



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

**FACILITY REPORT
FOR
TUNBRIDGE WELLS SPORTS CENTRE**

Prepared by the
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NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

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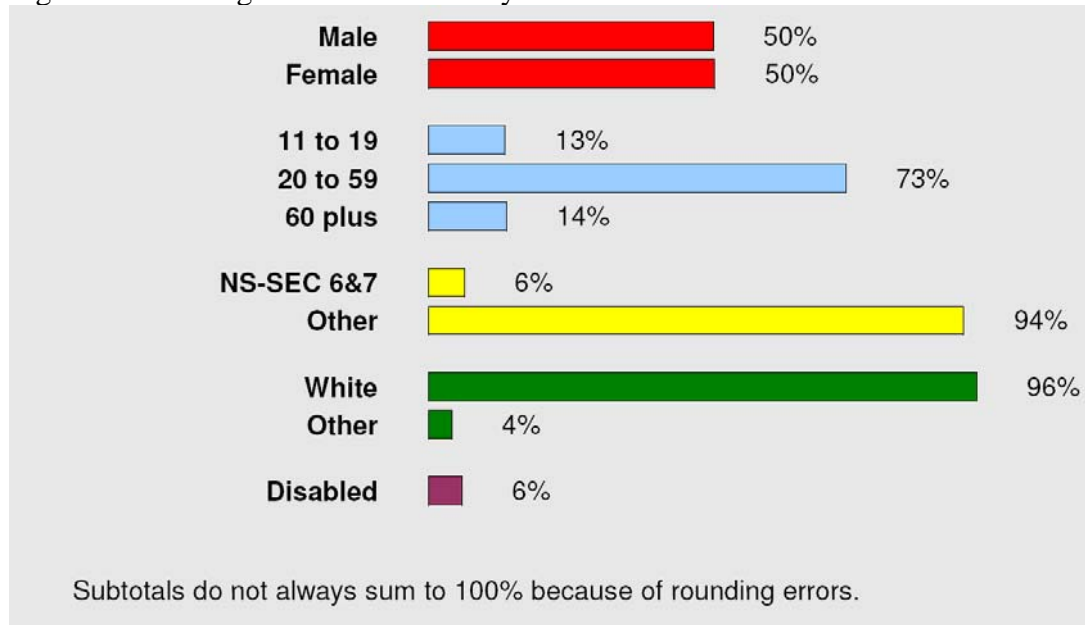
NBS REPORT FOR TUNBRIDGE WELLS SPORTS CENTRE

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 Tunbridge Wells Sports Centre, which is run by Fusion-Lifestyle. 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 Tunbridge Wells Sports 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 398 users of the centre between 12th and 20th January 2008, conducted by Ipsos-MORI; 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 4 of this report.
- 1.4 Tunbridge Wells Sports Centre is classified as being a 'mixed without outdoor' centre which means that it has a swimming pool of at least 20 metres in length and an indoor sports hall which could accommodate at least 4 badminton courts but no outdoor provision. The actual floor space of the centre is 8,570m² which means that it is benchmarked against comparable centres with a total floor space of at least 3,000m² (that is large sized centres) and it has 7,970m² of usable space. The catchment area has a moderate proportion (17.5%) of residents from NS-SEC 6&7, representing the most disadvantaged people in society. As per the financial return submitted on behalf of the facility, the centre was managed by the local authority between April and September 2006 and re-let to a Trust from October 2006. For the purpose of this report, we have classified the management type as in-house. In brief the benchmarking 'families' used for Tunbridge Wells are:
- Mixed without outdoor (benchmark family of 18 centres)
 - 15 to <20% of catchment population in NS-SEC 6&7 (benchmark family of 31 centres)
 - 3,000+m² floor space (benchmark family of 53 centres)
 - In-house (benchmark family of 28 centres)

2. THE USER SURVEY SAMPLE

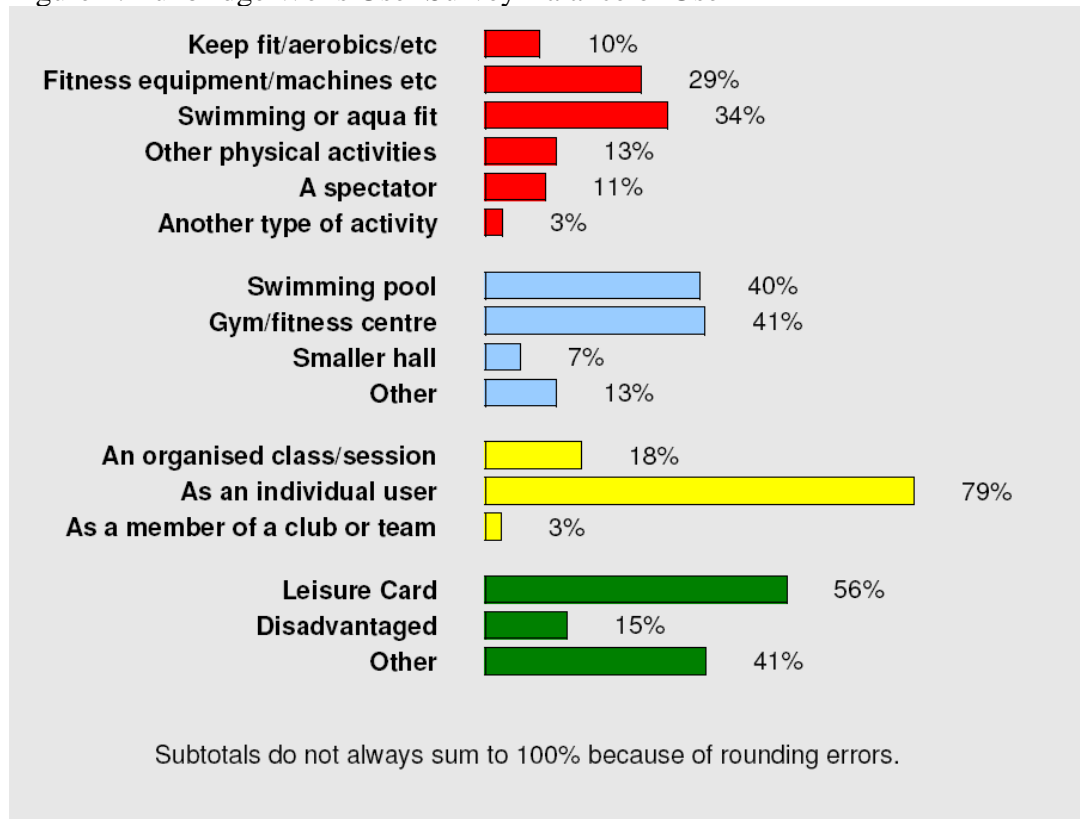
Figure 1: Tunbridge Wells User Survey Characteristics



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 398 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 (406,577 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: Tunbridge Wells 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 fitness. These two activities accounted for 63% 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 (79%) rather than instructor led or club usage. This finding is also consistent with the nature of swimmers and gym/fitness centre users who form three-fifths of the sample. 56% of the respondents had some form of leisure card which gave them reduced price admission to the centre. About one in every four 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 TUNBRIDGE WELLS SPORTS 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 2007 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.

3.5 Two of the key indicator scores, both access indicators, are at or above their 75% benchmark levels. Two, however, for NS-SEC 6&7 groups and disabled under 60 years, are in their bottom quartiles. This is the result of them being 18% and 6% of the catchment population respectively, but about 6% and 2% of visits to the centre in the period of the NBS user survey. Of the two efficiency indicators, visits per square metre performs at the bottom quartile level 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 again of mixed access performance. It is important to stress that not all the access groups identified are likely to be important to a social inclusion agenda. Two of the groups which might be seen as important to social inclusion are located at the 75% benchmark level or above (11-19 years and ethnic minorities), but two which are relevant to social inclusion are in the bottom quartile (NS-SEC 6&7 and disabled under 60). The relative position of 20-59 year olds, at the 25% benchmark level, would not normally be a cause for concern, because even at this benchmark level they are over-represented in comparison with their proportion of the catchment population, with a score of 1.14 (a score of 1 is representative). Similarly females are at the 25% benchmark level but they comprise half of the visitors. The relative position of discount card holders is at the 75% benchmark level, but these are not normally considered relevant to social inclusion because they are not necessarily disadvantaged - in fact 73% of discount

card holders were eligible for their cards for reasons other than disadvantage (appendix Q8).

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 moderate relative to the benchmarks, with one subsidy indicator in its 50% benchmark level and two in their second quartiles. The main factor which sustains this financial performance is high income, which compensates for relatively weak operating cost performance despite a relatively low number of visits for a centre of this size – see below. The strong income performance is partly driven by high direct income per visit. It is relevant to note that satisfaction with entrance charges and value for money from activities are fifteenth and eleventh in the satisfaction rankings, with average customer scores of 4.06 and 4.27 out of 5 respectively. One specific component of cost is at the bottom quartile - maintenance & repair costs per square metre. This may not indicate inefficiency, however, if these relatively high costs are in order to maintain high quality facilities. There is a marked discrepancy in the financial performance depending on whether the 'per visit' or the 'per square metre' indicators are examined. The 'per visit' cost indicators look weak because they are conditioned heavily by the relatively low number of visits, compared to the benchmarks for indoor centres. The 'per square metre' income indicator shows weaker performance because it is conditioned by the very large indoor size of this centre - reported as 8,570 square metres. The resolution to this diverse picture is cost recovery, which is not so directly dependent on visits or size, and shows 50% benchmark level performance.

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 performs at the bottom quartile level, the simple product of a relatively low 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 (79%) is moderate 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, although it should be emphasised that no attribute has a satisfaction score of less than three, the neutral score (neither satisfied nor dissatisfied), so there are no absolute problems among the attributes scored in the user survey.

Mean score gaps

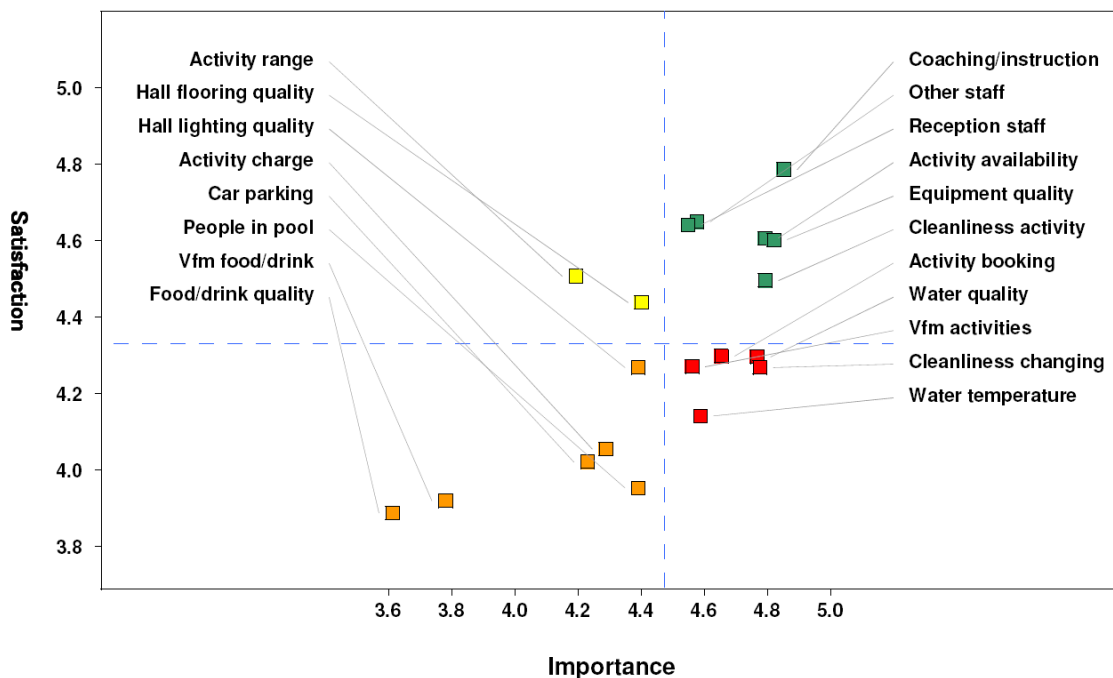
<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Cleanliness of changing areas	4.78	4.27	0.51
Water quality in the swimming pool	4.77	4.30	0.47
Water temperature in the swimming pool	4.59	4.14	0.45
Number of people in the pool	4.39	3.95	0.44
Ease of booking	4.65	4.30	0.35

Rank gaps

<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Gap</i>
Cleanliness of changing areas	5	12	-7
Water temperature in the swimming pool	8	14	-6
Water quality in the swimming pool	6	10	-4
Cleanliness of activity spaces	3	7	-4
Quality of equipment	2	5	-3

3.10 Three attributes feature in both the tables above. It must be noted that the sizes of the gaps in the two tables are not large, by industry standards. Cleanliness of the changing areas shows the largest gaps whether measured by mean scores or rankings. The appearance of cleanliness of the changing areas at the top of the gap scores is not unusual for sports facilities. From the frequency distributions in the appendix, it is apparent that only 5% of respondents were dissatisfied with the cleanliness of the changing areas (see Appendix Q12m), which is much smaller than the industry norm. There appears to be a relative problem with the pool according to these respondents, because water quality and temperature and the number of people in the pool are also among the largest gaps; however, the gap scores for these pool attributes are not particularly large by industry standards. It should be emphasised that none of these attributes had mean satisfaction scores less than 3, the neutral score. So any problems are not absolute, but relative - the satisfaction scores falling short of the importance scores - and minorities of customers are dissatisfied.

Grid analysis



3.11 The grid analysis reveals several attributes in the quadrant for high importance and low satisfaction: water temperature and quality in the pool, cleanliness of changing areas, value for money of activities and ease of booking activities. However, this picture is deceptive because the last four of these attributes have satisfaction scores

above 4.2 (out of five), so they are not 'problems'. Low satisfaction relative to other attributes is also evident for the food and drink attributes, 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 above the industry average overall satisfaction for mixed centres, at 4.51 out of 5, and exceeds industry average scores for most of the individual attributes. The largest positive difference (with Tunbridge Wells higher than industry means) is for car parking. 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. Cleanliness of the changing areas is the main relative weakness indicated by both the gap and grid analyses.

	<i>Relatively weak attributes</i>	<i>Evidence</i>
<i>Primary weaknesses</i>	Cleanliness of changing areas Water quality in the pool Water temperature in the pool	Relatively large gaps and relatively high in importance
<i>Secondary 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. A mixture of attributes are in the top five satisfaction rankings, three of which are also in the top five for importance rankings - a desirable correlation. However, the appearance of availability of activities in the centre strengths may reflect the relatively low number of visits to this centre.

	<i>Relatively strong attributes</i>	<i>Evidence</i>
<i>Primary strengths</i>	Standard of coaching/instruction Activity available at convenient times Quality of equipment	In top five satisfaction scores; relatively high in importance
<i>Secondary strengths</i>	Helpfulness of other staff Helpfulness of reception staff	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	Income; coaching/instruction; activity availability; equipment quality
Ones to watch	Access; subsidy; costs
Weaknesses	Utilisation; cleanliness of changing areas; water quality and temperature in the pool

5. RESULTS: CURRENT PERFORMANCE SCORES FOR TUNBRIDGE WELLS SPORTS 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 19 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 Tunbridge Wells 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:

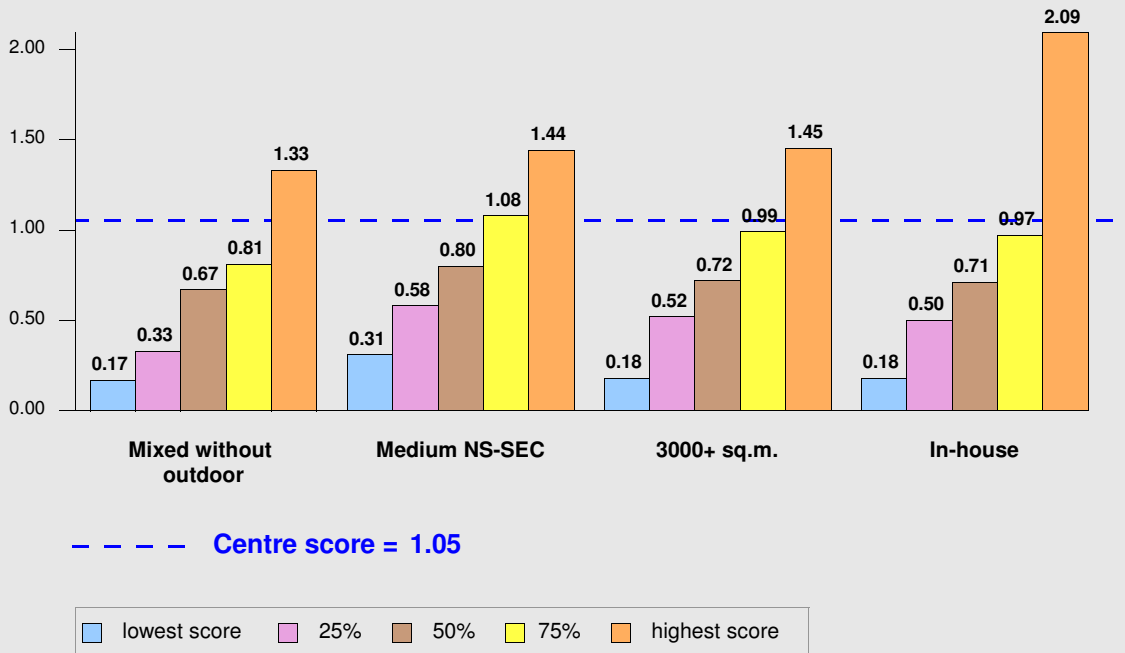
- first with all the mean scores and ranks for both satisfaction and importance;
- second in rank order according to the gaps between the importance and satisfaction mean scores;
- third, in rank order according to the gaps between the importance and satisfaction ranks.
- fourth, a comparison of the 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.

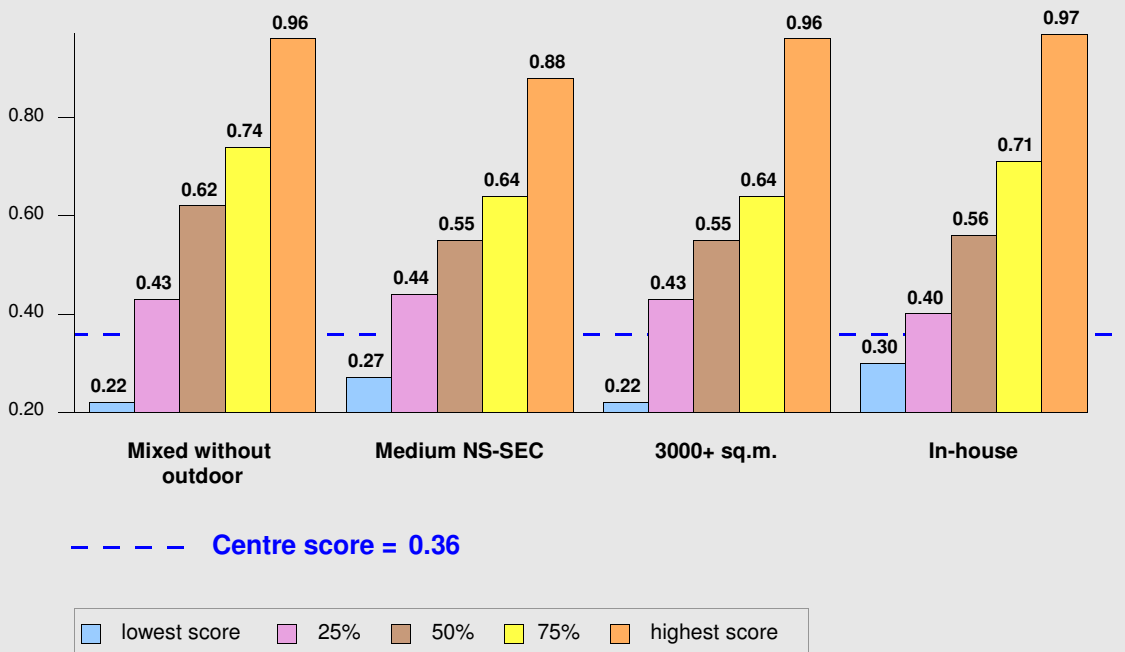
5.5 Please remember to read the accompanying *Guidance document to accompany facility reports* to help you understand your results. As you become more familiar with the data you should find it increasingly valuable as a tool in your management decision making. If you want to discuss further analysis, please contact the NBS analysts via the NBS website at www.questnbs.info or email amberleydedman@pmpconsult.com

Key Indicators

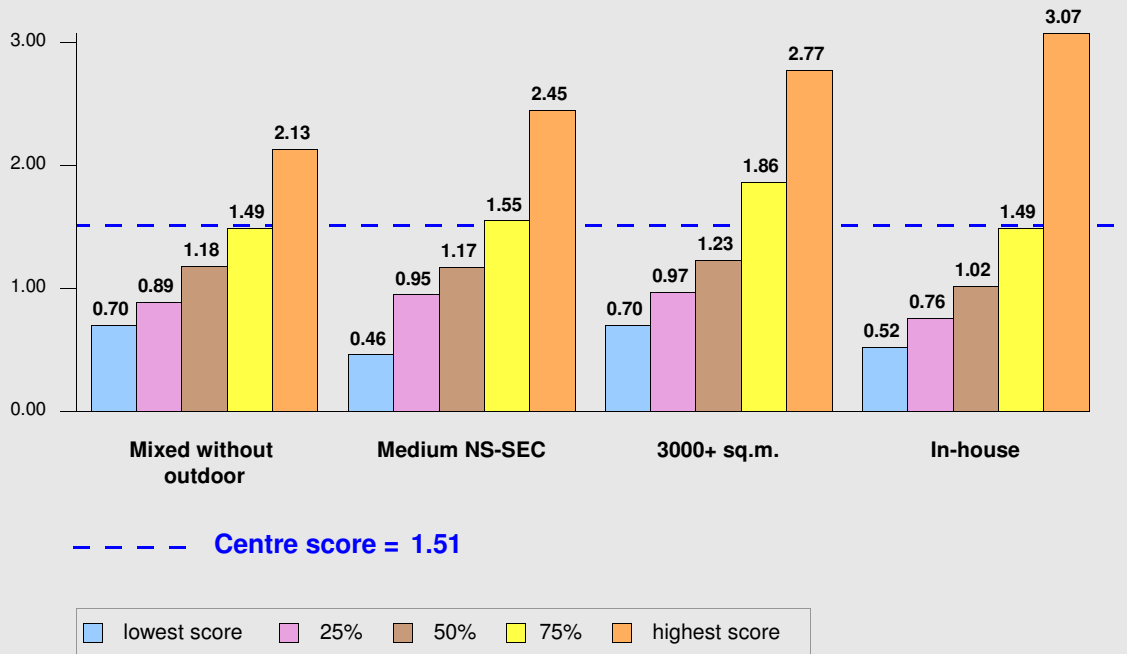
% visits 11-19 years ÷ % catchment population 11-19 years



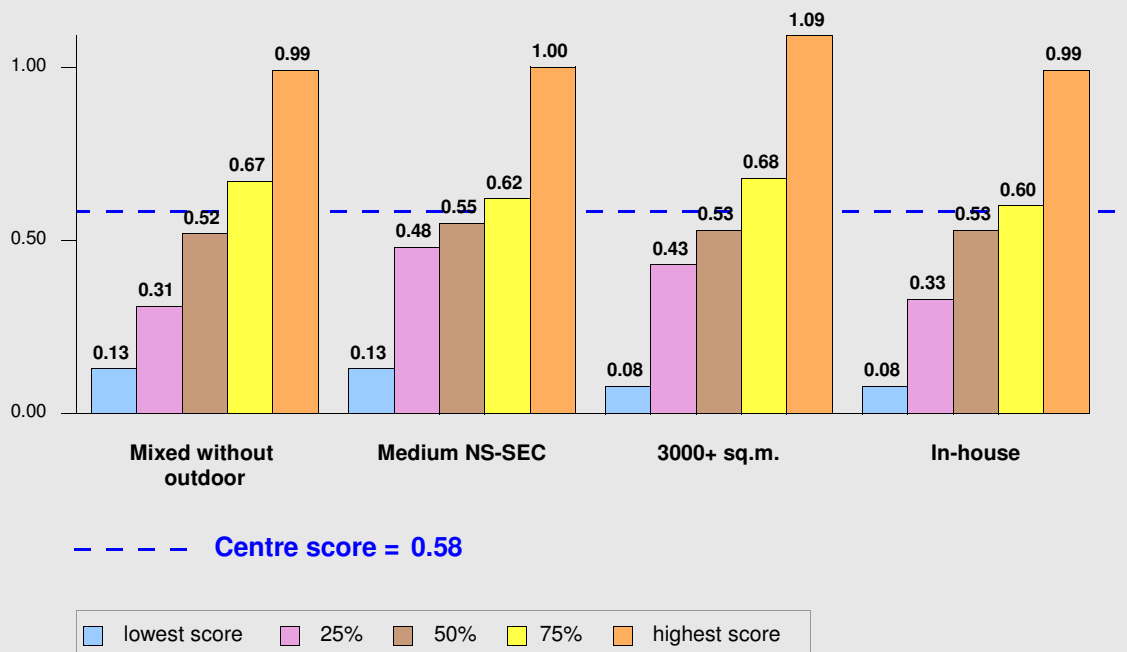
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7



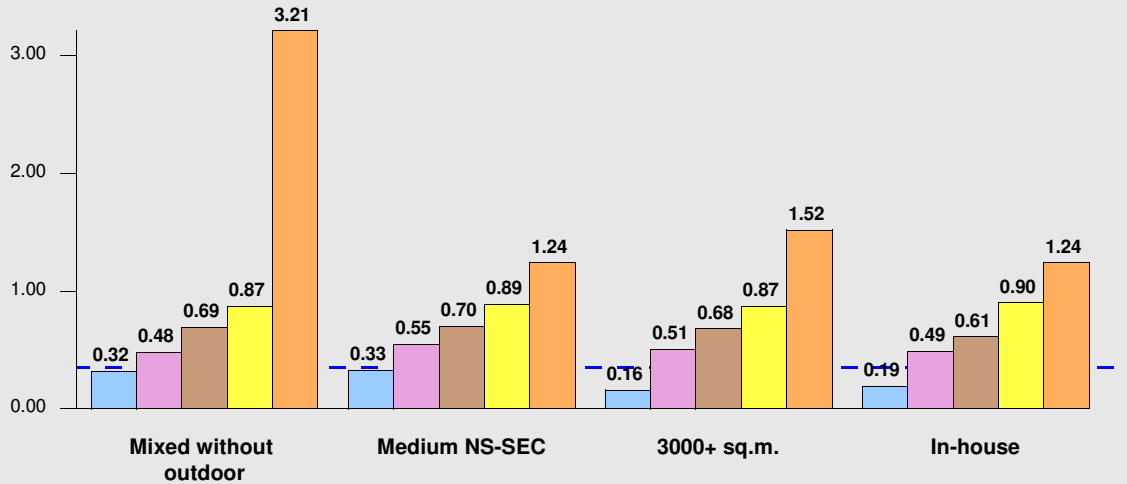
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups



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



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

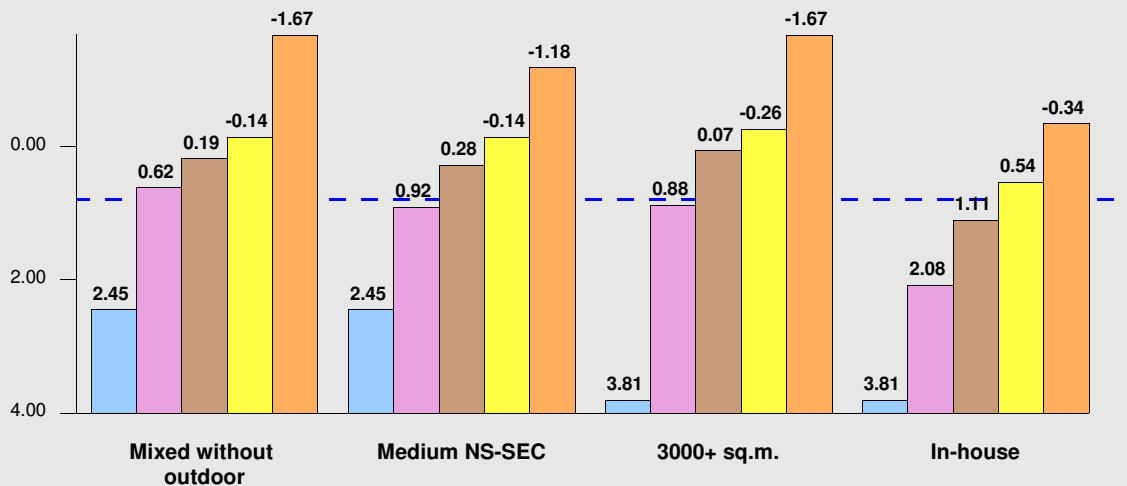


--- Centre score = 0.36

lowest score 25% 50% 75% highest score

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



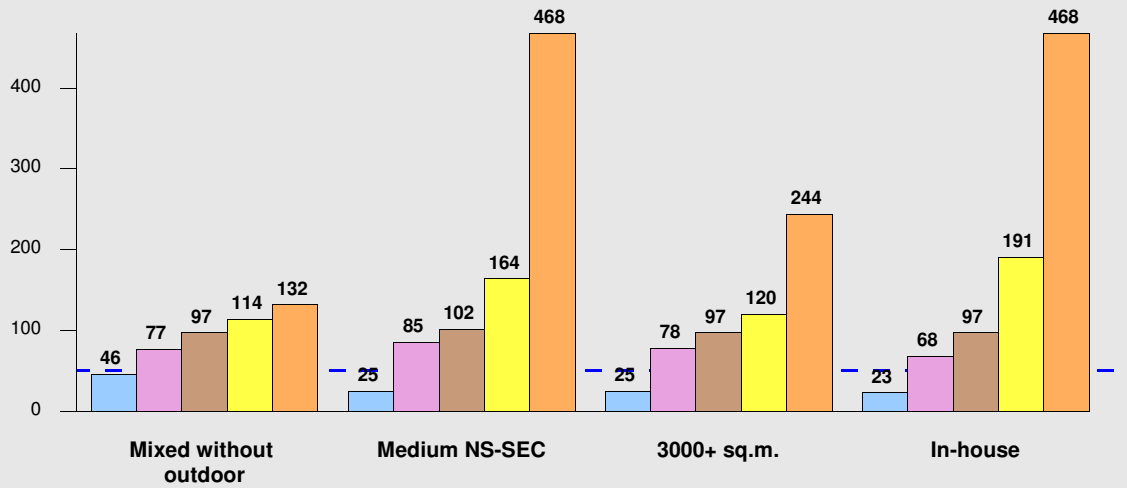
--- Centre score = 0.80

lowest score 25% 50% 75% highest score

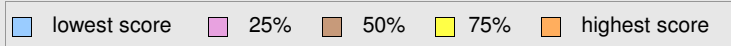
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

(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)



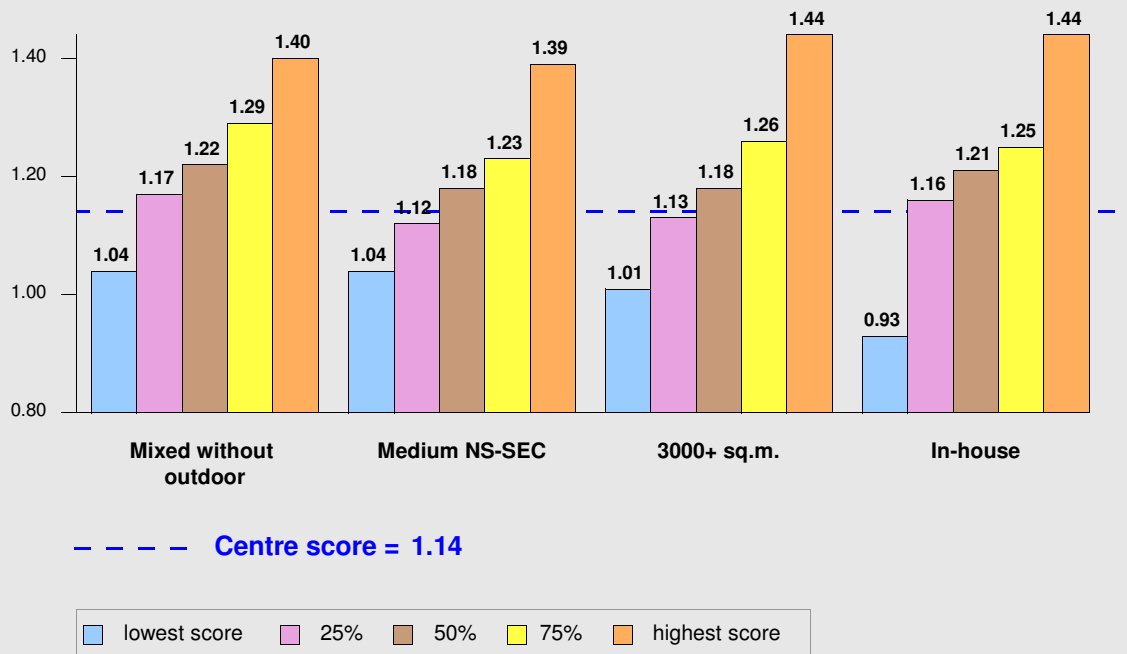
--- Centre score = 51



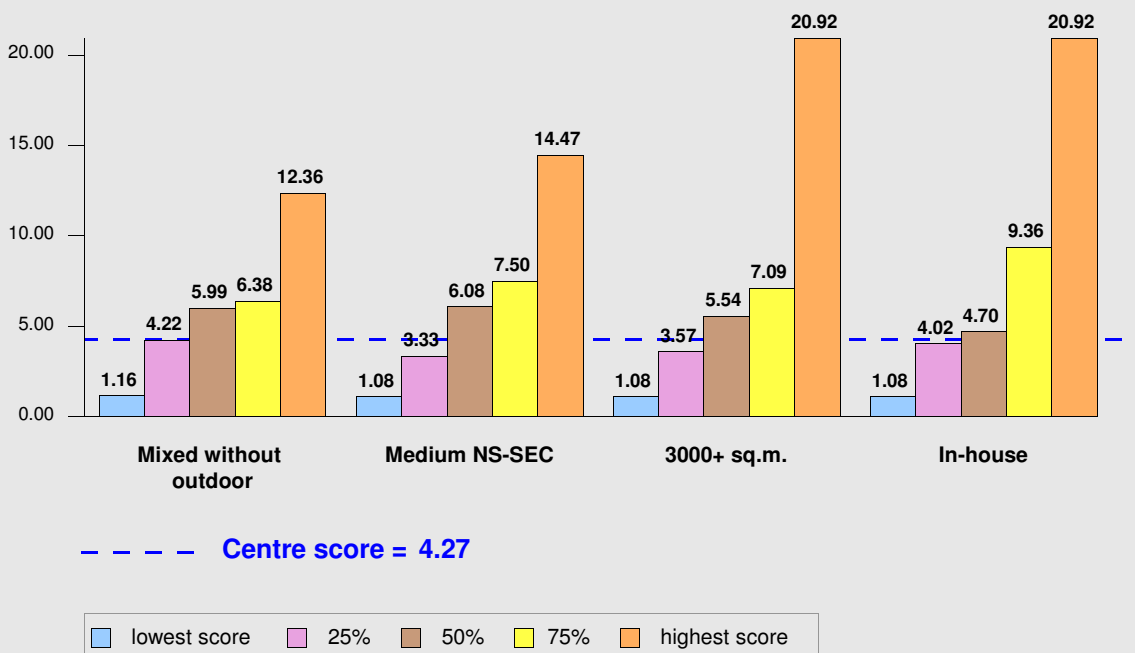
For this performance indicator, square metres of indoor space excludes offices and corridors

Other important Indicators

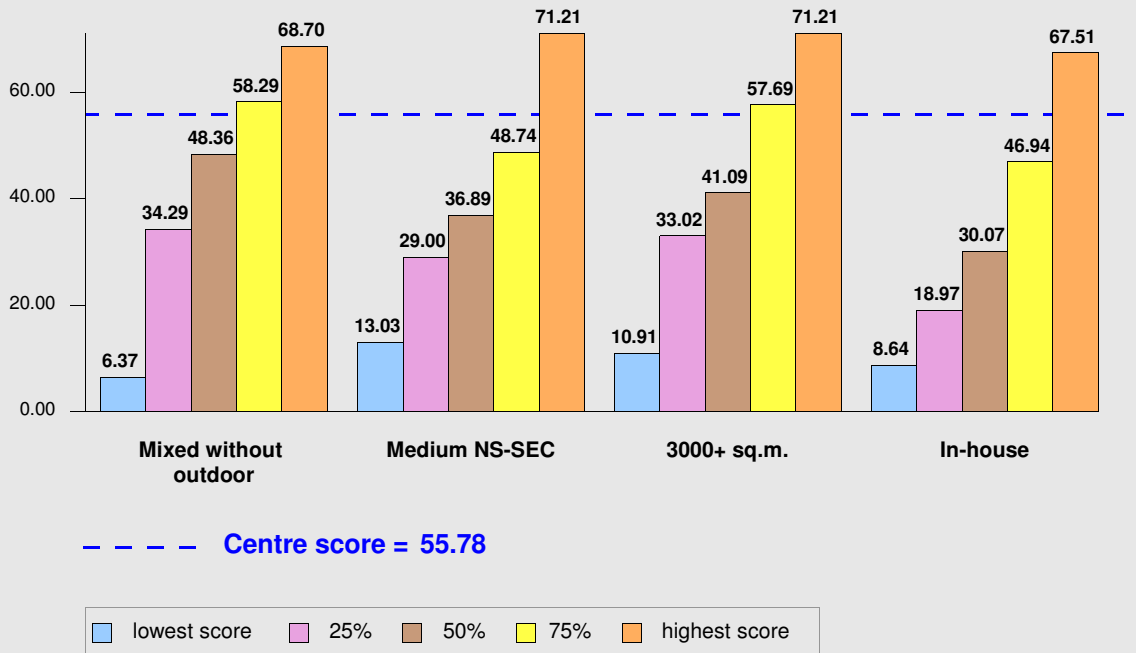
% visits 20-59 years ÷ % catchment population 20-59 years



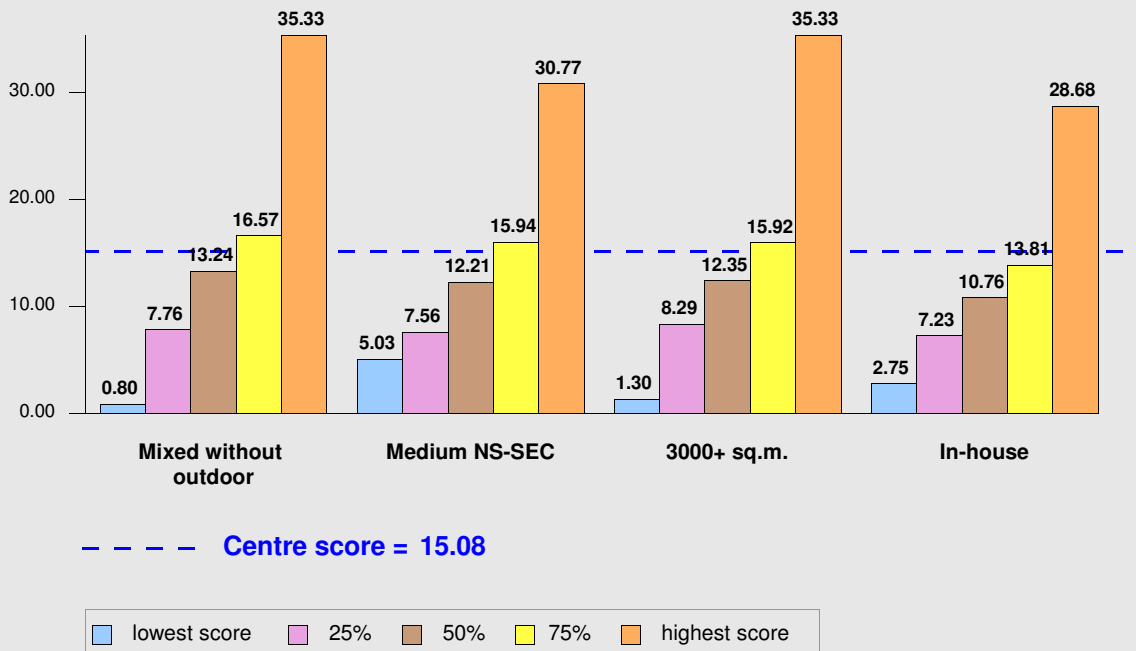
% visits which were first visits



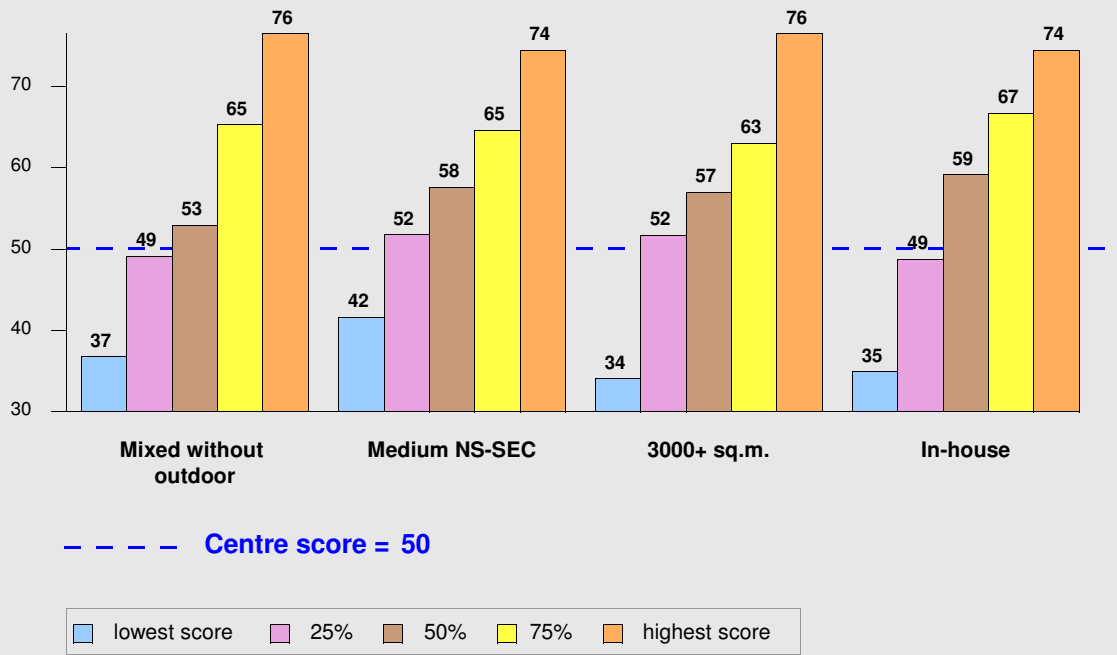
% visits with discount card



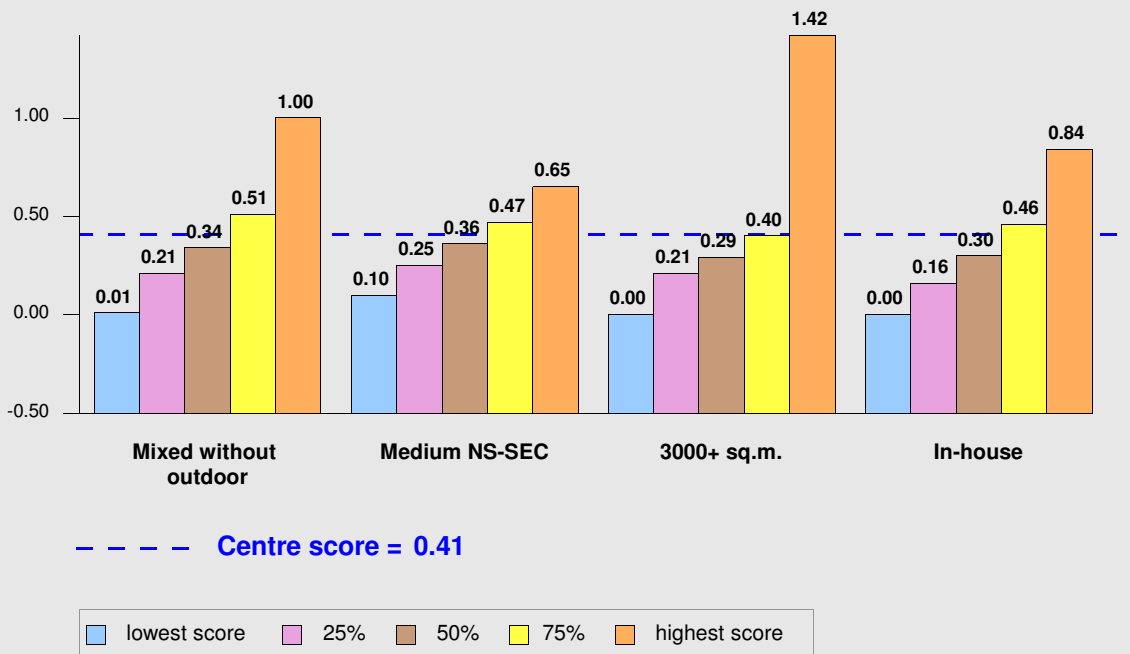
% visits with discount card for 'disadvantage'



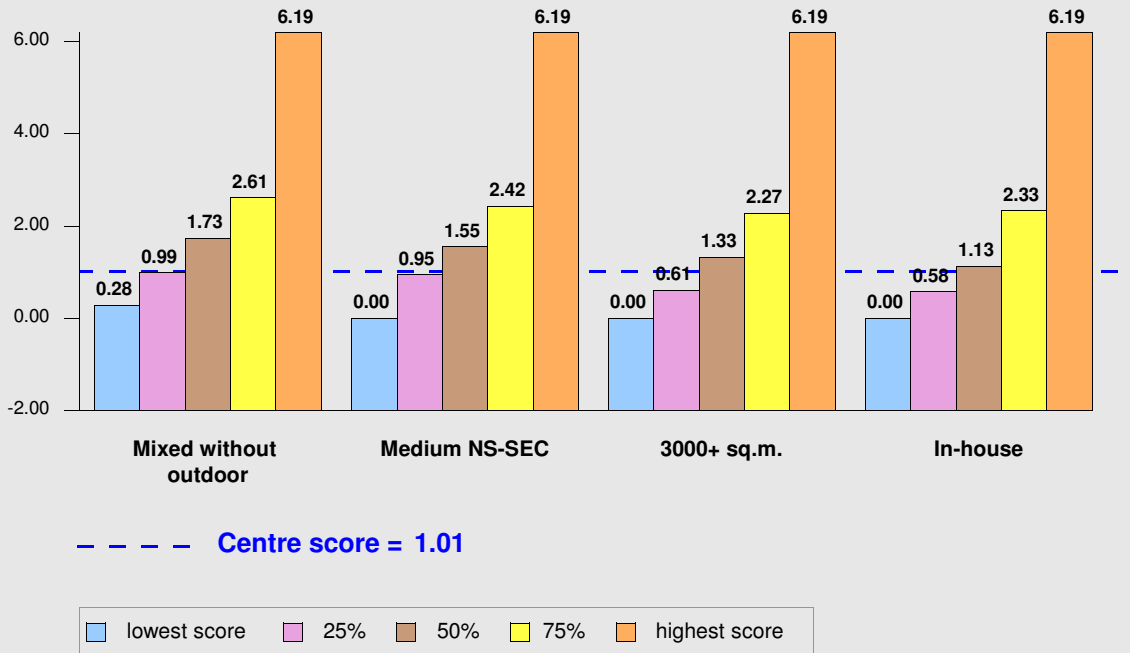
% visits female



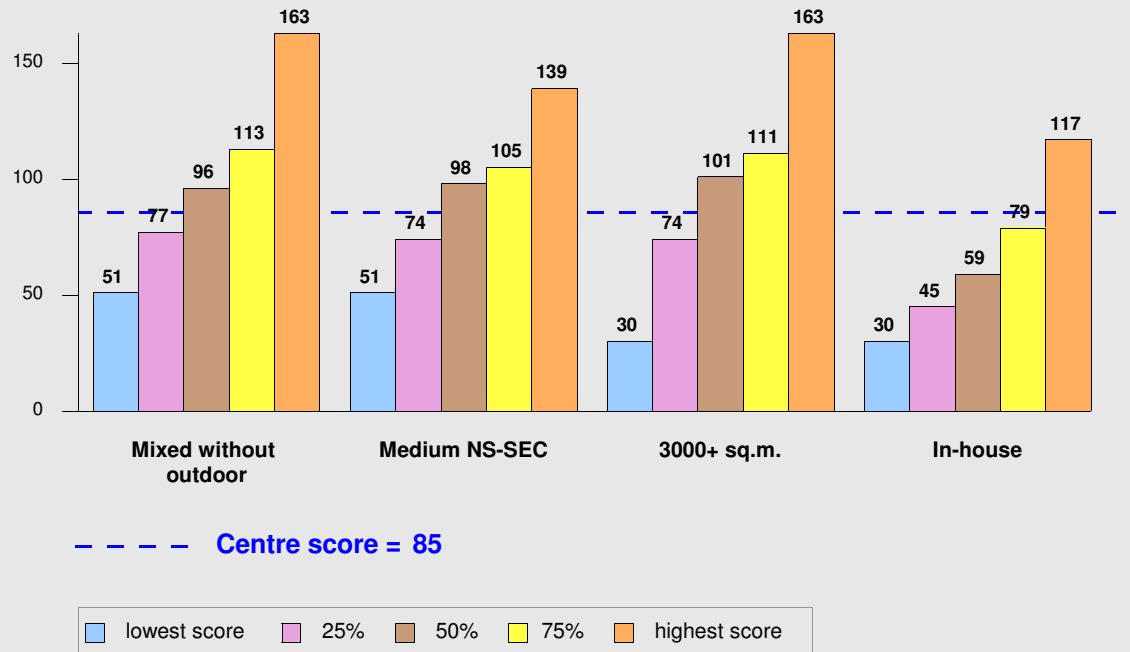
% visits 60+ years disabled ÷ % catchment population 60+ years disabled



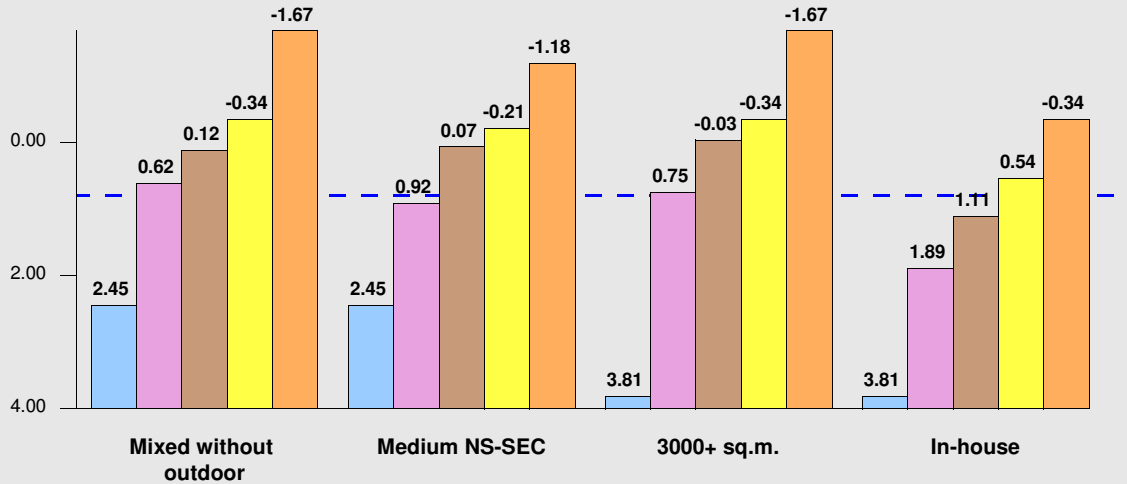
% visits unemployed



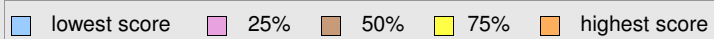
% cost recovery



Subsidy per visit (£) - 2



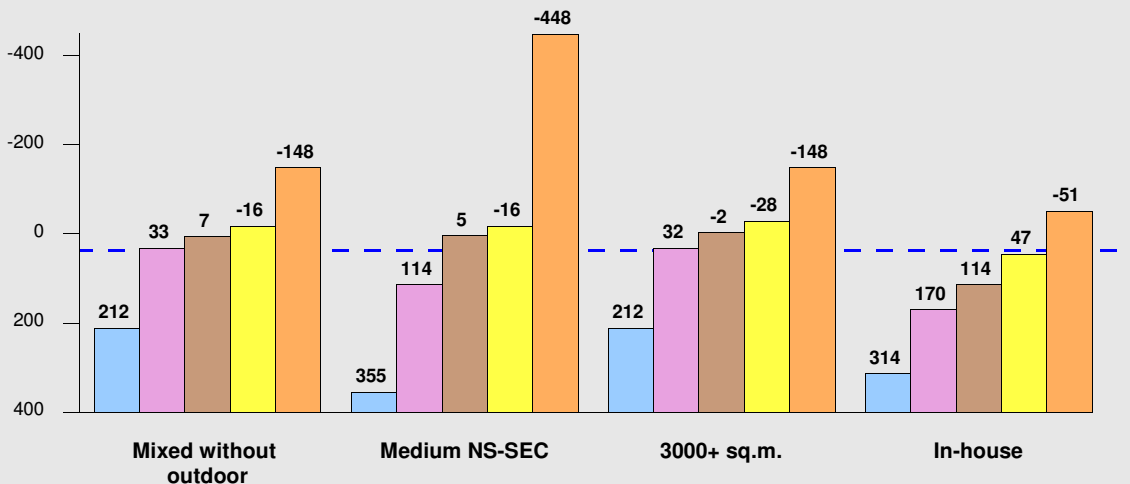
--- Centre score = 0.80



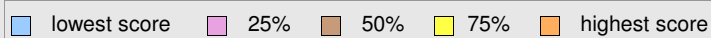
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

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

Subsidy per sq. m. (£)

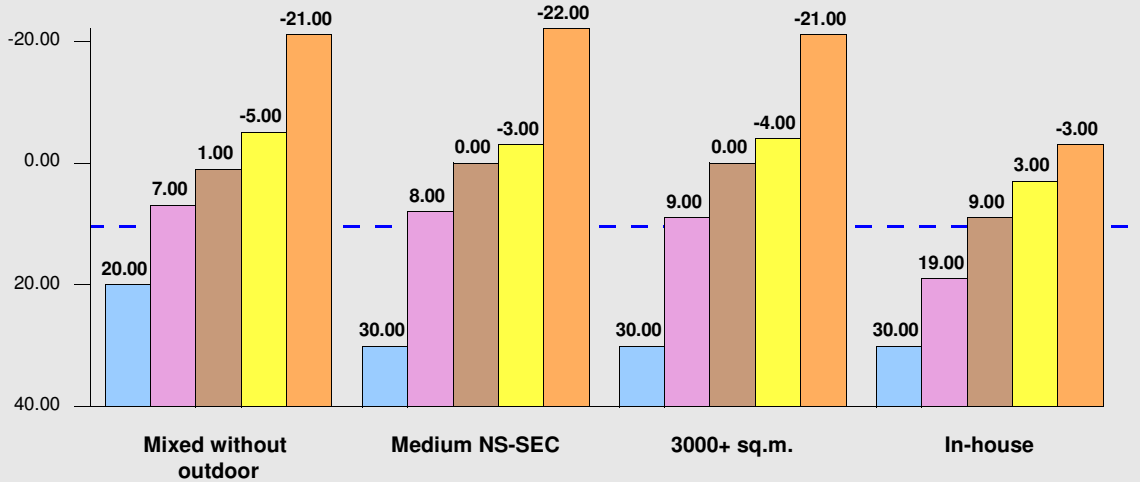


--- Centre score = 38



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 (£)

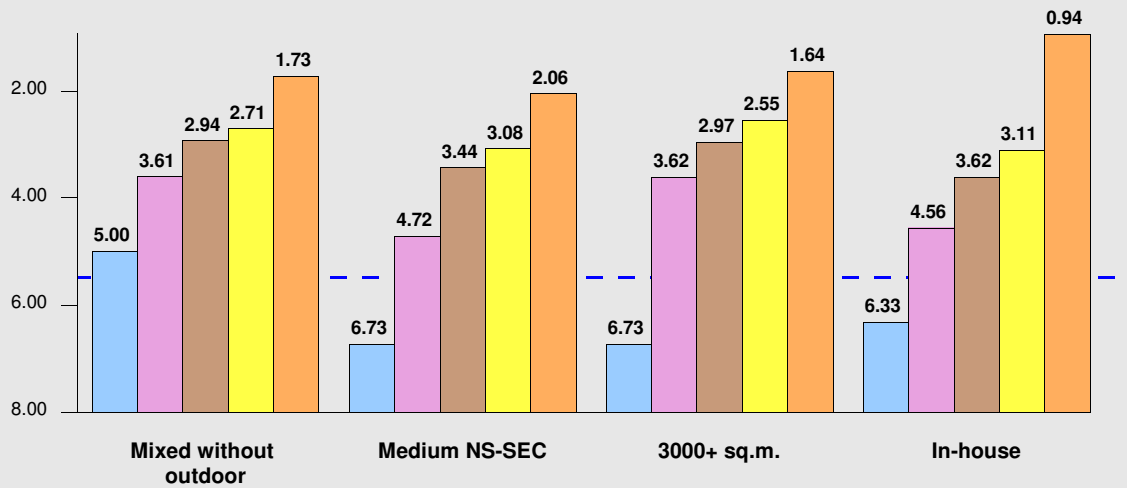


--- Centre score = 10.39

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 (£)

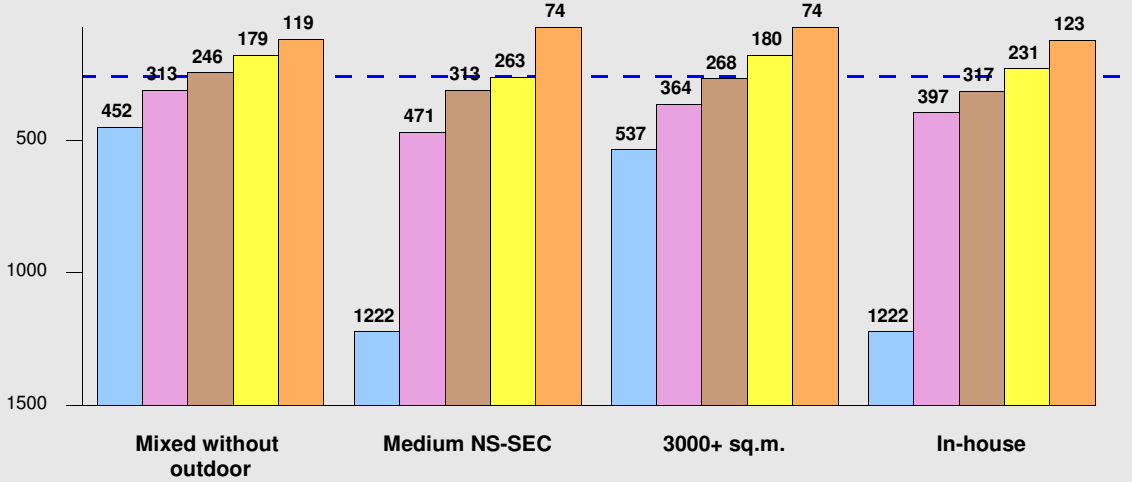


--- Centre score = 5.49

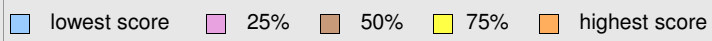
lowest score 25% 50% 75% highest score

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. (£)

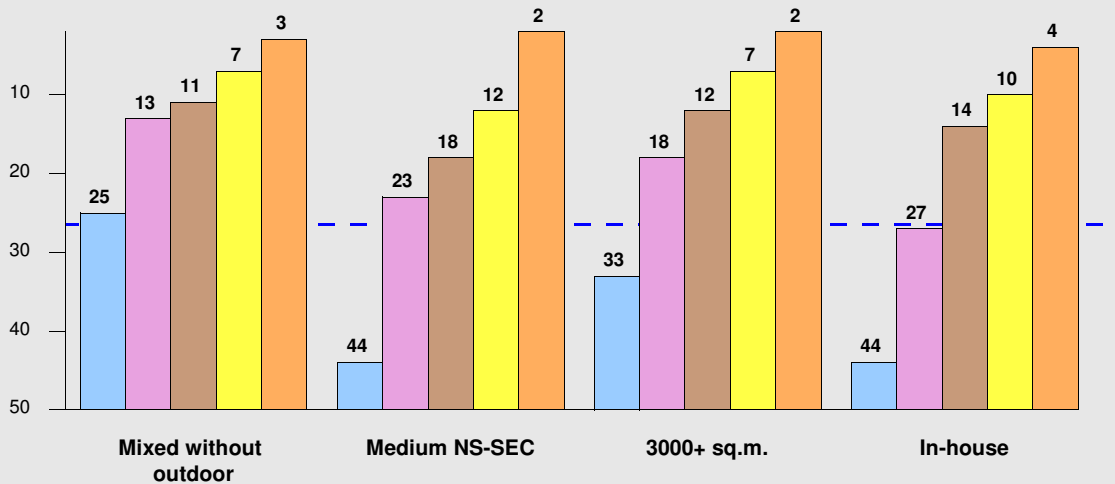


--- Centre score = 260

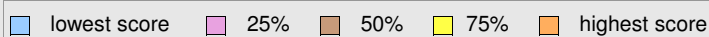


To be consistent with the other diagrams, the worst score (= highest cost) is on the left of each cluster, and the best score (= lowest cost) is on the right.

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

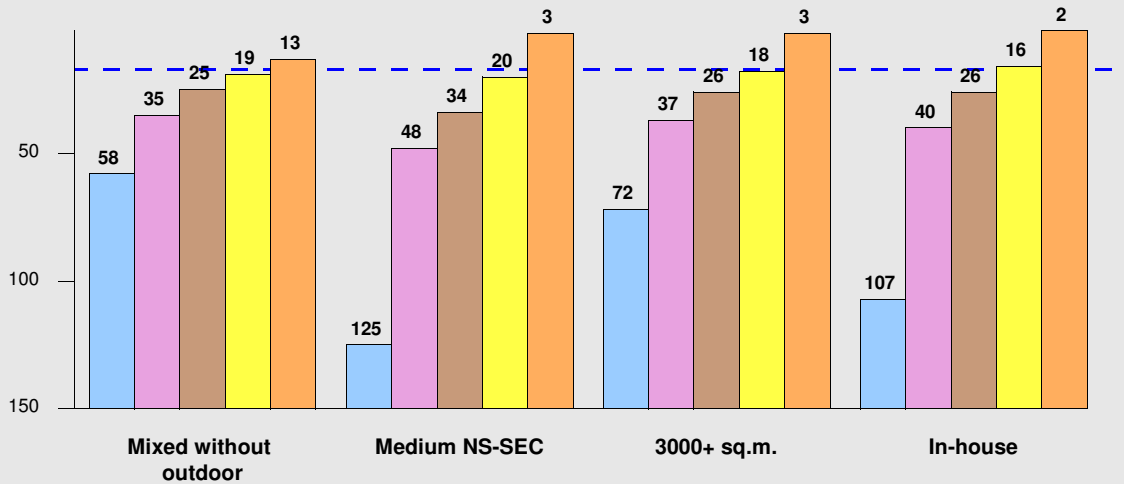


--- Centre score = 26



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. (£)

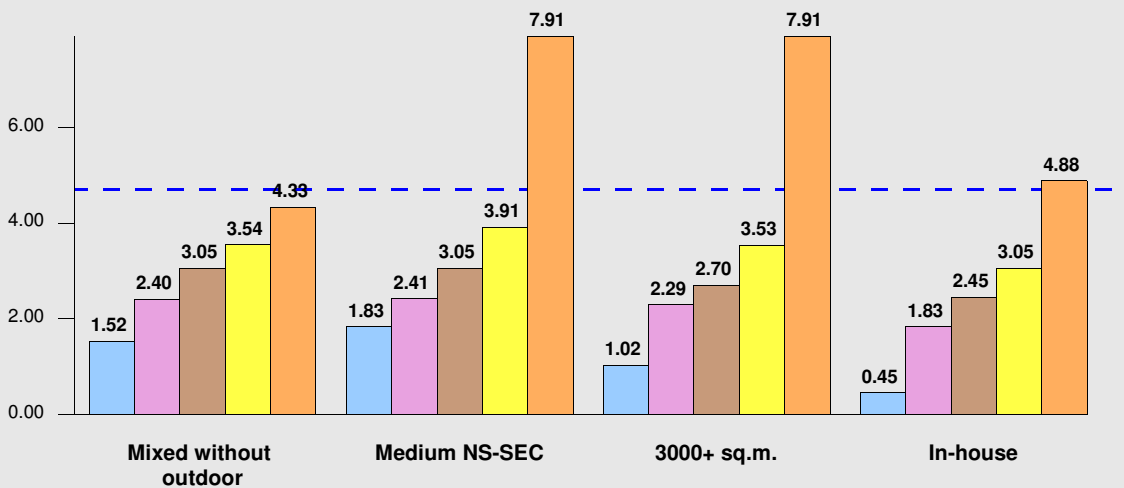


--- Centre score = 17

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.

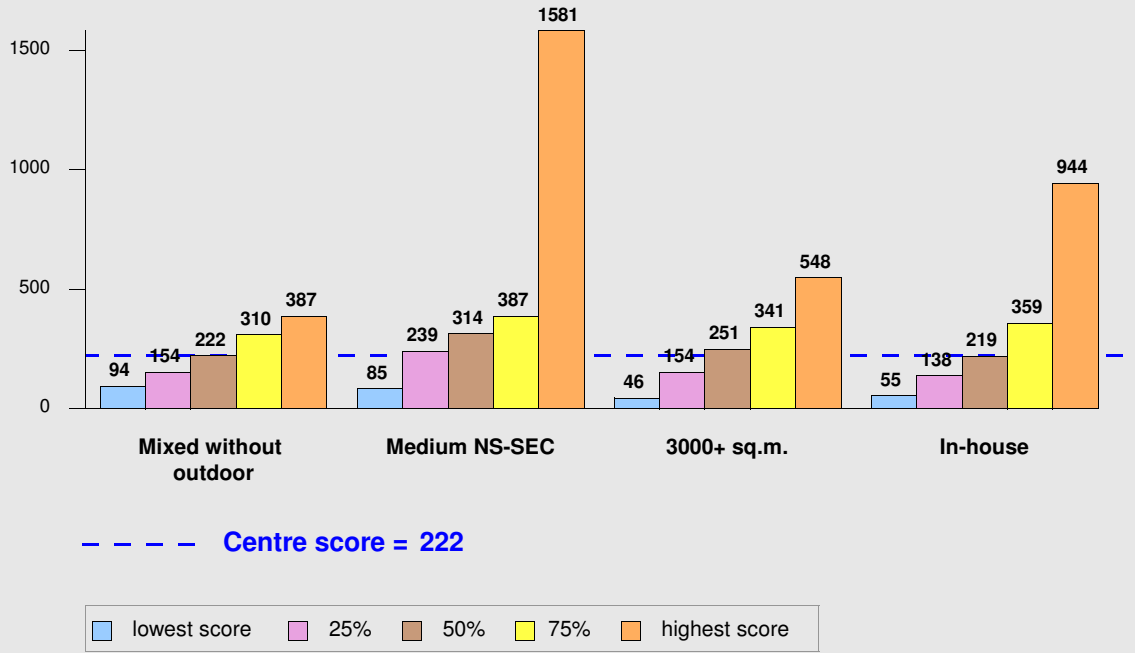
Total income per visit (£)



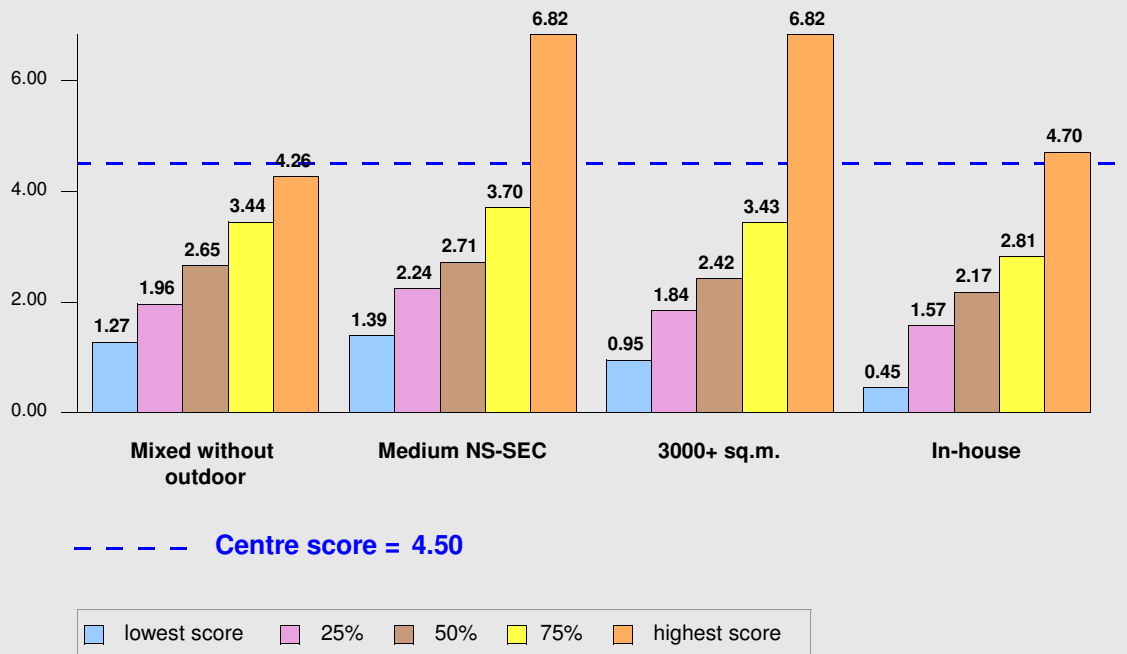
--- Centre score = 4.69

lowest score 25% 50% 75% highest score

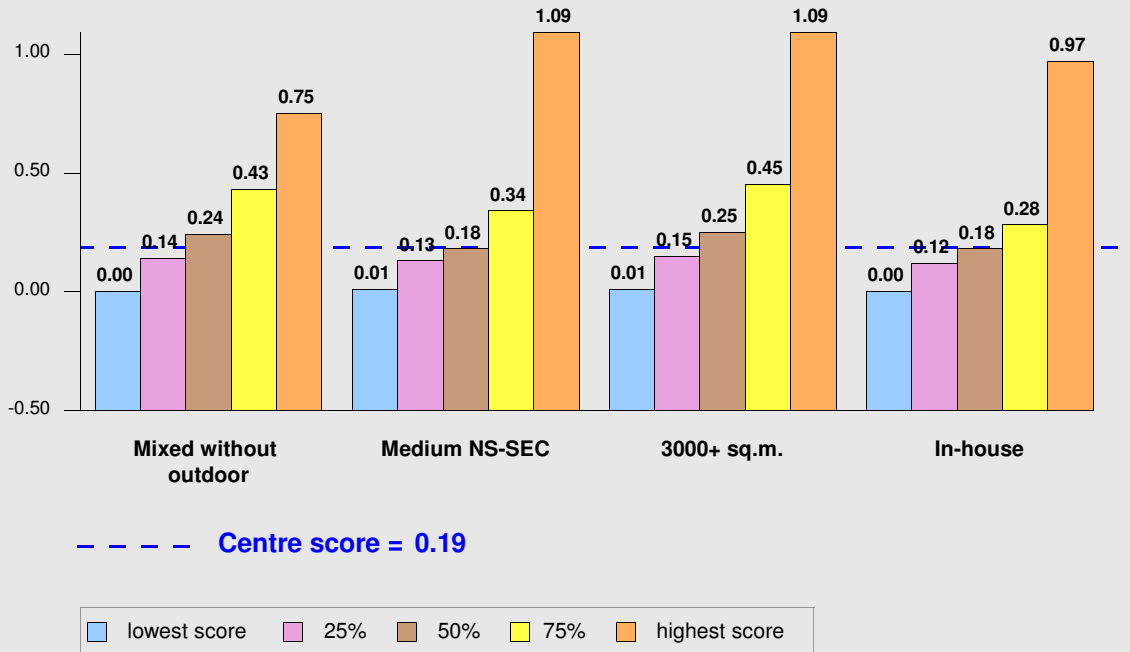
Total income per sq. m. (£)



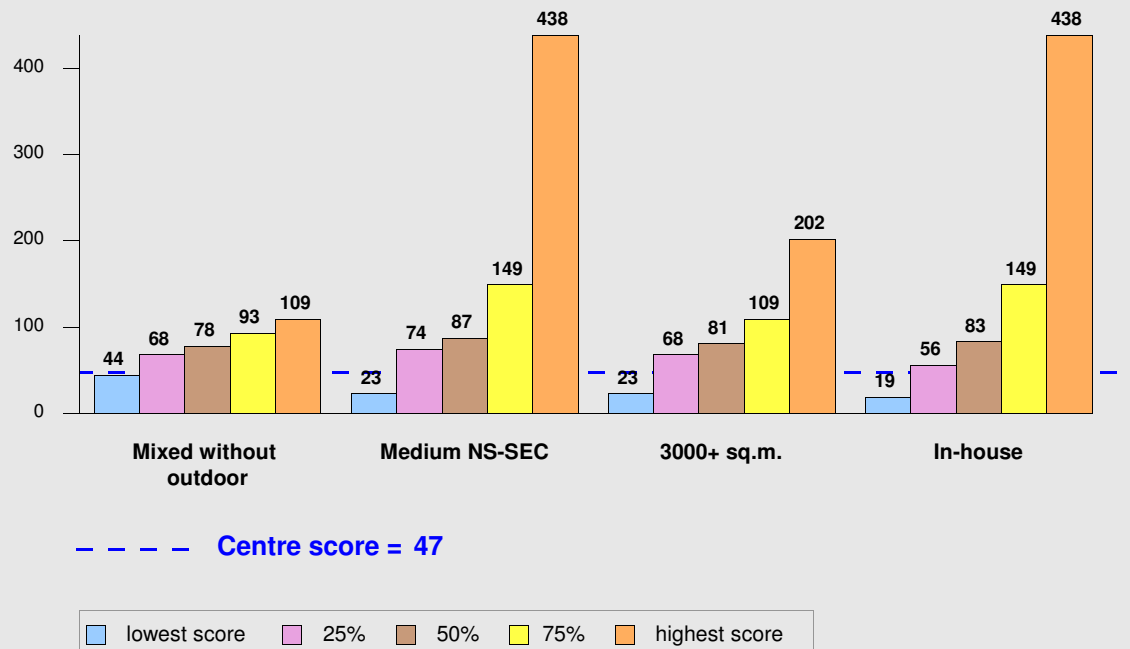
Direct income per visit (£)



Secondary income per visit (£)

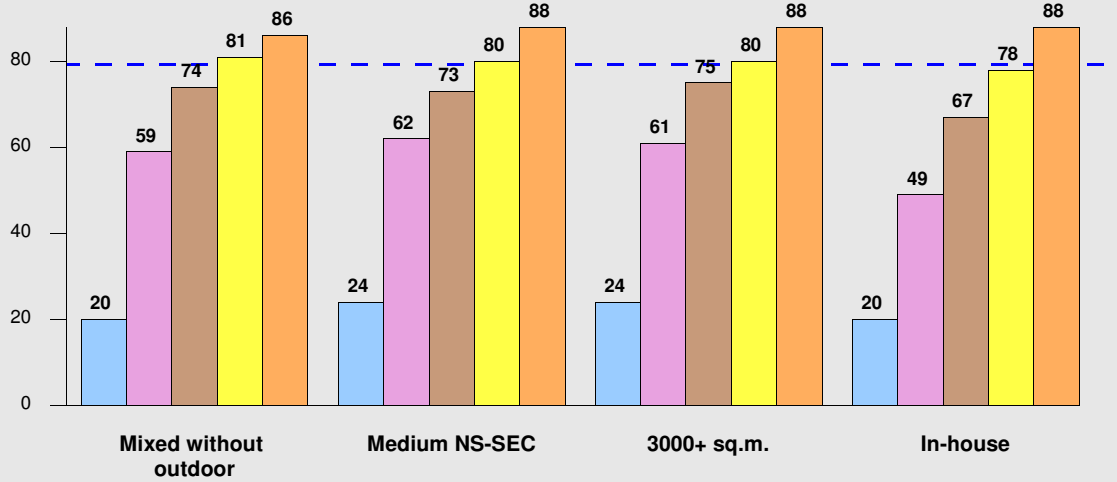


Annual visits per sq. m. (including offices)

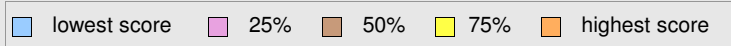


For this indicator, total indoor floor space is used

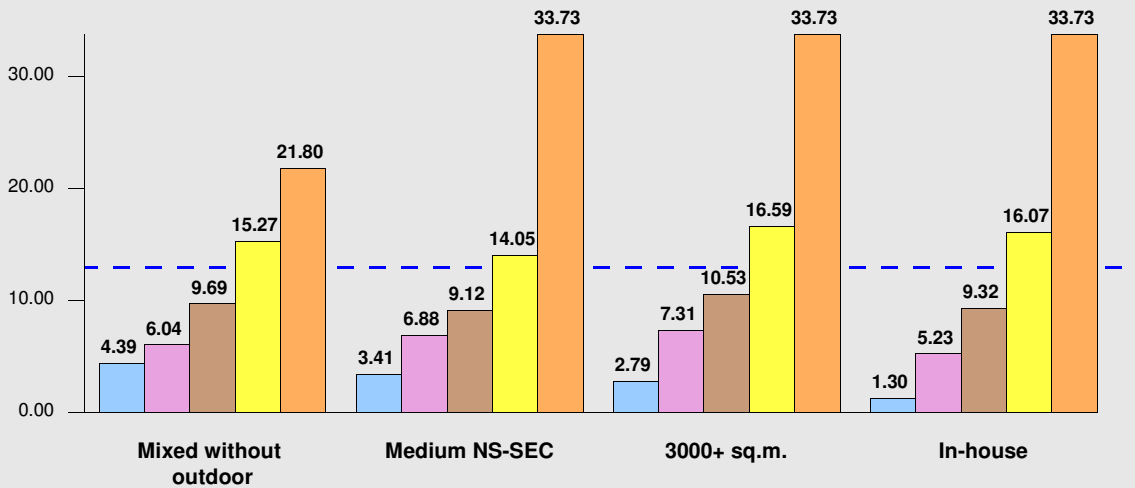
% visits casual, instead of organised



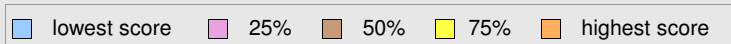
--- Centre score = 79



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



--- Centre score = 12.93



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	4	4.79	390	4	4.61	387	0 0.18
b.	Ease of booking	7	4.65	188	9	4.30	134	-2 0.35
c.	The activity charge/fee	15	4.29	326	15	4.06	322	0 0.23
d.	The range of activities available	17	4.19	366	6	4.51	341	11 -0.32
Quality of facilities/services								
e.	Quality of flooring in the sports hall	12	4.40	102	8	4.44	41	4 -0.04
f.	Quality of lighting in the sports hall	13	4.39	102	13	4.27	41	0 0.12
g.	Quality of equipment	2	4.82	224	5	4.60	209	-3 0.22
h.	Water quality in the swimming pool	6	4.77	168	10	4.30	162	-4 0.47
i.	Water temperature in the swimming pool	8	4.59	168	14	4.14	162	-6 0.45
j.	Number of people in the pool	14	4.39	171	17	3.95	173	-3 0.44
k.	Quality of car parking on site	16	4.23	343	16	4.02	331	0 0.21
l.	Quality of food and drink	19	3.61	189	19	3.89	108	0 -0.28
Cleanliness								
m.	Cleanliness of changing areas	5	4.78	367	12	4.27	350	-7 0.51
n.	Cleanliness of activity spaces	3	4.79	397	7	4.50	391	-4 0.29
Staff								
o.	Helpfulness of reception staff	11	4.55	388	3	4.64	357	8 -0.09
p.	Helpfulness of other staff	9	4.58	378	2	4.65	302	7 -0.07
q.	Standard of coaching/instruction	1	4.85	197	1	4.79	103	0 0.06
Value for money								
r.	Value for money of activities	10	4.56	386	11	4.27	381	-1 0.29
s.	Value for money of food/drink	18	3.78	197	18	3.92	100	0 -0.14
Other attributes *								
t.	Overall satisfaction with visit	N/A			4.51		398	

* 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
m.	Cleanliness of changing areas	5	4.78 367	12	4.27 350	-7	0.51
h.	Water quality in the swimming pool	6	4.77 168	10	4.30 162	-4	0.47
i.	Water temperature in the swimming pool	8	4.59 168	14	4.14 162	-6	0.45
j.	Number of people in the pool	14	4.39 171	17	3.95 173	-3	0.44
b.	Ease of booking	7	4.65 188	9	4.30 134	-2	0.35
n.	Cleanliness of activity spaces	3	4.79 397	7	4.50 391	-4	0.29
r.	Value for money of activities	10	4.56 386	11	4.27 381	-1	0.29
c.	The activity charge/fee	15	4.29 326	15	4.06 322	0	0.23
g.	Quality of equipment	2	4.82 224	5	4.60 209	-3	0.22
k.	Quality of car parking on site	16	4.23 343	16	4.02 331	0	0.21
a.	Activity available at convenient times	4	4.79 390	4	4.61 387	0	0.18
f.	Quality of lighting in the sports hall	13	4.39 102	13	4.27 41	0	0.12
q.	Standard of coaching/instruction	1	4.85 197	1	4.79 103	0	0.06
e.	Quality of flooring in the sports hall	12	4.40 102	8	4.44 41	4	-0.04
p.	Helpfulness of other staff	9	4.58 378	2	4.65 302	7	-0.07
o.	Helpfulness of reception staff	11	4.55 388	3	4.64 357	8	-0.09
s.	Value for money of food/drink	18	3.78 197	18	3.92 100	0	-0.14
l.	Quality of food and drink	19	3.61 189	19	3.89 108	0	-0.28
d.	The range of activities available	17	4.19 366	6	4.51 341	11	-0.32

Satisfaction and importance scores: by rank gaps

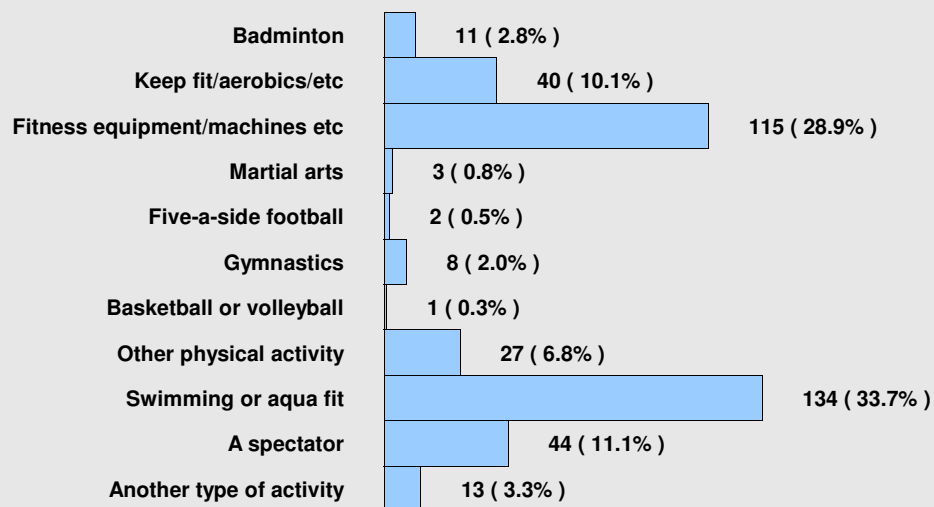
	IMPORTANCE			SATISFACTION			GAPS (Importance minus Satisfaction)	
	Rank	Mean	no	Rank	Mean	no	Rank	Mean
m. Cleanliness of changing areas	5	4.78	367	12	4.27	350	-7	0.51
i. Water temperature in the swimming pool	8	4.59	168	14	4.14	162	-6	0.45
h. Water quality in the swimming pool	6	4.77	168	10	4.30	162	-4	0.47
n. Cleanliness of activity spaces	3	4.79	397	7	4.50	391	-4	0.29
g. Quality of equipment	2	4.82	224	5	4.60	209	-3	0.22
j. Number of people in the pool	14	4.39	171	17	3.95	173	-3	0.44
b. Ease of booking	7	4.65	188	9	4.30	134	-2	0.35
r. Value for money of activities	10	4.56	386	11	4.27	381	-1	0.29
l. Quality of food and drink	19	3.61	189	19	3.89	108	0	-0.28
s. Value for money of food/drink	18	3.78	197	18	3.92	100	0	-0.14
a. Activity available at convenient times	4	4.79	390	4	4.61	387	0	0.18
q. Standard of coaching/instruction	1	4.85	197	1	4.79	103	0	0.06
f. Quality of lighting in the sports hall	13	4.39	102	13	4.27	41	0	0.12
c. The activity charge/fee	15	4.29	326	15	4.06	322	0	0.23
k. Quality of car parking on site	16	4.23	343	16	4.02	331	0	0.21
e. Quality of flooring in the sports hall	12	4.40	102	8	4.44	41	4	-0.04
p. Helpfulness of other staff	9	4.58	378	2	4.65	302	7	-0.07
o. Helpfulness of reception staff	11	4.55	388	3	4.64	357	8	-0.09
d. The range of activities available	17	4.19	366	6	4.51	341	11	-0.32

Centre satisfaction scores compared with industry average scores

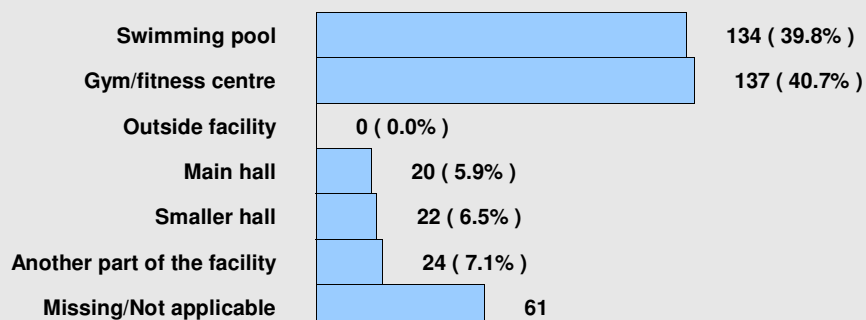
	centre score	centre rank	industry mean	industry rank
Activity available at convenient times	4.61	4	4.46	2
Ease of booking	4.30	9	4.32	5
The activity charge/fee	4.06	15	4.13	10
The range of activities available	4.51	6	4.30	6
Quality of flooring in the sports hall	4.44	8	4.04	11
Quality of lighting in the sports hall	4.27	13	3.95	15
Quality of equipment	4.60	5	4.17	8
Water quality in the swimming pool	4.30	10	4.16	9
Water temperature in the swimming pool	4.14	14	4.01	13
Number of people in the pool	3.95	17	4.01	13
Quality of car parking on site	4.02	16	3.31	19
Quality of food and drink	3.89	19	3.68	17
Cleanliness of changing areas	4.27	12	3.72	16
Cleanliness of activity spaces	4.50	7	4.02	11
Helpfulness of reception staff	4.64	3	4.39	3
Helpfulness of other staff	4.65	2	4.38	4
Standard of coaching/instruction	4.79	1	4.54	1
Value for money of activities	4.27	11	4.22	7
Value for money of food/drink	3.92	18	3.67	18
Overall satisfaction with visit	4.51		4.32	

APPENDIX 1:
USER SURVEY FREQUENCY DISTRIBUTIONS

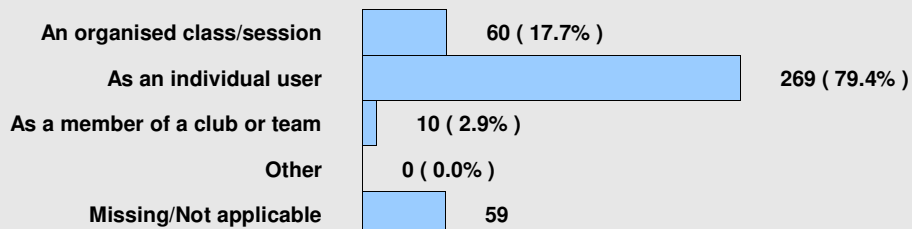
Q1 Main activity today?



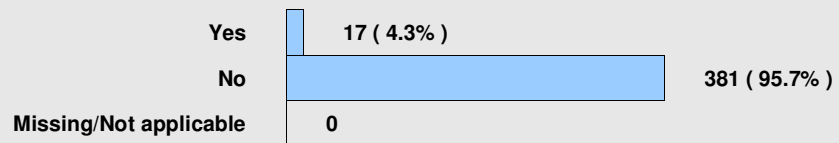
Q2 Where did you do your main activity today?



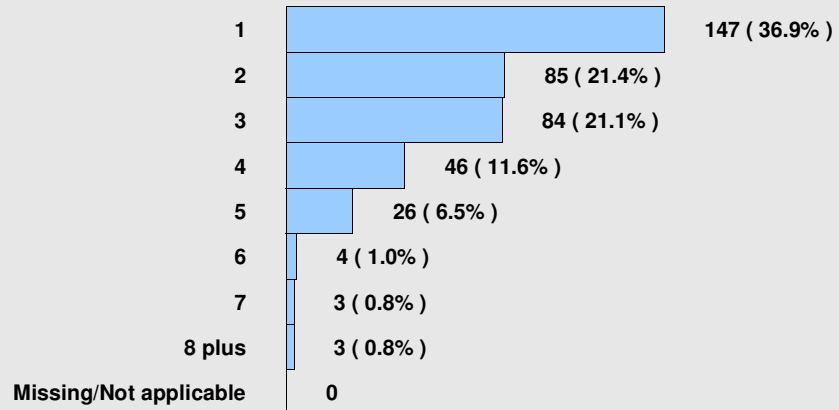
Q3 How you are taking part in your main activity today?



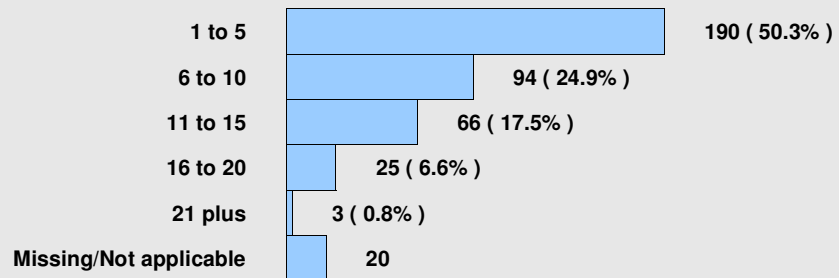
Q4 Is today your first ever visit to this facility?



Q5a Number of times visited in past 7 days.



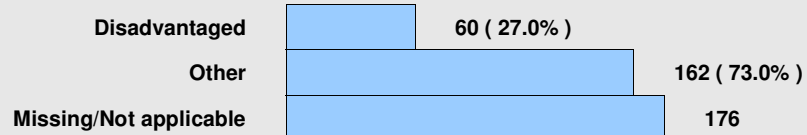
Q5b Number of times visited in past 4 weeks.



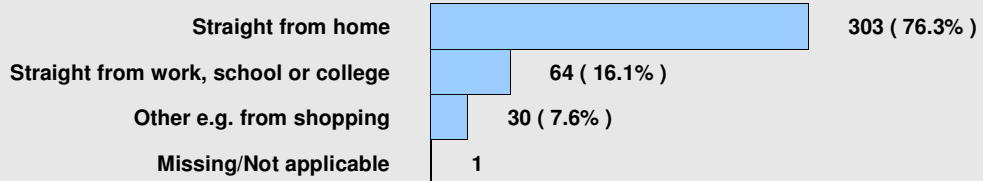
Q7 Do you have a leisure card?



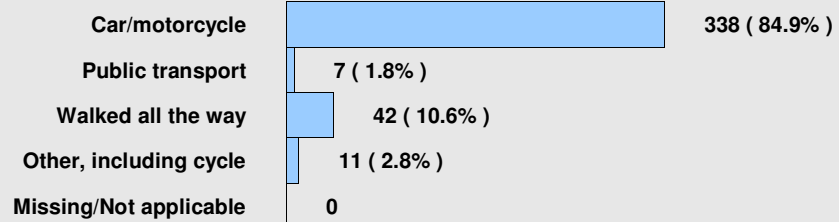
Q8 Basis of eligibility for card/scheme.



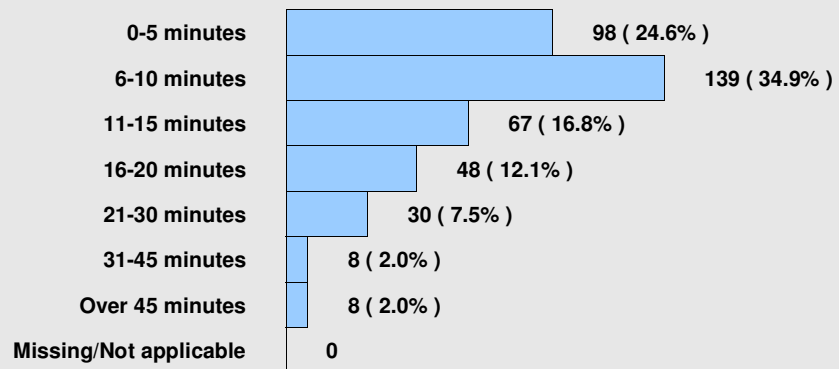
Q9 From where did you come here today?



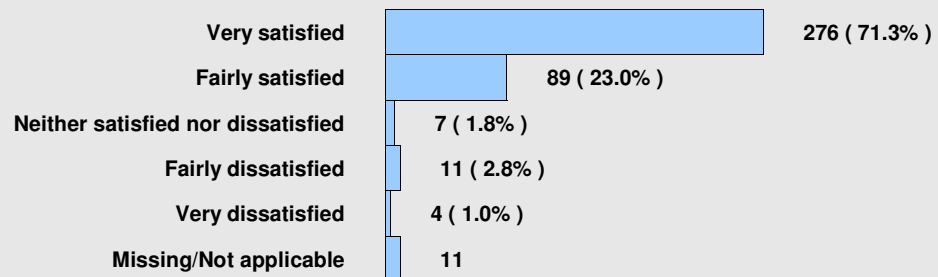
Q10 Main method of transport.



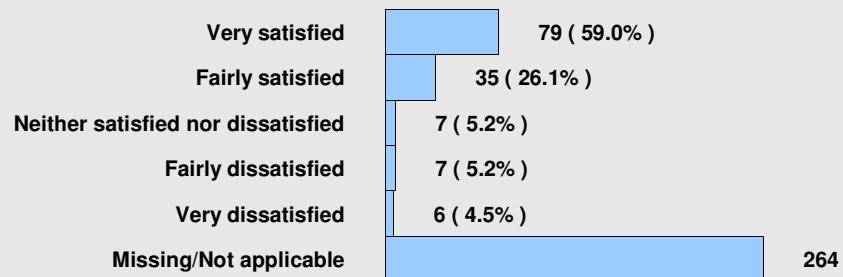
Q11 Journey time.



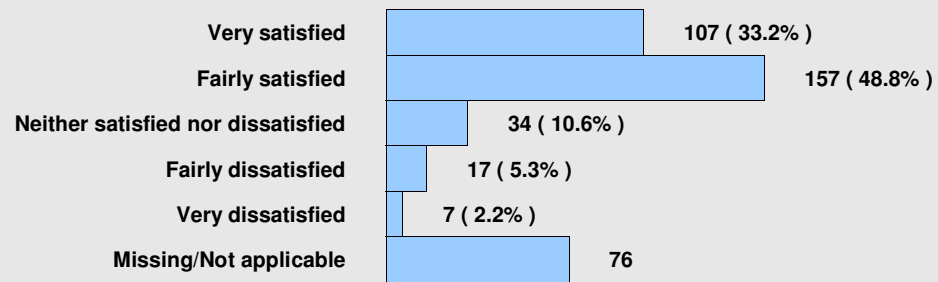
Q12a Satisfaction - availability of activities at convenient times.



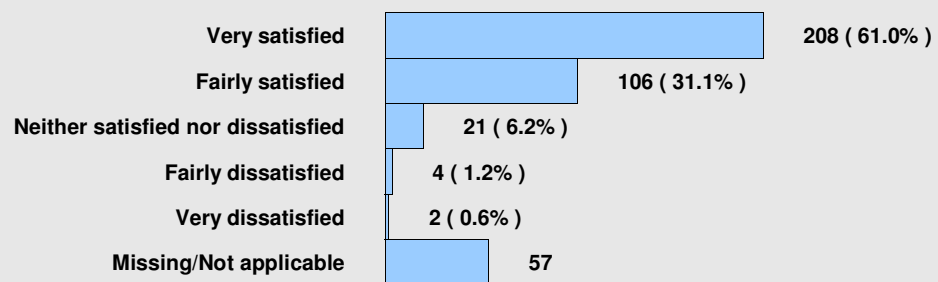
Q12b Satisfaction - ease of booking.



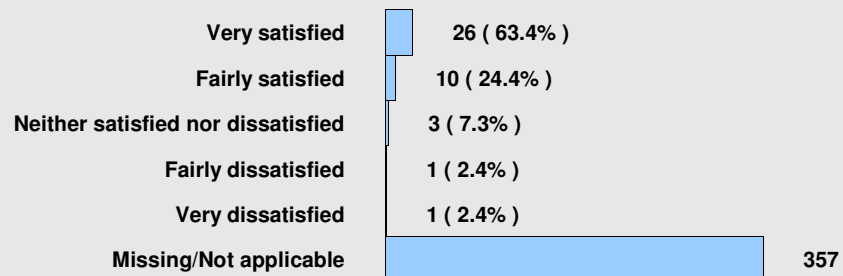
Q12c Satisfaction - activity charges/fees.



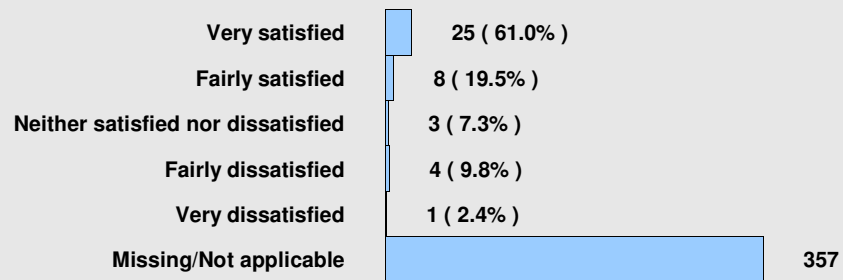
Q12d Satisfaction - range of activities available.



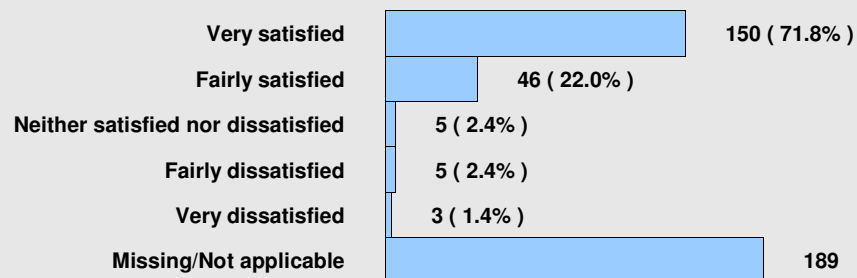
Q12e Satisfaction - quality of flooring in sports hall.



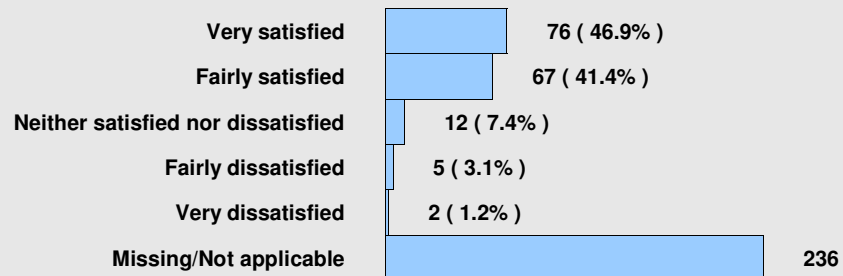
Q12f Satisfaction - quality of lighting in sports hall.



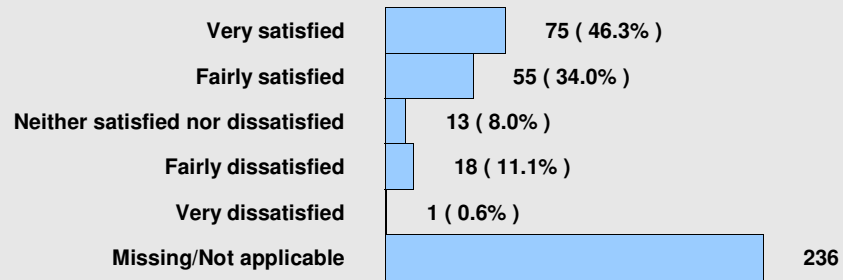
Q12g Satisfaction - quality of equipment.



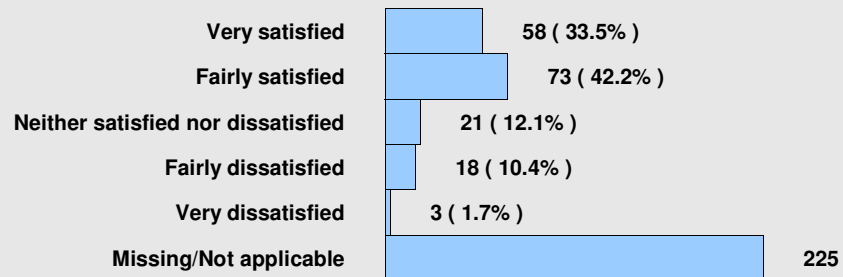
Q12h Satisfaction - water quality in pool.



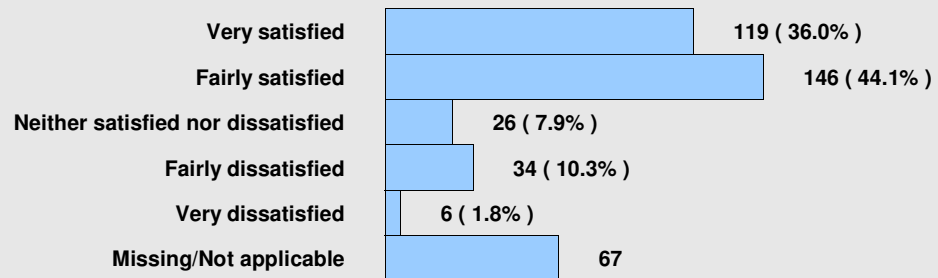
Q12i Satisfaction - water temperature in pool.



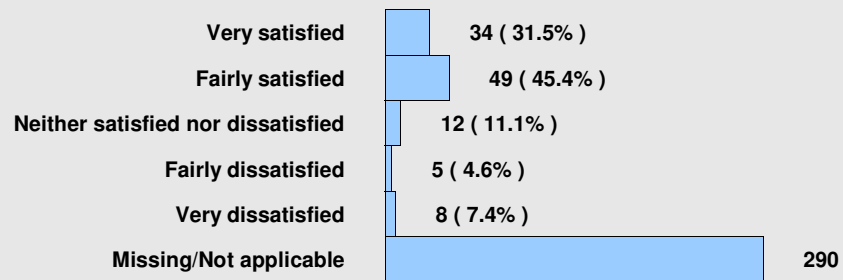
Q12j Satisfaction - number of people in pool.



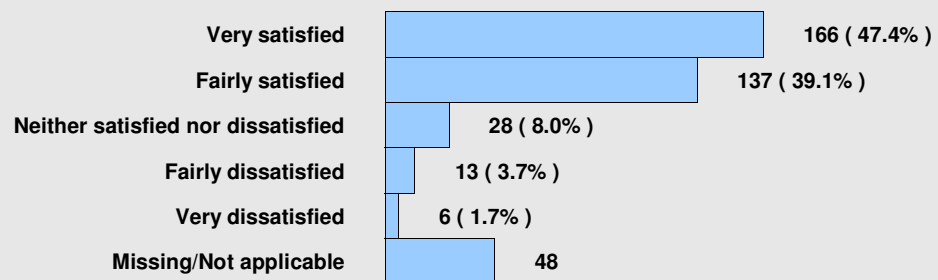
Q12k Satisfaction - quality of car parking on site.



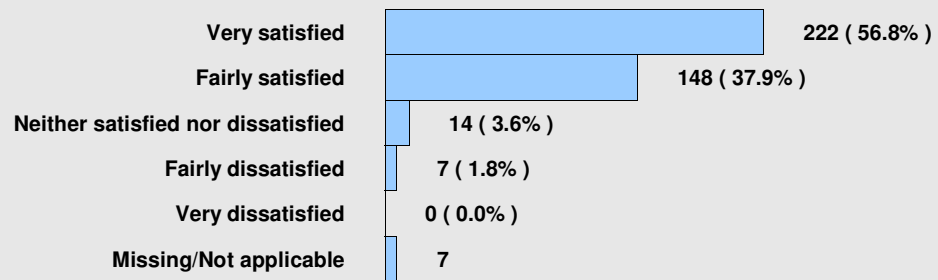
Q12l Satisfaction - quality of food/drink.



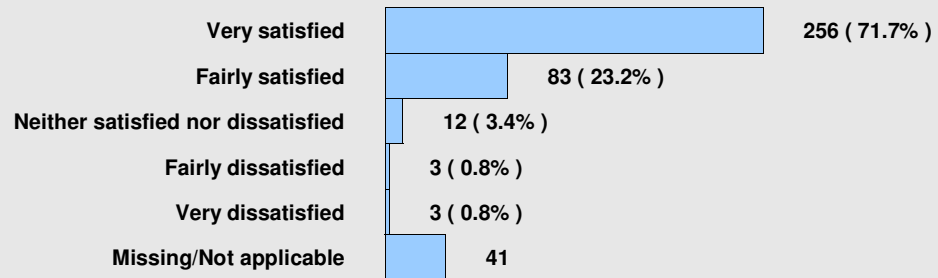
Q12m Satisfaction - cleanliness of changing area.



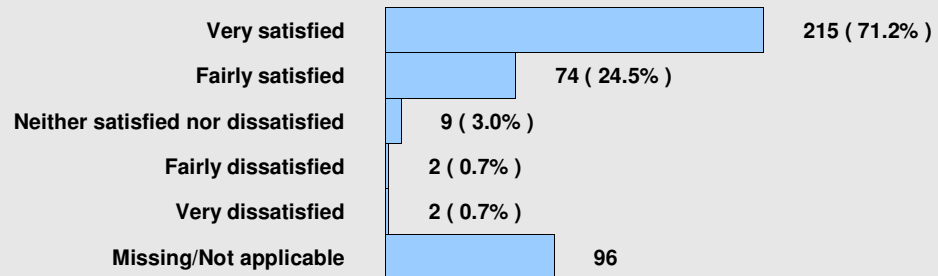
Q12n Satisfaction - cleanliness of activity spaces.



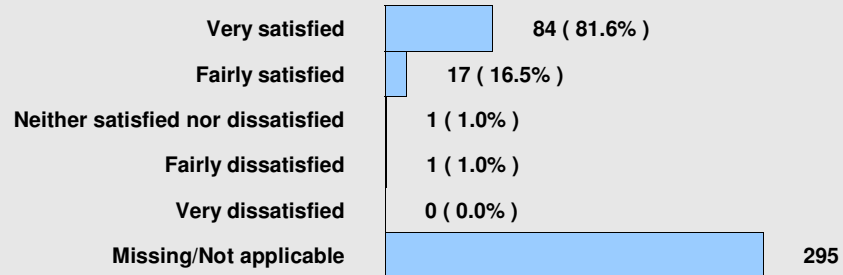
Q12o Satisfaction - helpfulness of reception staff.



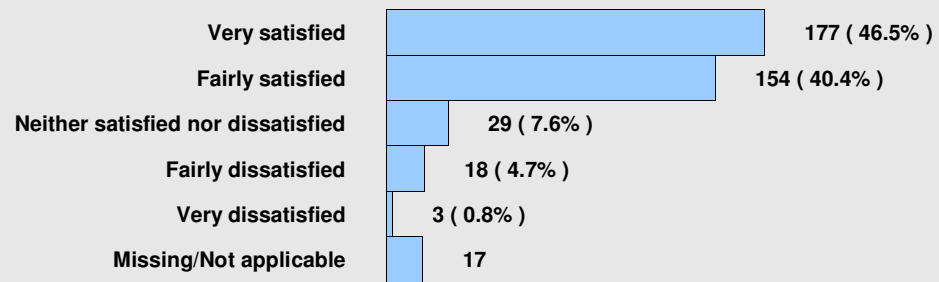
Q12p Satisfaction - helpfulness of other staff.



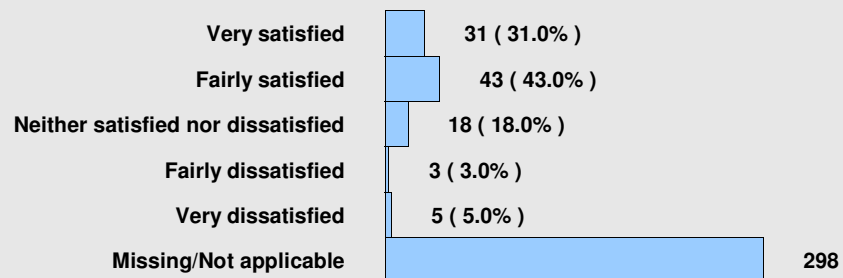
Q12q Satisfaction - standard of coaching/instruction.



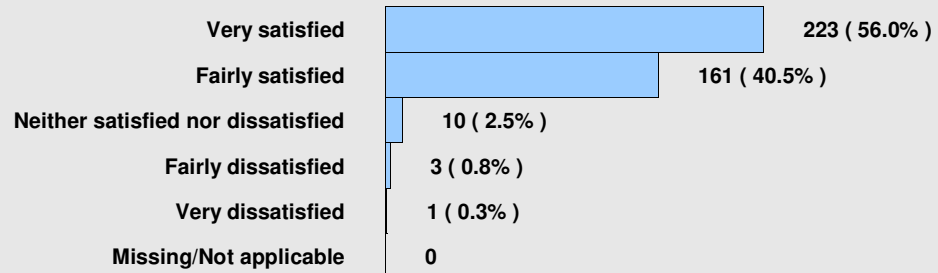
Q12r Satisfaction - value for money of activities.



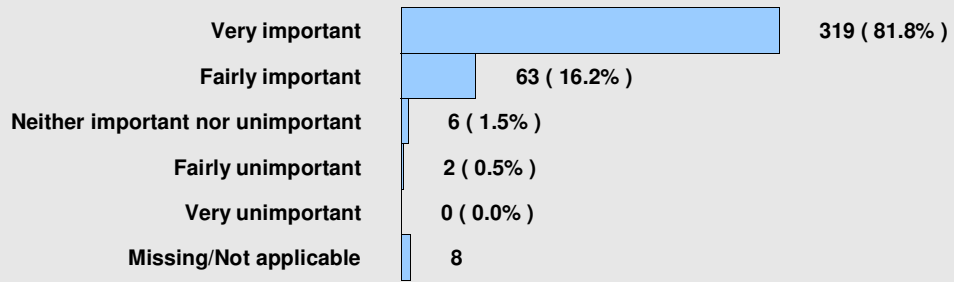
Q12s Satisfaction - value for money of food/drink.



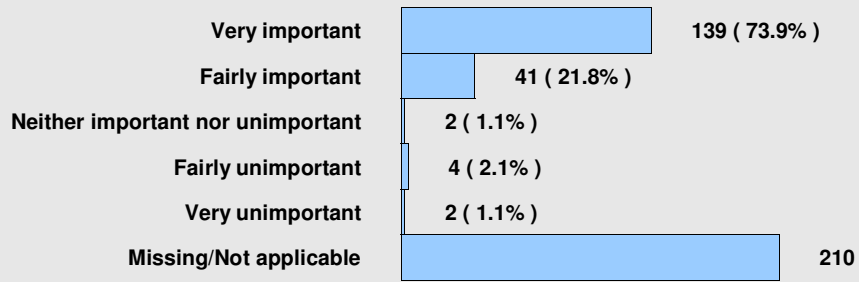
Q12t Satisfaction - overall satisfaction of visit.



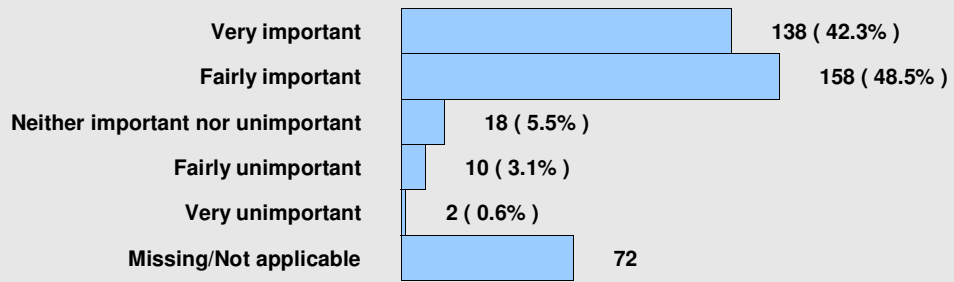
Q13a Importance - availability of activities at convenient times.



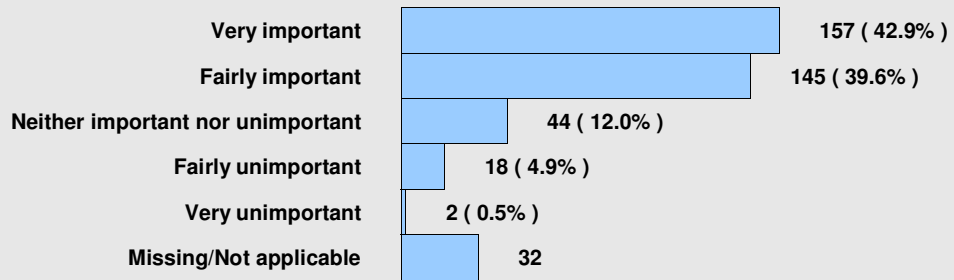
Q13b Importance - ease of booking.



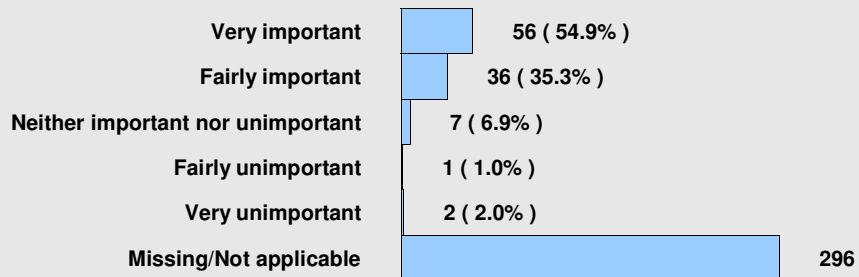
Q13c Importance - activity charges/fees.



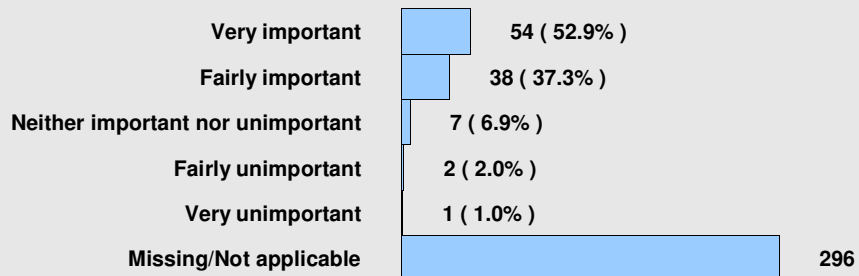
Q13d Importance - the range of activities available.



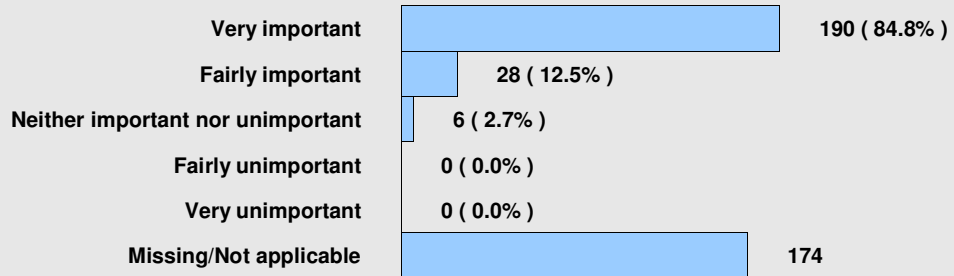
Q13e Importance - quality of flooring in sports hall.



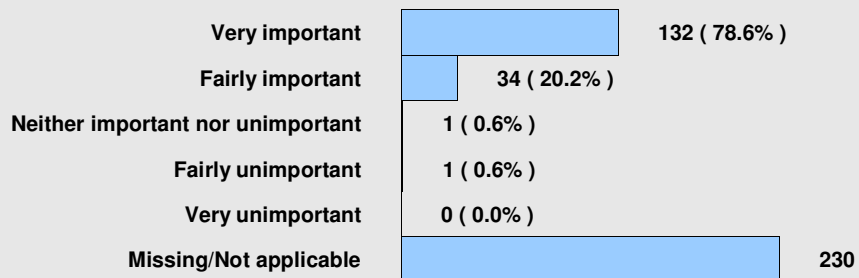
Q13f Importance - quality of lighting in sports hall.



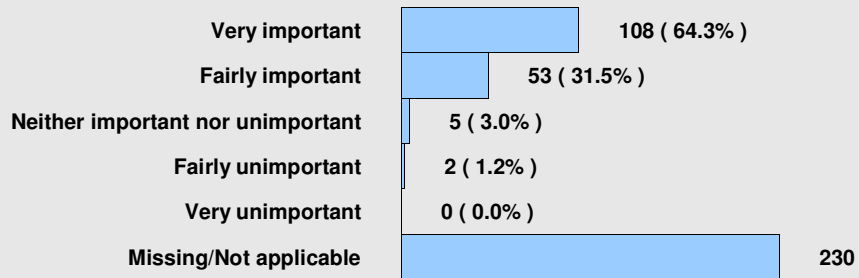
Q13g Importance - quality of equipment.



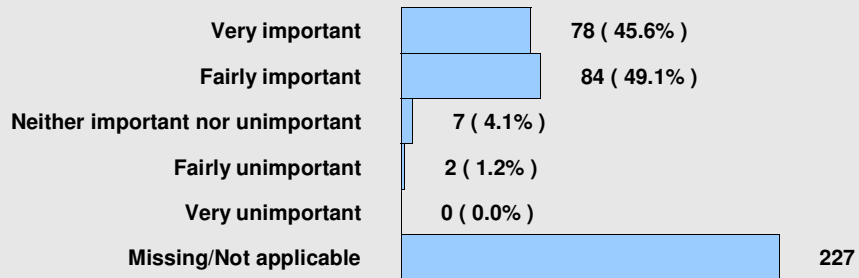
Q13h Importance - water quality in pool.



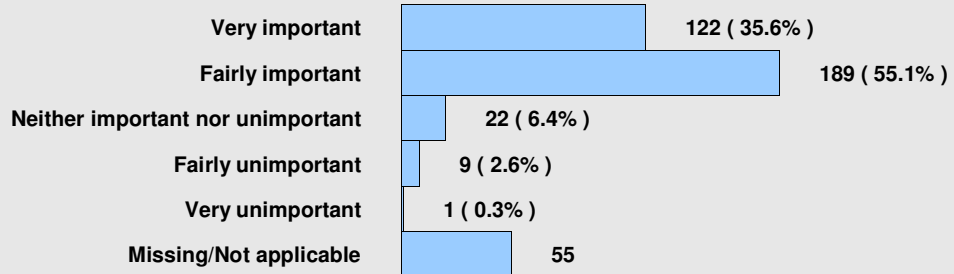
Q13i Importance - water temperature in pool.



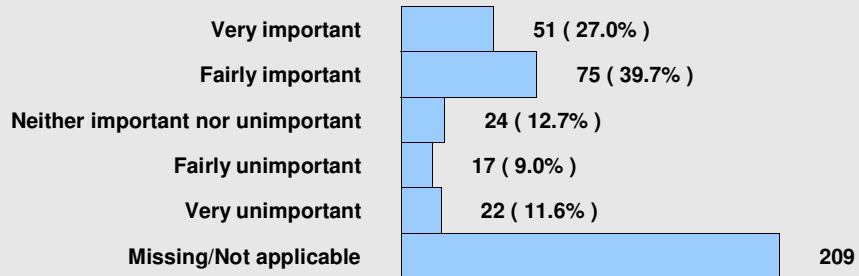
Q13j Importance - number of people in pool.



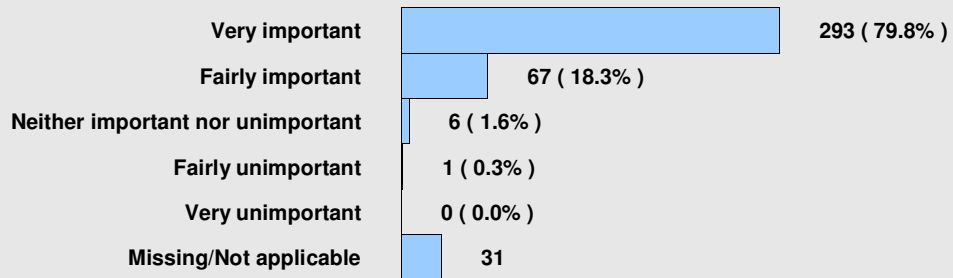
Q13k Importance - quality of car parking on site.



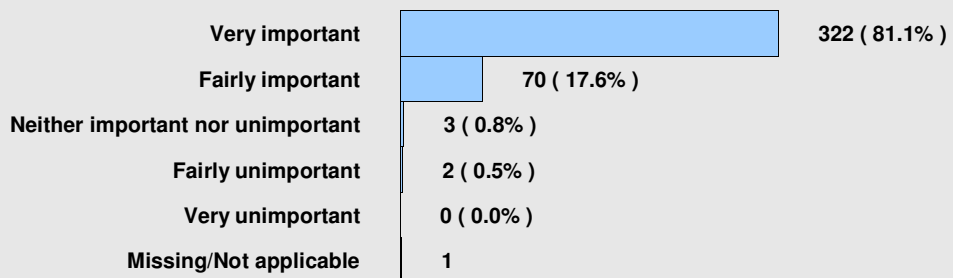
Q13l Importance - quality of food/drink.



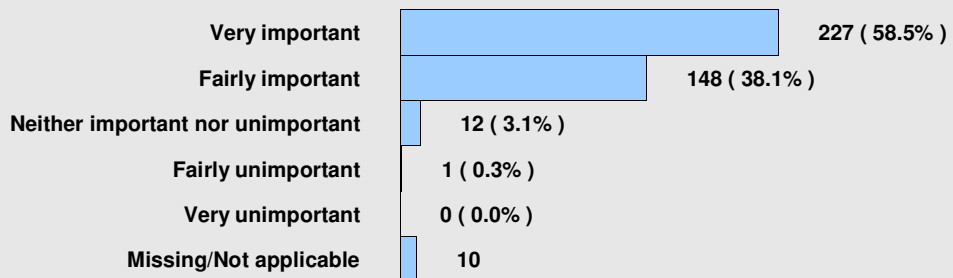
Q13m Importance - cleanliness of changing area.



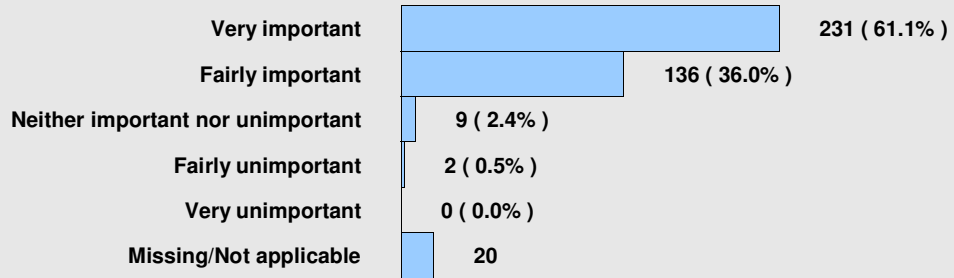
Q13n Importance - cleanliness of activity spaces.



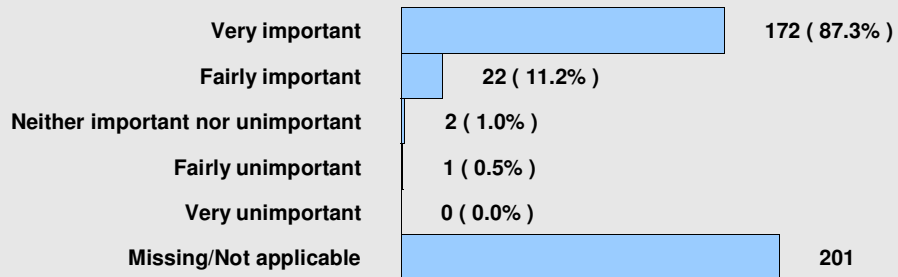
Q13o Importance - helpfulness of reception staff.



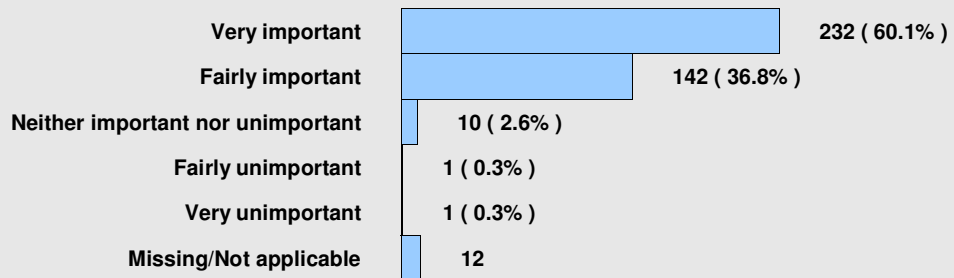
Q13p Importance - helpfulness of other staff.



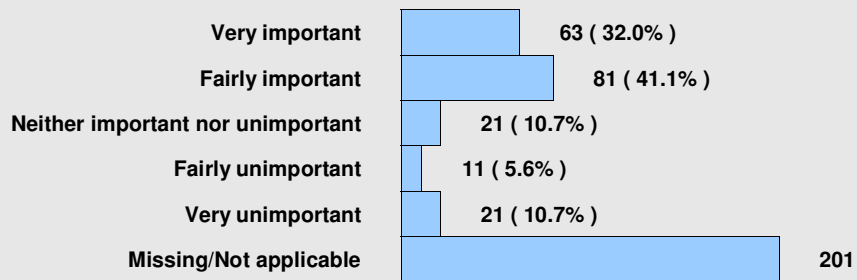
Q13q Importance - standard of coaching/instruction



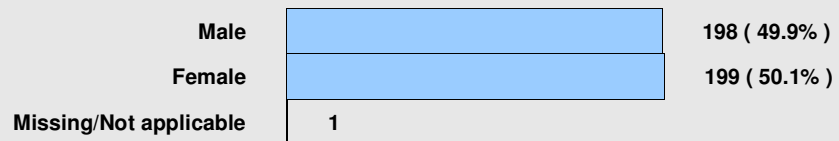
Q13r Importance - value for money of activities.



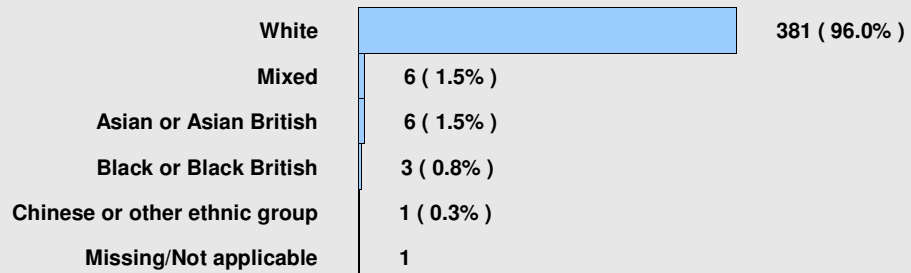
Q13s Importance - value for money of food/drink.



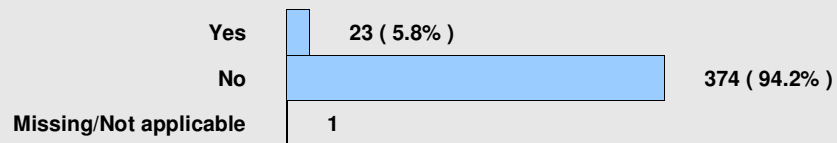
Q14 Gender.



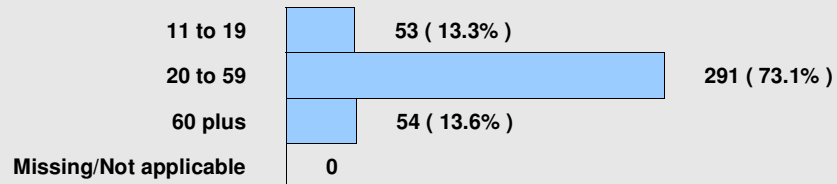
Q15 Ethnic origin of respondent.



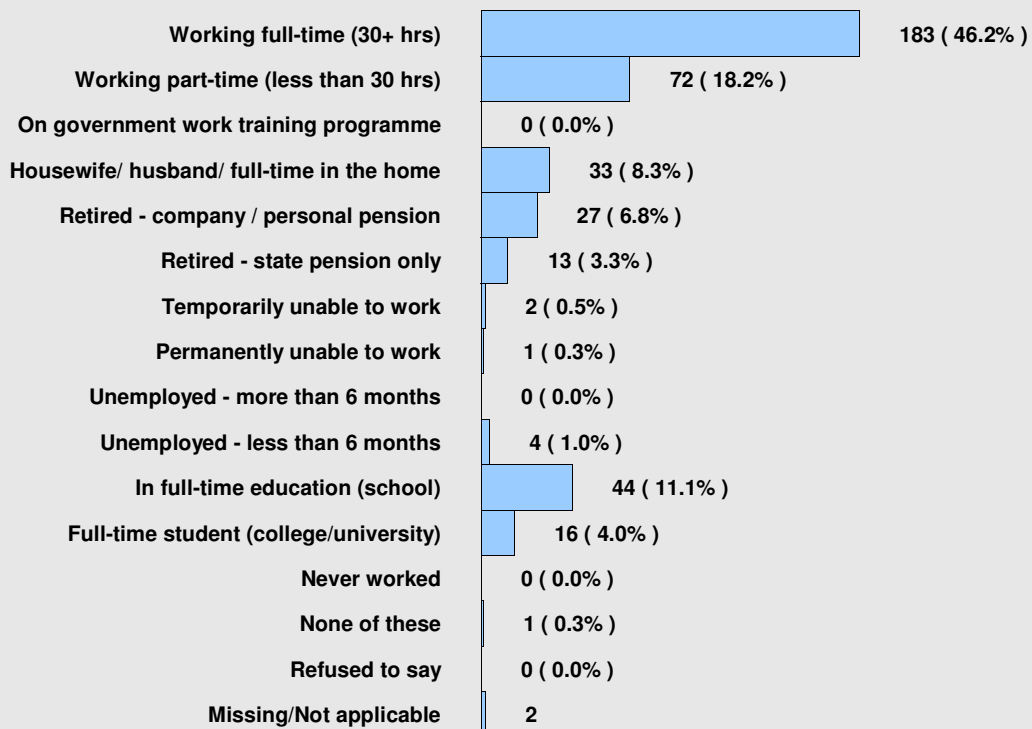
Q16 Long term illness, health problem or disability.



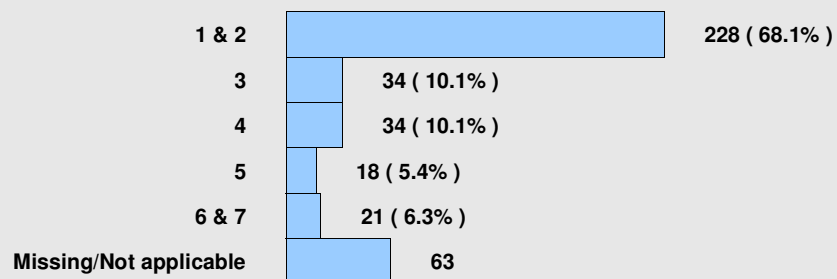
Q17 Age.



Q18 Current employment status.



Socio-economic group.



Q23 Postcode.

first part of postcode	number of questionnaires		cumulative percent
TN4	158	(39.7%)	39.7
TN2	93	(23.4%)	63.1
TN3	39	(9.8%)	72.9
TN1	35	(8.8%)	81.7
TN12	16	(4.0%)	85.7
TN9	10	(2.5%)	88.2
TN11	9	(2.3%)	90.5
TN5	6	(1.5%)	92.0
TN6	5	(1.3%)	93.2
TN10	3	(0.8%)	94.0
TN17	3	(0.8%)	94.7
ME18	2	(0.5%)	95.2
ME19	2	(0.5%)	95.7
TN10	2	(0.5%)	96.2
TN8	2	(0.5%)	96.7
BN22	1	(0.3%)	97.0
CR3	1	(0.3%)	97.2
ME1	1	(0.3%)	97.5
ME8	1	(0.3%)	97.7
RH19	1	(0.3%)	98.0
RH20	1	(0.3%)	98.2
SW1	1	(0.3%)	98.5
TN14	1	(0.3%)	98.7
TN19	1	(0.3%)	99.0
TN22	1	(0.3%)	99.2
TN7	1	(0.3%)	99.5

TR26	1	(0.3%)	99.7
W5	1	(0.3%)	100.0