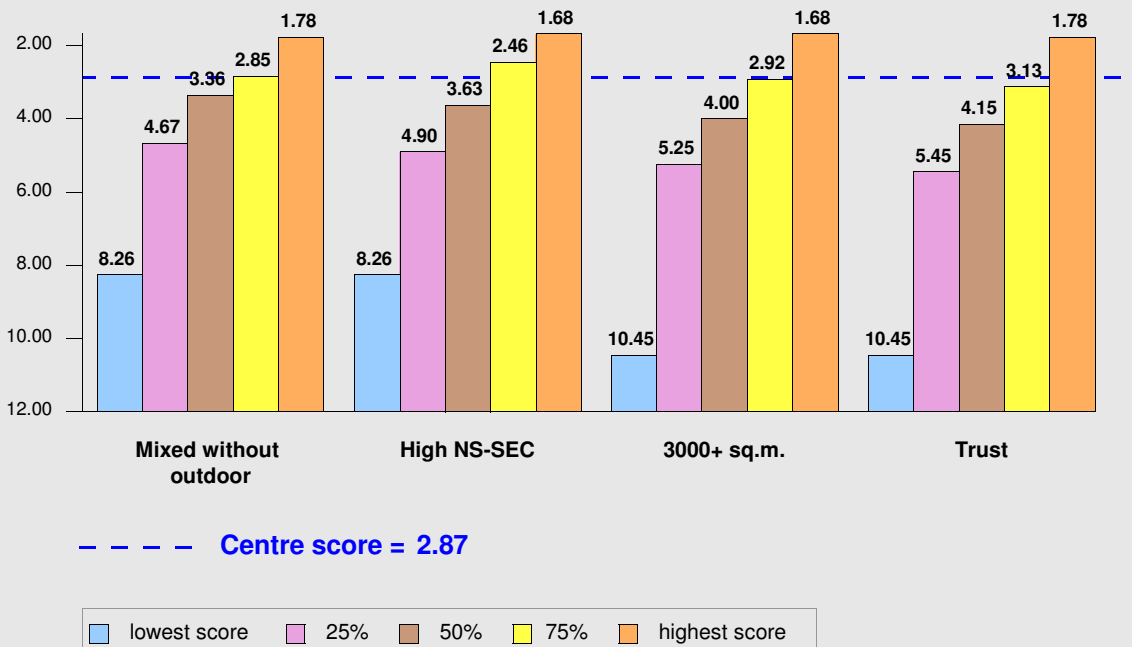
To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidies and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

### Subsidy per resident (£)



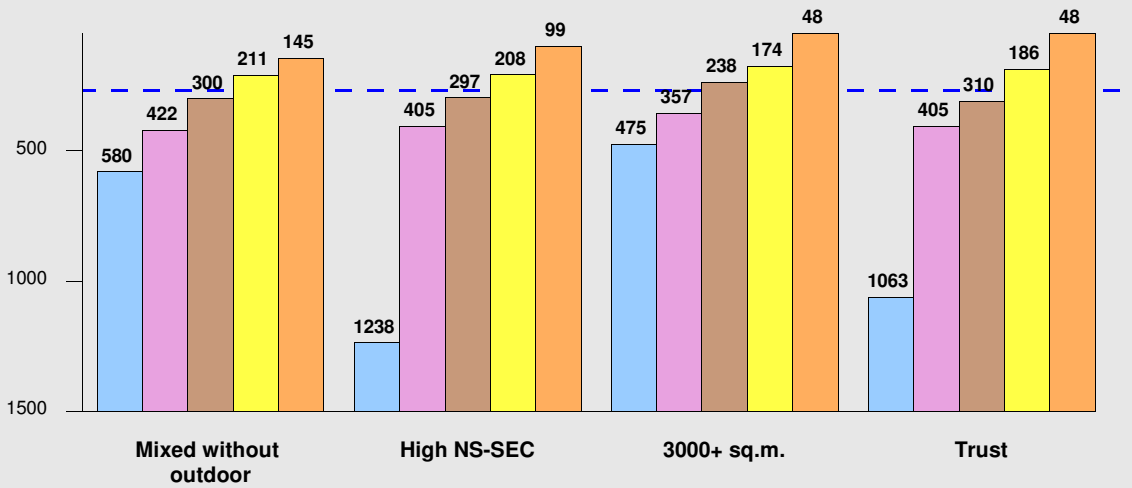
The catchment population used for this indicator allows for competing facilities nearby. This is different from previous NBS reports.

### Total operating cost per visit (£)



To be consistent with the other diagrams, the worst score (= highest cost) is on the left of each cluster, and the best score (= lowest cost) is on the right.

### Total operating cost per sq. m. (£)

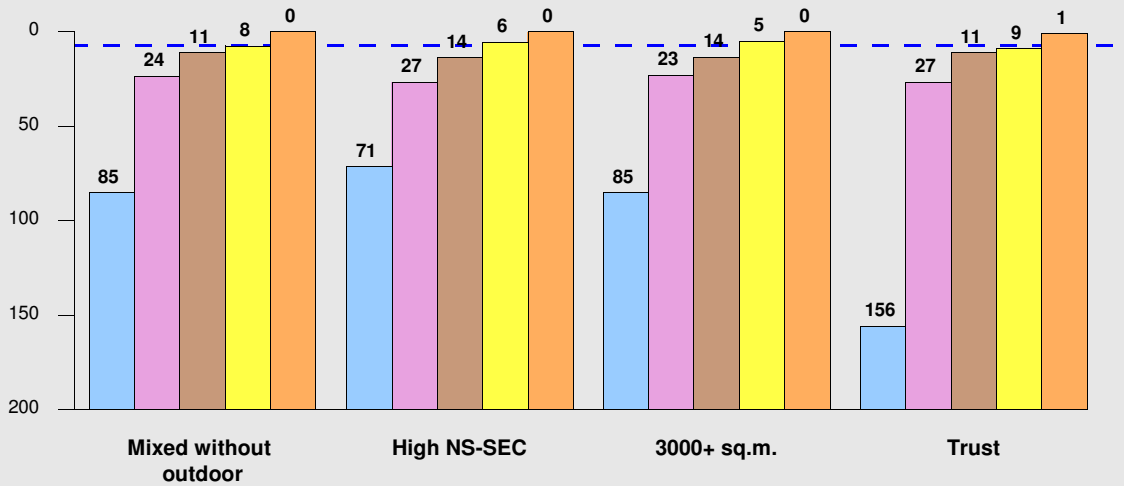


--- Centre score = 266

lowest score 25% 50% 75% highest score

To be consistent with the other diagrams, the worst score (= highest cost) is on the left of each cluster, and the best score (= lowest cost) is on the right.

### Maintenance and repair costs per sq. m. (£)

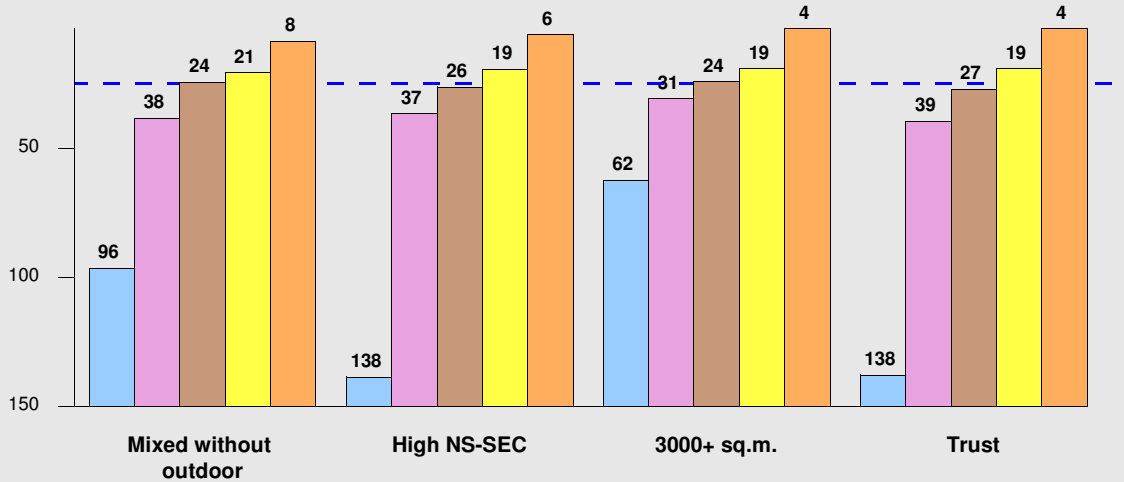


--- Centre score = 7

lowest score 25% 50% 75% highest score

To be consistent with the other diagrams, the worst score (= highest cost) is on the left of each cluster, and the best score (= lowest cost) is on the right.

### Energy costs per sq. m. (£)

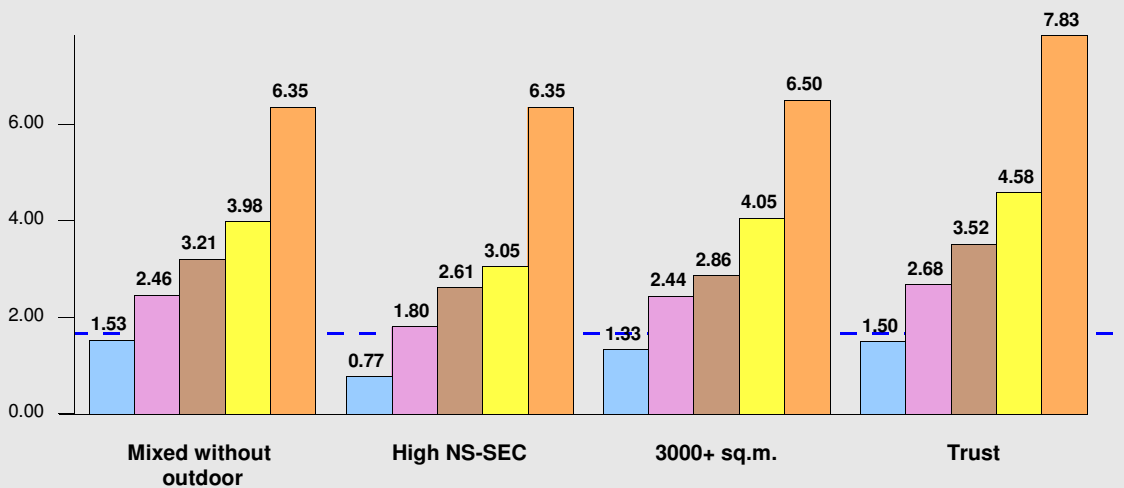


--- Centre score = 25

lowest score 25% 50% 75% highest score

To be consistent with the other diagrams, the worst score (= highest cost) is on the left of each cluster, and the best score (= lowest cost) is on the right.

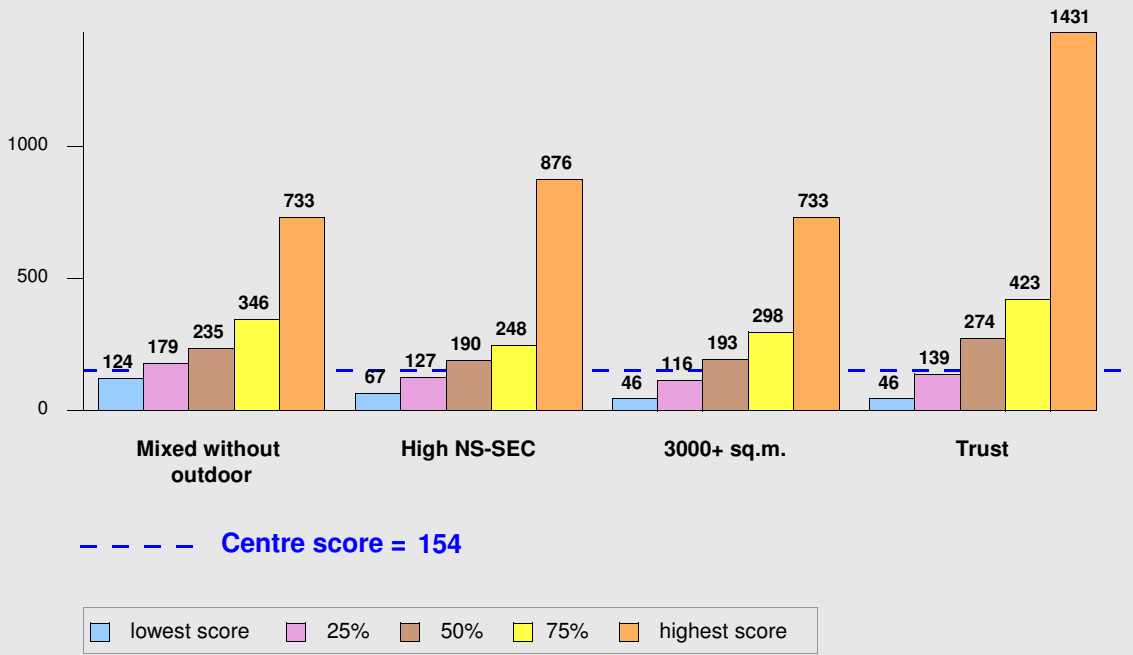
### Total income per visit (£)



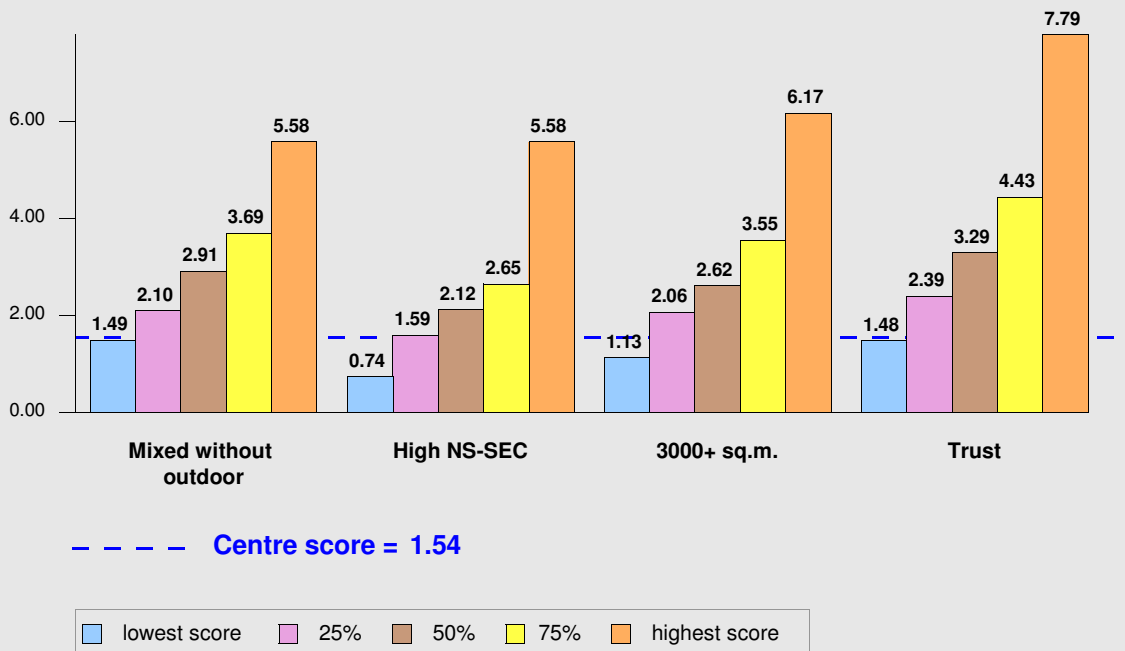
--- Centre score = 1.66

lowest score 25% 50% 75% highest score

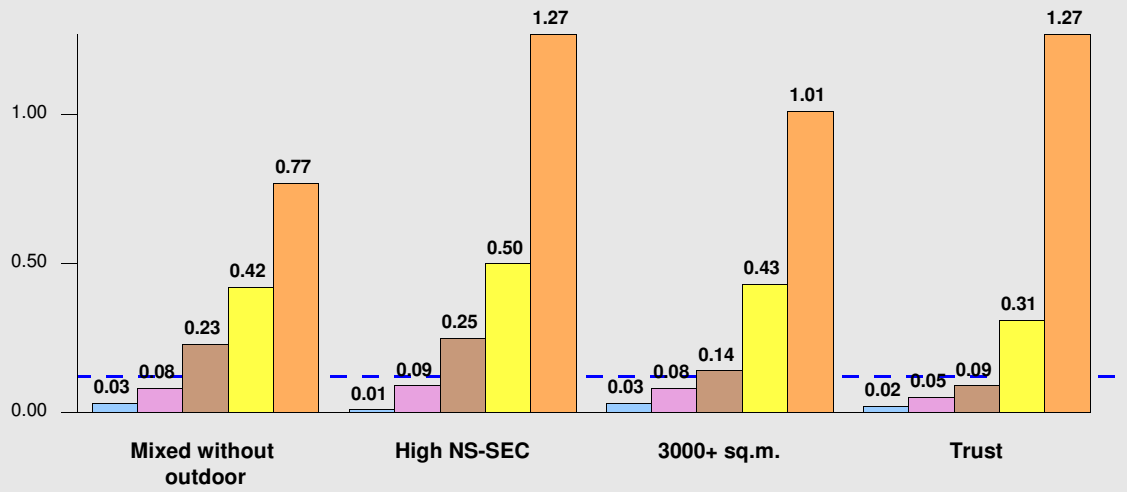
### Total income per sq. m. (£)



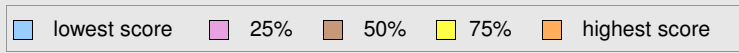
### Direct income per visit (£)



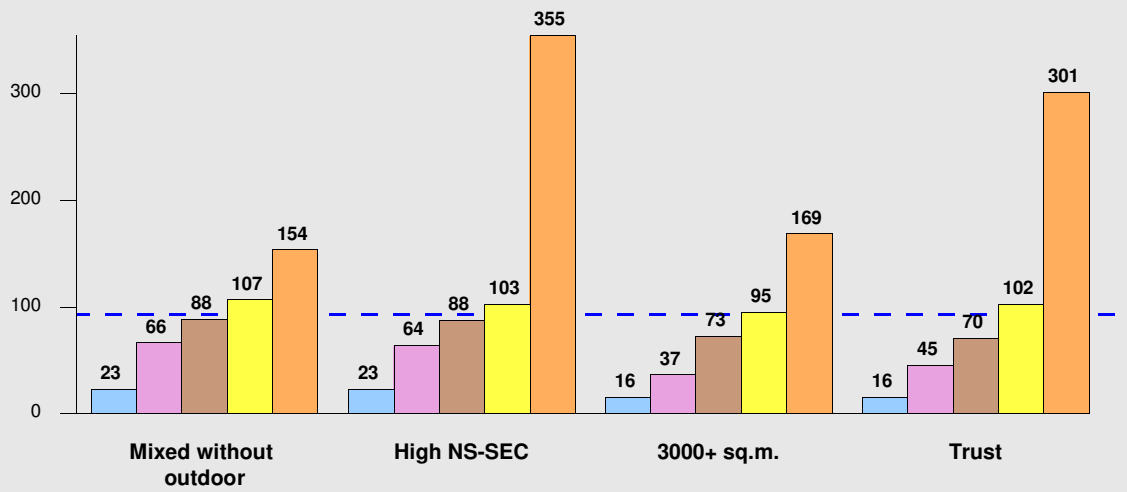
### Secondary income per visit (£)



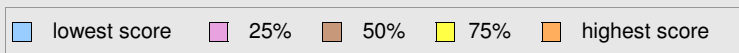
--- Centre score = 0.12



### Annual visits per sq. m. - 2

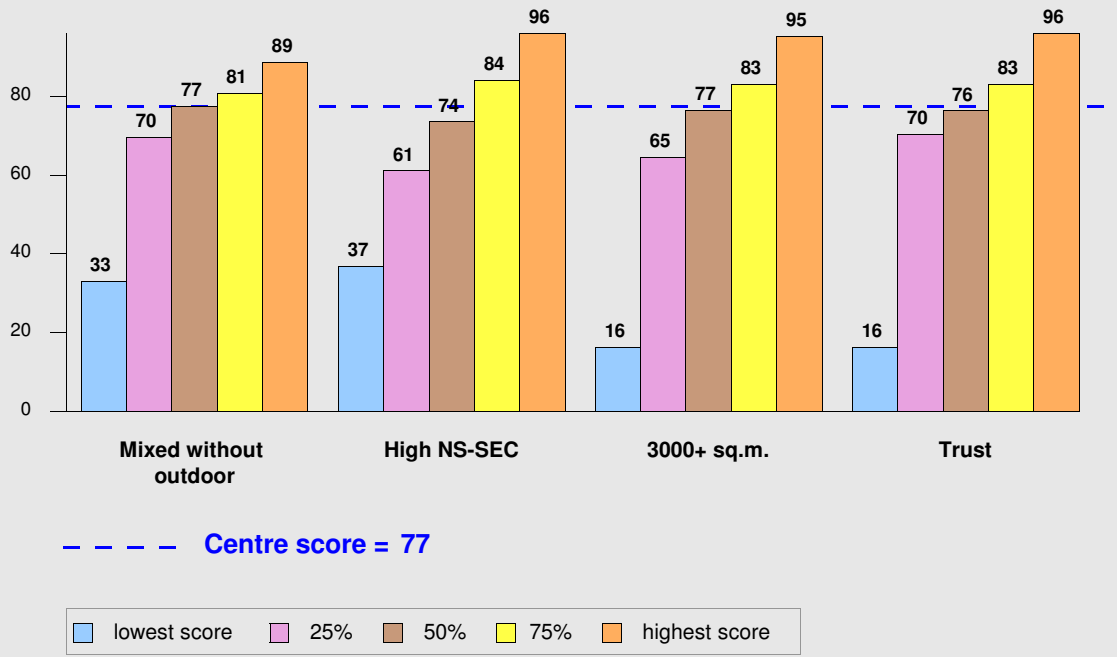


--- Centre score = 93

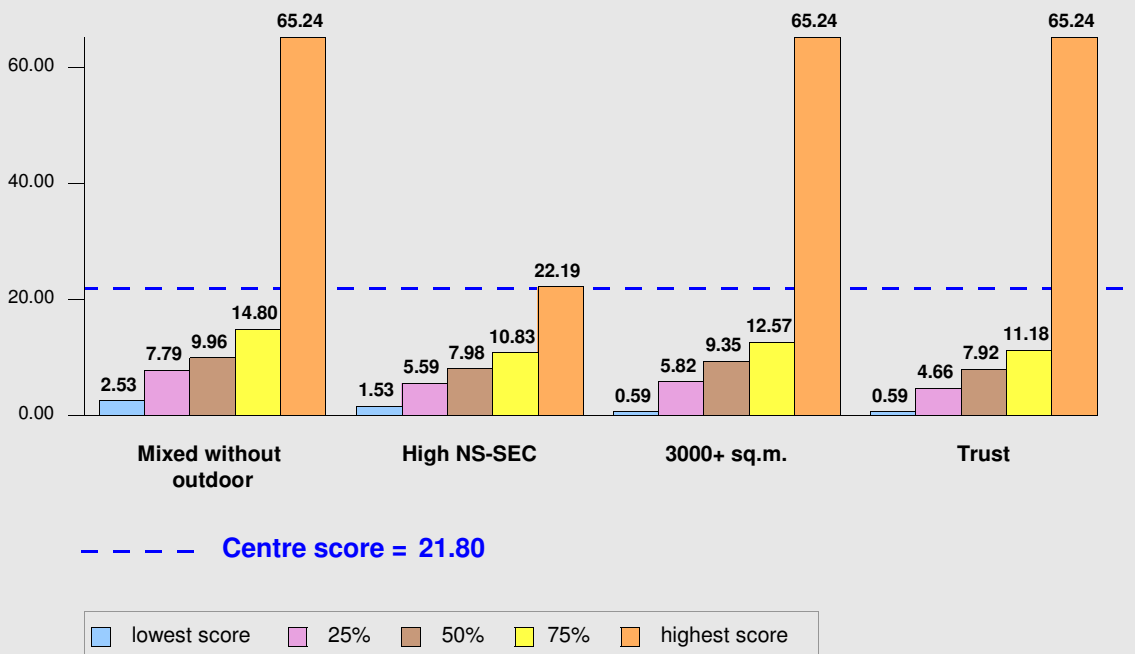


For this indicator, total indoor floor space is used

**% visits casual, instead of organised**



**Weekly number of people visiting the facility, as % of catchment population**



<b>Satisfaction and importance scores: by attribute</b>
---

	IMPORTANCE			SATISFACTION			GAPS ( Importance minus Satisfaction )	
	Rank	Mean	no	Rank	Mean	no	Rank	Mean
<b>Accessibility</b>								
a.	Activity available at convenient times	6	4.66	226	2	4.52	234	4 0.14
b.	Ease of booking	14	4.56	179	8	4.33	153	6 0.23
c.	The activity charge/fee	10	4.63	227	7	4.35	228	3 0.28
d.	The range of activities available	16	4.54	215	4	4.42	217	12 0.12
<b>Quality of facilities/services</b>								
e.	Quality of flooring in the sports hall	15	4.54	83	19	3.67	6	-4 0.87
f.	Quality of lighting in the sports hall	13	4.57	83	16	3.83	6	-3 0.74
g.	Quality of equipment	11	4.61	160	12	4.24	140	-1 0.37
h.	Water quality in the swimming pool	1	4.74	152	6	4.38	185	-5 0.36
i.	Water temperature in the swimming pool	4	4.69	151	11	4.25	186	-7 0.44
j.	Number of people in the pool	8	4.64	153	13	4.16	187	-5 0.48
k.	Quality of car parking on site	17	4.50	209	9	4.32	180	8 0.18
l.	Quality of food and drink	19	4.11	186	18	3.69	177	1 0.42
<b>Cleanliness</b>								
m.	Cleanliness of changing areas	2	4.71	216	17	3.82	213	-15 0.89
n.	Cleanliness of activity spaces	3	4.69	220	14	3.94	209	-11 0.75
<b>Staff</b>								
o.	Helpfulness of reception staff	9	4.63	232	5	4.41	230	4 0.22
p.	Helpfulness of other staff	12	4.59	224	3	4.49	215	9 0.10
q.	Standard of coaching/instruction	5	4.67	189	1	4.63	82	4 0.04
<b>Value for money</b>								
r.	Value for money of activities	7	4.66	224	10	4.31	229	-3 0.35
s.	Value for money of food/drink	18	4.27	197	15	3.88	179	3 0.39
<b>Other attributes *</b>								
t.	Overall satisfaction with visit	N/A			4.43		230	

\* The other attribute(s) listed at the end of the table have either the satisfaction or importance scores but not both. This is for logical reasons - e.g. Overall satisfaction with visit does not have an importance score; no satisfaction score for pool attributes if there is no pool at the centre. Therefore such attributes do not appear in the subsequent tables of 'gaps'.

<b>Satisfaction and importance scores: by mean gaps</b>
---

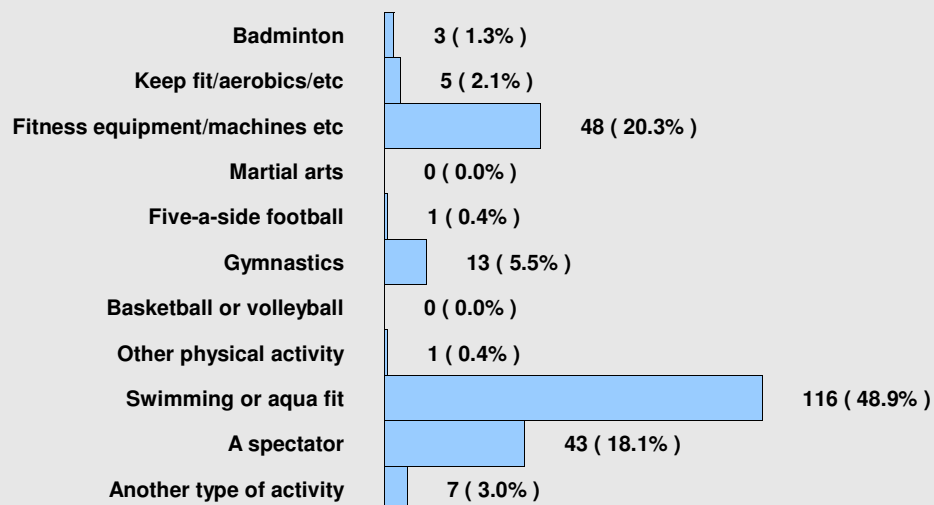
											<b>GAPS</b>	
	<b>IMPORTANCE</b>					<b>SATISFACTION</b>					<small>( Importance minus Satisfaction )</small>	
	<b>Rank</b>	<b>Mean</b>	<b>no</b>			<b>Rank</b>	<b>Mean</b>	<b>no</b>			<b>Rank</b>	<b>Mean</b>
m.	Cleanliness of changing areas	2	4.71	216		17	3.82	213			-15	0.89
e.	Quality of flooring in the sports hall	15	4.54	83		19	3.67	6			-4	0.87
n.	Cleanliness of activity spaces	3	4.69	220		14	3.94	209			-11	0.75
f.	Quality of lighting in the sports hall	13	4.57	83		16	3.83	6			-3	0.74
j.	Number of people in the pool	8	4.64	153		13	4.16	187			-5	0.48
i.	Water temperature in the swimming pool	4	4.69	151		11	4.25	186			-7	0.44
l.	Quality of food and drink	19	4.11	186		18	3.69	177			1	0.42
s.	Value for money of food/drink	18	4.27	197		15	3.88	179			3	0.39
g.	Quality of equipment	11	4.61	160		12	4.24	140			-1	0.37
h.	Water quality in the swimming pool	1	4.74	152		6	4.38	185			-5	0.36
r.	Value for money of activities	7	4.66	224		10	4.31	229			-3	0.35
c.	The activity charge/fee	10	4.63	227		7	4.35	228			3	0.28
b.	Ease of booking	14	4.56	179		8	4.33	153			6	0.23
o.	Helpfulness of reception staff	9	4.63	232		5	4.41	230			4	0.22
k.	Quality of car parking on site	17	4.50	209		9	4.32	180			8	0.18
a.	Activity available at convenient times	6	4.66	226		2	4.52	234			4	0.14
d.	The range of activities available	16	4.54	215		4	4.42	217			12	0.12
p.	Helpfulness of other staff	12	4.59	224		3	4.49	215			9	0.10
q.	Standard of coaching/instruction	5	4.67	189		1	4.63	82			4	0.04

<b>Satisfaction and importance scores: by rank gaps</b>
---

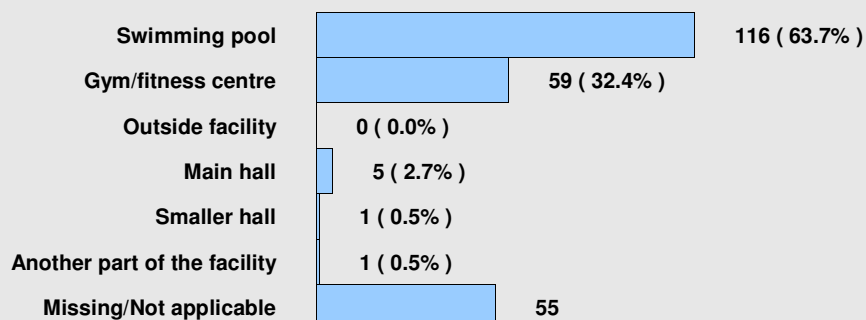
	IMPORTANCE		SATISFACTION			GAPS ( Importance minus Satisfaction )			
	Rank	Mean	no	Rank	Mean	no	Rank	Mean	
	m.	Cleanliness of changing areas	2	4.71	216	17	3.82	213	-15
n.	Cleanliness of activity spaces	3	4.69	220	14	3.94	209	-11	0.75
i.	Water temperature in the swimming pool	4	4.69	151	11	4.25	186	-7	0.44
h.	Water quality in the swimming pool	1	4.74	152	6	4.38	185	-5	0.36
j.	Number of people in the pool	8	4.64	153	13	4.16	187	-5	0.48
e.	Quality of flooring in the sports hall	15	4.54	83	19	3.67	6	-4	0.87
r.	Value for money of activities	7	4.66	224	10	4.31	229	-3	0.35
f.	Quality of lighting in the sports hall	13	4.57	83	16	3.83	6	-3	0.74
g.	Quality of equipment	11	4.61	160	12	4.24	140	-1	0.37
l.	Quality of food and drink	19	4.11	186	18	3.69	177	1	0.42
s.	Value for money of food/drink	18	4.27	197	15	3.88	179	3	0.39
c.	The activity charge/fee	10	4.63	227	7	4.35	228	3	0.28
o.	Helpfulness of reception staff	9	4.63	232	5	4.41	230	4	0.22
q.	Standard of coaching/instruction	5	4.67	189	1	4.63	82	4	0.04
a.	Activity available at convenient times	6	4.66	226	2	4.52	234	4	0.14
b.	Ease of booking	14	4.56	179	8	4.33	153	6	0.23
k.	Quality of car parking on site	17	4.50	209	9	4.32	180	8	0.18
p.	Helpfulness of other staff	12	4.59	224	3	4.49	215	9	0.10
d.	The range of activities available	16	4.54	215	4	4.42	217	12	0.12

**APPENDIX 1:**  
**USER SURVEY FREQUENCY DISTRIBUTIONS**

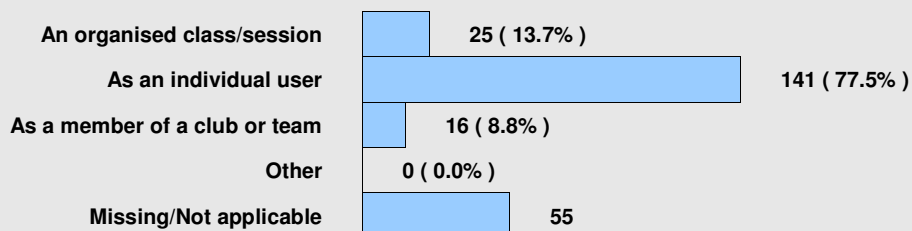
### Q1 Main activity today?



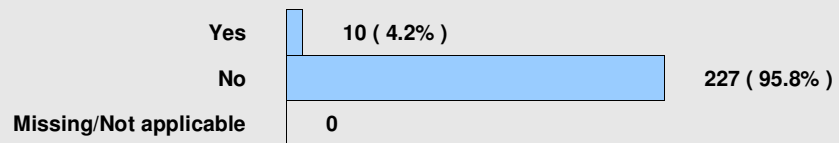
### Q2 Where did you do your main activity today?



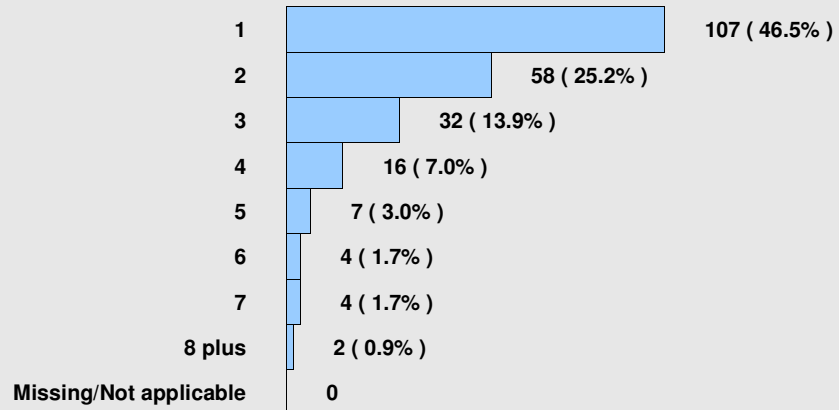
### Q3 How you are taking part in your main activity today?



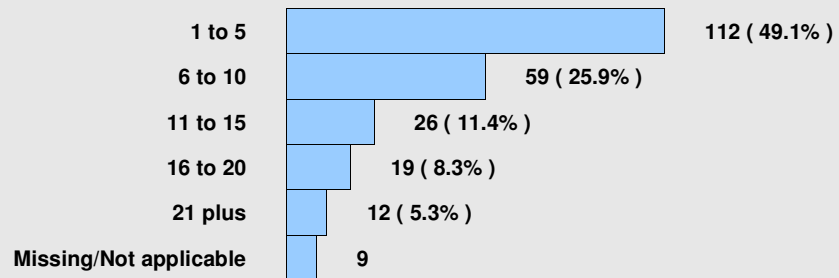
**Q4 Is today your first ever visit to this facility?**



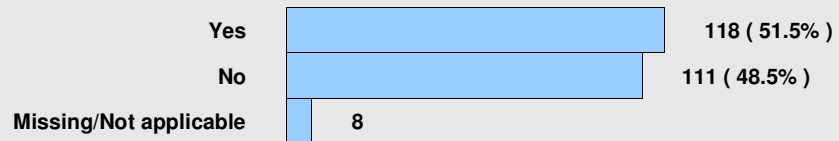
**Q5a Number of times visited in past 7 days.**



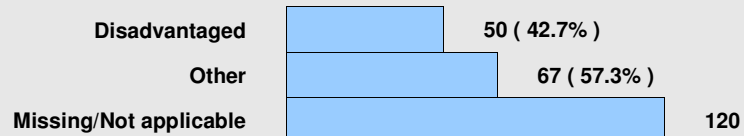
**Q5b Number of times visited in past 4 weeks.**



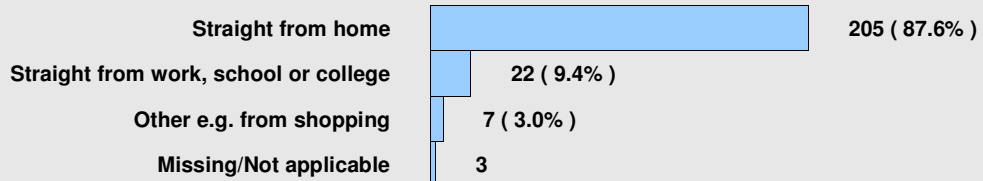
**Q7 Do you have a leisure card?**



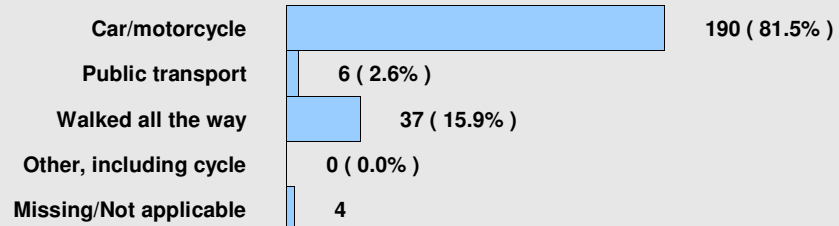
**Q8 Basis of eligibility for card/scheme.**



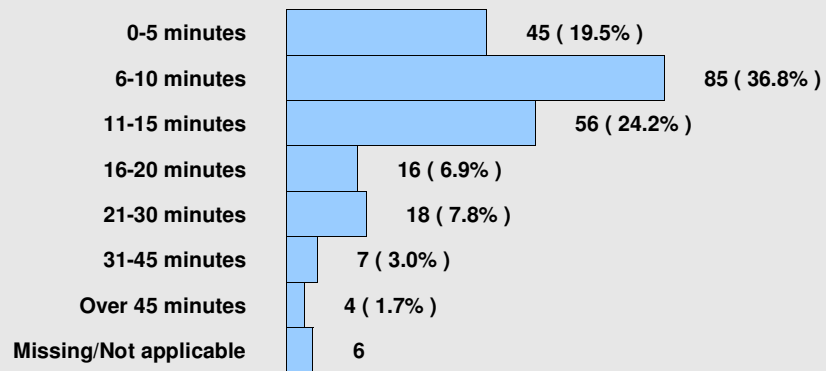
**Q9 From where did you come here today?**



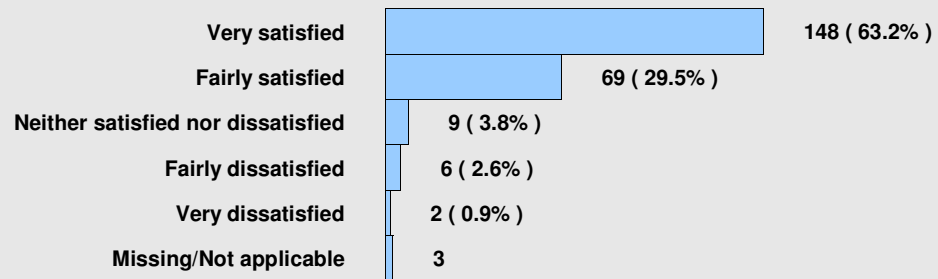
**Q10 Main method of transport.**



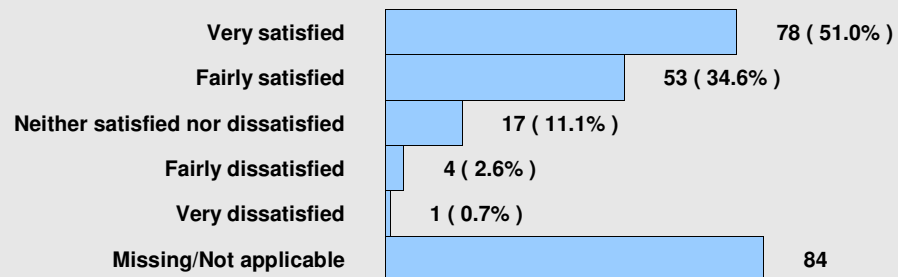
### Q11 Journey time.



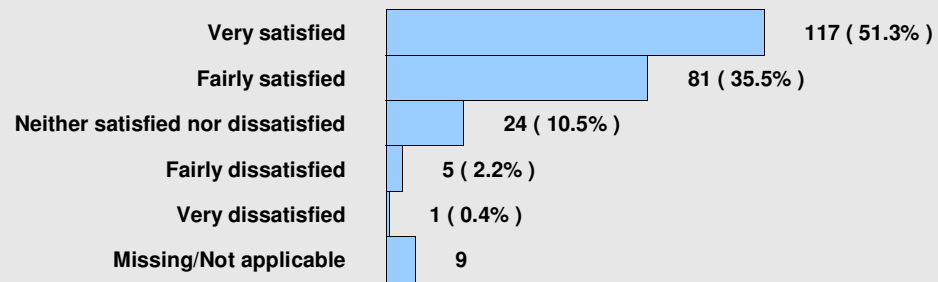
### Q12a Satisfaction - availability of activities at convenient times.



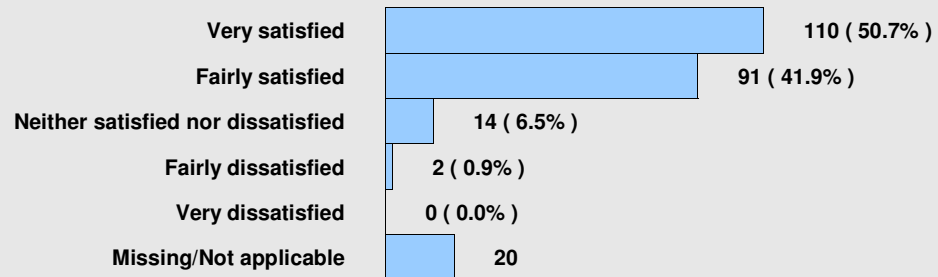
### Q12b Satisfaction - ease of booking.



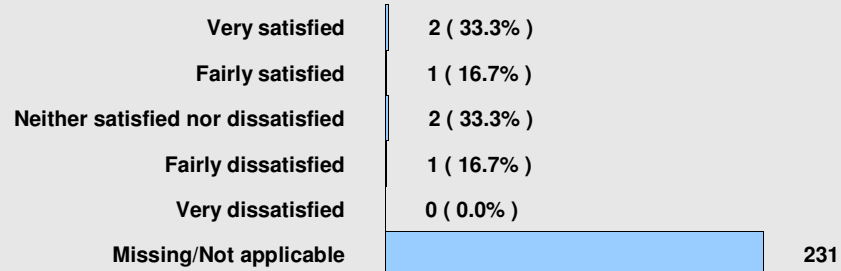
**Q12c Satisfaction - activity charges/fees.**



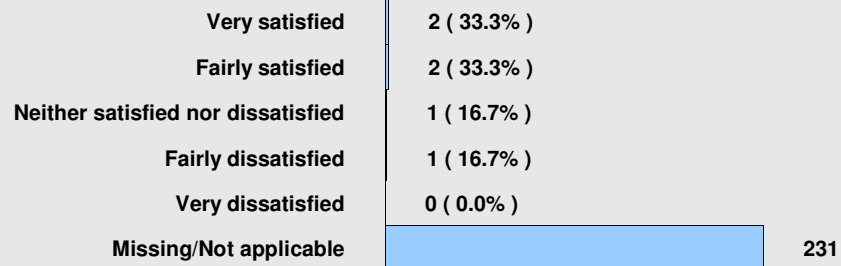
**Q12d Satisfaction - range of activities available.**



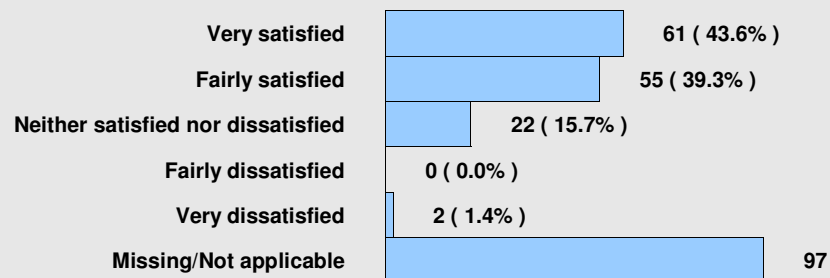
**Q12e Satisfaction - quality of flooring in sports hall.**



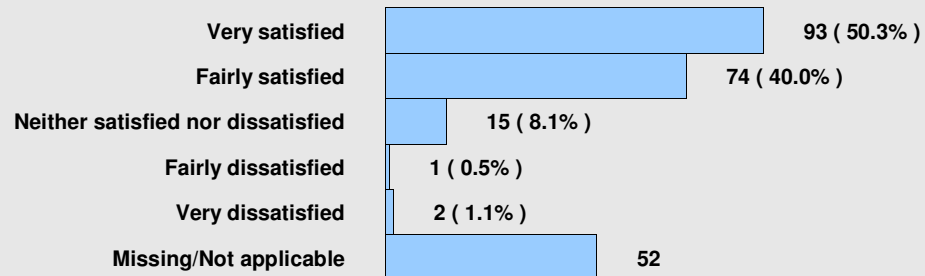
**Q12f Satisfaction - quality of lighting in sports hall.**



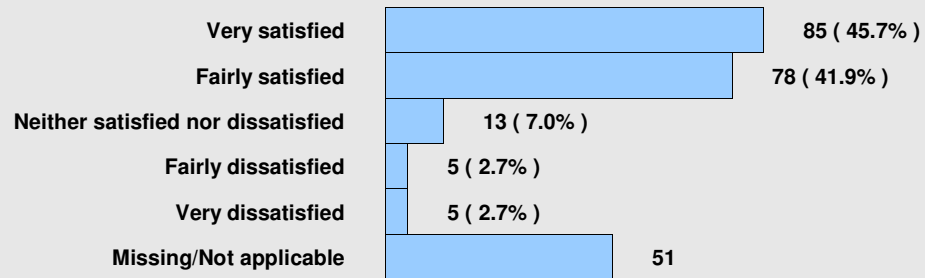
**Q12g Satisfaction - quality of equipment.**



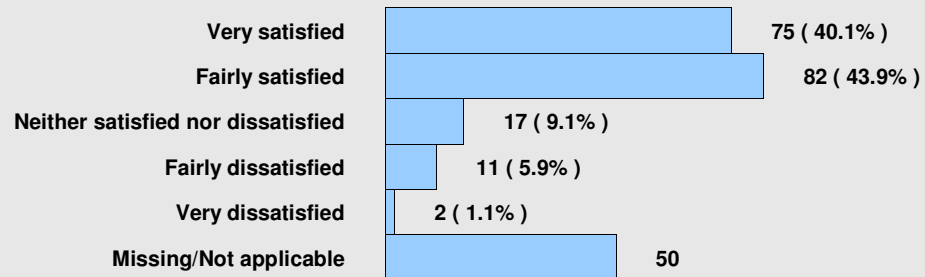
**Q12h Satisfaction - water quality in pool.**



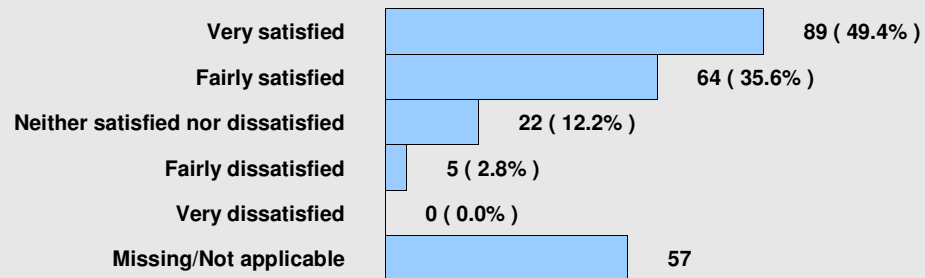
**Q12i Satisfaction - water temperature in pool.**



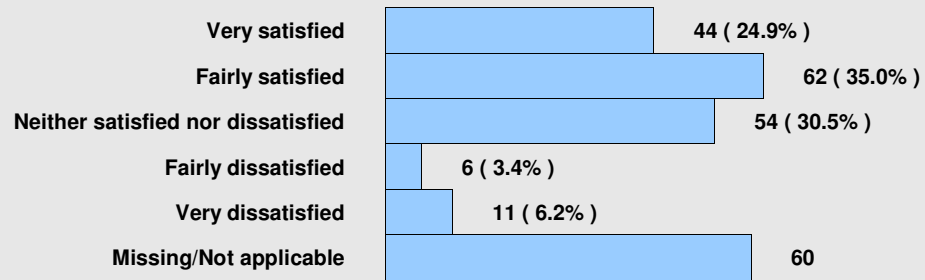
**Q12j Satisfaction - number of people in pool.**



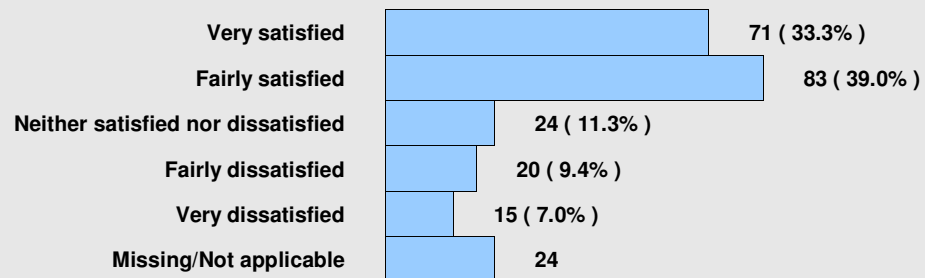
**Q12k Satisfaction - quality of car parking on site.**



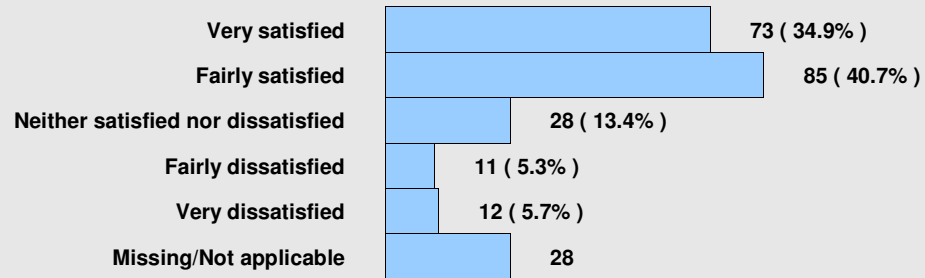
**Q12l Satisfaction - quality of food/drink.**



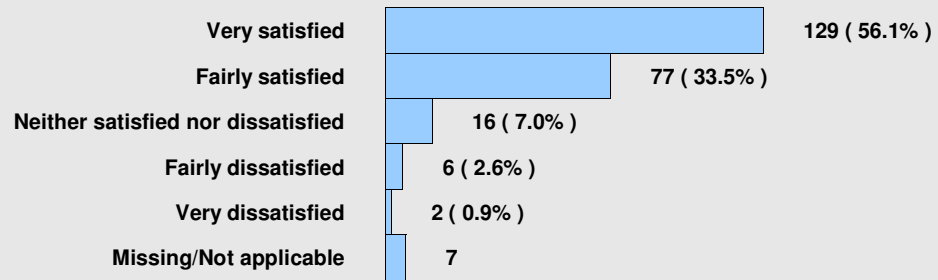
**Q12m Satisfaction - cleanliness of changing area.**



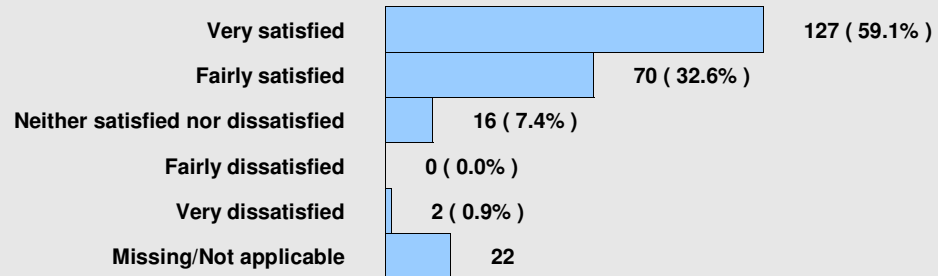
**Q12n Satisfaction - cleanliness of activity spaces.**



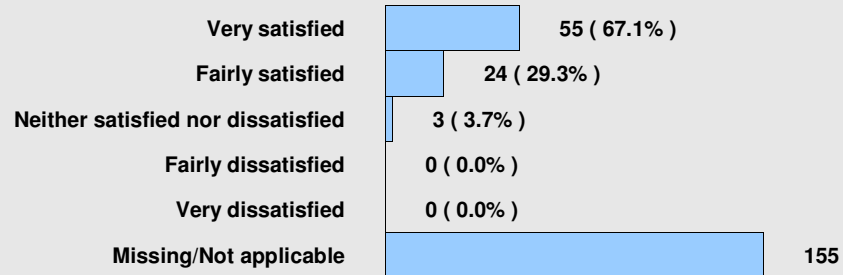
**Q12o Satisfaction - helpfulness of reception staff.**



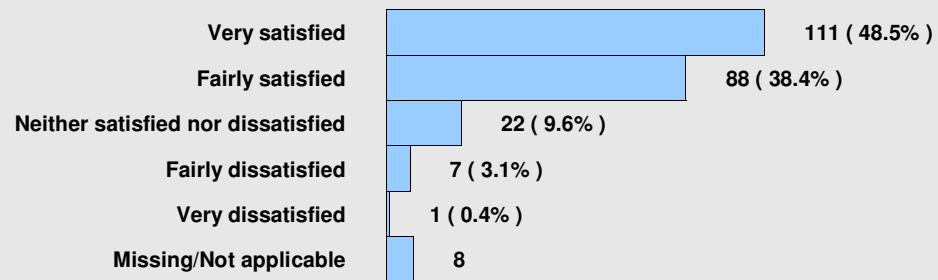
**Q12p Satisfaction - helpfulness of other staff.**



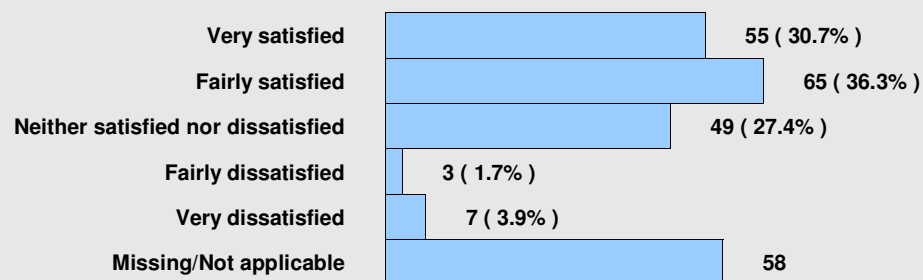
**Q12q Satisfaction - standard of coaching/instruction.**



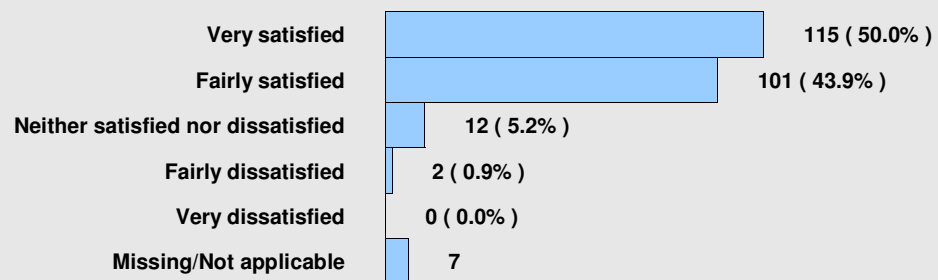
**Q12r Satisfaction - value for money of activities.**



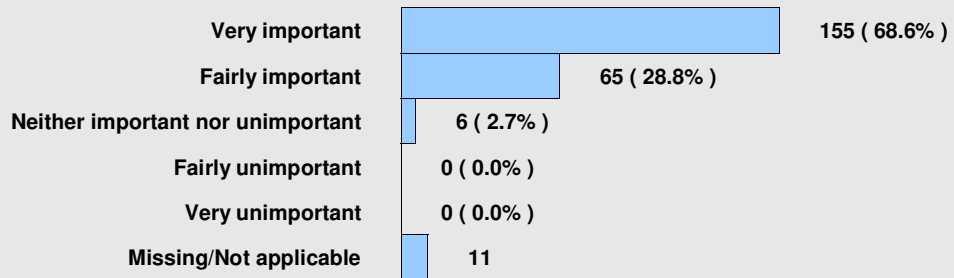
**Q12s Satisfaction - value for money of food/drink.**



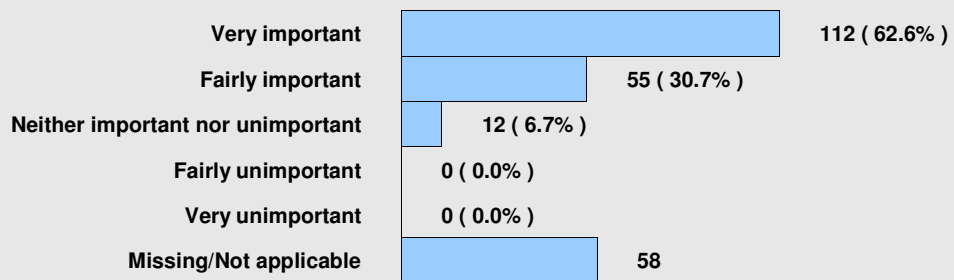
**Q12t Satisfaction - overall satisfaction of visit.**



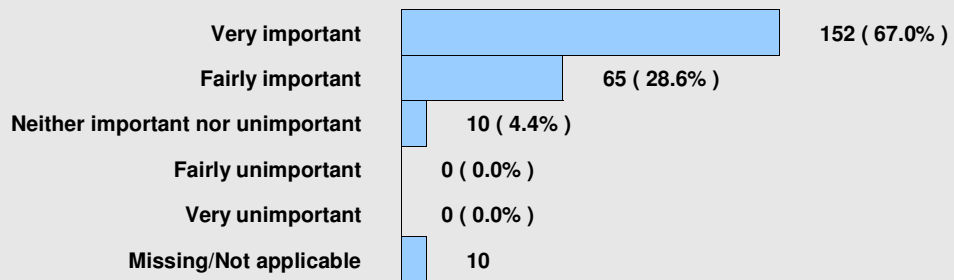
**Q13a Importance - availability of activities at convenient times.**



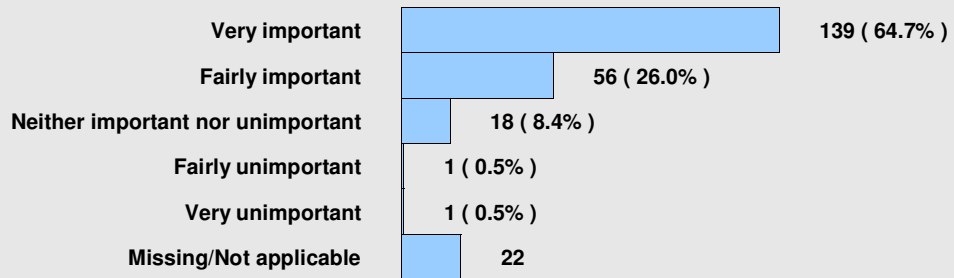
**Q13b Importance - ease of booking.**



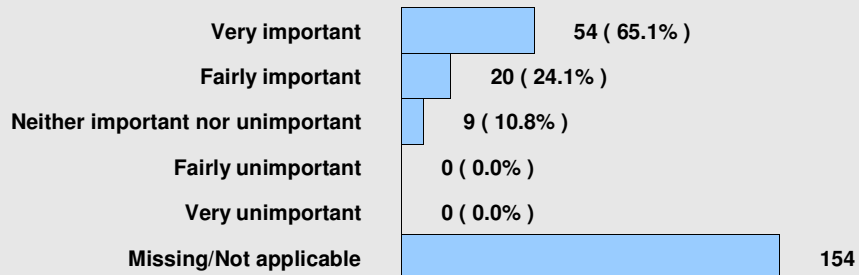
**Q13c Importance - activity charges/fees.**



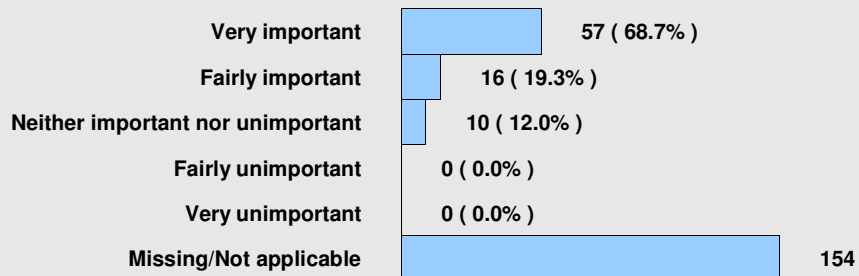
**Q13d Importance - the range of activities available.**



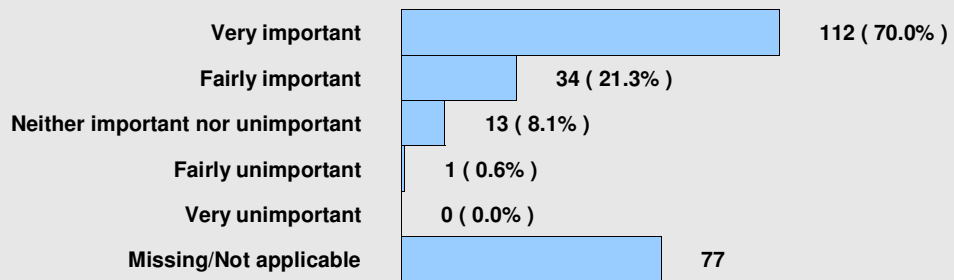
**Q13e Importance - quality of flooring in sports hall.**



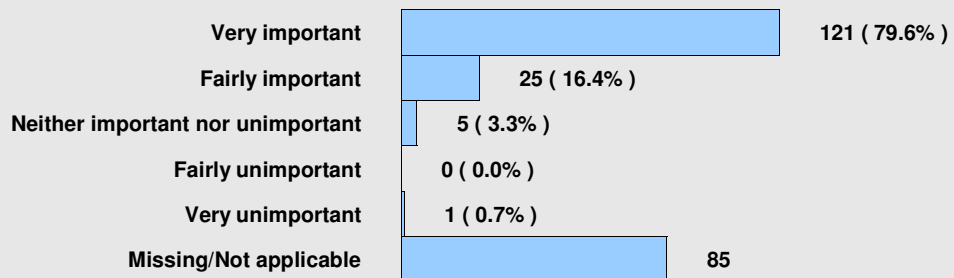
**Q13f Importance - quality of lighting in sports hall.**



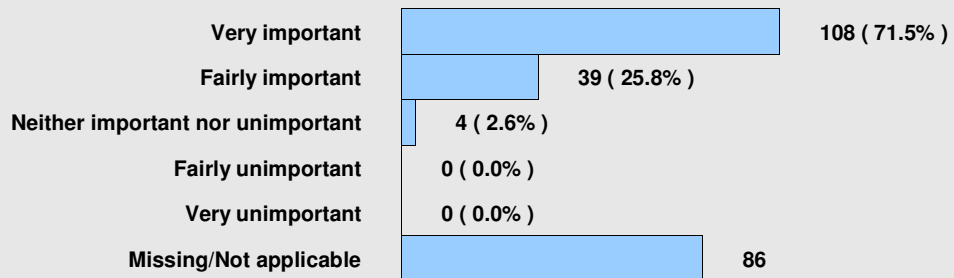
**Q13g Importance - quality of equipment.**



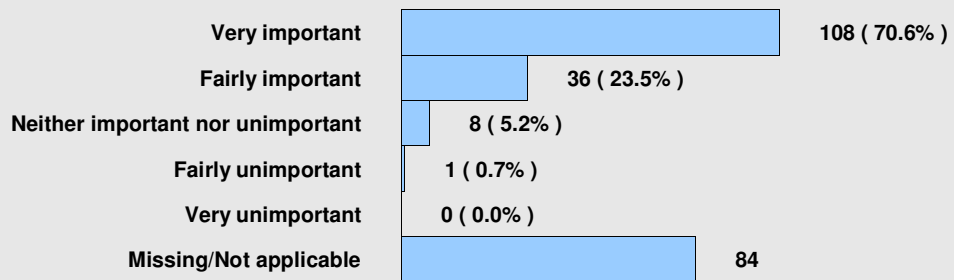
**Q13h Importance - water quality in pool.**



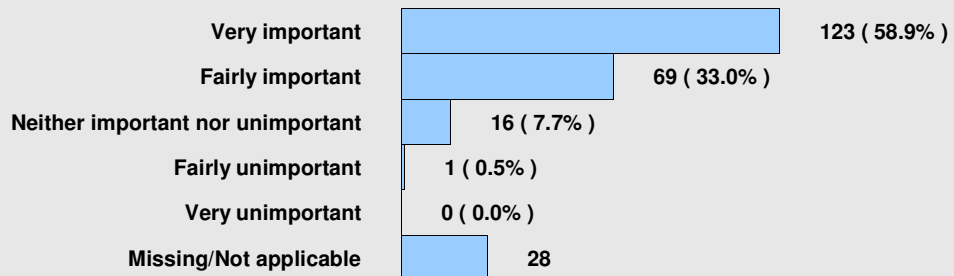
**Q13i Importance - water temperature in pool.**



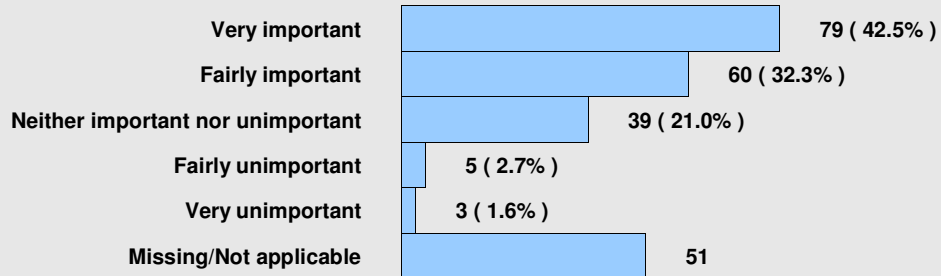
**Q13j Importance - number of people in pool.**



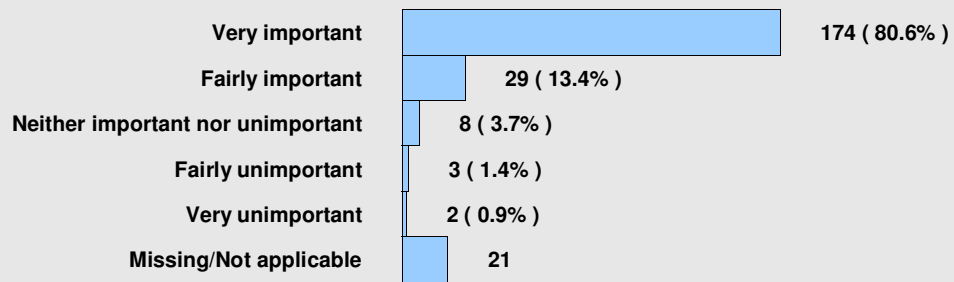
**Q13k Importance - quality of car parking on site.**



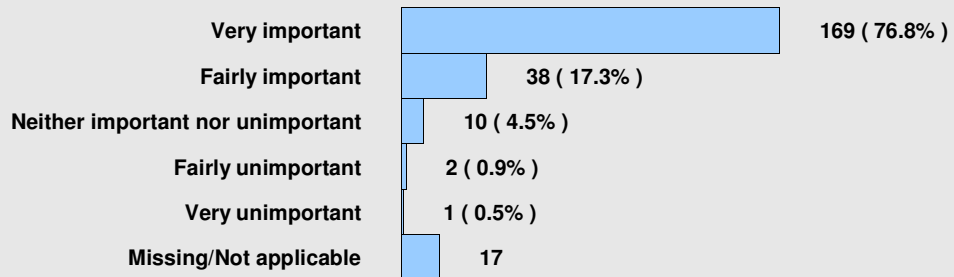
**Q13l Importance - quality of food/drink.**



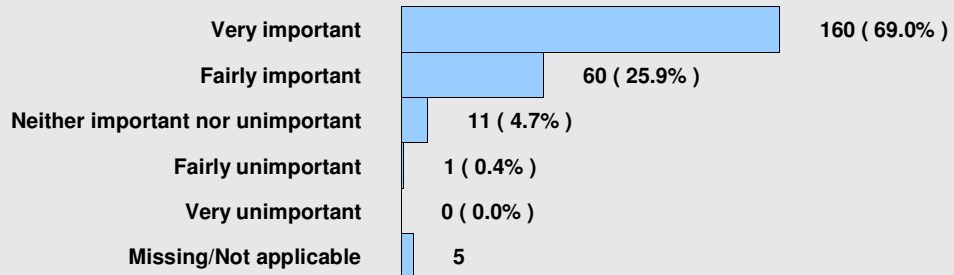
**Q13m Importance - cleanliness of changing area.**



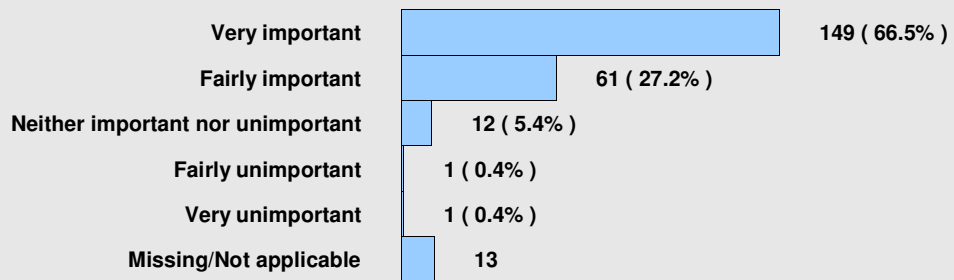
**Q13n Importance - cleanliness of activity spaces.**



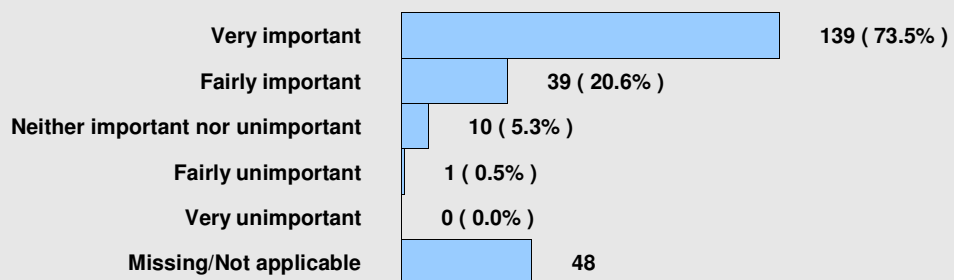
**Q13o Importance - helpfulness of reception staff.**



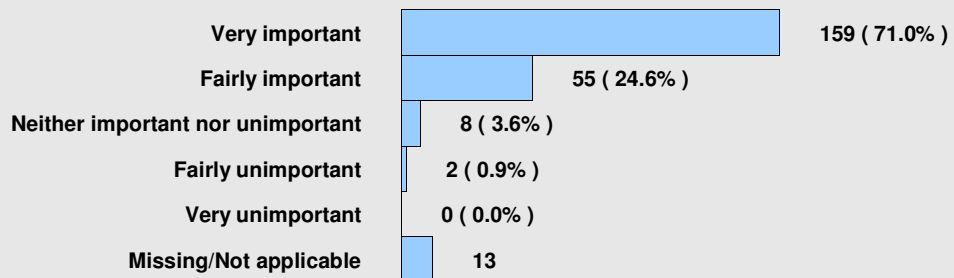
**Q13p Importance - helpfulness of other staff.**



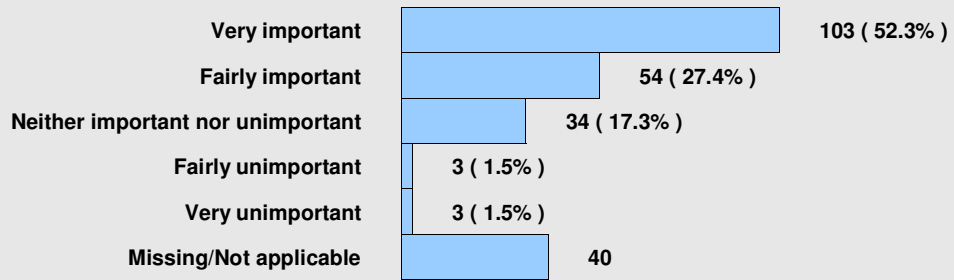
**Q13q Importance - standard of coaching/instruction**



**Q13r Importance - value for money of activities.**



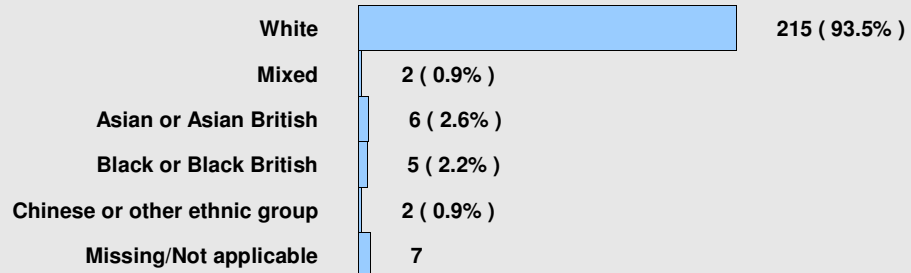
**Q13s Importance - value for money of food/drink.**



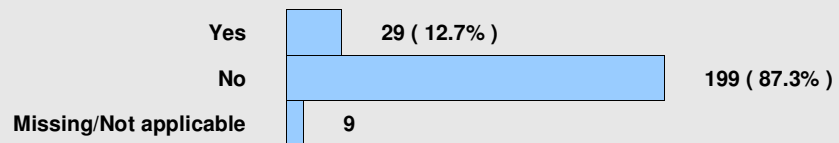
**Q14 Gender.**



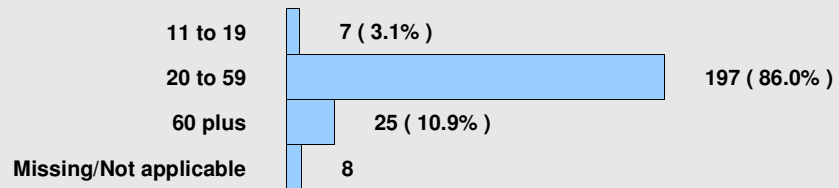
**Q15 Ethnic origin of respondent.**



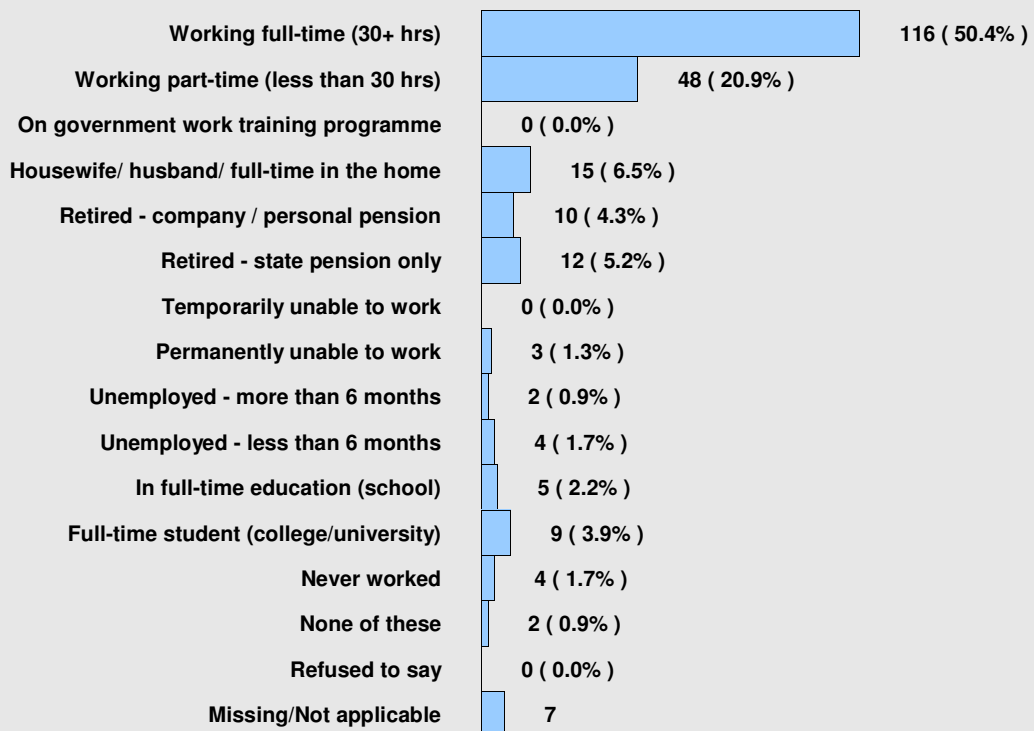
**Q16 Long term illness, health problem or disability.**



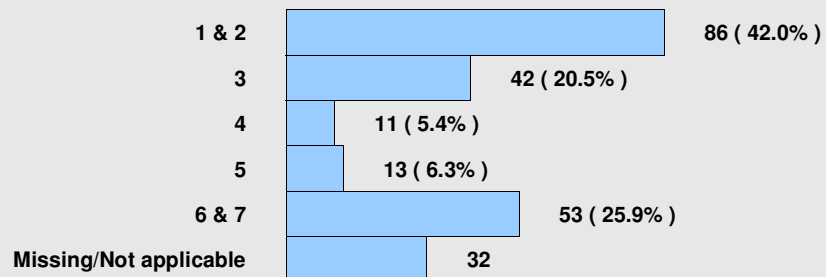
**Q17 Age.**



**Q18 Current employment status.**



**Socio-economic group.**



**Q23 Postcode.**

first part of postcode	number of questionnaires		cumulative percent
B64	58	( 24.8% )	24.8
B63	35	( 15.0% )	39.7
DY2	35	( 15.0% )	54.7
B65	27	( 11.5% )	66.2
B62	22	( 9.4% )	75.6
B68	11	( 4.7% )	80.3
DY5	10	( 4.3% )	84.6
B69	7	( 3.0% )	87.6
B32	5	( 2.1% )	89.7
DY9	4	( 1.7% )	91.5
DY1	3	( 1.3% )	92.7
DY3	3	( 1.3% )	94.0
DY4	2	( 0.9% )	94.9
DY8	2	( 0.9% )	95.7
B17	1	( 0.4% )	96.2
B29	1	( 0.4% )	96.6
B42	1	( 0.4% )	97.0
B43	1	( 0.4% )	97.4
B61	1	( 0.4% )	97.9
B66	1	( 0.4% )	98.3
B67	1	( 0.4% )	98.7
BY4	1	( 0.4% )	99.1
CE15	1	( 0.4% )	99.6
D69	1	( 0.4% )	100.0
Missing/Not applicable	3		