



Oxford Cambridge and RSA

## To be opened on receipt

### AS GCE LEISURE STUDIES

G182/01/CS Leisure Industry Practice

#### PRE-RELEASE CASE STUDY

JUNE 2016



#### 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.

## Open Swim

Open Swim is an open-air swimming pool in the south east of England. The pool is located in the village of Errington, a small village which is 40 minutes away from the closest town. The pool was built 25 years ago. The local community raised the funds to pay for the construction, with the intention of providing a leisure facility for local people at an affordable price. That philosophy is still in place today.

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The pool has been extended over the years and the facilities now include:

- 20 metre swimming pool with a 5 metre diving board and springboard
- children's pool
- male and female changing rooms
- café which serves a range of snack foods
- eating area with additional seats for spectators
- vending machines – selling drinks and sweets
- toilets
- children's play park
- small car park with space for 20 vehicles
- cycle park.

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Open Swim is open between Easter and October half term. It opens at 3pm during weekdays and all day during the weekend and the school holidays. The pool is open air, which means it is very weather dependent. Being open air makes it unique to the area which brings in a large number of customers.

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Presently, the pool is managed by a committee of 10 volunteers. The volunteers on the committee change year to year; however, there are four people who have been on the committee since it was established. The committee is headed by Simon Williams, who initially put forward the idea of the community pool, and was part of the group who raised the money to get the pool built. When the pool first opened, they received local government funding, however, this no longer happens. They have however applied for lottery funding.

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The pool and the facilities are mainly in good repair. However, the whole facility looks very old-fashioned, and has changed little since it opened 25 years ago. There are a number of reasons for this including the cost of changes, but one of the main reasons is the opposition to changes put up by Simon Williams. Having had the initial idea of the pool, and helped to raise the money, Simon feels as though he has the right to have the pool his way, and often finds it difficult to allow changes to happen. The pool has one member of staff who is permanent, Julia Scott, who manages the pool and staff on a day-to-day basis. She believes that Open Swim will benefit from introducing a quality system. She has suggested this to the committee who has asked her to prepare a presentation on quality systems and the impact they would have on Open Swim, its staff and customers.

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Any money needed for the general running and maintenance of the pool and facilities has to be raised through admissions and secondary sales or through fundraising events. The pool is also the recipient of bequests from local people. This additional money has allowed them to meet additional costs for major repairs; however, this line of funding is unreliable.

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There are two categories of fees for admission; local and general. People living within the village of Errington receive the local rate, which is a 50% reduction in the general admission price. The general admission price for people outside of the village has not increased in the last three years. Julia feels that the price for general admission (see Fig. 1) should be raised by 25% this year. This would bring the cost of visiting the pool in line with leisure facilities in the local town.

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The committee allocates money to specific budgets for the year; these are closely monitored as money is very tight. The committee do try to forward plan in terms of finance, however they find this difficult as income varies considerably. One member of the committee, Sarah, would like to invest in a computer-based system for stock control and ticketing rather than the manual system they currently use; however, she has yet to convince the committee to invest in this.

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The pool is located 100 metres off the main road that runs through the village. In order to advertise its location they place a simple standing sign on the road side. They have no website and do not use other forms of technology to promote the facility.

If the weather is good, the pool is always full. The downside to this is that often they have to turn people away as health and safety legislation limits the number of users. Customers have often travelled up to an hour to use the pool. This creates unhappy customers, many of whom do not come back. When the weather is poor, the pool is often unused for hours on end. This makes managing the finances a difficult task. No matter how many customers visit, fixed costs still need to be paid.

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The committee ensures that all pieces of legislation are implemented and that relevant risk assessments are carried out and updated as necessary. One key thing it does in order to meet health and safety legislation is to employ lifeguards, who also monitor the pool in terms of water quality and provide first aid.

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#### **Admission Prices – Open Swim**

	<b>Adult</b>	<b>Child</b>
<b>Local admission price</b>	£2.00	£1.20
<b>General admission price</b>	£4.00	£2.40

**Fig. 1**

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