



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

**FACILITY REPORT
FOR
WEDNESBURY LEISURE CENTRE**

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

NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

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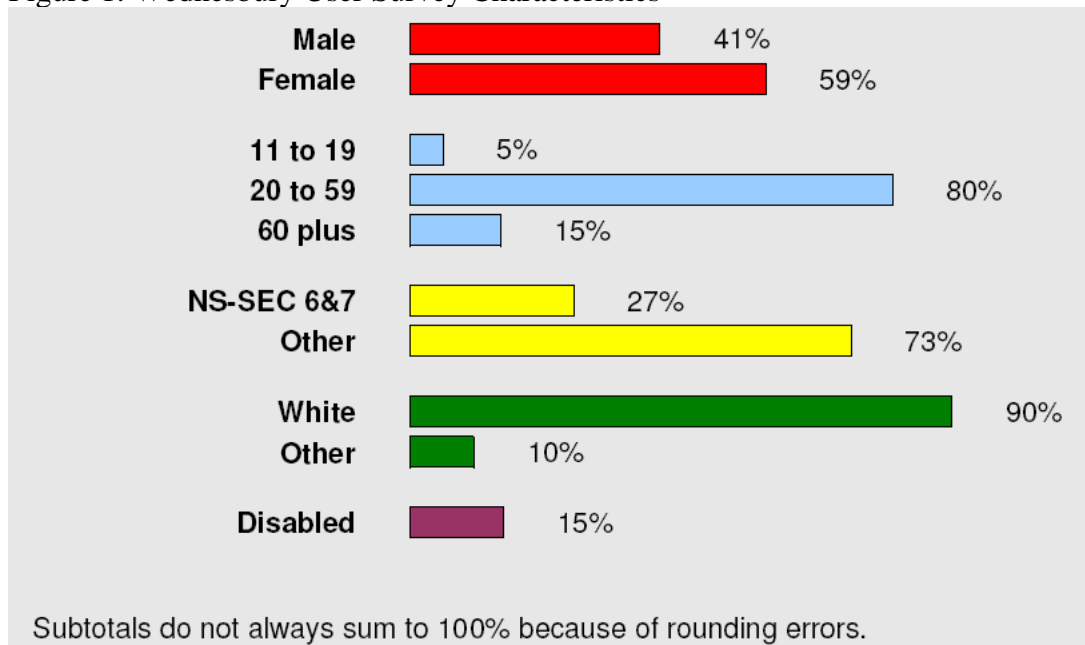
NBS REPORT FOR WEDNESBURY LEISURE CENTRE

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 Wednesbury 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 Wednesbury 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 352 users of the centre between the 12th and 20th of May 2007, conducted by Leisure Net Solutions; and a financial return based on the year 1st April 2006 to 31st March 2007. 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 Wednesbury Leisure Centre is classified as being a 'wet' centre which means that it has a swimming pool of at least 20 metres in length but no indoor sports hall that is of the minimum configuration (of four badminton courts) specified by Sport England to be classed as having 'dry' provision. The actual floor space of the centre is 2,422m² 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 2,236m² of usable space. The catchment area has a relatively high proportion (30.79%) 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 Wednesbury are:
- Wet (benchmark family of 27 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 (benchmark family of 35 centres)

2. THE USER SURVEY SAMPLE

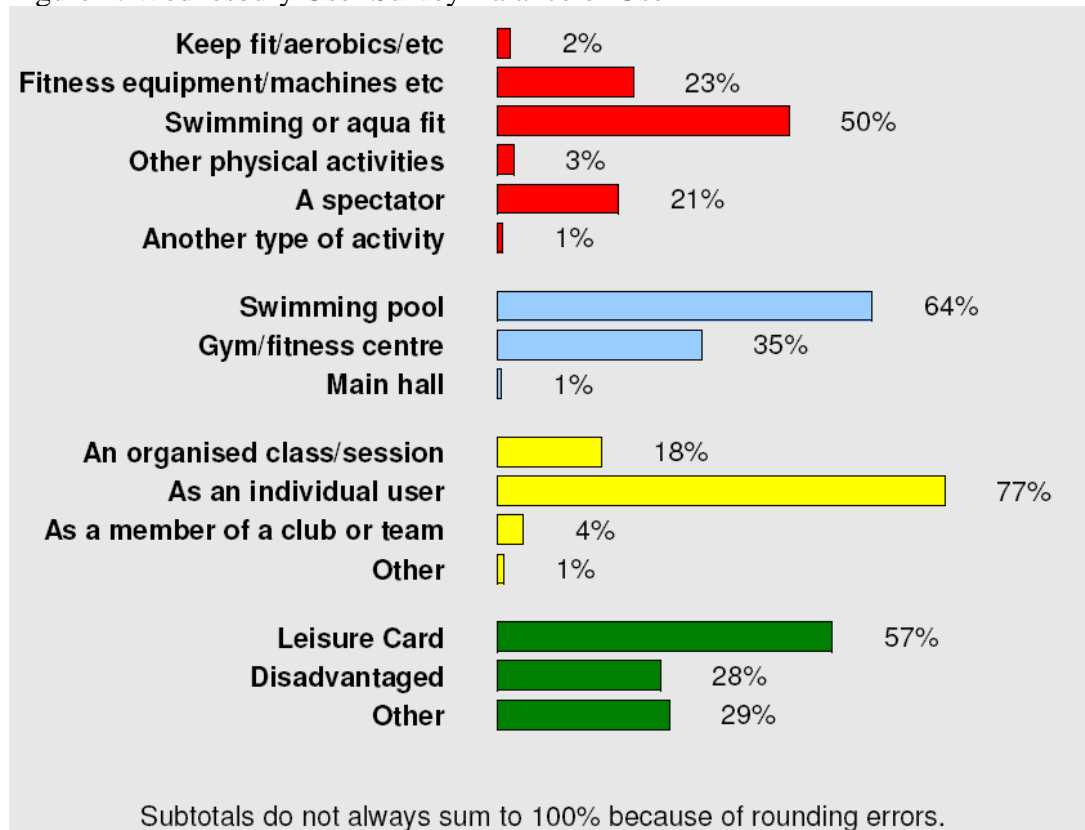
Figure 1: Wednesbury User Survey Characteristics



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 352 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 (157,918 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.
- 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: Wednesbury 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 was the most frequently stated main activity by survey respondents, followed by using fitness machines and equipment. These two activities accounted for 73% 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. 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. The vast majority of activities undertaken were casual (77%) rather than instructor led or club usage. This finding is also consistent with the nature of swimmers and gym/fitness centre users who form the bulk of the sample. Over half (57%) of the respondents had some form of leisure card which gave them reduced price admission to the centre. About one in every other discounted admission made via leisure card was 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 WEDNESBURY 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	0.38		0.55		1.00	
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7	0.88		0.20		0.50	
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups	0.62		0.75		1.00	
% visits 60+ years ÷ % catchment population 60+ years	0.59		0.35		0.85	
Subsidy per visit (£) - 1	4.55		2.40		-0.10	
Annual visits per sq. m. - 1	71		60		150	

3.3 The centre's performance is weak relative to the proposed CPA thresholds, with one of the seven key indicator scores above its upper threshold, two indicator scores between the thresholds and three indicator scores 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.

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>	25%	<i>2nd quartile</i>	50%	<i>3rd quartile</i>	75%	<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 similar 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 access by social classes 6&7, is in the top quartile. Three, however, including two access indicators and one efficiency indicator, are at their bottom quartiles as well as being below the lower CPA

threshold, which is relatively weak performance. The indicators for usage by disabled under 60 years and people aged 60+ are at their second and third quartiles respectively relative to other similar centres.

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					Yellow		
11-19 years	Red						
20-59 years							Green
60+ years					Yellow		
NS-Sec 6&7							Green
Ethnic minorities	Red						
Disabled <60 years			Yellow				
Disabled 60+							Green
Unemployed						Green	
Discount card holders						Green	
Disadvantaged card holders							Green
First visits						Green	

3.7 When considering the wider set of access indicators, rather than just those in the proposed CPA key indicators, the picture is of reasonably good access performance. It is important to stress that not all the access groups identified are likely to be important to a social inclusion agenda. Four of the groups which might be seen as important to social inclusion perform at or above the 75% benchmark level (NS-SEC 6&7, disabled 60+, disadvantaged card holders, and the unemployed), while two which are relevant to social inclusion are below their 25% benchmark performance levels (11-19 years and ethnic minorities). Three other indicators are in their top quartiles or at the 75% benchmark, but they are not normally considered relevant to social inclusion, because they are not necessarily disadvantaged user groups (20-59 years, discount card holders, and first visits).

3.8 Financial performance is poor relative to the benchmarks, with all subsidy related indicators in their bottom quartiles. 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 financial performance is constrained by a combination of modest levels of income, reasonably high operating costs (NB operating cost per visit is in the bottom quartile) and a relatively low throughput for a centre of this size - see below. One particular component of cost - maintenance and repair cost - shows top quartile performance in relation to other centres nationally. Direct income per visit is below its median (50%) benchmark and it is relevant to note that satisfaction with the value for money of activities and entrance charges are respectively ninth and fourteenth in the satisfaction rankings, with

average customer scores of 4.41 and 4.29 out of 5. This suggests that activity prices are within the bounds of acceptability for customers.

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 second quartile level, the simple product of a modest number of annual visits for a centre of this size. However, the weekly number of people visiting performs at the third quartile, suggesting a reasonable market penetration in the local catchment population. The percentage of visits which are casual (77%) is quite high 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.

Mean score gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Quality of car parking on site	4.29	3.03	1.26
Water temperature in the swimming pool	4.73	3.97	0.76
Water quality in the swimming pool	4.79	4.13	0.66
Number of people in the pool	4.64	3.98	0.66
Quality of food and drink	3.95	3.55	0.40

Rank gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Water temperature in the swimming pool	4	16	-12
Water quality in the swimming pool	3	14	-11
Quality of equipment	5	12	-7
Cleanliness of activity spaces	2	8	-6
Number of people in the pool	12	15	-3

- 3.11 Three attributes feature in both of the tables above while four of the attributes in the second table are amongst the most important to customers. There is a problem with the pool according to respondents, because water quality and temperature and the number of people in the pool are among the top five largest gaps under both gap measurement methods. From the frequency distributions in the appendix, it is apparent that 7%-10% of respondents were dissatisfied with pool related attributes. This reinforces the fact that there is not a widespread, absolute problem with such attributes. A significant minority (41%) of respondents expressed dissatisfaction with the quality of car parking on site, although it should be noted that this attribute was rated quite low (17th) in the importance rankings by customers. The gaps for quality of food and drink, quality of equipment and cleanliness of activity spaces are small by industry standards and minorities of customers are dissatisfied.

Strengths of the centre as perceived by customers

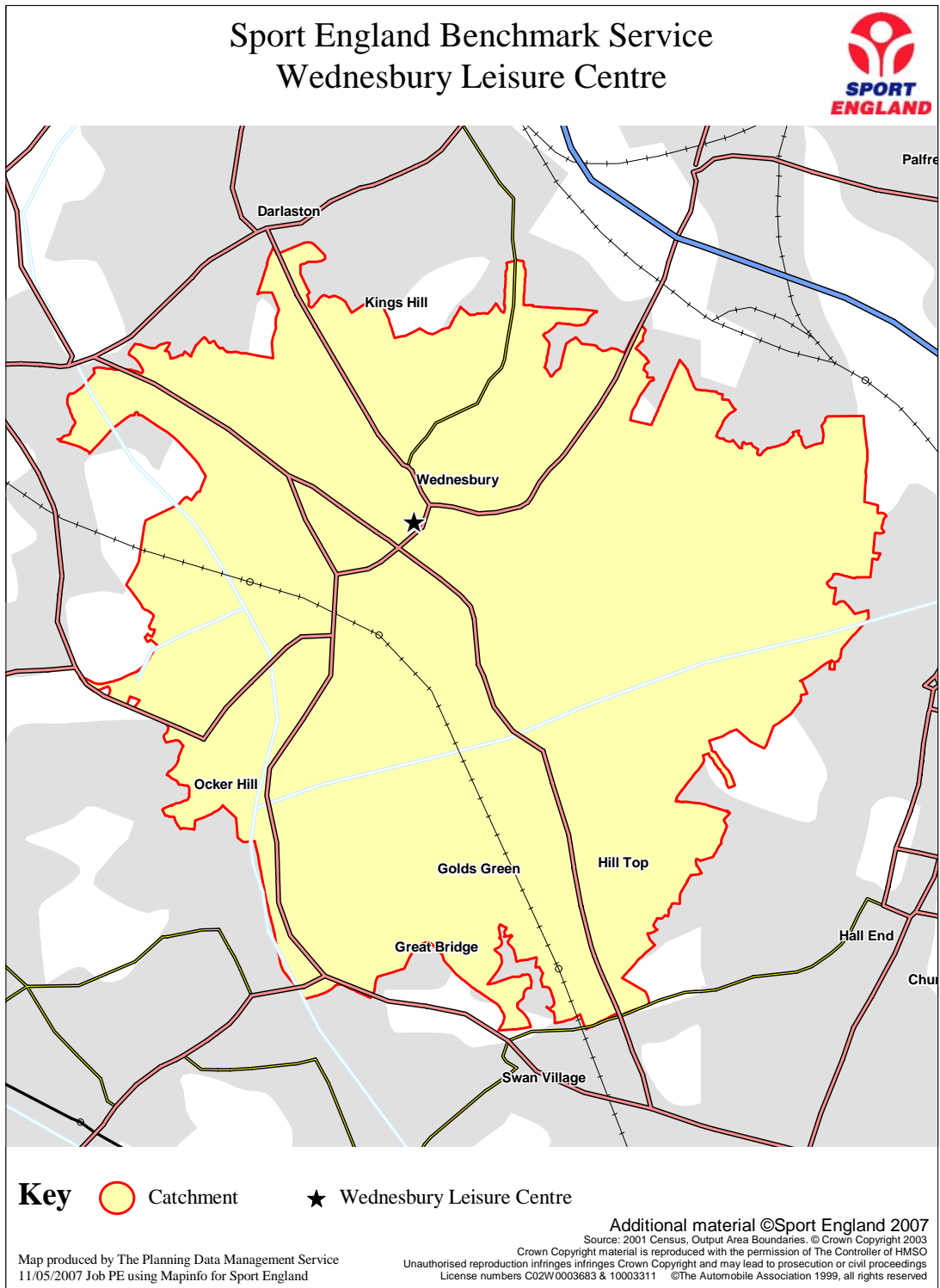
<i>Attribute</i>	<i>Satisfaction</i>		<i>Importance</i>	
	Mean	Rank	Mean	Rank
Cleanliness of changing areas	4.61	1	4.86	1
Helpfulness of other staff	4.53	2	4.67	10
Standard of coaching/instruction	4.52	3	4.68	9
Helpfulness of reception staff	4.50	6	4.68	8
Activity available at convenient times	4.47	7	4.69	7

- 3.12 According to the customers surveyed, the strengths of the centre involve cleanliness, staff and accessibility attributes. It should be noted that attributes relating to the quality of flooring and lighting in the sports hall have been excluded from the table of strengths because only two respondents actually provided a score for these attributes and therefore the satisfaction levels are not statistically reliable. The appearance of cleanliness of changing areas in the strengths is commendable given


this attribute is generally regarded as an industry weakness in sports and leisure centres, particularly wet facilities. All three staff attributes are in the top five satisfaction rankings and also in the top ten for importance rankings - a desirable correlation. The relatively high satisfaction with availability of activities at convenient times may reflect the relatively modest number of visits to this centre. Overall satisfaction with the visit achieves a mean score of 4.45 out of 5, which is a good satisfaction score 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 Wednesbury Leisure Centre attracts more visitors than any other centre, i.e. the area within which Wednesbury is the dominant supplier.

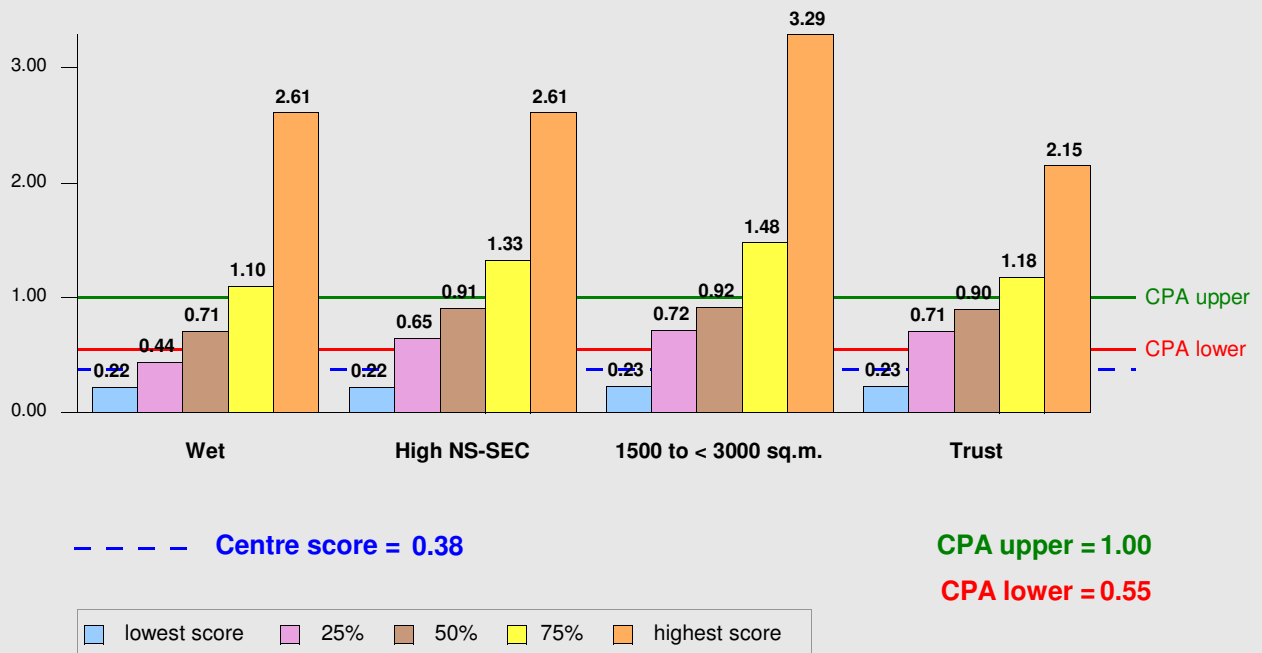


5. RESULTS: CURRENT PERFORMANCE SCORES FOR WEDNESBURY LEISURE CENTRE

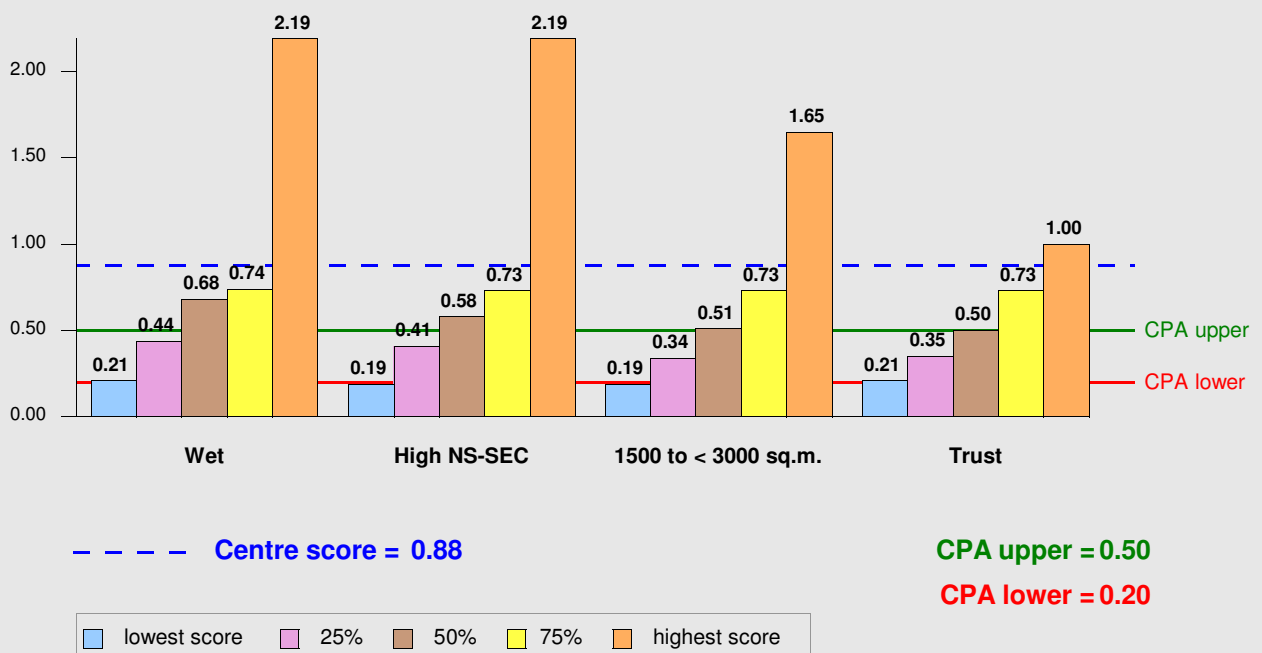
- 5.1 The results in this section are structured in the following order:
- first, the seven performance indicators which have been proposed for the CPA;
 - second, 22 other important performance indicators for access, finance and utilisation, including two of the proposed CPA indicators calculated in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

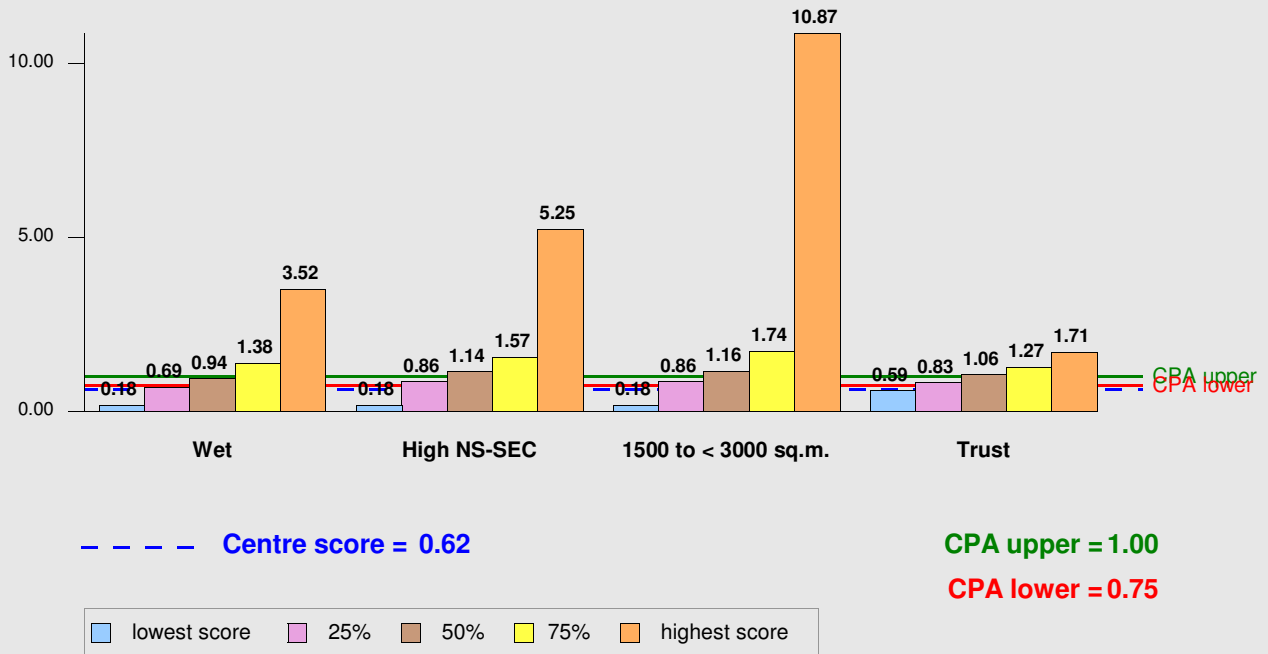
% visits 11-19 years ÷ % catchment population 11-19 years



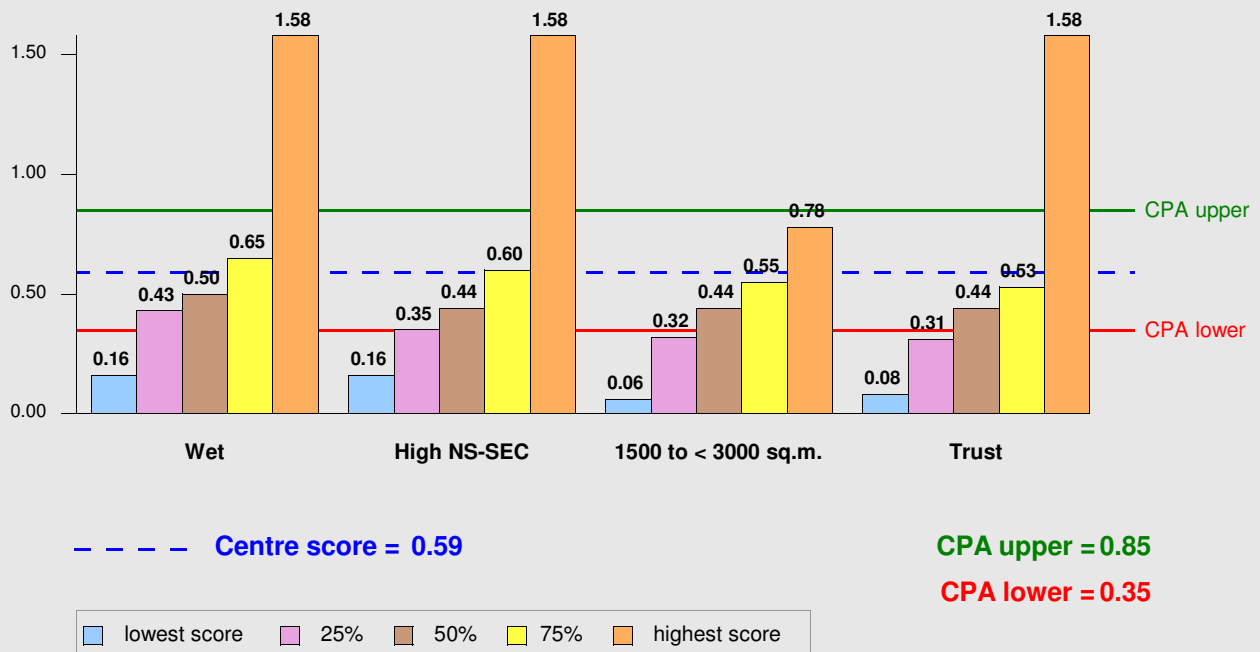
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7



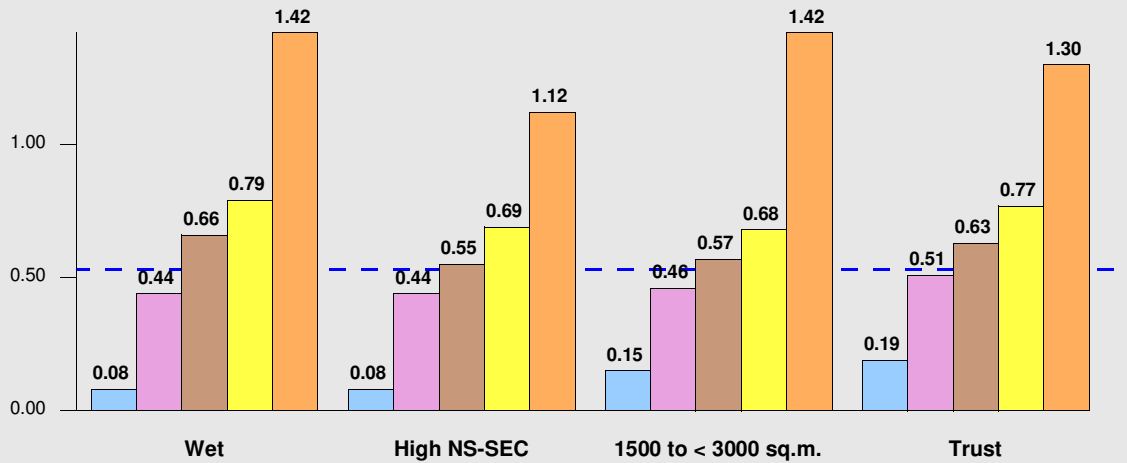
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups



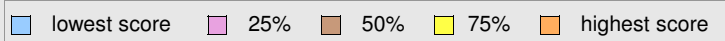
% visits 60+ years ÷ % catchment population 60+ years



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

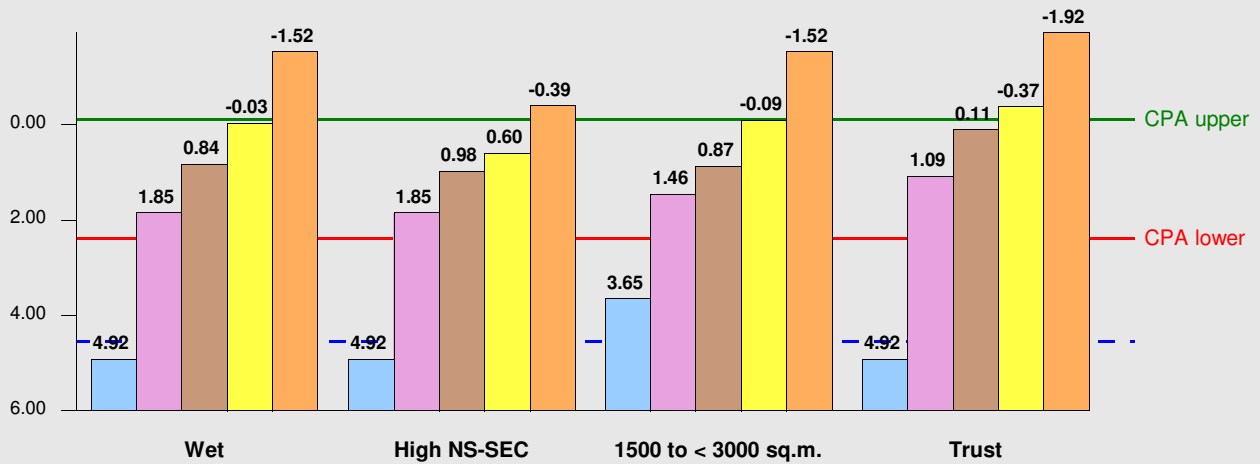


--- Centre score = 0.53



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.

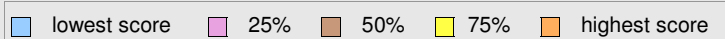
Subsidy per visit (£) - 1



--- Centre score = 4.55

CPA upper = -0.10

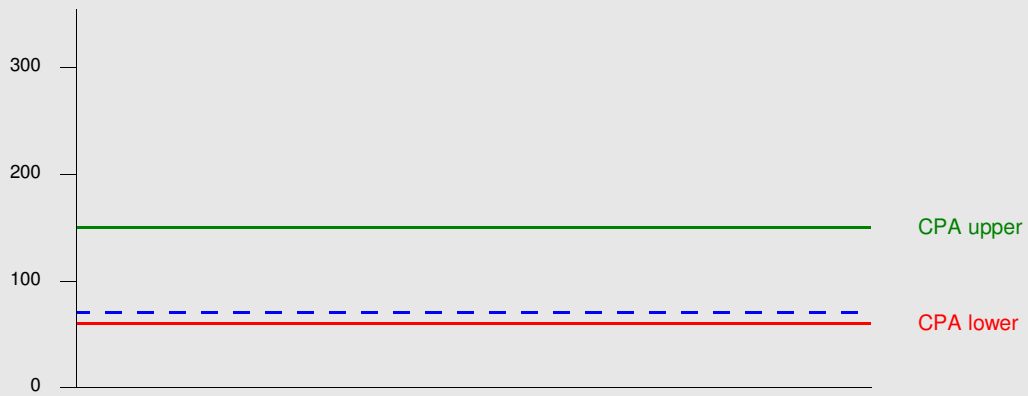
CPA lower = 2.40



(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 = 71

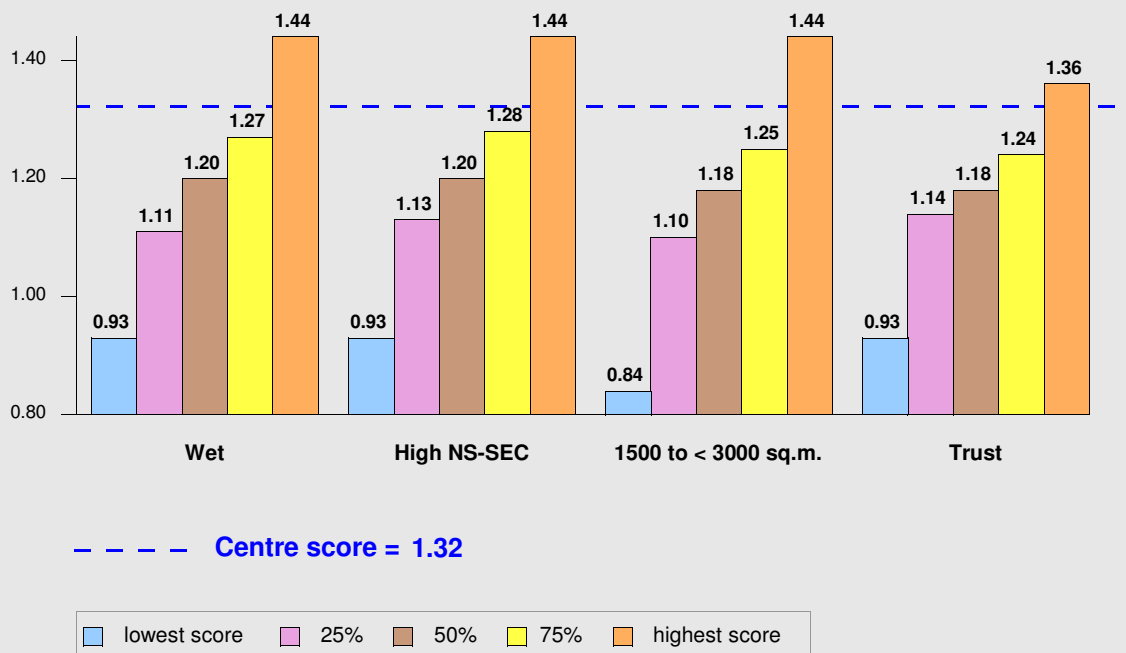
CPA upper = 150

CPA lower = 60

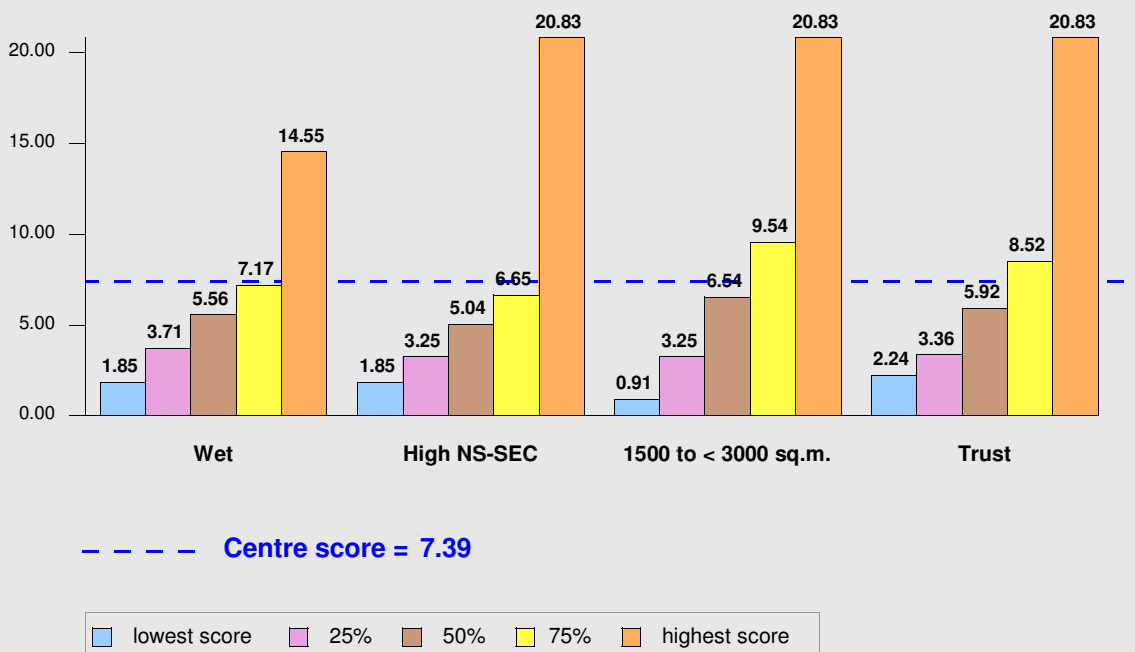
For this performance indicator, square metres of indoor space excludes offices and corridors

Other important Indicators

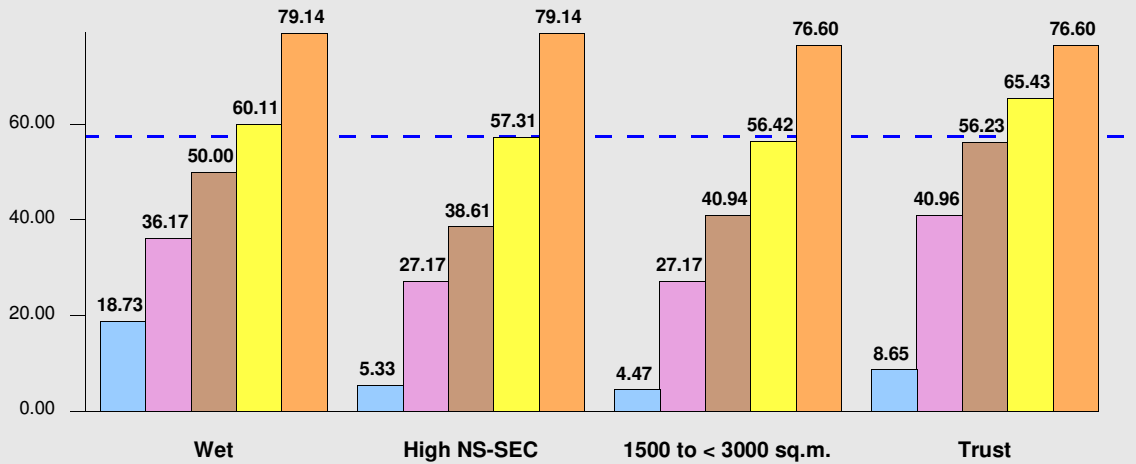
% visits 20-59 years ÷ % catchment population 20-59 years



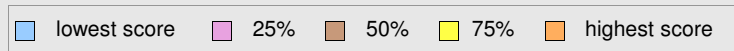
% visits which were first visits



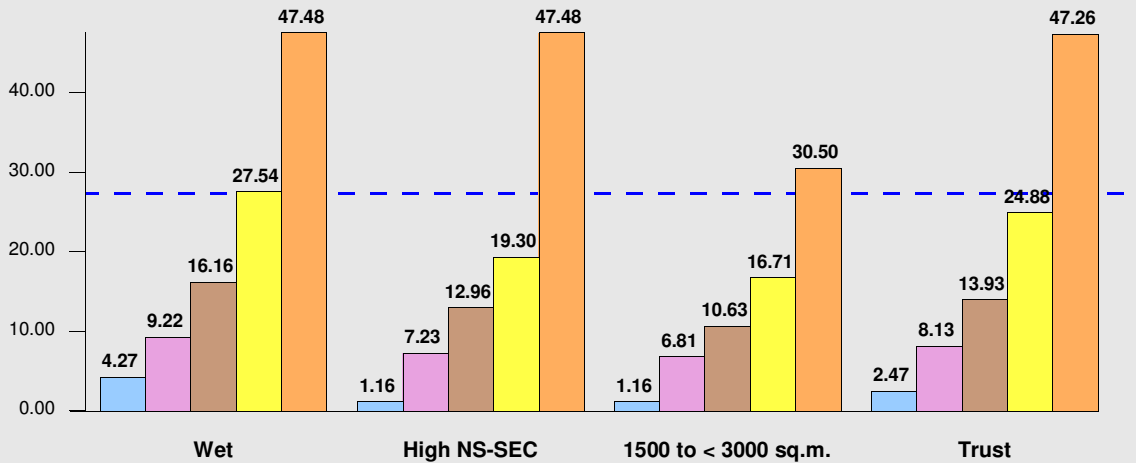
% visits with discount card



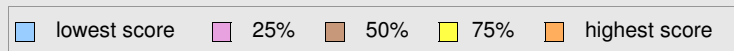
--- Centre score = 57.39



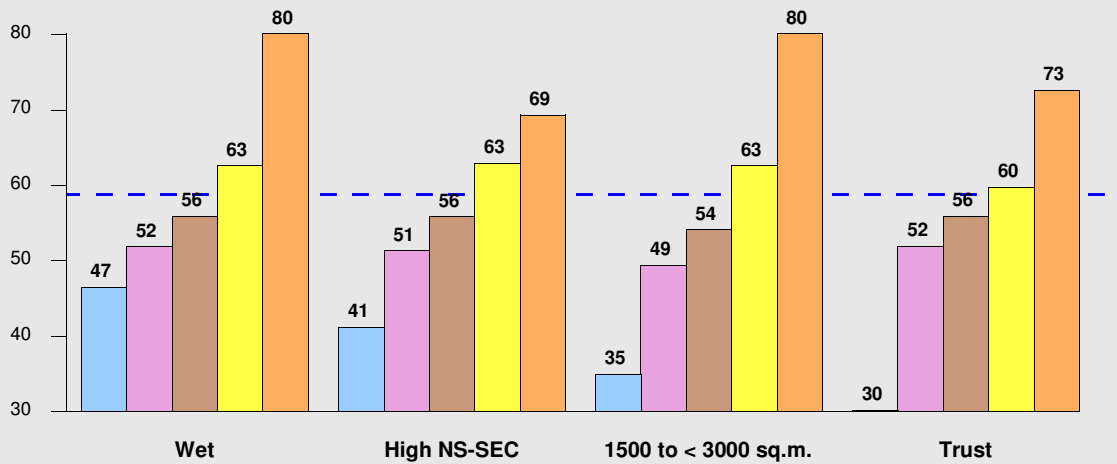
% visits with discount card for 'disadvantage'



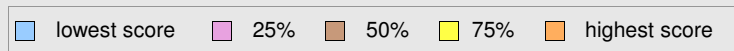
--- Centre score = 27.27



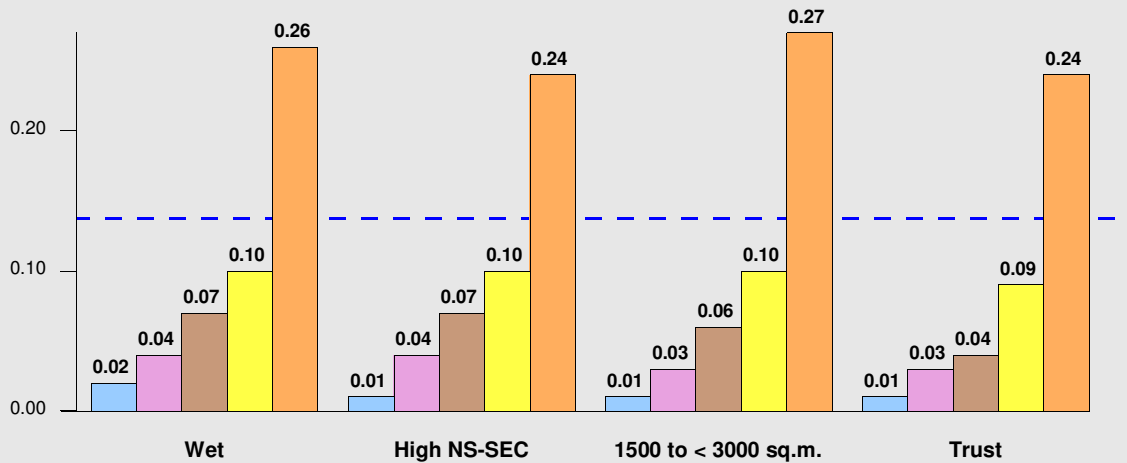
% visits female



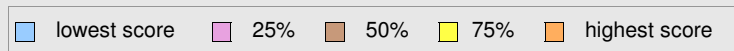
--- Centre score = 59



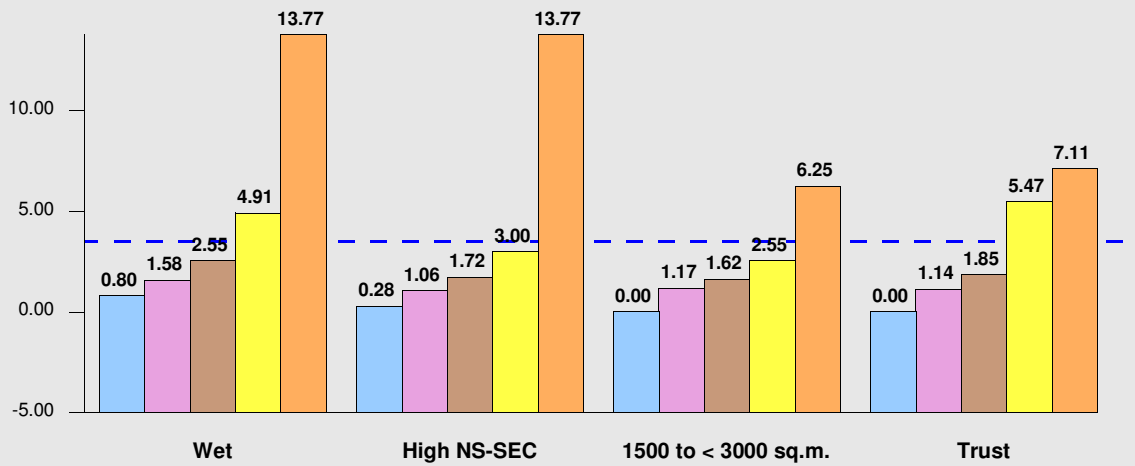
% visits 60+ years disabled ÷ % catchment population 60+ years disabled



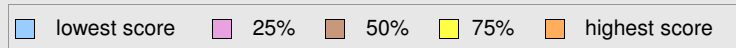
--- Centre score = 0.14



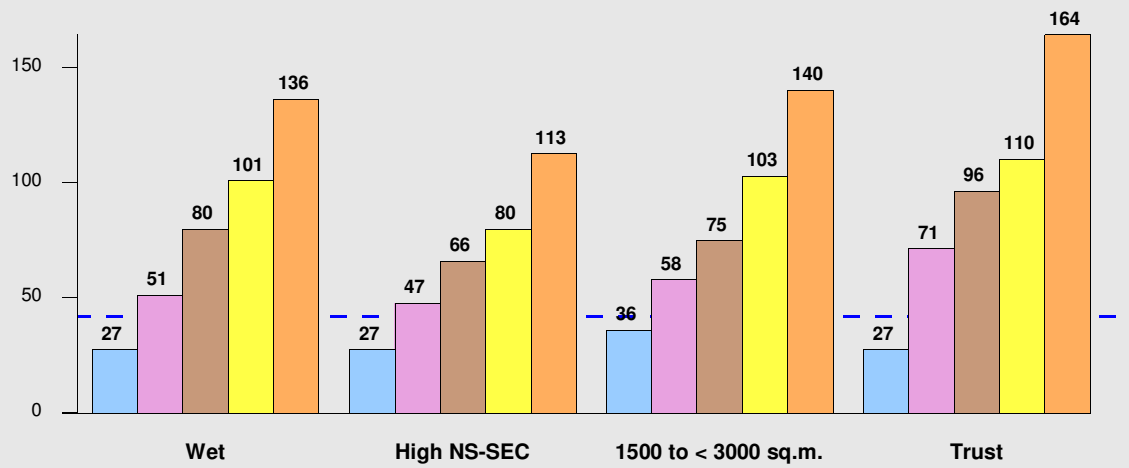
% visits unemployed



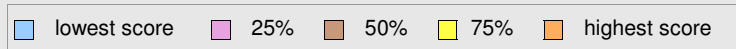
--- Centre score = 3.48



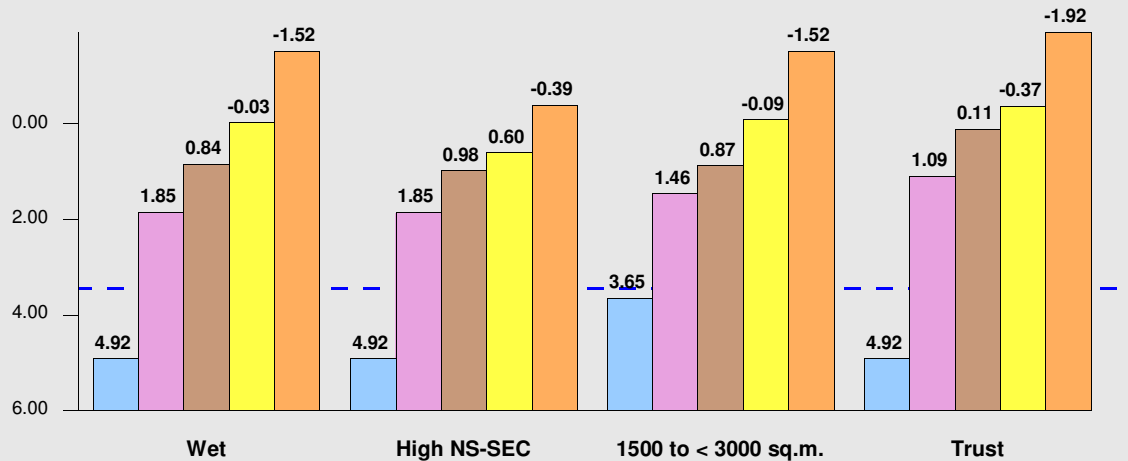
% cost recovery



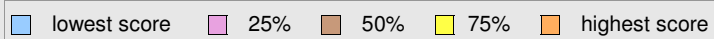
--- Centre score = 42



Subsidy per visit (£) - 2



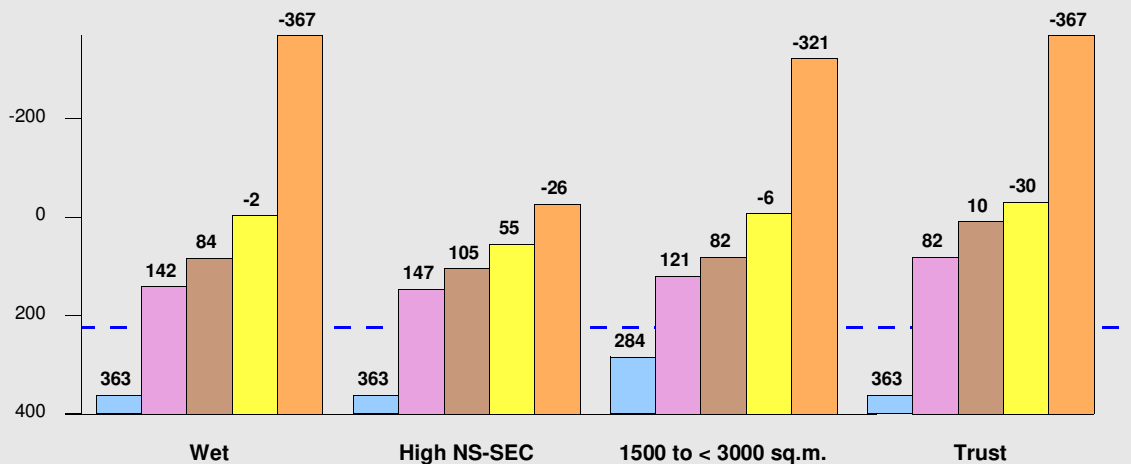
--- Centre score = 3.44



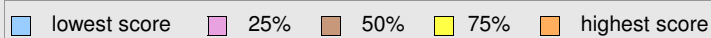
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

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

Subsidy per sq. m. (£)

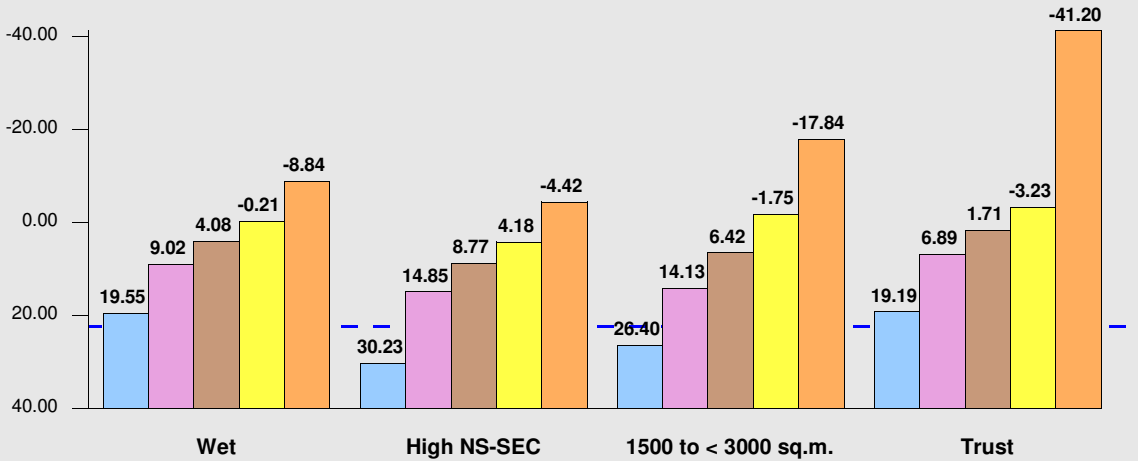


--- Centre score = 224



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.

Subsidy per resident (£)

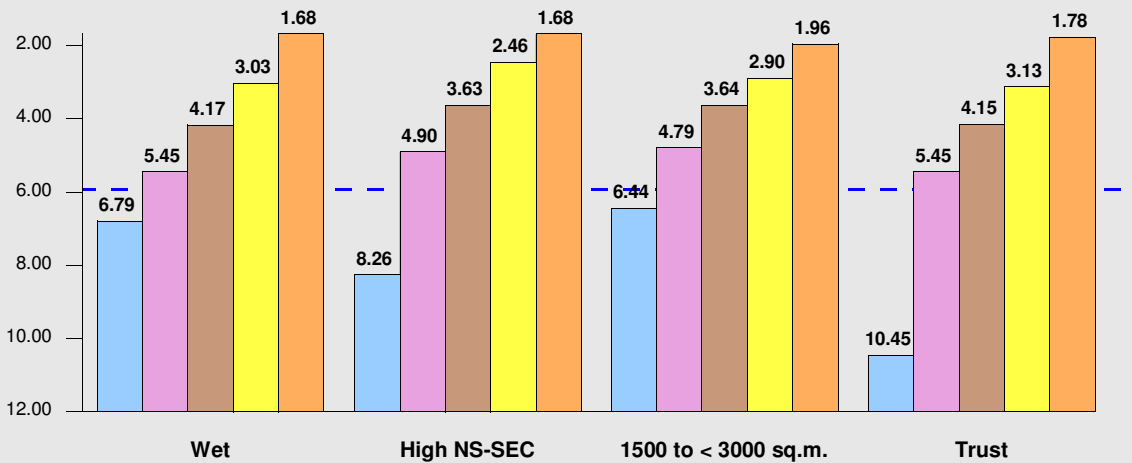


--- Centre score = 22.29

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 (£)

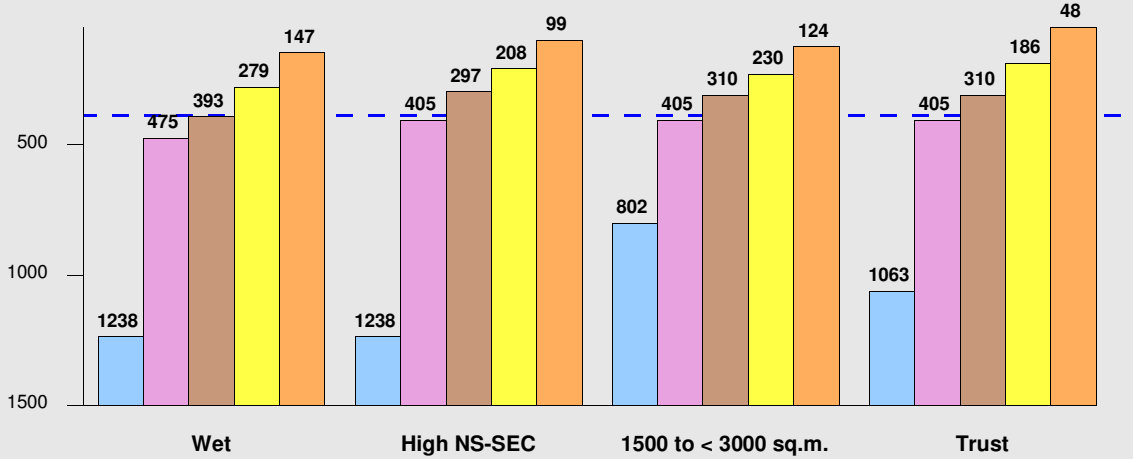


--- Centre score = 5.94

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. (£)

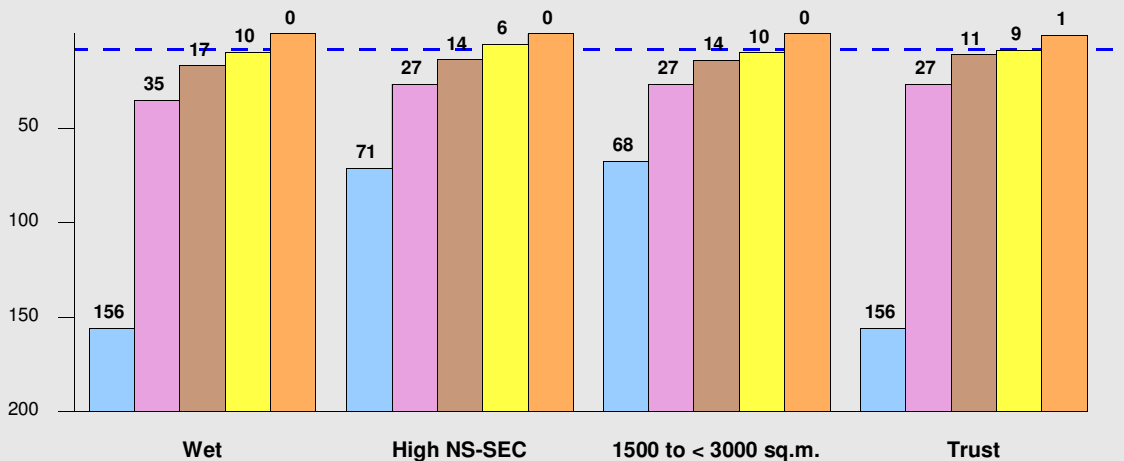


--- Centre score = 388

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. (£)

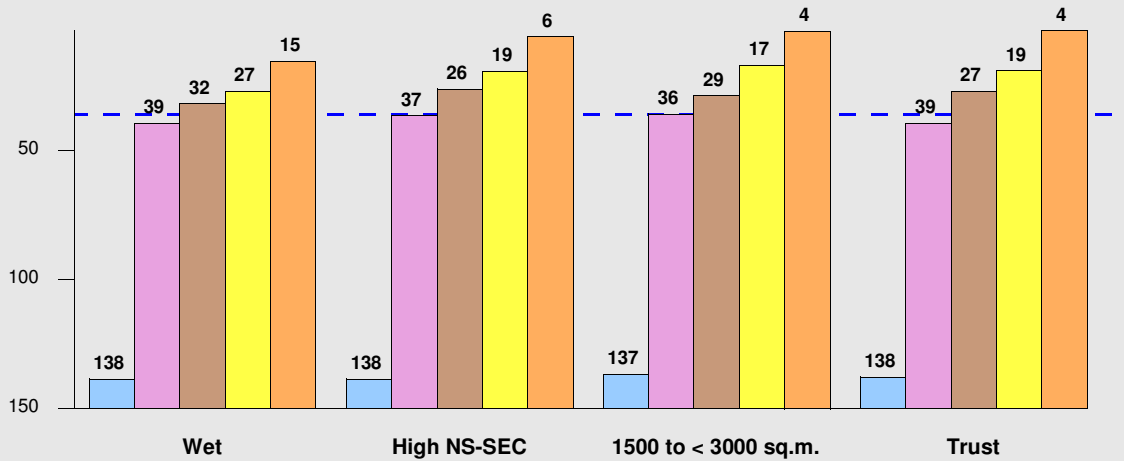


--- Centre score = 8

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. (£)

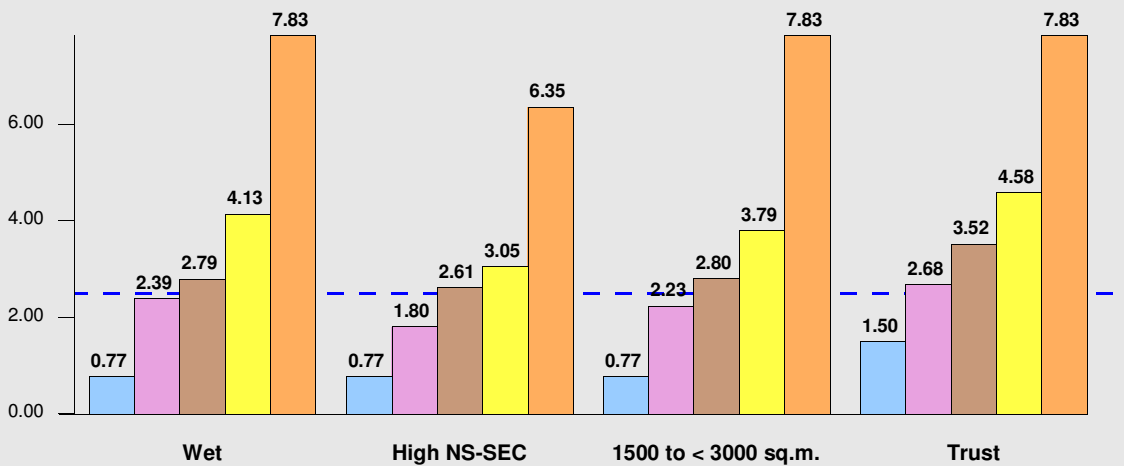


--- Centre score = 36

■ 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.

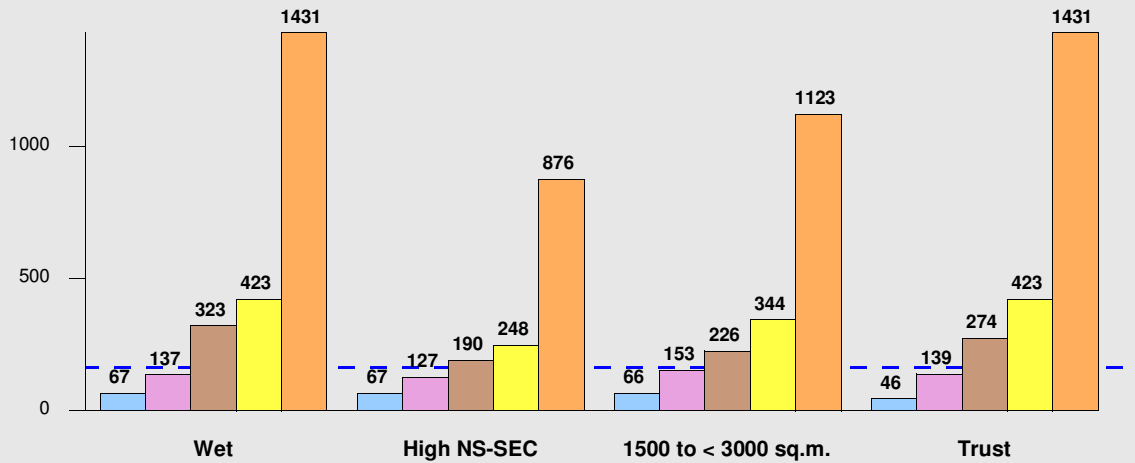
Total income per visit (£)



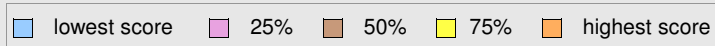
--- Centre score = 2.50

■ lowest score
 ■ 25%
 ■ 50%
 ■ 75%
 ■ highest score

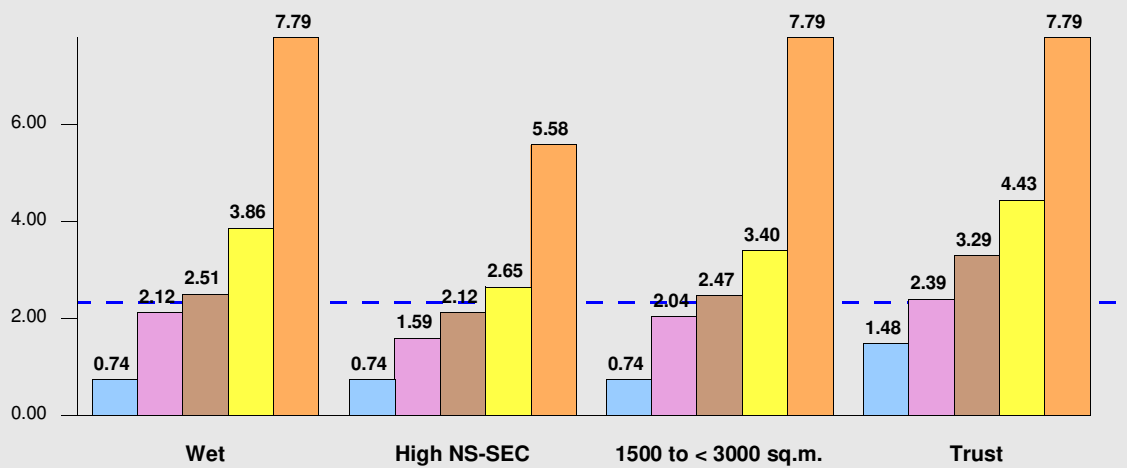
Total income per sq. m. (£)



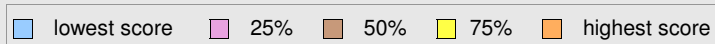
--- Centre score = 163



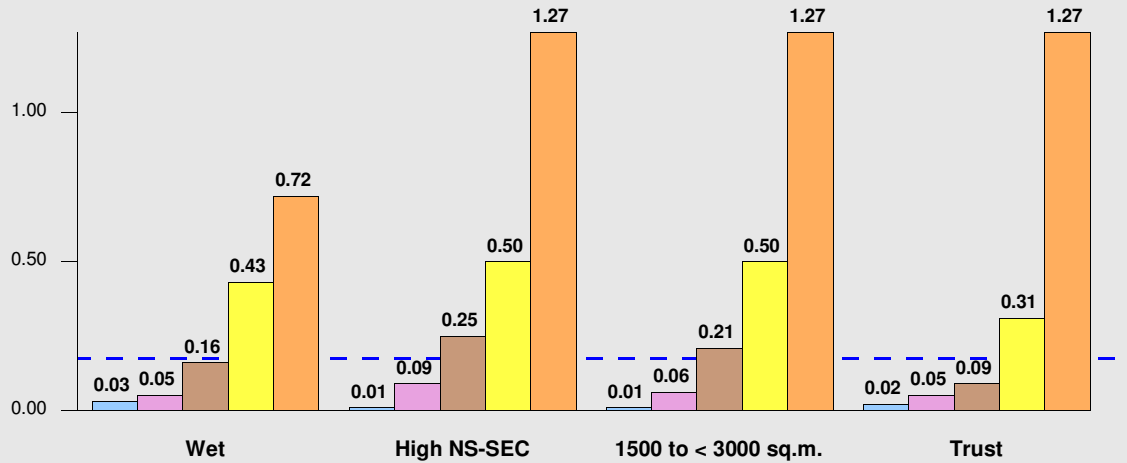
Direct income per visit (£)



--- Centre score = 2.33



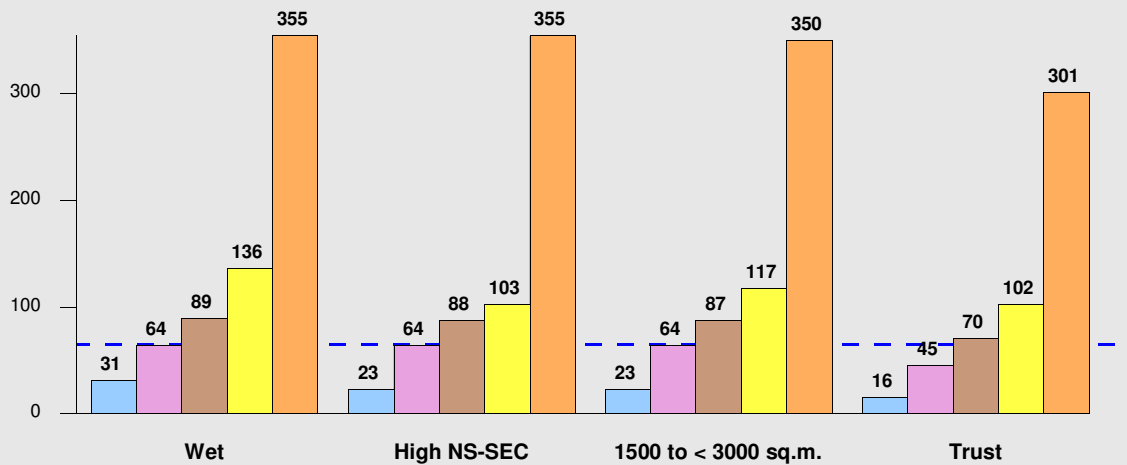
Secondary income per visit (£)



--- Centre score = 0.18

lowest score 25% 50% 75% highest score

Annual visits per sq. m. - 2

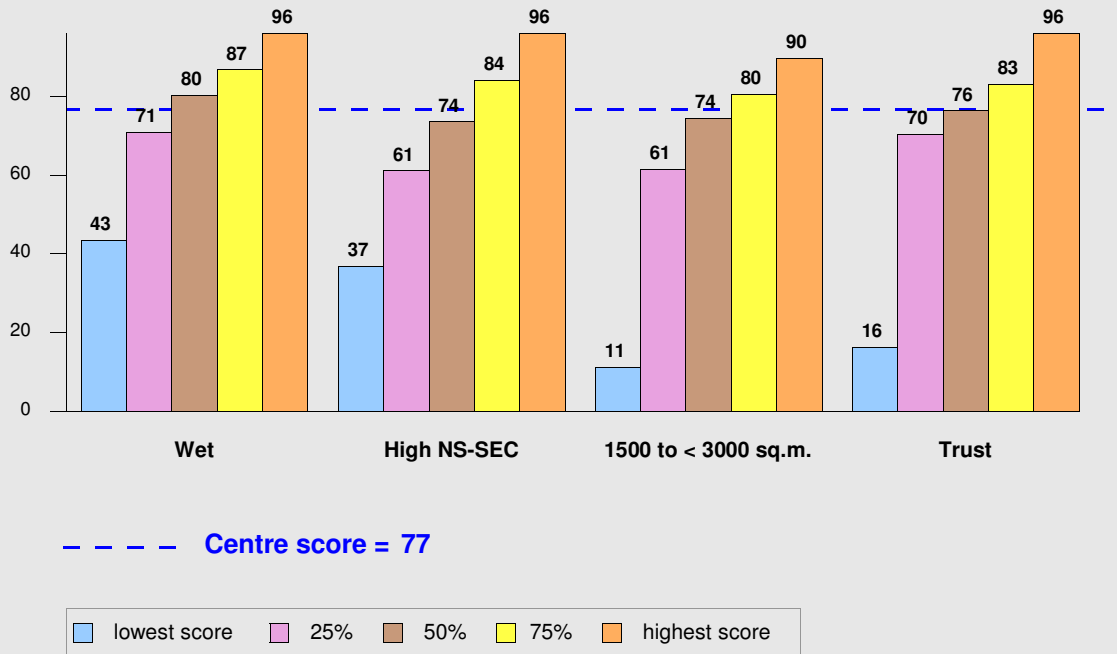


--- Centre score = 65

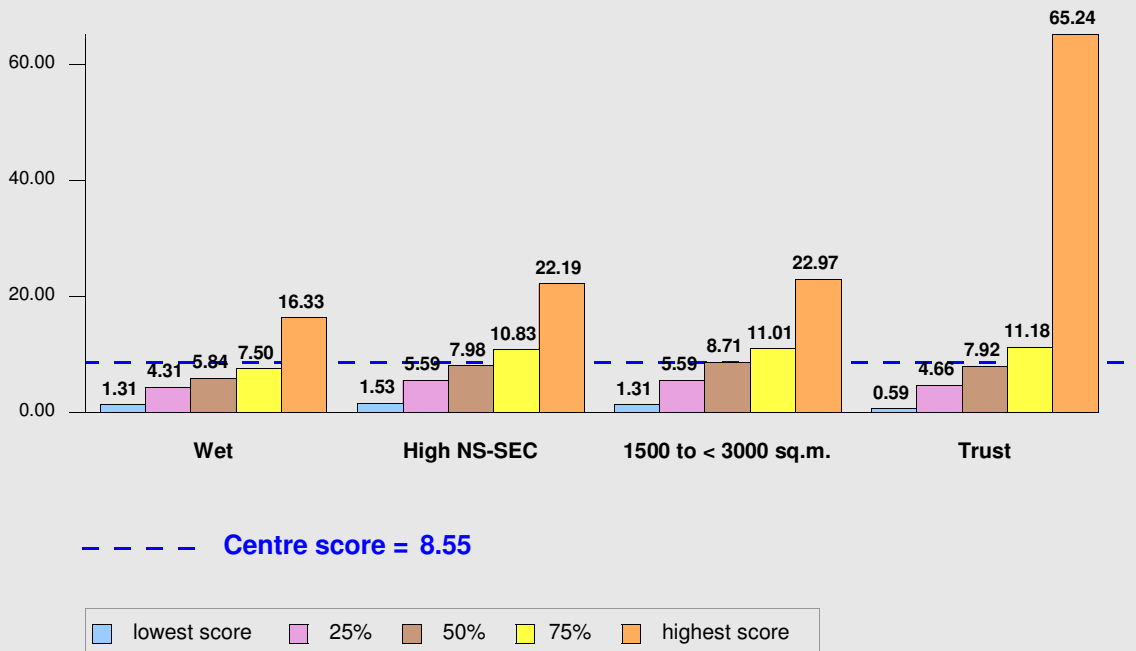
lowest score 25% 50% 75% highest score

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	7	4.69	337	7	4.47	336	0 0.22
b.	Ease of booking	14	4.55	296	11	4.38	267	3 0.17
c.	The activity charge/fee	11	4.64	332	13	4.29	337	-2 0.35
d.	The range of activities available	13	4.56	330	10	4.39	331	3 0.17
Quality of facilities/services								
e.	Quality of flooring in the sports hall	16	4.40	85	4	4.50	2	12 -0.10
f.	Quality of lighting in the sports hall	15	4.45	85	4	4.50	2	11 -0.05
g.	Quality of equipment	5	4.71	254	12	4.37	204	-7 0.34
h.	Water quality in the swimming pool	3	4.79	231	14	4.13	264	-11 0.66
i.	Water temperature in the swimming pool	4	4.73	232	16	3.97	255	-12 0.76
j.	Number of people in the pool	12	4.64	233	15	3.98	261	-3 0.66
k.	Quality of car parking on site	17	4.29	309	19	3.03	266	-2 1.26
l.	Quality of food and drink	19	3.95	261	18	3.55	203	1 0.40
Cleanliness								
m.	Cleanliness of changing areas	1	4.86	341	1	4.61	333	0 0.25
n.	Cleanliness of activity spaces	2	4.85	330	8	4.45	310	-6 0.40
Staff								
o.	Helpfulness of reception staff	8	4.68	347	6	4.50	343	2 0.18
p.	Helpfulness of other staff	10	4.67	348	2	4.53	340	8 0.14
q.	Standard of coaching/instruction	9	4.68	307	3	4.52	134	6 0.16
Value for money								
r.	Value for money of activities	6	4.70	340	9	4.41	335	-3 0.29
s.	Value for money of food/drink	18	4.18	275	17	3.85	209	1 0.33
Other attributes *								
t.	Overall satisfaction with visit	N/A			4.45		347	

* 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									
---------------------------------------------------------	--	--	--	--	--	--	--	--	--

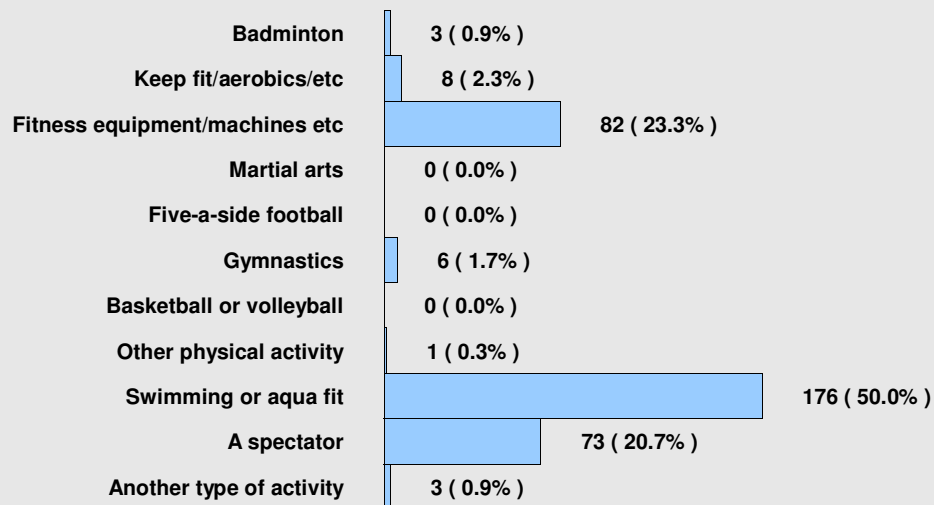
		IMPORTANCE			SATISFACTION			GAPS (Importance minus Satisfaction)	
		Rank	Mean	no	Rank	Mean	no	Rank	Mean
k.	Quality of car parking on site	17	4.29	309	19	3.03	266	-2	1.26
i.	Water temperature in the swimming pool	4	4.73	232	16	3.97	255	-12	0.76
h.	Water quality in the swimming pool	3	4.79	231	14	4.13	264	-11	0.66
j.	Number of people in the pool	12	4.64	233	15	3.98	261	-3	0.66
l.	Quality of food and drink	19	3.95	261	18	3.55	203	1	0.40
n.	Cleanliness of activity spaces	2	4.85	330	8	4.45	310	-6	0.40
c.	The activity charge/fee	11	4.64	332	13	4.29	337	-2	0.35
g.	Quality of equipment	5	4.71	254	12	4.37	204	-7	0.34
s.	Value for money of food/drink	18	4.18	275	17	3.85	209	1	0.33
r.	Value for money of activities	6	4.70	340	9	4.41	335	-3	0.29
m.	Cleanliness of changing areas	1	4.86	341	1	4.61	333	0	0.25
a.	Activity available at convenient times	7	4.69	337	7	4.47	336	0	0.22
o.	Helpfulness of reception staff	8	4.68	347	6	4.50	343	2	0.18
d.	The range of activities available	13	4.56	330	10	4.39	331	3	0.17
b.	Ease of booking	14	4.55	296	11	4.38	267	3	0.17
q.	Standard of coaching/instruction	9	4.68	307	3	4.52	134	6	0.16
p.	Helpfulness of other staff	10	4.67	348	2	4.53	340	8	0.14
f.	Quality of lighting in the sports hall	15	4.45	85	4	4.50	2	11	-0.05
e.	Quality of flooring in the sports hall	16	4.40	85	4	4.50	2	12	-0.10

Satisfaction and importance scores: by rank gaps

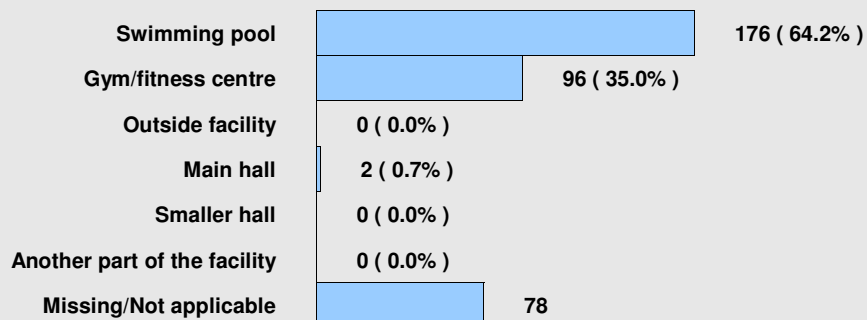
		IMPORTANCE		SATISFACTION			GAPS (Importance minus Satisfaction)		
		Rank	Mean	no	Rank	Mean	no	Rank	Mean
i.	Water temperature in the swimming pool	4	4.73	232	16	3.97	255	-12	0.76
h.	Water quality in the swimming pool	3	4.79	231	14	4.13	264	-11	0.66
g.	Quality of equipment	5	4.71	254	12	4.37	204	-7	0.34
n.	Cleanliness of activity spaces	2	4.85	330	8	4.45	310	-6	0.40
j.	Number of people in the pool	12	4.64	233	15	3.98	261	-3	0.66
r.	Value for money of activities	6	4.70	340	9	4.41	335	-3	0.29
c.	The activity charge/fee	11	4.64	332	13	4.29	337	-2	0.35
k.	Quality of car parking on site	17	4.29	309	19	3.03	266	-2	1.26
m.	Cleanliness of changing areas	1	4.86	341	1	4.61	333	0	0.25
a.	Activity available at convenient times	7	4.69	337	7	4.47	336	0	0.22
l.	Quality of food and drink	19	3.95	261	18	3.55	203	1	0.40
s.	Value for money of food/drink	18	4.18	275	17	3.85	209	1	0.33
o.	Helpfulness of reception staff	8	4.68	347	6	4.50	343	2	0.18
d.	The range of activities available	13	4.56	330	10	4.39	331	3	0.17
b.	Ease of booking	14	4.55	296	11	4.38	267	3	0.17
q.	Standard of coaching/instruction	9	4.68	307	3	4.52	134	6	0.16
p.	Helpfulness of other staff	10	4.67	348	2	4.53	340	8	0.14
f.	Quality of lighting in the sports hall	15	4.45	85	4	4.50	2	11	-0.05
e.	Quality of flooring in the sports hall	16	4.40	85	4	4.50	2	12	-0.10

APPENDIX 1:
USER SURVEY FREQUENCY DISTRIBUTIONS

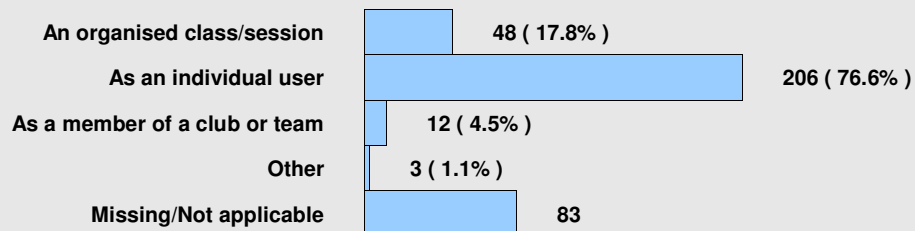
Q1 Main activity today?



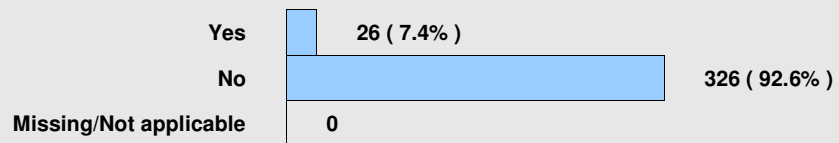
Q2 Where did you do your main activity today?



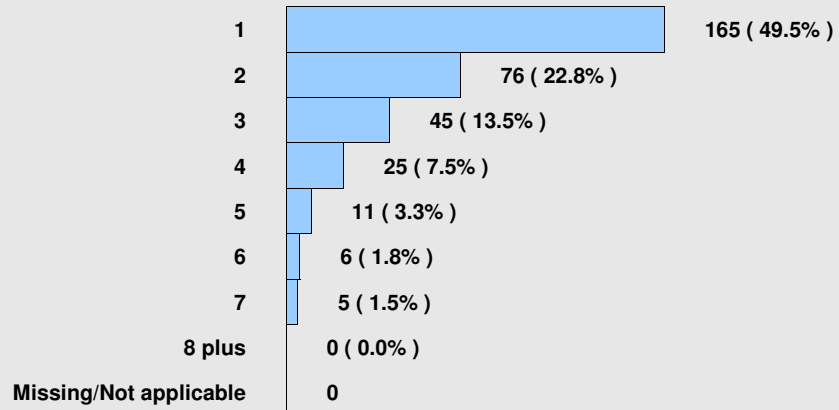
Q3 How you are taking part in your main activity today?



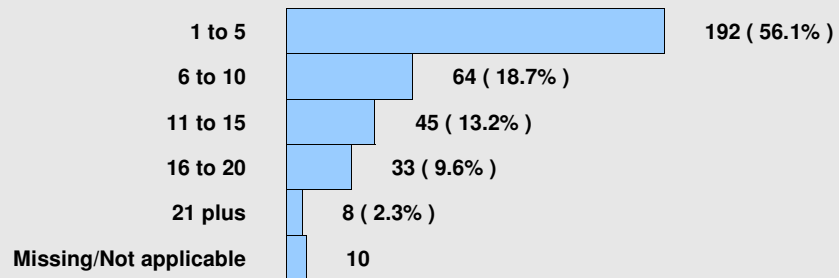
Q4 Is today your first ever visit to this facility?



Q5a Number of times visited in past 7 days.



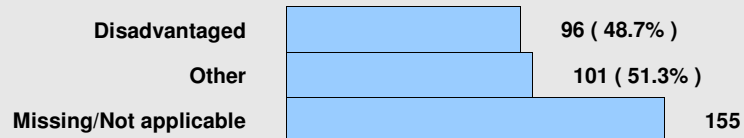
Q5b Number of times visited in past 4 weeks.



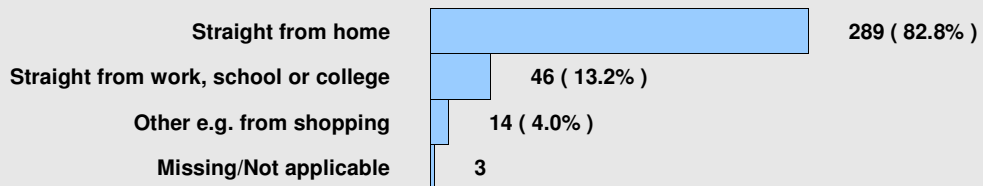
Q7 Do you have a leisure card?



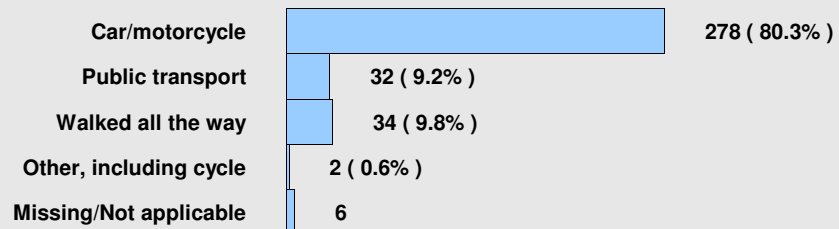
Q8 Basis of eligibility for card/scheme.



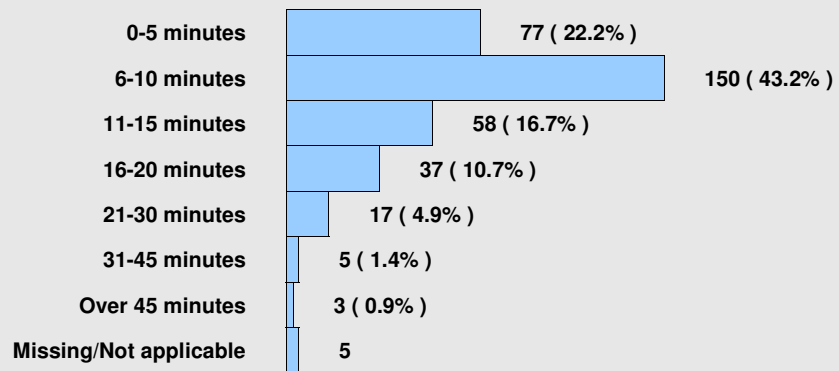
Q9 From where did you come here today?



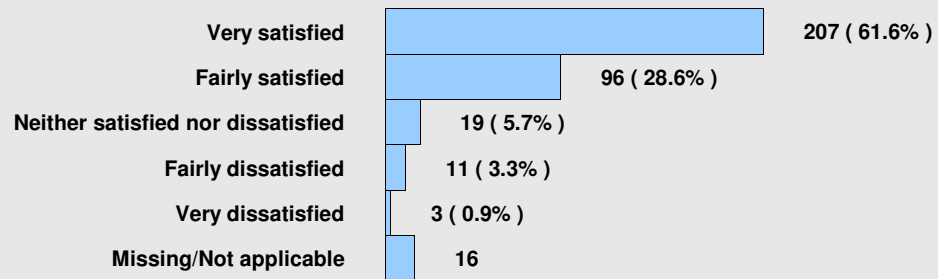
Q10 Main method of transport.



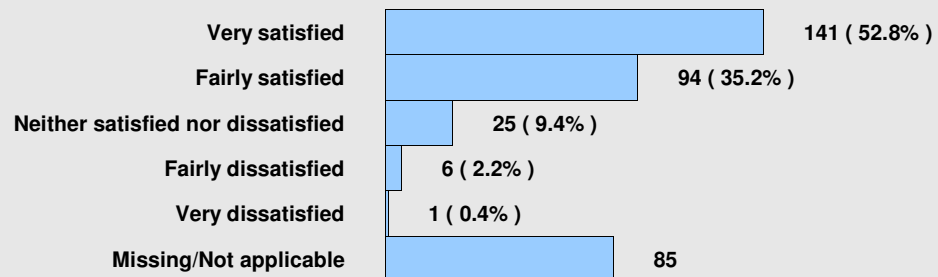
Q11 Journey time.



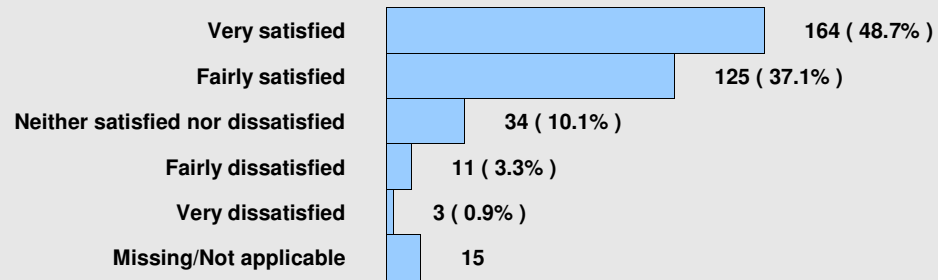
Q12a Satisfaction - availability of activities at convenient times.



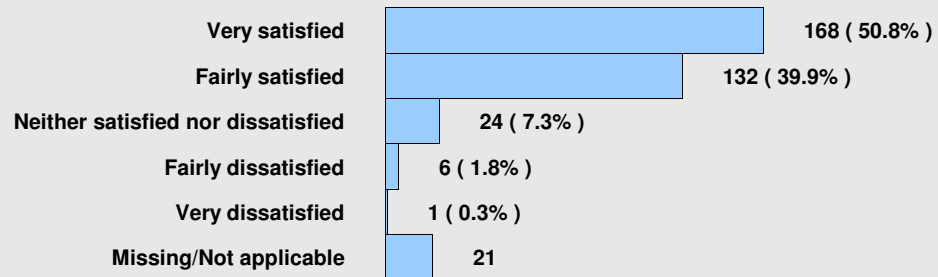
Q12b Satisfaction - ease of booking.



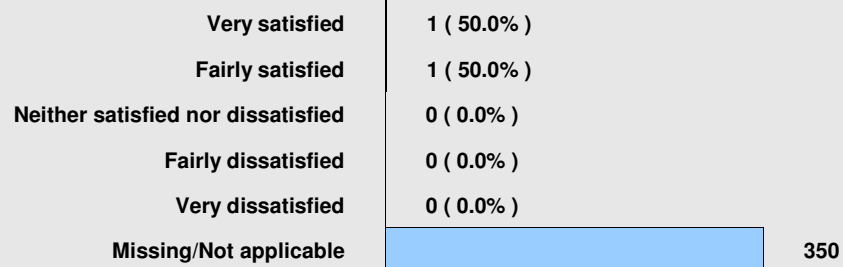
Q12c Satisfaction - activity charges/fees.



Q12d Satisfaction - range of activities available.



Q12e Satisfaction - quality of flooring in sports hall.



Q12f Satisfaction - quality of lighting in sports hall.

Very satisfied	1 (50.0%)
Fairly satisfied	1 (50.0%)
Neither satisfied nor dissatisfied	0 (0.0%)
Fairly dissatisfied	0 (0.0%)
Very dissatisfied	0 (0.0%)
Missing/Not applicable	350

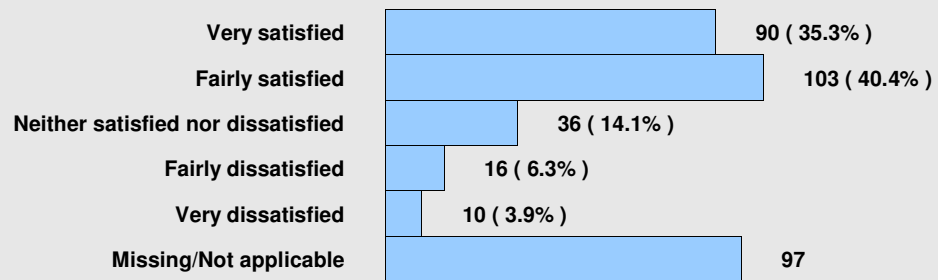
Q12g Satisfaction - quality of equipment.

Very satisfied	110 (53.9%)
Fairly satisfied	63 (30.9%)
Neither satisfied nor dissatisfied	27 (13.2%)
Fairly dissatisfied	4 (2.0%)
Very dissatisfied	0 (0.0%)
Missing/Not applicable	148

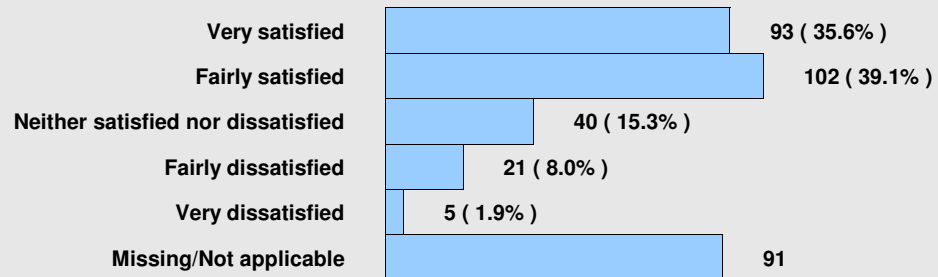
Q12h Satisfaction - water quality in pool.

Very satisfied	107 (40.5%)
Fairly satisfied	106 (40.2%)
Neither satisfied nor dissatisfied	33 (12.5%)
Fairly dissatisfied	14 (5.3%)
Very dissatisfied	4 (1.5%)
Missing/Not applicable	88

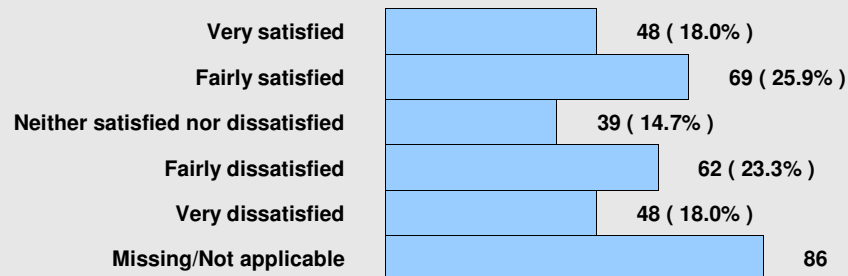
Q12i Satisfaction - water temperature in pool.



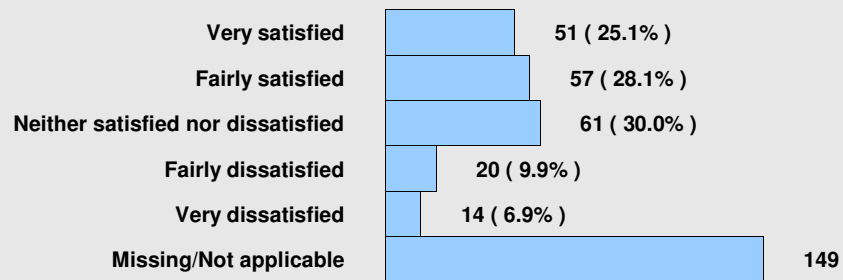
Q12j Satisfaction - number of people in pool.



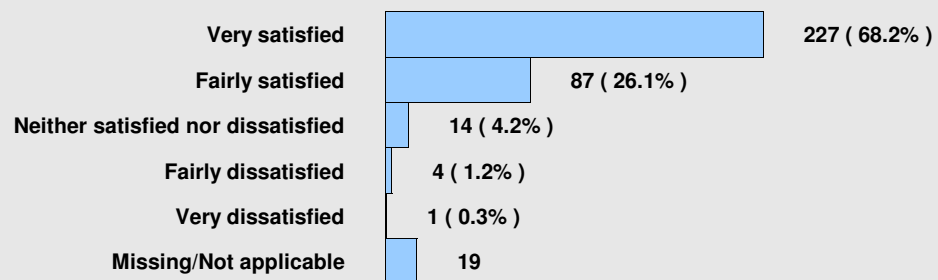
Q12k Satisfaction - quality of car parking on site.



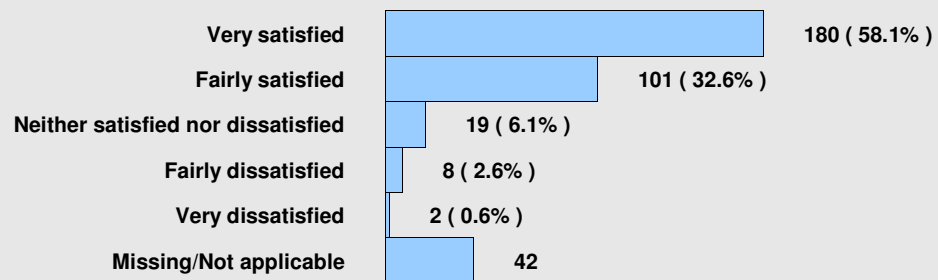
Q12l Satisfaction - quality of food/drink.



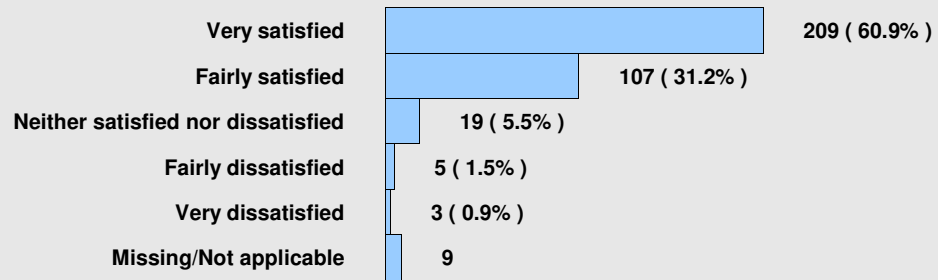
Q12m Satisfaction - cleanliness of changing area.



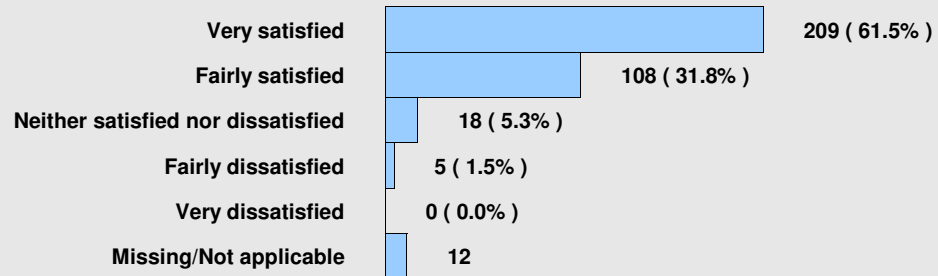
Q12n Satisfaction - cleanliness of activity spaces.



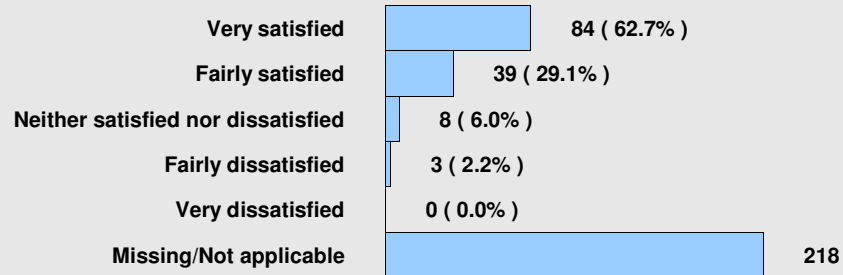
Q12o Satisfaction - helpfulness of reception staff.



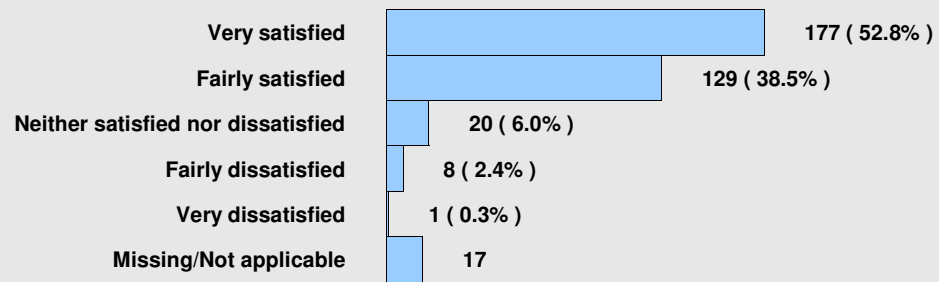
Q12p Satisfaction - helpfulness of other staff.



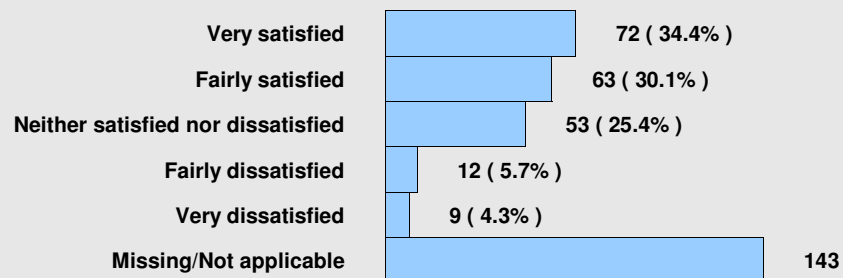
Q12q Satisfaction - standard of coaching/instruction.



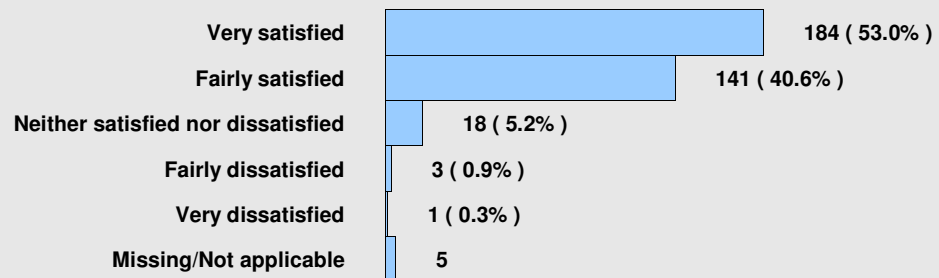
Q12r Satisfaction - value for money of activities.



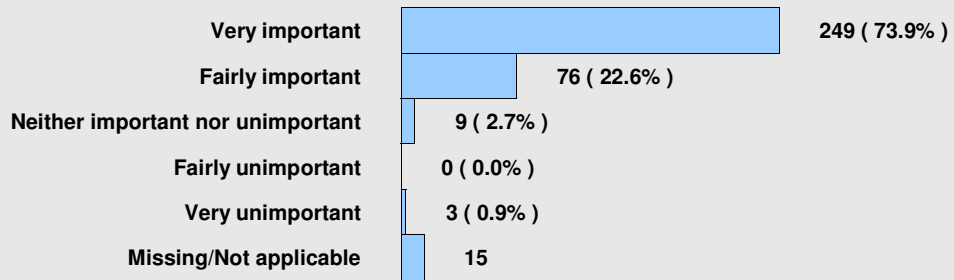
Q12s Satisfaction - value for money of food/drink.



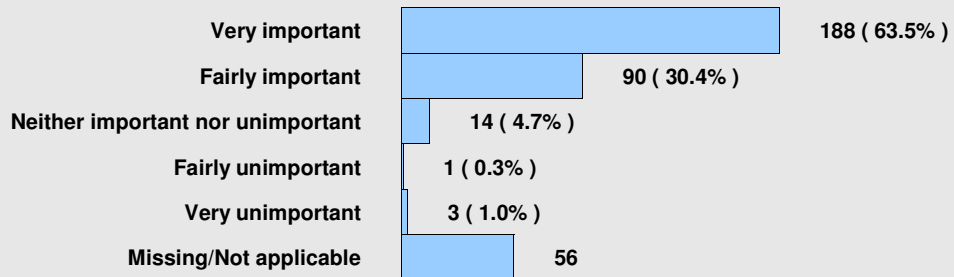
Q12t Satisfaction - overall satisfaction of visit.



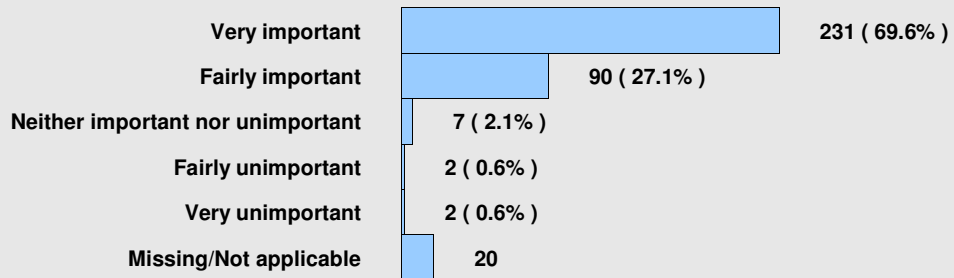
Q13a Importance - availability of activities at convenient times.



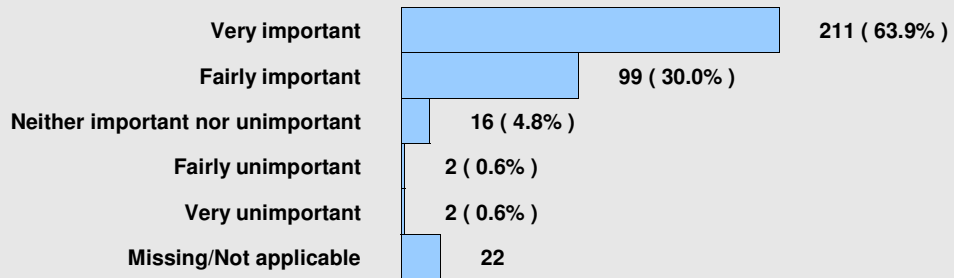
Q13b Importance - ease of booking.



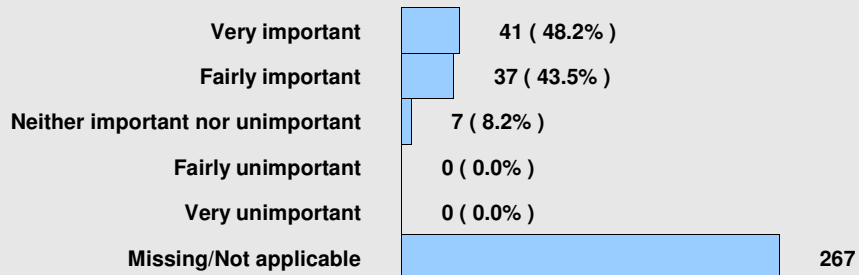
Q13c Importance - activity charges/fees.



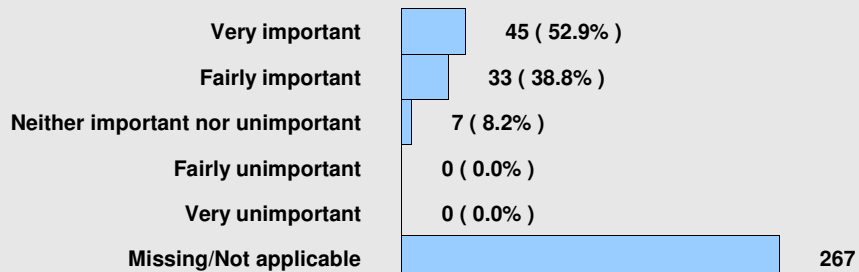
Q13d Importance - the range of activities available.



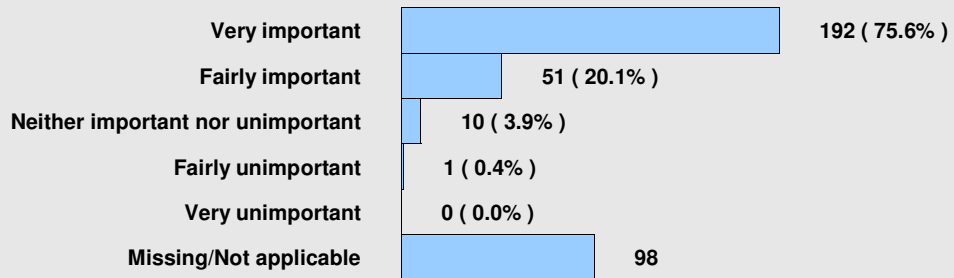
Q13e Importance - quality of flooring in sports hall.



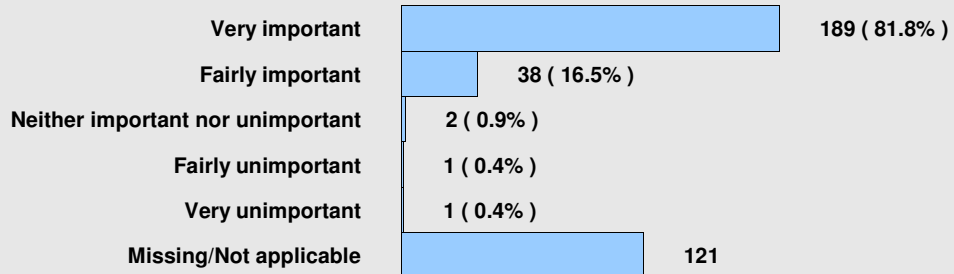
Q13f Importance - quality of lighting in sports hall.



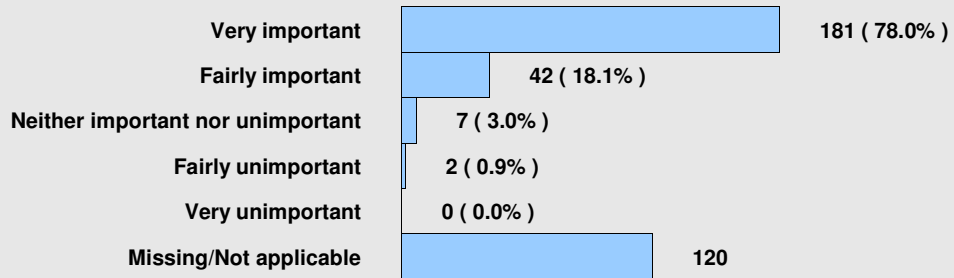
Q13g Importance - quality of equipment.



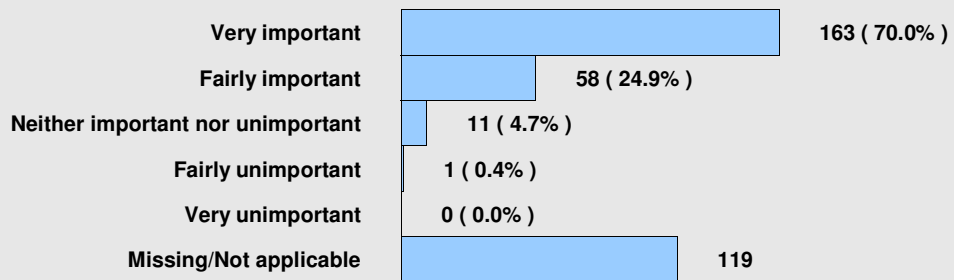
Q13h Importance - water quality in pool.



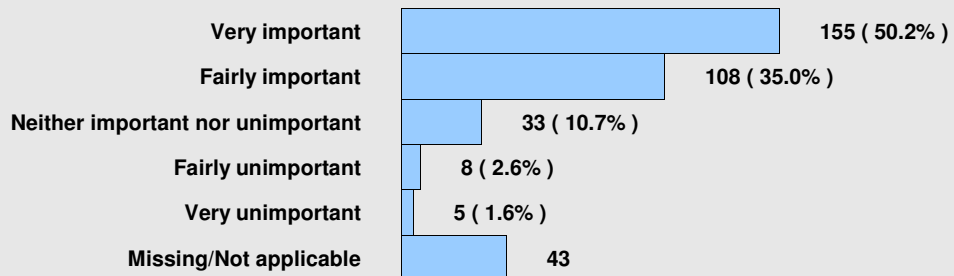
Q13i Importance - water temperature in pool.



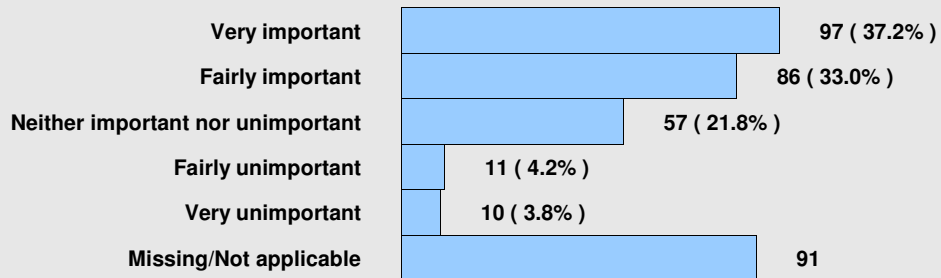
Q13j Importance - number of people in pool.



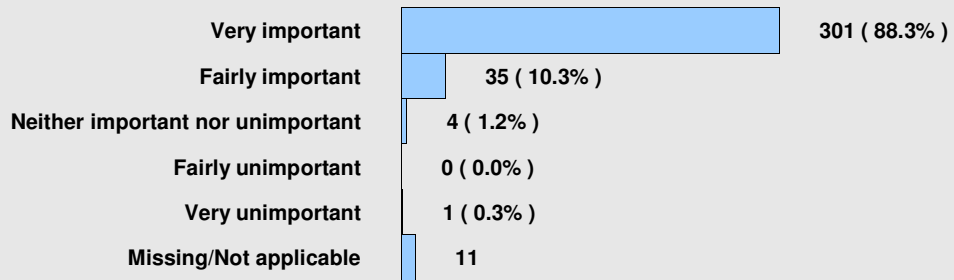
Q13k Importance - quality of car parking on site.



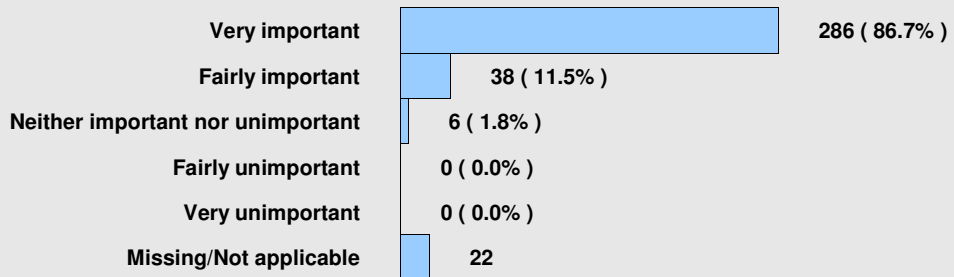
Q13l Importance - quality of food/drink.



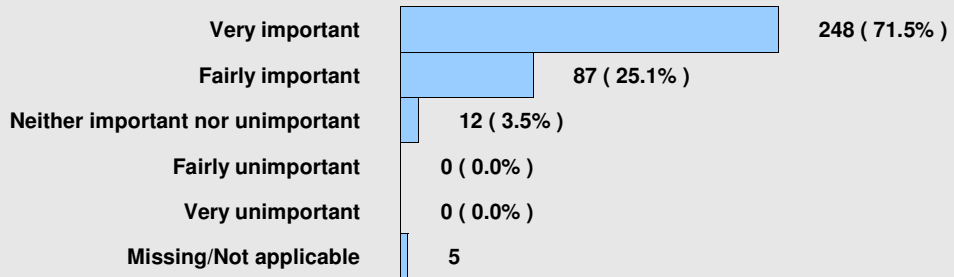
Q13m Importance - cleanliness of changing area.



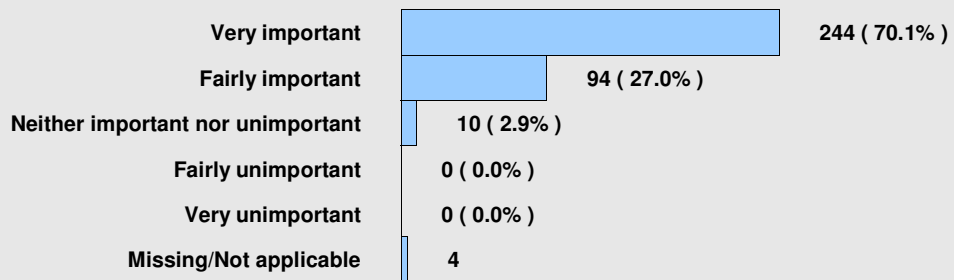
Q13n Importance - cleanliness of activity spaces.



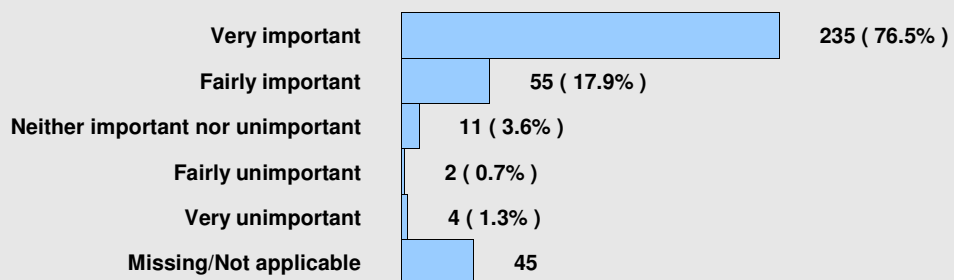
Q13o Importance - helpfulness of reception staff.



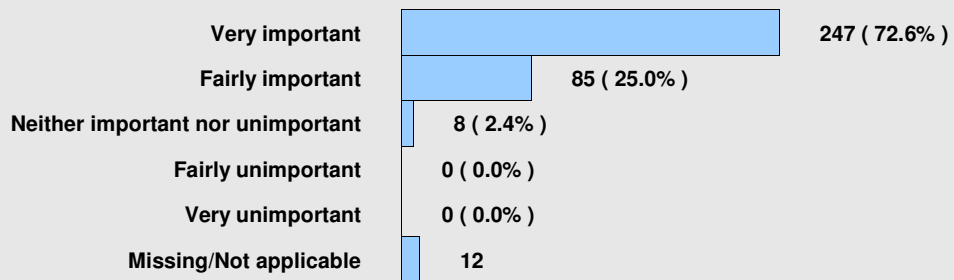
Q13p Importance - helpfulness of other staff.



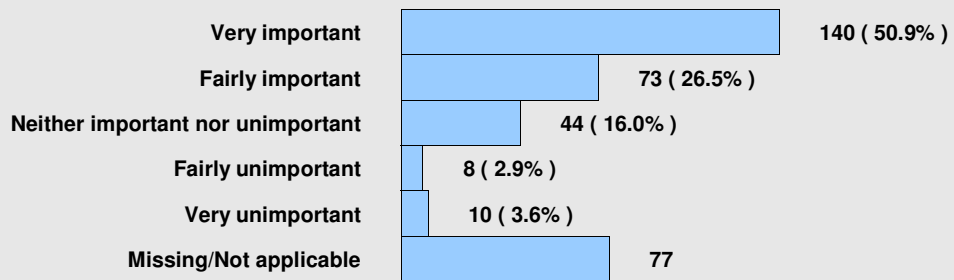
Q13q Importance - standard of coaching/instruction



Q13r Importance - value for money of activities.



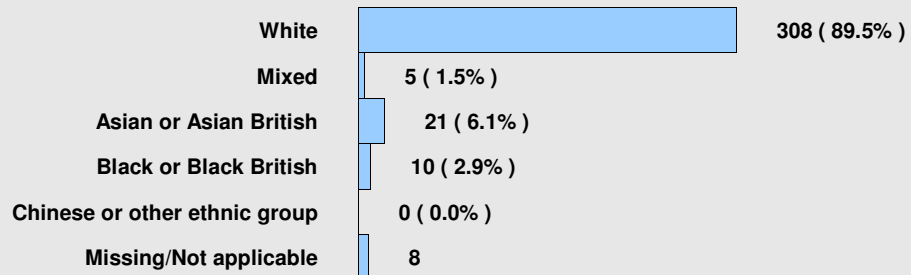
Q13s Importance - value for money of food/drink.



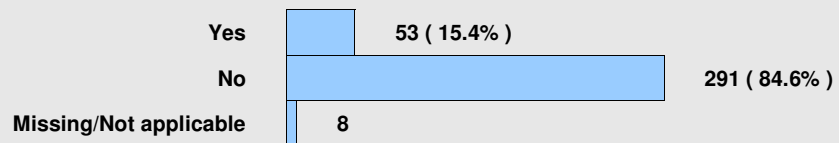
Q14 Gender.



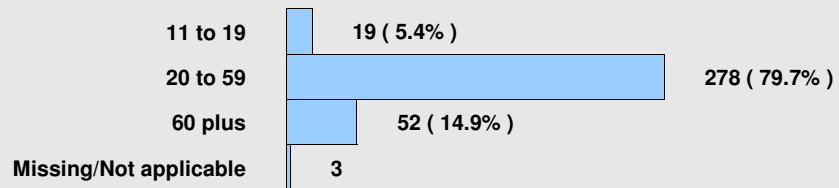
Q15 Ethnic origin of respondent.



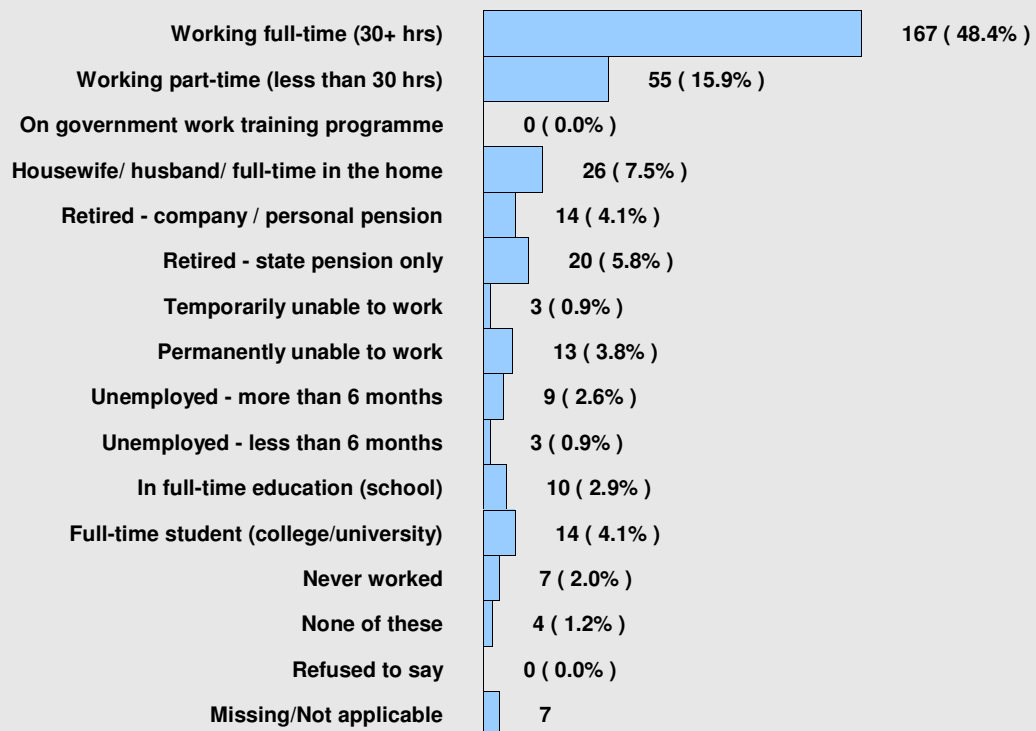
Q16 Long term illness, health problem or disability.



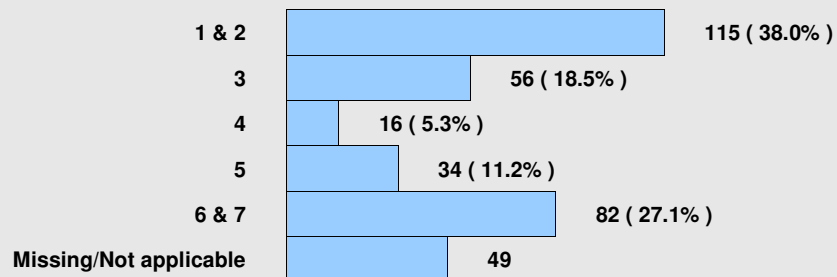
Q17 Age.



Q18 Current employment status.



Socio-economic group.



Q23 Postcode.

first part of postcode	number of questionnaires		cumulative percent
WS10	121	(34.7%)	34.7
B71	74	(21.2%)	55.9
DY4	47	(13.5%)	69.3
B70	35	(10.0%)	79.4
WS5	12	(3.4%)	82.8
WV14	11	(3.2%)	86.0
B69	7	(2.0%)	88.0
B43	6	(1.7%)	89.7
WV13	5	(1.4%)	91.1
WS2	3	(0.9%)	92.0
B21	2	(0.6%)	92.6
B67	2	(0.6%)	93.1
B68	2	(0.6%)	93.7
DY2	2	(0.6%)	94.3
DY5	2	(0.6%)	94.8
WS1	2	(0.6%)	95.4
WV12	2	(0.6%)	96.0
B31	1	(0.3%)	96.3
DY1	1	(0.3%)	96.6
DY3	1	(0.3%)	96.8
DY6	1	(0.3%)	97.1
NS10	1	(0.3%)	97.4
NV11	1	(0.3%)	97.7
WJ10	1	(0.3%)	98.0
WS0	1	(0.3%)	98.3
WS11	1	(0.3%)	98.6

WS3	1	(0.3%)	98.9
WS4	1	(0.3%)	99.1
WS8	1	(0.3%)	99.4
WS9	1	(0.3%)	99.7
WV4	1	(0.3%)	100.0
Missing/Not applicable	3		