



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

**FULL FACILITY REPORT
FOR
WEST PARK LEISURE CENTRE**

Prepared by the
Sport Industry Research Centre, Sheffield Hallam University



October 2011

NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

EXECUTIVE SUMMARY FOR WEST PARK LEISURE CENTRE

1. This report uses survey data from 348 visitors to the centre, financial/management data provided by the centre's management, and estimated catchment population data from the National Census. It identifies performance across four perspectives: access (usage by specific market segments); finance; utilisation (overall throughput); and customer satisfaction with services at the centre.
2. The main strengths, weaknesses and factors to watch for at this centre are shown in the following table.

Strengths	60+ years; income per square metre; market penetration; activity availability; reception staff
Ones to watch	Food and drink
Weaknesses	Five access indicators; three subsidy indicators; operating cost performance; cleanliness of changing areas, number of people in the pool

3. Access performance is relatively weak. Two of the groups which might be seen as important to social inclusion are located in the top quartile (60+ years and disadvantaged card holders), but six are below their 50% benchmark performance levels (11-19 years, NS-SEC 6&7, ethnic minorities, disabled under 60, disabled 60+, and the unemployed.), five of which are in the bottom quartile.
4. Financial performance is quite weak relative to the benchmarks, with five of the 14 indicators performing at or below their 25% benchmarks.
5. The main utilisation indicators, for throughput and market penetration, both perform above their 50% benchmarks.
6. Satisfaction and importance scores by customers show the following strengths and weaknesses.

	<i>Relatively strong attributes</i>		<i>Relatively weak attributes</i>
<i>Primary strengths</i>	Activity available at convenient times Helpfulness of reception staff Value for money of activities Water quality	<i>Primary weaknesses</i>	Cleanliness of changing areas Number of people in the pool Equipment quality Water temperature
<i>Secondary strengths</i>	Activity range Standard of coaching/instruction Cleanliness of activity space	<i>Secondary weaknesses</i>	Quality of food & drink Value for money of food & drink

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NBS FULL REPORT FOR WEST PARK LEISURE CENTRE

1 INTRODUCTION

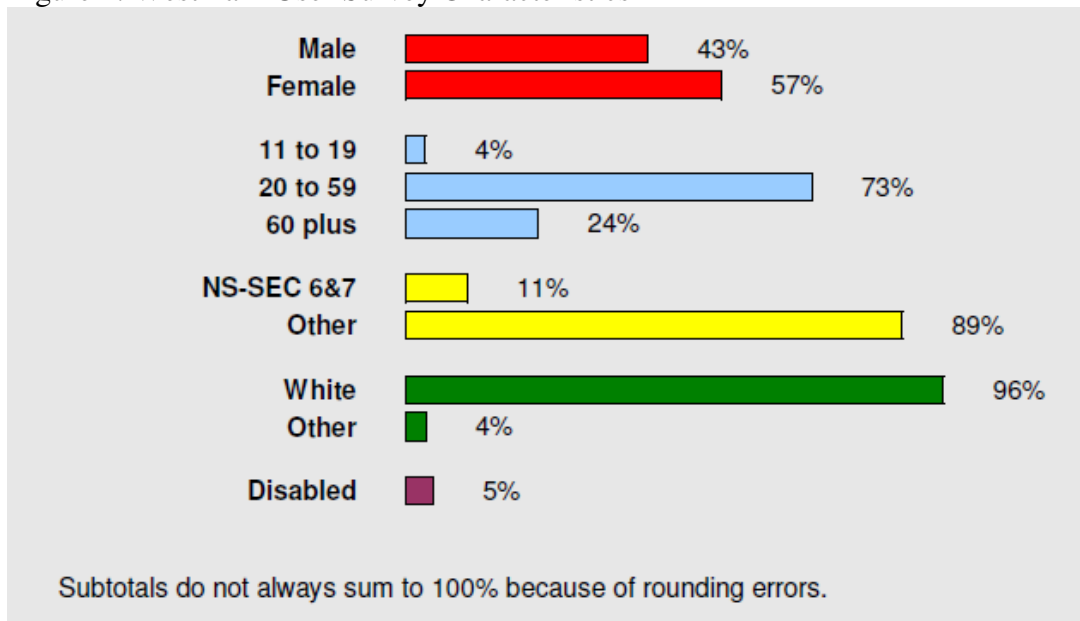
- 1.1 This report has been produced by Sport England's *National Benchmarking Service for Sports and Leisure Centres* (hereafter referred to as 'NBS') for West Park Leisure Centre which is run by Erewash Borough Council. The report has been compiled by staff from the Sport Industry Research Centre (SIRC) at Sheffield Hallam University.
- 1.2 Before investigating the details of performance for West Park Leisure Centre in this report, **please read the accompanying *Guidance document to accompany facility reports*.**
- 1.3 The data in this report is based upon a survey of 348 users of the centre between 19th March 2011 and 27th March 2011, conducted by in-house staff; and a financial return based on the year 1st April 2010 to 31st March 2011. The user survey and financial return are supplemented by estimated catchment area data provided by the University of Edinburgh. A catchment area map is provided in section four of this report.
- 1.4 West Park Leisure Centre is classified as being 'mixed without outdoor' which means 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 3,264m² which means that it is benchmarked against comparable centres with a total floor space of 3,000m² or more (that is large centres), and it has 3,192m² of usable space. The catchment area has a high proportion of residents (24%) from NS-SEC groups 6&7, representing the most disadvantaged people in society. The centre is managed in-house by the local authority. In brief the benchmarking 'families' used for West Park are:
- Mixed without outdoor (benchmark family of 25 centres)
 - 20%+ of catchment in NS-SEC groups 6&7 (benchmark family of 51 centres)
 - 3,000m²+ floor space (benchmark family of 53 centres)
 - In-house management (benchmark family of 17 centres)

Please note that these family categories are only identified by their main characteristic, e.g. for facility type, the 25 centres in the 'mixed without outdoor' family group are purely identified on the basis that these centres have met the minimum requirements specified by Sport England to be classified as a mixed site,

with no outdoor provision. Hence it will consist of centres with a variety of catchment socioeconomics, a variety of sizes, and a variety of management types.

2. THE USER SURVEY SAMPLE

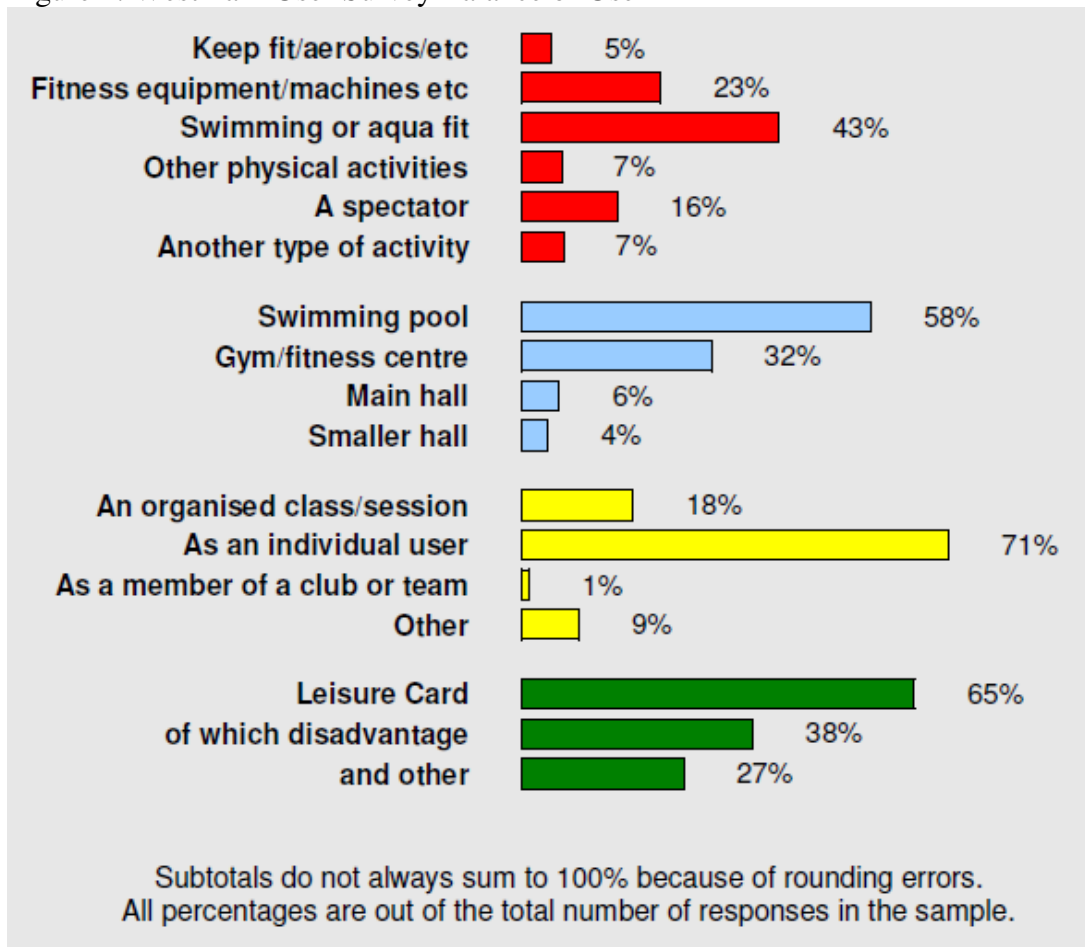
Figure 1: West Park User Survey Characteristics



2.1 The broad nature of the 348 people who took part in the survey is shown in Figure 1. Venue managers should reflect on the data and consider the extent to which they are truly representative of the customer base (287,783 visits in 2010/11). 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.

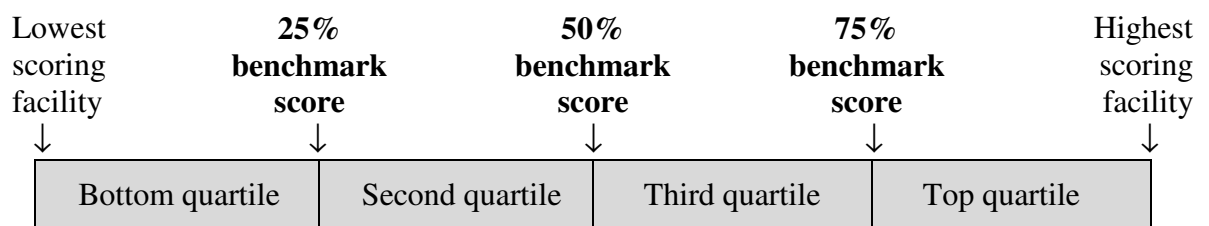
Figure 2: West Park User Survey Balance of Use



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

3. DETAILED SUMMARY OF PERFORMANCE FOR WEST PARK LEISURE CENTRE

- 3.1 The centre's performance is reported in five main parts. The first four compare the centre's performance with 2010 national benchmarks for key performance indicators; access indicators; finance indicators; and utilisation indicators. The fifth part examines satisfaction and importance scores from customers by different methods, mainly gap analysis and grid analysis.
- 3.2 The reference points for the performance for each indicator are the four quartiles and three benchmarks identified in the diagram below. 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.



Key Performance Indicators

- 3.3 The seven facility performance indicators which were proposed for the CPA in 2007 have been retained as key indicators for NBS reporting as they are the most recent indication of national government priorities for sports facilities, despite the recent change of government.
- 3.4 Two of these key indicators require further explanation. Visits per square metre is calculated differently in the key indicators compared with its equivalent in the utilisation indicators below. For the key indicator, the square metres of indoor space used in the calculation excludes corridors, offices and storage space. It is an indicator of the utilisation of 'usable indoor space'. 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, offices and storage space as part of the centre's area. This is an indicator of the utilisation of 'total indoor space'. The key indicator subsidy per visit calculation includes estimated central establishment charges in the total costs, if the actual central establishment charges were zero. 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 if relevant, zero central establishment charges.

<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 (usable indoor space)							

3.5 One of the key indicator scores is in the top quartile but four are at or below their 25% benchmark level. The relatively weak access performance includes 11-19 years olds being nearly 12% of the estimated catchment population, but only 4% of visits to the centre in the period of the NBS user survey. There is also under-representation of visits to the centre by those in NS-SEC 6&7 (11%), compared to the estimated catchment area (24%).

Access

3.6 It is important to stress that not all the access groups identified are likely to be important to a social inclusion agenda.

<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+ years							
Unemployed							
Discount card holders							
Disadvantaged card holders							
First visits							

3.7 When considering the full set of access indicators, the picture is still of relatively weak access performance. Two of the groups which might be seen as important to social inclusion are located in the top quartile (60+ years and disadvantaged card

holders), but six are below their 50% benchmark performance levels (11-19 years, NS-SEC 6&7, ethnic minorities, disabled under 60, disabled 60+, and the unemployed), five of which are in the bottom quartile. The weak performance for the unemployed may simply be because of low unemployment levels in the catchment population, because the indicator is just the percentage of visits by the unemployed, rather than the ratio of percentage of visits to percentage in the catchment population. One other indicator is in the top quartile, but this group is not normally considered relevant to social inclusion because people in this group are not necessarily disadvantaged (discount card holders).

Finance

3.8 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.

<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 catchment area person							
Operating cost per visit							
Operating cost per m ²							
Maintenance & repair cost per m ²							
Energy cost per m ²							
Staff costs as % of total income							
Income per visit							
Income per m ² (total space)							
Income per m ² (usable space)							
Direct income per visit							
Secondary income per visit							

3.9 Financial performance is quite weak relative to the benchmarks, with five of the 14 indicators performing at or below the 25% benchmark level, including three subsidy indicators, which relate to net expenditure by the centre. The main factors which influence this financial performance are relatively weak operating cost performance and moderate income performance (which is in the third quartile generally).

Utilisation

3.10 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 indoor floor space of the centre.

<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 (total indoor space)							
% of visits that are casual							
Weekly number of people visiting							

3.11 Visits per square metre of total indoor space performs above the median (50%) benchmark level. The weekly number of people visiting expressed as a percentage of the catchment population is in the top quartile - this is a measure of market penetration. The percentage of visits which are casual (71%) is moderate in the second quartile generally but whether or not this level of casual use is appropriate depends on the targeting and programming policies of the centre.

Customers' Satisfaction with Service Attributes

Gap analysis

3.12 The tables below identify five attributes (out of 18) 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

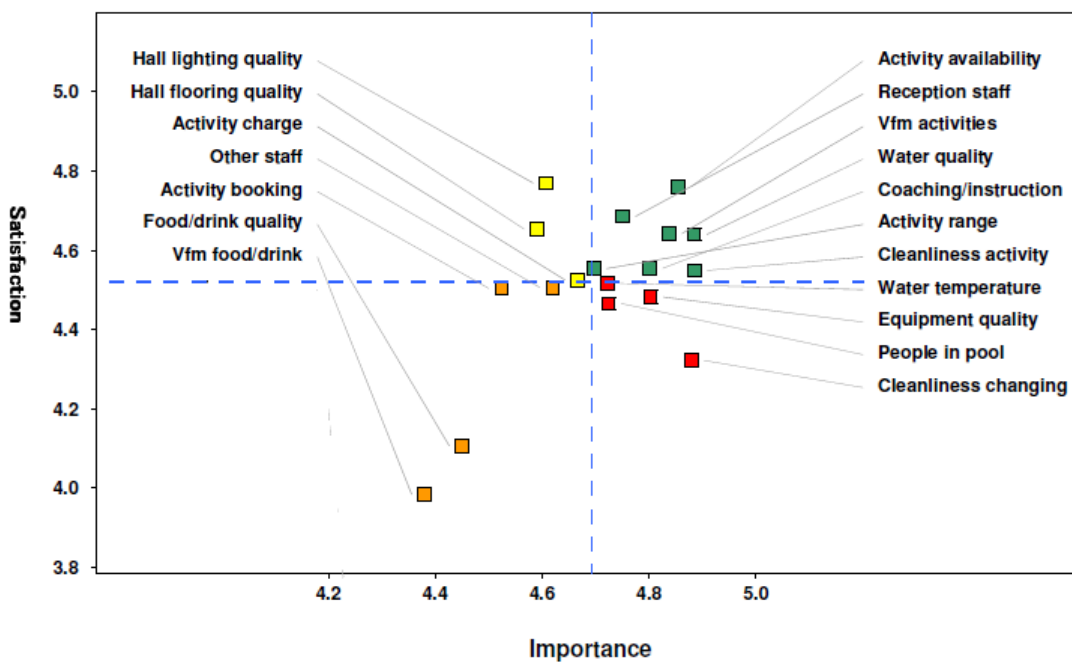
<i>Attribute</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Mean Gap</i>
m. Cleanliness of changing areas	4.88	4.32	0.56
s. Value for money of food/drink	4.38	3.98	0.40
l. Quality of food and drink	4.45	4.11	0.34
n. Cleanliness of activity spaces	4.88	4.55	0.33
g. Quality of equipment	4.80	4.48	0.32

Rank gaps

Attribute	Importance	Satisfaction	Rank Gap
m. Cleanliness of changing areas	3	16	-13
g. Quality of equipment	6	14	-8
n. Cleanliness of activity spaces	1	9	-8
j. Number of people in the pool	9	15	-6
h. Water quality in the swimming pool	2	6	-4

3.13 Three attributes feature in both the tables above (shown in bold). The second table demonstrates that three of the attributes are the most important to customers. Cleanliness of the changing areas shows the largest gap measured by rankings and mean scores. The appearance of cleanliness of the changing areas at the top of the gap scores is not unusual for sports facilities. However, the mean score gaps featured are not big by industry standards. From the frequency distributions in the appendix, it is apparent that 9% of respondents were dissatisfied with both the value for money of food and drink and the cleanliness of the changing areas (Appendix Q12s and m). However, these cleanliness results are quite good 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 as a result of the satisfaction scores falling short of the importance scores and only minorities of customers being dissatisfied.

Grid analysis



Note: the quadrants are separated by the centre's average importance and satisfaction scores across all attributes.

- 3.14 The grid analysis reveals three attributes which are clearly in the bottom, right-hand quadrant for high importance and low satisfaction: the cleanliness of changing areas, the number of people in the pool and the equipment quality - these are the attributes most deserving of managerial attention. Water temperature in the pool is also marginally in the quadrant for high importance/low satisfaction. 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.

Comparison with industry mean scores

- 3.15 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 4.68 out of 5, and exceeds industry average scores for 17 of the 18 individual attributes. The only exception is standard of coaching/instruction, where the centre's score slightly lags behind industry averages. 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.

Net Promoter Score^{®1}

- 3.16 The *Net Promoter Score* for the centre is 58%. This is the percentage of customers scoring 9 or 10 out of 10 when asked if they would recommend the centre to a colleague or friend, minus the percentage that score 0 to 6 out of 10. 58% is an excellent score by comparison with the industry norms.

¹ Net Promoter, Net Promoter Score, and NPS are trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld

4. CATCHMENT AREA POPULATION DATA AND MAP

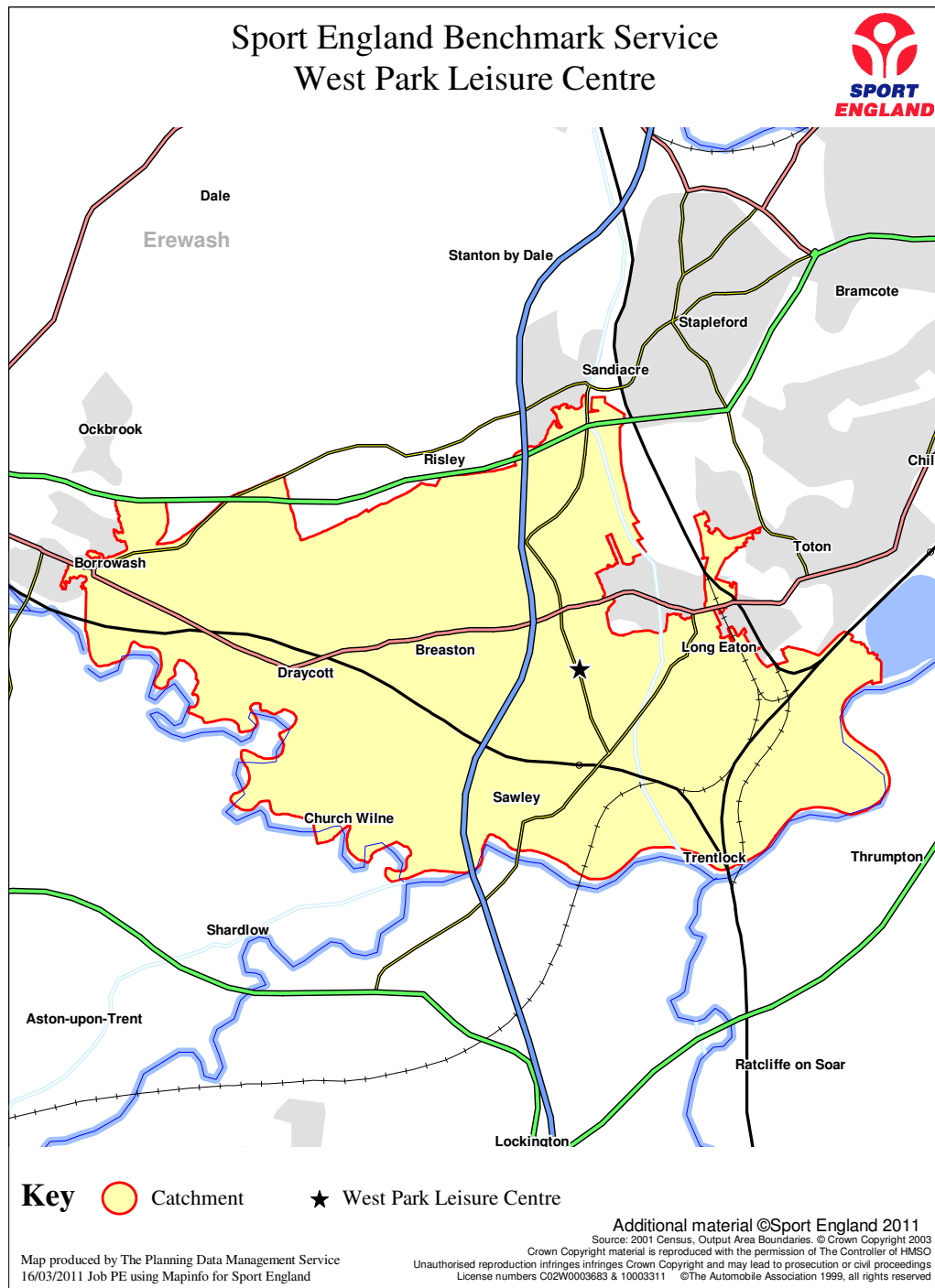
4.1 The estimated catchment area for this centre is derived from a national model which distributes population to all known indoor sports facilities, taking account of the typical pattern of user travel modes, travel distances and travel times, as well as major barriers (e.g. rivers, main roads) and competition from similar facilities. The population data below summarises this estimated catchment area's population.

Catchment data used for West Park Leisure Centre

% population 11 - 19	12.46
% population 20 - 59	64.03
% population 60+	23.51
% population female	51.26
% population non-white	2.98
% population groups NS-SEC 6&7	24.16
% population <60 disabled	8.08
% population 60+ disabled	10.55
number of people (taking account of competing facilities)	25366
total people 11+ years	21901

4.2 For some indicators, the total number of people over 11 years of age is used (e.g. 11-19, 20-59, 60+ and weekly number of people visiting the facility), whilst for other indicators, the number of people after taking account of nearby competing facilities is used (e.g. subsidy per catchment area person).

4.3 The catchment area for the map below is defined as the area within which West Park Leisure Centre attracts more visitors than any other centre, i.e. the area within which West Park is the dominant supplier. The map defines the area from which a large majority of visits are estimated to come from.



5. RESULTS: CURRENT PERFORMANCE SCORES FOR WEST PARK LEISURE CENTRE

5.1 The results in this section are structured in the following order:

- first, the seven key performance indicators;
- second, 24 other important access, finance and utilisation indicators;
- third, satisfaction and importance scores for 18 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 the centre belongs. The scores and benchmarks are presented to the most appropriate number of decimal places.

5.3 For all the performance indicators compared with national benchmarks, it is the 75% national benchmarks which represent 'better' performance. For performance indicators involving visits and income, these will be higher scores. For performance indicators involving subsidy and costs, they will be the lower scores.

5.4 For the satisfaction and importance service attributes, four tables are presented:

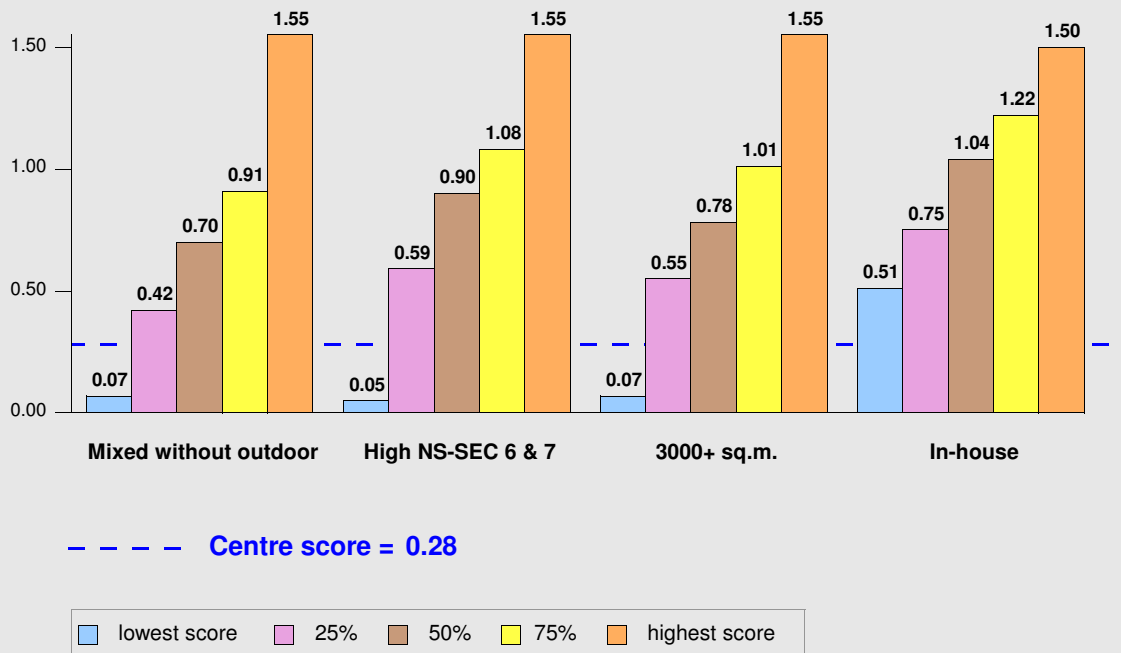
- first with all the mean scores and ranks for both satisfaction and importance;
- second in rank order according to the gaps between the importance and satisfaction mean scores;
- third, in rank order according to the gaps between the importance and satisfaction ranks.
- fourth, a comparison of the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

The second and third of these 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 or a satisfaction 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.

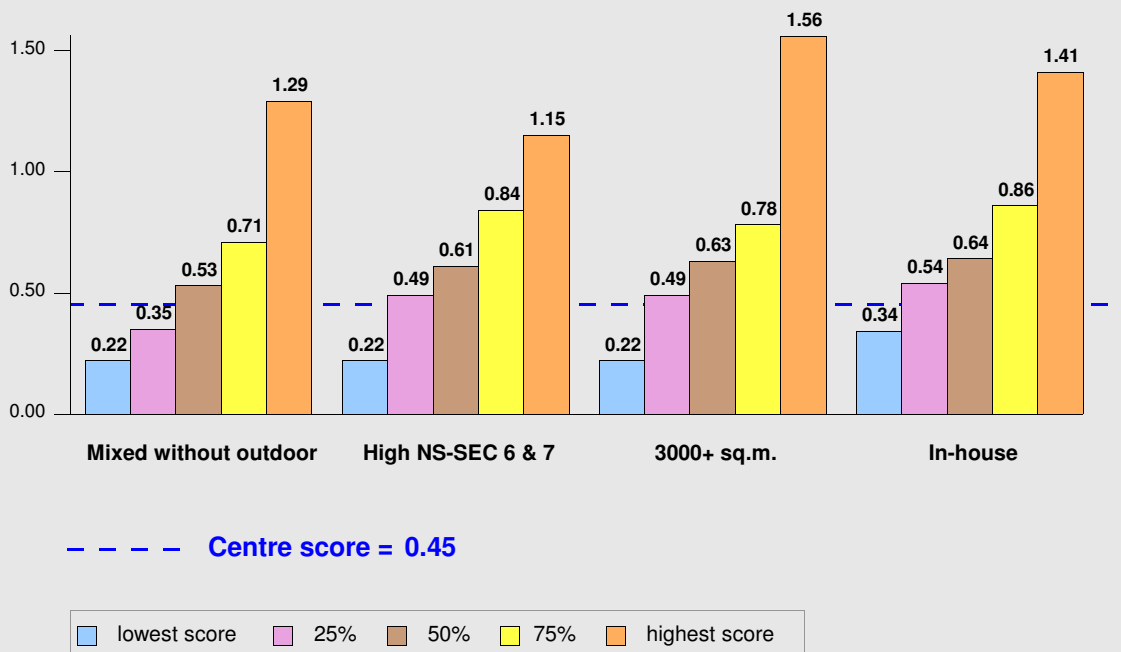
5.5 Please remember to read the accompanying *Guidance document to accompany facility reports* to help you understand your results. As you become more familiar with the data you should find it increasingly valuable as a tool in your management decision making. If you want to discuss further analysis - see Section 5 of the General Guidance Document - please contact the NBS analysts (telephone 0114 2255919 or email sirc@shu.ac.uk).

KEY INDICATORS

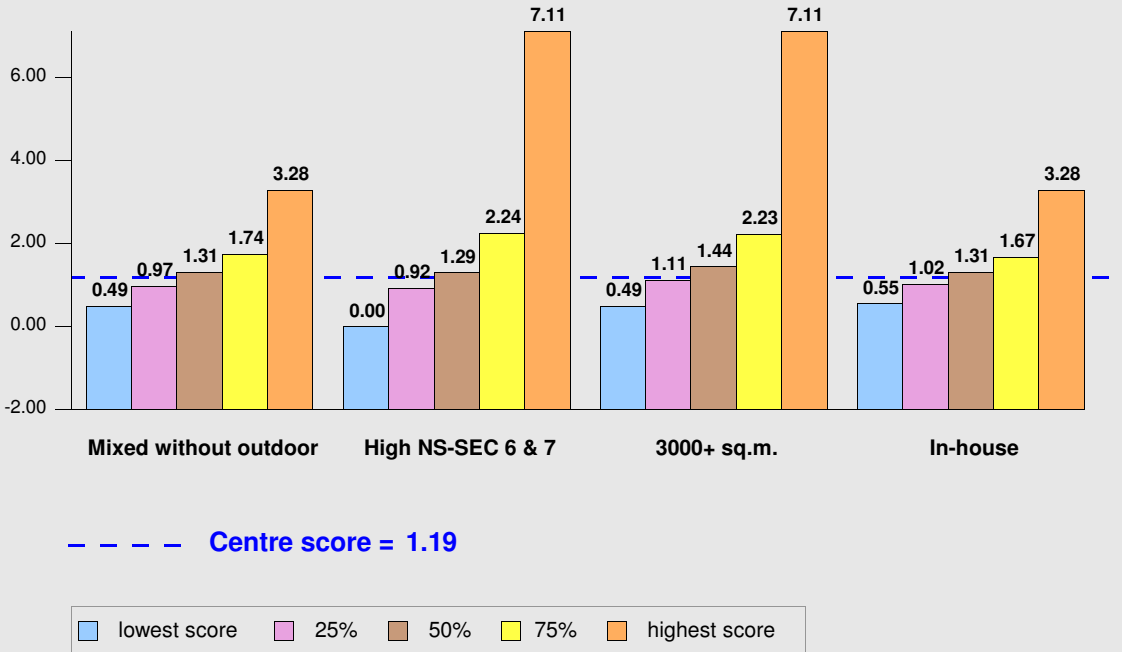
% visits 11-19 years ÷ % catchment population 11-19 years



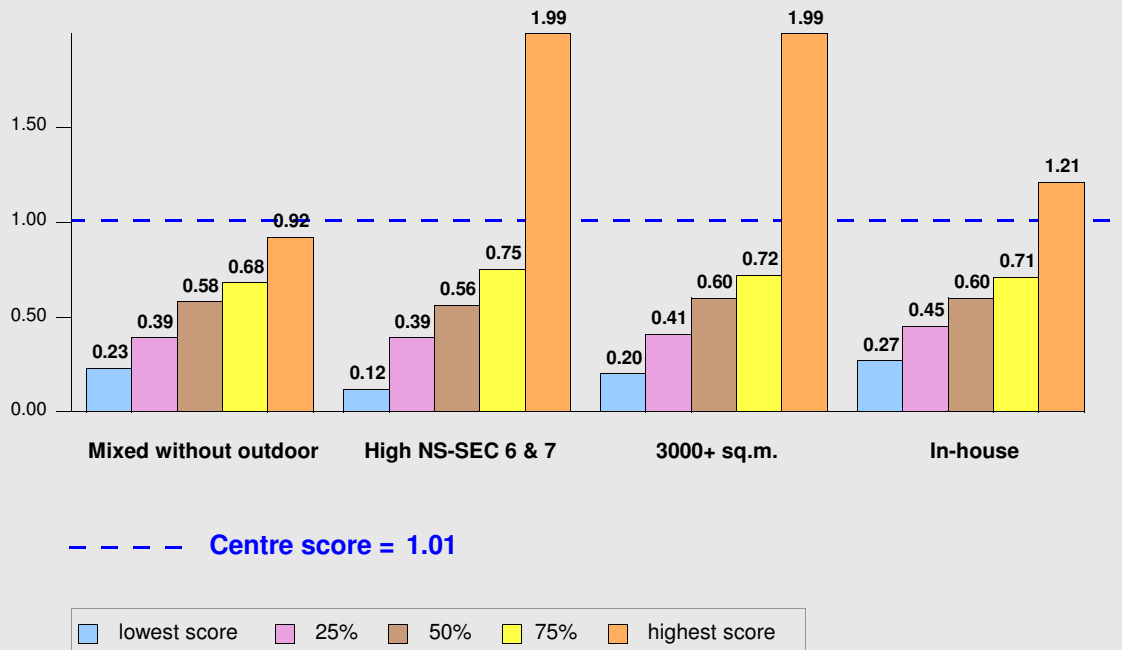
% visits from social classes 6 & 7 ÷ % catchment population in social classes 6 & 7



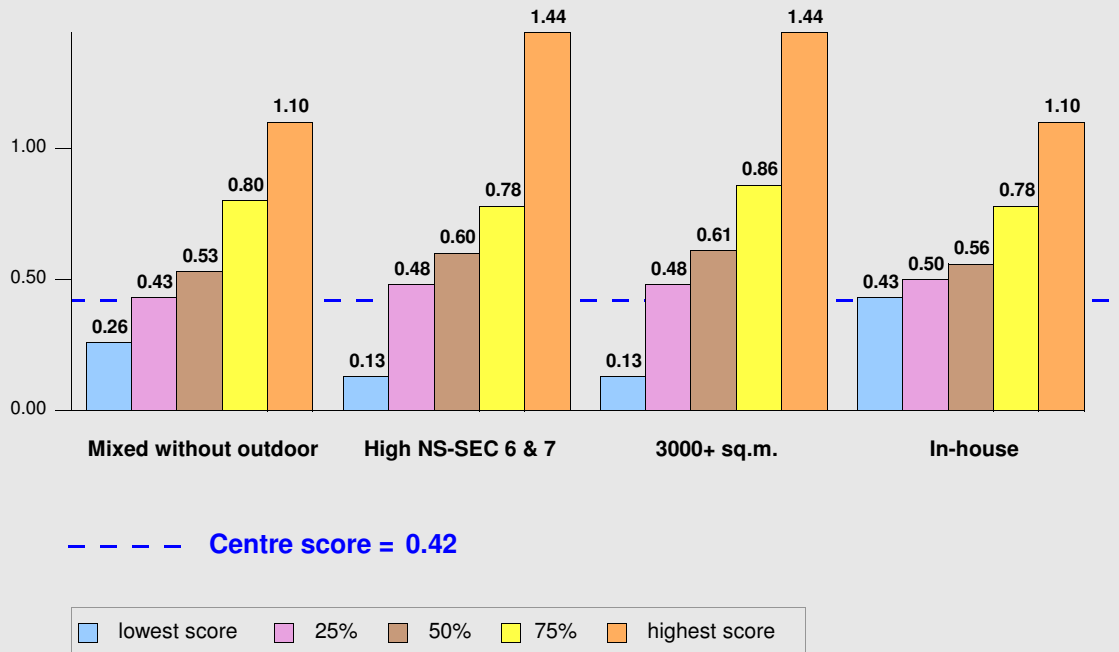
% visits from black, Asian & other ethnic groups ÷ % catchment population in same ethnic groups



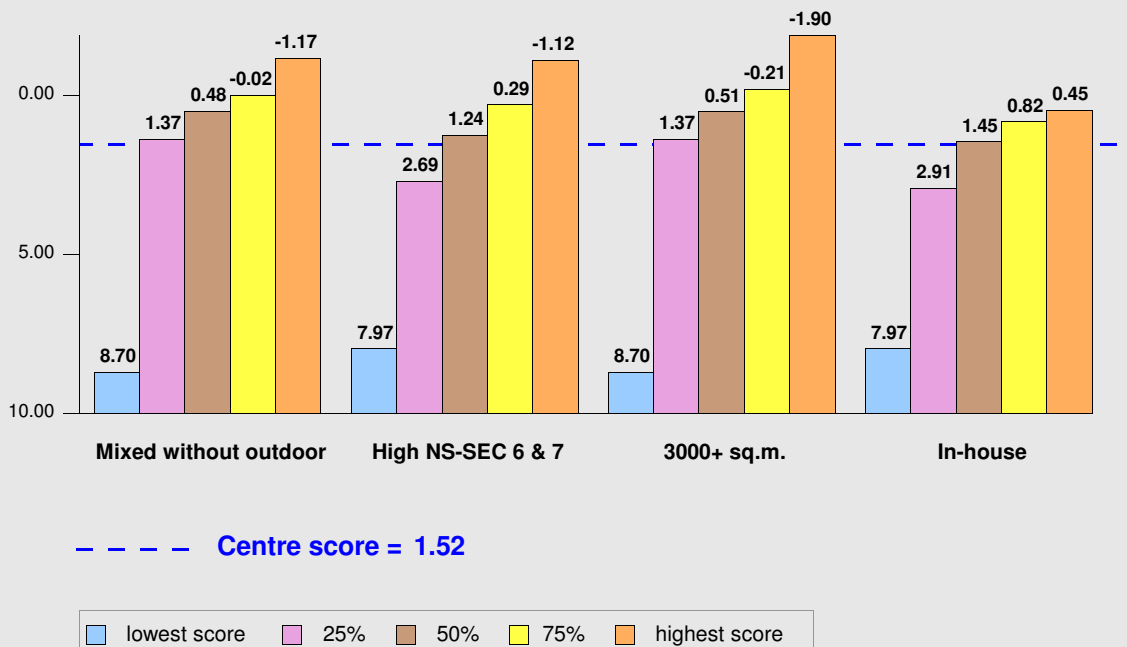
% visits 60+ years ÷ % catchment population 60+ years



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



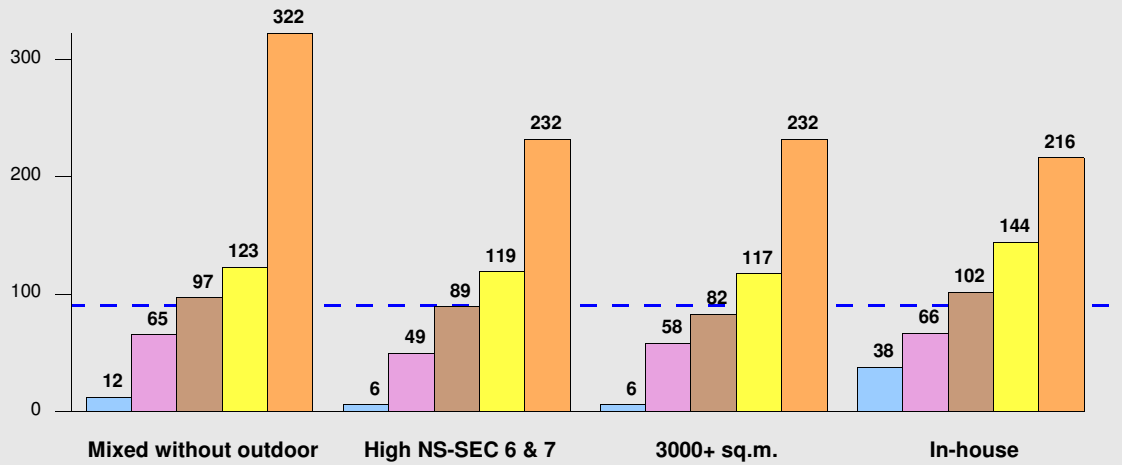
Subsidy per visit (£) - 1



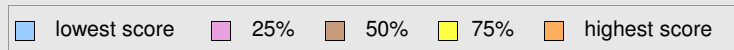
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

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

Annual visits per sq. m. (usable indoor space)



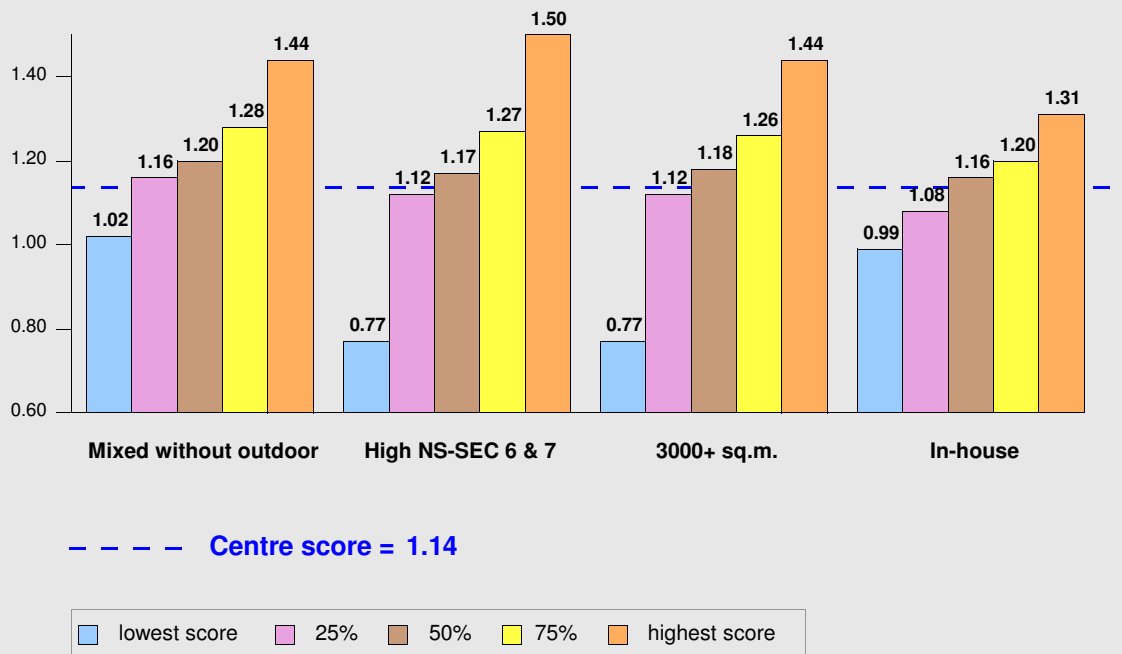
--- Centre score = 90



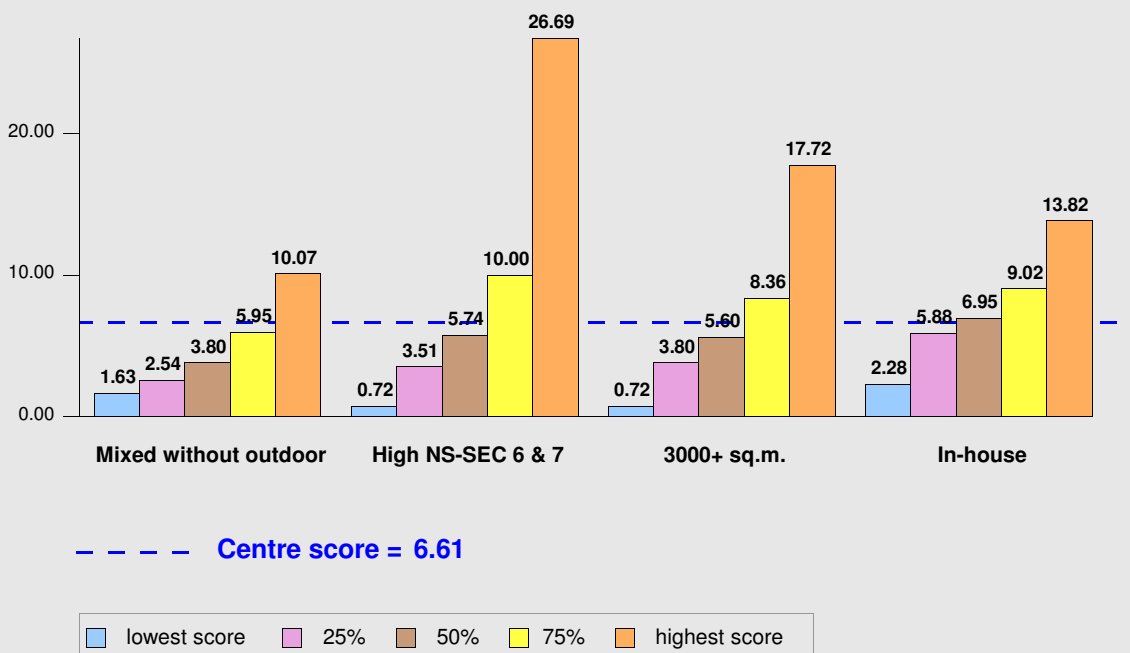
For this indicator, square metres of indoor space excludes offices, corridors and storage space.

OTHER IMPORTANT INDICATORS

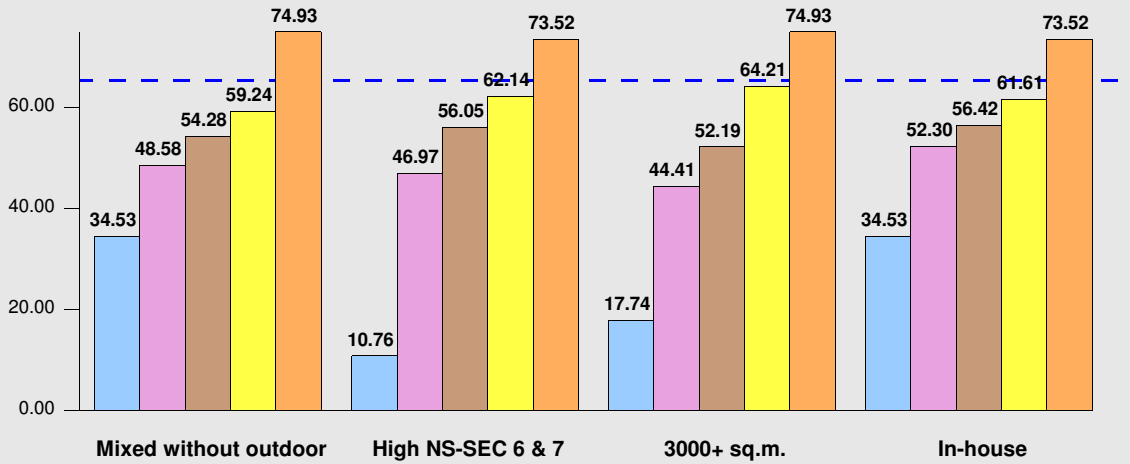
% visits 20-59 years ÷ % catchment population 20-59 years



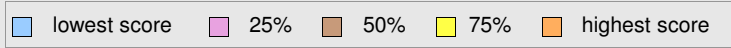
% visits which were first visits



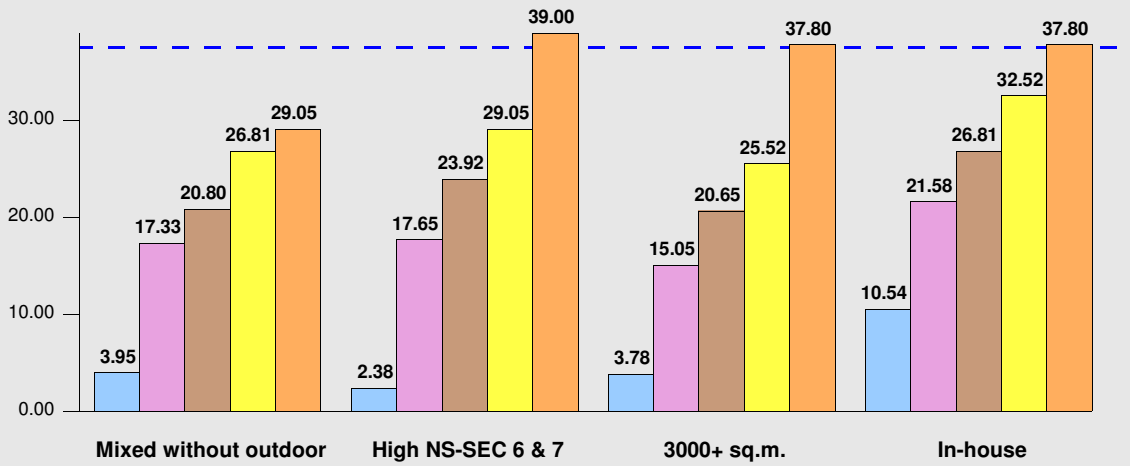
% visits with discount card



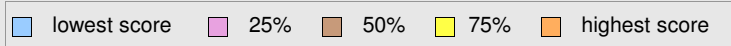
--- Centre score = 65.32



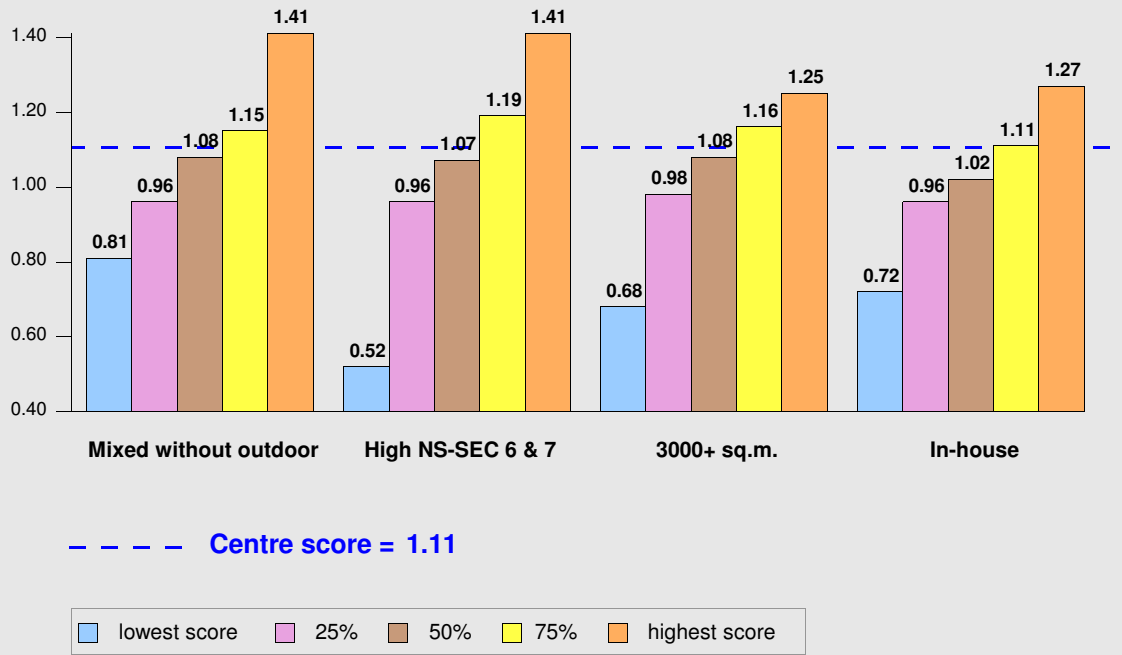
% visits with discount card for 'disadvantage'



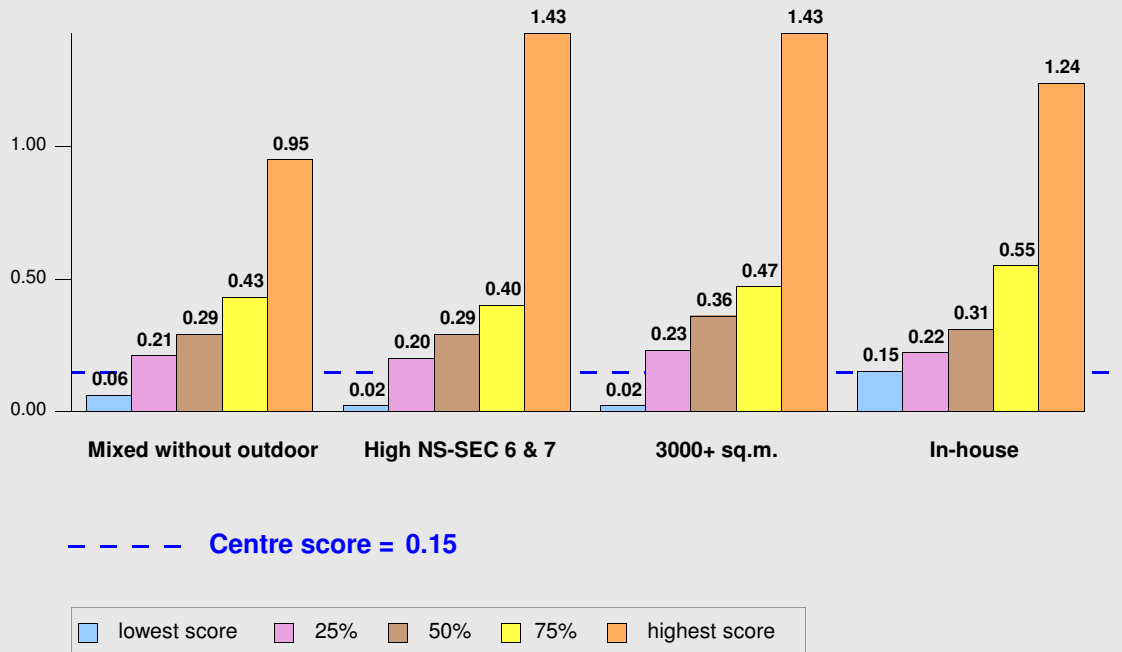
--- Centre score = 37.57



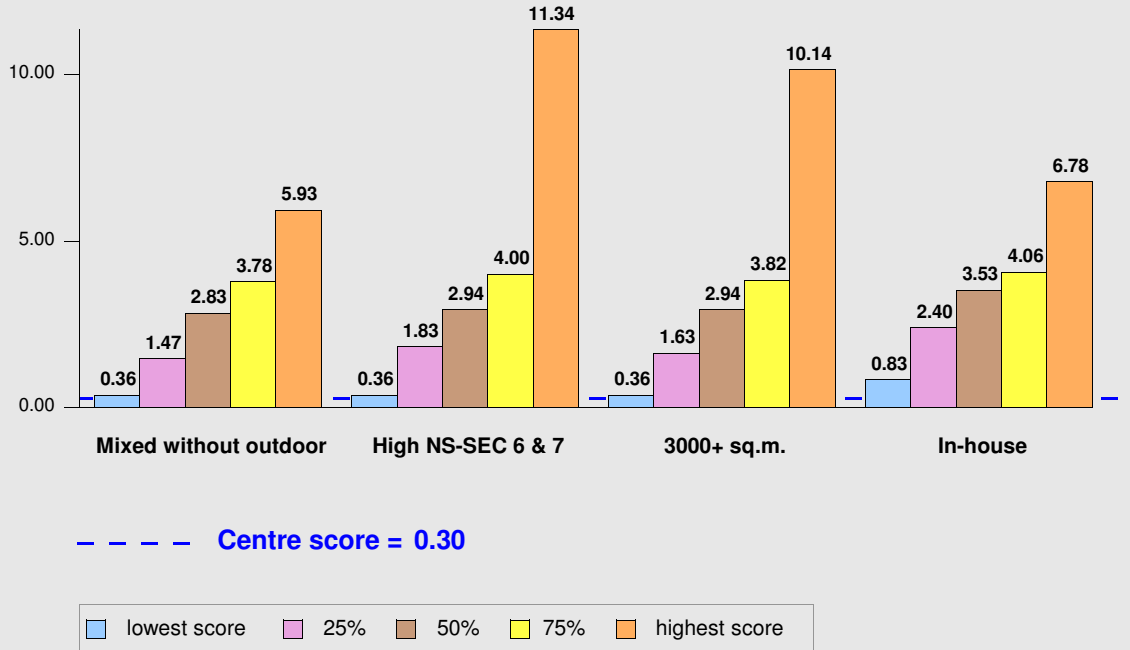
% visits female ÷ % catchment population female



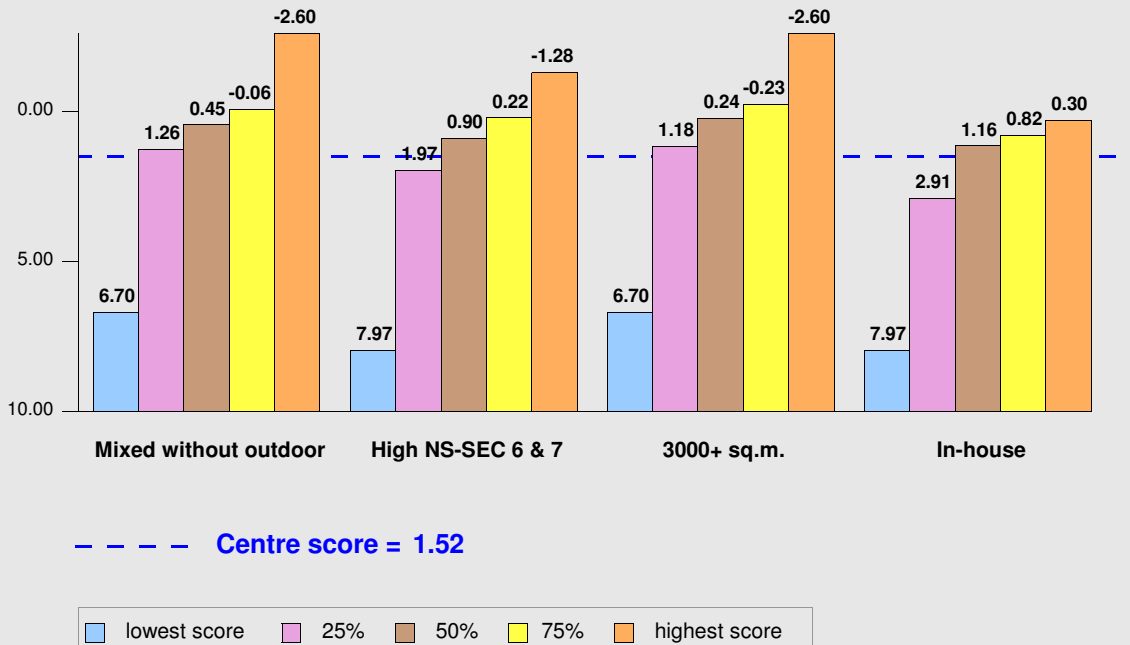
% visits 60+ years disabled ÷ % catchment population 60+ years disabled



% visits unemployed



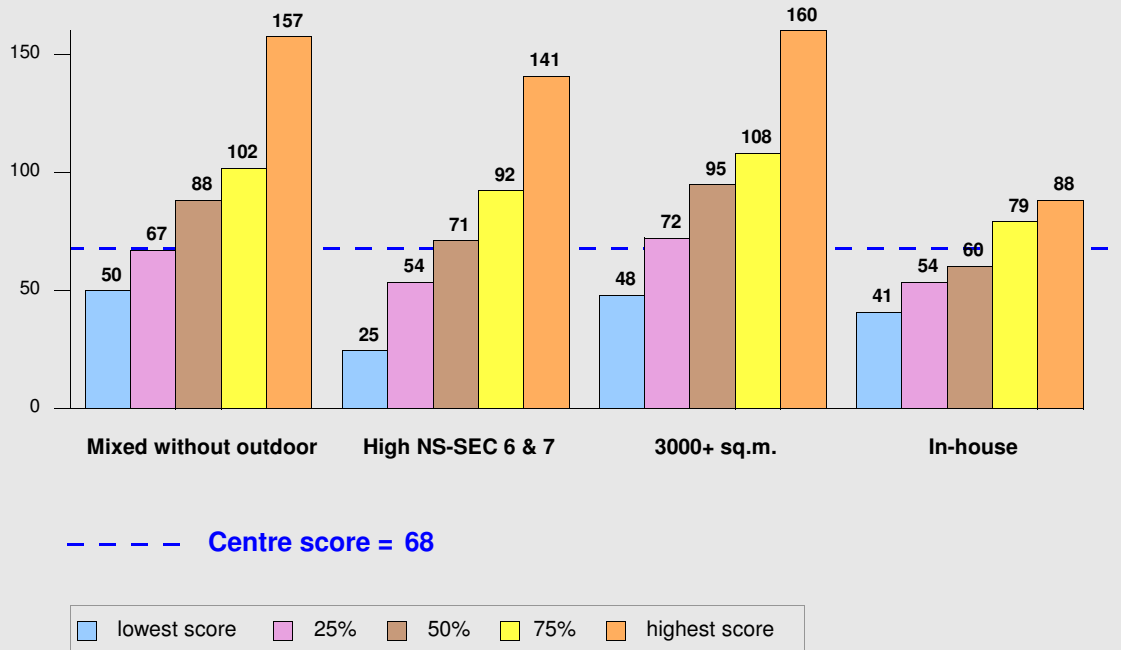
Subsidy per visit (£) - 2



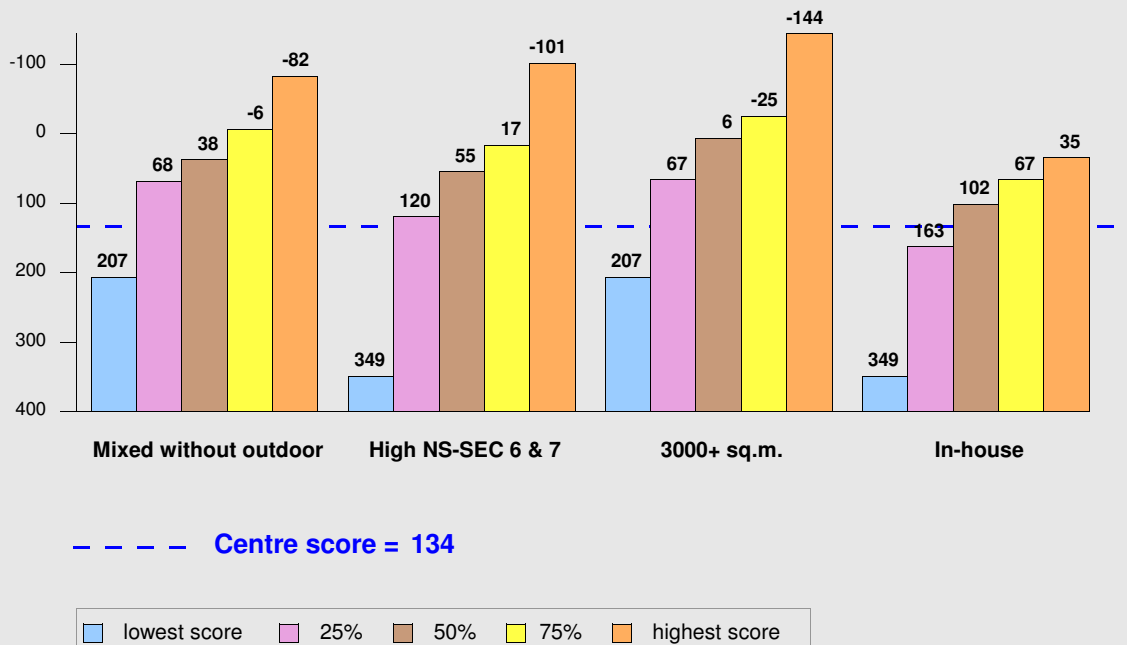
(a) To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

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

% cost recovery

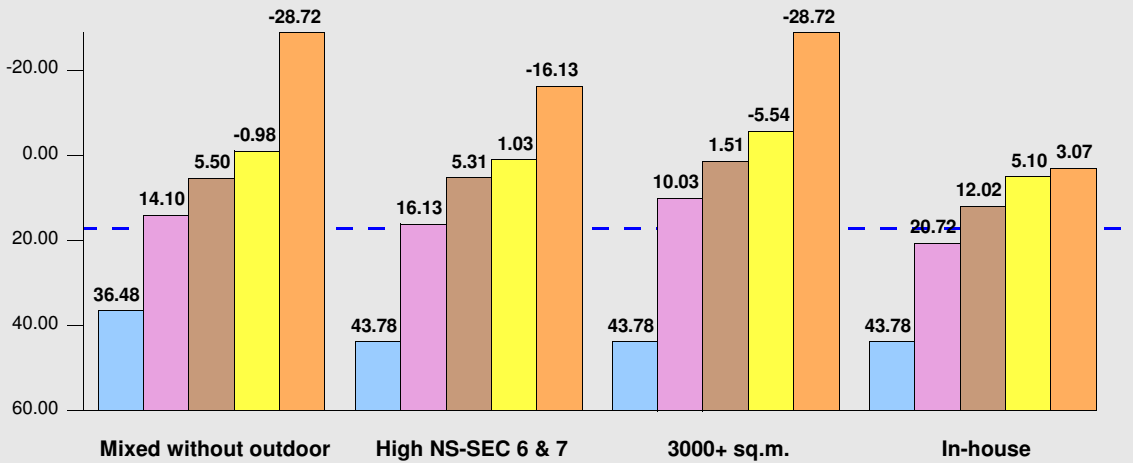


Subsidy per sq. m. (£)

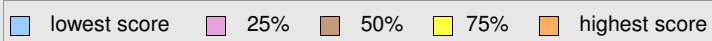


To be consistent with the other diagrams, the worst score (= highest subsidy) is on the left of each cluster, and the best score (= lowest subsidy) is on the right of each cluster. Also, note that the best scores/lowest subsidy and some of the 75% benchmarks are 'negative subsidies' - i.e. surpluses.

Subsidy per catchment area person (£)

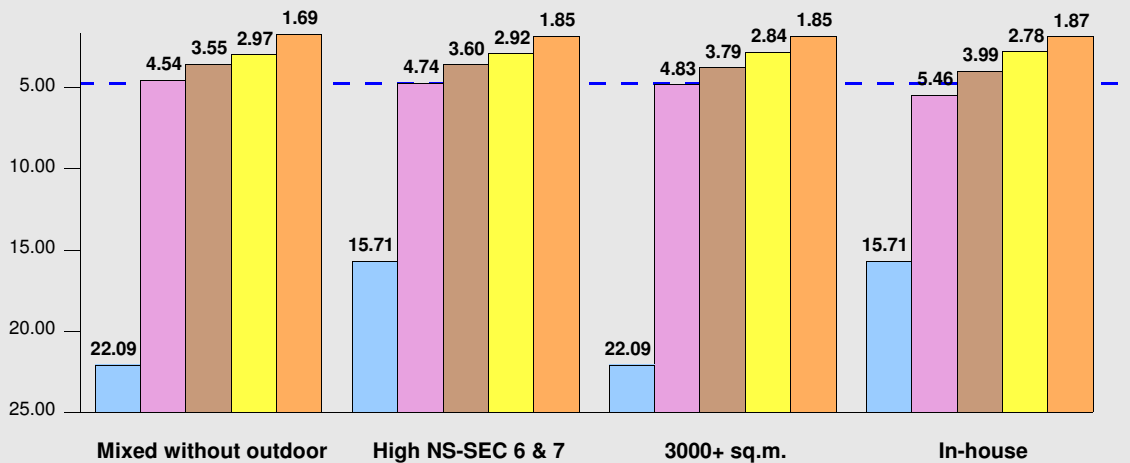


--- Centre score = 17.27



This indicator is subsidy per catchment area person. The estimated catchment population used for this indicator allows for competing facilities nearby.

Total operating cost per visit (£)

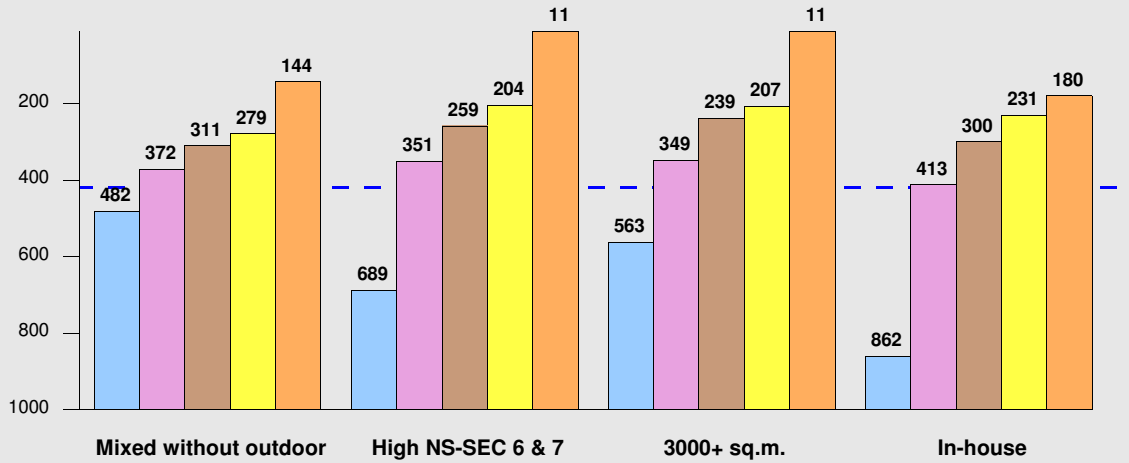


--- Centre score = 4.75



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. (£)

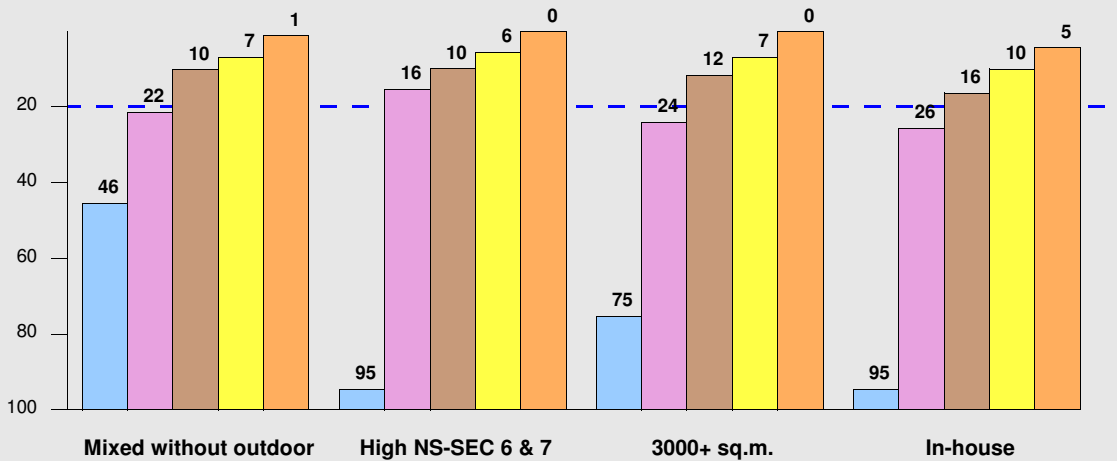


--- Centre score = 419

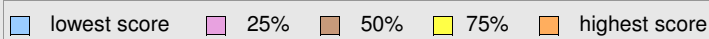


To be consistent with the other diagrams, the worst score (= highest cost) is on the left of each cluster, and the best score (= lowest cost) is on the right.

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

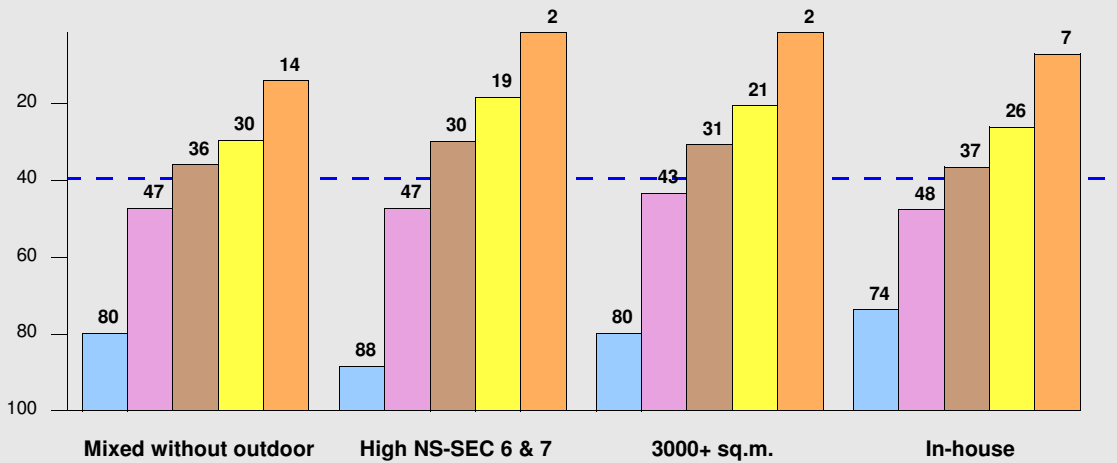


--- Centre score = 20



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. (£)

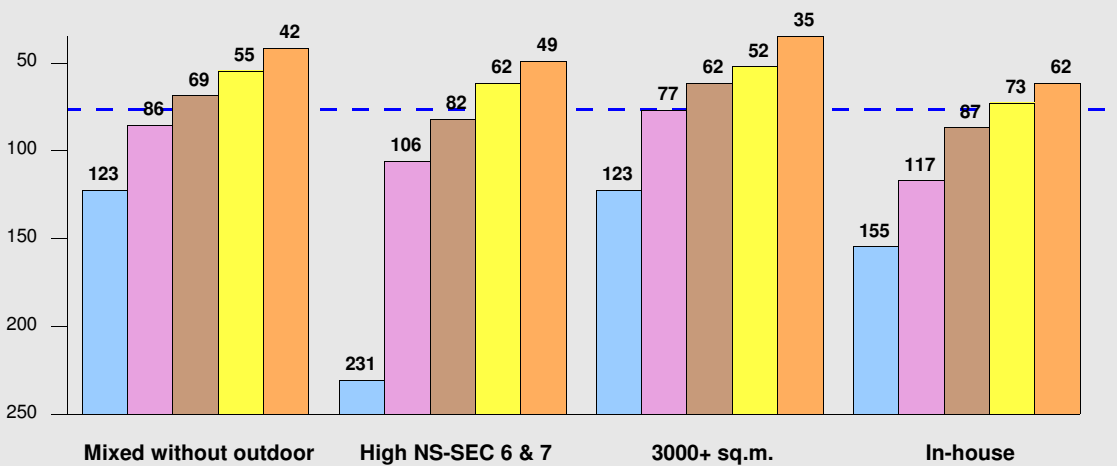


--- Centre score = 40

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.

Staff expenditure as % of total income

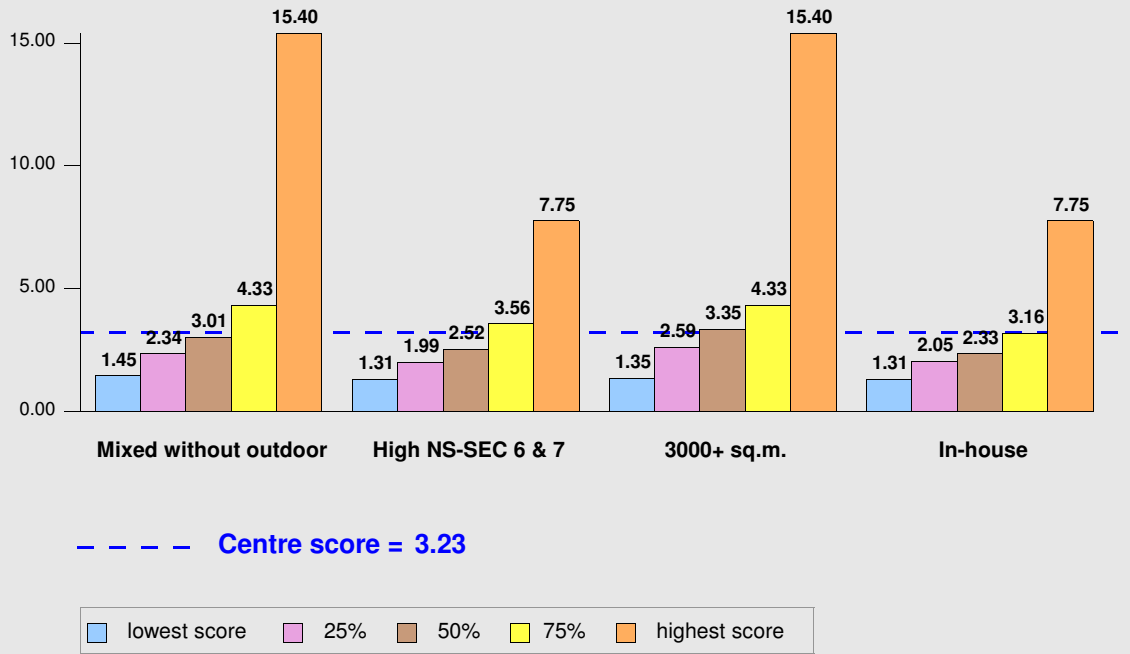


--- Centre score = 76

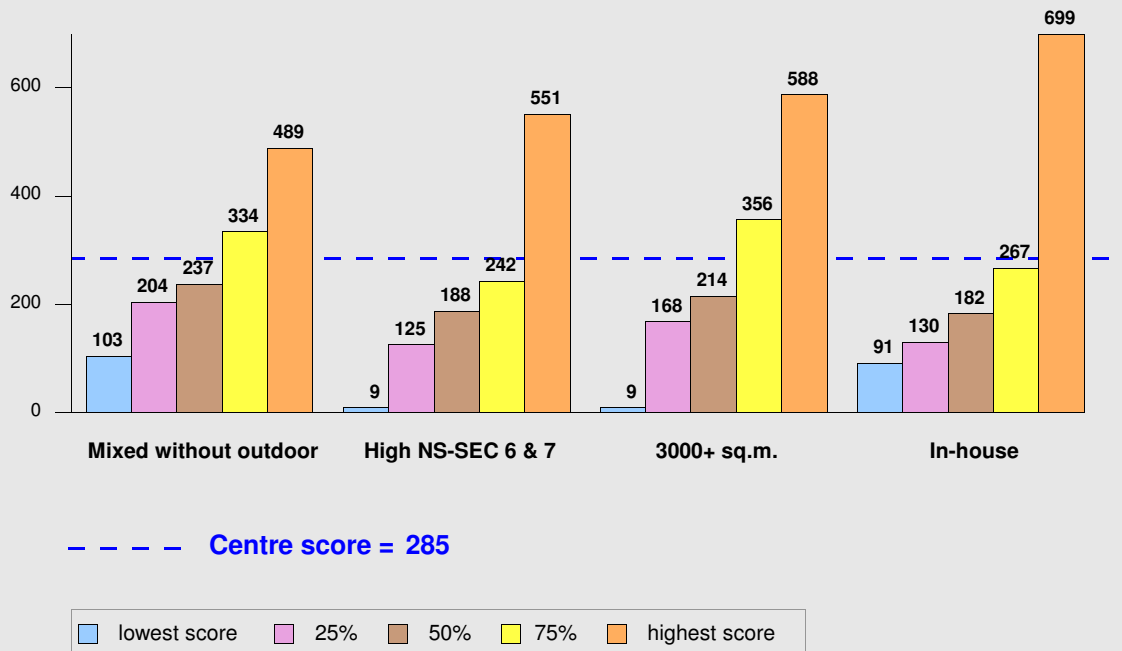
lowest score 25% 50% 75% highest score

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

Total income per visit (£)

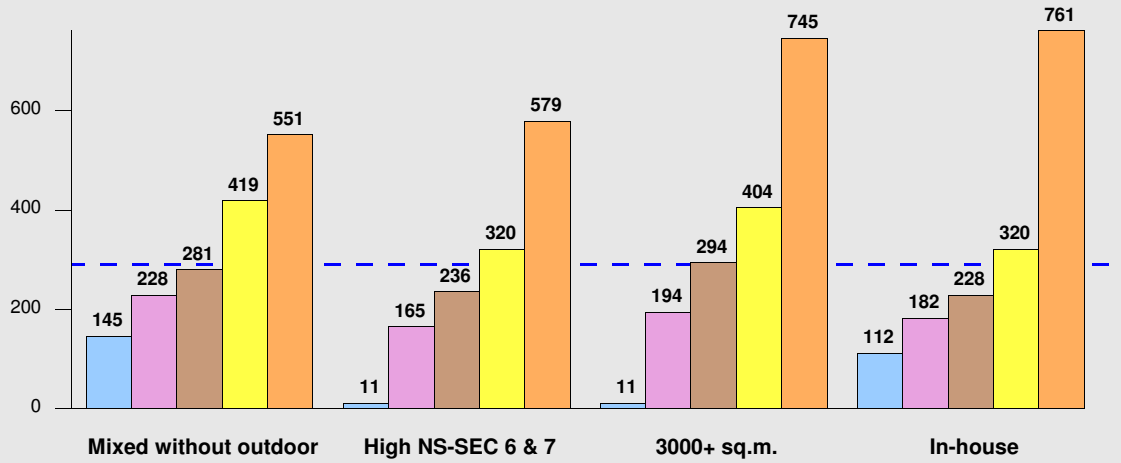


Income per sq. m. - total indoor space (£)



For this indicator, total indoor floor space (including offices, corridors and storage space) is used.

Income per sq. m. - usable space (£)

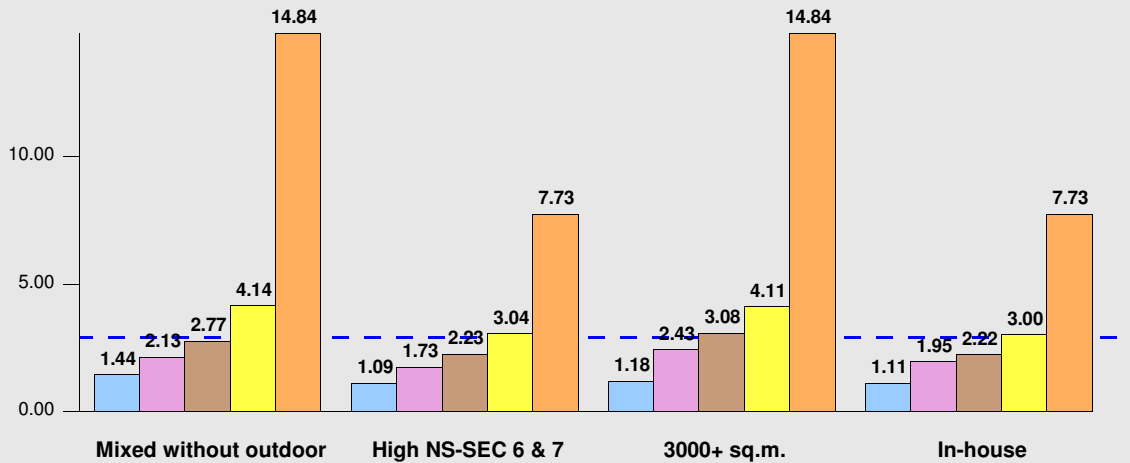


--- Centre score = 291

lowest score 25% 50% 75% highest score

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

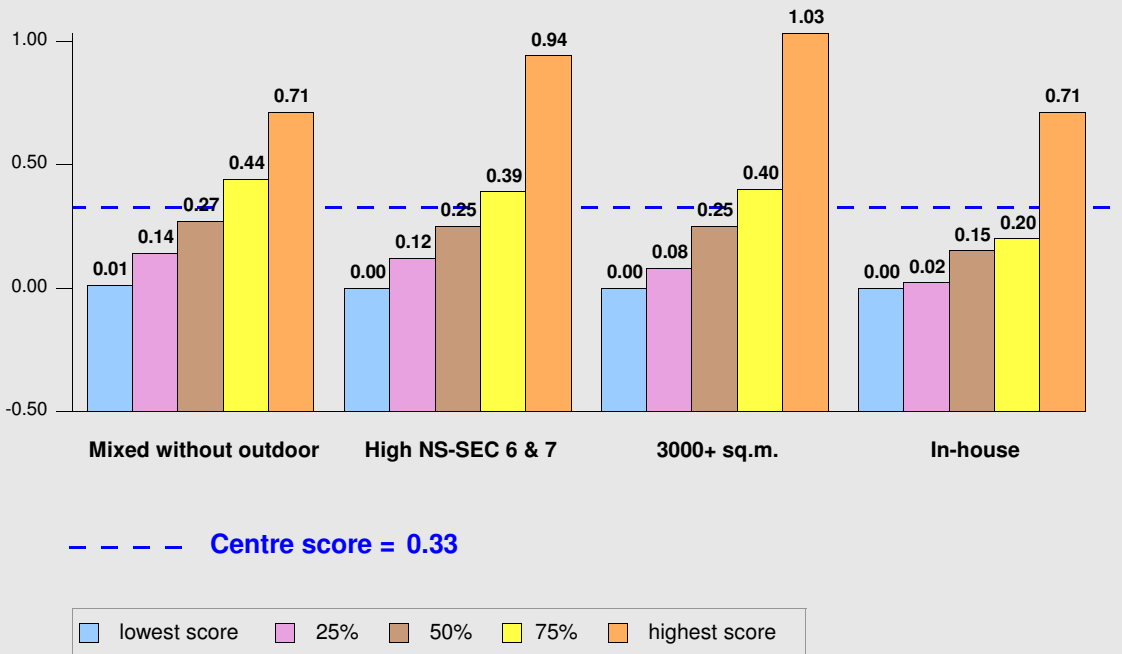
Direct income per visit (£)



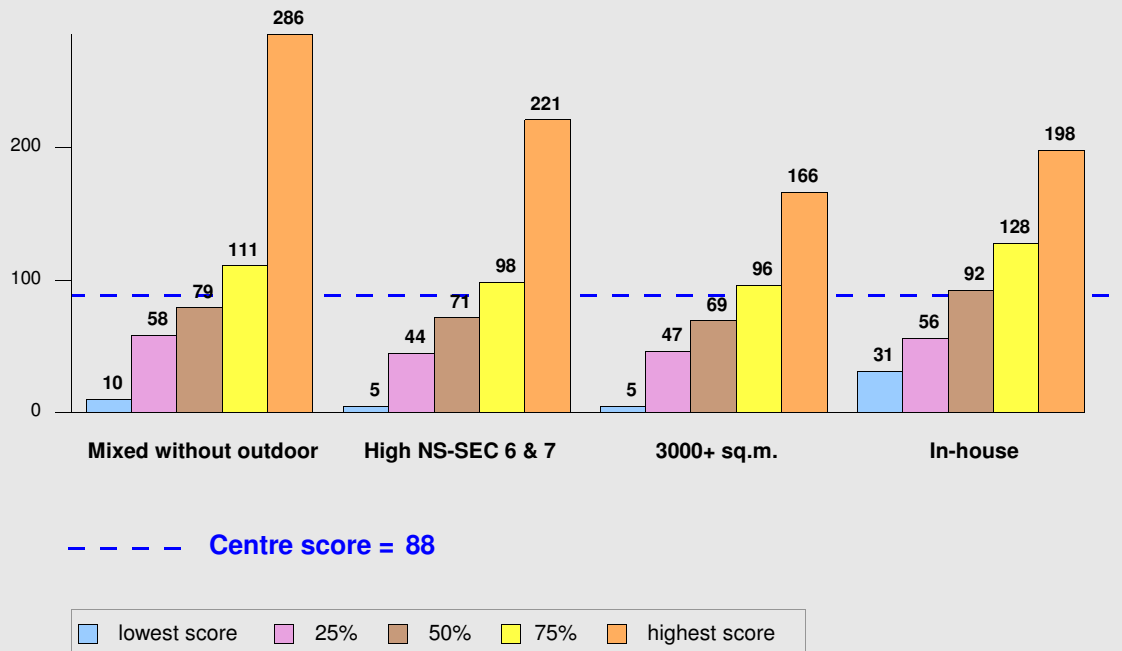
--- Centre score = 2.91

lowest score 25% 50% 75% highest score

Secondary income per visit (£)

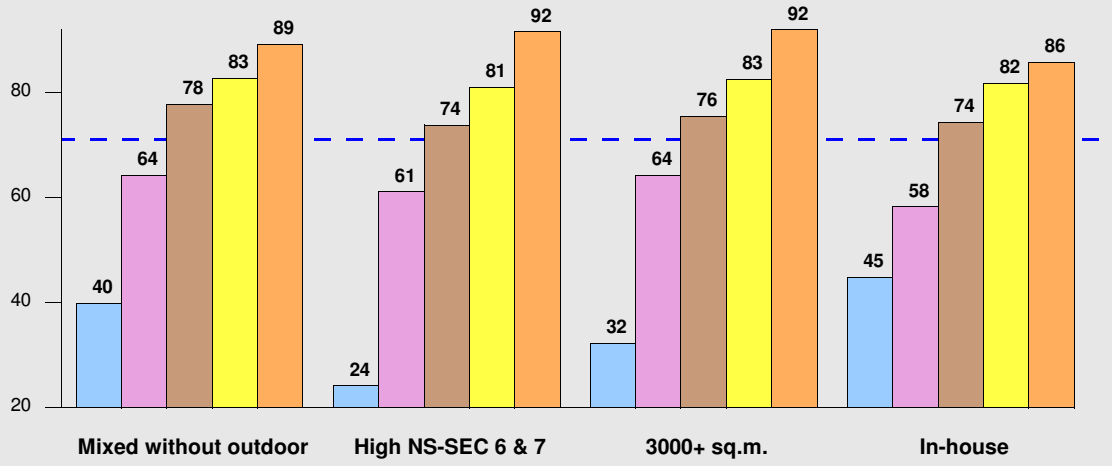


Annual visits per sq. m. (total indoor space)

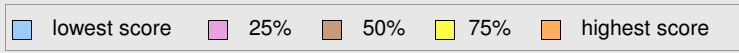


For this indicator, total indoor floor space (including offices, corridors and storage space) is used.

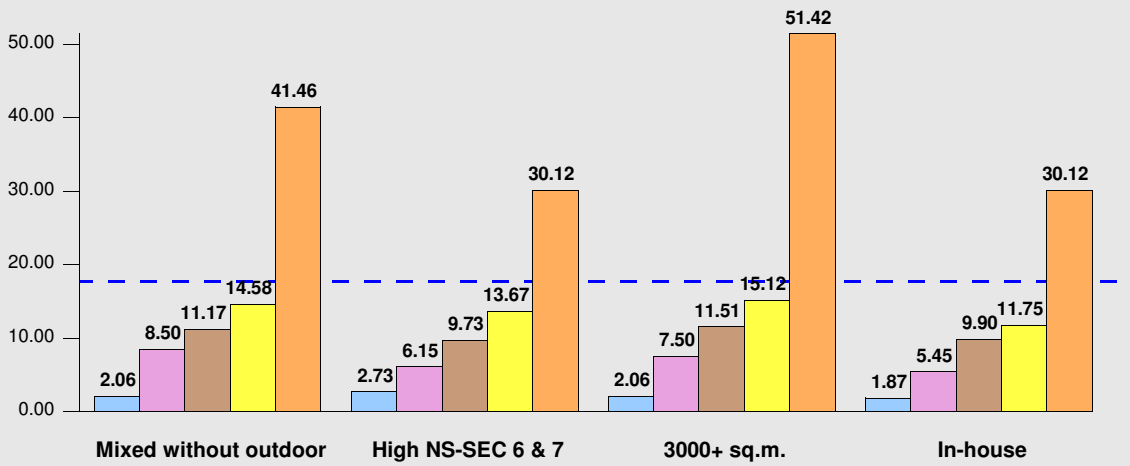
% visits casual, instead of organised



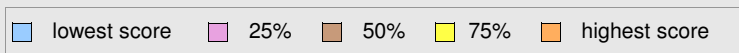
--- Centre score = 71



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



--- Centre score = 17.73



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	4.85	329	2	4.76	333	2 0.09
b.	Ease of booking	16	4.52	267	13	4.50	145	3 0.02
c.	The activity charge/fee	12	4.67	312	10	4.52	301	2 0.15
d.	The range of activities available	11	4.70	300	8	4.55	296	3 0.15
Quality of facilities/services								
e.	Quality of flooring in the sports hall	15	4.59	144	4	4.65	26	11 -0.06
f.	Quality of lighting in the sports hall	14	4.61	145	1	4.77	26	13 -0.16
g.	Quality of equipment	6	4.80	253	14	4.48	220	-8 0.32
h.	Water quality in the swimming pool	2	4.88	181	6	4.64	214	-4 0.24
i.	Water temperature in the swimming pool	10	4.72	180	11	4.52	217	-1 0.20
j.	Number of people in the pool	9	4.72	181	15	4.47	215	-6 0.25
k.	Quality of car parking on site	17	4.50	311	19	0.00	0	-2 4.50
l.	Quality of food and drink	18	4.45	231	17	4.11	122	1 0.34
Cleanliness								
m.	Cleanliness of changing areas	3	4.88	306	16	4.32	280	-13 0.56
n.	Cleanliness of activity spaces	1	4.88	320	9	4.55	308	-8 0.33
Staff								
o.	Helpfulness of reception staff	8	4.75	332	3	4.69	312	5 0.06
p.	Helpfulness of other staff	13	4.62	292	12	4.51	172	1 0.11
q.	Standard of coaching/instruction	7	4.80	262	7	4.55	101	0 0.25
Value for money								
r.	Value for money of activities	5	4.84	319	5	4.64	324	0 0.20
s.	Value for money of food/drink	19	4.38	229	18	3.98	127	1 0.40
Other attributes *								
t.	Overall satisfaction with visit	N/A			4.68 332			

* 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'.

Net Promoter Score (%)

58

Satisfaction and importance scores: by mean gaps

		IMPORTANCE			SATISFACTION			GAPS (Importance minus Satisfaction)	
		Rank	Mean	no	Rank	Mean	no	Rank	Mean
k.	Quality of car parking on site	17	4.50	311	19	0.00	0	-2	4.50
m.	Cleanliness of changing areas	3	4.88	306	16	4.32	280	-13	0.56
s.	Value for money of food/drink	19	4.38	229	18	3.98	127	1	0.40
l.	Quality of food and drink	18	4.45	231	17	4.11	122	1	0.34
n.	Cleanliness of activity spaces	1	4.88	320	9	4.55	308	-8	0.33
g.	Quality of equipment	6	4.80	253	14	4.48	220	-8	0.32
j.	Number of people in the pool	9	4.72	181	15	4.47	215	-6	0.25
q.	Standard of coaching/instruction	7	4.80	262	7	4.55	101	0	0.25
h.	Water quality in the swimming pool	2	4.88	181	6	4.64	214	-4	0.24
r.	Value for money of activities	5	4.84	319	5	4.64	324	0	0.20
i.	Water temperature in the swimming pool	10	4.72	180	11	4.52	217	-1	0.20
d.	The range of activities available	11	4.70	300	8	4.55	296	3	0.15
c.	The activity charge/fee	12	4.67	312	10	4.52	301	2	0.15
p.	Helpfulness of other staff	13	4.62	292	12	4.51	172	1	0.11
a.	Activity available at convenient times	4	4.85	329	2	4.76	333	2	0.09
o.	Helpfulness of reception staff	8	4.75	332	3	4.69	312	5	0.06
b.	Ease of booking	16	4.52	267	13	4.50	145	3	0.02
e.	Quality of flooring in the sports hall	15	4.59	144	4	4.65	26	11	-0.06
f.	Quality of lighting in the sports hall	14	4.61	145	1	4.77	26	13	-0.16

Satisfaction and importance scores: by rank gaps

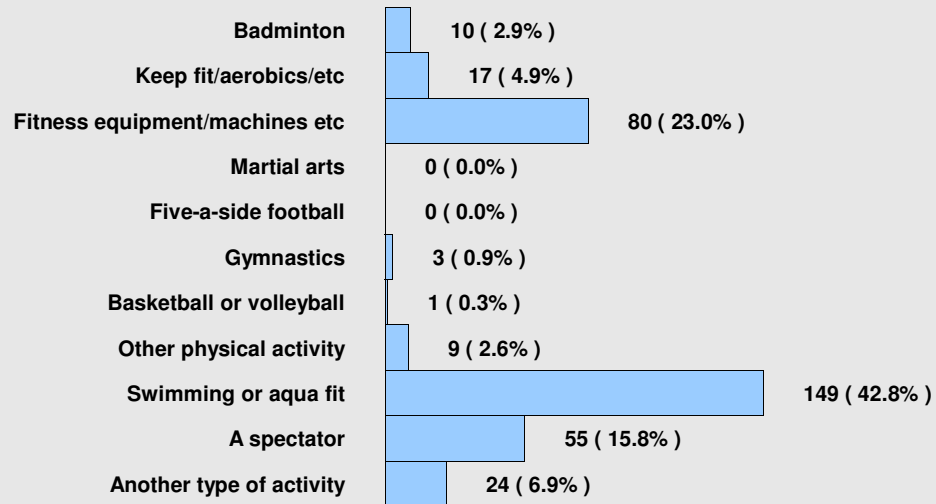
	GAPS								
	IMPORTANCE			SATISFACTION			(Importance minus Satisfaction)		
	Rank	Mean	no	Rank	Mean	no	Rank	Mean	
m. Cleanliness of changing areas	3	4.88	306	16	4.32	280	-13	0.56	
g. Quality of equipment	6	4.80	253	14	4.48	220	-8	0.32	
n. Cleanliness of activity spaces	1	4.88	320	9	4.55	308	-8	0.33	
j. Number of people in the pool	9	4.72	181	15	4.47	215	-6	0.25	
h. Water quality in the swimming pool	2	4.88	181	6	4.64	214	-4	0.24	
k. Quality of car parking on site	17	4.50	311	19	0.00	0	-2	4.50	
i. Water temperature in the swimming pool	10	4.72	180	11	4.52	217	-1	0.20	
q. Standard of coaching/instruction	7	4.80	262	7	4.55	101	0	0.25	
r. Value for money of activities	5	4.84	319	5	4.64	324	0	0.20	
l. Quality of food and drink	18	4.45	231	17	4.11	122	1	0.34	
s. Value for money of food/drink	19	4.38	229	18	3.98	127	1	0.40	
p. Helpfulness of other staff	13	4.62	292	12	4.51	172	1	0.11	
a. Activity available at convenient times	4	4.85	329	2	4.76	333	2	0.09	
c. The activity charge/fee	12	4.67	312	10	4.52	301	2	0.15	
d. The range of activities available	11	4.70	300	8	4.55	296	3	0.15	
b. Ease of booking	16	4.52	267	13	4.50	145	3	0.02	
o. Helpfulness of reception staff	8	4.75	332	3	4.69	312	5	0.06	
e. Quality of flooring in the sports hall	15	4.59	144	4	4.65	26	11	-0.06	
f. Quality of lighting in the sports hall	14	4.61	145	1	4.77	26	13	-0.16	

Centre satisfaction scores compared with industry average scores

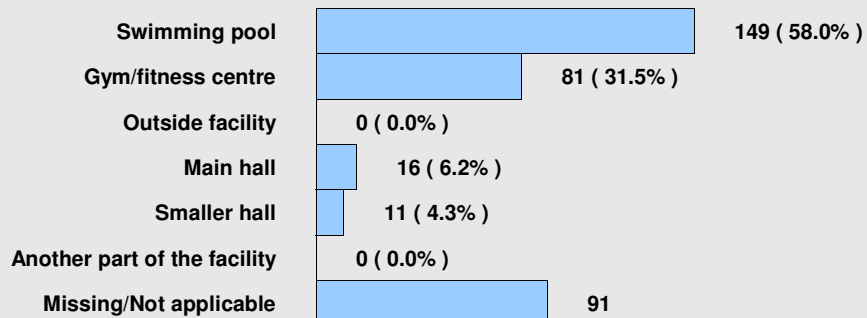
	centre score	centre rank	industry mean	industry rank	difference (centre minus industry)
Activity available at convenient times	4.76	2	4.47	2	0.29
Ease of booking	4.50	13	4.33	5	0.17
The activity charge/fee	4.52	10	4.20	10	0.32
The range of activities available	4.55	8	4.30	6	0.25
Quality of flooring in the sports hall	4.65	4	4.07	12	0.58
Quality of lighting in the sports hall	4.77	1	3.97	16	0.80
Quality of equipment	4.48	14	4.21	8	0.27
Water quality in the swimming pool	4.64	6	4.21	8	0.43
Water temperature in the swimming pool	4.52	11	3.98	15	0.54
Number of people in the pool	4.47	15	4.02	13	0.45
Quality of food and drink	4.11	17	3.67	18	0.44
Cleanliness of changing areas	4.32	16	3.82	17	0.50
Cleanliness of activity spaces	4.55	9	4.11	11	0.44
Helpfulness of reception staff	4.69	3	4.46	3	0.23
Helpfulness of other staff	4.51	12	4.45	4	0.06
Standard of coaching/instruction	4.55	7	4.57	1	-0.02
Value for money of activities	4.64	5	4.25	7	0.39
Value for money of food/drink	3.98	18	3.63	19	0.35
Overall satisfaction with visit	4.68		4.35		0.33
Net Promoter Score (%)	58				

APPENDIX 1:
USER SURVEY FREQUENCY DISTRIBUTIONS

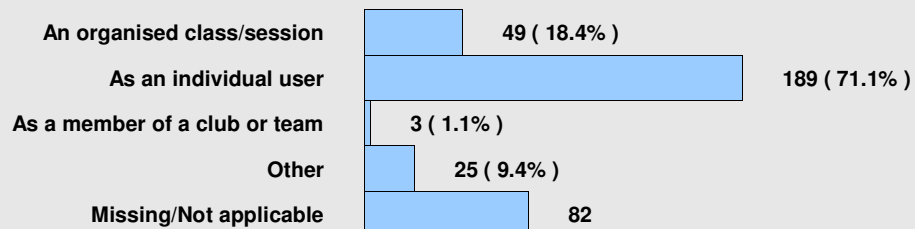
Q1 Main activity today?



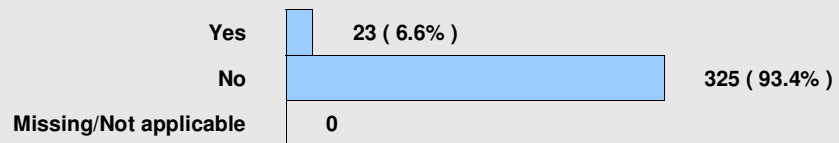
Q2 Where did you do your main activity today?



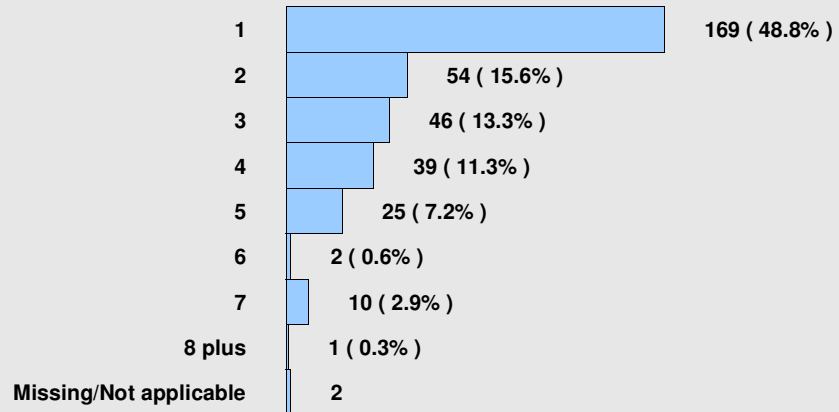
Q3 How are you taking part in your main activity today?



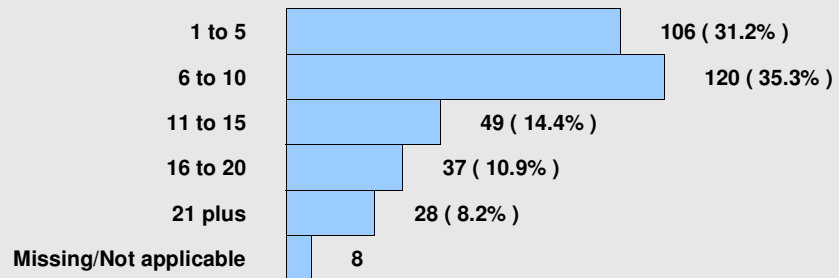
Q4 Is today your first ever visit to this facility?



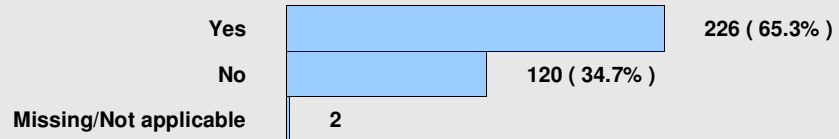
Q5a Number of times visited in past 7 days.



Q5b Number of times visited in past 4 weeks.



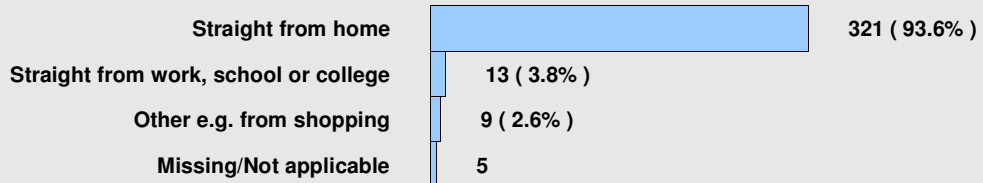
Q7 Do you have a leisure card?



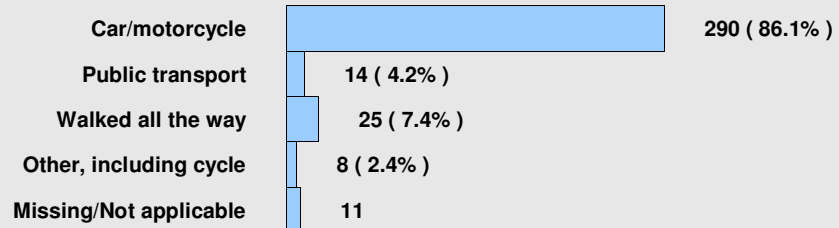
Q8 Basis of eligibility for card/scheme.



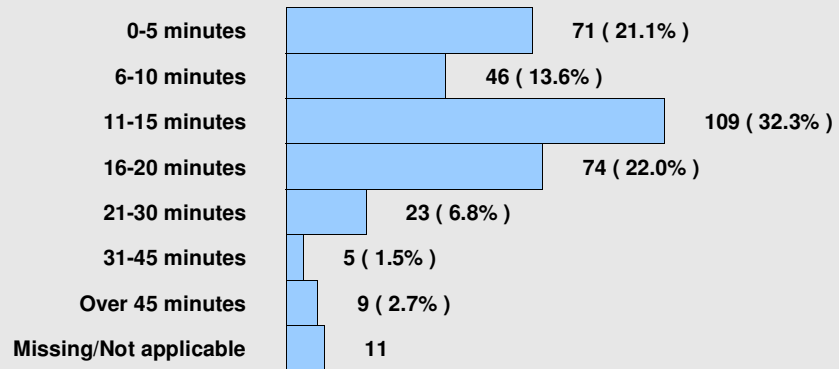
Q9 From where did you come here today?



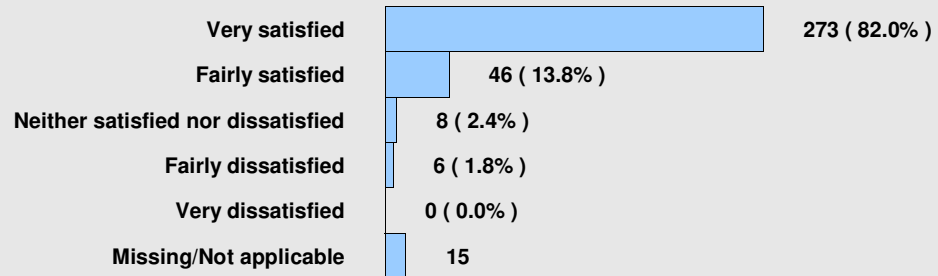
Q10 Main method of transport.



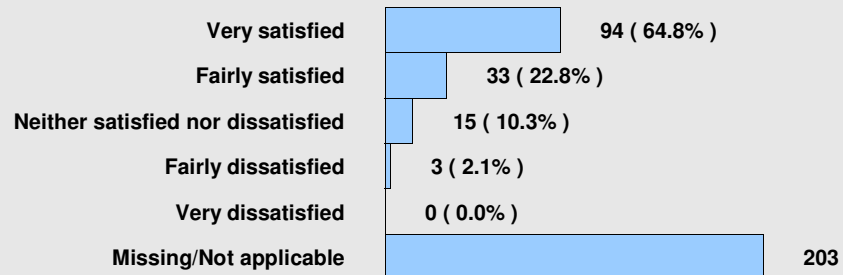
Q11 Journey time.



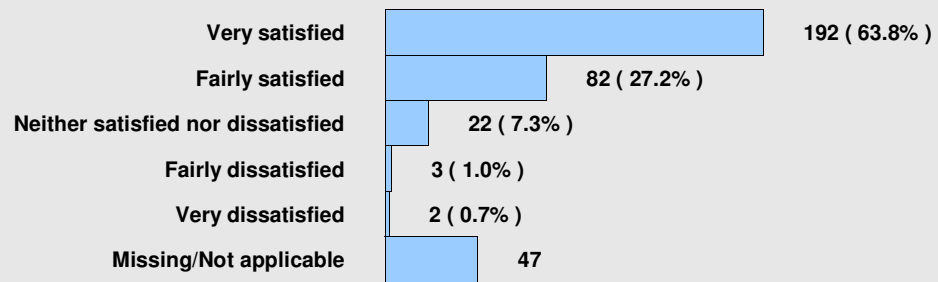
Q12a Satisfaction - availability of activities at convenient times.



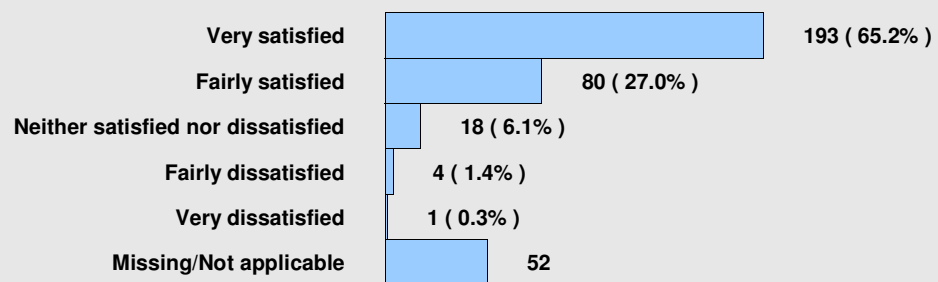
Q12b Satisfaction - ease of booking.



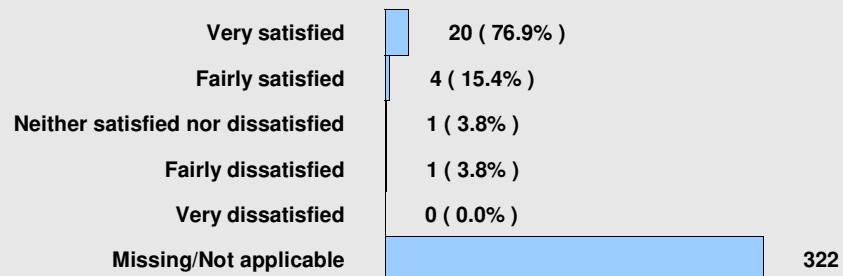
Q12c Satisfaction - activity charges/fees.



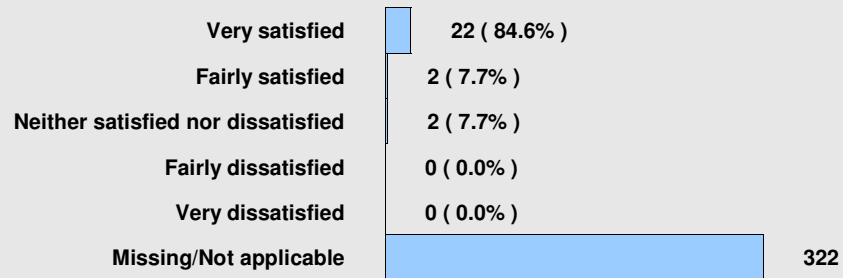
Q12d Satisfaction - range of activities available.



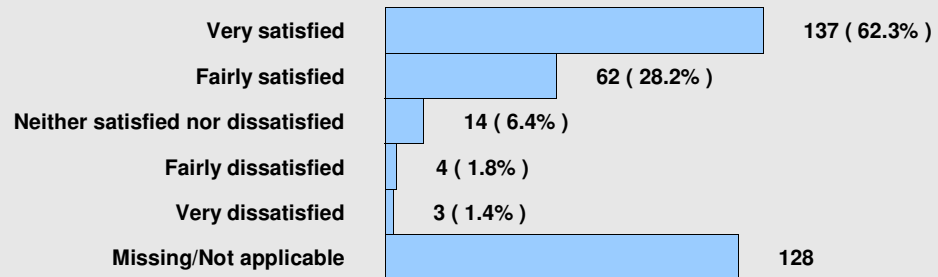
Q12e Satisfaction - quality of flooring in sports hall.



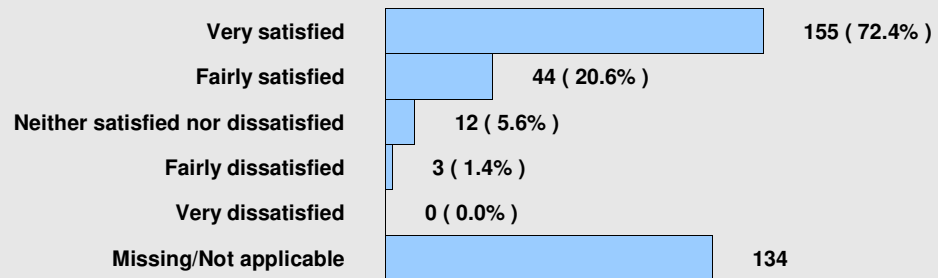
Q12f Satisfaction - quality of lighting in sports hall.



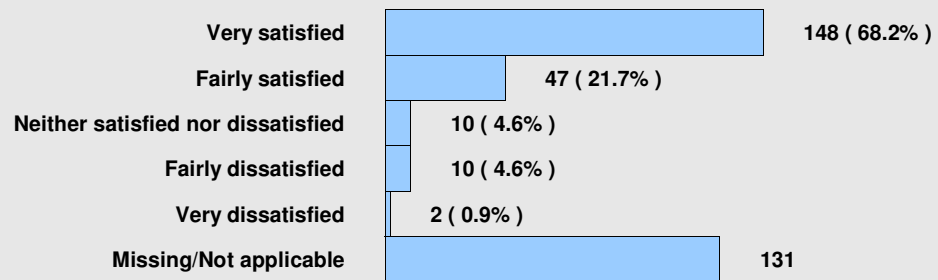
Q12g Satisfaction - quality of equipment.



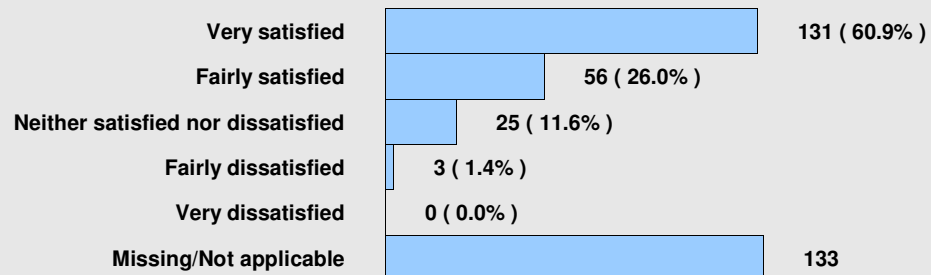
Q12h Satisfaction - water quality in pool.



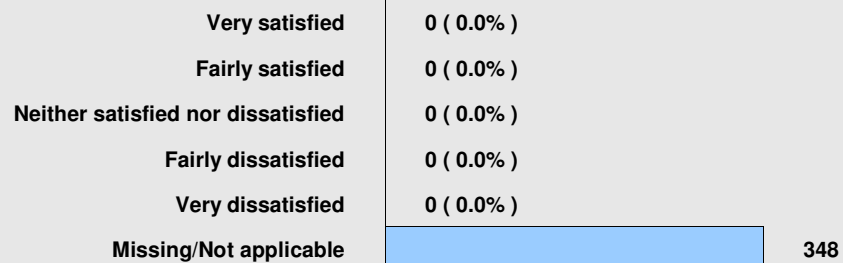
Q12i Satisfaction - water temperature in pool.



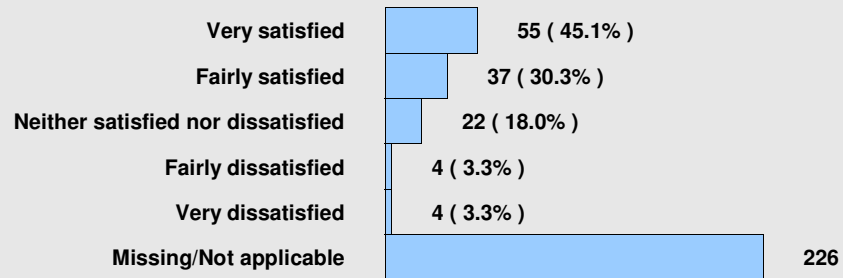
Q12j Satisfaction - number of people in pool.



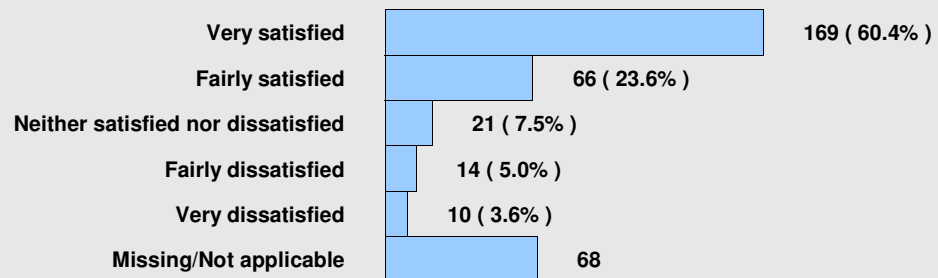
Q12k Satisfaction - quality of car parking on site.



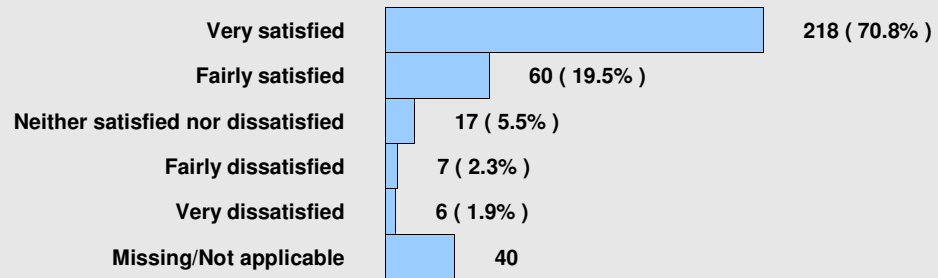
Q12l Satisfaction - quality of food/drink.



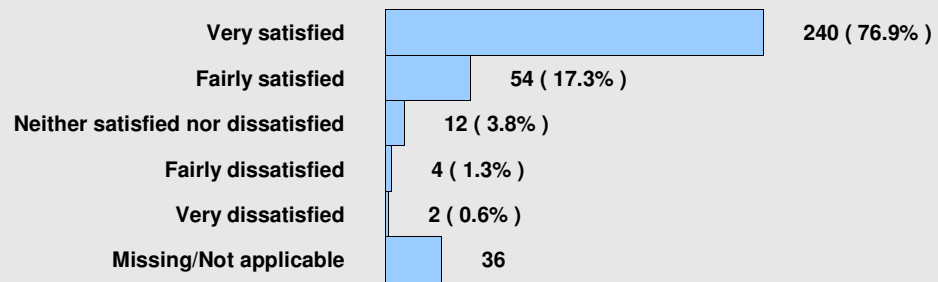
Q12m Satisfaction - cleanliness of changing area.



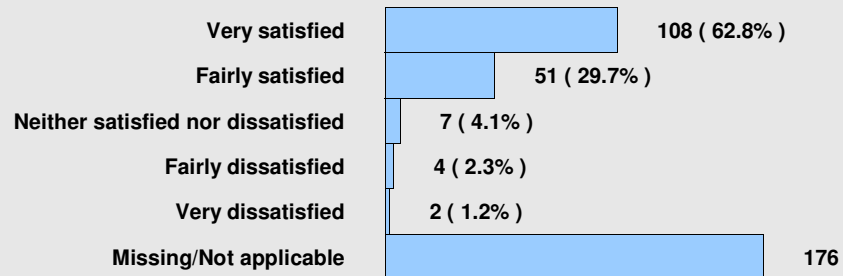
Q12n Satisfaction - cleanliness of activity spaces.



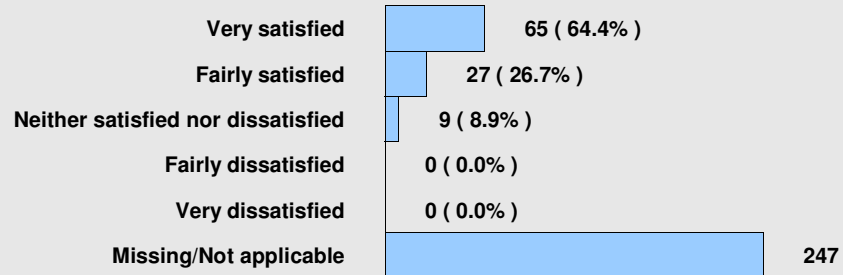
Q12o Satisfaction - helpfulness of reception staff.



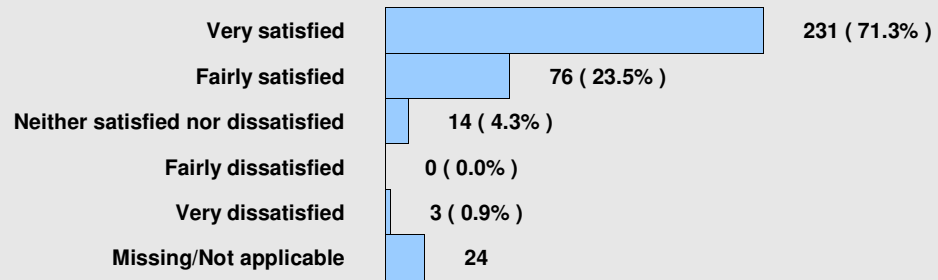
Q12p Satisfaction - helpfulness of other staff.



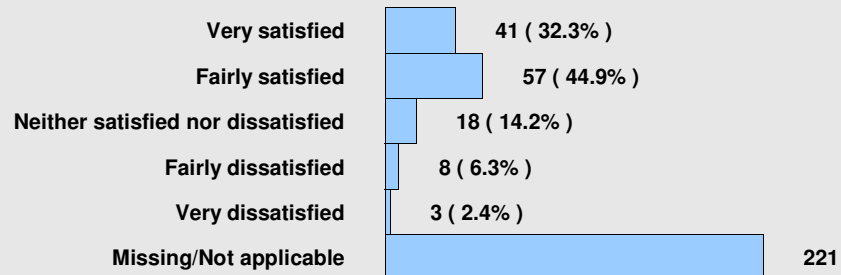
Q12q Satisfaction - standard of coaching/instruction.



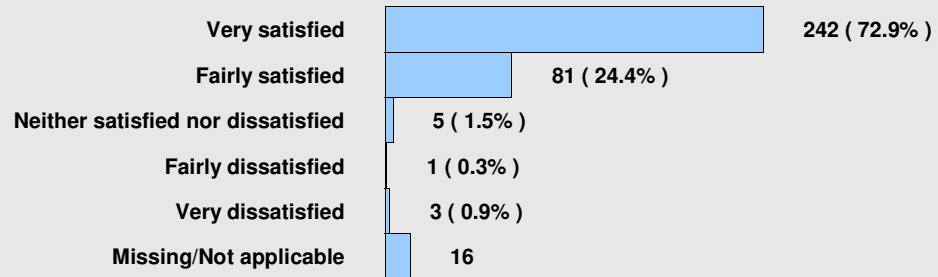
Q12r Satisfaction - value for money of activities.



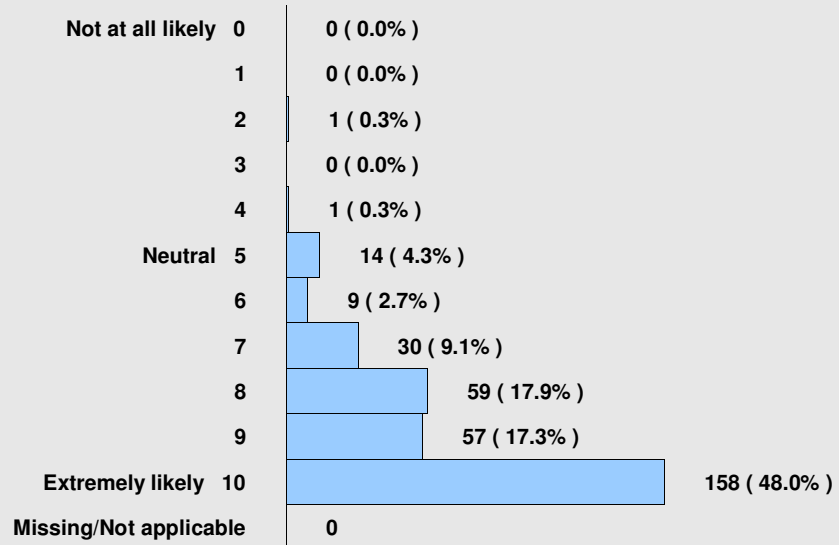
Q12s Satisfaction - value for money of food/drink.



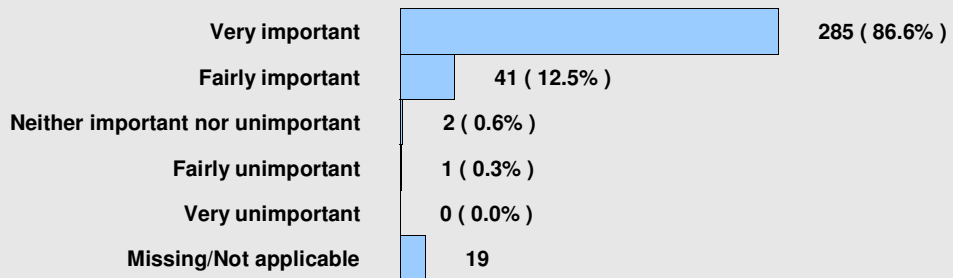
Q12t Satisfaction - overall satisfaction of visit.



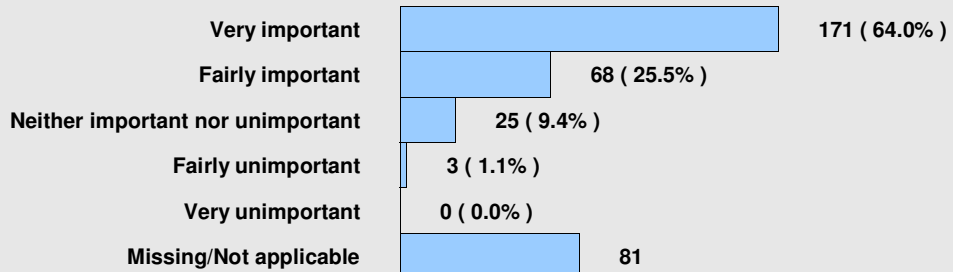
Q12.1 How likely are you to recommend this centre



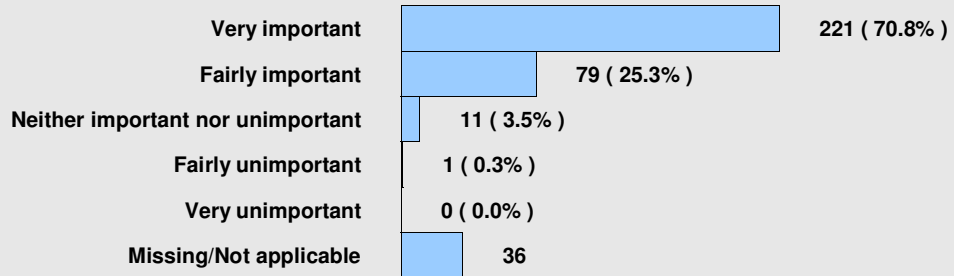
Q13a Importance - availability of activities at convenient times.



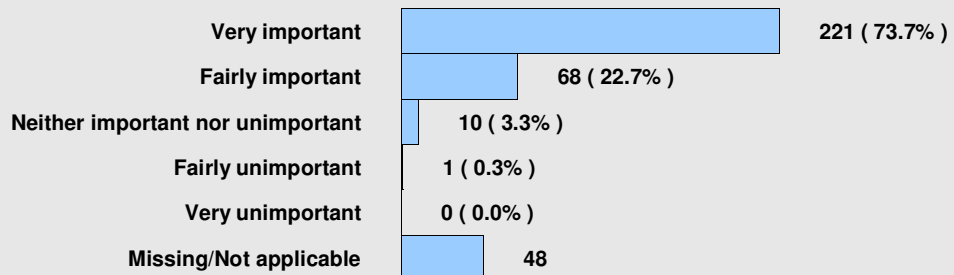
Q13b Importance - ease of booking.



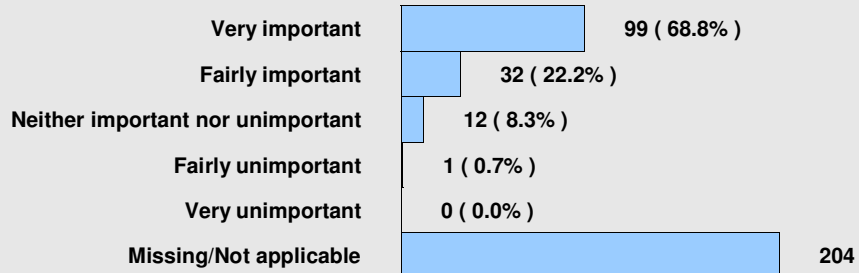
Q13c Importance - activity charges/fees.



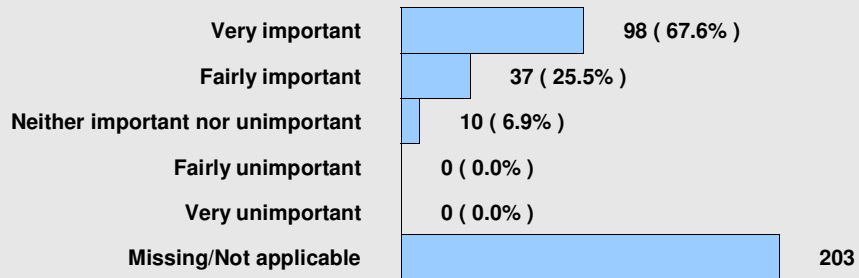
Q13d Importance - the range of activities available.



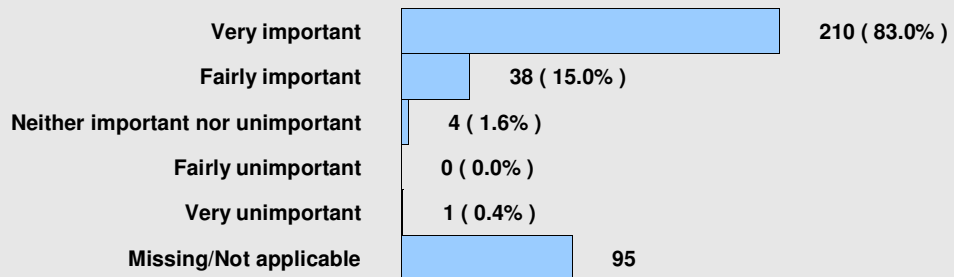
Q13e Importance - quality of flooring in sports hall.



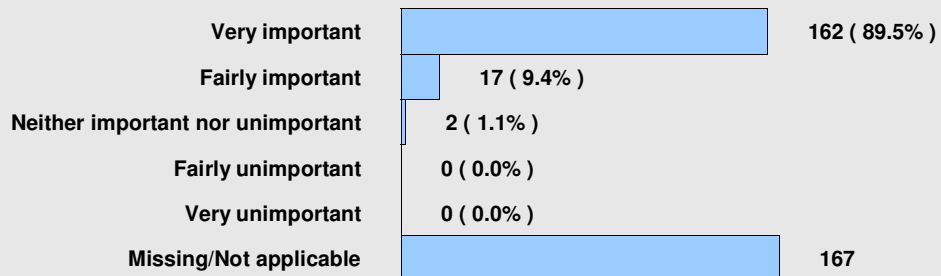
Q13f Importance - quality of lighting in sports hall.



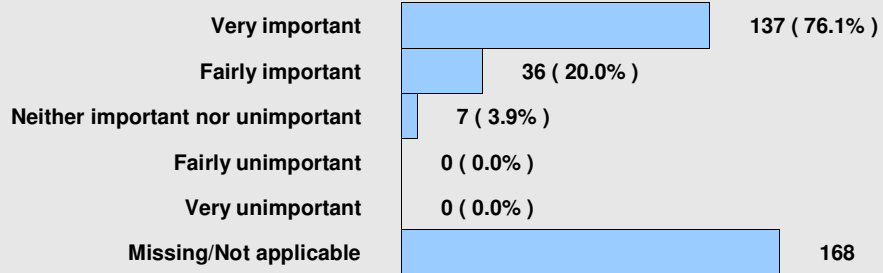
Q13g Importance - quality of equipment.



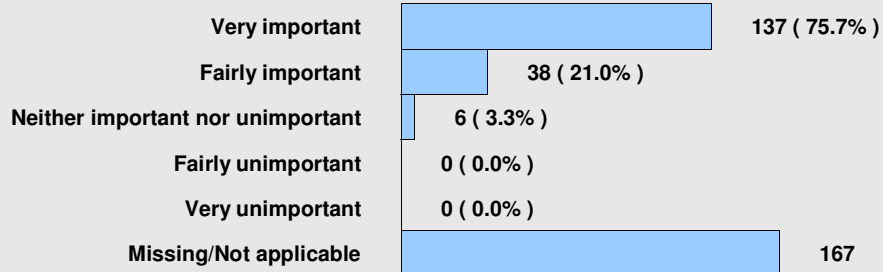
Q13h Importance - water quality in pool.



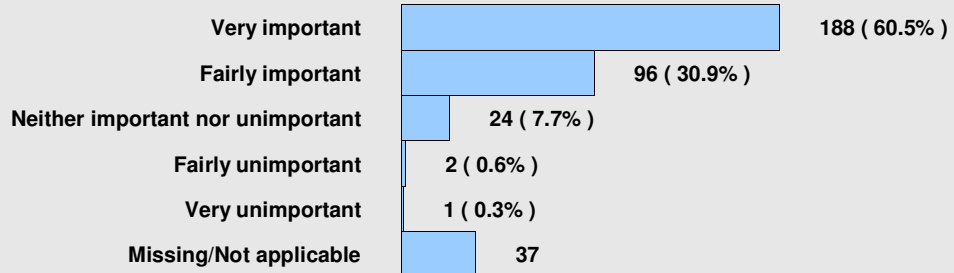
Q13i Importance - water temperature in pool.



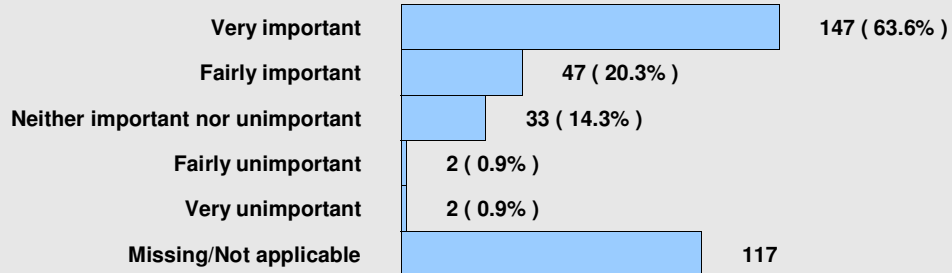
Q13j Importance - number of people in pool.



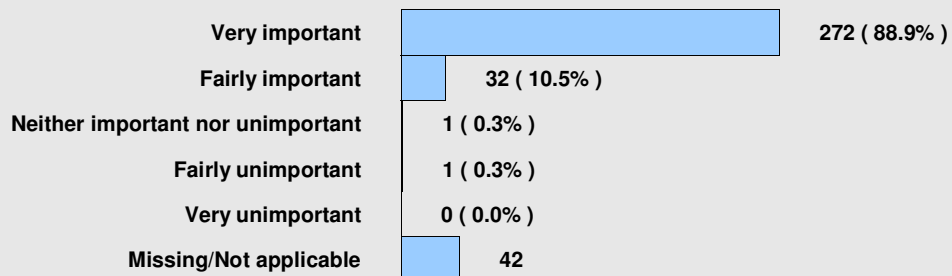
Q13k Importance - quality of car parking on site.



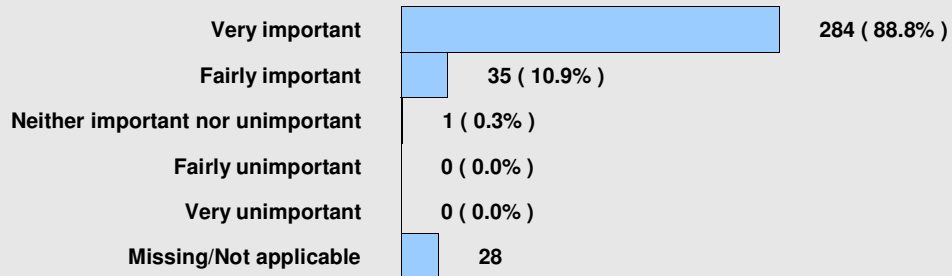
Q13l Importance - quality of food/drink.



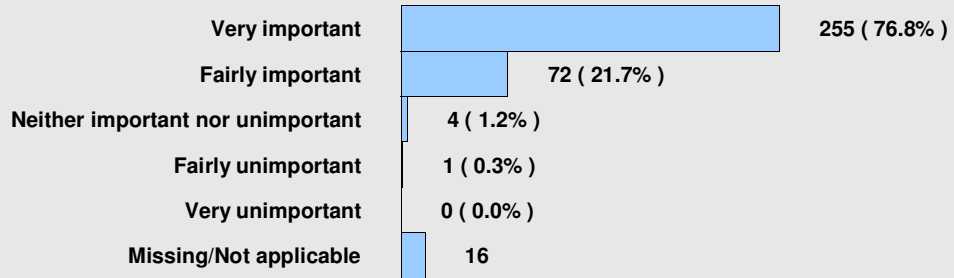
Q13m Importance - cleanliness of changing area.



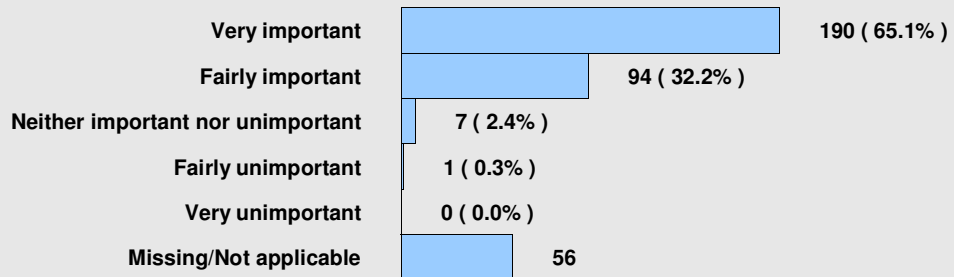
Q13n Importance - cleanliness of activity spaces.



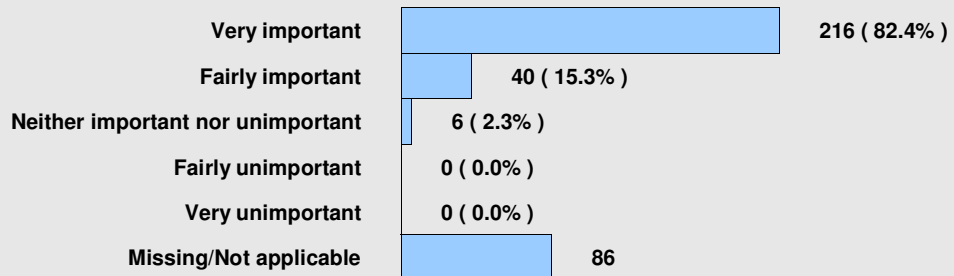
Q13o Importance - helpfulness of reception staff.



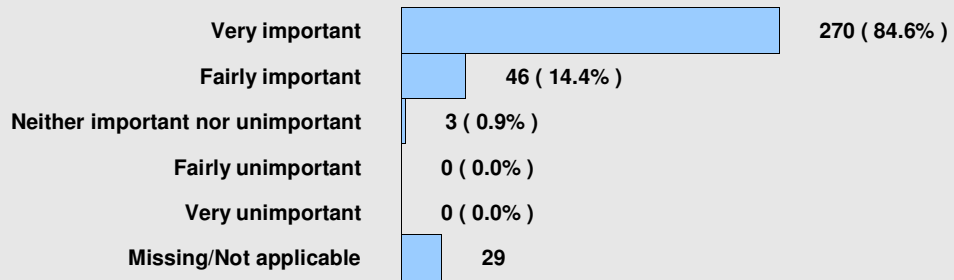
Q13p Importance - helpfulness of other staff.



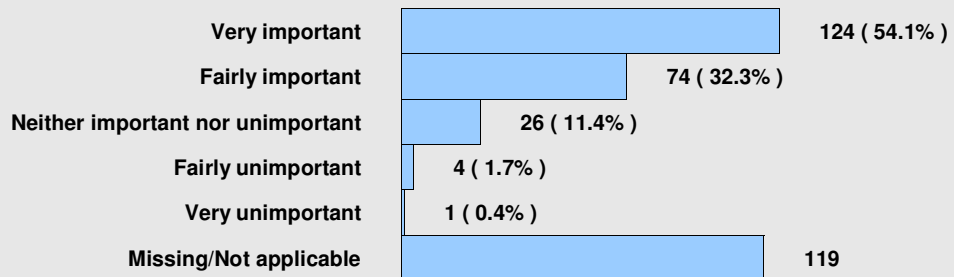
Q13q Importance - standard of coaching/instruction



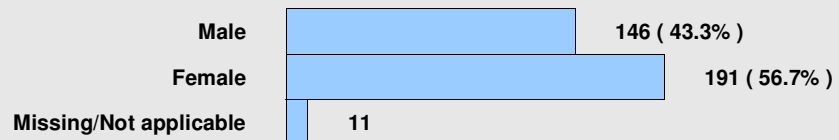
Q13r Importance - value for money of activities.



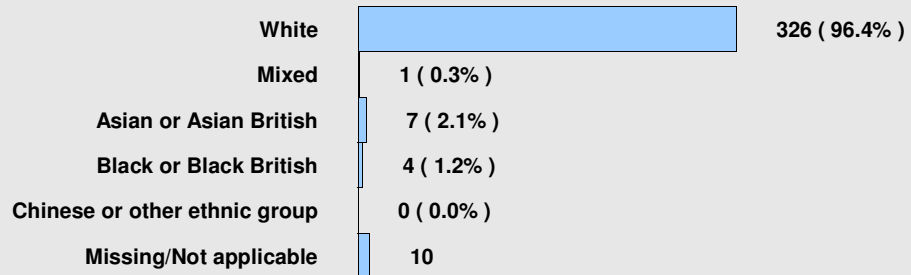
Q13s Importance - value for money of food/drink.



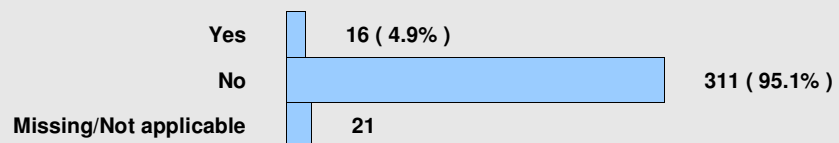
Q14 Gender.



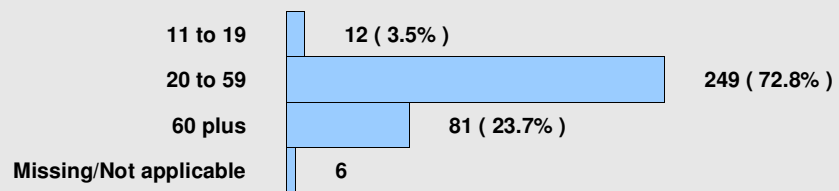
Q15 Ethnic origin of respondent.



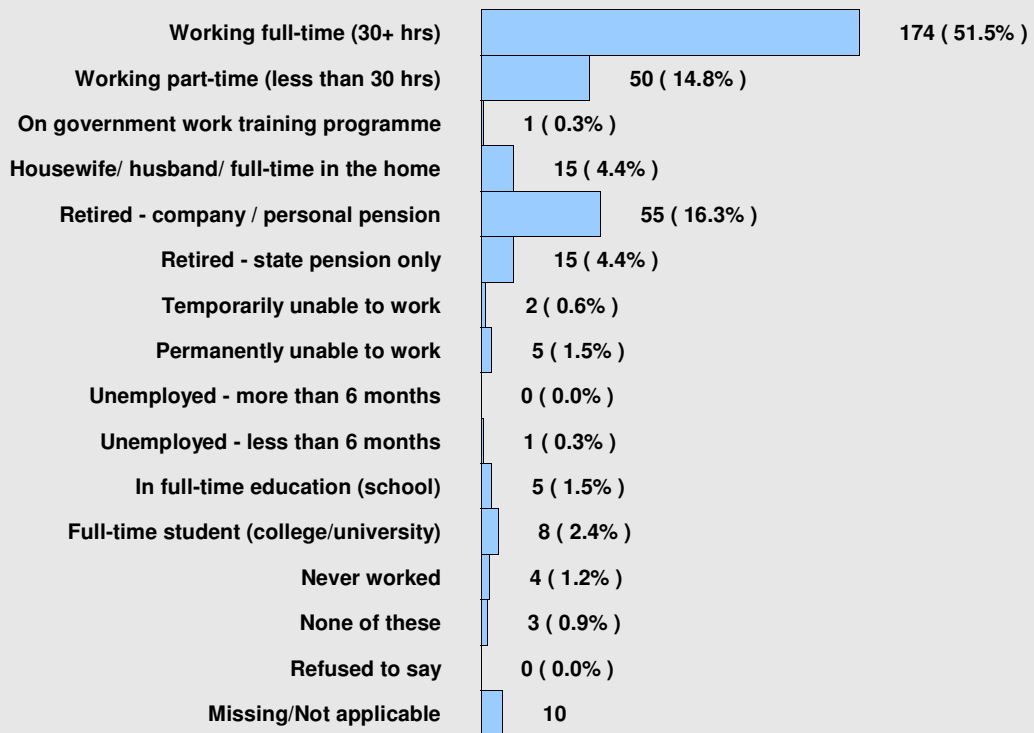
Q16 Long term illness, health problem or disability.



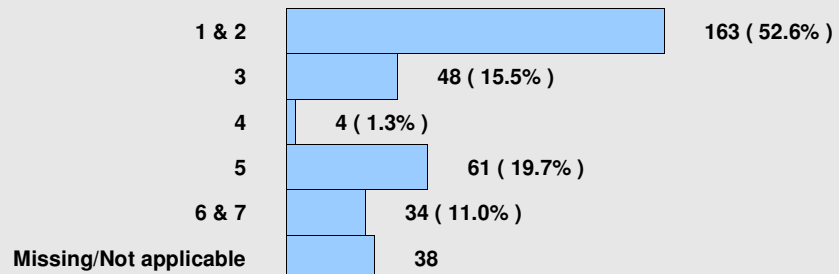
Q17 Age.



Q18 Current employment status.



Socio-economic group.



Q23 Postcode.

first part of postcode	number of questionnaires	cumulative percent
NG10	160 (47.5%)	47.5
NG9	49 (14.5%)	62.0
DE72	42 (12.5%)	74.5
NG10	20 (5.9%)	80.4
DE21	11 (3.3%)	83.7
DE74	9 (2.7%)	86.4
DE7	7 (2.1%)	88.4
DE73	7 (2.1%)	90.5
NG8	6 (1.8%)	92.3
CH8	2 (0.6%)	92.9
CV7	2 (0.6%)	93.5
DE23	2 (0.6%)	94.1
DE24	2 (0.6%)	94.7
DE56	2 (0.6%)	95.3
DE7Z	2 (0.6%)	95.8
NG11	2 (0.6%)	96.4
10	1 (0.3%)	96.7
B46	1 (0.3%)	97.0
BZ0	1 (0.3%)	97.3
DE22	1 (0.3%)	97.6
DE5	1 (0.3%)	97.9
DE76	1 (0.3%)	98.2
DY9	1 (0.3%)	98.5
LG12	1 (0.3%)	98.8
N910	1 (0.3%)	99.1
NG16	1 (0.3%)	99.4
NG17	1 (0.3%)	99.7
NG3	1 (0.3%)	100.0
Missing/Not applicable	11	