

**Level 4 Certificate in Management Consulting  
10331**

**UNIT 4 Business Environment  
READING BOOKLET INSERT**

**Time allowed: 2 hours 30 minutes**

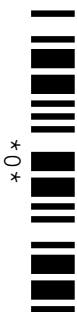
**You must have:**

(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 90.
- 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.

## Sir Harry's School

Sir Harry's School is a state secondary school. The school was established 10 years ago. It is one of a small number of state secondary schools that offer places to boarders<sup>1</sup>. The concept of a state secondary school that takes boarders is still relatively unknown; most people do not even know that they exist. The founders of Sir Harry's School believe that the school's provision for boarders is exceptional – the school offers boarders a 24-hour educational system that is funded by the state.

Boarding school education is making a comeback after years in decline due to changes in the modern family structure and the mounting pressures of employment. Recently, the State Boarding Schools' Association has reported a huge rise in applications from academies and free schools who want to offer low-priced boarding places for children from less privileged backgrounds.

Sir Harry's School is situated in an impressive 60-acre moorland estate in the South West of England. The main building was formerly a stately home. The school's facilities rival those found at some of the best private boarding schools. Facilities at Sir Harry's School include an indoor swimming pool, squash courts, a gymnasium, outdoor tennis courts and an apple orchard. There are currently 72 pupils who board, representing approximately 10% of the total number of pupils at Sir Harry's School. Pupils who board at Sir Harry's School are charged a fee of £11 000 per annum for their accommodation and meals during term time. However, unlike private boarding schools, there is no charge for the pupils' education because this is paid for by the state. It is, therefore, considerably cheaper to board at Sir Harry's School than to board at a private school (which typically charge over £30 000 per annum).

Sir Harry's school has thrived during its first decade with pupil intake increasing year on year. In addition, despite the school being non-selective, the school's 2017 GCSE results were well above the national average. Founded on the belief that independence and self-reliance are the most important qualities to prepare young people to compete in the global market, the curriculum structure is designed to fulfil this ethos. In addition to the core subjects, pupils can choose to study GCSE business, economics, computer science, food technology and music. Citizenship is a compulsory subject for all pupils up to year 9/age 14. All pupils are encouraged to take part in extra-curricular activities at least twice a week; these include a wide range of sports as well as other leisure pursuits such as linguistics and the fine arts. Learning to play a musical instrument is also strongly encouraged as a way to develop perseverance and self-confidence.

Dr Peter Morris, the headteacher, has conducted a survey amongst the pupils to monitor their satisfaction at the school. The results have been compiled and compared with the average findings from other schools in England, see Fig.1 on page 3.

<sup>1</sup> 'Boarders' - pupils who live on the school site during term-time, and only return home during school holidays.

**Fig. 1 Pupil satisfaction survey results**

<b>Percentage of pupils who agreed with each of the following statements:</b>	<b>Sir Harry's School</b>	<b>England</b>
Pupil behaviour is getting worse.	17%	27%
I enjoy going to my lessons.	85%	31%
The school should improve the facilities	66%	76%
The school needs to spend more money on the building.	89%	64%
I feel safe in school.	80%	68%

Dr Morris concluded from the survey that there are several issues that need addressing. In particular, the school building and facilities require huge capital investment. Maintaining an old, historic building can be a constant struggle for an organisation that relies on state funding to survive.

Ofsted is the regulator of educational provision in England. Recently, Sir Harry's School has been inspected by Ofsted. In its report Ofsted praised Sir Harry's School for its 'family' ethos. The report stated that 85% of pupils like going to school and enjoy the lessons because of the supportive atmosphere. Pupils say that they feel the teaching staff care about them as individuals, not just academically, but as a 'whole' person. This is especially important for boarders who are away from their family during term time.

In addition, the Ofsted report rated highly the collaboration between members of staff. The report indicated that there is strong evidence of teamwork and sharing of good practice. Teachers are supportive of each other, both professionally and personally. There is overwhelming evidence of teaching staff wanting to go to work because they feel valued. Despite high levels of trade union membership amongst teachers at Sir Harry's School, there has never been a dispute between the senior management team and the teaching staff. However, some staff have recently expressed concerns about the increasingly challenging behaviour of some boarders and have requested more support during the evenings to ensure that school rules are observed in boarders' accommodation.

Dr Morris is currently considering whether to build on the school's excellent reputation by adding a sixth form. Initial plans would be to offer a total of 200 sixth form places. Due to the recent surge in demand for low-priced boarding places, this expansion would include the conversion of a disused coach house in Sir Harry's School grounds into accommodation for 10 boys and 10 girls who would prefer to board.

A private boarding school nearby has expressed an interest in sponsoring Sir Harry's School's potential expansion. Dr Morris welcomes the opportunities that this joint venture would bring, in particular because of the prestige of being associated with a private school. However, Dr Morris is fully aware that the success of the project depends on a sustained demand for boarding places. This is highly dependent on favourable economic conditions.

Dr Morris is particularly encouraged by the recent decision made by the Bank of England's Monetary Policy Committee (MPC) to maintain the Bank Rate at 0.25% with a target inflation rate of 2%. The MPC has also voted to maintain the stock of UK government bond purchases, valued at £435 billion. Another encouraging sign for all state secondary schools is that UK government spending in this sector is estimated to rise to just under £30 billion by 2020, see Fig. 2 on page 4.

**Fig. 2 Public spending on state secondary education 2014 - 2020 (projected)**

<b>Financial year</b>	<b>(£ billion)</b>
2014	24.3
2015	27.9
2016	25.8
2017	26.5
2018	27.2
2019	28.0
2020	29.8

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