

To be opened on receipt

AS GCE LEISURE STUDIES

G182/01/CS Leisure Industry Practice

PRE-RELEASE CASE STUDY

JANUARY 2013



INSTRUCTIONS TO TEACHERS

- This Case Study **must** be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

- You **must** make yourself familiar with the Case Study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of **4** pages. Any blank pages are indicated.

Galton Leisure

Galton is a small rural town in East Anglia. Its rural location is accessed via 'A' roads. The nearest city is a 45 minute drive away, although there is a regular bus service. The town itself does have some issues with unemployment levels increasing as a result of limited job opportunities. The town also has an increasingly older population.

Within the town there are three primary schools. There is also a secondary school which has a leisure facility. This facility has a swimming pool, a gym, a multi-purpose sports hall and an outside floodlit multi-purpose sports area. This facility is known as Galton Leisure. 5

The school is publicly owned, but it operates the leisure facilities in partnership with the local community. During the school day, 8.30 am – 4.30 pm, the facilities are used by the school; after 4.30 pm the facilities are used by the local community. The facility is also used for fairs, birthday parties and wedding receptions. There is also a small café which can be used by the general public and the leisure facility users after 4.30 pm and at weekends. 10

Galton Leisure employs a centre manager who oversees the running of the facility irrespective of the time of day. There is also a range of full-time and part-time staff. The staff of Galton Leisure all undertake relevant staff training and development. Galton Leisure also prides itself on excellent customer service and has achieved the quality standard Customer Service Excellence¹. It also uses the ISO 9000 range of quality systems. 15

The Galton Leisure facility has several income streams. The breakdown of income has been similar for the last few years, although government funding has been declining year on year. Finance is an issue to which all leisure organisations have to pay close attention. Due to a decline in the funding received from the government, the management of finances has become even more important to leisure organisations such as Galton Leisure. 20

In order to increase take up in the local area a membership scheme was established at Galton Leisure. This allows people in the local area to pay a one off figure for the use of the facility for the whole year, which could prove to be a cheaper way in which to use the facility. The local area has been identified as within half a mile of the facility. This is clearly indicated on a map shown in the main reception area. The management feels that this scheme has been popular and successful, as there has been a general increase in the use of the facility. 25

The leisure facility uses a computerised booking and ticketing system, which records all sales and bookings taken. It also records all members' usage as members' cards are scanned when entering the facility. 30

Galton Leisure does not have its own website. As a publicly owned facility it does have an information page on the local county council's website; however, this page is not easy to navigate around and cannot be accessed directly, only via the council website. The other form of promotion for Galton Leisure is the use of leaflets and posters placed around the local catchment area. All promotional material is designed in a corporate style with the Galton Leisure logo clearly showing. 35

Galton Leisure undertakes all of the usual safety checks and risk assessments as specified by law. The management is very aware of the need to stay up to date with changes in legislation and to ensure that legislation such as the COSHH Regulations, the Children Act, the Equality Act² and other pieces of legislation are all implemented correctly. 40

Recently a number of customers have made complaints about experiencing severely sore eyes whilst using the swimming pool. It has been recorded that three children have been

1 The Customer Service Excellence quality standard has replaced the Charter Mark

2 Only as applied to disability discrimination legislation

hospitalised. The Health and Safety Executive (HSE) has closed the swimming pool until an investigation has been carried out and the problem with the swimming pool has been rectified to the satisfaction of the HSE. All other areas of Galton Leisure have remained open during this time. 45

Unfortunately, these incidents have been reported in the local and regional newspapers (see Fig. 1). The people in the local area are now very unsure about the safety of the facility and this is having a direct impact on usage. 50

The management and the local authority recognise that this adverse publicity may have a negative impact on the image of Galton Leisure. Strategies will need to be put in place in order to ensure that customer needs and expectations are fully satisfied. This might involve undertaking some quantitative and qualitative market research.

Newspaper Article

GALTON NEWS

Swimming Pool Closure

Galton Leisure, a leisure and sports facility run by the local authority, has been served with a closure notice for its swimming pool by the Health and Safety Executive.

The closure follows complaints from customers about severe irritation to the eyes, resulting in at least three children being hospitalised.

Barry Wainwright, Galton Councils' Leisure Services Manager, said:

“Unfortunately there seems to be an issue with the water in the pool. The pool has been closed until we are sure what is causing the problem. We are working closely with the Health and Safety Executive to ensure that all of the necessary precautions are put in place.”

The pool has been closed for several days and will continue to be closed until at least the end of the week whilst the necessary tests take place.

Locals are surprised by the incidents at the pool. Paul Carroll, a local resident who has

two children who use the pool on a regular basis said:

“The pool is an excellent facility and is very clean. Having talked to other parents it seems some people have suffered from stinging to the eyes and some children have been particularly affected. I hope they get it sorted.”

Becky Smith, mother of one of the children who was kept in hospital overnight, commented;

“The kids just wanted to go swimming so we came like any other day. However, my youngest started complaining about his eyes, and we thought he just needed his goggles, but it got worse and worse and we ended up in hospital. They have washed out his eyes, and he is ok but very sore.”

All of the other facilities at Galton Leisure continue to be open. However, it seems that many customers are choosing to stay away whilst the pool closure is in place.

Fig. 1

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