

# Mark Scheme (Results)

## January 2007

GCE

GCE Applied Leisure and Tourism (8761/9761)  
6967



6967 - Working Practices in Leisure  
January 2007 Mark Scheme

Question	Example answers	Marks
1(a)(i)	<ul style="list-style-type: none"> <li>• Maximum (of 48 hours) number of hours worked per week</li> <li>• No more than 8 hours per day on average</li> <li>• Rest breaks during the day/week</li> <li>• At least 11 consecutive hours in any 24 hour period/11 hours between shifts</li> <li>• At least 24 hours off in any 7-day period</li> <li>• Paid annual leave</li> <li>• Lower limits/longer breaks for younger workers</li> <li>• Workers can opt out of it</li> <li>• Health assessments for night workers.</li> </ul> <p>Or any other realistic response.</p> <p>N.B. Figures do not have to be accurate. It is the sense that is important so answer of 'maximum 45 hour working week' would get the mark.</p>	<p>1 mark per correct identification up to a maximum of 4.</p> <p>If they have tried to relate them to the scenario do not penalise but mark the principles involved.</p> <p style="text-align: right;">(4)</p>
1(a)(ii)	<p>Have a (bullet proof) glass panel above the desk (1). At the moment the desk where they sell the tickets is open and staff could be threatened so the glass would make them feel secure and deter possible thieves (2).</p> <p>Have an organised system for transfer of money from the kiosk to the office (1). This could be done at irregular intervals, so that it can't be predicted, during the evening (1) to stop large amounts building up at the door (1). Staff could use a bag chained to their wrist (1) to make it more difficult to snatch as they make the transfer (1).</p> <p>Accept: Risk assessment Staff training CCTV Password/entry control for access to office Alarm/panic button Or any other realistic response.</p>	<p>1 mark each for identification of a correct measure. Up to 2 marks for each explanation. First explanation mark can be for explanation/detail of how it operates.</p> <p>Although acceptable in principle, keep context in mind when reading about security guards!</p> <p>N.B. Remember it is for safety of staff not security of money.</p> <p style="text-align: right;">(6)</p>

Question	Example answers	Marks
1(a)(iii)	<p><u>Level 1</u> The theatre would have to have a suitably stocked first aid kit. (1) They would have to appoint a qualified first aider. (1)</p> <p>They would need to have a first aid kit that must be checked regularly to make sure it is full. Contents will vary according to the nature of the event going on. There always has to be first aiders there. There should be a first aid room that is clearly marked. Everyone should be aware of who the first aiders are, where they are and where the first aid room is. (2)</p> <p><u>Level 2</u> They would need to have first aid kits and qualified first aiders. Staffs are leaving regularly so they would have to keep on training more first aiders if one leaves. (3) As they work on a shift system so rosters would have to be planned so that there was at least one first aider on all the time. They have a high staff turnover so they would have to make sure that all new staff are aware of who the first aider is. (4)</p>	<p>Level 1 1-2 marks States the basic requirements of the act that are relevant to the theatre's operation.</p> <p>Level 2 3-4 marks Some explanation as to how they would affect the running/organisation of the theatre. There should be direct links to the given information to reach this level.</p> <p style="text-align: right;">(4)</p>
1(b)(i)	<p>Accept any of the following without reservation: The Workplace Regulations Manual Handling Operations Regulations Display Screen Equipment Regulations The European Directives of 1992 The 'six pack'.</p> <p>If the title does not make it clear whether a correct one has been identified or not then look at part (ii) in order to help you decide.</p> <p>Accept others only if the answer to part (ii) clearly relates it to the scenario. For example ' the accidents might mean there is faulty lifting gear backstage and this is against the Provision and Use of Work Equipment Regulations' would warrant one mark in part (ii) and justify giving a mark for these regulations in this section.</p>	<p>1 mark for a correct piece of legislation relating directly to the problems outlined.</p> <p style="text-align: right;">(1)</p>

Question	Example answers	Marks
1(b)(ii)	<p><u>Level 1</u>  It would mean that management would have to make sure display screen images are clear (1).  Staff would have to be trained to move scenery (1).  Heating levels would have to be monitored to stop it getting stuffy in the office (2).</p> <p><u>Level 2</u>  For all areas of an organisation the Workplace Regulations specify minimum standards - this includes maintaining comfortable levels of heating, lighting and ventilation. The atmosphere in the office is said to be stuffy and implementing this regulation should correct this. Setting the correct lighting for workstations would mean less would suffer from eye strain. (4)  MHOR - Many of the staff are new so will be unaware of how to shift scenery safely. They should ask for training to show them this or for help to do it. (3)  DSEI - The staff's health problems could have been caused by the introduction of computers. The regulations state that workstations have to be checked for comfort and glare from the screen. If this was to happen, and staff were given regular breaks from the screens to rest their eyes, then they would be unlikely to suffer from headaches and eye strain because of this. (4)</p>	<p>Level 1 1-2 marks  Basic explanation of how implementation of the regulations would ease problems. Responses will tend to be theoretical with any application generic.</p> <p>Level 2 3-4 marks  Sound explanation relating the requirements of the regulations to the specific problems mentioned or implicit in the text. There should be direct linkage to the problems stated.</p> <p style="text-align: right;">(4)</p>
1(c)	<ul style="list-style-type: none"> <li>• Powers are usually exercised through the environmental health officers</li> <li>• Can inspect all types of leisure premises</li> <li>• Can make inspections at any time</li> <li>• Can allow operations to continue or impose sanctions</li> <li>• Can have health and safety operators</li> <li>• Can give advice</li> <li>• Train Staff</li> <li>• Award certificates</li> <li>• Or any other realistic response.</li> </ul>	<p>1 mark for each correct statement up to a maximum of 3.</p> <p style="text-align: right;">(3)</p>

Question	Example answers	Marks
1(d)	<p>Who might be affected The likely correct answers are staff/customers although accept any logical variation of this</p> <p>Likelihood of occurring Severity of hazard These 2 have to balance. If the severity is high then the likelihood must be low and vice versa. Consult their given scales at the foot of the pro forma and credit answers on the following basis. For 5-point scales: Maximum likelihood of 3 L3 S max 1 L2 S max 3 L1 S max 5</p> <p>For 3-point scales Maximum likelihood of 2 L2 S max 2 unless words imply too great a risk L1 S max 3</p> <p>Risk rating This must equal their likelihood score x their severity score, even if they do not match. <b>Addition</b> of the two scores is not acceptable. On that basis these examples from 5-point scales would score as follows: Customer L5 S1 R5 = 3 Customer L1 S5 R5 = 4 Customer L2 S3 R5 = 3 Customer L2 S3 R6 = 4 Customer L3 S3 R9 = 3</p> <p>If there is no scale at the foot then assume a 5-point scale unless there is evidence to the contrary and you are reasonably certain that you can ascertain their actual scale being used. If their scales are in words only then the following is likely to be used (it's the one in the textbook!) The completed boxes are the acceptable combinations.</p>	<p>1 mark for each Up to 4 marks for application of scales etc.</p>

Question	Example answers				Marks
		Slightly harmful	Harmful	Extremely harmful	
	Highly unlikely	Trivial risk	Tolerable risk	Moderate risk	
	Unlikely	Tolerable risk	Moderate risk		
	Likely				
	<p>(1) mark for each measure to minimise risk up to a maximum of 4</p> <ul style="list-style-type: none"> <li>• Check fire extinguishers/fire fighting equipment regularly</li> <li>• Train staff on evacuation procedures</li> <li>• Have regular fire drills</li> <li>• Check fire doors are not blocked</li> <li>• Have automatic sprinkler system installed.</li> </ul> <p>Or any other realistic response If they produce bare lists e.g. fire extinguishers, sprinklers, fire drills, train staff then do not credit each one but mark as groups. This list would be worth 2 for fire fighting equipment and staff procedures.</p> <p>Up to 2 marks each for scales of likelihood and severity awarded as follows</p> <p>(1) Mark for numerical scale given with some indication of what each end represents or incomplete scale in words only.</p> <p>(2) Marks for numerical scale with sensible progression of the scale shown or detailed scale in words only.</p> <p>Likely scales to be met: Unlikely-likely-highly likely Unlikely-improbable-possible-very likely-certain Slightly harmful-harmful-very harmful Slight injury-first aid treatment-time off-hospitalised-death</p> <p><b>Do not accept</b> Unsevere-severe-very severe 'Impossible' or similar (never) as part of a scale 'No harm' or similar as part of a scale</p>				<p>Up to 4 marks for measures to minimise risk.</p> <p>Up to 4 marks for realistic scales.</p>
					(12)





Question	Example answers	Marks
2(b)(i)	<p>E.G. Quest</p> <ul style="list-style-type: none"> <li>• Asking customers at the pool about the facilities.</li> <li>• Documentation such as maintenance year-planners for the swimming pool.</li> <li>• Records of staff training for handling chemicals.</li> <li>• Cleaning schedules for changing rooms.</li> <li>• Development plan.</li> <li>• Marketing strategy.</li> <li>• Staff and customer testimonies.</li> </ul> <p>Or any other realistic response.</p>	<p>1 mark for each correct type of evidence identified.</p> <p style="text-align: right;">(3)</p>
2(b)(ii)	<p><u>Level 1</u> Cleaning records will give you an idea as to whether the facilities are kept clean for customers to use. (1) Customer testimonies show you whether they are satisfied with the service. (1)</p> <p><u>Level 2</u> The year-planners show whether maintenance is ongoing to keep equipment up to standard and thus fulfil the requirements of having well maintained for the facilities operations part of Quest. (3) If customers are positive about the attitude of the staff and the cleanliness of the changing rooms then it will be clear that the objectives of following good practice and being customer-focused are being met. Looking at the minutes of meetings and other documentation should show inspectors whether targets are being set and objectives are being reached. (4)</p>	<p>Level 1 1-2 marks Basic justification for use of the evidence but much of the explanation is only implicit. Will tend to state merely how it affects the facility.</p> <p>Level 2 3-4 marks Justification is explicit and focuses back on to the aims of achieving Quest.</p> <p style="text-align: right;">(4)</p>

Question	Example answers	Marks
2(c)	<ul style="list-style-type: none"> <li>• It must apply for the award.</li> <li>• The organisation undertakes a review against the standard/ to find any gaps in its current practice.</li> <li>• It must plan to show how it will correct the omissions that it has found.</li> <li>• It must take the action indicated in the plan to achieve the goals.</li> <li>• It must collect evidence for the Assessor.</li> </ul> <p>Or any other realistic step.</p> <p>Do not accept the commitment, planning, action and evaluation terms on their own but an adequate explanation of them one could get the 4 marks. The following are all possible:</p> <ul style="list-style-type: none"> <li>• They must understand the standard and its implications for the organisation.</li> <li>• Undertake a review against the standard to identify gaps in current practice.</li> <li>• Commit to the standard and communicate that to all the staff.</li> <li>• Plan to take action to bring about the change.</li> <li>• Evaluates the impact of the plan upon staff performance.</li> </ul>	<p>1 mark for each correct idea up to a maximum of 4.</p> <p>For the maximum marks to be awarded the elements they have suggested must be in a reasonably logical order. If they are not then withhold the 4<sup>th</sup> mark as it is not a process.</p> <p style="text-align: right;">(4)</p>
2(d)	<p><u>Level 1</u></p> <p>It would cost them money to get it. (1)</p> <p>Staff would be better trained. (1)</p> <p>More people might be attracted by the logo. (1)</p> <p>They would get a better reputation so this will attract more customers. This will increase their income so they will make a bigger profit. It will cost them money to get it. (3)</p>	<p>Level 1 1-3 marks</p> <p>Basic ideas are suggested as to the effects but the analysis is probably only implicit. There is unlikely to be a direct link to the stimulus and responses will be generic in nature.</p>

Question	Example answers	Marks
	<p><u>Level 2</u> Once they have achieved the liP they could use the logo in their adverts. This would give customers confidence in it and so they are more likely to go. Increased customers mean greater profits. (4) Improved levels of staff training would mean that problems such as the injuries backstage would not occur, as senior staff would ensure that correct practices are in place. liP is quite expensive to achieve and takes a long time - it might be better to spend the money on something the customers can benefit from now. (5) Having a framework for development in place will mean that all the new staff coming in should get the training they need. This would mean that the injuries backstage should be reduced, as all would know the correct practices. Improved training for 'front of house' staff should ensure they are customer focused so helping to retain customers. In the short term, profits will fall, as liP is quite expensive. (6)</p> <p><u>Level 3</u> liP involves staff development at all levels of the company. Better training for lower staff would mean that correct procedures were always in place so staff would suffer fewer injuries backstage. As development is at all levels then management would realise the importance of having good working conditions for the office staff. All staff would be more motivated by being able to do their job better, and by having better working conditions, and this should reduce turnover so reducing staffing costs. Better-trained and motivated staff will provide a noticeably better service so customers will be more satisfied and likely to return. The theatre will initially lose money through training for the staff and payments to liP and because it is long term they may not see any benefits immediately. Customers could be lost, as they cannot see any initial improvements. In the end, though, as this is largely a 'people' industry they are investing in a main asset and the returns should be positive. (8)</p>	<p>Level 2 4-6 marks Analysis is more explicit with some specific reference to the impacts on Pincton theatre.</p> <p>Level 3 7-8 marks Analysis is detailed. There is specific reference to the effects on turnover and other problems. For the top of the level there should be some reference to the negative aspects.</p> <p>(8)</p>

Question	Example answers	Marks
3(a)	<p>Fixed costs are those not affected by increases or decreases in activity/output. Insurance, rent, business rates, mortgage</p> <p>Variable costs - those that change as the activities/output/number of people/customers change. Bar supplies, numbers of staff, telephone, electricity, water, staff turnover/training costs, raw materials, number of chairs needed.</p> <p>For definitions mark as above or for one mark 2 partial definitions. The most common of these will be those that say 'variable costs are those that change and fixed costs are those that stay the same over time' This would be worth 1 mark. Anything more vague e.g. 'the amount of money changes/does not change' = 0</p> <p>Do not accept definitions that attempt to explain the <i>building</i> costs. 'They will know how much the chairs are going to cost but it might take longer than they thought so labour costs will be higher' = 0 Be aware that the question is on costs - some candidates will convert this to prices in some form and the definitions are unlikely to be valid.</p> <p>Examples can be very generic - as long as they are obviously NOT the leisure industry then accept. E.g. Accept 'raw materials' but not 'iron ore'. Accept 'salaried staff' as fixed with 'casual (or similar) staff for variable for 2 marks.</p> <p>N.B. Examples can be correct even if the definitions are not. If more than one example is offered for each then accept the first one as the response.</p>	<p>For each 1 mark for correct definition. 1 mark for example.</p> <p>(4)</p>

Question	Example answers	Marks
3(b)(i)	£450,000	1 mark for correct answer. (1)
3(b)(ii)	£30,000	1 mark for correct answer. (1)
3(b)(iii)	<p><u>Level 1</u>  They will get their money back within a few years soon so I think that they should go for it. (2)  It won't take them long to break even but I doubt whether they will fill the new seats for each performance. (2)  Yes they should as it will be paid back in just under 2 years (not quite correct). (2)</p> <p><u>Level 2</u>  <math>(£840,000 + £60,000) = 2 \times 450,000</math>  This shows that in 2 years they will break even. This is a very short time to wait to do this so the project would definitely be worth doing. (4)  It would take exactly 2 years to break even (<i>correct but no direct evidence from figures</i>) so it would definitely be worth going for. (3)  They will get their money back in less than 3 years if the estimates are correct. However it is unlikely they will fill all the extra seats for each performance so the figures are not really reliable. (3)  It would take exactly 2 years to break even so it would definitely be worth going for but there is a problem as the costs for building are only estimates and you know what builders are like - it'll probably be twice that and take much longer than 2 years! (4)</p>	<p>Level 1 1-2 marks  Makes some correct general observations/conclusions about the viability of the project but without evidence of use of figures to arrive at its conclusions. May have some general comment about the statistics given.</p> <p>Level 2 3-4 marks  At the lower end there should either be specific use of information to illustrate their decision or some evaluation of the reliability of the statistics being used. To achieve the top of the level there should be specific figures used together with a correct decision. May be extended by perceptive comment regarding the statistics.</p>

Question	Example answers	Marks
	<p>If their original figures are incorrect then you will have make judgements based on them using the following guidelines:</p> <p>Use their figures to calculate what their break-even point would be and mark as above for the correct calculation The most common will probably be an answer of £45,000 for 3(b)(i). Correct answer would then be 56 years.            If 30000 for (i) and 0 for (ii) then answer is 28 years.            If 30000 for (i) and 100 for (ii) then 29 years.</p> <p>As a general rule for incorrect figures use the following:            If their answer to (i) is greater then their answer to (ii) then any suggestion that the project is viable is worth a mark.            If their answer to (i) is less than their answer to (ii) then any suggestion that it is not viable is worth a mark.            Even at level 1 both right and wrong suggestions can be added to by further comment upon the use of figures etc.</p>	(4)
3(c)	<p><u>Level 1</u>            They will need to know how much you are going to spend before you start. (1)            They will need to make sure the parts of the project are done in the right order. (1)</p> <p><u>Level 2</u>            If the plan is accurate then it will be carried out efficiently as, for example, all the building work will be complete before the internal fittings arrive. The less hold-ups there are, the sooner they will start getting money back. (3)            They need to know how much it will cost so they can work out if it is worthwhile. If this is not accurate then the extra seats may not bring in enough income to repay the expenditure. They have assumed all seats will be filled, which may not be accurate. (4)</p>	<p>Level 1 1-2 marks            Analysis is at a basic level probably in the form of unexpanded ideas on project plans in general and is largely implicit.</p> <p>Level 2 3-4 marks            Analysis is sound and with some detail. Reference could be expected to the given scenario or to the importance of accuracy.</p>



Question	Example answers	Marks
3(e)	<p><u>Level 1</u>  The swimming pool is too small an organisation to need it. (1)  The theatre sells large numbers of tickets. (1)</p> <p><u>Level 2</u>  The theatre would be able to afford the cost of it as they take a lot of money. The pool was built in 1936 so it would probably be difficult to put a modern system in. (4)  The initial cost of purchase would be too great for a small swimming pool, especially as they don't need it that much. The theatre could also afford to train their staff to use it, as the large amount of use it will get from all the shows will give them a quick return. (5)  Automated ticket systems are very expensive to install and the theatre is a large concern. They have 300 performances per year so they have to issue a large number of tickets. This will be expensive to have to buy the services of an external agency to produce/sell these so the cost of the new ticketing system will soon be recouped. You could link the electronic system to selling them online. The theatre has productions all the time so if they have a website to sell online, people would know it is worth looking there. They could also use the website to advertise so people will be made aware of other productions when they are buying tickets. (6)</p>	<p>Level 1 1-3 marks  Explanation is at a basic level, probably in the form of unexpanded ideas and leaving the reasoning implicit.</p> <p>Level 2 4-6 marks  There is some developed explanation, with some specific reference to one or both of the two venues. The explanation may only deal with one of them, perhaps justifying its use for Pincton Theatre. This approach could reach the top of this level.</p>



Question	Example answers	Marks
	<p><u>Level 3</u>  Automated ticket systems are very expensive to install and the theatre is a large concern. It could afford to buy it more easily than the swimming pool. They have 300 performances per year so they have to issue a large number of tickets. This means they would soon make the savings to get their money back, especially as they would not have to employ so many staff. The swimming pool only has 2 competitions per year so by using an external agency they could get wide coverage without having to invest much money. The theatre has productions all the time so if they have a website to sell online people would know it is worth looking there which they wouldn't for the swimming pool (7)</p>	<p>Level 3 7-8 marks  Detailed explanation specifically related to the two venues. Both venues must be specifically dealt with.</p> <p>(8)</p>
<b>TOTAL FOR PAPER: 90 MARKS</b>		