



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

**FACILITY REPORT
FOR
HADLEY STADIUM**

Prepared by the
Sport Industry Research Centre, Sheffield Hallam University
September 2007

NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

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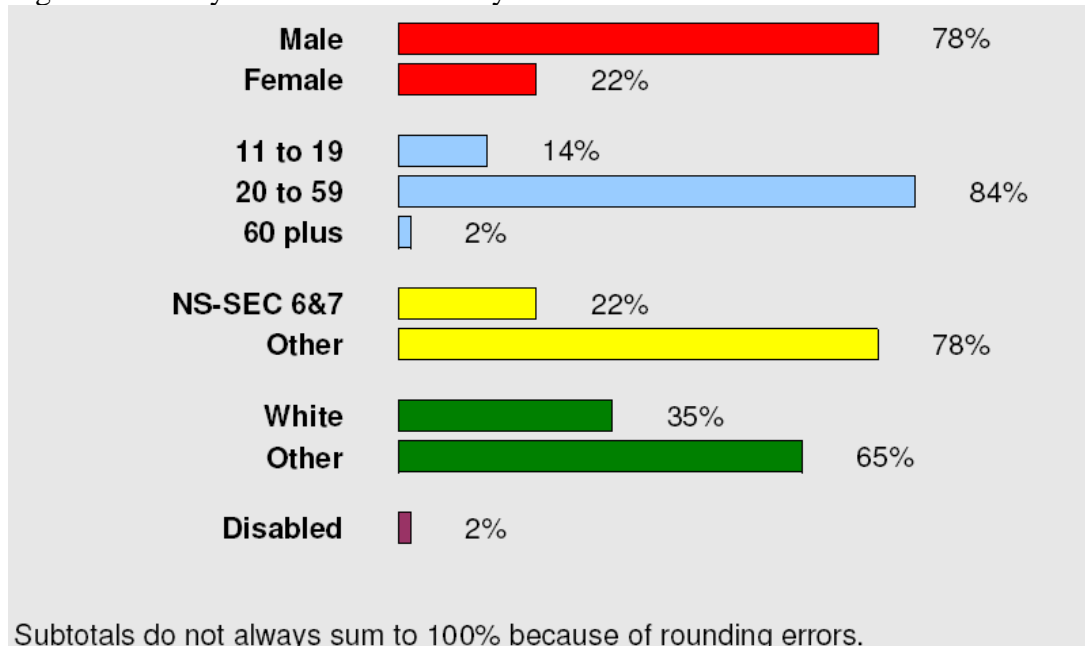
NBS REPORT FOR HADLEY STADIUM

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 Hadley Stadium, 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 Hadley Stadium 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 267 users of the centre between the 9th and 17th of June 2007, conducted by Leisure Net Solutions; and a financial return based on the year 1st April 2006 to 31st March 2007. It should be noted that the user survey sample is below the recommended number of 350, which reduces the reliability of the results. 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 Hadley Stadium is classified as being a 'dry with outdoor' centre which means that it has an indoor sports hall which could accommodate at least 4 badminton courts as well as outdoor provision, but no swimming pool. The actual floor space of the centre is 2,155m² which means that it is benchmarked against comparable centres with a total floor space of 1,500m² to less than 3,000m² (that is medium sized centres) and it has 1,846m² of usable space. The catchment area has a relatively high proportion (21.68%) 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 Hadley Stadium are:
- Dry with outdoor site (benchmark family of 11 centres)
 - 20%+ of catchment population in NS-SEC 6&7 (benchmark family of 41 centres)
 - 1,500 to <3000m² floor space (benchmark family of 49 centres)
 - Trust management (benchmark family of 35 centres)

2. THE USER SURVEY SAMPLE

Figure 1: Hadley Stadium User Survey Characteristics

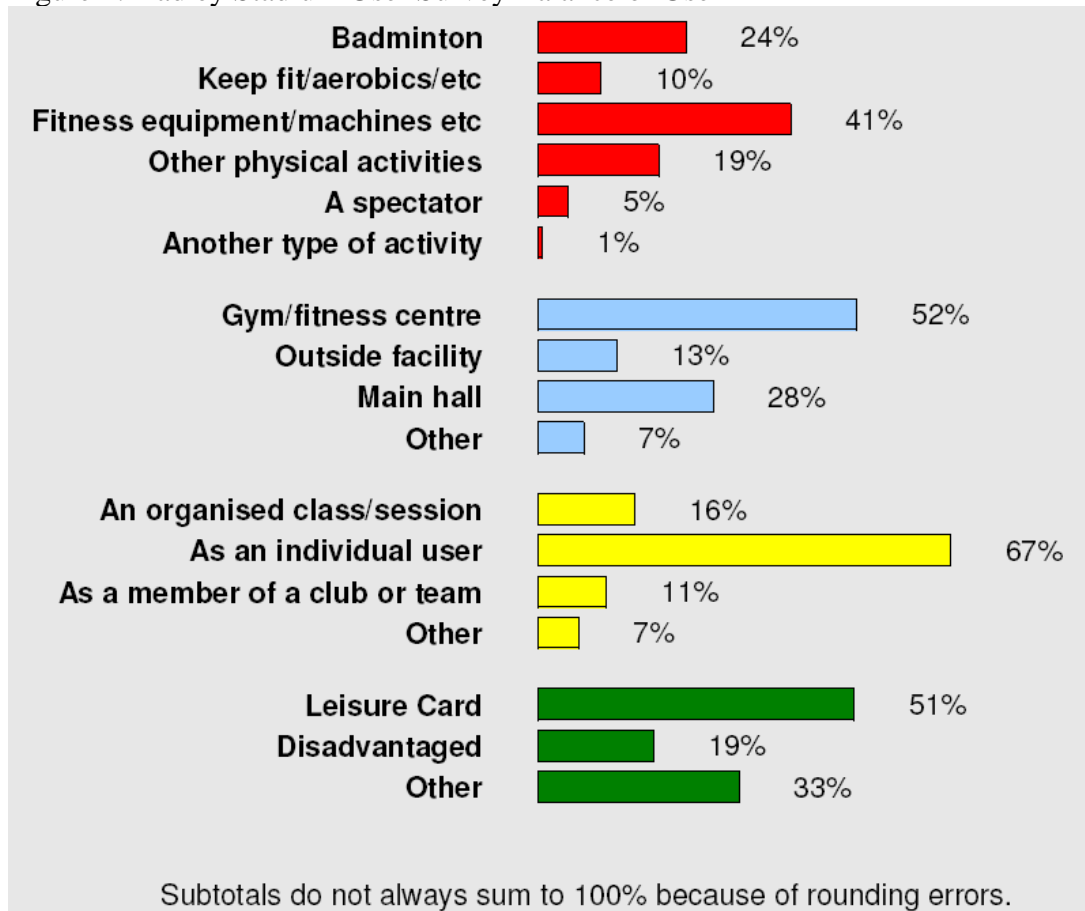


Note: The survey instrument groups respondents according to the new NS-SEC classification as used in the 2001 Census and now used as standard in all government surveys.

2.1 The broad nature of the 267 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 (191,956 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: Hadley Stadium User Survey Balance of Use



2.3 Using fitness equipment/machines was the most frequently stated main activity by survey respondents, followed by badminton. These two activities accounted for nearly two-thirds (65%) of the main activities undertaken during the survey period. Given the distribution of activities undertaken, it is not surprising that the gym/fitness centre and the main hall were the most utilised areas of the facility. It is important that managers are able to confirm that the distribution of the users is broadly in line with the centre's overall usage patterns especially given the low sample size. The majority of activities undertaken were casual (67%) rather than instructor led or club usage. Over half (51%) of the respondents had some form of leisure card which gave them reduced price admission to the centre. Less than one in every three 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 HADLEY STADIUM

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	CPA thresholds				
	< lower	= lower	between thresholds	= upper	> upper
% visits 11-19 years ÷ % catchment population 11-19 years		0.55		1.00	
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7		0.20		0.50	
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups		0.75		1.00	
% visits 60+ years ÷ % catchment population 60+ years		0.15		0.65	
Subsidy per visit (£) - 1		2.40		-0.10	
Annual visits per sq. m. - 1		35		100	

3.3 The centre's performs well relative to the proposed CPA thresholds, with three of the seven key indicator scores above their upper thresholds, two indicator scores between the thresholds and only one indicator score below the 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. The CPA strengths of the centre include elements of both access and efficiency performance.

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>2nd quartile</i>	<i>50%</i>	<i>3rd 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 a more detailed relative positioning than the performance against the proposed CPA thresholds and in this case presents a weaker picture. The table has been amended to include 'disabled under 60' performance and to exclude 'visits per square metre'. 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 is 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, relating to visits by social classes 6&7, is in the top quartile. Three, however, including two access indicators and one efficiency indicator are at their 25% benchmark levels or in the bottom quartile. The

efficiency indicator - subsidy per visit - is at the 25% level despite scoring higher than the lower CPA threshold, which is relatively weak performance in relation to other similar facilities. Two other key access related indicators are positioned at their third quartiles.

Access

<i>Access indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2nd quartile</i>	<i>50%</i>	<i>3rd 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 reasonable 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 at the third quartile level or above (11-19 years, NS-SEC 6&7, ethnic minorities, disadvantaged card holders, and the unemployed), while three which are relevant to social inclusion are below their 25% benchmark performance levels (60+ years, disabled under 60, and disabled 60+). Females are in the bottom quartile - unusually for sports facilities, but not so unusual for dry facilities. However, they comprise a rather small minority of visitors at this centre, 22%. The indicator for usage by 20-59 year olds is in the top quartile, but this group of users is not normally considered relevant to social inclusion because they are not necessarily disadvantaged.

3.8 Financial performance is modest relative to the benchmarks, with three of the four subsidy indicators below their median (50%) 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 low income, which is not compensated for by the strong operating cost performance, despite a reasonably high throughput for a centre of this size - see below. Direct income per visit is very low, in its bottom quartile, while it is relevant to note that satisfaction levels with

the value for money of activities and entrance charges are high, with an average customer score of 4.27 out of 5 for both attributes. This suggests that activity prices are well within the bounds of acceptability by customers. Secondary income per visit is also low, at the 25% level, and it is probably no coincidence that the satisfaction scores for quality and value for money of food and drink are the two lowest satisfaction scores.

Financial

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

Utilisation

<i>Utilisation indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2nd quartile</i>	<i>50%</i>	<i>3rd quartile</i>	<i>75%</i>	<i>Top quartile</i>
Visits per m ²							
% 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, the simple product of a moderately high number of annual visits for a centre of this size. The weekly number of people visiting also performs at the third quartile, suggesting a reasonable market penetration in the local catchment population. The percentage of visits which are casual (67%) is below par 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 and 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. In fact, only one attribute has a satisfaction score less than four, suggesting that satisfaction levels across the range of attributes is relatively high.

Mean score gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Quality of lighting in the sports hall	4.64	4.11	0.53
Quality of equipment	4.67	4.16	0.51
Value for money of food and drink	4.44	3.97	0.47
Cleanliness of activity spaces	4.70	4.28	0.42
Value for money of activities	4.65	4.27	0.38

Rank gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Cleanliness of activity spaces	2	9	-7
Quality of equipment	8	13	-5
Cleanliness of changing areas	5	8	-3
Quality of lighting in the sports hall	11	14	-3
Value for money of food and drink	15	16	-1

3.11 Four attributes feature in both of the tables above while two of the attributes in the second table are amongst the five most important to customers. The appearance of cleanliness related attributes in the gap tables is not unusual for sports facilities. From the frequency distributions in the appendix, it is apparent that only about 3% of the respondents were dissatisfied with the cleanliness of the activity spaces and changing areas, which is very low by industry standards. Meanwhile 7% and 9% of respondents expressed dissatisfaction with the quality of equipment and the quality of lighting in the sports hall respectively. Value for money attributes also feature in the gap tables, however the gaps for these attributes are very small by industry standards. Moreover, value for money of food and drink was also quite low (15th) in the importance rankings by customers. So any problems are not absolute, but relative - the satisfaction scores and ranks falling short of their corresponding importance scores and ranks - and small minorities of customers are dissatisfied.

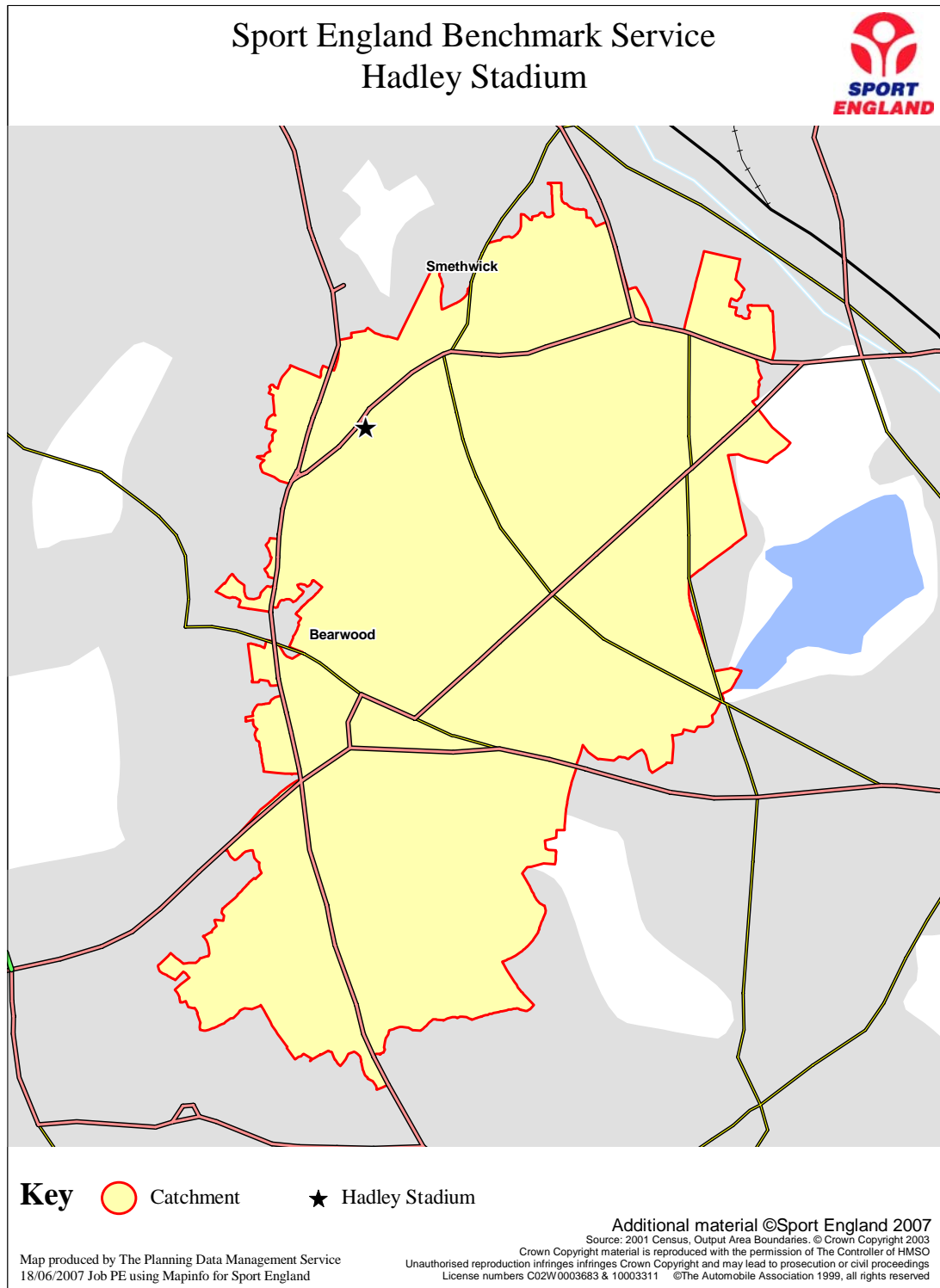
Strengths of the centre as perceived by customers

<i>Attribute</i>	<i>Satisfaction</i>		<i>Importance</i>	
	Mean	Rank	Mean	Rank
Standard of coaching/instruction	4.59	1	4.71	1
Ease of booking	4.54	2	4.68	4
Helpfulness of reception staff	4.49	3	4.68	3
Quality of car parking on site	4.46	4	4.56	14
Helpfulness of other staff	4.46	5	4.66	9


3.12 According to the customers surveyed, the strengths of the centre involve staff and accessibility attributes as well as quality of parking facilities. All three staff attributes are in the top five satisfaction rankings and also in the top ten for importance rankings - a desirable correlation. Overall satisfaction with the visit achieves a mean score of 4.44 out of 5, which is one of the higher 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 Hadley Stadium attracts more visitors than any other centre, i.e. the area within which Hadley is the dominant supplier.

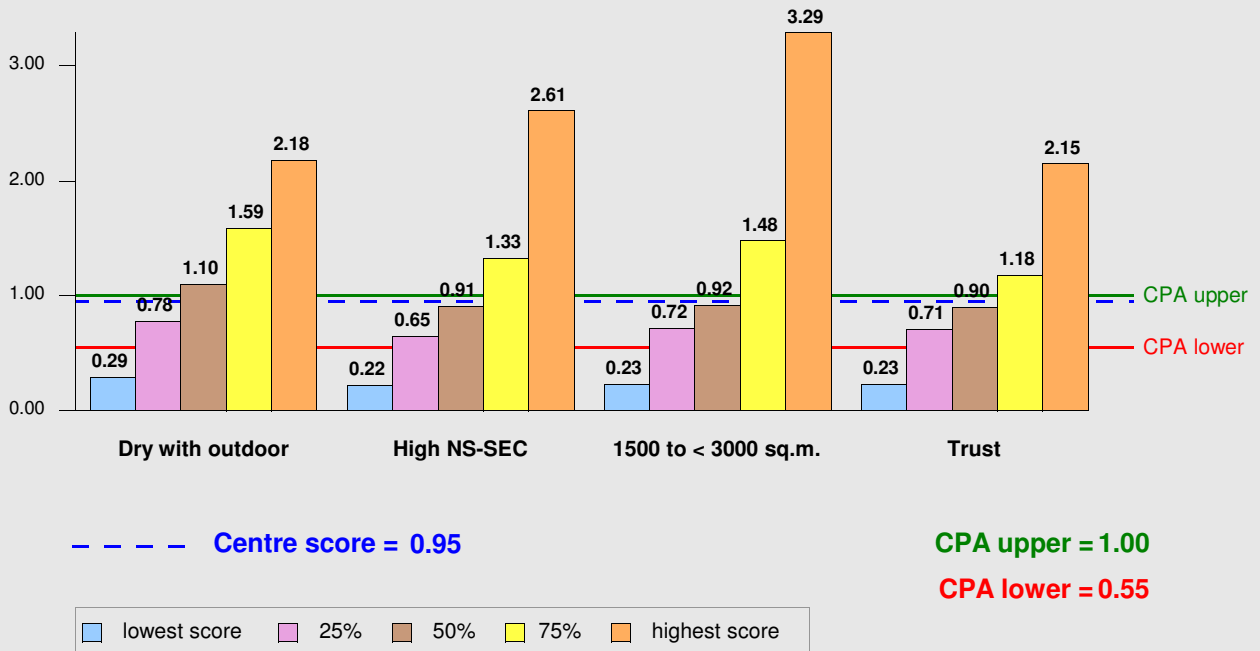


5. RESULTS: CURRENT PERFORMANCE SCORES FOR HADLEY STADIUM

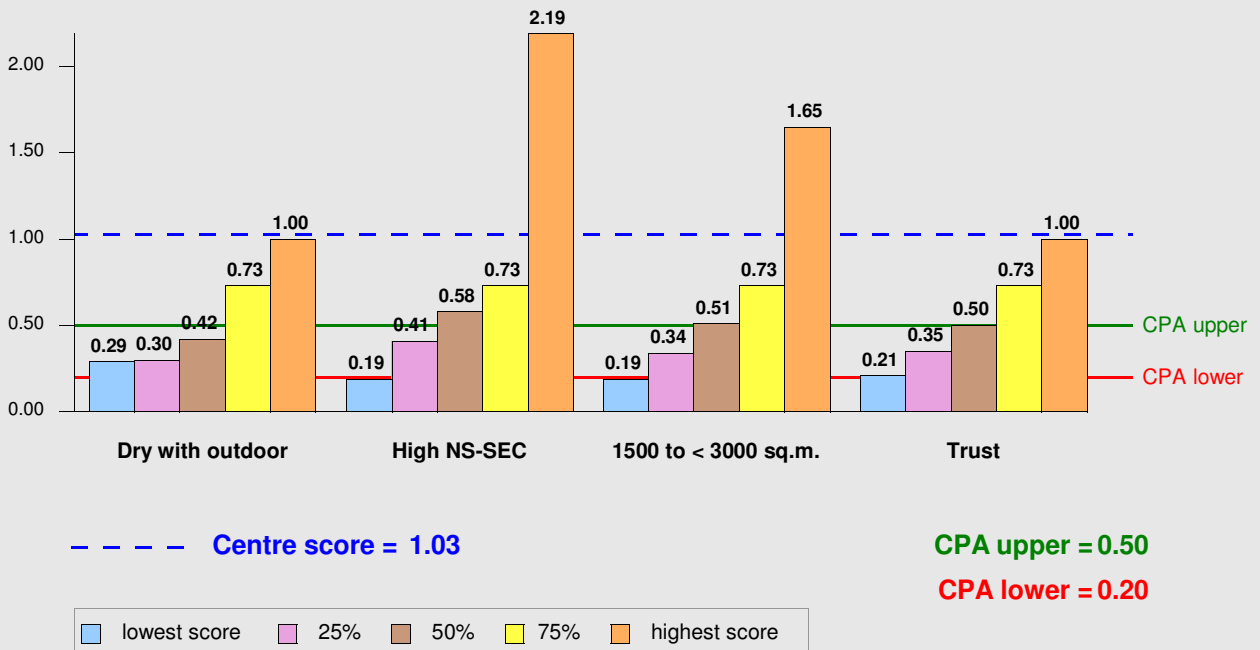
- 5.1 The results in this section are structured in the following order:
- first, the seven performance indicators which have been proposed for the CPA;
 - second, 22 other important performance indicators for access, finance and utilisation, including two of the proposed CPA indicators calculated in 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 Hadley belongs. For the other important access, finance and utilisation indicators Hadley'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

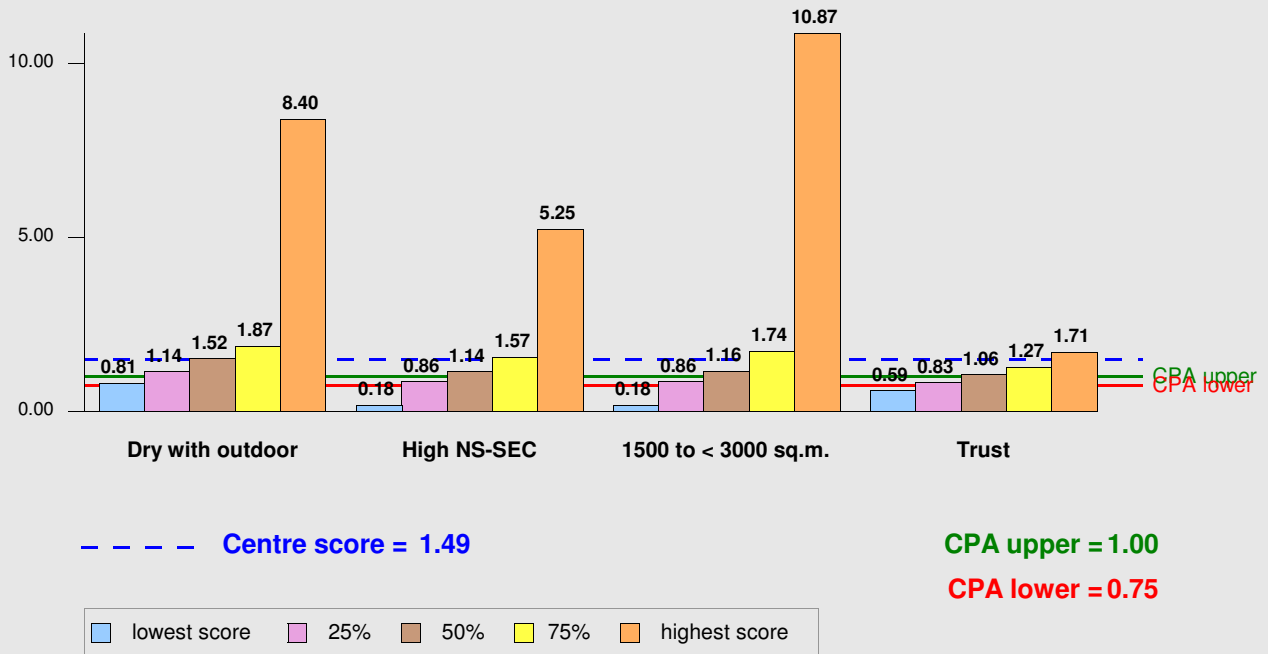
% visits 11-19 years ÷ % catchment population 11-19 years



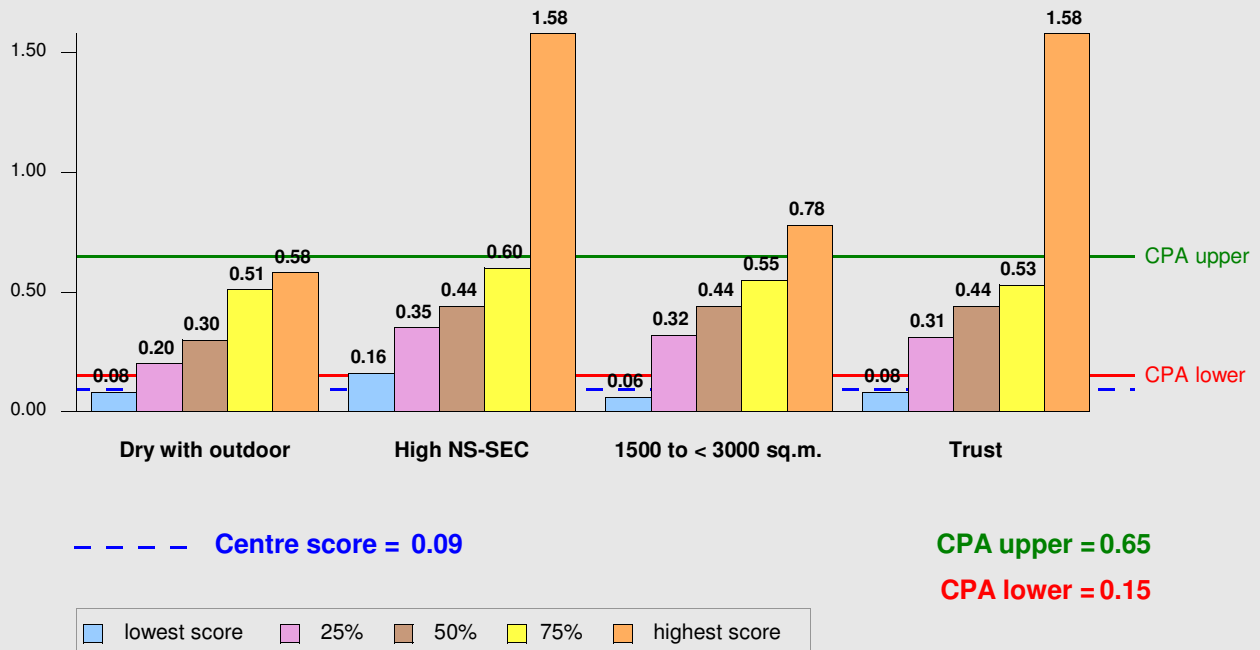
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7



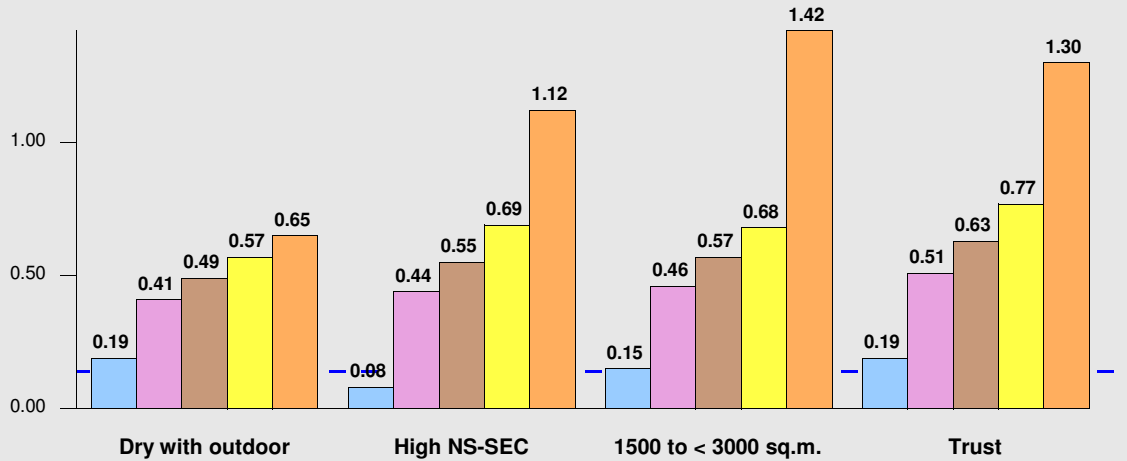
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups



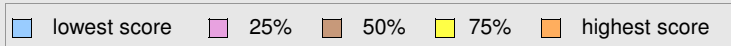
% visits 60+ years ÷ % catchment population 60+ years



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

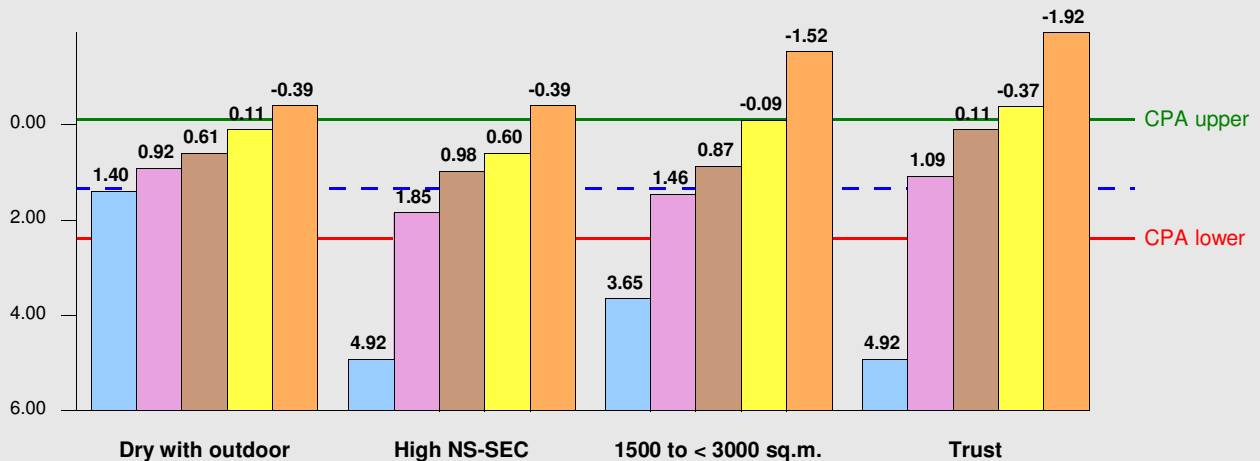


--- Centre score = 0.14



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.

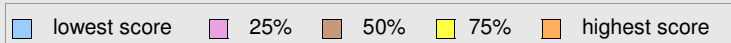
Subsidy per visit (£) - 1



--- Centre score = 1.35

CPA upper = -0.10

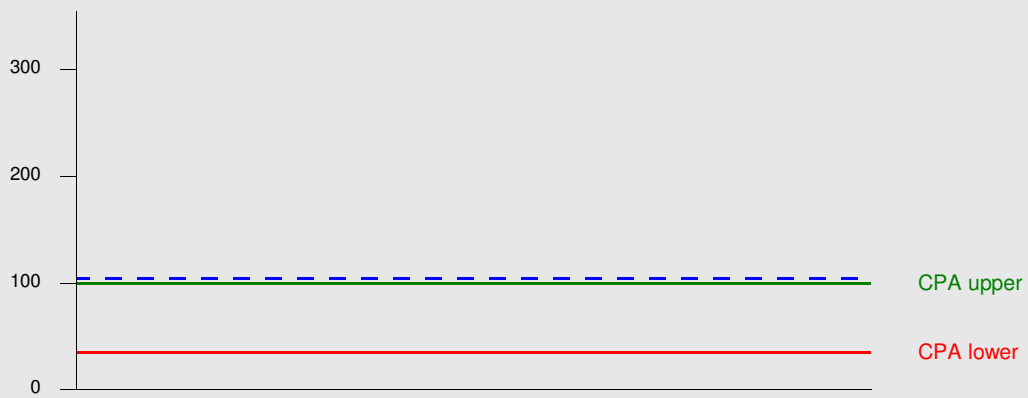
CPA lower = 2.40



(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 = 104

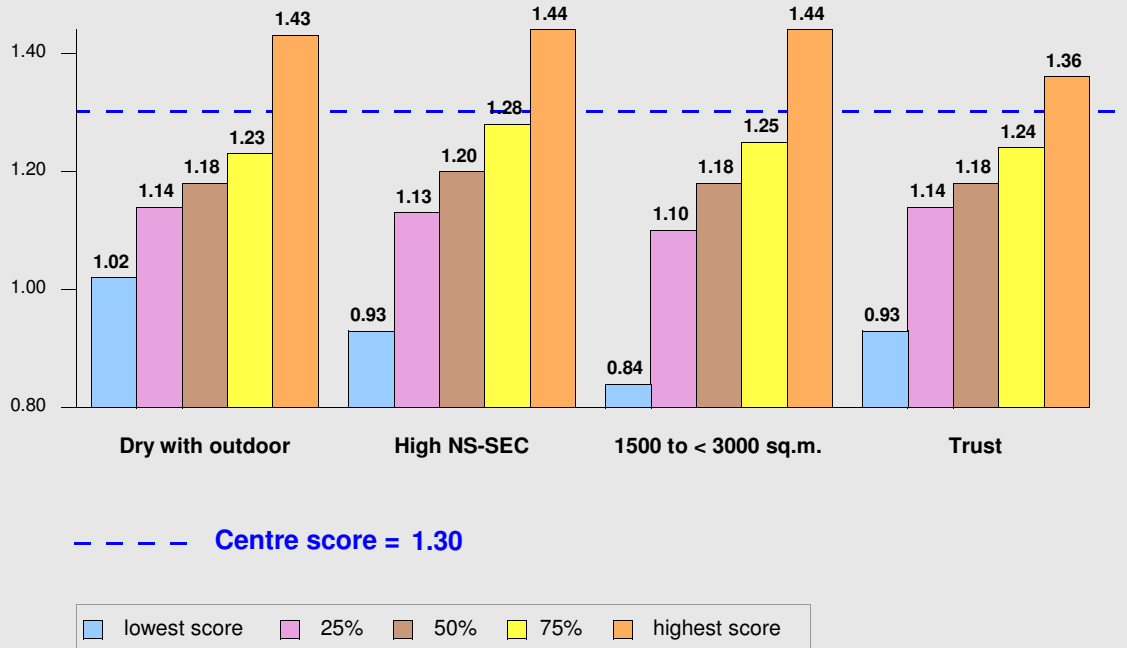
CPA upper = 100

CPA lower = 35

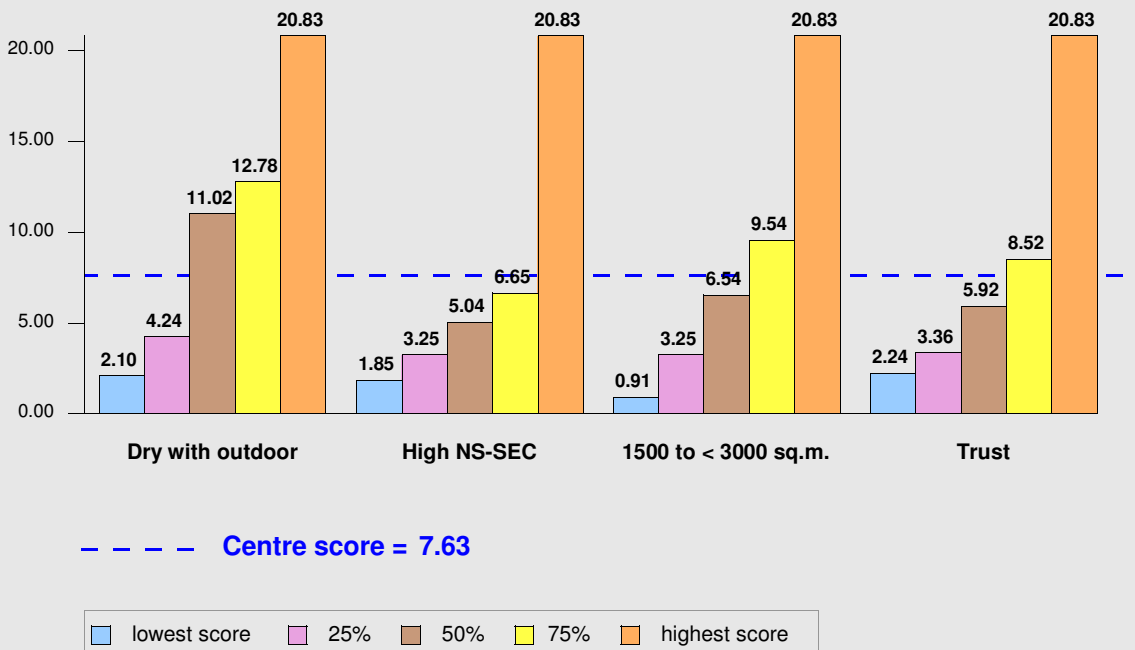
For this performance indicator, square metres of indoor space excludes offices and corridors

Other important Indicators

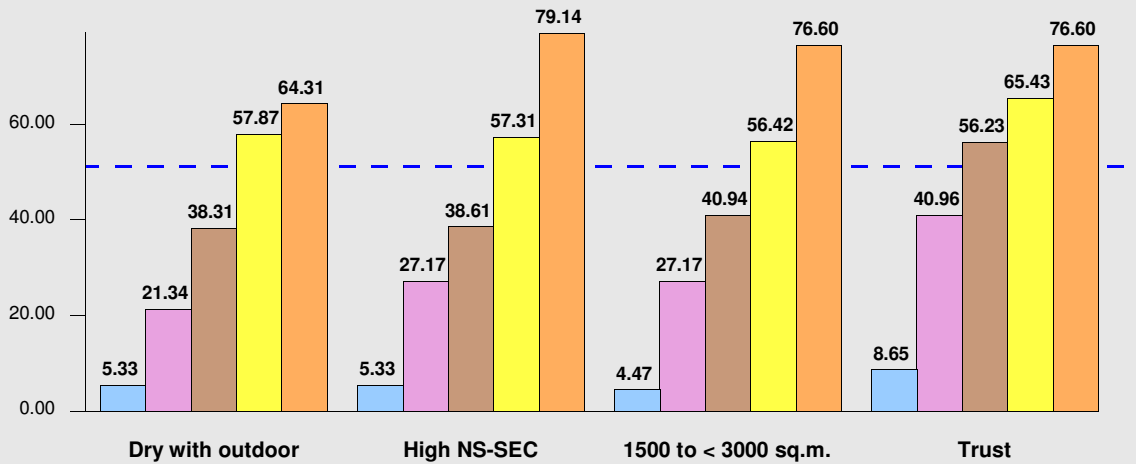
% visits 20-59 years ÷ % catchment population 20-59 years



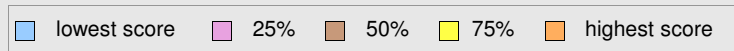
% visits which were first visits



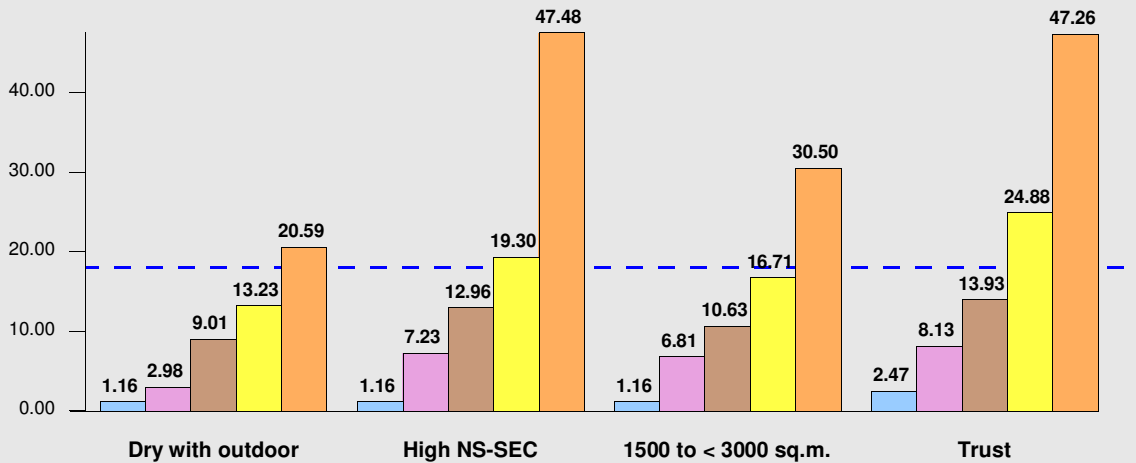
% visits with discount card



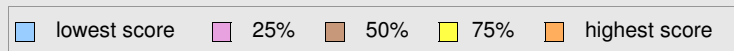
--- Centre score = 51.15



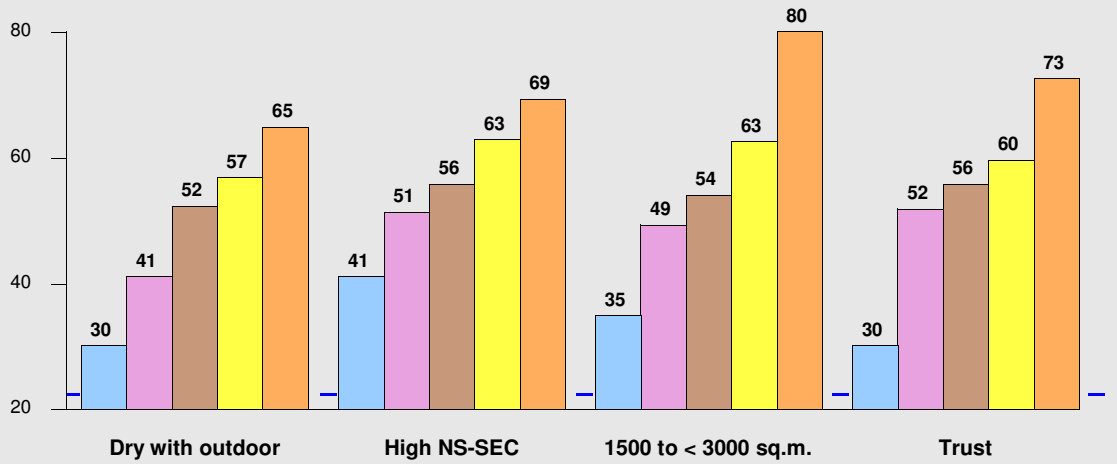
% visits with discount card for 'disadvantage'



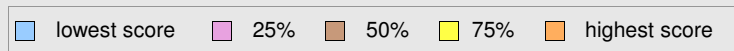
--- Centre score = 18.08



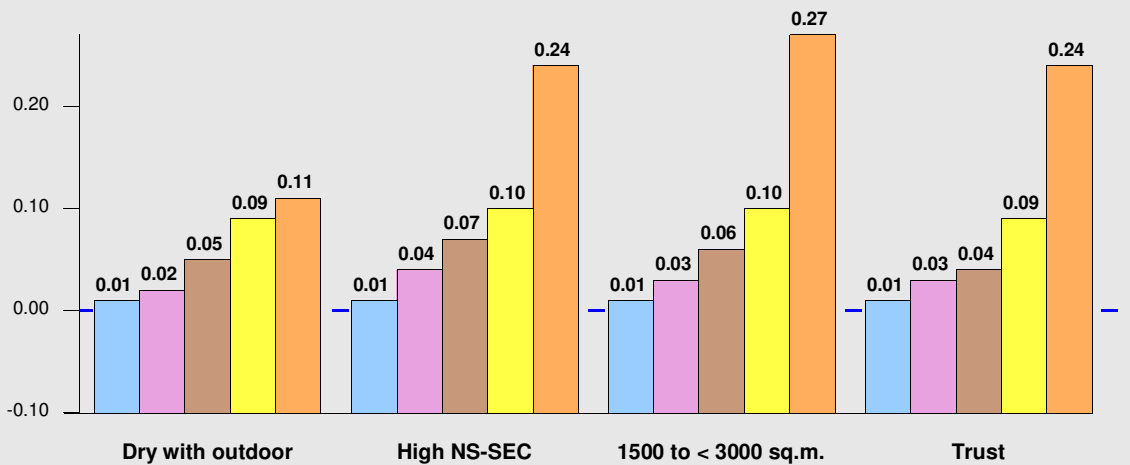
% visits female



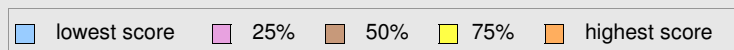
--- Centre score = 22



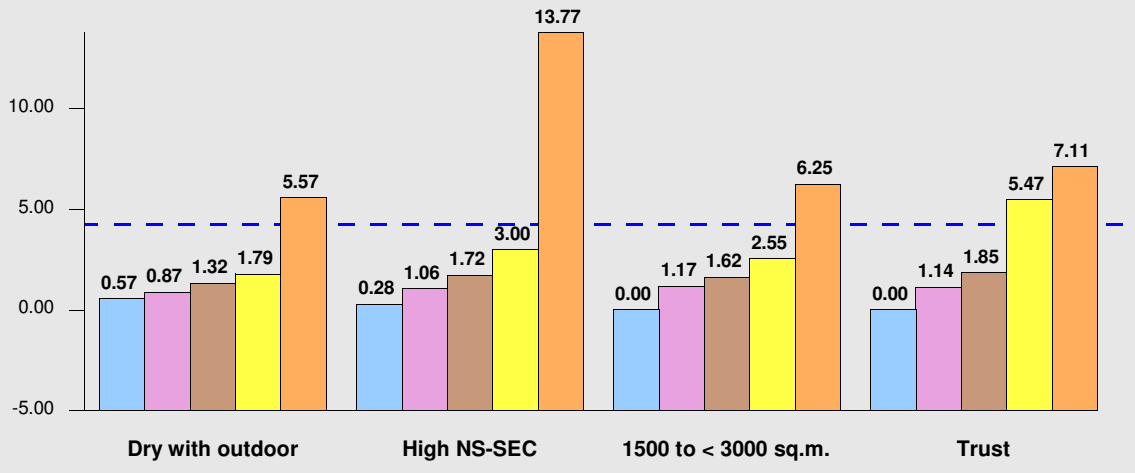
% visits 60+ years disabled ÷ % catchment population 60+ years disabled



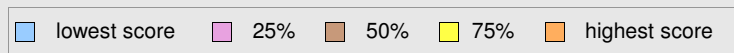
--- Centre score = 0.00



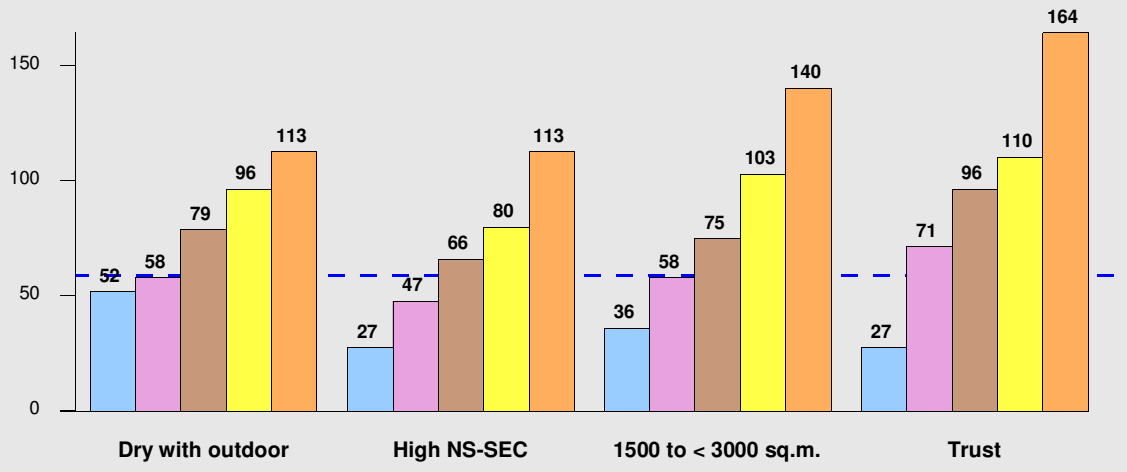
% visits unemployed



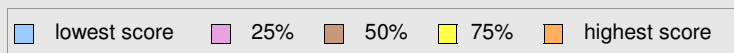
--- Centre score = 4.23



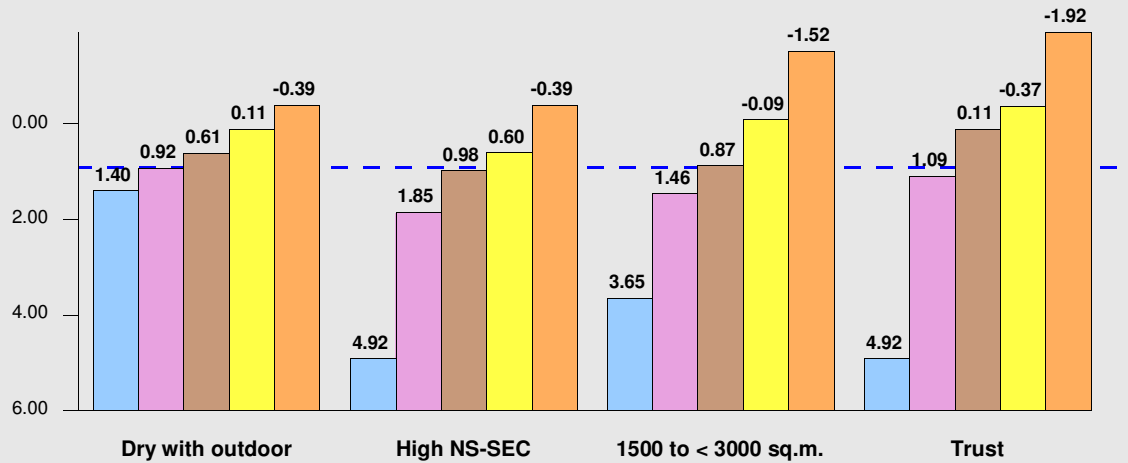
% cost recovery



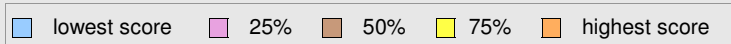
--- Centre score = 59



Subsidy per visit (£) - 2



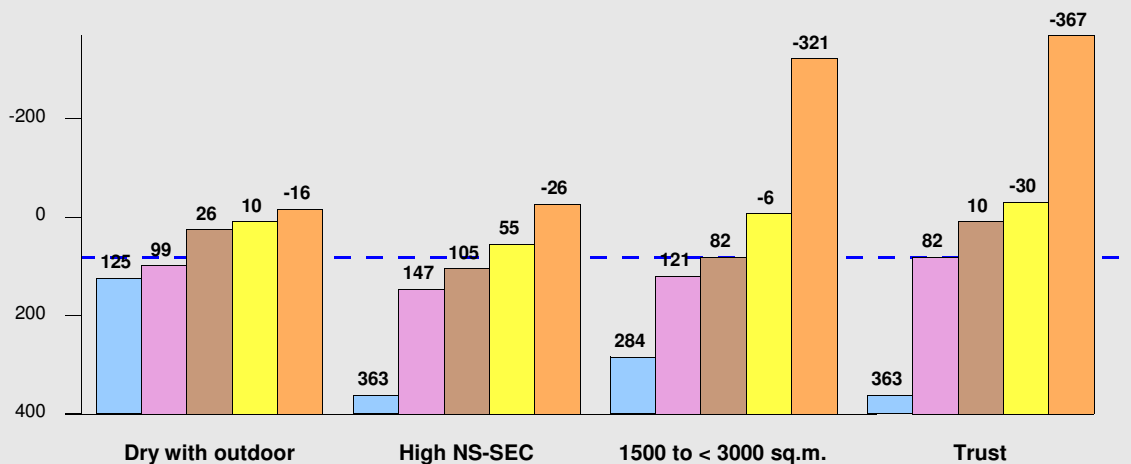
--- Centre score = 0.91



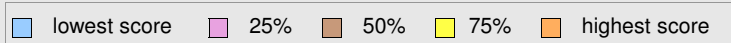
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidies and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

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

Subsidy per sq. m. (£)

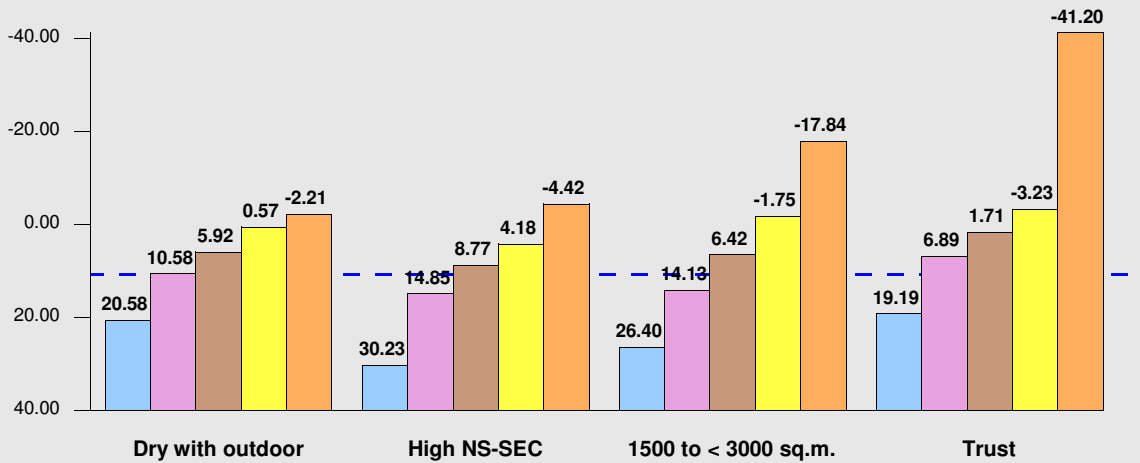


--- Centre score = 81



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 (£)

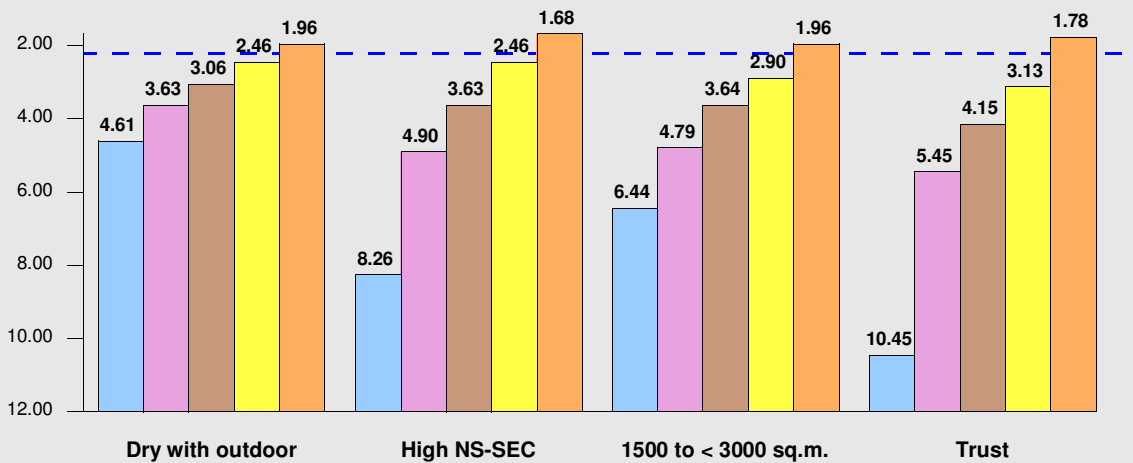


--- Centre score = 10.64

lowest score 25% 50% 75% highest score

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

Total operating cost per visit (£)

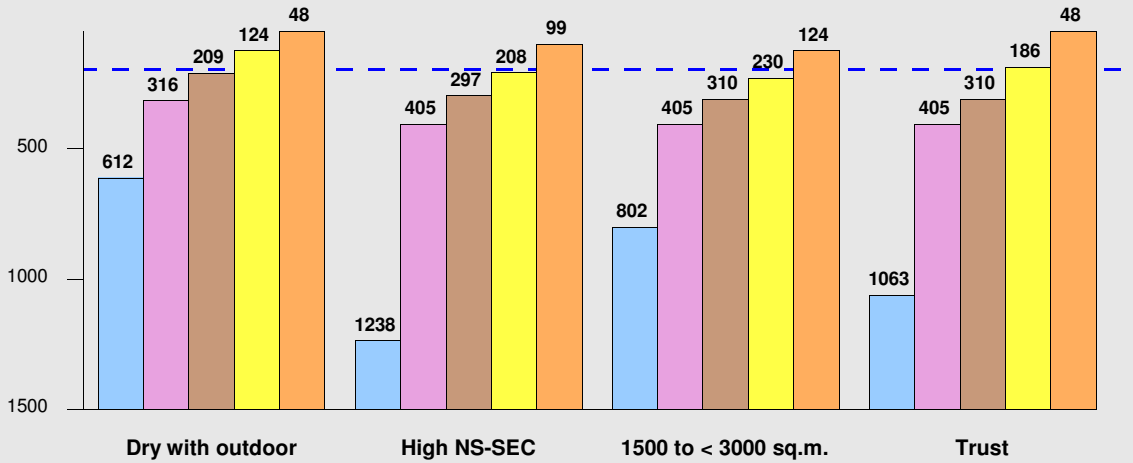


--- Centre score = 2.21

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 operating cost per sq. m. (£)

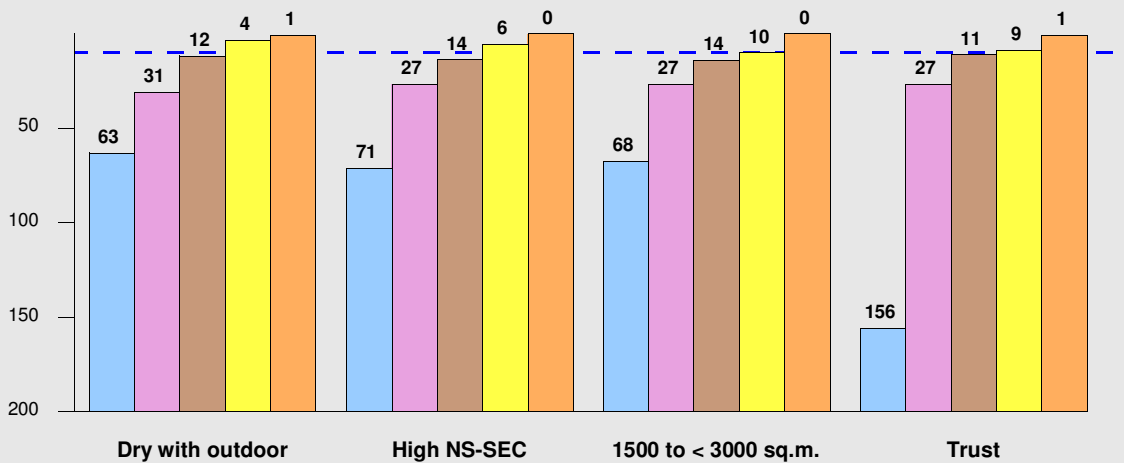


--- Centre score = 197

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. (£)

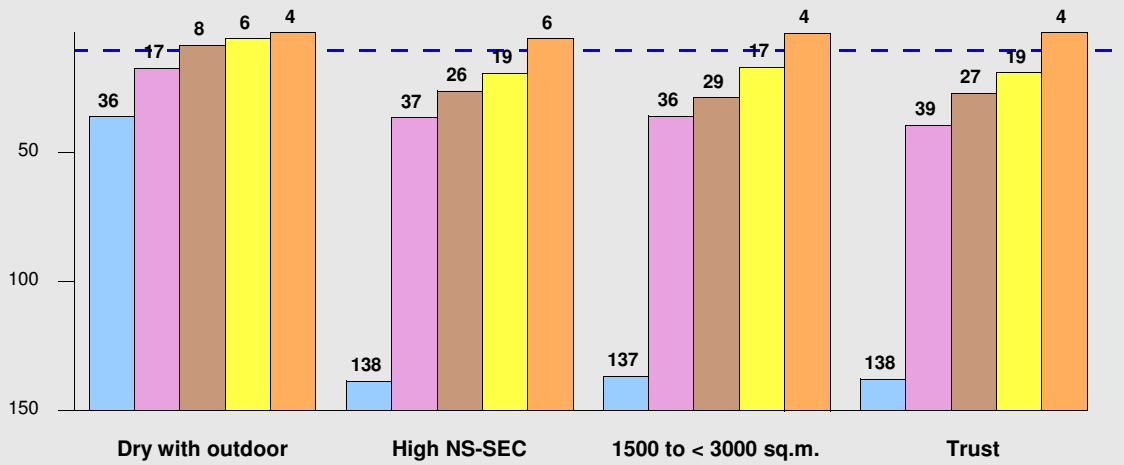


--- Centre score = 10

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. (£)

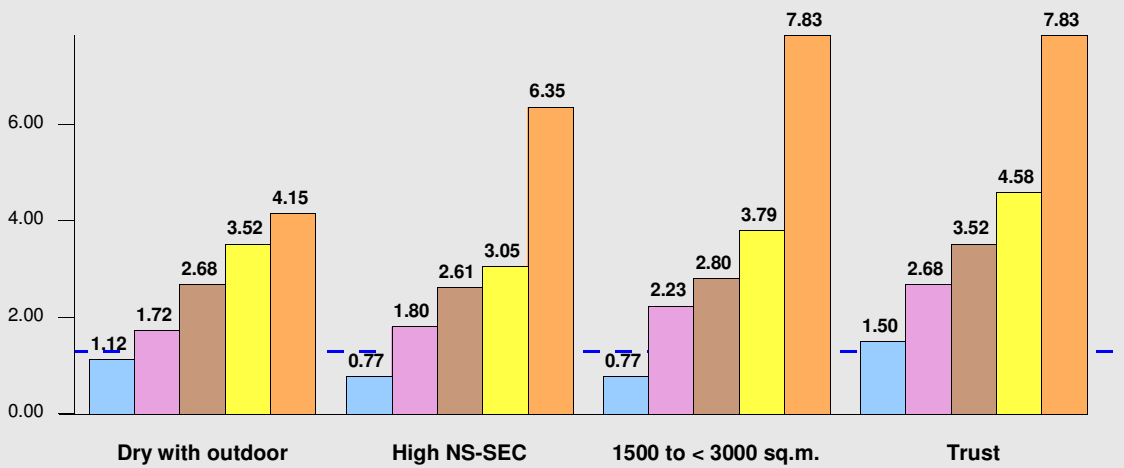


--- Centre score = 11

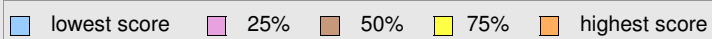


To be consistent with the other diagrams, the worst score (= highest cost) is on the left of each cluster, and the best score (= lowest cost) is on the right.

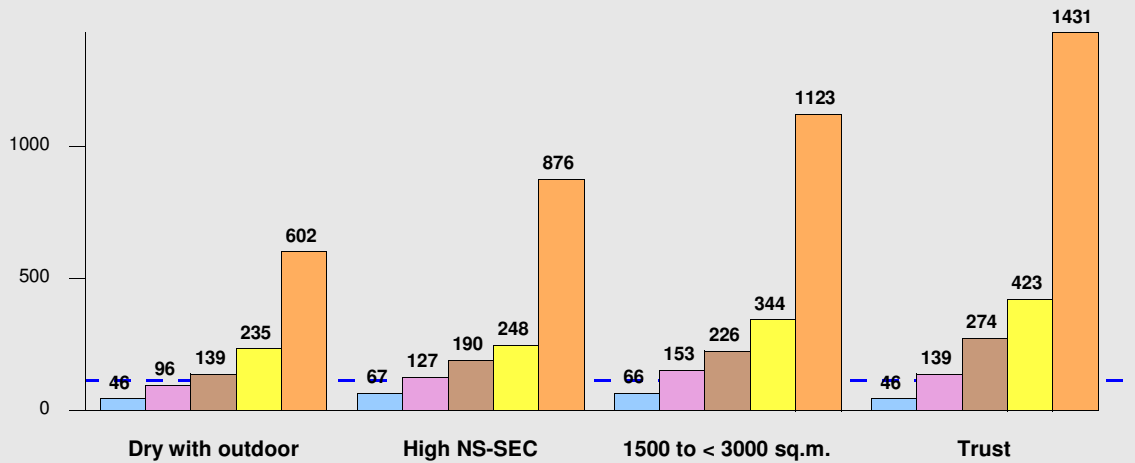
Total income per visit (£)



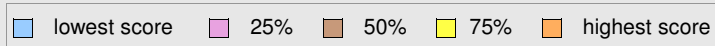
--- Centre score = 1.30



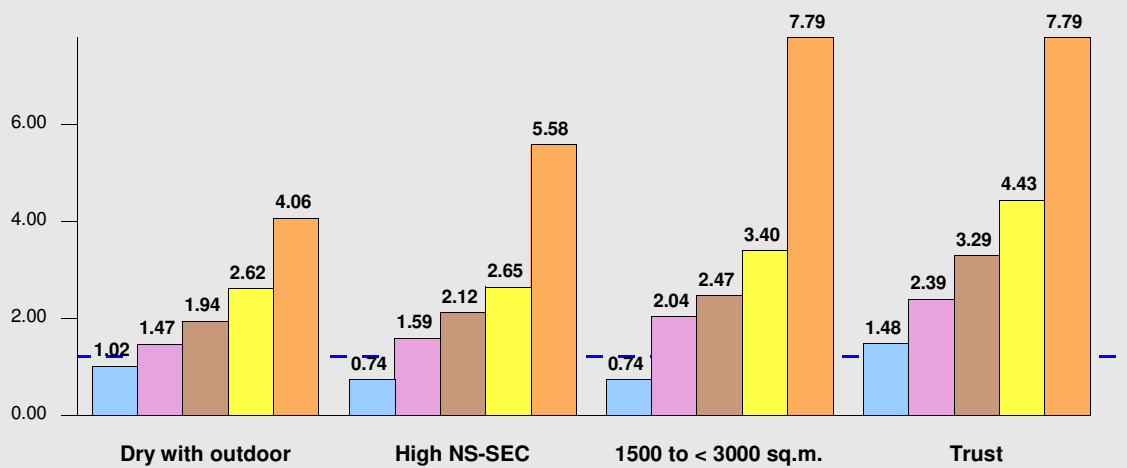
Total income per sq. m. (£)



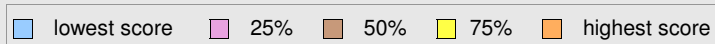
--- Centre score = 116



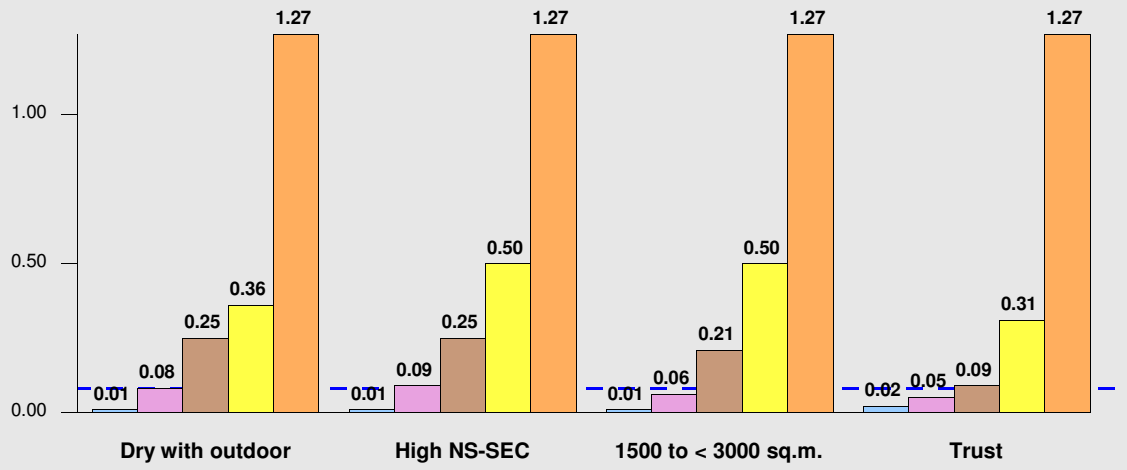
Direct income per visit (£)



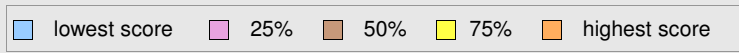
--- Centre score = 1.22



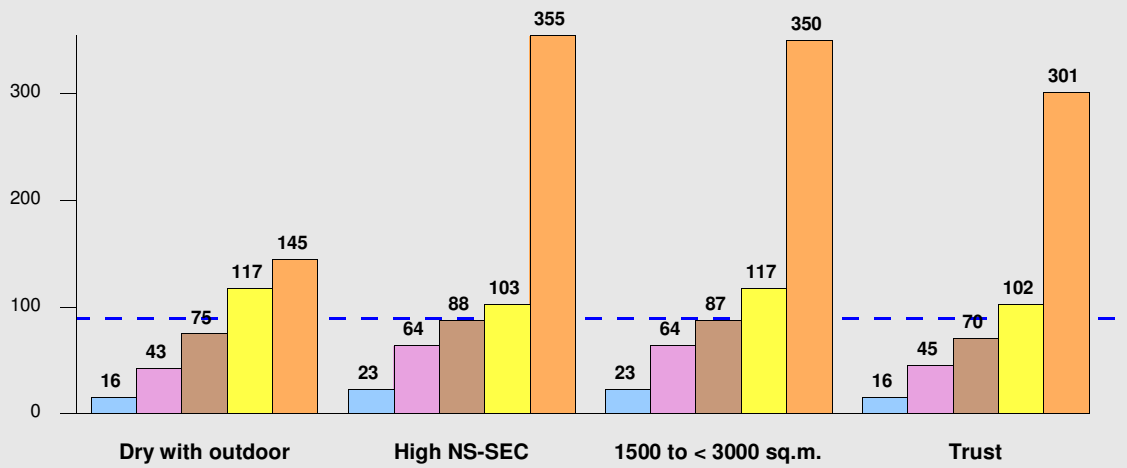
Secondary income per visit (£)



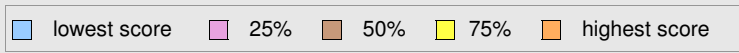
--- Centre score = 0.08



Annual visits per sq. m. - 2

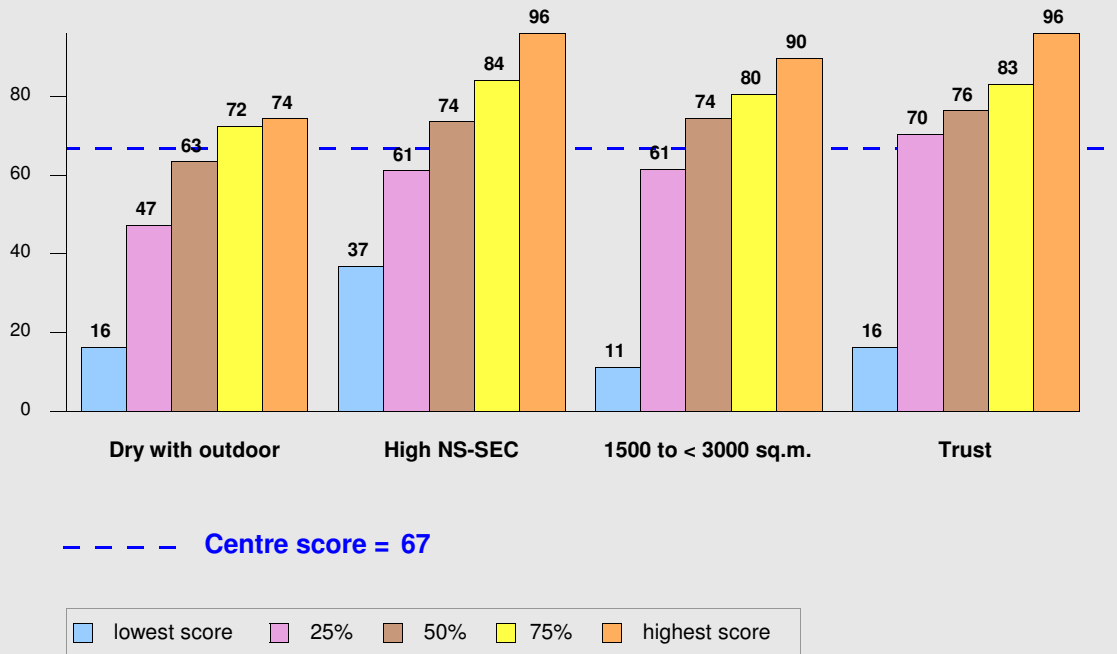


--- Centre score = 89

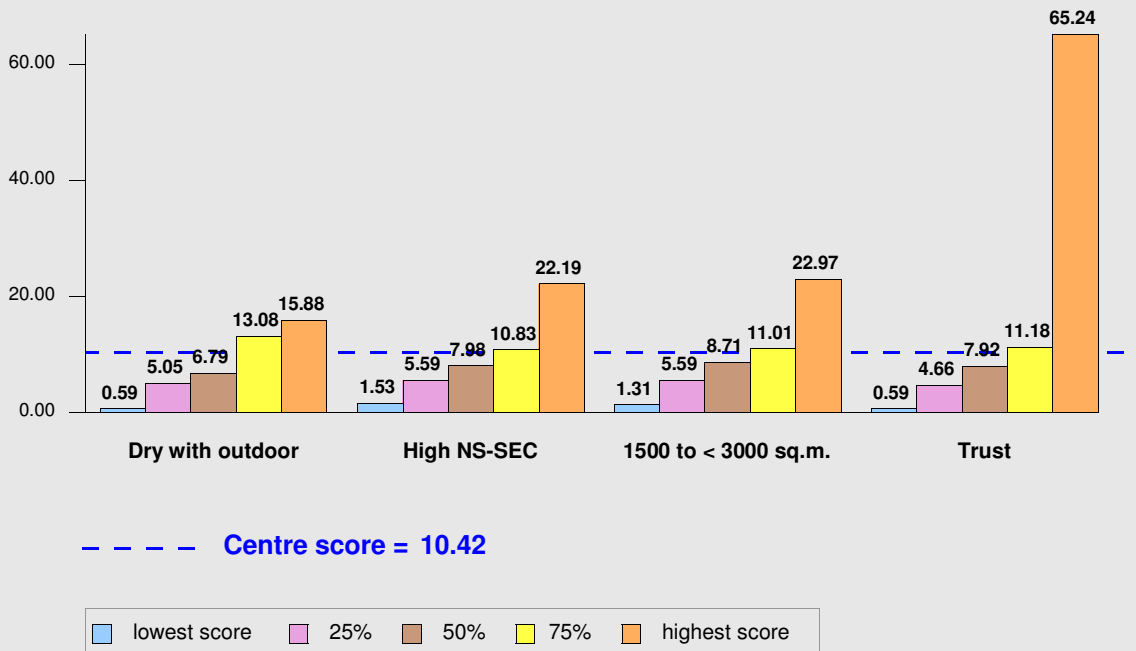


For this indicator, total indoor floor space is used

% visits casual, instead of organised



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



Satisfaction and importance scores: by attribute

	IMPORTANCE		SATISFACTION		GAPS (Importance minus Satisfaction)	
	Rank	Mean no	Rank	Mean no	Rank	Mean
Accessibility						
a.	Activity available at convenient times	6	4.67 260	6	4.44 264	0 0.23
b.	Ease of booking	4	4.68 244	2	4.54 239	2 0.14
c.	The activity charge/fee	13	4.60 255	11	4.27 254	2 0.33
d.	The range of activities available	12	4.61 251	12	4.23 240	0 0.38
Quality of facilities/services						
e.	Quality of flooring in the sports hall	7	4.67 226	7	4.36 81	0 0.31
f.	Quality of lighting in the sports hall	11	4.64 228	14	4.11 81	-3 0.53
g.	Quality of equipment	8	4.67 237	13	4.16 244	-5 0.51
k.	Quality of car parking on site	14	4.56 229	4	4.46 186	10 0.10
l.	Quality of food and drink	16	4.42 227	15	4.06 214	1 0.36
Cleanliness						
m.	Cleanliness of changing areas	5	4.67 238	8	4.31 231	-3 0.36
n.	Cleanliness of activity spaces	2	4.70 244	9	4.28 240	-7 0.42
Staff						
o.	Helpfulness of reception staff	3	4.68 261	3	4.49 262	0 0.19
p.	Helpfulness of other staff	9	4.66 260	5	4.46 252	4 0.20
q.	Standard of coaching/instruction	1	4.71 228	1	4.59 82	0 0.12
Value for money						
r.	Value for money of activities	10	4.65 257	10	4.27 253	0 0.38
s.	Value for money of food/drink	15	4.44 228	16	3.97 216	-1 0.47
Other attributes *						
h.	Water quality in the swimming pool		N/A		N/A	
i.	Water temperature in the swimming pool		N/A		N/A	
j.	Number of people in the pool		N/A		N/A	
t.	Overall satisfaction with visit		N/A		4.44 254	

* 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'.

Satisfaction and importance scores: by mean gaps

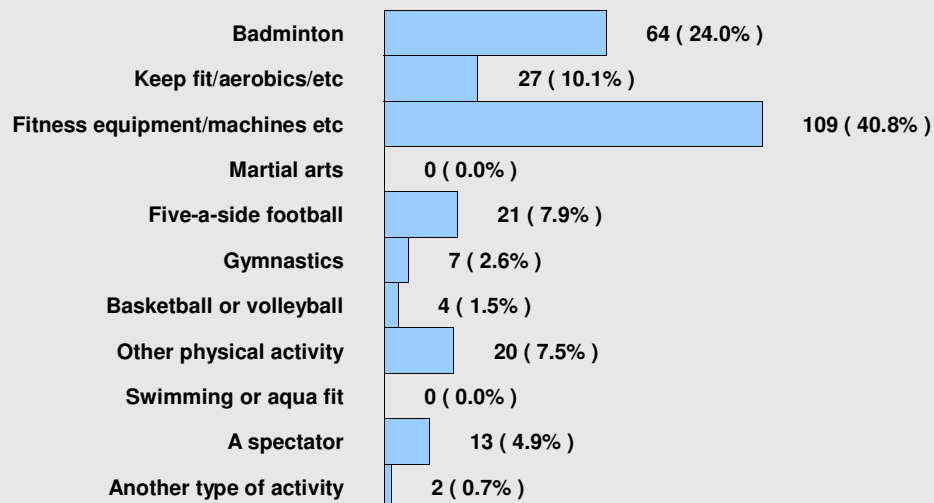
	IMPORTANCE		SATISFACTION			GAPS (Importance minus Satisfaction)		
	Rank	Mean	no	Rank	Mean	no	Rank	Mean
f. Quality of lighting in the sports hall	11	4.64	228	14	4.11	81	-3	0.53
g. Quality of equipment	8	4.67	237	13	4.16	244	-5	0.51
s. Value for money of food/drink	15	4.44	228	16	3.97	216	-1	0.47
n. Cleanliness of activity spaces	2	4.70	244	9	4.28	240	-7	0.42
r. Value for money of activities	10	4.65	257	10	4.27	253	0	0.38
d. The range of activities available	12	4.61	251	12	4.23	240	0	0.38
l. Quality of food and drink	16	4.42	227	15	4.06	214	1	0.36
m. Cleanliness of changing areas	5	4.67	238	8	4.31	231	-3	0.36
c. The activity charge/fee	13	4.60	255	11	4.27	254	2	0.33
e. Quality of flooring in the sports hall	7	4.67	226	7	4.36	81	0	0.31
a. Activity available at convenient times	6	4.67	260	6	4.44	264	0	0.23
p. Helpfulness of other staff	9	4.66	260	5	4.46	252	4	0.20
o. Helpfulness of reception staff	3	4.68	261	3	4.49	262	0	0.19
b. Ease of booking	4	4.68	244	2	4.54	239	2	0.14
q. Standard of coaching/instruction	1	4.71	228	1	4.59	82	0	0.12
k. Quality of car parking on site	14	4.56	229	4	4.46	186	10	0.10

Satisfaction and importance scores: by rank gaps

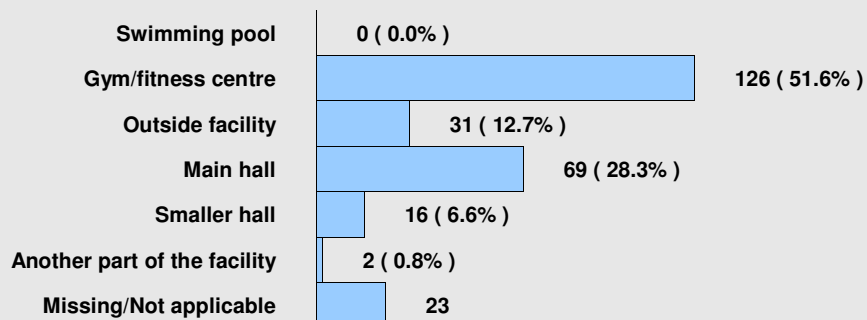
		IMPORTANCE			SATISFACTION			GAPS (Importance minus Satisfaction)	
		Rank	Mean	no	Rank	Mean	no	Rank	Mean
n.	Cleanliness of activity spaces	2	4.70	244	9	4.28	240	-7	0.42
g.	Quality of equipment	8	4.67	237	13	4.16	244	-5	0.51
m.	Cleanliness of changing areas	5	4.67	238	8	4.31	231	-3	0.36
f.	Quality of lighting in the sports hall	11	4.64	228	14	4.11	81	-3	0.53
s.	Value for money of food/drink	15	4.44	228	16	3.97	216	-1	0.47
r.	Value for money of activities	10	4.65	257	10	4.27	253	0	0.38
q.	Standard of coaching/instruction	1	4.71	228	1	4.59	82	0	0.12
d.	The range of activities available	12	4.61	251	12	4.23	240	0	0.38
o.	Helpfulness of reception staff	3	4.68	261	3	4.49	262	0	0.19
e.	Quality of flooring in the sports hall	7	4.67	226	7	4.36	81	0	0.31
a.	Activity available at convenient times	6	4.67	260	6	4.44	264	0	0.23
l.	Quality of food and drink	16	4.42	227	15	4.06	214	1	0.36
c.	The activity charge/fee	13	4.60	255	11	4.27	254	2	0.33
b.	Ease of booking	4	4.68	244	2	4.54	239	2	0.14
p.	Helpfulness of other staff	9	4.66	260	5	4.46	252	4	0.20
k.	Quality of car parking on site	14	4.56	229	4	4.46	186	10	0.10

APPENDIX 1:
USER SURVEY FREQUENCY DISTRIBUTIONS

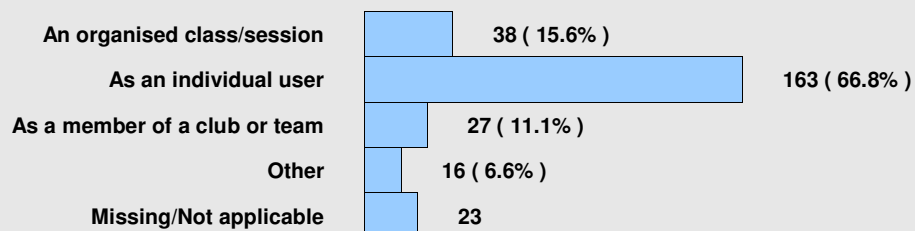
Q1 Main activity today?



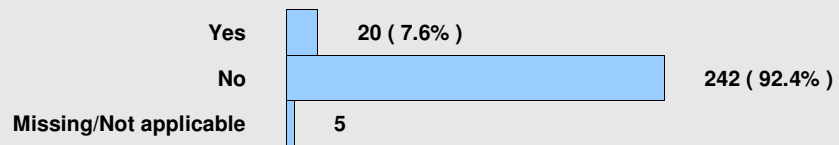
Q2 Where did you do your main activity today?



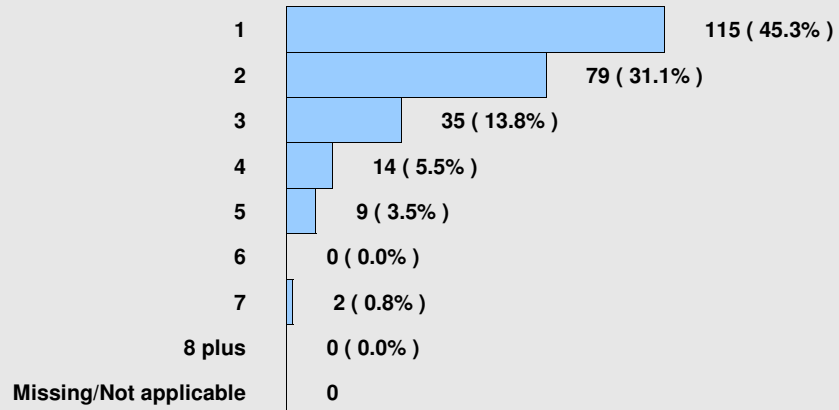
Q3 How you are taking part in your main activity today?



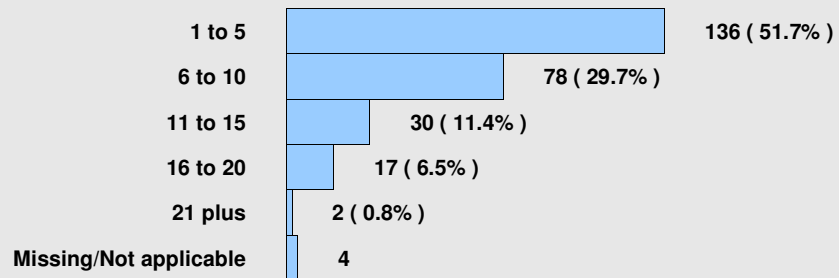
Q4 Is today your first ever visit to this facility?



Q5a Number of times visited in past 7 days.



Q5b Number of times visited in past 4 weeks.



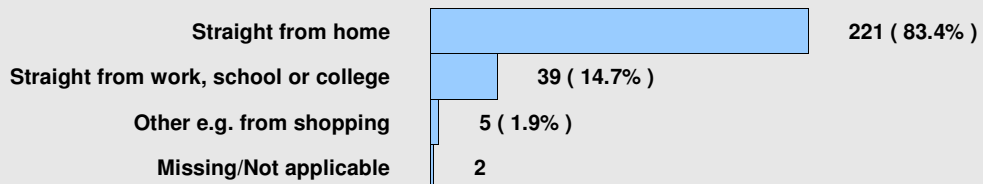
Q7 Do you have a leisure card?



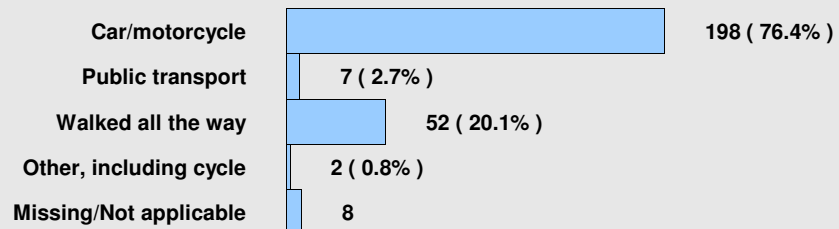
Q8 Basis of eligibility for card/scheme.



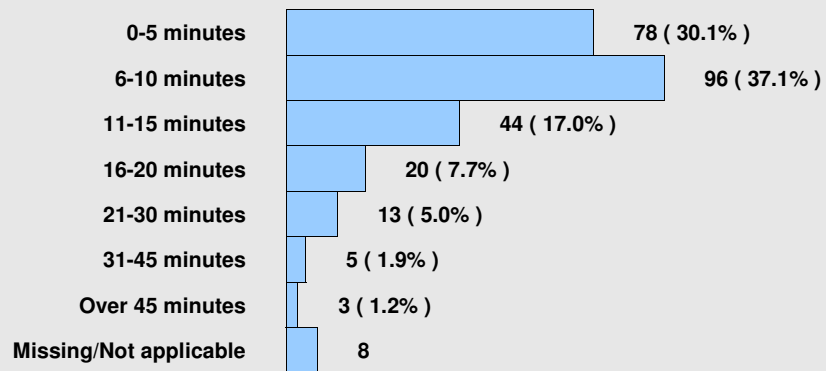
Q9 From where did you come here today?



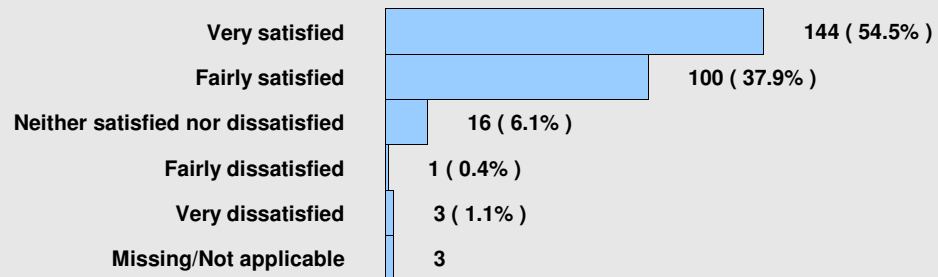
Q10 Main method of transport.



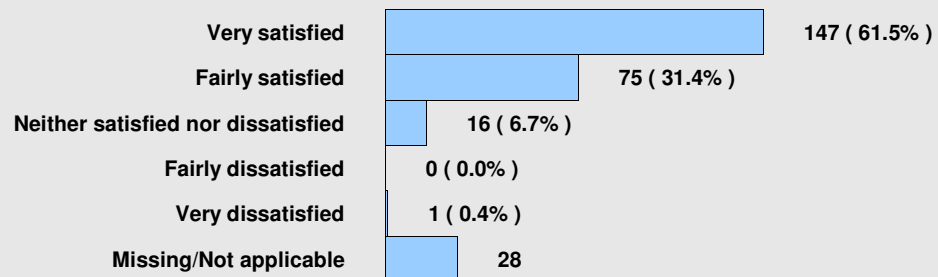
Q11 Journey time.



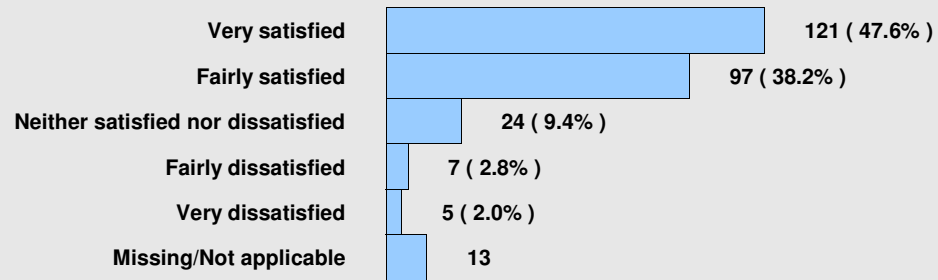
Q12a Satisfaction - availability of activities at convenient times.



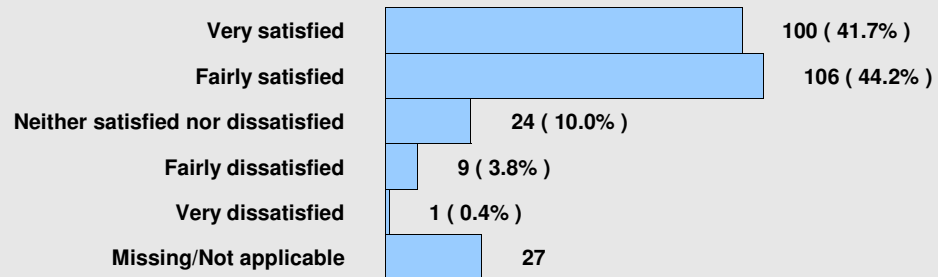
Q12b Satisfaction - ease of booking.



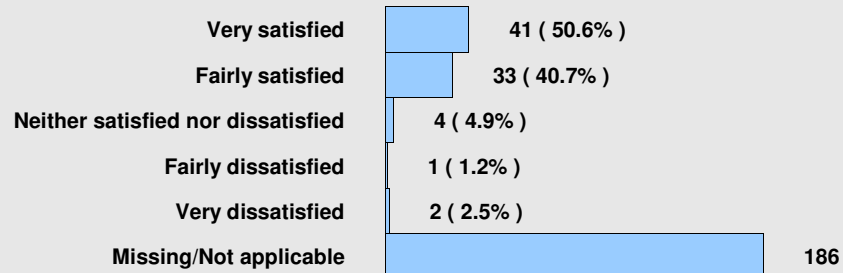
Q12c Satisfaction - activity charges/fees.



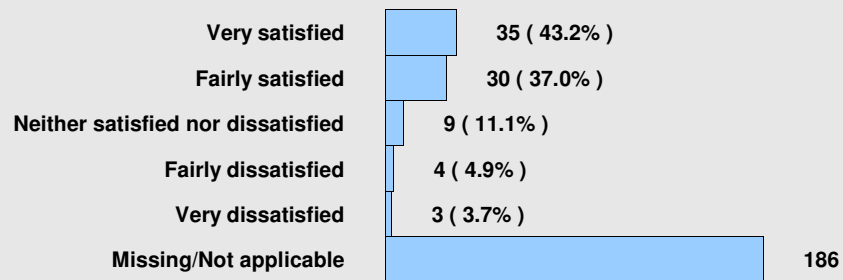
Q12d Satisfaction - range of activities available.



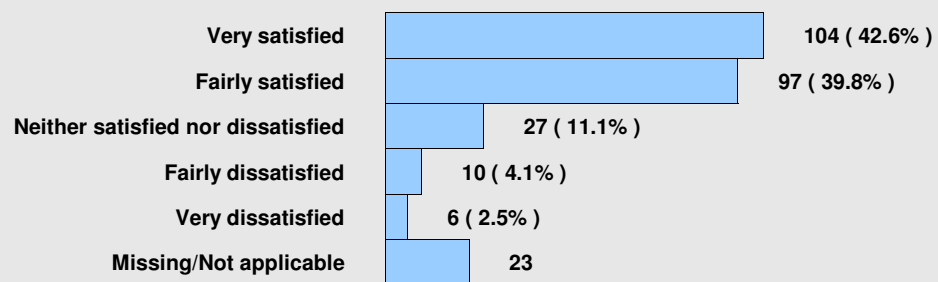
Q12e Satisfaction - quality of flooring in sports hall.



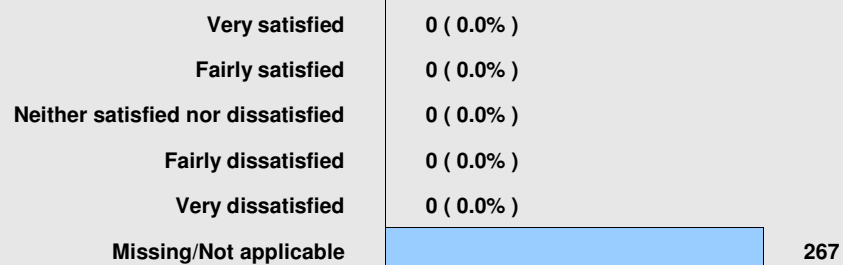
Q12f Satisfaction - quality of lighting in sports hall.



Q12g Satisfaction - quality of equipment.



Q12h Satisfaction - water quality in pool.



Q12i Satisfaction - water temperature in pool.

Very satisfied	0 (0.0%)	
Fairly satisfied	0 (0.0%)	
Neither satisfied nor dissatisfied	0 (0.0%)	
Fairly dissatisfied	0 (0.0%)	
Very dissatisfied	0 (0.0%)	
Missing/Not applicable		267

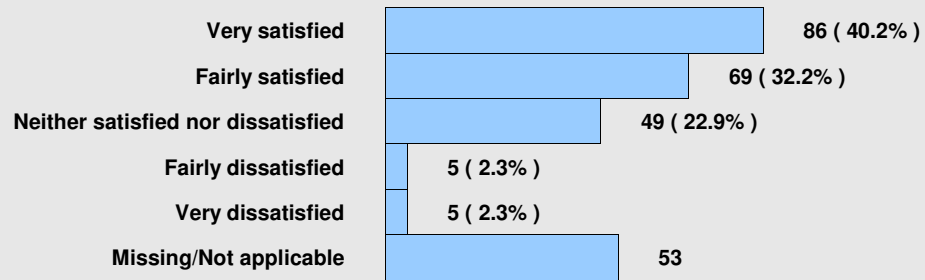
Q12j Satisfaction - number of people in pool.

Very satisfied	0 (0.0%)	
Fairly satisfied	0 (0.0%)	
Neither satisfied nor dissatisfied	0 (0.0%)	
Fairly dissatisfied	0 (0.0%)	
Very dissatisfied	0 (0.0%)	
Missing/Not applicable		267

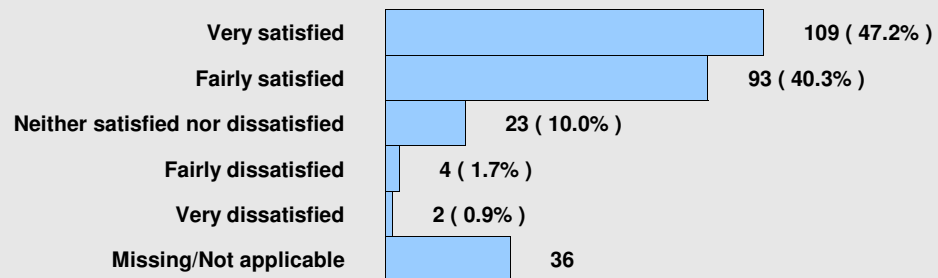
Q12k Satisfaction - quality of car parking on site.

Very satisfied	100 (53.8%)	
Fairly satisfied	74 (39.8%)	
Neither satisfied nor dissatisfied	10 (5.4%)	
Fairly dissatisfied	1 (0.5%)	
Very dissatisfied	1 (0.5%)	
Missing/Not applicable		81

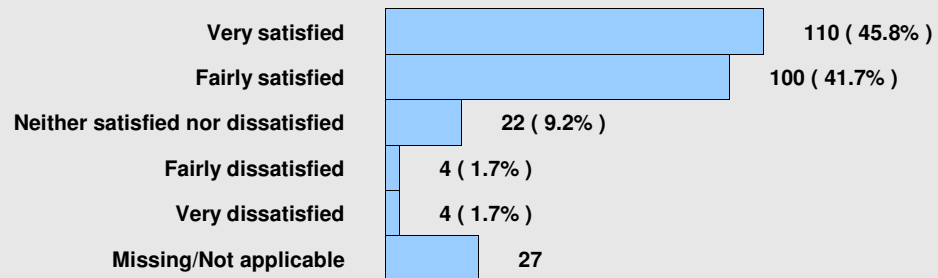
Q12l Satisfaction - quality of food/drink.



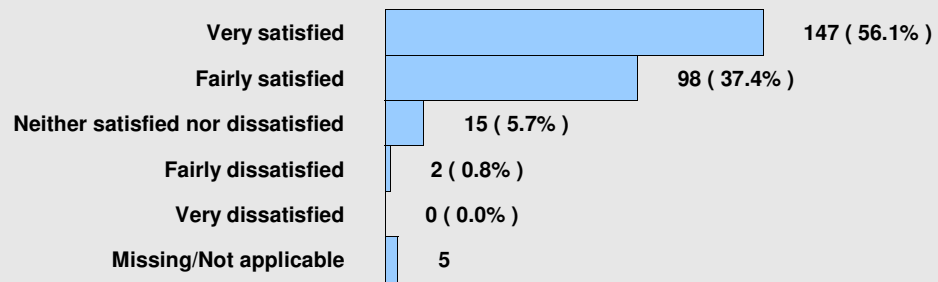
Q12m Satisfaction - cleanliness of changing area.



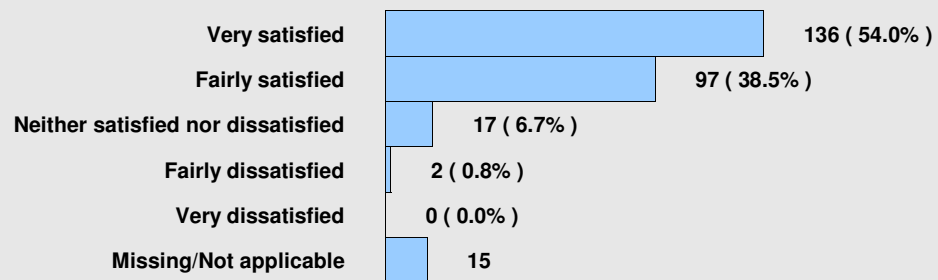
Q12n Satisfaction - cleanliness of activity spaces.



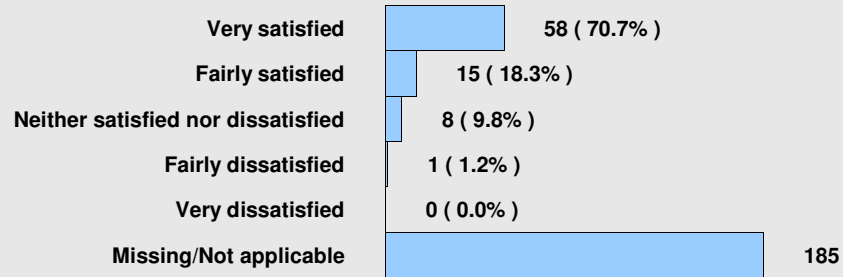
Q12o Satisfaction - helpfulness of reception staff.



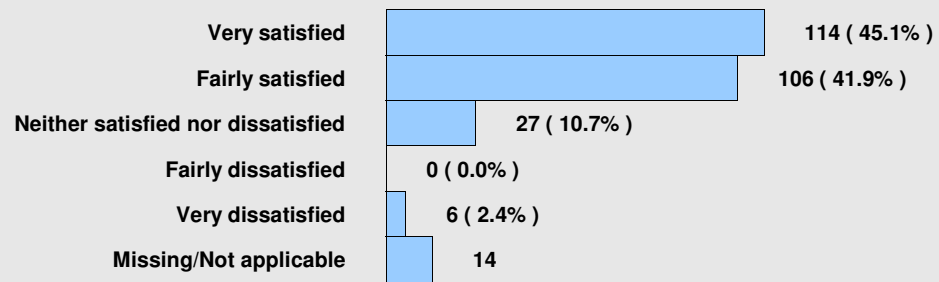
Q12p Satisfaction - helpfulness of other staff.



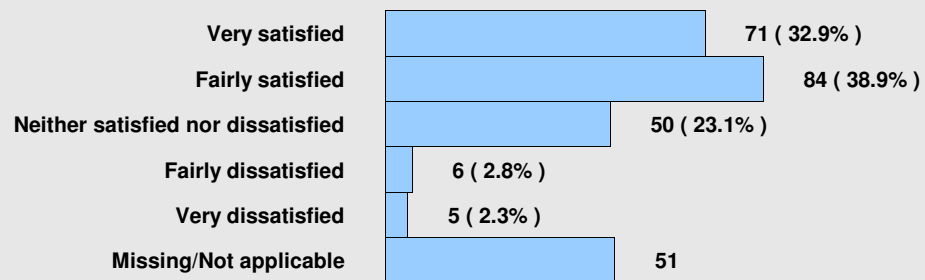
Q12q Satisfaction - standard of coaching/instruction.



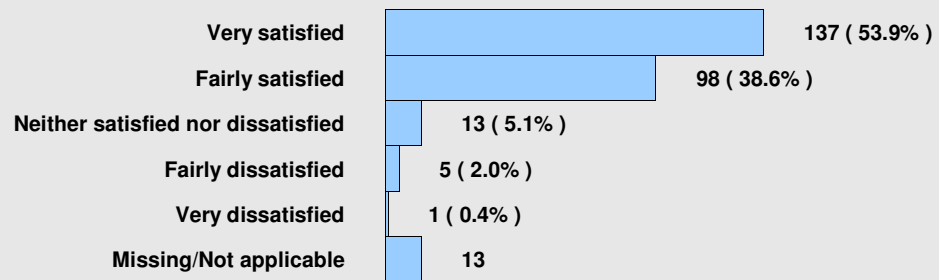
Q12r Satisfaction - value for money of activities.



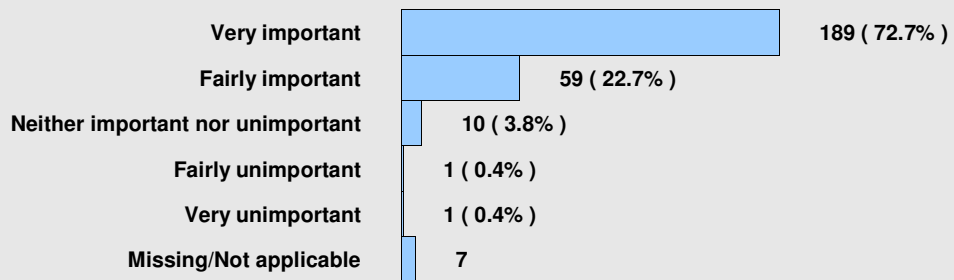
Q12s Satisfaction - value for money of food/drink.



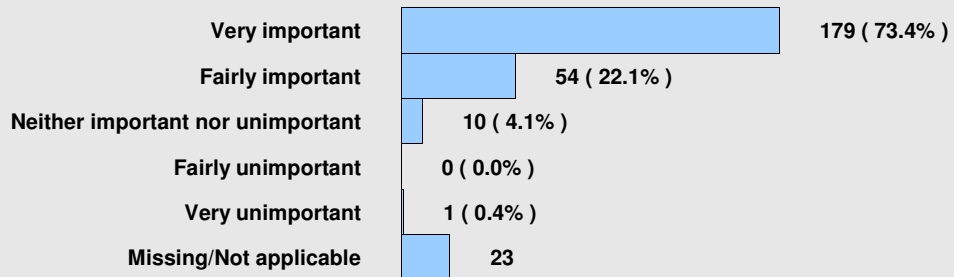
Q12t Satisfaction - overall satisfaction of visit.



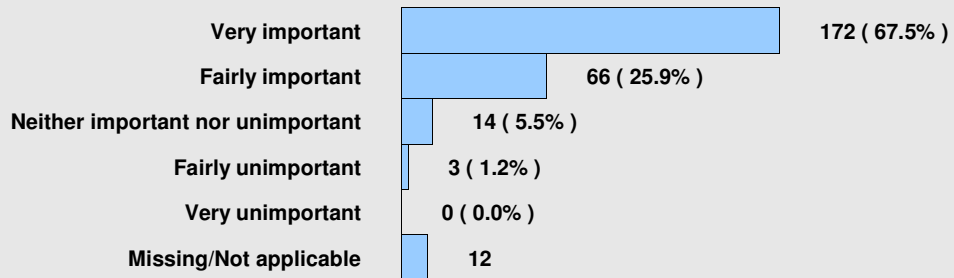
Q13a Importance - availability of activities at convenient times.



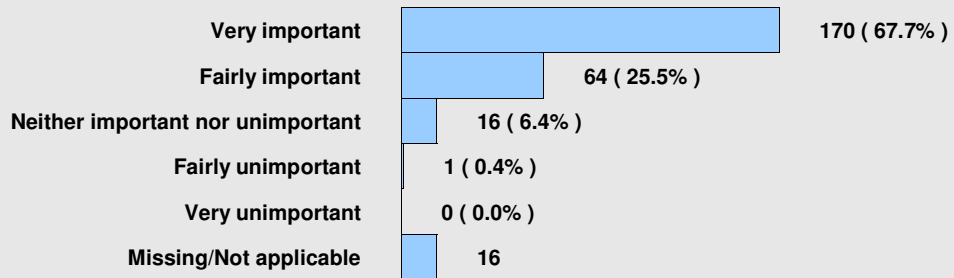
Q13b Importance - ease of booking.



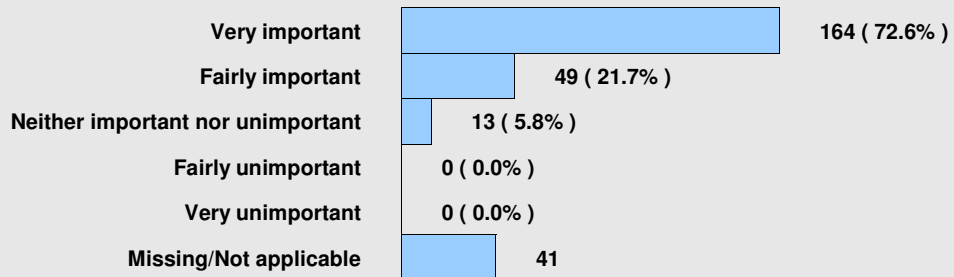
Q13c Importance - activity charges/fees.



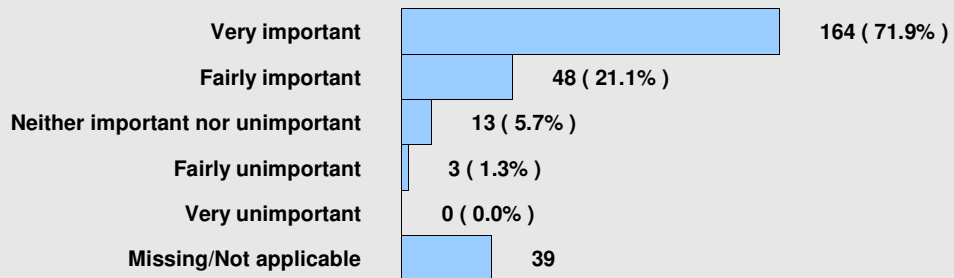
Q13d Importance - the range of activities available.



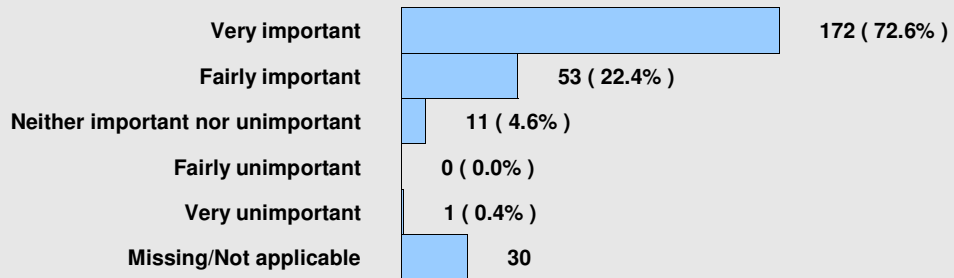
Q13e Importance - quality of flooring in sports hall.



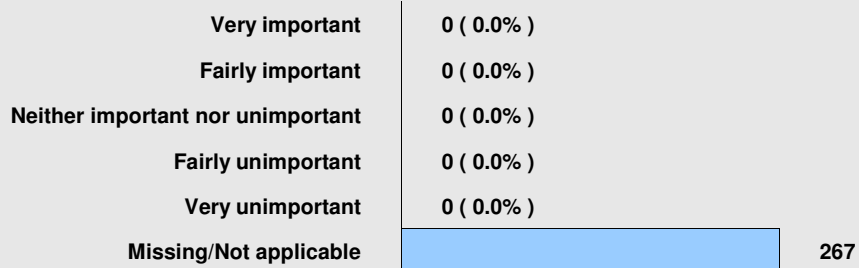
Q13f Importance - quality of lighting in sports hall.



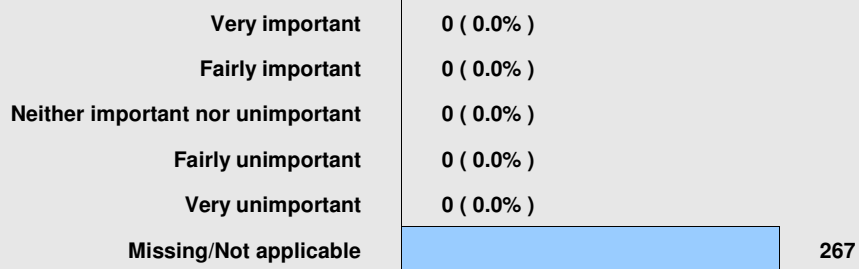
Q13g Importance - quality of equipment.



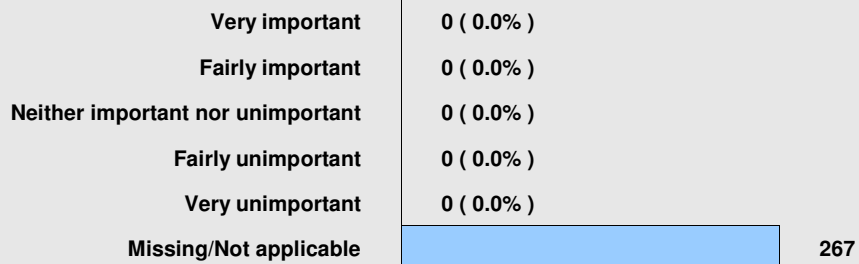
Q13h Importance - water quality in pool.



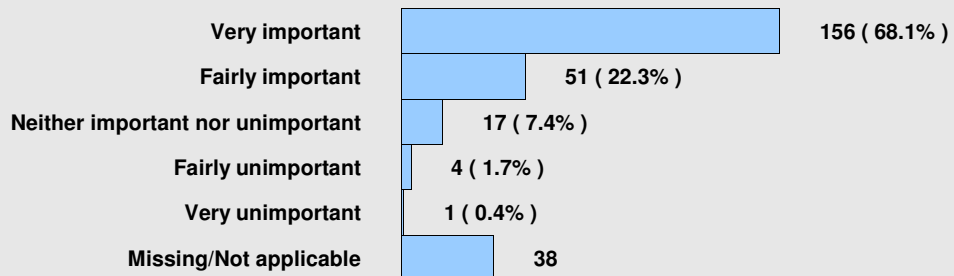
Q13i Importance - water temperature in pool.



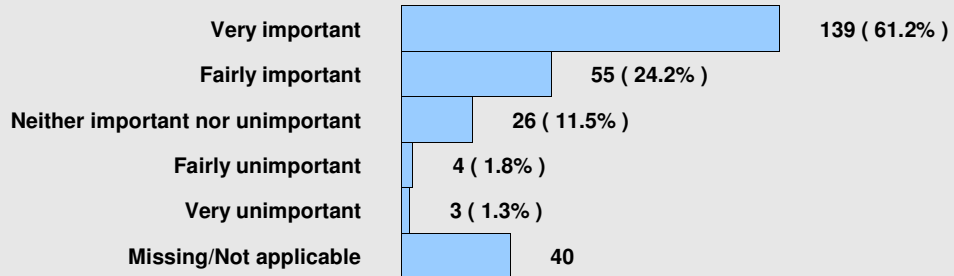
Q13j Importance - number of people in pool.



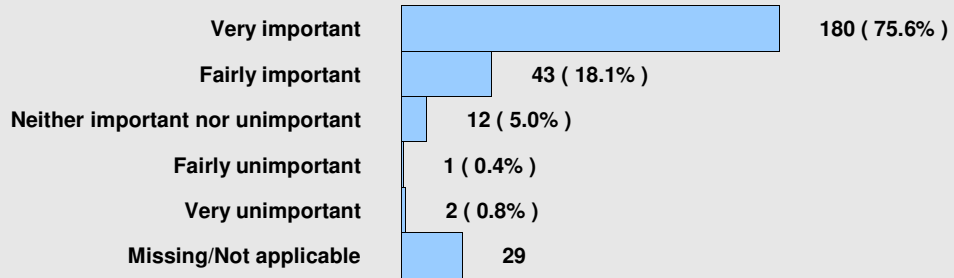
Q13k Importance - quality of car parking on site.



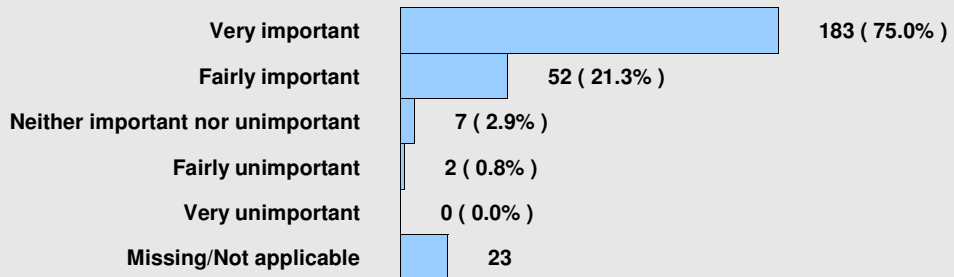
Q13l Importance - quality of food/drink.



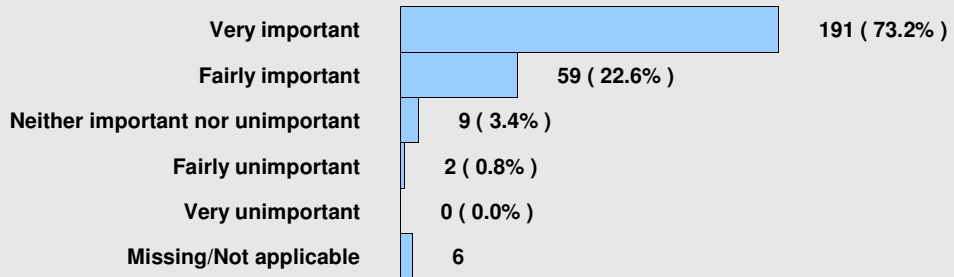
Q13m Importance - cleanliness of changing area.



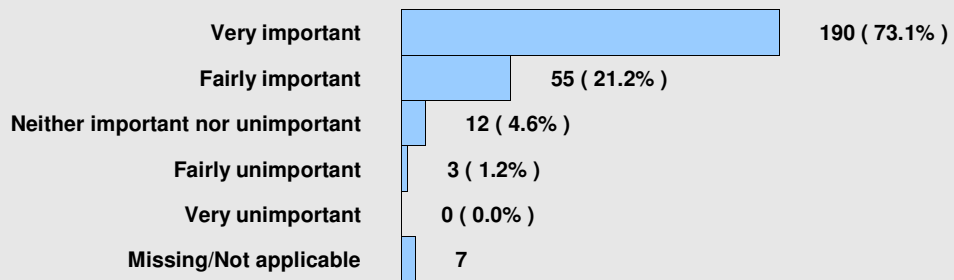
Q13n Importance - cleanliness of activity spaces.



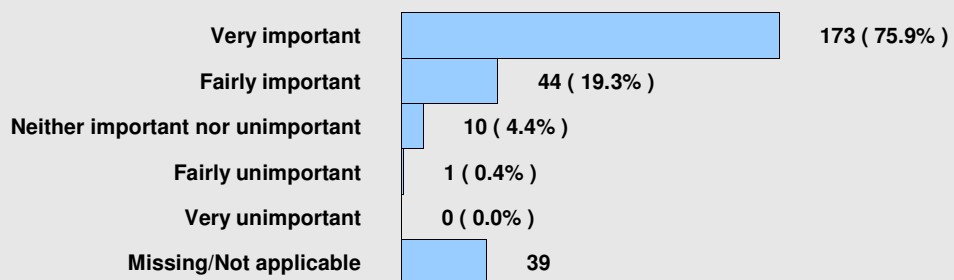
Q13o Importance - helpfulness of reception staff.



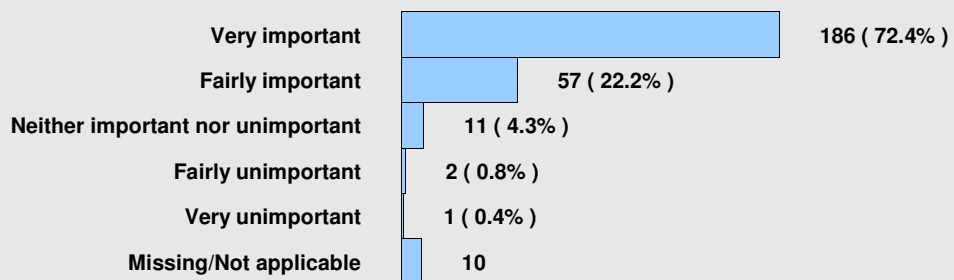
Q13p Importance - helpfulness of other staff.



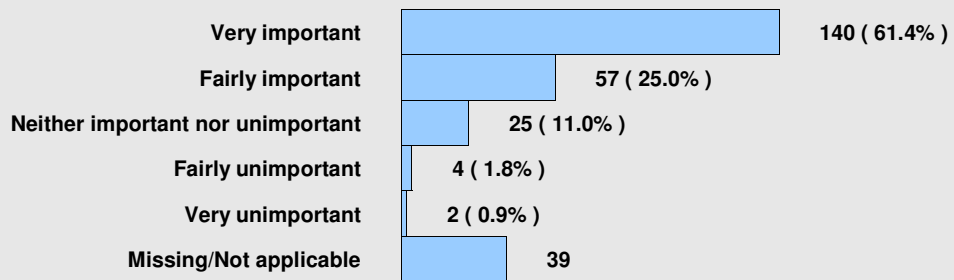
Q13q Importance - standard of coaching/instruction



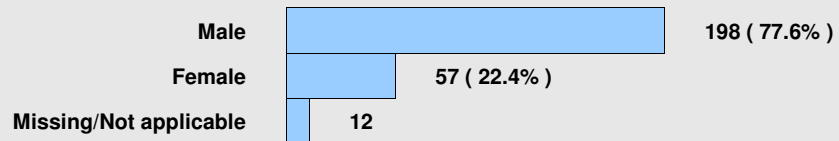
Q13r Importance - value for money of activities.



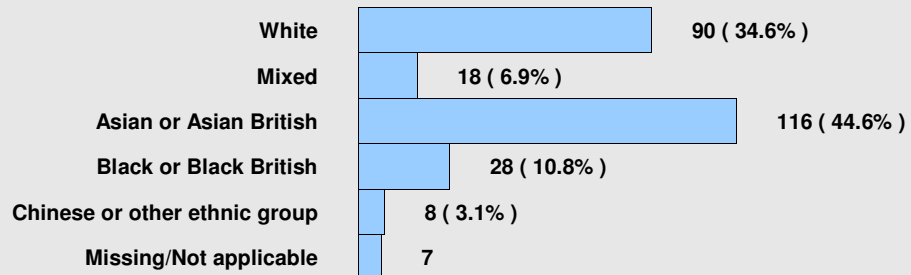
Q13s Importance - value for money of food/drink.



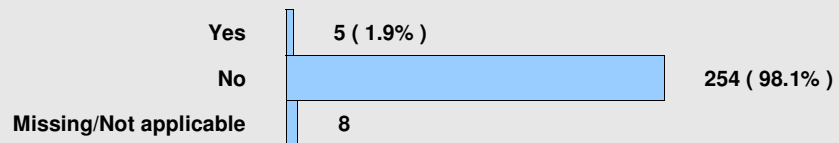
Q14 Gender.



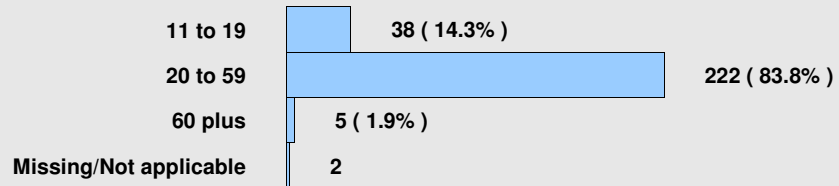
Q15 Ethnic origin of respondent.



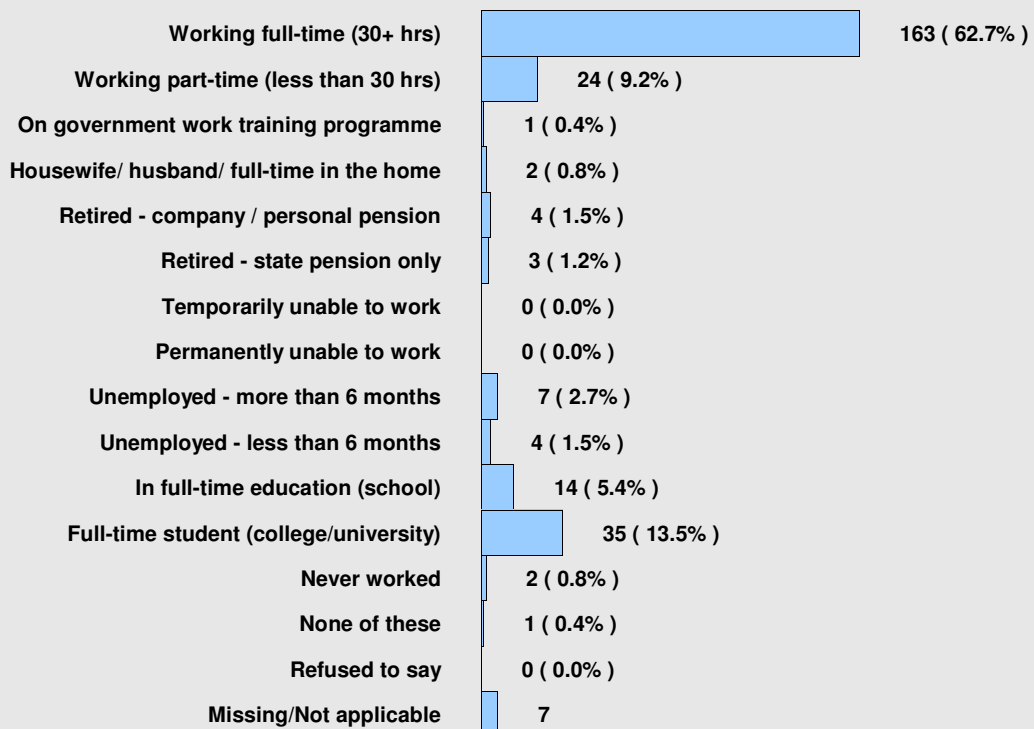
Q16 Long term illness, health problem or disability.



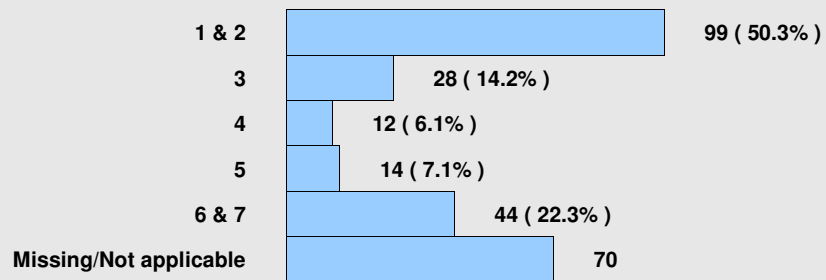
Q17 Age.



Q18 Current employment status.



Socio-economic group.



Q23 Postcode.

first part of postcode	number of questionnaires		cumulative percent
B66	75	(28.1%)	28.1
B67	68	(25.5%)	53.6
B17	19	(7.1%)	60.7
B16	15	(5.6%)	66.3
B68	15	(5.6%)	71.9
B18	8	(3.0%)	74.9
B21	8	(3.0%)	77.9
B32	8	(3.0%)	80.9
B70	5	(1.9%)	82.8
B20	3	(1.1%)	83.9
B63	3	(1.1%)	85.0
B65	3	(1.1%)	86.1
B71	3	(1.1%)	87.3
B15	2	(0.7%)	88.0
B31	2	(0.7%)	88.8
B38	2	(0.7%)	89.5
B62	2	(0.7%)	90.3
B69	2	(0.7%)	91.0
B13	1	(0.4%)	91.4
B24	1	(0.4%)	91.8
B25	1	(0.4%)	92.1
B28	1	(0.4%)	92.5
B33	1	(0.4%)	92.9
B37	1	(0.4%)	93.3
B45	1	(0.4%)	93.6
B5	1	(0.4%)	94.0

B60	1	(0.4%)	94.4
B61	1	(0.4%)	94.8
B64	1	(0.4%)	95.1
B75	1	(0.4%)	95.5
B9	1	(0.4%)	95.9
BJ0	1	(0.4%)	96.3
BT6	1	(0.4%)	96.6
D74	1	(0.4%)	97.0
DE12	1	(0.4%)	97.4
DY1	1	(0.4%)	97.8
DY4	1	(0.4%)	98.1
NV7	1	(0.4%)	98.5
WJ14	1	(0.4%)	98.9
WS5	1	(0.4%)	99.3
WS9	1	(0.4%)	99.6
WV4	1	(0.4%)	100.0