

## Level 4 Certificate in Management Consulting 10331

### UNIT 4 Business Environment

### READING BOOKLET INSERT

## Friday 16 June 2017 - Morning

### Time allowed: 2 hours 30 minutes

**You must have:**  
(eg Resource Booklet)

**You may use:**

- Geometrical Instruments
- Tracing Paper

A calculator is **NOT** permitted

First name										
Last name										
Centre number						Candidate number				

#### READ THESE INSTRUCTIONS FIRST

This Insert contains the reading passage for use with both questions of the Question Paper.

#### INFORMATION

- The total mark for this paper is 54.
- The marks for each question are shown in brackets [ ].
- Quality of written communication will be assessed in this paper.
- This document consists of **4** pages.



## Valewood Leisure Centre

When the Coalition Government came into power in 2010, a deficit reduction programme was introduced to tackle the UK's budget deficit. This extensive change in fiscal policy, in the form of budget cuts in public spending, was to affect most government departments, except for Education and Health. Some of the impacts of the public spending cuts included the scrapping of renovation works to public buildings and the suspension of building new public facilities. Local councils throughout the country were severely hit by this austerity programme, with many expected to reduce the provision of discretionary services such as leisure centres, libraries and public spaces. By law local councils do not have to provide discretionary services and, because of this, some of these facilities faced the real and imminent threat of closure; *Valewood Leisure Centre* was no exception.

Situated in the inner city area of Melchester, the council-run *Valewood Leisure Centre* has been serving a thriving, diverse community for over 35 years. Under the excellent leadership of David Milliner, the Manager, *Valewood Leisure Centre* had always been well regarded by its stakeholders. In order to comply with the Early Years Foundation Stage and the General Childcare and Early Years registers, all employees, especially if their job roles involved working with young people, had to be well trained and required appropriate qualifications before they were employed. Whilst David could not set staff wage levels, he made sure that they enjoyed a good working environment with excellent facilities such as a fully equipped kitchen. All staff were allowed some flexibility to choose the shifts they preferred in order to fit in with their other commitments.

Whilst *Valewood Leisure Centre* avoided closure in 2010, the local council budget cuts in 2011 meant that five members of staff were likely to be made redundant. Consequently, some services provided by the leisure centre such as the classes at its Wellbeing Exercise Studio, children's sports courses and the crèche were under threat. The planned renovation works on the swimming pool had to be shelved. When the news spread about how the leisure centre would be affected by the budget cuts, the whole community was in uproar. The leisure centre had been at the hub of many people's lives, and most would not be able to afford to pay higher prices for the facilities provided by privately owned gyms and sports clubs. Further changes in fiscal policy, including the increase of VAT to 20% as well as cuts to benefit payments, would further affect most consumers in the leisure industry.

David feared that the long-term existence of the leisure centre itself was in question. He, together with some prominent members of the local community, decided to form a committee to secure the long-term future of the leisure centre. The committee started an online petition, wrote to the Secretary of State and invited local MPs to the leisure centre to see for themselves how important *Valewood Leisure Centre* was to the local community. After months of campaigning, the committee managed to secure a grant from Sports UK to keep all the services running, but only for 12 months. The planned redundancies were suspended and jobs were saved, albeit in the short-term. During those 12 months the committee developed strategies to enable the leisure centre to generate enough funds to be self-sufficient in the long term.

Today *Valewood Leisure Centre* is a successful example of how entrepreneurial strategies can save a public sector organisation from closure. Using the grant from Sports UK, David and the committee were also able to refurbish the tired-looking leisure centre. This was carried out on a low budget with the help of the local community. A spare room was transformed into an attractive function room for the local community to hire to bring in revenue. The crèche area is now used for after school clubs providing another stream of revenue. The Wellbeing Exercise Studio is hired out to private dance schools and yoga classes in the evenings and weekends. Free WiFi is provided in the coffee shop in order to bring in new customers.

*Valewood Leisure Centre* has more than turned its fortunes around. It is now looking into proceeding with the planned renovation works to the swimming pool and to improve its current gym facilities.

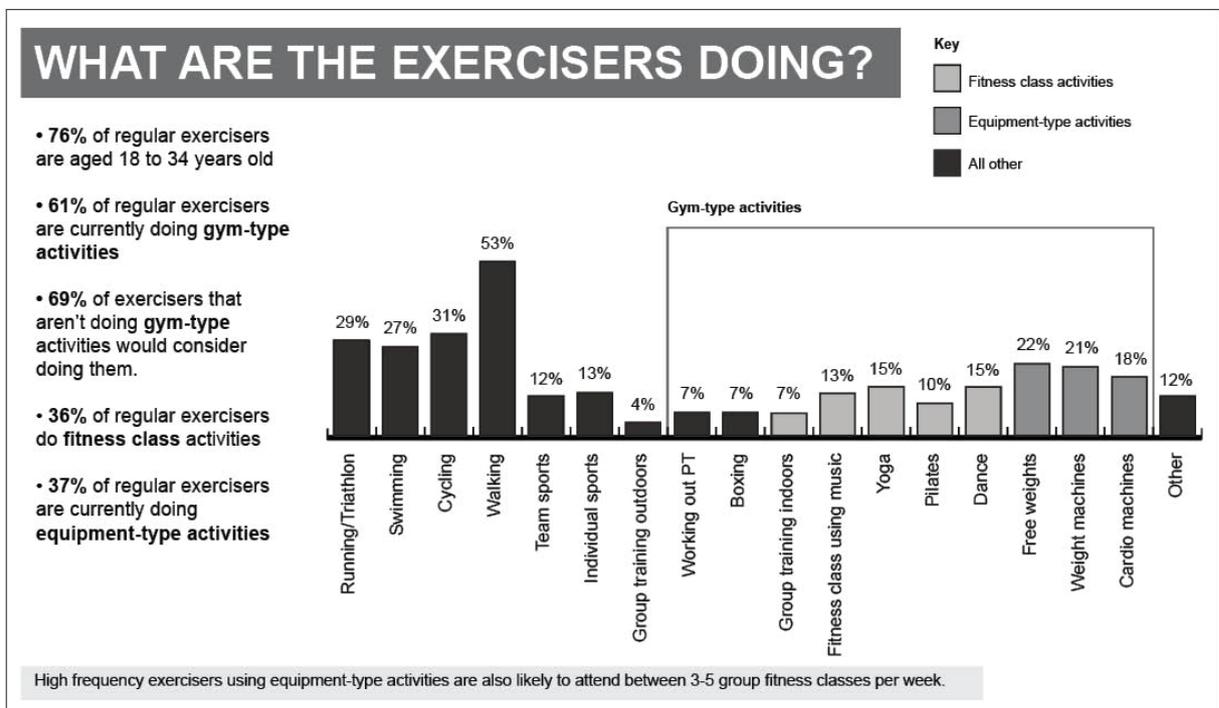
David believes that providing users with up-to-date equipment and making the latest fitness activities available will help *Valewood Leisure Centre* to compete with privately owned gyms and sports clubs in the area.

A recent survey on global exercise trends has identified the popularity of different types of exercise - see **Fig. 1** below. David is keen to use this information when looking into improving and extending the facilities and services at *Valewood Leisure Centre*.

David, who is a health and fitness fanatic, is well aware of the growing trend of obesity across the globe. Obesity has increased substantially worldwide amongst children. In 2013 it was found that in developed countries more than 22% of girls and nearly 24% of boys were overweight or obese. The same pattern was observed in the developing world, where nearly 13% of boys and more than 13% of girls were overweight or obese. This alarming trend means that our young generation are likely to face an increased risk of cardiovascular disease, diabetes and many cancers.

The average number of portions of fruit and vegetables consumed by children aged 5–15 years between 2001 and 2013 was significantly lower than the recommended five portions per day. Over this time period, there were no significant differences between boys and girls in the consumption of fruit and vegetables.

David believes that the way to improve the health of UK children lies in education. In particular, he thinks the solution is to educate parents, specifically parents of young children, about the importance of healthy eating. His latest idea is to provide cookery classes for parents in the area to equip them with the skills and knowledge they need to cook healthy food. He feels that this would enable the leisure centre to fulfil its goals - offering the community around *Valewood Leisure Centre* opportunities for healthy living.



**Fig. 1**

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