



NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

FACILITY REPORT FOR TIPTON SWIMMING CENTRE

Prepared by the
Sport Industry Research Centre, Sheffield Hallam University



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NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

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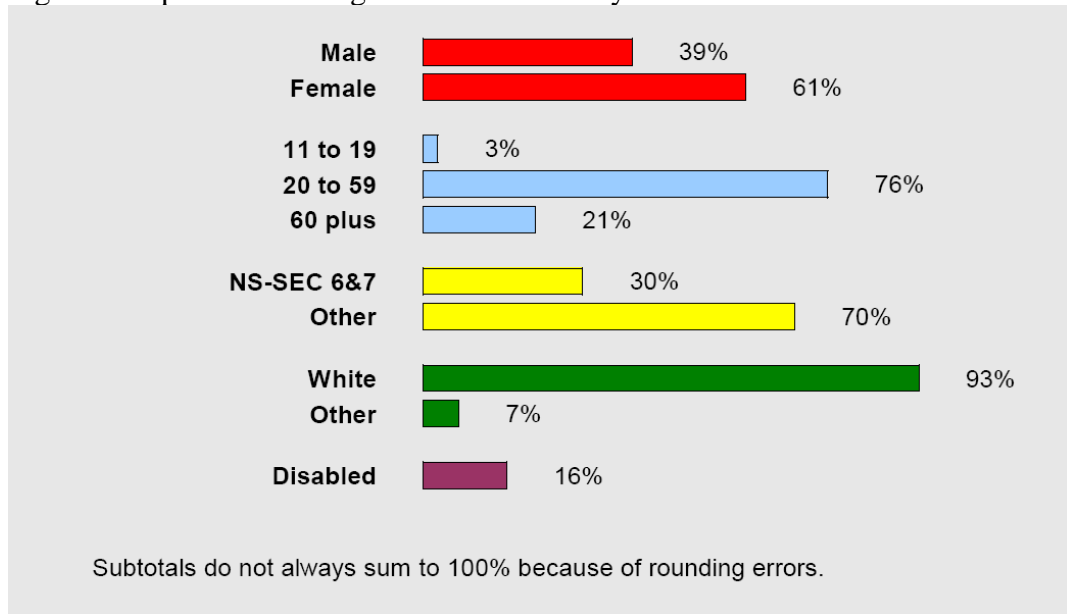
NBS REPORT FOR TIPTON SWIMMING CENTRE

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 Tipton Swimming Centre, which is run by Sandwell Leisure Trust on behalf of Sandwell MBC. 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 Tipton Swimming Centre in this report, **please read the accompanying *Guidance document to accompany facility reports*.**
- 1.3 The data in this report are based upon a survey of 300 users of the centre in September and October 2009, conducted by Result Market Research; and a financial return based on the year 1st April 2008 to 31st March 2009. 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 4 of this report.
- 1.4 Tipton Swimming 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 2,856m² 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 2,396m² of usable space. The catchment area has a relatively high proportion (30.51%) 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 Tipton Swimming Centre are:
- wet (benchmark family of 27 centres)
 - 20%+ of catchment population in NS-SEC 6 & 7 (benchmark family of 21 centres)
 - 1500 to < 3000 sq.m. (benchmark family of 35 centres)
 - Trust (benchmark family of 42 centres)

2. THE USER SURVEY SAMPLE

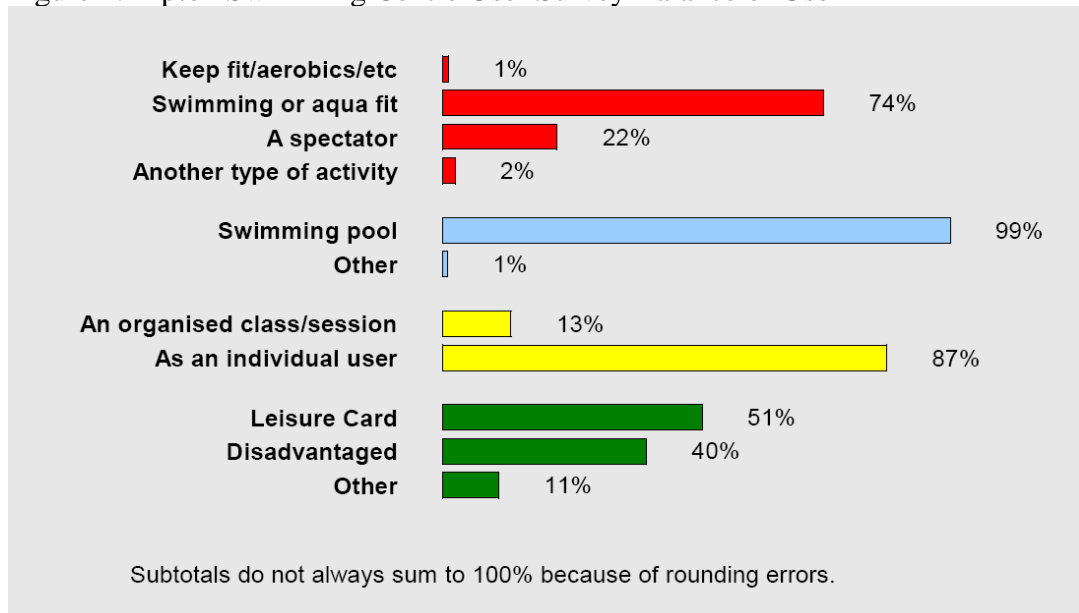
Figure 1: Tipton Swimming Centre User Survey Characteristics



Note: The survey instrument groups respondents according to the 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 300 people who took part in the survey is shown in Figure 1. The primary purpose of the data in Figure 1 is for calculating performance indicator scores 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 (75,566 visits in 2008/09). 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: Tipton Swimming Centre 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, accounting for 74% of the main activities undertaken during the survey period. Given the distribution of activities undertaken, it is not surprising that the pool was 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 (87%) rather than instructor led. This finding is also consistent with the nature of swimmers who form three-quarters of the sample. Half of the respondents had some form of leisure card which gave them reduced price admission to the centre. 79% of 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 performance indicators and family specific benchmarks.

3. SUMMARY OF PERFORMANCE FOR TIPTON SWIMMING CENTRE

3.1 The centre's performance is reported in two main parts. First, for key indicators and other access, finance and utilisation indicators, the centre's performance is reported relative to their 2009 national benchmarks. Second, for satisfaction and importance scores from customers, the centre's performance is analysed by gap analysis and grid analysis. We conclude the summary with our perception of the main strengths, weaknesses and factors to watch out for at this centre.

Performance relative to national benchmarks

3.2 The reference points for the performance for each indicator are the four quartiles and three benchmarks identified in the General Guidance Document (page 8) which accompanies this report. This positioning has been judged by the NBS analysts by examining 'average' performance across the four family comparisons. The four comparisons for each indicator are in the detailed performance results in Section 5 of this centre report.

3.3 The seven facility performance indicators which were proposed for the CPA in 2007 have been retained as key indicators for NBS reporting. This is because they are a good indication of national government priorities for sports facilities.

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							
Visits per m ²							

3.4 One of these key indicators, visits per square metre, is calculated differently to its equivalent in the utilisation indicators below. For the key indicator, the square metres of indoor space used in the calculation excludes corridors and offices. In the utilisation indicators part of Section 5 of this report, and in the utilisation summary below, the visits per square metre indicator includes corridors and offices in the square metres. 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 key indicator subsidy per visit calculation includes these estimated central establishment charges in the total costs. In the

financial indicators part of Section 5 of this report, and in the financial summary below, the subsidy per visit indicator is measured by using actual costs, including zero central establishment charges for your centre.

3.5 Two of the key indicator scores, both access indicators, are in the top quartile. Two, however, for 11-19 years and Black, Asian and other ethnic groups, are at the bottom quartile level. These are the results of under-representation of visits by these groups during the NBS survey, when compared with their proportions in the catchment population. However, it is relevant to note that the benchmarks for ethnic minorities are generally very high. Both efficiency indicators also perform in the bottom quartile relative to other similar facilities.

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							

3.6 When considering the wider set of access indicators, rather than just the five in the key indicators, the picture is of stronger access performance. It is important to stress that not all the access groups identified are likely to be important to a social inclusion agenda. Six of the groups which might be seen as important to social inclusion are located above the 50% benchmark level (60+ years, NS-SEC 6&7, disabled under 60, disabled 60+, the unemployed, and disadvantaged card holders), of which five are in the top quartile. However, two which are relevant to social inclusion are below their 25% benchmark performance levels (11-19 years and ethnic minorities). Two other indicators are at or above the 75% benchmark, but these groups are not normally considered relevant to social inclusion, because people in these groups are not necessarily disadvantaged (20-59 years and first visits).

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 & 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							

3.7 Financial performance is weak relative to the benchmarks, with cost recovery and subsidy indicators in their bottom quartiles. All the subsidy scores in this summary table and in the other indicators figures in Section 5 are calculated using the actual costs, rather than including any estimated central establishment costs. The main factors which constrain this financial performance are low income and low number of visits - see below. It is relevant to note that satisfaction with entrance charges and value for money of activities are eleventh and eighth in the satisfaction rankings, with average customer scores of 4.35 and 4.42 out of 5 respectively. Maintenance and repair costs per square metre performs particularly well (i.e. low costs) - but this opens up the possibility of deterioration in service quality and lack of preventative maintenance.

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 that are casual							
Weekly number of people visiting							

3.8 The main throughput indicator, visits per square metre, is measured in the utilisation summary table and in the other indicators' figures in Section 5 by using the total floor space of the centre. This indicator and the weekly number of people visiting perform at the bottom quartile level, suggesting that the relatively low number of annual visits may partly be attributed to the weak market penetration in the local catchment population. The percentage of visits which are casual (87%) is very 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

Gap analysis

- 3.9 The tables below identify five attributes with the largest gaps between importance and satisfaction, by mean scores or by ranks. These gaps signal the attributes with the most potential to represent problems. One attribute has a satisfaction score of less than three, the neutral score (neither satisfied nor dissatisfied) – quality of car parking on site. 45% of respondents giving this attribute a score expressed dissatisfaction with it, and 80% of respondents had travelled by car.

Mean score gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Quality of car parking on site	4.18	2.86	1.32
Cleanliness of changing areas	4.90	4.15	0.75
Cleanliness of activity spaces	4.87	4.39	0.48
Activity available at convenient times	4.63	4.28	0.35
Value for money of activities	4.75	4.42	0.33

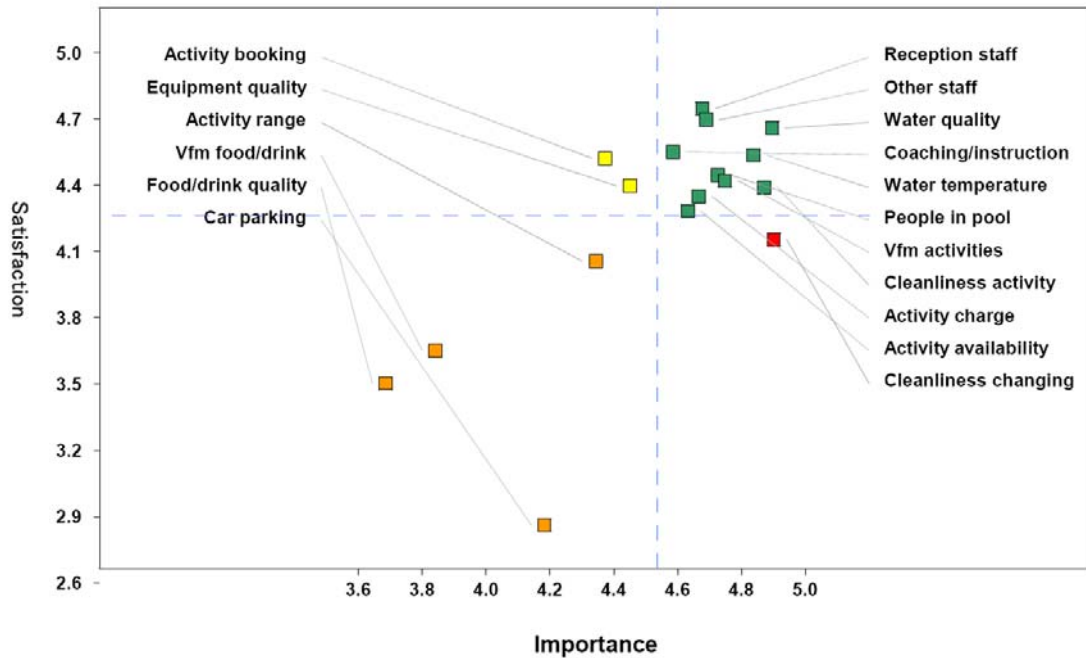
Rank gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Cleanliness of changing areas	1	13	-12
Cleanliness of activity spaces	3	10	-7
Value for money of activities	5	8	-3
Quality of car parking on site	15	17	-2
The activity charge/fee	9	11	-2

- 3.10 Four attributes feature in both the tables above. The second table demonstrates that three of the attributes are among the most important to customers. However, it should be noted that most of the gaps featured are not big by industry standards, except for the top mean score gap and rank gap, and four of these are actually among the centre's strengths according to grid analysis. Quality of car parking shows the largest gaps measured by mean scores whilst cleanliness of the changing areas shows the largest gaps measured by rankings. From the frequency distributions in the appendix, it is apparent that nearly half of respondents were dissatisfied with the quality of car park (Q12k), with 40% of these customers being very dissatisfied - a significant level of dissatisfaction which will warrant some investigation, as this could be contributing to the low number of visits to the centre. Meanwhile, only about 9% and 3% respectively of customers have expressed dissatisfaction with the cleanliness of the changing areas and activity spaces (Appendix Q12m and n) - these are low levels of dissatisfaction especially for wet sites. 7% or less of customers were dissatisfied with the other featured attributes (Q12a, c and r). This reinforces the fact that there is not a widespread, absolute problem with most attributes. Other higher levels of dissatisfaction include 13% for

quality of food and drink (Q12l), and 15% for value for money of food and drink (Q12s).

Grid analysis



3.11 The grid analysis reveals only one attribute which is in the quadrant for high importance and low satisfaction: the cleanliness of changing areas - this would normally be the attribute most deserving of managerial attention. Low satisfaction relative to other attributes is also evident for the food and drink attributes, car parking on site, but these are relatively low in importance too. They may, however, have commercial implications - i.e. constraining income to a greater or lesser extent.

3.12 Comparison of the centre's satisfaction scores with industry averages, provided by the final satisfaction table in Section 5 of this report, shows that the centre is well above the industry average overall satisfaction for wet centres, at 4.52 out of 5, and exceeds industry average scores for 12 of the 17 individual attributes. The main exception is car park attribute, where the centre's score lags significantly behind the industry average. However, it should be noted that different satisfaction scores in different locations will be caused not only by real differences in satisfaction but also by differences between locations in their generosity of scoring.

Weaknesses in service attributes, as perceived by customers

3.13 Putting together the results of the gap analysis and grid analysis, the weakest attributes are shown in the following table.

	<i>Relatively weak attributes</i>	<i>Evidence</i>
<i>Primary weaknesses</i>	Quality of car parking	Relatively the largest rank gap; absolutely low satisfaction but relatively low in importance
<i>Secondary weaknesses</i>	Cleanliness of changing areas	Relatively large gaps; relatively high in importance
<i>Tertiary weaknesses</i>	Quality of food & drink Value for money of food & drink	Relatively low satisfaction but relatively low in importance

Strengths in service attributes, as perceived by customers

- 3.14 Combining the results of the grid analysis and the satisfaction scores, the table below summarises the strongest attributes. Staff and quality attributes are in the top five satisfaction rankings and two are also in the top four for importance rankings - a desirable correlation.

	<i>Relatively strong attributes</i>	<i>Evidence</i>
<i>Primary strengths</i>	Helpfulness of reception staff Helpfulness of other staff Water quality in the swimming pool Water temperature in the swimming pool	In top five satisfaction scores; relatively high in importance
<i>Secondary strengths</i>	Standard of coaching/instruction	In top five satisfaction scores but not high in importance

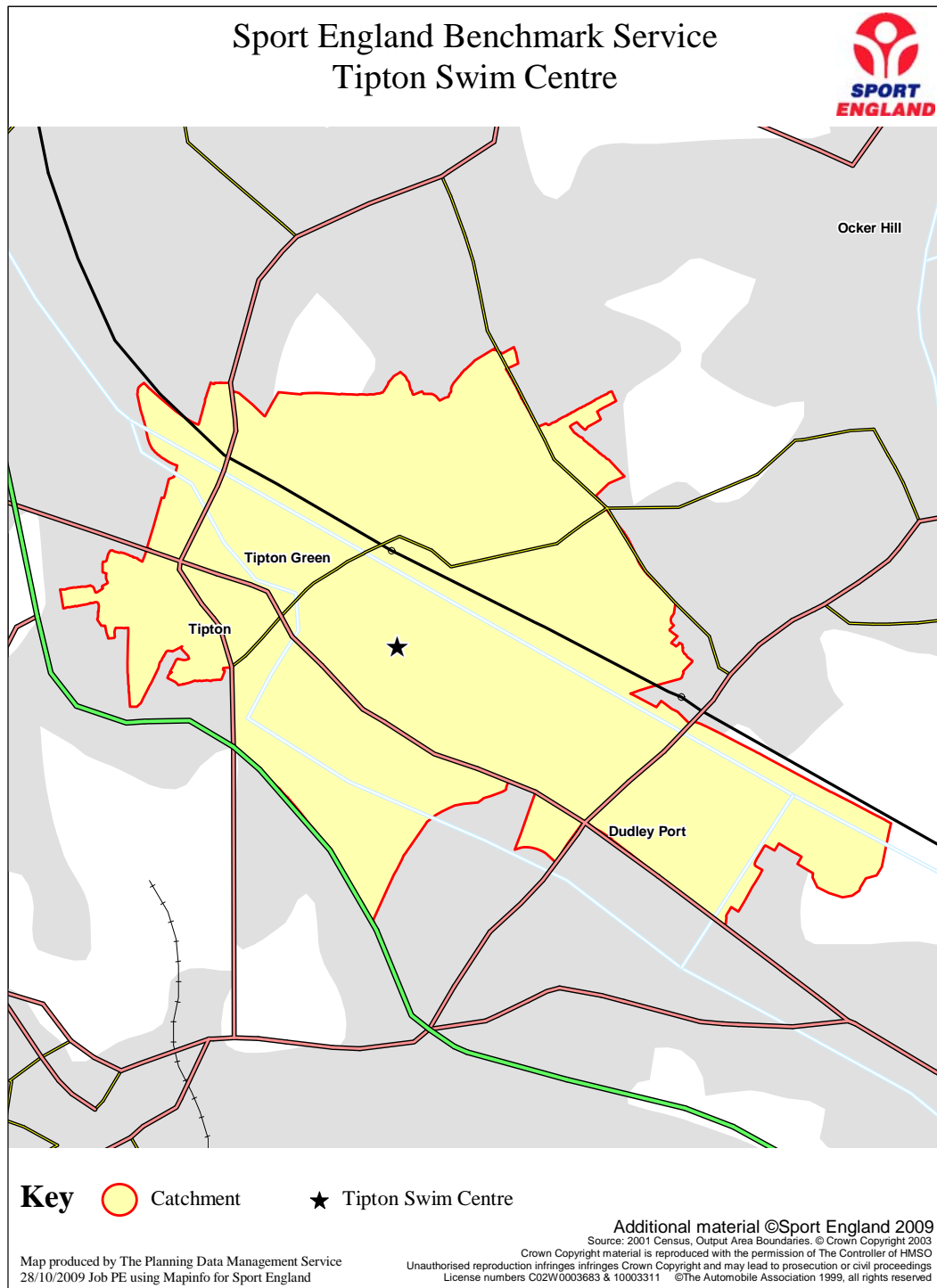
Main strengths and weaknesses

- 3.15 As a result of the analysis above, we conclude that the main strengths, weaknesses and factors to watch for at this centre are as shown in the following table.

Strengths	Access; staff; pool attributes
Ones to watch	Cleanliness of changing areas; food and drink attributes
Weaknesses	Finance; utilisation; car park attribute

4. MAP OF CATCHMENT AREA AND POPULATION STATISTICS

4.1 The catchment area shown in this map is defined as the area within which Tipton Swimming Centre attracts more visitors than any other centre, i.e. the area within which Tipton Swimming Centre is the dominant supplier. On the next page are key population statistics for the catchment area.

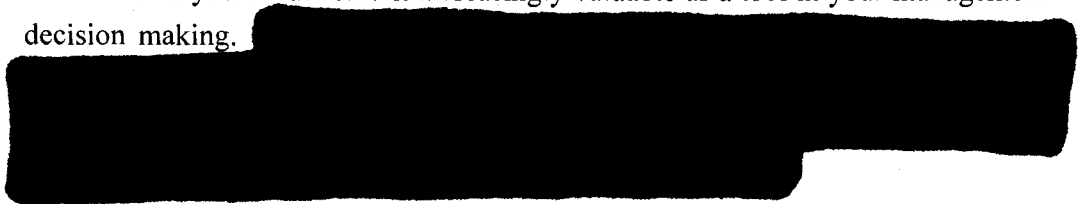


Tipton Swimming Centre

confirmation of catchment data used

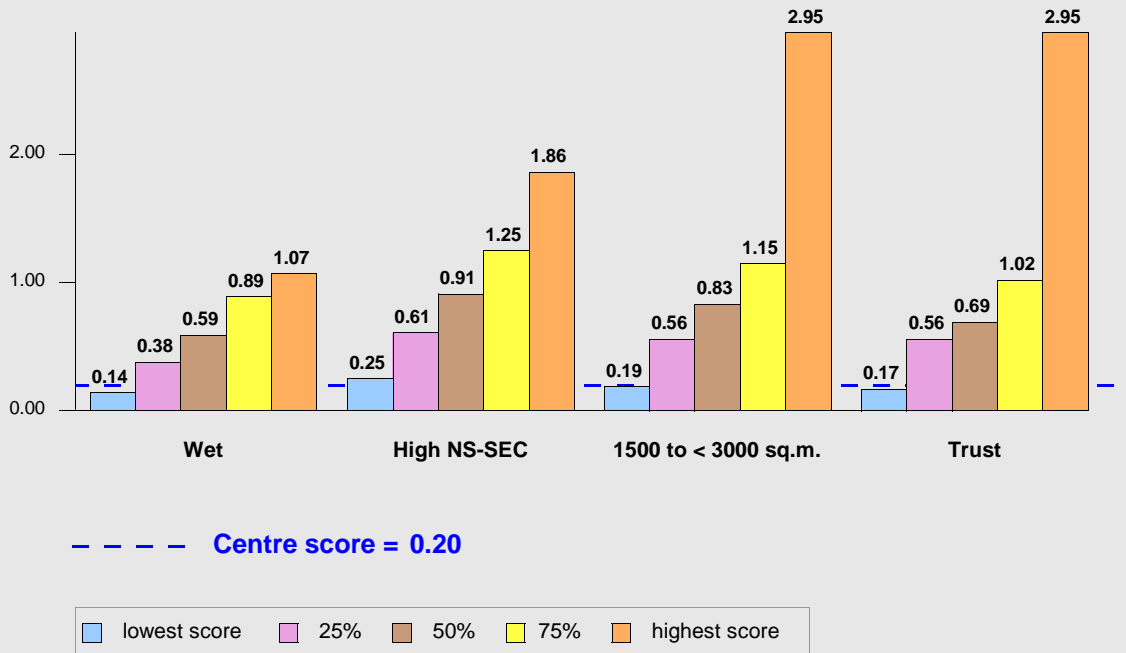
% population 11 - 19	13.53
% population 20 - 59	61.46
% population 60+	25
% population non-white	15.34
% population groups NS-SEC 67	30.51
% population <60 disabled	10.65
% population 60+ disabled	13.11
total residents competing	20467
total residents non-competing	11344
difference	-9123

5. RESULTS: CURRENT PERFORMANCE SCORES FOR TIPTON SWIMMING CENTRE

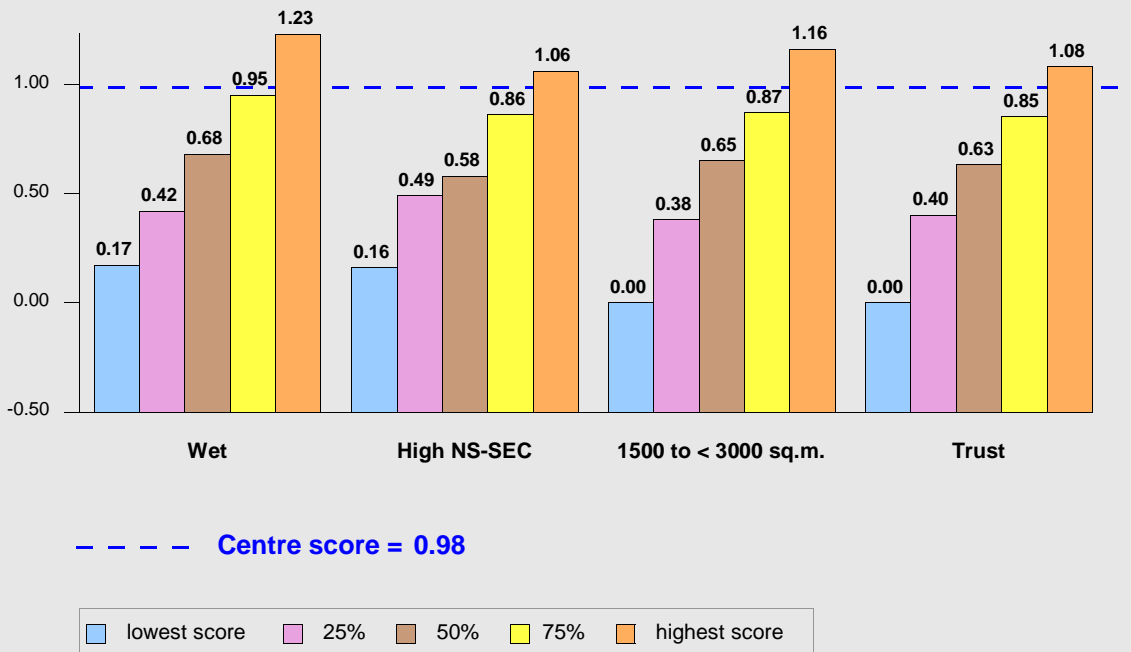
- 5.1 The results in this section are structured in the following order:
- first, for the seven key performance indicators;
 - second, for 22 other important performance indicators for access, finance and utilisation;
 - third, satisfaction and importance scores for 17 service attributes;
- 5.2 In each of the figures for the access, finance and utilisation indicators, the centre score is compared with the national benchmarks and lowest and highest scores for each of the four family categories to which Tipton Swimming 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, four 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.
 - fourth, a comparison of the centre's satisfaction scores with industry averages.
- The two '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 an importance score (e.g. 'overall satisfaction with the visit' does not have an importance score). Such attributes 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.
- 

Key Indicators

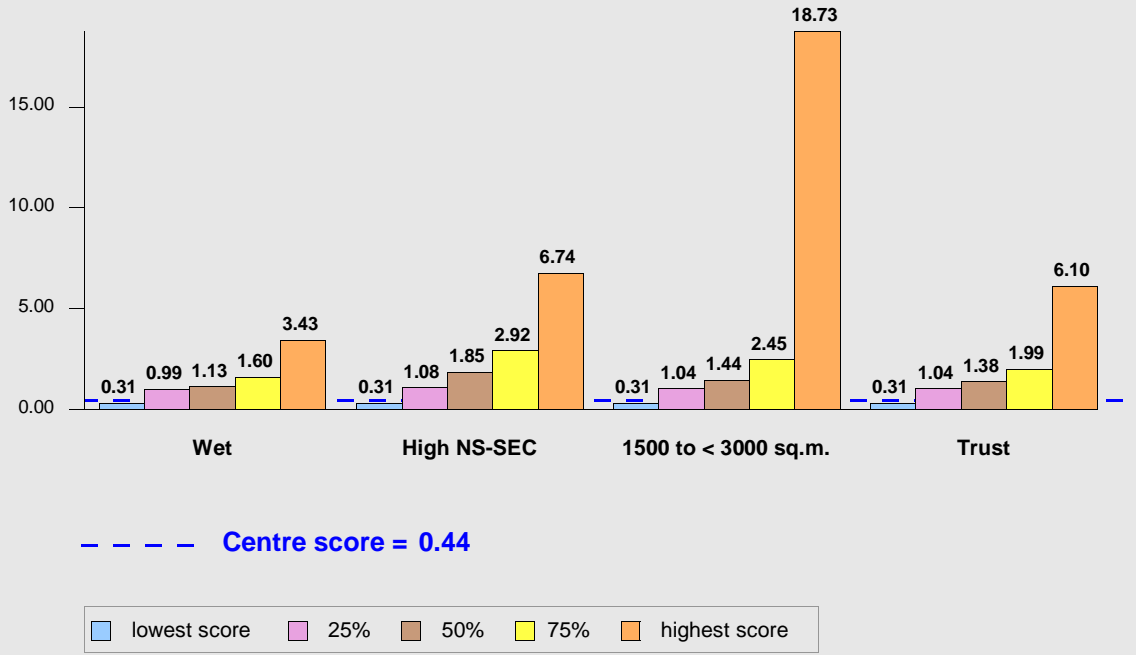
% visits 11-19 years ÷ % catchment population 11-19 years



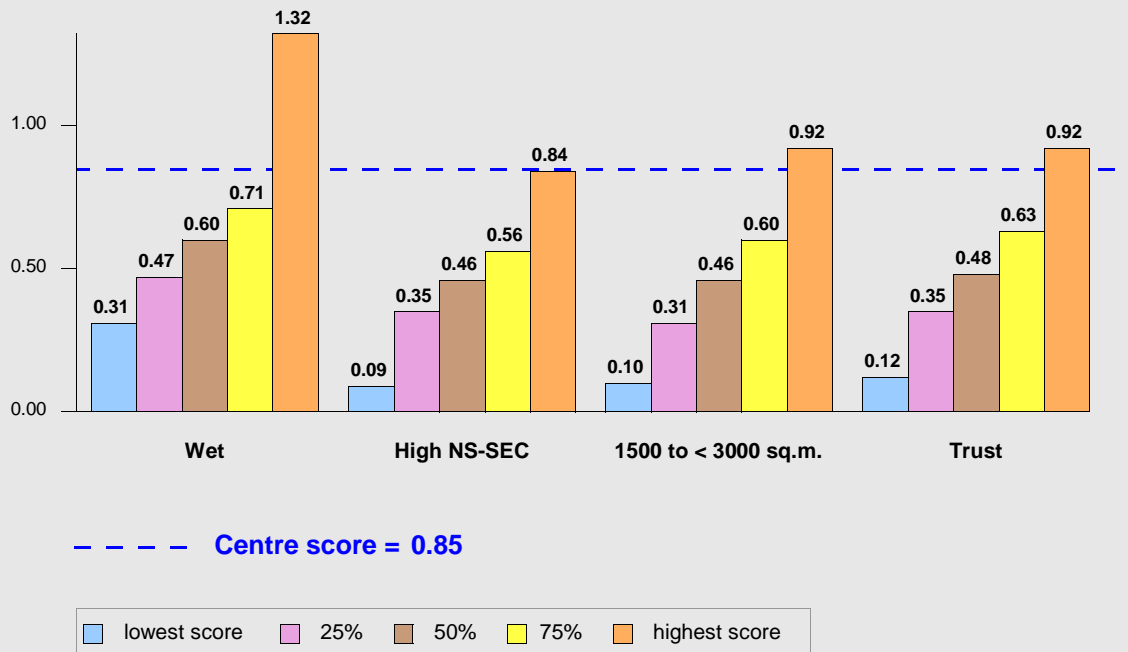
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7



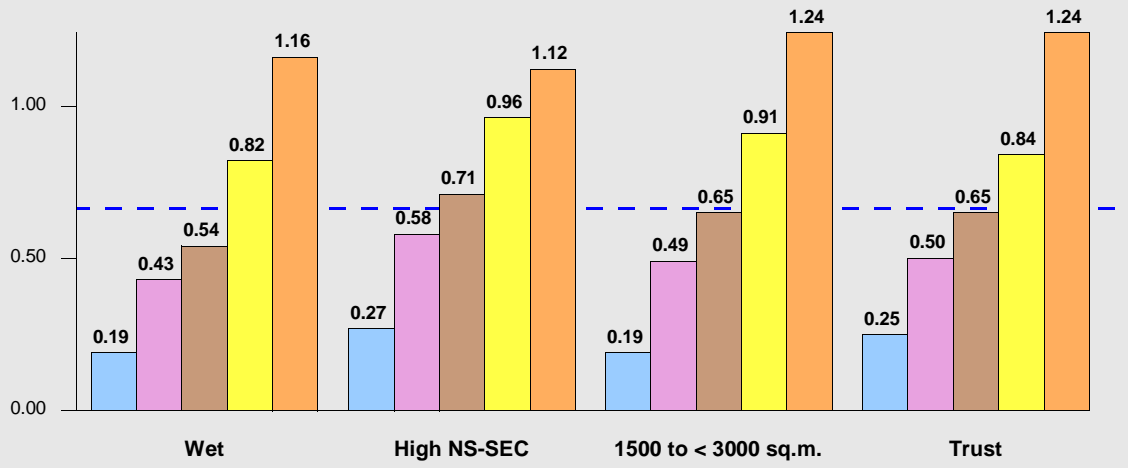
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups



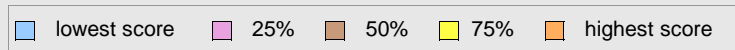
% visits 60+ years ÷ % catchment population 60+ years



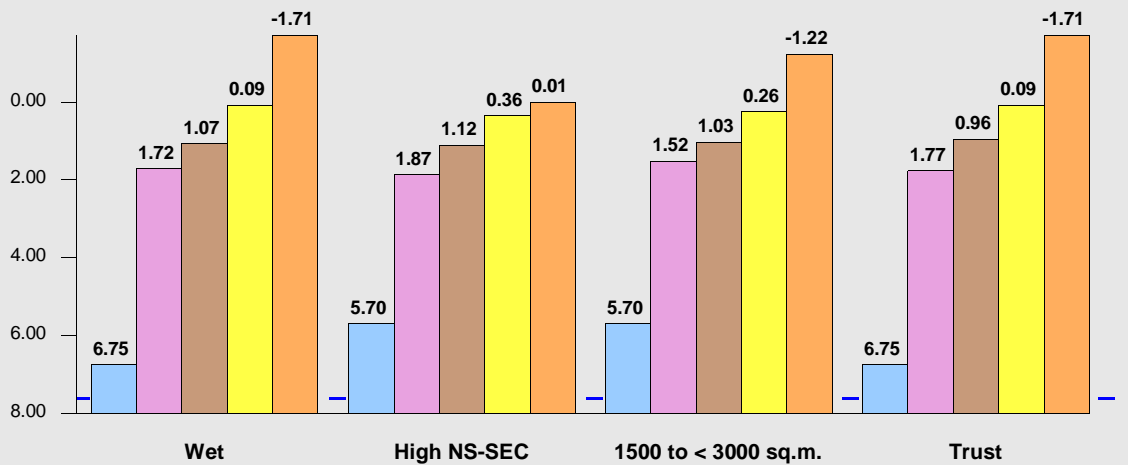
% visits <60 years disabled ÷ % catchment population <60 years disabled



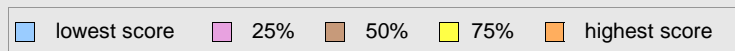
--- Centre score = 0.66



Subsidy per visit (£) - 1



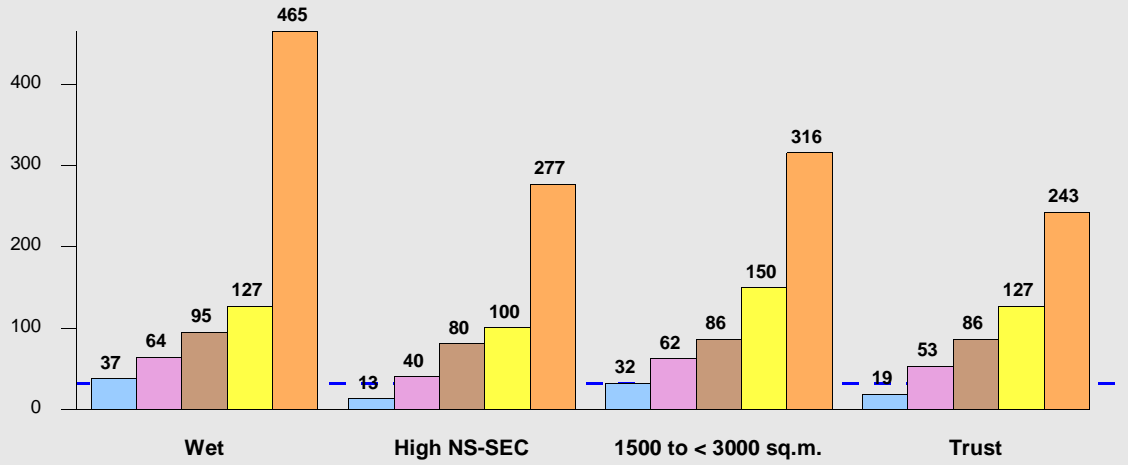
--- Centre score = 7.63



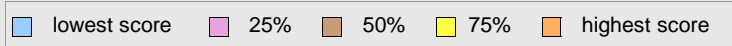
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

(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. (excluding offices)



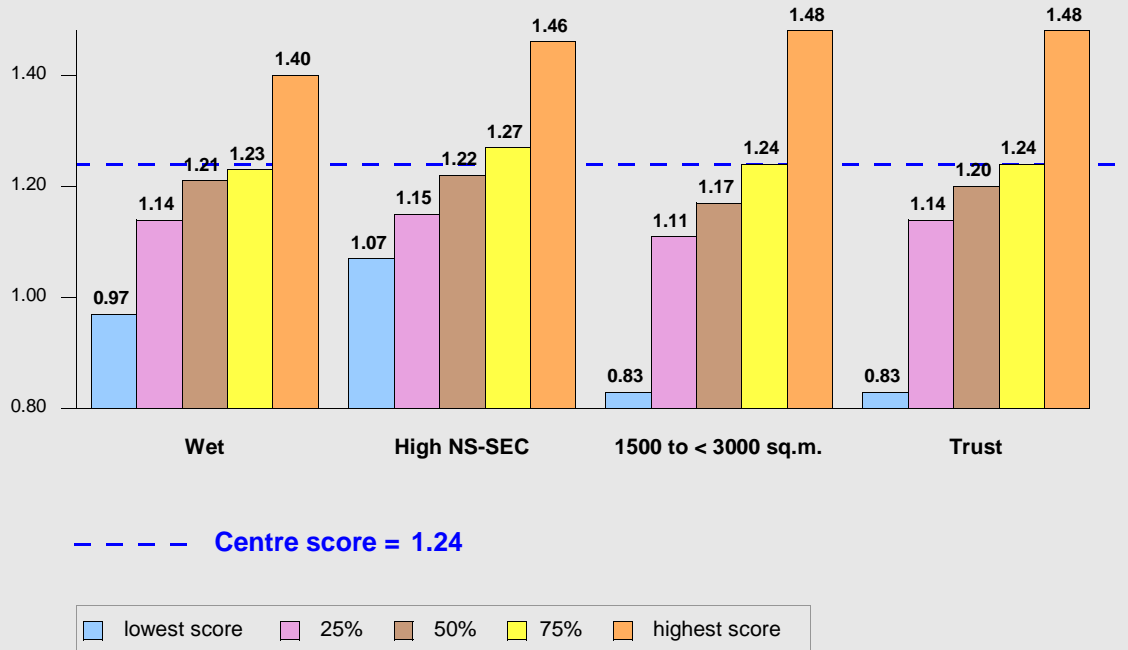
--- Centre score = 32



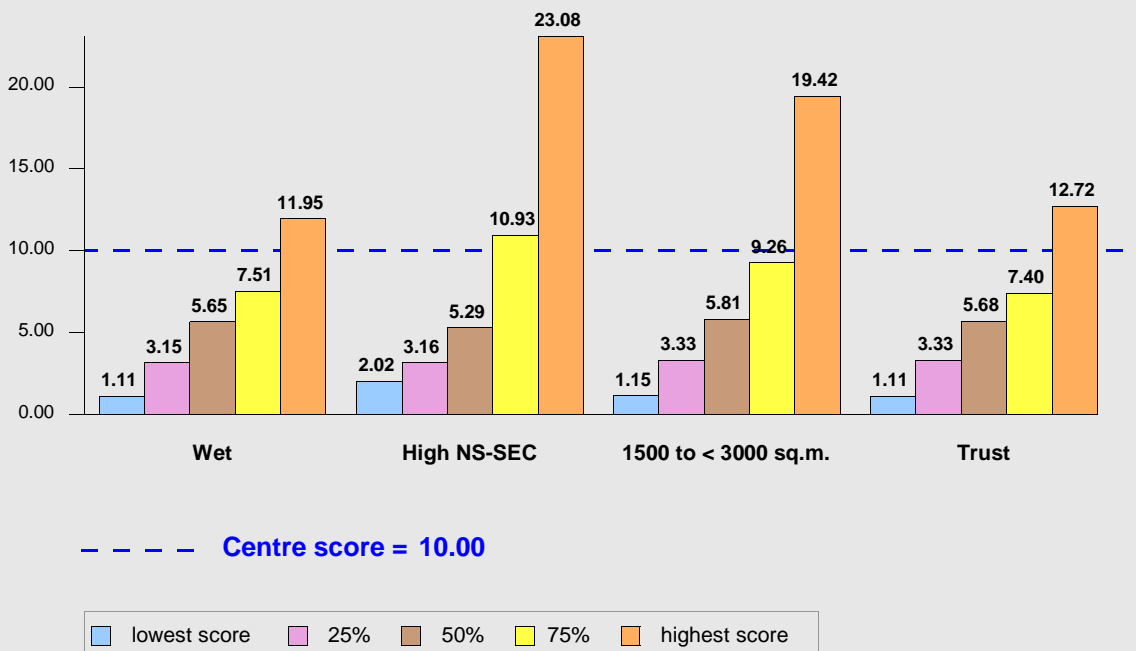
For this performance indicator, square metres of indoor space excludes offices and corridors

Other important Indicators

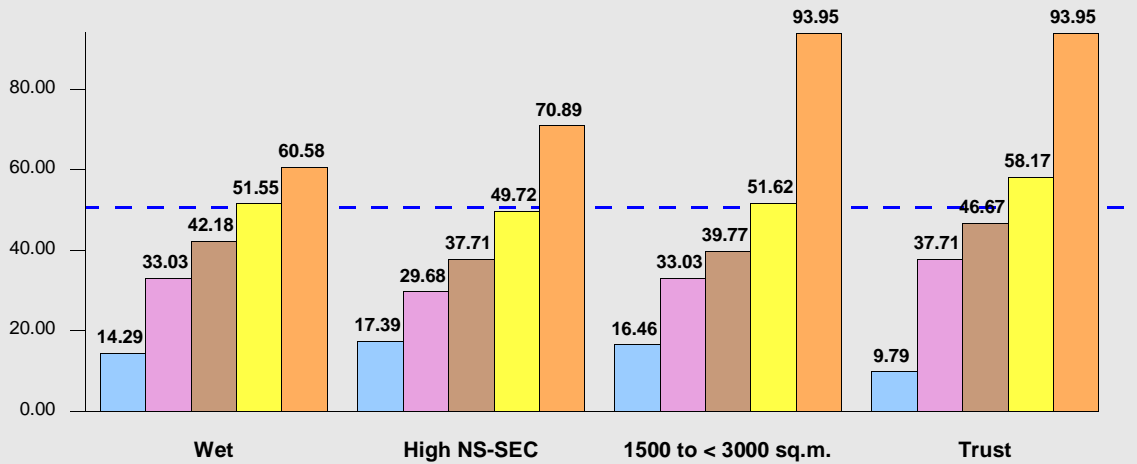
% visits 20-59 years ÷ % catchment population 20-59 years



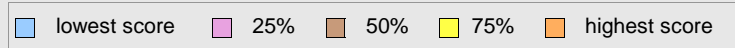
% visits which were first visits



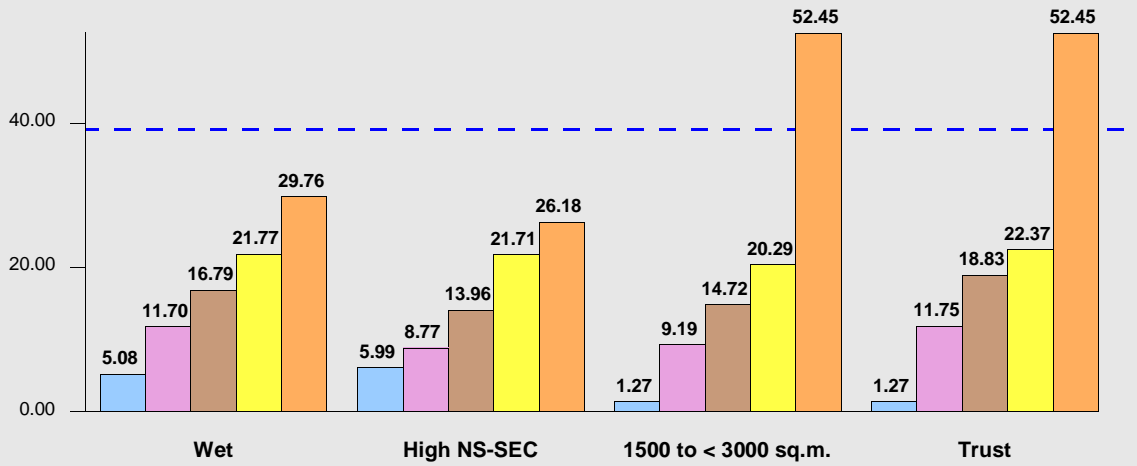
% visits with discount card



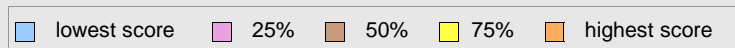
--- Centre score = 50.67



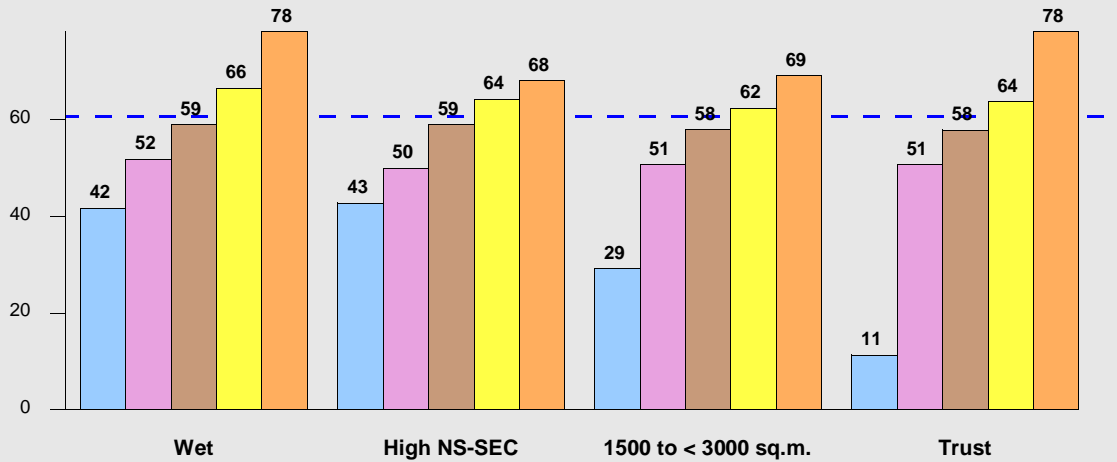
% visits with discount card for 'disadvantage'



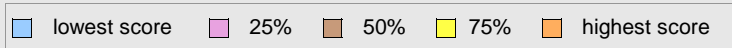
--- Centre score = 39.00



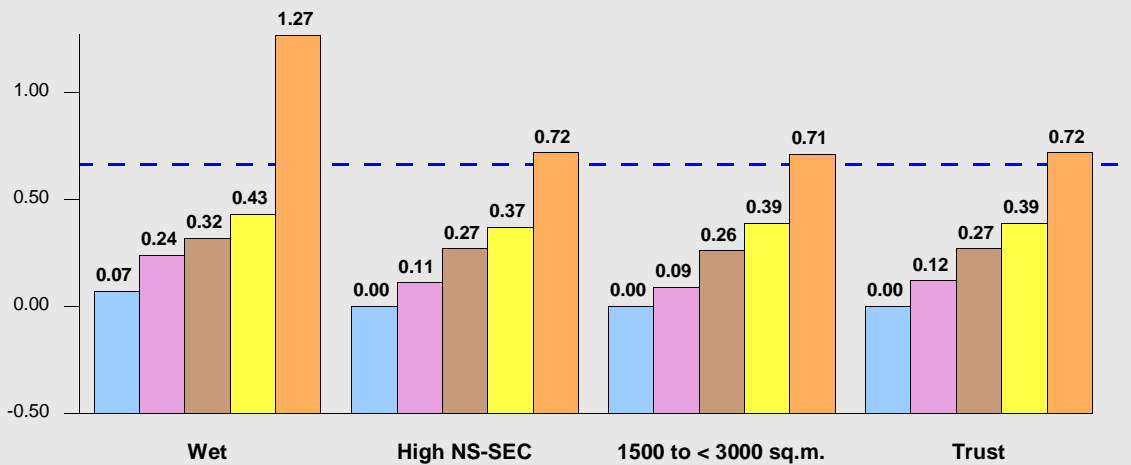
% visits female



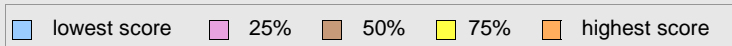
--- Centre score = 61



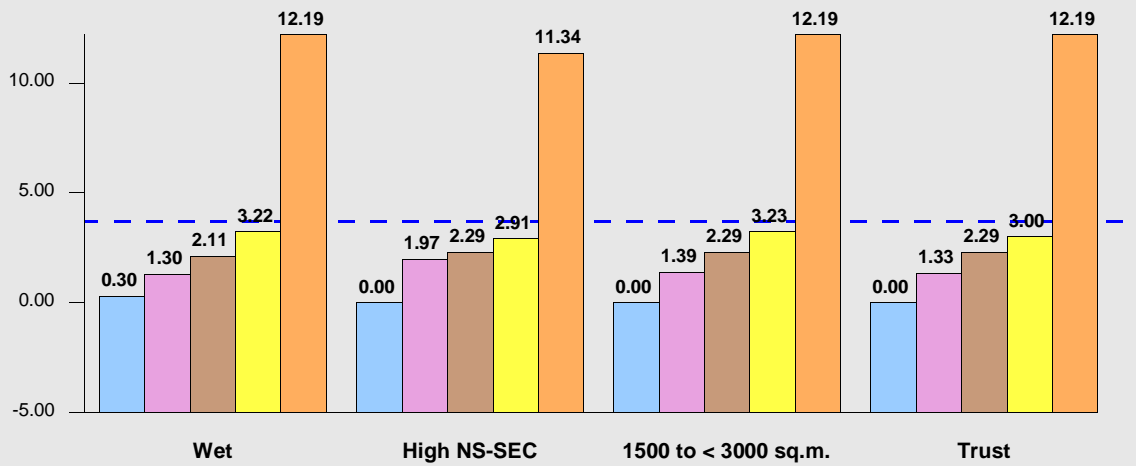
% visits 60+ years disabled ÷ % catchment population 60+ years disabled



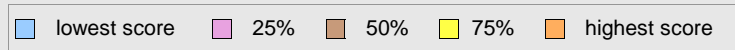
--- Centre score = 0.67



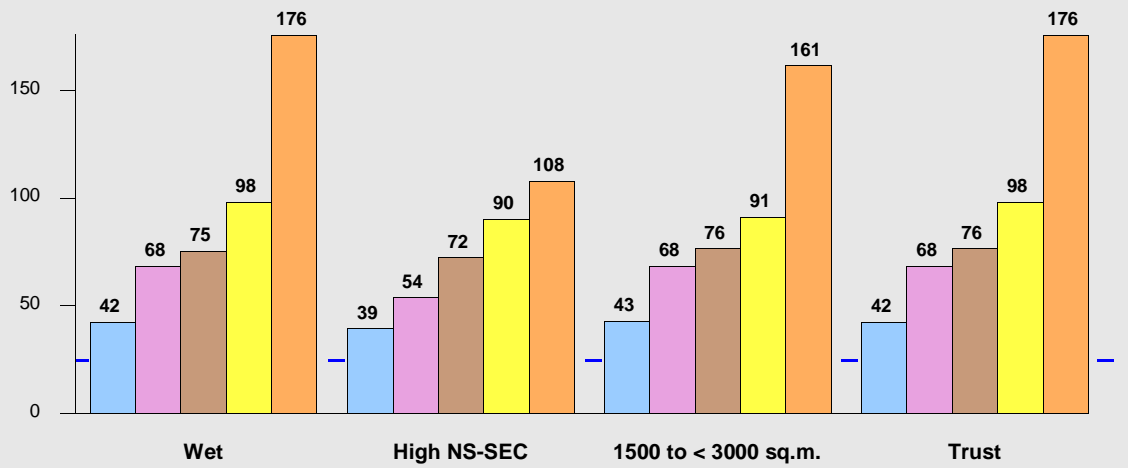
% visits unemployed



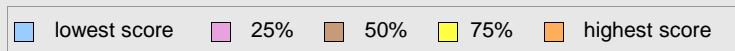
--- Centre score = 3.68



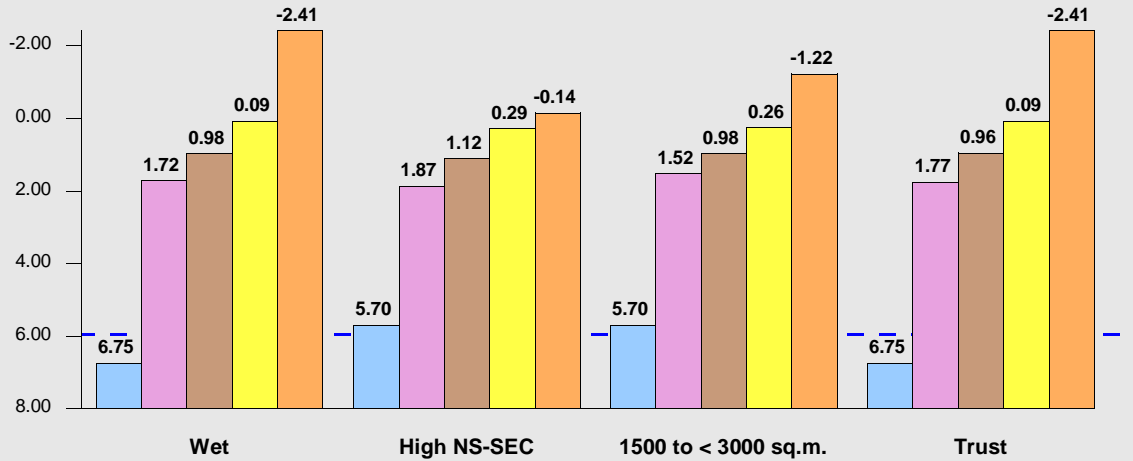
% cost recovery



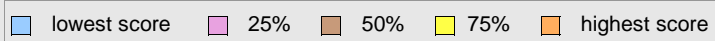
--- Centre score = 25



Subsidy per visit (£) - 2



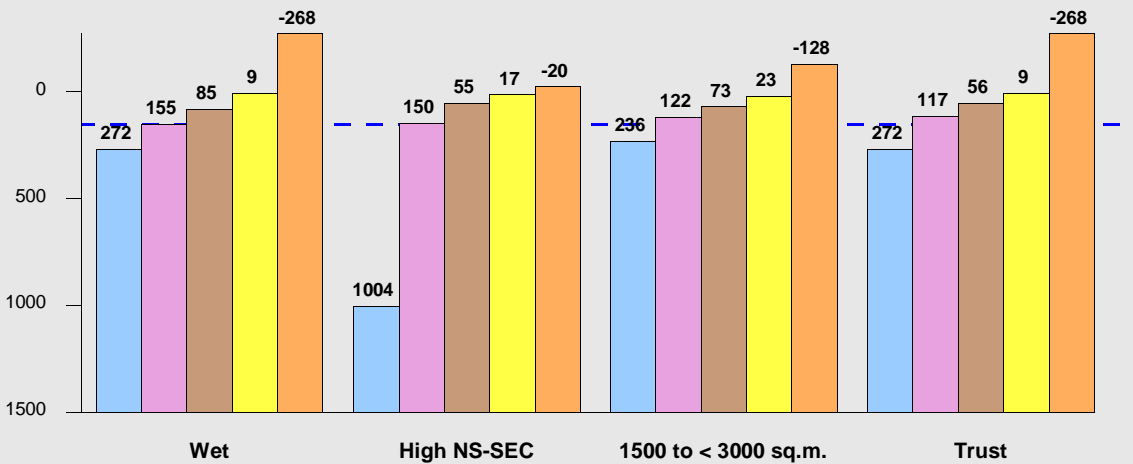
--- Centre score = 5.95



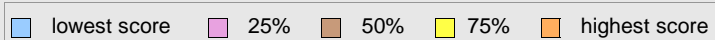
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

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

Subsidy per sq. m. (£)

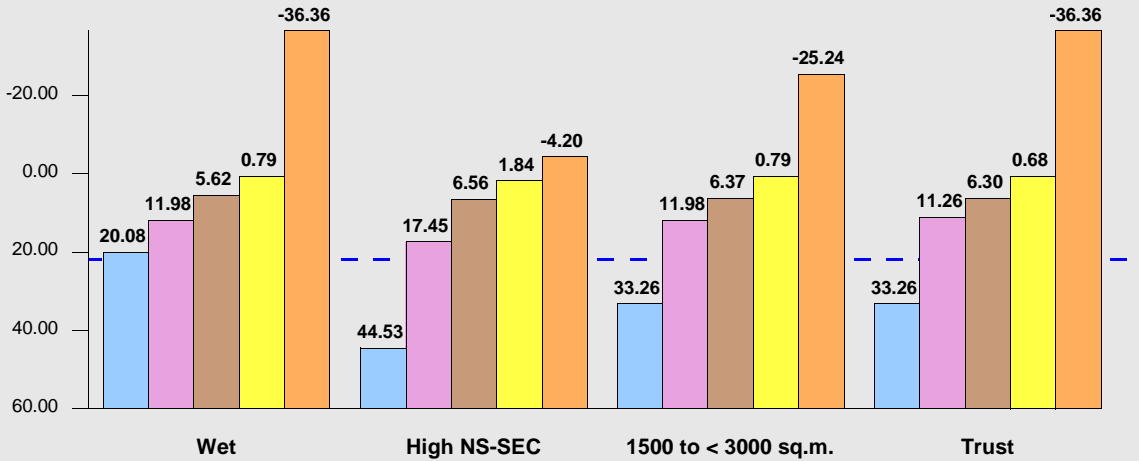


--- Centre score = 157

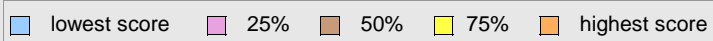


To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

Subsidy per resident (£)

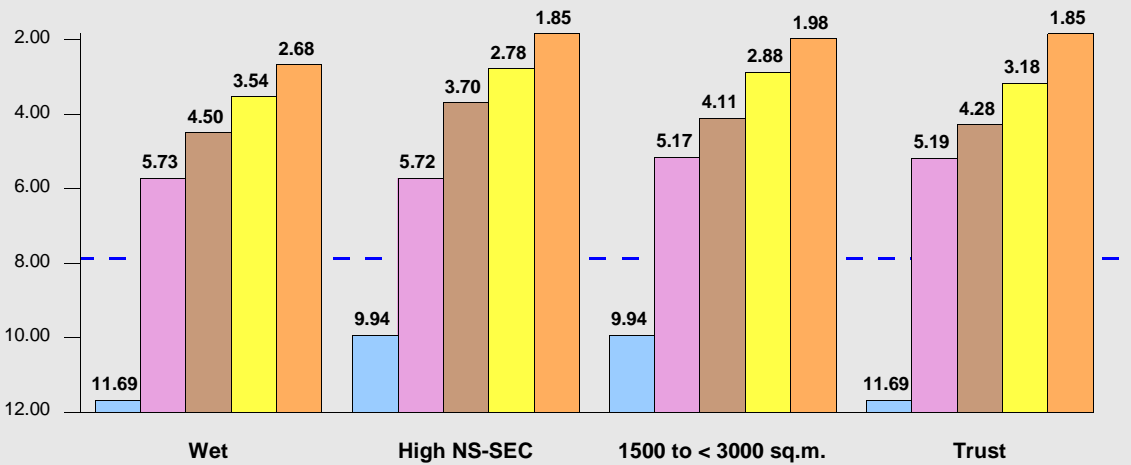


--- Centre score = 21.96



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

Total operating cost per visit (£)

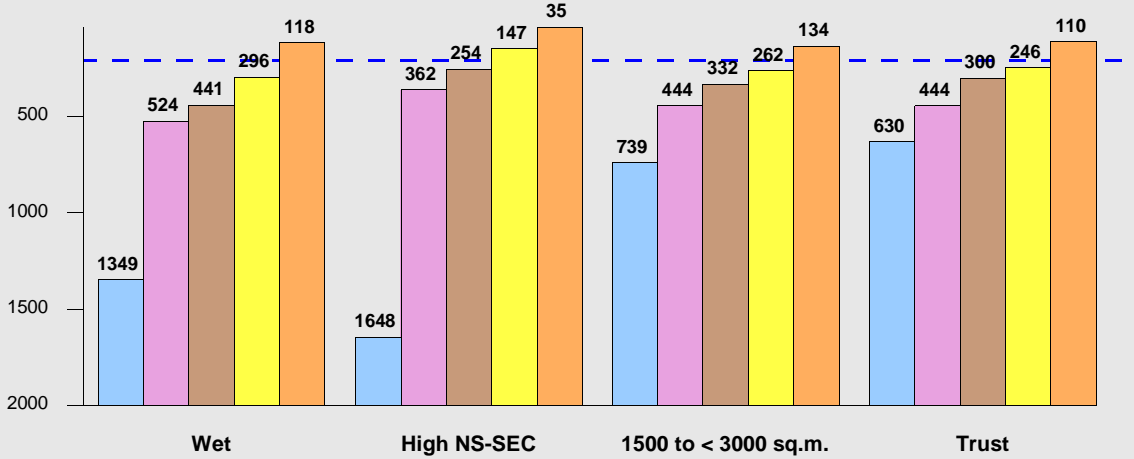


--- Centre score = 7.89



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. (£)

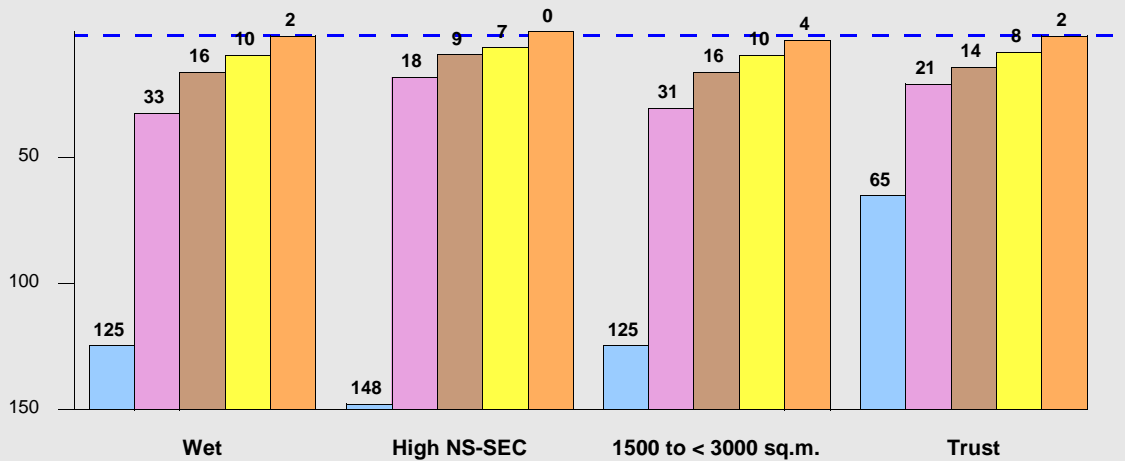


--- Centre score = 209

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. (£)

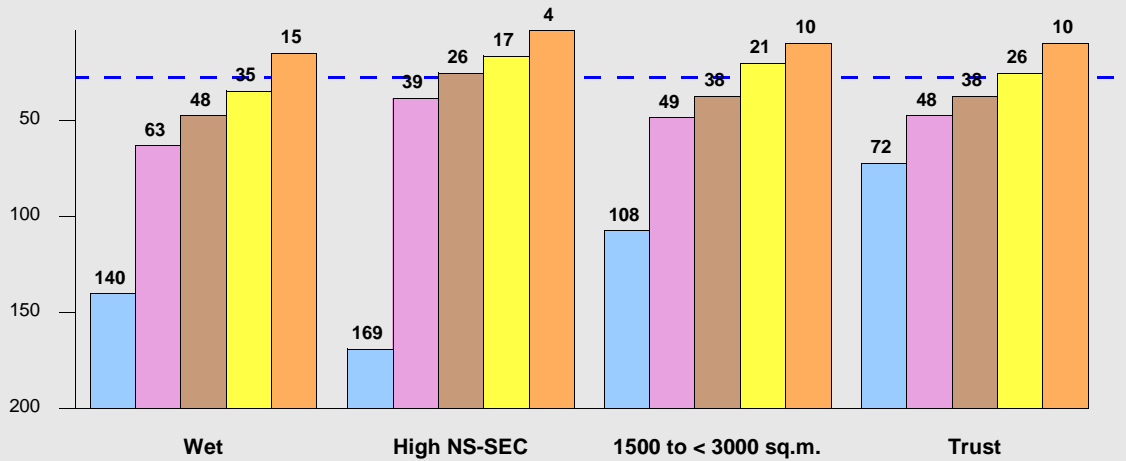


--- Centre score = 2

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. (£)

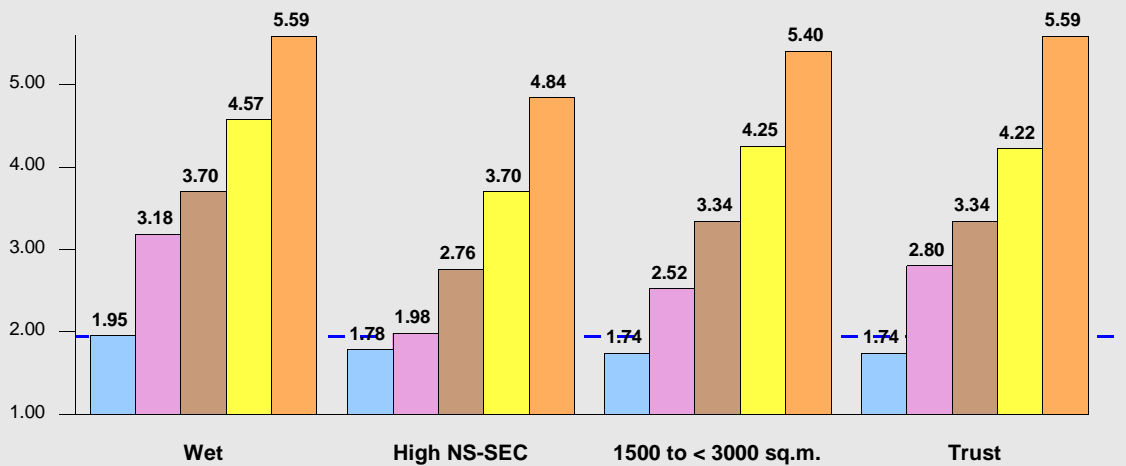


--- Centre score = 28

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

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

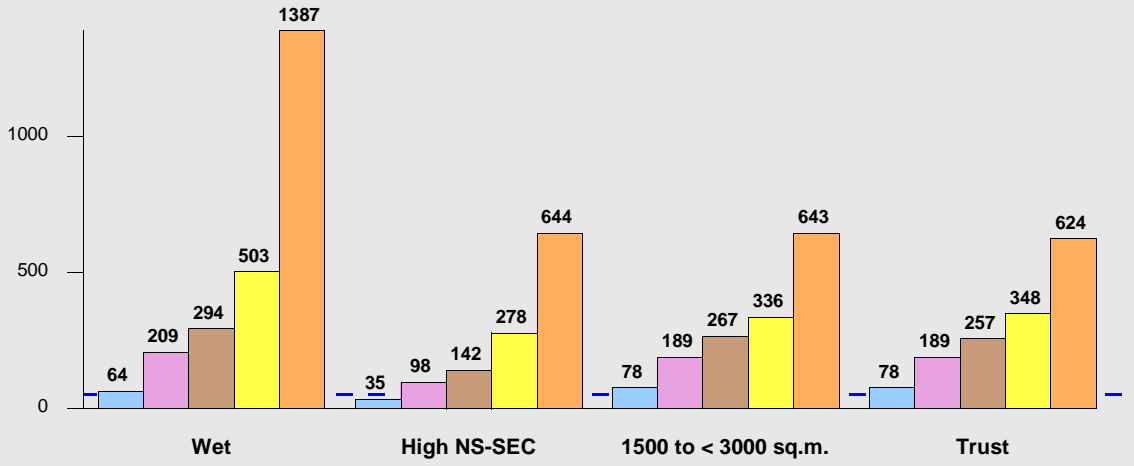
Total income per visit (£)



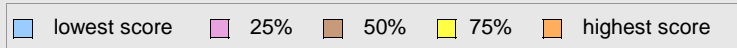
--- Centre score = 1.94

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

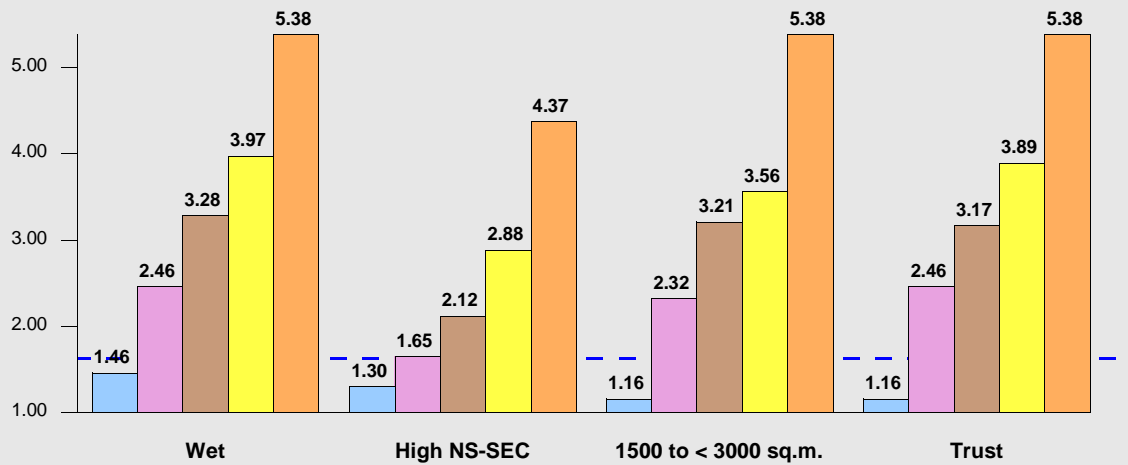
Total income per sq. m. (£)



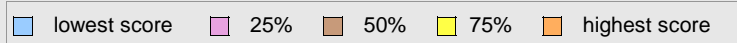
--- Centre score = 51



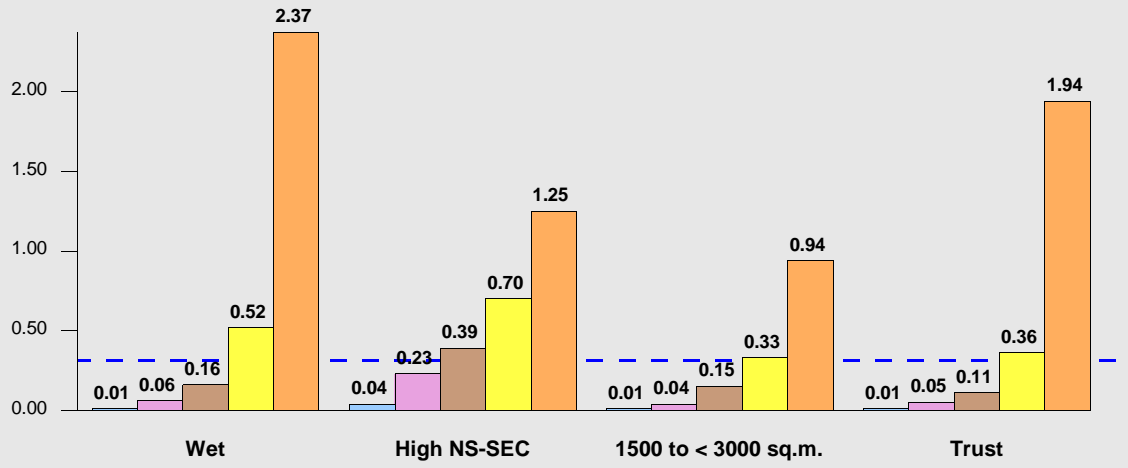
Direct income per visit (£)



--- Centre score = 1.63



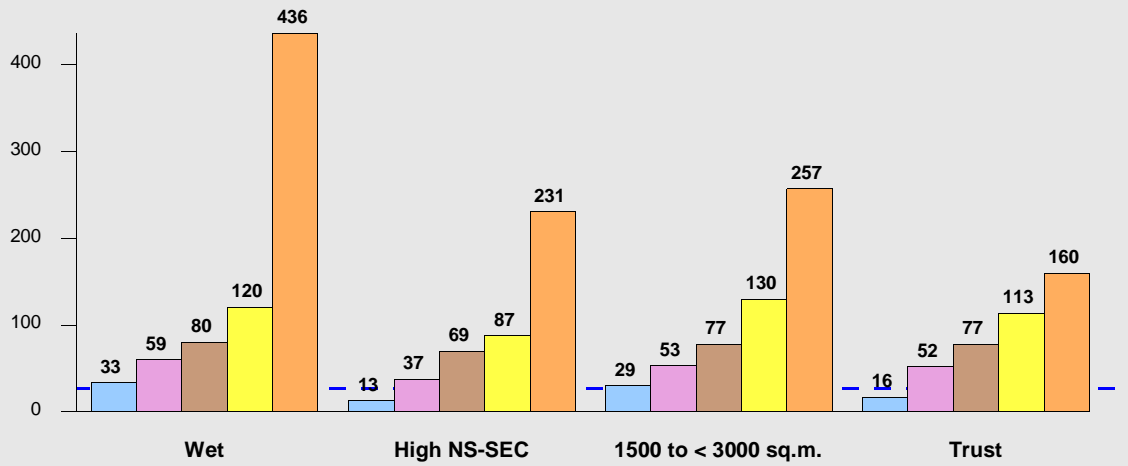
Secondary income per visit (£)



--- Centre score = 0.31

lowest score 25% 50% 75% highest score

Annual visits per sq. m. (including offices)

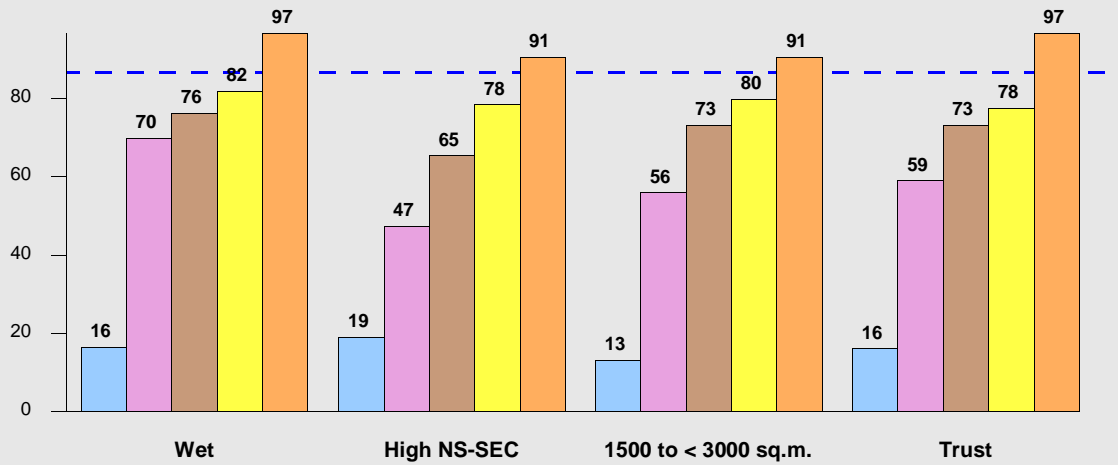


--- Centre score = 26

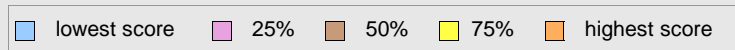
lowest score 25% 50% 75% highest score

For this indicator, total indoor floor space is used

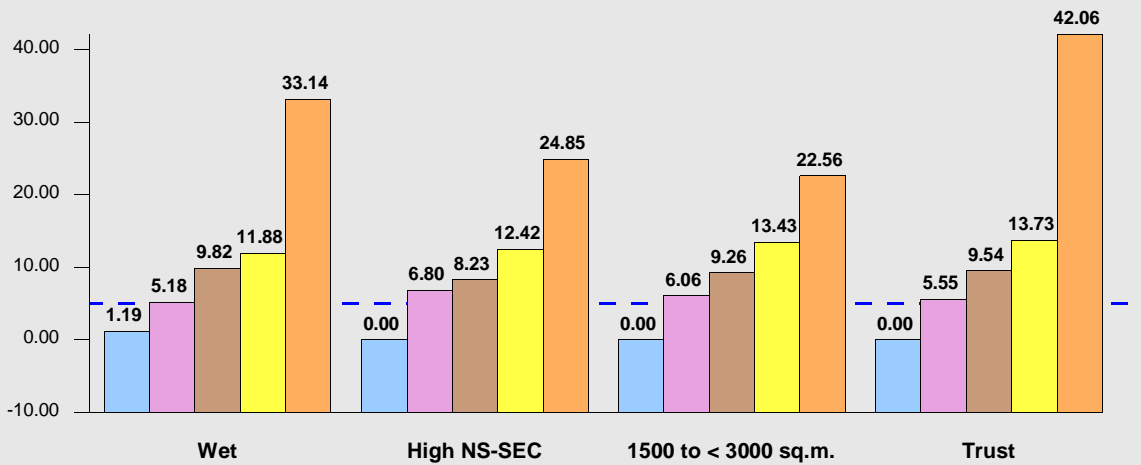
% visits casual, instead of organised



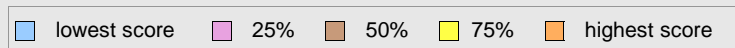
--- Centre score = 87



Weekly number of people visiting the facility, as % of catchment population 11+



--- Centre score = 5.06



Satisfaction and importance scores: by attribute

	IMPORTANCE		SATISFACTION		GAPS (Importance minus Satisfaction)	
	Rank	Mean no	Rank	Mean no	Rank	Mean
Accessibility						
a.	10	4.63 291	12	4.28 291	-2	0.35
b.	13	4.37 262	6	4.52 217	7	-0.15
c.	9	4.67 291	11	4.35 275	-2	0.32
d.	14	4.34 279	14	4.05 237	0	0.29
Quality of facilities/services						
g.	12	4.45 140	9	4.40 101	3	0.05
h.	2	4.90 289	3	4.66 275	-1	0.24
i.	4	4.84 289	5	4.53 273	-1	0.31
j.	6	4.73 289	7	4.44 288	-1	0.29
k.	15	4.18 279	17	2.86 224	-2	1.32
l.	17	3.68 241	16	3.50 151	1	0.18
Cleanliness						
m.	1	4.90 293	13	4.15 287	-12	0.75
n.	3	4.87 241	10	4.39 233	-7	0.48
Staff						
o.	8	4.68 298	1	4.75 295	7	-0.07
p.	7	4.69 299	2	4.70 286	5	-0.01
q.	11	4.59 241	4	4.55 82	7	0.04
Value for money						
r.	5	4.75 294	8	4.42 288	-3	0.33
s.	16	3.84 240	15	3.65 158	1	0.19
Other attributes *						
e.		0.00 0		N/A		
f.		0.00 0		N/A		
t.		N/A		4.52 299		

* 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	15	4.18 279	17	2.86 224	-2
m. Cleanliness of changing areas	1	4.90 293	13	4.15 287	-12	0.75
n. Cleanliness of activity spaces	3	4.87 241	10	4.39 233	-7	0.48
a. Activity available at convenient times	10	4.63 291	12	4.28 291	-2	0.35
r. Value for money of activities	5	4.75 294	8	4.42 288	-3	0.33
c. The activity charge/fee	9	4.67 291	11	4.35 275	-2	0.32
i. Water temperature in the swimming pool	4	4.84 289	5	4.53 273	-1	0.31
d. The range of activities available	14	4.34 279	14	4.05 237	0	0.29
j. Number of people in the pool	6	4.73 289	7	4.44 288	-1	0.29
h. Water quality in the swimming pool	2	4.90 289	3	4.66 275	-1	0.24
s. Value for money of food/drink	16	3.84 240	15	3.65 158	1	0.19
l. Quality of food and drink	17	3.68 241	16	3.50 151	1	0.18
g. Quality of equipment	12	4.45 140	9	4.40 101	3	0.05
q. Standard of coaching/instruction	11	4.59 241	4	4.55 82	7	0.04
p. Helpfulness of other staff	7	4.69 299	2	4.70 286	5	-0.01
o. Helpfulness of reception staff	8	4.68 298	1	4.75 295	7	-0.07
b. Ease of booking	13	4.37 262	6	4.52 217	7	-0.15

Satisfaction and importance scores: by rank gaps

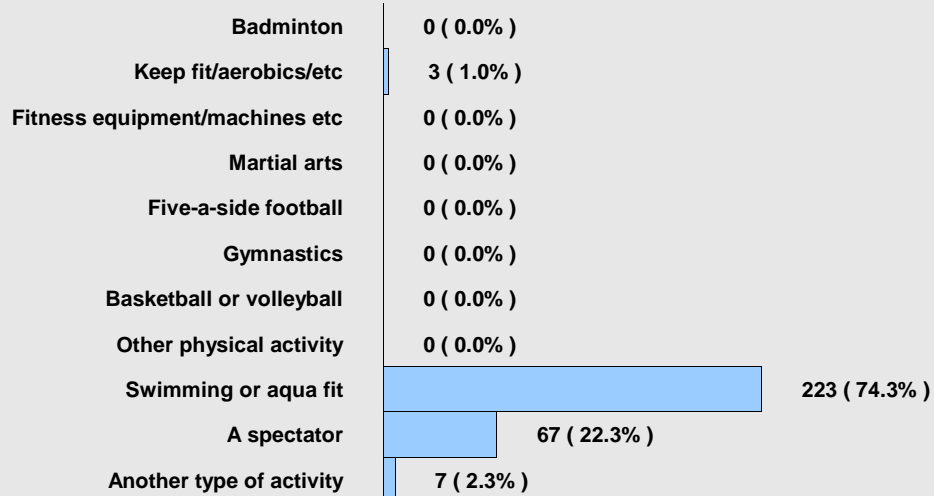
	IMPORTANCE		SATISFACTION			GAPS (Importance minus Satisfaction)			
	Rank	Mean	no	Rank	Mean	no	Rank	Mean	
	m.	Cleanliness of changing areas	1	4.90	293	13	4.15	287	-12
n.	Cleanliness of activity spaces	3	4.87	241	10	4.39	233	-7	0.48
r.	Value for money of activities	5	4.75	294	8	4.42	288	-3	0.33
k.	Quality of car parking on site	15	4.18	279	17	2.86	224	-2	1.32
c.	The activity charge/fee	9	4.67	291	11	4.35	275	-2	0.32
a.	Activity available at convenient times	10	4.63	291	12	4.28	291	-2	0.35
h.	Water quality in the swimming pool	2	4.90	289	3	4.66	275	-1	0.24
i.	Water temperature in the swimming pool	4	4.84	289	5	4.53	273	-1	0.31
j.	Number of people in the pool	6	4.73	289	7	4.44	288	-1	0.29
d.	The range of activities available	14	4.34	279	14	4.05	237	0	0.29
s.	Value for money of food/drink	16	3.84	240	15	3.65	158	1	0.19
l.	Quality of food and drink	17	3.68	241	16	3.50	151	1	0.18
g.	Quality of equipment	12	4.45	140	9	4.40	101	3	0.05
p.	Helpfulness of other staff	7	4.69	299	2	4.70	286	5	-0.01
o.	Helpfulness of reception staff	8	4.68	298	1	4.75	295	7	-0.07
q.	Standard of coaching/instruction	11	4.59	241	4	4.55	82	7	0.04
b.	Ease of booking	13	4.37	262	6	4.52	217	7	-0.15

Centre satisfaction scores compared with industry average scores

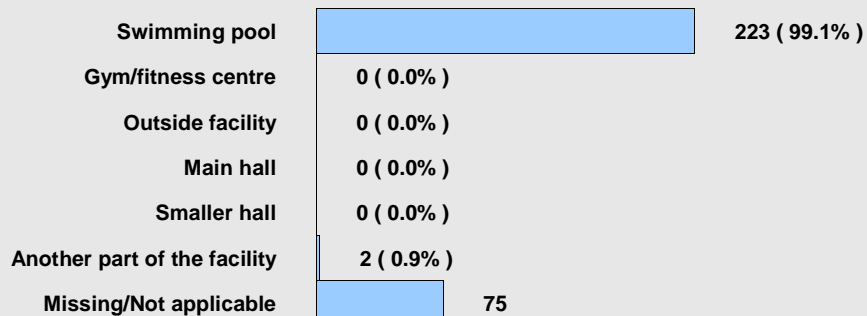
	centre score	centre rank	industry mean	industry rank
Activity available at convenient times	4.28	12	4.47	2
Ease of booking	4.52	6	4.32	5
The activity charge/fee	4.35	11	4.18	8
The range of activities available	4.05	14	4.18	8
Quality of equipment	4.40	9	4.11	12
Water quality in the swimming pool	4.66	3	4.22	7
Water temperature in the swimming pool	4.53	5	4.15	10
Number of people in the pool	4.44	7	4.12	11
Quality of car parking on site	2.86	17	3.95	14
Quality of food and drink	3.50	16	3.61	17
Cleanliness of changing areas	4.15	13	3.76	15
Cleanliness of activity spaces	4.39	10	3.97	13
Helpfulness of reception staff	4.75	1	4.39	3
Helpfulness of other staff	4.70	2	4.35	4
Standard of coaching/instruction	4.55	4	4.51	1
Value for money of activities	4.42	8	4.24	6
Value for money of food/drink	3.65	15	3.67	16
Overall satisfaction with visit	4.52		4.30	

APPENDIX 1:
USER SURVEY FREQUENCY DISTRIBUTIONS

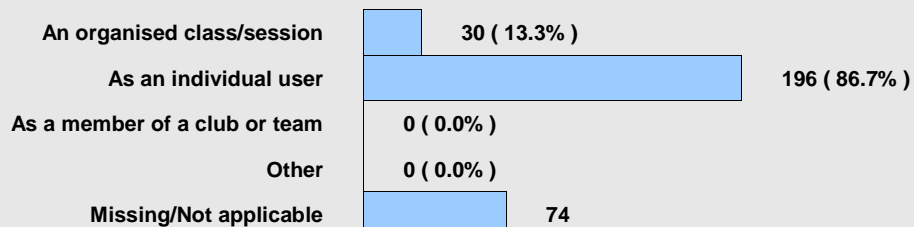
Q1 Main activity today?



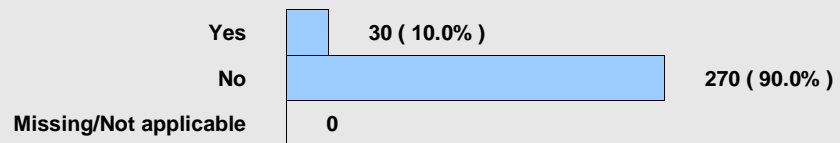
Q2 Where did you do your main activity today?



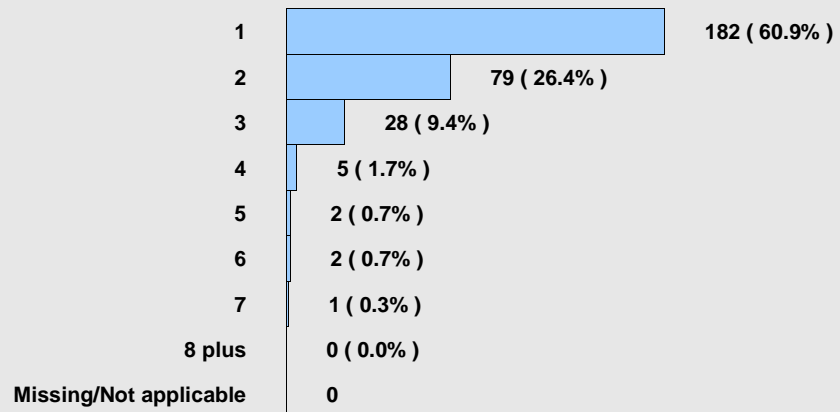
Q3 How you are taking part in your main activity today?



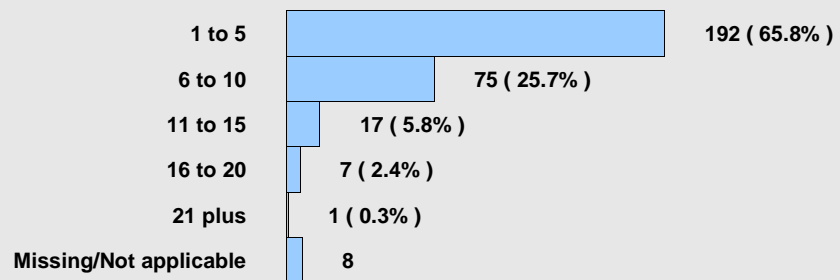
Q4 Is today your first ever visit to this facility?



Q5a Number of times visited in past 7 days.



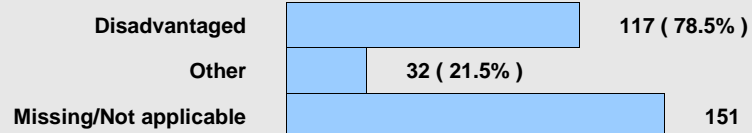
Q5b Number of times visited in past 4 weeks.



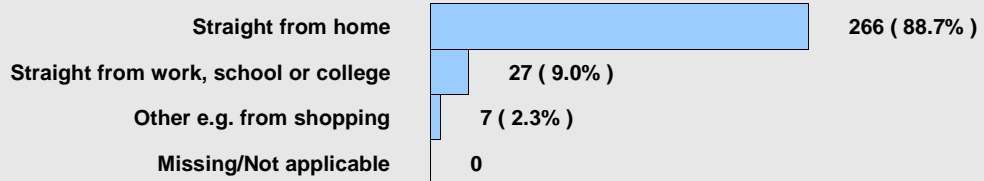
Q7 Do you have a leisure card?



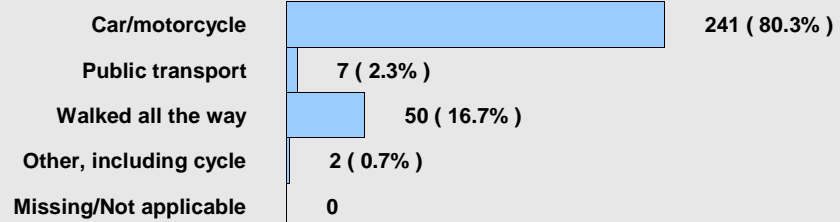
Q8 Basis of eligibility for card/scheme.



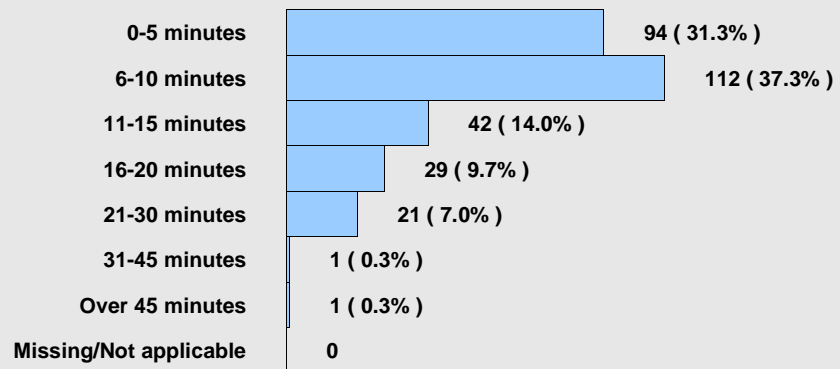
Q9 From where did you come here today?



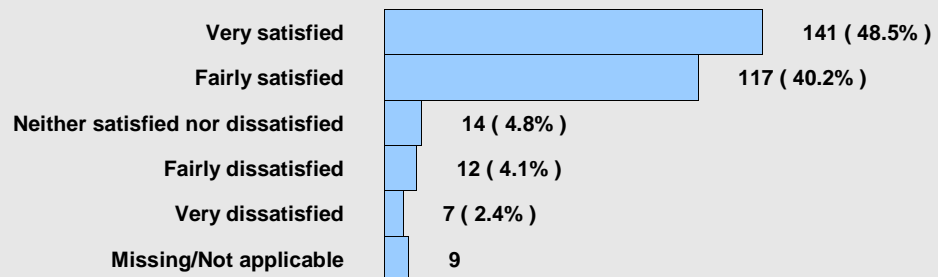
Q10 Main method of transport.



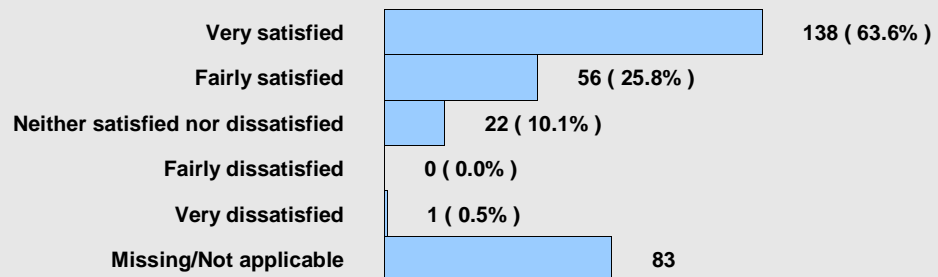
Q11 Journey time.



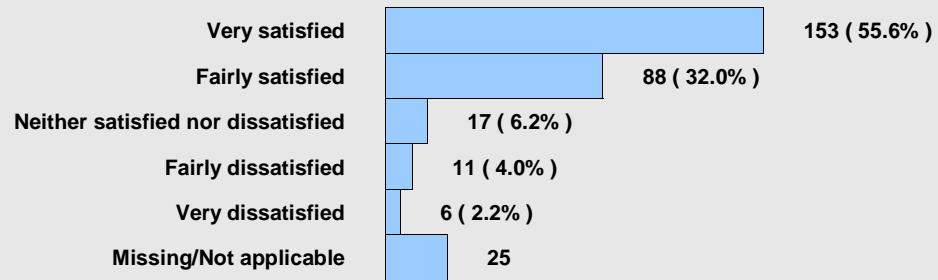
Q12a Satisfaction - availability of activities at convenient times.



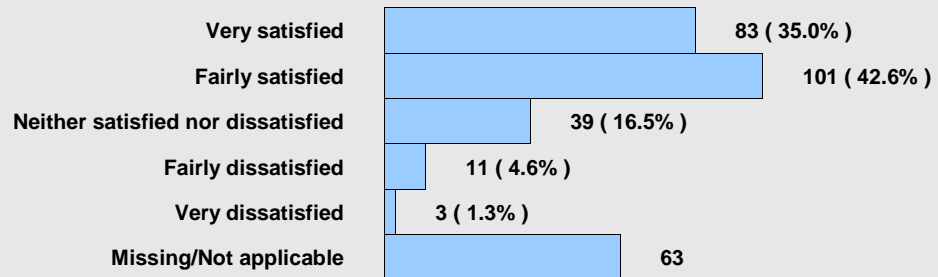
Q12b Satisfaction - ease of booking.



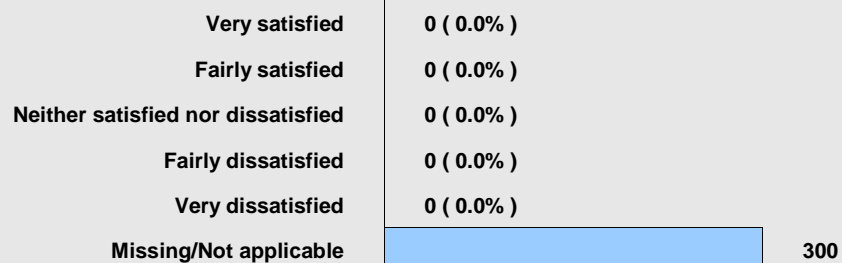
Q12c Satisfaction - activity charges/fees.



Q12d Satisfaction - range of activities available.



Q12e Satisfaction - quality of flooring in sports hall.



Q12f Satisfaction - quality of lighting in sports hall.

Very satisfied	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		300

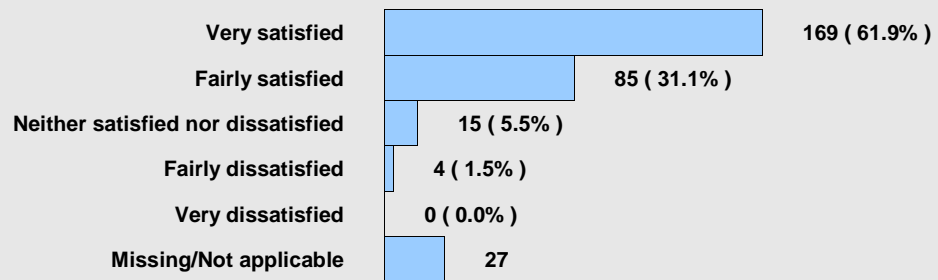
Q12g Satisfaction - quality of equipment.

Very satisfied	56 (55.4%)	
Fairly satisfied	29 (28.7%)	
Neither satisfied nor dissatisfied	16 (15.8%)	
Fairly dissatisfied	0 (0.0%)	
Very dissatisfied	0 (0.0%)	
Missing/Not applicable		199

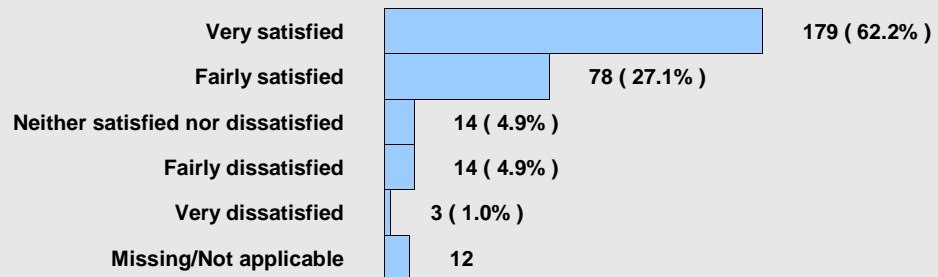
Q12h Satisfaction - water quality in pool.

Very satisfied	193 (70.2%)	
Fairly satisfied	74 (26.9%)	
Neither satisfied nor dissatisfied	4 (1.5%)	
Fairly dissatisfied	4 (1.5%)	
Very dissatisfied	0 (0.0%)	
Missing/Not applicable	25	

Q12i Satisfaction - water temperature in pool.



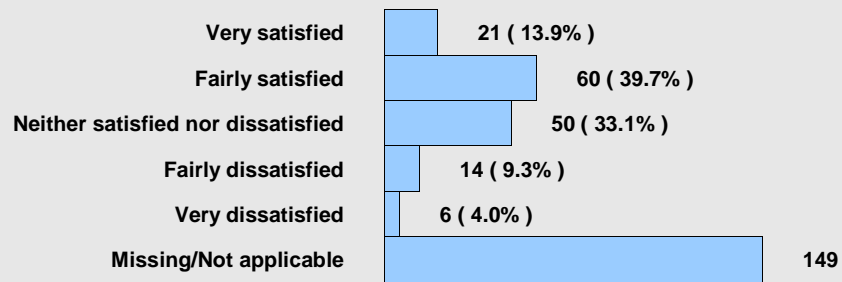
Q12j Satisfaction - number of people in pool.



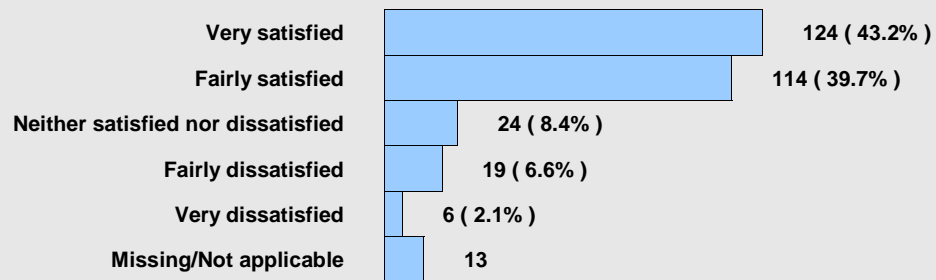
Q12k Satisfaction - quality of car parking on site.



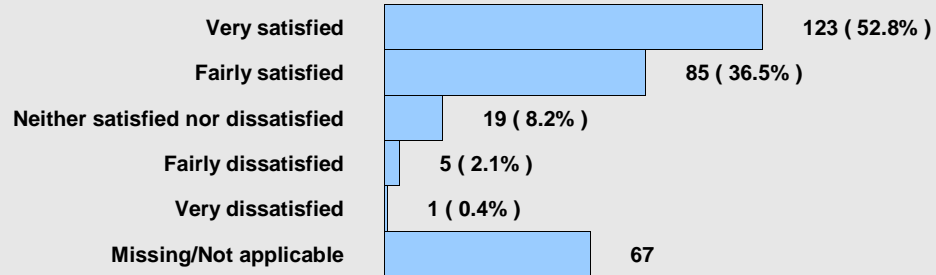
Q12l Satisfaction - quality of food/drink.



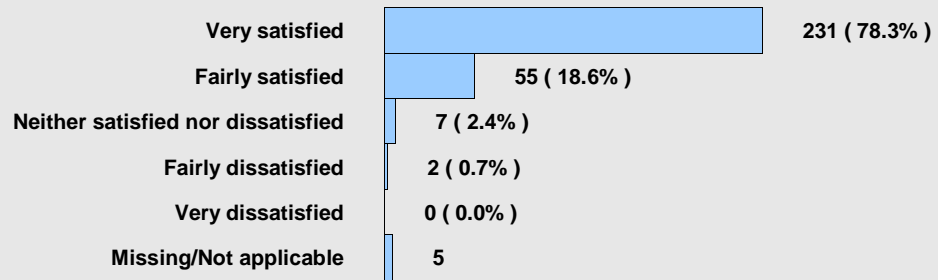
Q12m Satisfaction - cleanliness of changing area.



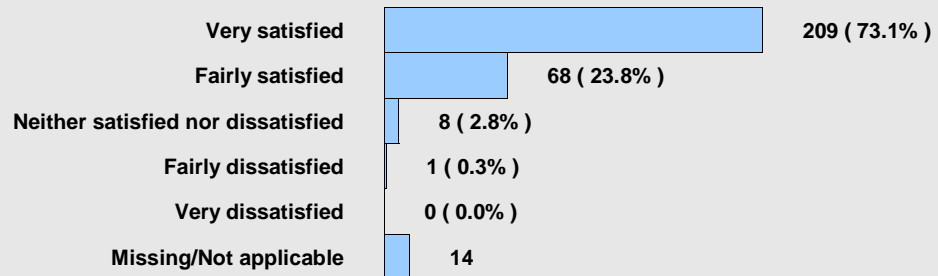
Q12n Satisfaction - cleanliness of activity spaces.



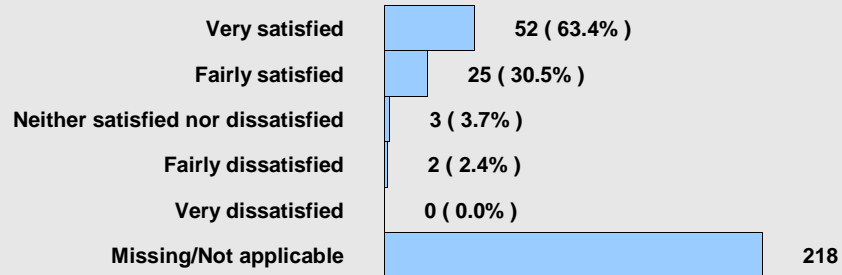
Q12o Satisfaction - helpfulness of reception staff.



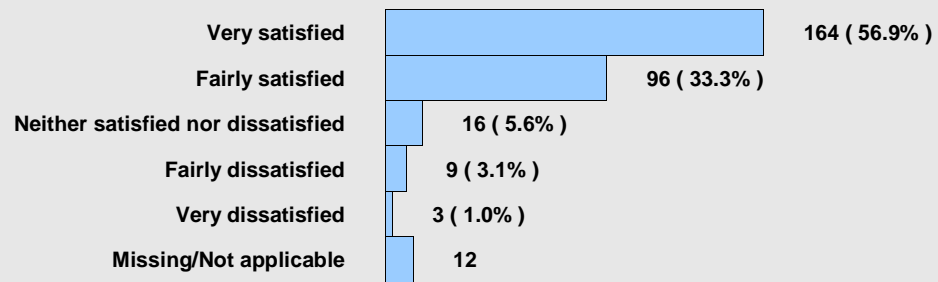
Q12p Satisfaction - helpfulness of other staff.



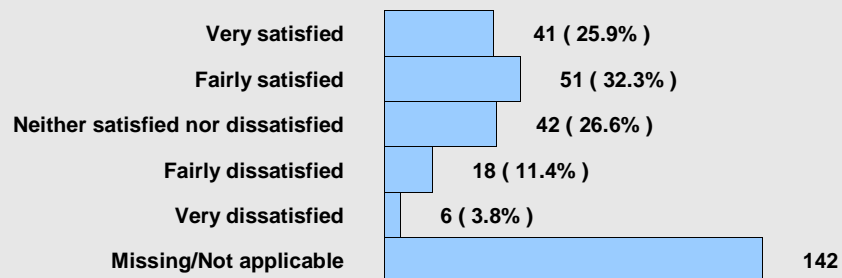
Q12q Satisfaction - standard of coaching/instruction.



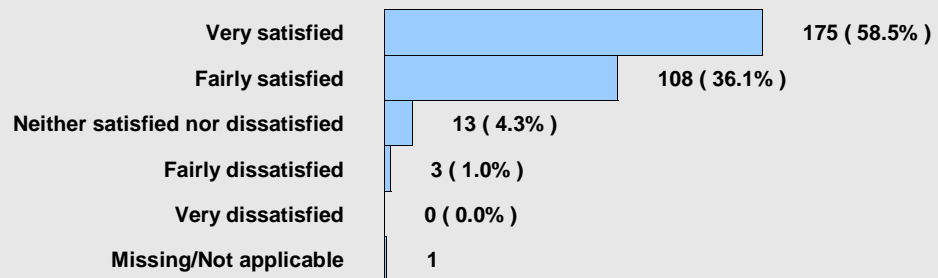
Q12r Satisfaction - value for money of activities.



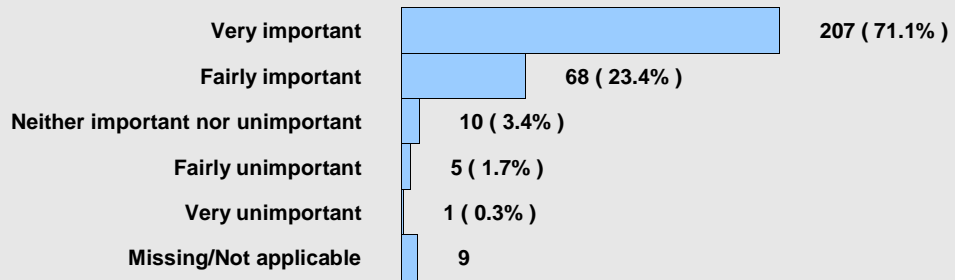
Q12s Satisfaction - value for money of food/drink.



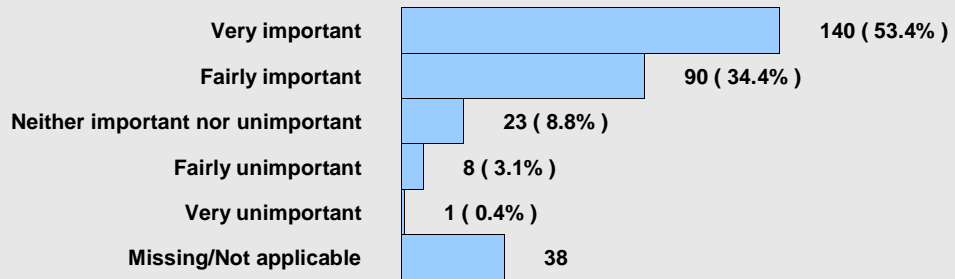
Q12t Satisfaction - overall satisfaction of visit.



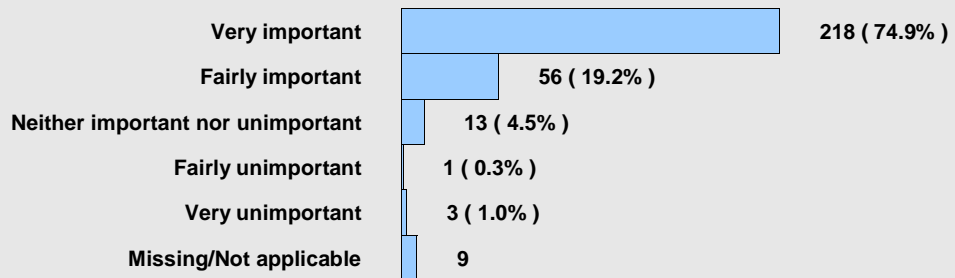
Q13a Importance - availability of activities at convenient times.



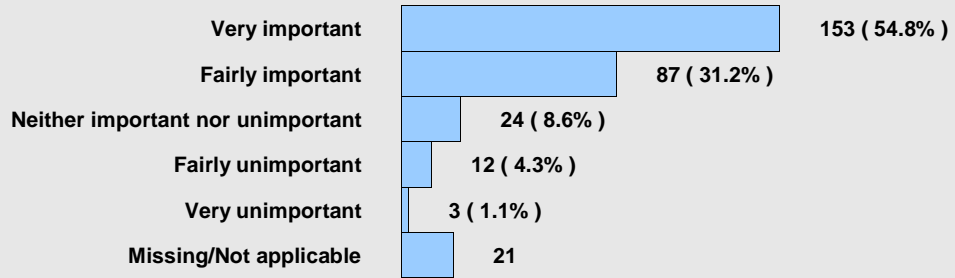
Q13b Importance - ease of booking.



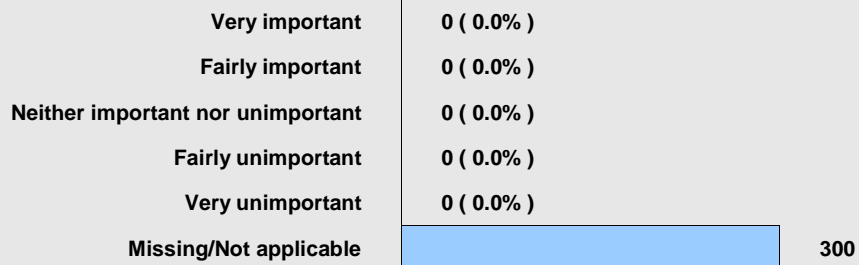
Q13c Importance - activity charges/fees.



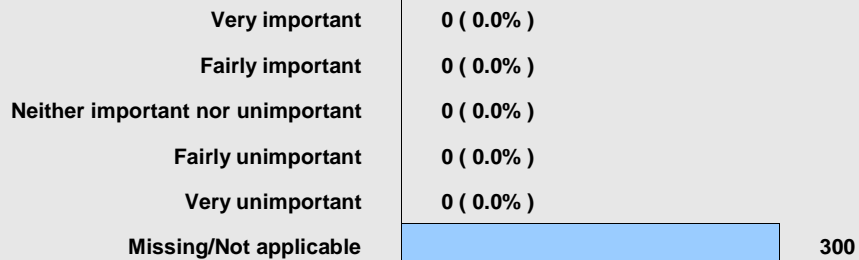
Q13d Importance - the range of activities available.



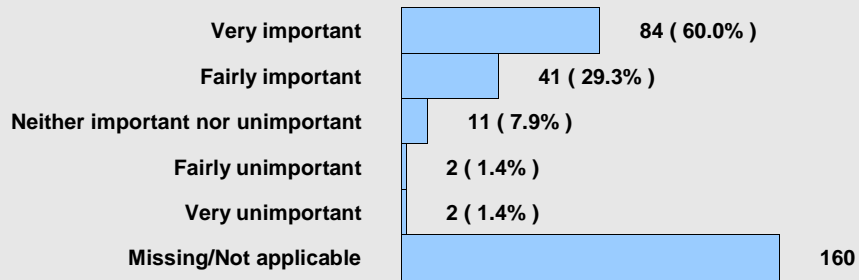
Q13e Importance - quality of flooring in sports hall.



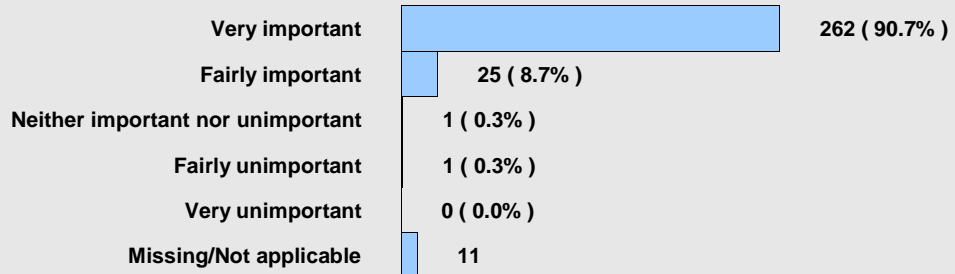
Q13f Importance - quality of lighting in sports hall.



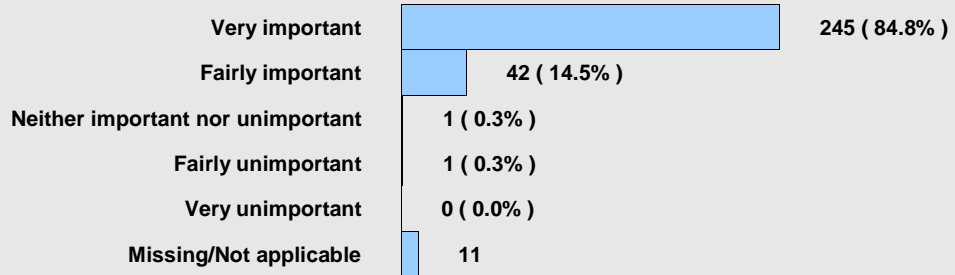
Q13g Importance - quality of equipment.



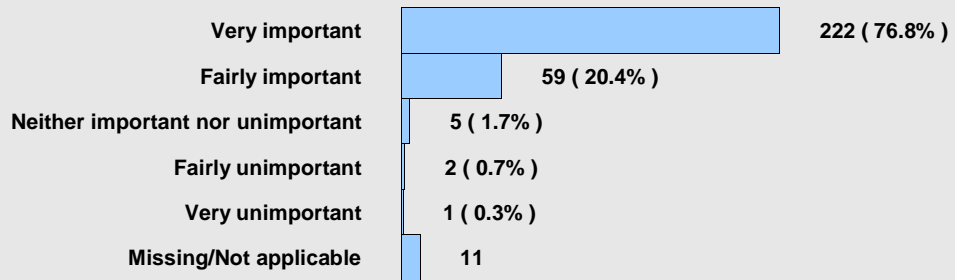
Q13h Importance - water quality in pool.



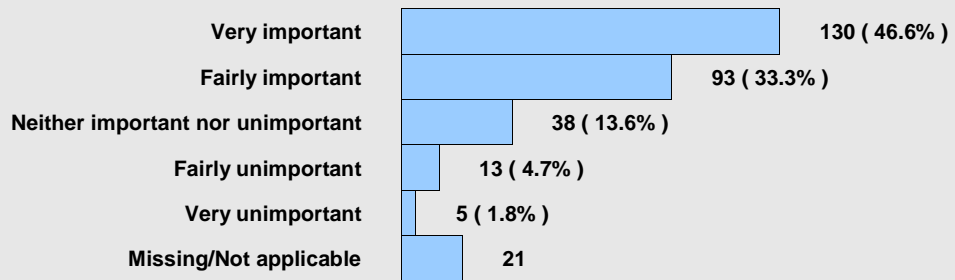
Q13i Importance - water temperature in pool.



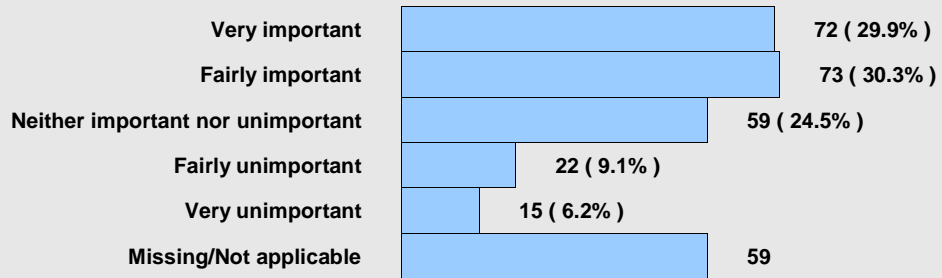
Q13j Importance - number of people in pool.



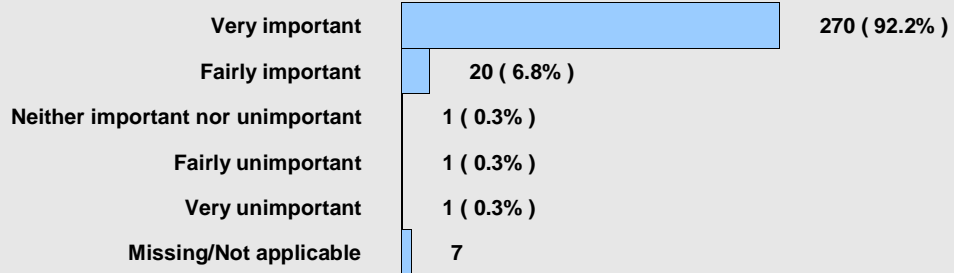
Q13k Importance - quality of car parking on site.



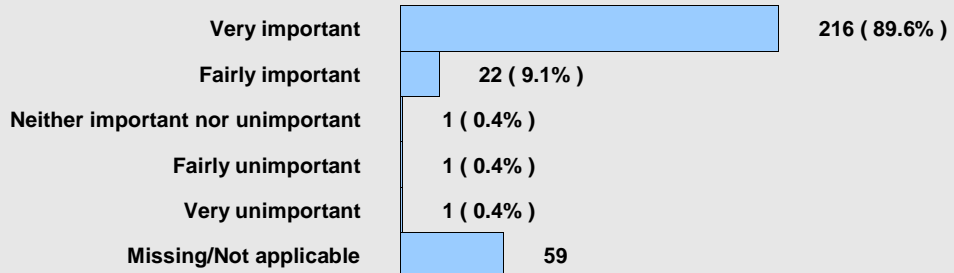
Q13l Importance - quality of food/drink.



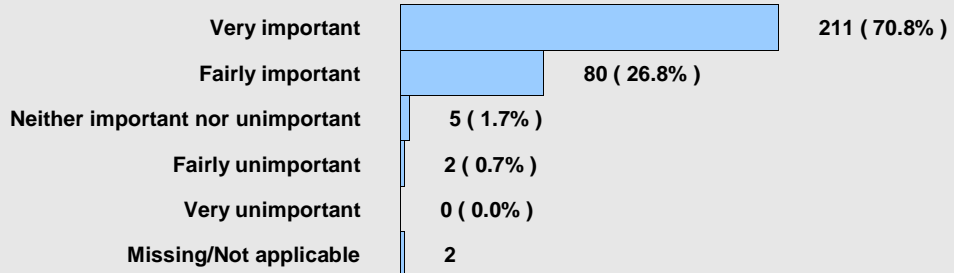
Q13m Importance - cleanliness of changing area.



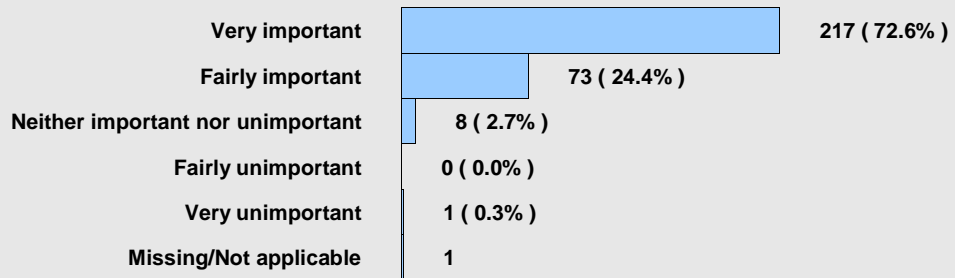
Q13n Importance - cleanliness of activity spaces.



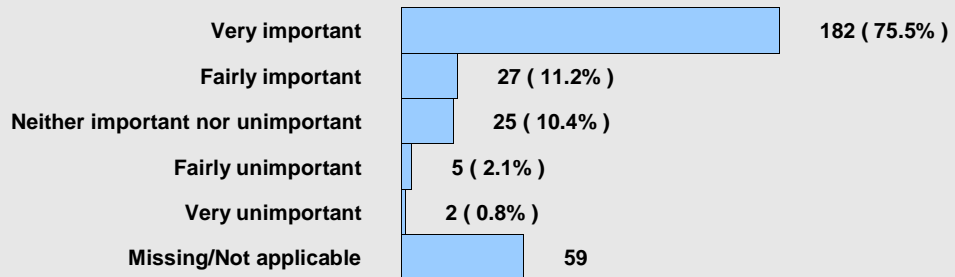
Q13o Importance - helpfulness of reception staff.



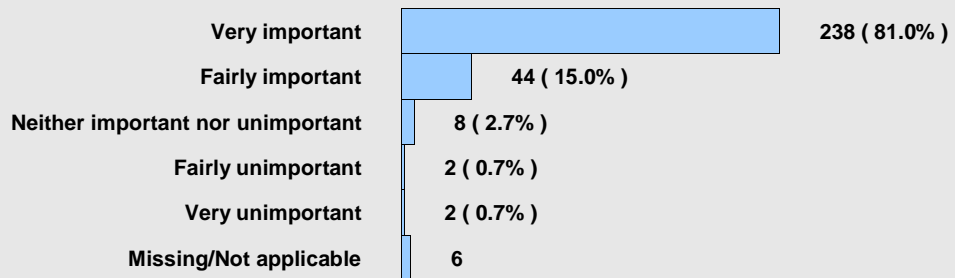
Q13p Importance - helpfulness of other staff.



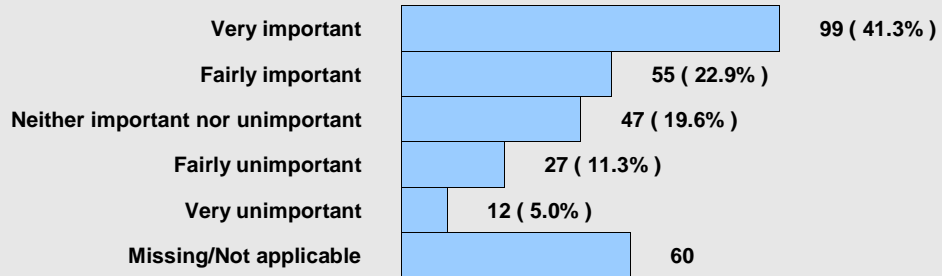
Q13q Importance - standard of coaching/instruction



Q13r Importance - value for money of activities.



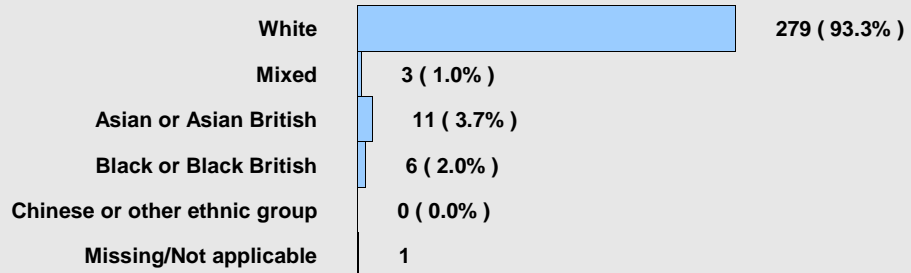
Q13s Importance - value for money of food/drink.



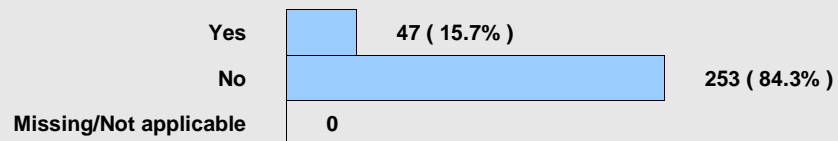
Q14 Gender.



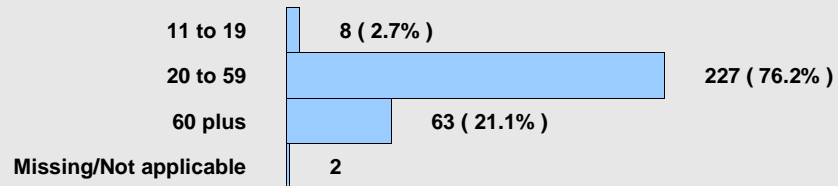
Q15 Ethnic origin of respondent.



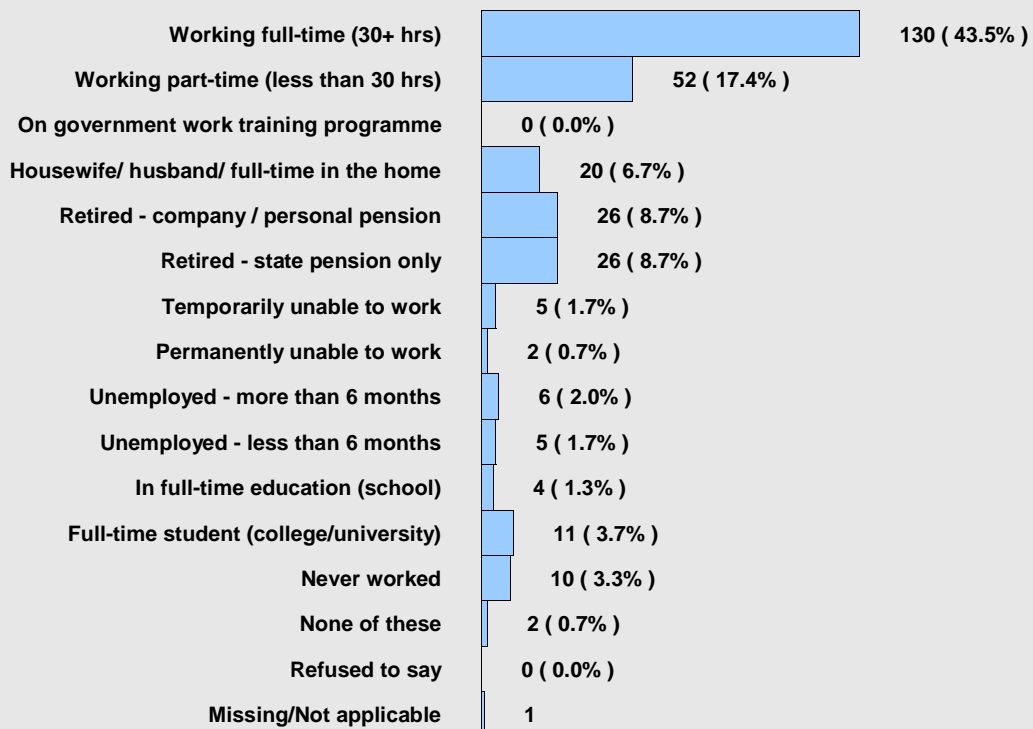
Q16 Long term illness, health problem or disability.



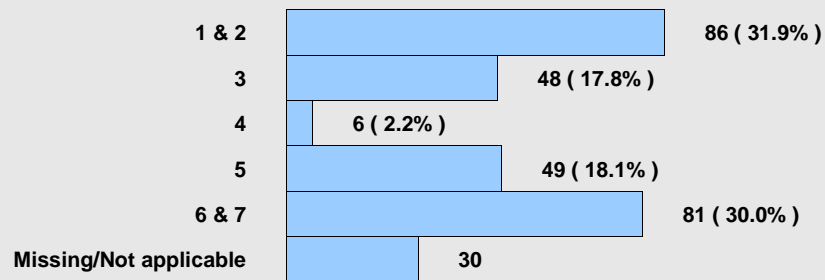
Q17 Age.



Q18 Current employment status.



Socio-economic group.



Q23 Postcode.

first part of postcode	number of questionnaires		cumulative percent
DY4	149	(49.7%)	49.7
B69	35	(11.7%)	61.3
WV14	34	(11.3%)	72.7
DY3	20	(6.7%)	79.3
DY1	19	(6.3%)	85.7
DY2	8	(2.7%)	88.3
WV5	5	(1.7%)	90.0
B65	4	(1.3%)	91.3
WS10	4	(1.3%)	92.7
B70	3	(1.0%)	93.7
B43	2	(0.7%)	94.3
B71	2	(0.7%)	95.0
WS10	2	(0.7%)	95.7
WV4	2	(0.7%)	96.3
B63	1	(0.3%)	96.7
B66	1	(0.3%)	97.0
B68	1	(0.3%)	97.3
D44	1	(0.3%)	97.7
DY6	1	(0.3%)	98.0
DY7	1	(0.3%)	98.3
E12	1	(0.3%)	98.7
NV14	1	(0.3%)	99.0
WS13	1	(0.3%)	99.3
WS5	1	(0.3%)	99.7
WY4	1	(0.3%)	100.0