

**ADVANCED SUBSIDIARY GCE UNIT
LEISURE STUDIES**

G182/CS

Unit 3: Leisure Industry Practice

CASE STUDY

Pre-release case studies for examination January 2007

To be opened on receipt



INSTRUCTIONS TO TEACHERS

- This case study **must** be opened and given to candidates upon receipt.

INFORMATION FOR CANDIDATES

- You **must** make yourself familiar with the case study before you take the question paper.
- You **must not** take notes into the examination.
- A clean copy of the case study will be issued with the question paper.

This document consists of **4** printed pages.

Jefford Leisure Centre

Jefford Leisure Centre (JLC) was constructed in 1978. It is a publicly owned and operated leisure facility and it serves the catchment area of the local authority for the town of Jefford. Its location on the edge of the town does, however, present access problems for some residents on the other side of the town. In fact, some 25% of the users of JLC come from another nearby town – which is outside the administrative area of Jefford Council. 5

JLC is open seven days a week – from 07.00 to 22.00 Monday to Saturday and from 08.00 to 20.00 on a Sunday. It is a multi-purpose leisure centre which provides the following core facilities:

- sports hall
- swimming pool 10
- gym.

These core facilities are supported by a range of ancillary services including:

- male and female changing facilities for each core element
- a reception and foyer area
- a crèche 15
- a first aid room.

There are also additional areas of staff usage including:

- storerooms
- maintenance rooms
- staff administration office 20
- managers' offices
- staff rest room.

JLC is set both monthly and annual targets by Jefford Council. These targets, which are expressed in both financial and performance terms, are included within JLC's operational and strategic plans. It is expected that these targets, along with appropriate budgeting and financial control techniques, will enable JLC to provide the range of services required by its customers both effectively and efficiently. 25

One major target for JLC in 2007 is to increase the overall usage of the facility. Within this overall target, there is also a need to focus on increasing participant numbers amongst particular groups within the local community. These are: 30

- over 50s
- single parents
- unemployed
- disability groups.

The need to achieve these targets has led to a major internal review of the policies, procedures and practices which operate at JLC. Although the working group established to implement and monitor the necessary changes largely involves the senior management team at JLC, the rest of the staff are involved in a consultation exercise. The working group is considering both significant and relatively minor changes to the programming of activities within JLC and ways to improve participant numbers – especially amongst the targeted population groups. 35 40

Before coming to any decisions, the working group has undertaken both a SWOT analysis and a PEST analysis of the current (and likely future) operations of JLC; as well as reviewing the current marketing mix of JLC.

Another operational aspect which has been reviewed by the working group is the ticketing procedures currently used at JLC. At the moment, JLC offers a membership scheme which provides discounts and rewards for regular usage of the facility, combined with casual bookings. This procedure allows both direct marketing to the members of the scheme, as well as more general marketing to casual users. The staff at JLC have expressed some reservations about changes to the ticketing system because it is felt that these established procedures are well known to the current range of customers.

This has led the working group to consider the ways in which JLC communicates with both its existing customer base and its potential customer base. At the present time, for example, JLC makes little use of electronic technology to communicate with its customers. The working group is also aware that there is a need for JLC to be more open in demonstrating to its customers that it does listen to both their complaints and positive comments in an attempt to ensure that all of their needs and expectations in relation to JLC are met.

The members of the working group feel, however, that changes to systems such as ticketing and admissions, to the marketing mix of JLC, as well as to methods of customer communication are imperative if the targets of both increasing and widening the customer base are to be achieved. It is, however, appreciated that these changes must not have a negative impact on the current customer base. It is also felt that any changes to the ticketing system should be linked to a planned major investment in up-grading the entire management information system within JLC. The current ICT system, for example, has been in operation for over five years and it is not able to provide all of the information which is required by the senior management team at JLC. There have also been some recent security problems within the ICT system.

Amongst the planned changes to the ICT system, it is expected that the senior management team will be provided with more up to date and accurate information on, for example, booking and reporting systems, staff work records and the stock control system as well as, for example, customer payments and payroll. It is also expected that the planning and budgeting of cash-flow, profit and loss and balance sheet figures will be enhanced. These improvements should enable the management of JLC to more effectively monitor its financial performance in the future. There have, in fact, been some recent problems with the financial budgets prepared within JLC. Changes to the ways in which these budgets are prepared, planned and revised were already being considered by the senior management team.

Although there have been some recent problems within the management information systems at JLC, the organisation works hard to retain its BS EN ISO 9000 quality standard and Fig. 1 is an extract from the system which is currently used to monitor operations.

When the new range of policies and procedures is put into practice there is a need to ensure that there is no negative impact on the operations of JLC. With this in mind, the working group has recommended that there should be a complete review of all the risk assessments (including both probability and severity) which have been undertaken within JLC, as well as a consideration of the ways in which JLC complies with external legislation such as the Working Time Directive, the Data Protection Act, the COSHH Regulations, the Children's Act and the Disability Discrimination Act.

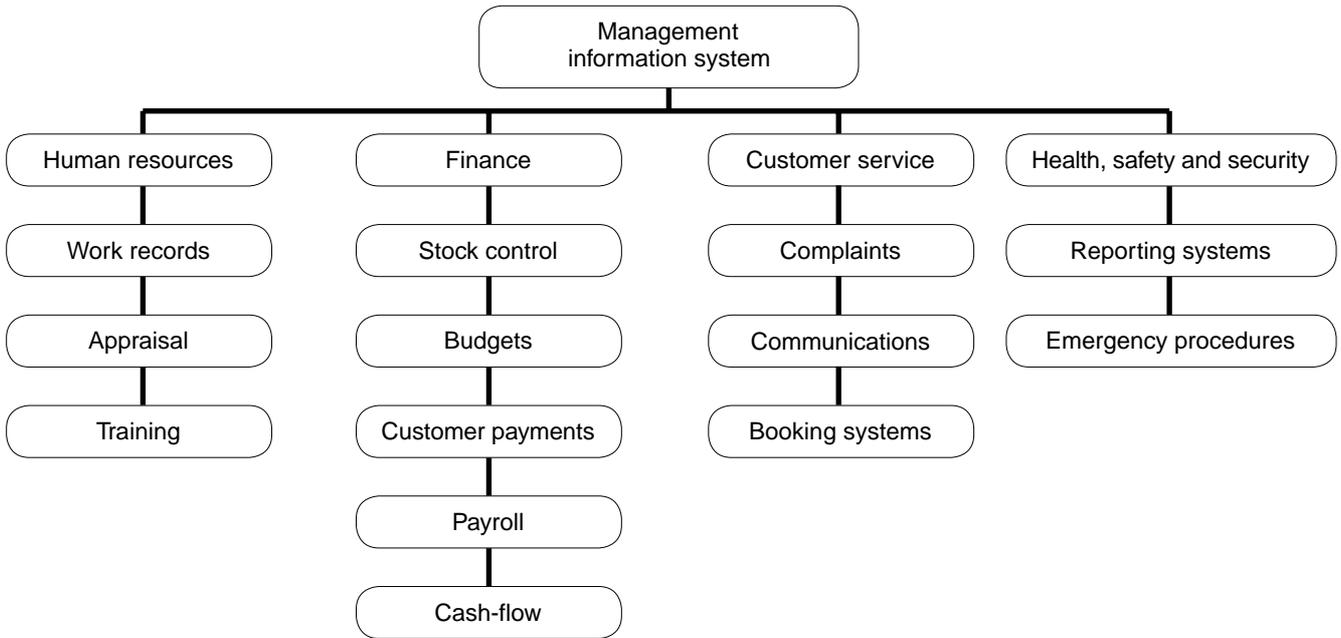


Fig. 1 An extract from the management information system at JLC.

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