

Merit

NZQA Intended for teacher use only

1. In your own words, describe the issue, need or opportunity that ABC has

ABC High School has been given a Lotteries Commission grant of \$180,000 to either upgrade the current pool or install a new sustainable pool. This is an opportunity that can address the need for a pool that is fit-for-purpose.

ABC needs to decide which option suits them best. The decision must be cost effective and sustainable.

2. Describe the organisation – ABC

ABC High School is the only school in ABC and has record high academic achievement and sporting success. The school relies on donations from groups like the Lotteries Commission and fundraising from the PTA for money to improve the learning and facilities in the school.

The school's pūtake includes a focus on kaitiakitanga. ABC High School strives to be an environmentally friendly school.

3. State the two options ABC has and how each option needs to address the need

OPTION ONE - Build a new pool	OPTION TWO - Repair pool
<ul style="list-style-type: none"> Must have low energy use to meet ABC's sustainability goals Must have low maintenance costs so the school doesn't have to charge for use Must have low water wastage to meet ABC's environmental goals 	<ul style="list-style-type: none"> Must be within budget Must meet safety standards Does not need to charge students entry for use

4. Identify internal and external stakeholders

INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS
Students	Potential students coming to ABC
Teachers	The Lotteries Commission
Board of Trustees	ABC Community pool

5. Explain and identify the different stakeholders' perspectives informed the decision making for each option**OPTION ONE : New Pool****INTERNAL STAKEHOLDERS**

- Students will be concerned that a pool is ready for next year's swimming sports and will want to be able to use the pool for PE and at lunchtimes during summer. They will not want the school to exceed the budget as they don't want anyone (themselves or family members) to have to pay to use the pool during weekends or holidays.
- PE Teachers are interested in how long it will take to build a new pool because at the moment their classes have to walk across town to the community pool. This cuts into

teaching time so the teachers feel they are not delivering the swimming skills part of the curriculum as well as they should be.

- The Board of Trustees need to consider if the new pool is worth the extra cost that exceeds their budget and whether it will meet the school's environmental goals. They also need to consider the duration of construction as they are currently paying \$150 an hour to use the ABC community pool.

EXTERNAL STAKEHOLDERS

- Potential students and their parents will think about whether having a new pool will affect their decision to attend ABC High School, or bus to the school out of town.
- The Lotteries Commission will be interested in the decision because they will want to know their grant is used wisely, and their logo and reputation will be associated with the pool.
- ABC Community pool will be interested in how long the project takes as they currently lose a lot of regular customers due to ABC High School using the community pool.

OPTION TWO : repairing pool

INTERNAL STAKEHOLDERS

- Although building a pool would take longer, students would prefer a new pool because repairs to the old one might not fix all the problems and may need to be repeated in a few years.
- PE teachers need to consider if the repaired pool will be up to standard to allow students to have no risk of danger.
- The Board of Trustees need to consider if the smaller upgrade costs upfront are worth the long-term repair costs. This is because even though the initial costs are low, they will have to repair the pool again in a shorter time compared to having a new pool built.

EXTERNAL STAKEHOLDERS

- Potential students and their parents need to consider how long the pool will last, especially if they are going to be travelling to ABC to use ABC's pool. This is because they will have to take the time switching schools and if the pool needs repairing again it is not worth the time switching schools.
- The Lotteries Commission needs to consider if the pool meets their sustainability goals as the pool will reflect on them as people will visit the pool and see that the Commission supports a sustainable/non sustainable project.
- The ABC community pool will have to consider the loss of revenue within three to six months it will take to repair the school pool.

6. Compare a costs/benefit analysis for the options identified in question 3. Remember to include both financial and non-financial information.

OPTION : Repair pool	
COSTS	BENEFITS
NON-FINANCIAL <ul style="list-style-type: none"> • High water usage, potentially less eco-friendly 	NON-FINANCIAL <ul style="list-style-type: none"> • Short repair time of 3-6 months

<ul style="list-style-type: none"> Limited design due to old pool Requires regular top ups of water 	
FINANCIAL <ul style="list-style-type: none"> High running costs Regular maintenance cost of \$2,000-\$5,000 per year 	FINANCIAL <ul style="list-style-type: none"> Low initial cost of \$50,000-\$150,000

OPTION : New Pool	
COSTS	BENEFITS
NON-FINANCIAL <ul style="list-style-type: none"> Installation time (6 -12 months) Energy efficiency is low because older heating system 	NON-FINANCIAL <ul style="list-style-type: none"> Low environmental impact Low maintenance due to being a strong pool Low water usage
FINANCIAL <ul style="list-style-type: none"> Potentially exceeds budget as initial cost between \$200,000-\$500,000 	FINANCIAL <ul style="list-style-type: none"> Low maintenance costs Ability to apply for potential grants as is sustainable. Low energy costs

7. Which option would you select for ABC?

I believe a new pool is the best option for ABC high school because the benefits outweigh the costs.

Financially the new pool will cost less than renovating the existing pool after time, ranging from \$3,000 to \$8,000 each year. This implies that the higher initial cost (\$200,000-\$500,000) of building the new pool will not matter in the long run because of the old pool's requirement for constant repairs and maintenance. In the end, this results in the new sustainable pool being less expensive than the concrete one. Another financial reason for choosing the new pool is that the new pool has low energy costs when compared to repairing the old pool (\$2,000-\$5,000 compared to \$5,000-\$10,000).

One non-financial reason for building a new pool is that a new pool can be built in a sustainable way which will impact the image of the school. Another non-financial benefit of the new pool is that it will last longer than the old one. Depending on maintenance, the new pool should last at least 20 to 30 years, whereas the concrete pool will only survive 10 to 20 years. This means that people will be able to swim all year without having to deal with major repairs.

ABC takes great pride in being an eco-friendly school. The new pool option meets the school's pūtake value of kaitiakitanga. It is better for the environment because it will be constructed with

sustainable materials and have features like solar panels and rainwater collecting. If we compare its effects on the environment, energy efficiency, durability, and numerous other factors we see that it is better for the school.

8. Analyse how the decision integrates the perspectives of ABC High School and different stakeholders

Teachers will be pleased that the school chose to build a sustainable pool because it will allow them to plan their physical education classes around the pool and swimming without worrying about an unstable pool that might close for upkeep, repairs, or other issues all year round. The new pool has consistent heaters that work in summer and winter.

This means, teachers will be able to plan their PE classes more reliably and won't have to worry about issues like a leaking pool that might prevent them from teaching the lesson. The PE teachers will be able to be far more organised with their work thanks to the new pool, and they won't be as stressed out about having to come up with new ideas all the time if plans have to be altered because of bad weather. The teachers will also not have to worry about booking trips to the community pool in case the pool needs repairing because the design is a stronger and more reliable design.

ABC High School will be proud to host events such as swimming sports and lunch time swims because they can show off their new facilities. This means that ABC High School will be able to gain the interest of more investors because they can show where their money can and will be used. ABC High School will be pleased if they choose to install the new pool, they will have a pool that satisfies their pūtake requirements and will have to pay a lot less for repairs and upkeep. This will make ABC High School look good in front of potential donors and potential students because of their environmental impact.

This means they will have to pay lower costs of running and maintaining the new pool compared to the old pool, meaning ABC High School will have more money in the long term to buy and put towards projects like the new school gym. This also means any new money given to the school will not have to be saved for new classrooms and other equipment for learning. This will also mean ABC High School will be able to host competitions such as regionals and nationals because they have the facilities to host it.

The students will be happy with the new pool because it will be hosting events in the school. The students will also be happy because they can use the pool for more times in a year because of the stronger and more reliable heaters. The students will also be happy about their use time in the pool because they can use it whenever because of the lack of time needed for repairs.

This means that the students will benefit because they are able to use the pools any time within the provided school hours. They will also benefit from not having to travel because the school can now host competitions rather than traveling to [REDACTED] in [REDACTED]. The students' PE classes will now be much more reliable on whether they will be coming to school and using the pool because the chances of needing random repairs are much lower. The students will enjoy the new heating system that is much more efficient, this is because it not only will warm the pool fast but also keep warm for longer months of the year.

9. Analyse how the decision responds to possible consequences

An issue with having a new nice pool is that everyone will want to use it during lunch times and classes. This will put pressure on the classes that need to use it because they cannot get the periods that they need to work in it. This will create a conflict between classes and teachers which may result in an argument creating a stop in ABC High School working together.

This could be fixed by creating a system where you have to book a spot. This means that no one can lose/steal someone else's spot. This will also mean that teachers have no pressure of getting their class changed so they get to the pool first to gain their spot. Because it is a new thing the pool could have a lot of people coming to it and then not continuing going after a bit. The school could slow this rush by having year group days that only let one year group in, this will work because whole friend groups go at once so no one is missing out.

Another issue with the new pool is the cost of maintenance and running costs. ABC High school has spent a lot of money on the pool and gym and so have a tight budget for these extra costs. Because of these costs it can create situations where the pool cannot be used because it is in a situation where it is unsafe/unprepared to be used.

ABC High School could combat these prices by hiring out the pool for events and private use. This would mean that the charged fee could pay for the running costs of the pool. ABC High School can also offer advertisements in exchange for money, this could be in the form of a sign or flags going across the pool with business names on them. ABC High School could also lower the costs by selling half the pool to ABC Primary School meaning that they share a portion of time with them and split the running costs.