

ADVANCED SUBSIDIARY GCE
LEISURE STUDIES
Leisure Industry Practice

G182/CS

PRE-RELEASE CASE STUDY

To be opened on receipt

JANUARY 2010



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.

Sunnyvale Leisure Centre

Sunnyvale Leisure Centre (SLC) is a multi-purpose public leisure facility, located in the town centre of Westwick. The town has four large secondary schools and two colleges, along with a large number of primary schools. The town has an ageing population with 63% of inhabitants over 50 years of age.

SLC offers leisure activities to children, young people and adults. The centre provides a number of facilities (both wet and dry) and a range of business services. Its facilities include: 5

Wet:

- large pool – multi-purpose
- diving pool
- small pool with lift for disabled users. 10

Dry:

- multi-functional sports hall (used for badminton, tennis, football, gymnastics) with viewing gallery
- 6 squash courts
- 5-a-side football pitches (indoor) 15
- Pulse Gym suite
- dance studio.

General Facilities:

- changing village – access for all
- café and bar 20
- soft play area
- crèche
- meeting rooms
- function rooms
- small car park attached to the centre (free for 1 hour). 25

The centre is open seven days a week from 06.00 to 22.00 Monday to Friday and 09.00 to 20.00 at weekends. The main users of the centre are people within the town, with peak times being before and after work. Weekends are particularly busy with younger users. SLC also works in conjunction with the local sixth form college by providing facilities for its A-level Physical Education students as well as dance classes. 30

The Pulse Gym suite is an example of public and private sector cooperation. Members pay a yearly subscription and, in return, have access to the gym and all other facilities within the centre, including the pool and all fitness classes. Gym members are asked to use their swipe card as a method of signing in every time they use the centre.

The pool area is the most expensive facility to operate, but also draws the smallest number of customers. This could be due to the large pool being seen as old fashioned compared to a pool at a leisure centre in the next town which has a wide range of water flumes and a wave machine. 35

One major target set by the council for SLC in 2010 is to increase the overall usage of the large pool facility. The management has started to address the target with a new summer holiday programme for the large pool (see Fig. 1). The main issue, however, is the marketing of the new programme. In the past only a limited amount of money has been available for marketing and any marketing undertaken has been on a purely ad hoc basis. 40

With the new programme in mind, the management has recommended that there should be a complete review of all SLC risk assessments including both probability and severity. In addition, the management needs to consider the ways in which SLC complies with legislation, such as the Data Protection Act, the COSHH Regulations, the Children Act and the Disability Discrimination Act. 45

SLC employs a range of full-time, part-time and seasonal casual staff and prides itself on the high level of customer service it provides. Despite the fact that the management of SLC feels that it looks after its employees well, there remains a high rate of labour turnover. This is a matter of concern to the management of SLC. The nature of the leisure industry does mean that members of staff often have to work long and unsociable hours and in recognition of this SLC has introduced a monitoring system to ensure that all managers implement the Working Time Regulations correctly. 50
55

To ensure the centre is operating at the highest level, SLC has achieved the Charter Mark quality standard. The centre operates an ongoing staff development programme; the next training day focusing on the Children Act and the Disability Discrimination Act.

In order to ensure that it is meeting the needs of its customers, the centre collects feedback. Gym members are sent a short questionnaire with their renewal documents and casual users are encouraged to complete the comment cards in reception. The management is aware that there is a need for SLC to be more open in demonstrating to its customers that it does listen to their views. The management of the centre feels that it could better achieve such an outcome through the greater use of ICT. 60

The centre does, however, use ICT effectively in other aspects. It has computerised systems which provide the senior management team with up-to-date and accurate information on bookings and staff work records, as well as customer payments and payroll. This information helps SLC with its financial planning and control – essential given that SLC is working within a strict budget. 65

SUMMER POOL PROGRAMME (Large Pool)

	07.00 – 11.00	11.00 – 12.00	12.00 – 13.00	13.00 – 17.00	17.00 – 19.00
Monday	09.00 – 11.00 General Swim	11.00 – 12.00 Inflatable Fun	12.00 – 13.00 Adult Swim	13.00 – 17.00 General Swim	
Tuesday	07.00 – 09.00 Adult Swim 09.00 – 11.00 General Swim	11.00 – 12.00 Aqua Aerobics*	12.00 – 13.00 General Swim	13.00 – 17.00 Inflatable Fun	17.00 – 19.00 Canoe Club
Wednesday	09.00 – 11.00 General Swim	11.00 – 12.00 Parent and Toddler*	12.00 – 13.00 Adult Swim	13.00 – 17.00 General Swim	17.00 – 19.00 Slim and Swim
Thursday	07.00 – 09.00 Adult Swim 09.00 – 11.00 General Swim	11.00 – 12.00 Tadpoles (Under 8 swimmers)*	12.00 – 13.00 General Swim	13.00 – 17.00 Inflatable Fun	17.00 – 19.00 Inflatable Fun
Friday	09.00 – 11.00 General Swim	11.00 – 12.00 Ladies who Lunch	12.00 – 13.00 Adult Swim	13.00 – 17.00 Inflatable Fun	17.00 – 19.00 Swim Club
Saturday	09.00 – 11.00 General Swim	11.00 – 12.00 General Swim	12.00 – 13.00 General Swim	13.00 – 17.00 Inflatable Fun	17.00 – 19.00 Inflatable Fun
Sunday	09.00 – 11.00 Children Learn to Swim* 09.00 – 11.00 General Swim	11.00 – 12.00 Adult Learn to Swim*	12.00 – 13.00 General Swim	13.00 – 17.00 Pirate Fun	17.00 – 19.00 Adult Learn to Swim *

* Sessions take place in the shallow end in a roped-off area

Fig. 1



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