



**FINAL REPORT:  
FAO Directors of the Hunsley Trust  
Thursday 8 October 2015**

Compiled on behalf of the Working Group by:  
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### Notes

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1. Financial amounts are noted throughout the report. They are based on indicative estimates. It has not been possible to provide full details of all the estimates mentioned, however, because commercial considerations take precedence and prevent this from taking place. Please note that VAT cannot be reclaimed by the Trust on swimming pool costs.
2. This final report incorporates the activities and thinking of the working group as set down in the preliminary report.

### Acknowledgements

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3. The chair of the working group wishes to record his thanks and indebtedness:
  - to his fellow members of the group for their support and commitment to this review process. He particularly wishes to thank them for their inquisitorial and analytical approach to the issues raised during the course of this review.
  - to the administrative support team from South Hunsley School for providing much needed secretarial support and assistance.
  - to the local community, both groups and individual members of the public, who submitted oral or written evidence, or both, throughout the process.



## **Introduction**

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4. In April 2015, the Board of Directors of the Hunsley Trust established a working group to investigate, report and make appropriate recommendations on the options available to the Board on the action it should take in relation to the swimming pool at South Hunsley School.
5. This review was instigated by the Trust Board because it wanted to have a comprehensive and thorough evaluation of the current effectiveness and future viability of the swimming pool.
6. The working group was created with an independent chair. Dr Michael Maddison, an educational consultant, inspector and trainer and formerly one of Her Majesty's Inspectors of schools, was appointed to that post following an open and transparent application process. He has no links with Hunsley Trust, nor with any sporting organisation.
7. A preliminary report by the working group was presented to the Board on 21 May 2015.
8. This report is the final report by the working group. The draft was presented to the Board of Directors at their meeting on Thursday 16 July 2015 with the final report on 8 October 2015.

## **The remit of the working group**

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9. The terms of reference for the working group set down that the remit of the group is to:
  - review the current operating model of the swimming pool and look at safeguarding, finance, human resources, estates, and school curriculum issues and risks
  - take into account stakeholder views and consider the needs and requirements of the local community when reviewing the current operating model
  - explore and identify the most appropriate operating model for the sports centre including the swimming pool to enable it to operate and be managed in a sustainable and safe way that will positively impact on the quality of education delivered to South Hunsley students whilst also best meeting the requirements of the community.

## **Executive Summary**

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10. This report is based on the investigations and deliberations of the working group appointed by the Hunsley Trust to review the current and future use of the swimming pool and other sports' facilities.
11. The working group analysed a considerable amount of oral and written evidence presented by community groups as well as the school.
12. This report focuses primarily on the future of the swimming pool. It looks at the current usage of the pool, the issues which arise from the ageing of the pool's liner and other equipment, and considers the range of options open to the directors in deciding what to do next.
13. A number of options have been investigated ranging from doing nothing to renovating the current pool, replacing the pool with a new pool but within the current footprint, replacing the pool with a new pool elsewhere on the school site, and decommissioning the pool and using the site for an alternative educational activity and recreational space.
14. In fulfilling its tasks, the working group has also looked at the sports facilities and considered the feasibility and appropriateness of the access arrangements currently in place.
15. Paramount in its considerations and in the process of making recommendations have been the safeguarding of the students and the duty of care towards all adults employed at the school, as well as the curriculum needs and requirements of the school, especially the physical education department (PE), at a time of proposed expansion of the school.
16. The swimming pool at South Hunsley School is part of the sports facilities available to the students of the school and the local community.
17. Members of the local community helped raise funds for the original building but over the years since its opening the pool has been financially supported by the school and the local authority and now entirely by the school. The pool is owned by and the responsibility of the directors of the Hunsley Trust.
18. During the last year the need for additional funding to maintain the pool as a functioning asset has led the directors to consider the most appropriate next steps. The pool is in need of significant work which will be costly.
19. Financially the pool, as part of the sports centre facilities, is in deficit and it is doubtful if the school can sustain supporting the pool to the amount that is required each year, as well as delivering the best possible education in all subjects for all students.
20. This review reveals that the pool is an important part of the local community used by primary schools as well as the South Hunsley Swimming Club and the

Hull branch of the British Sub Aqua Club. Its future is the subject of much public interest.

21. The pool is used by the school's PE department for swimming lessons but swimming is not an essential part of the PE curriculum provision at the school.
22. The swimming pool is located at the centre of the school site. Space is at a premium for the school and, to ensure that they meet the needs of current and future students, directors need to consider the best use of the school site and the facilities available.
23. Keeping the pool open would be the option which would satisfy the local community and would in some measure meet the needs of the school. However, achieving this, stabilising the finances and ensuring that the pool remains in a sustainable state of repair for years to come, will not be possible without the directors finding additional funding which is available for the long term, which is permanent and which is from external sources. The working group researched a number of potential sources of funding and none were found where we met their funding criteria.
24. Even if such finance was available, the working group's analysis of all the evidence presented shows that the school's budget is being squeezed, space is needed at the heart of the school to ensure that students' needs are met, and that having and continuing with a swimming pool is not the best use of the school's financial resources or space on the school site.
25. Allowing the school to have unrestricted access to the sports facilities especially the dance studio and the fitness suite throughout the school day and limiting public use to evenings and weekends would not be popular amongst the general public. However, it would affect only a small number of people. On the other hand, such a move would greatly enhance the opportunity for the school to develop its physical education curriculum and deliver its physical education priorities for all students. It would also help strengthen current safeguarding arrangements.

## **Recommendations**

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This report makes two principal recommendations:

26. To fulfil its safeguarding responsibilities to the students who attend South Hunsley School and its duty of care to all adults who work at the school, the directors should end the practice which permits access by members of the public to the swimming pool and the sports facilities during the school day.
27. To meet the needs of the students and to ensure the future financial stability of South Hunsley School, the directors should decommission the swimming pool and use the site for an alternative educational activity and recreational space.

## Context

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28. South Hunsley School and Sixth Form College is preparing for an extended period of growth in student population. Work has started on developing a strategic estates plan that will enable the school to accommodate more students in the foreseeable future.
29. The Board of Directors of Hunsley Trust are clear that South Hunsley should continue the tradition of providing sporting facilities and services for its community. It is keen to ensure that there is a financially viable, highly valued and well used community sports operating model in place that meets the needs and requirements of the school and, when and where possible, those of the community. Overall, though, the education and care of the students must be considered first and foremost.
30. The sports facilities currently include a sports hall, swimming pool and changing rooms, dance studio, fitness suite, climbing wall and 3G pitch. The working group has focused on the options available to the Board in relation to the swimming pool because its future is a priority. The pool is in need of repair and renovation. Estimates examined later in this report indicate that this work will be costly.
31. The working group recognises the importance of the swimming pool at South Hunsley to the community which raised money to fund the establishment of the original pool in 1969. Over the last approximately 45 years, maintenance and major repairs have been funded in part by the local council but increasingly and now entirely by the school. When the school became an academy in 2011, legal ownership of the pool was transferred to the Board of Trustees of the South Hunsley Trust.
32. It is now the duty and responsibility of the directors to decide the next steps. It is the intention of the working group that this report guides the directors in their deliberations and contributes to assisting them in the final decision-making process.



## **The activities of the working group**

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33. The members of the working group have undertaken a range of activities to enable them to compile this report. These activities have:
- focussed on informing itself of the history and current condition of the swimming pool;
  - involved detailed discussions with the representatives of the school and as many stakeholder organisations which currently use the pool and responded to a request to meet with or send a written submission to the chair;
  - involved the chair holding a fact finding day for any organisations or individuals who wished to come and express their views on the pool and its future;
  - included on-going communication with interested stakeholders and the community through email and an interim open information letter written by the chair, approved by the working group and sent to all interested stakeholders as well as being made publicly available on the school website (see Appendix 3);
  - analysed and synthesised the views and representations of stakeholders, information from the school on its curriculum needs, both immediate and in the foreseeable future and information from expert individuals and groups on outline costs of the various options available to the Board;
  - prepared the final report with appropriate recommendations.



## **Priorities and options**

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34. It is the view of the working group that the following points should be taken into consideration by the group when determining each of the options.
35. These priorities were outlined in the Interim Report presented to and agreed by the Board on 21 May 2015.
36. The priorities are as follows and are not listed here in any hierarchical order:
- The needs and requirements of the academy, its students and its curriculum
  - The needs of the community
  - Financial considerations
  - Human resource considerations
  - Estate considerations
  - Safeguarding requirements
37. It is the view of the working group that the Trust has five possible options. These were presented to and agreed by the Board on 21 May 2015.
38. The options are:
- Do nothing and defer any decision to a later date
  - Repair and renovate the current pool
  - Replace the current pool with a new pool on the current footprint
  - Demolish the current pool and build a new pool on another part of the school site
  - Decommission the swimming pool and use the site for an alternative educational activity and recreational space.

## The options reviewed – the report

### Outline history of the swimming pool



39. The pool was originally built as an outdoor one with funding raised by teachers and parents at the school and the local community approximately 45 years ago when South Hunsley was a maintained school within the jurisdiction of the East Riding County Council.
40. In 1966 the Hunsley Swimming Pool Association was formed as the lead organisation for raising funds to build a swimming pool at South Hunsley School. People from the villages of Welton, Melton, Swanland, North Ferriby, Brough, Elloughton, Brantingham, Ellerker, South Cave, and North Cave joined together to raise money by a range of activities including spring walks, weekly pupil donations and social events. It is not clear how much money was raised by local efforts but the original cost of the pool was estimated as £20,000. The minutes of the East Riding County Council Education Committee noted that Beverley Rural District Council gave a grant of £10,000.
41. The open-air pool was opened in 1969 and three years later a brick building was erected around the pool and a roof added, thus converting the pool into an indoor one.
42. In 2003, the East Riding of Yorkshire Council submitted a funding application to the New Opportunities Fund (NOF) for £1,550,000 for a new four court sports hall with facilities for dance, fitness, climbing wall, social and changing accommodation for school and community use. In addition to the capital grant request of £1,550,000, there was an additional £900,000 required to meet all the capital costs for these works. Local authority funding and the school's devolved capital was used to meet this.
43. The NOF Board minutes for 7 September 2005 noted the capital grant did not include any work for the pool. It was agreed at this meeting that money should be found for the pool with the local authority taking a funding proposal to the Capital Working group.
44. In April 2006, the new sports centre opened. Works had been undertaken to improve the pool's facilities in particular the wet changing rooms, repairs to the

pool leak and the installation of a new pool lining with a 10 year lifespan and new pool plant equipment.

45. In effect, the original outdoor pool paid for by public donation had been transformed into an indoor pool with more up-to-date facilities and this work had been paid for by the local authority and the school.
46. On 1 April 2011, South Hunsley School converted to academy status and the land and buildings, including the sports centre, were transferred to the Hunsley Trust initially under a tenancy at will agreement. On 25th February 2014, the lease between East Riding of Yorkshire Council and Hunsley Trust was agreed and signed and this included a deed of transfer entered into by the Academy Trust for the NOF grant. The deed released and discharged the Council from the terms and conditions of the NOF grant in consideration for the Academy Trust undertaking to comply with the terms and conditions as the project related to land and buildings which were to be leased by the Council to the Academy Trust. In effect, the Trust is now totally responsible for all aspects of the pool.
47. It was recognised at the time that the pool was built that the normal life expectancy for many of the parts used in the pool and plant equipment was 30 years.
48. Since that time the costs of maintenance and repair have been met by at first the local authority and more recently by the school.
49. Interim maintenance work was undertaken in 2006 to extend the pool's life expectancy. This work led to the pool being fitted with a new liner and the plant equipment was upgraded. This was, though, a short-term fix and it was recognised that in time more fundamental repair and replacement work would be needed.
50. In recent years, the total expenditure on pool maintenance has varied from year to year. However, overall the trend has been that it has increased. It has risen from £5,017 in 2010-11 to £8,280 in 2011-12 and £15,298 in 2012-13. A lower sum was expended on maintenance in 2013-14, £5,524. However, so far in the year 2014-15, the school has spent £9,537. In total in the last five years maintenance costs have amounted to £43,656 and this is likely to increase year on year.
51. The pool is in urgent need of additional expenditure to ensure it can remain open as a functioning facility. In February 2015, the trust authorised £15,000 of urgent maintenance work in order to keep the pool open. This resulted in some disruption to the use of the pool, with the number of people allowed in the pool at any time being halved for a period until work was completed on the replacement of the chemical dosing system.
52. In 2015, nine years since the interim pool works were undertaken, the condition of the pool and its facilities have been reviewed. The current lining of the pool is 'life-expired'. The technical report and estimate for essential works to bring

the pool up to standard will be approximately a quarter of a million pounds. This sum excludes any upgrading of the changing room facilities.

### **Current issues and views**

53. The working group is immensely grateful to all individual members of the local community and local stakeholder groups who provided evidence and engaged with this review. Their contributions have been most helpful in assisting the members of the working group to appreciate their particular perspectives.
54. The views of these individuals and stakeholder groups covered a number of concerns, the most important of which are summarised below.
55. Councillor Julie Abraham, representing South Hunsley Ward on the East Riding of Yorkshire Council, presented arguments in favour of the importance of swimming to help young people be healthy and fit. She was concerned that if the pool closed, young people would face transport difficulties in travelling to an alternative venue. She also felt that the pool was a factor in why some parents chose South Hunsley for their children's education.
56. On behalf of the East Riding of Yorkshire Council, Louise Adams, noted the importance of the pool as a community facility and one which supplements the eleven leisure centres run by the council across the East Riding.<sup>1</sup> All of these leisure centres have swimming pools apart from the facilities at Bridlington Sports Centre and South Cave. The nearest one to South Hunsley is that at Haltemprice which is approximately 6 miles away from the village of Welton and is too far if people wanted to walk there.
57. In her evidence to the chair of the working group, Ms Adams also noted that her colleagues remembered the installation of the new lining ten years ago. She was aware that there would have to be "considerable investment" to bring the pool up to standard.
58. On behalf of South Hunsley Swimming Club and the Friends of South Hunsley Pool, Dr Cheryl Lyons, Mr Tom Shay and Mr John Walker, presented a considerable amount of evidence in support of the pool.<sup>2</sup> The club is an active organisation, meets regularly and participates in competitions and galas. Over the years it has been successful at local, regional and national levels. The representatives were clear that if the pool was to close, the club would have to close as well because it was argued that there was no alternative pool to which they could relocate.
59. In their evidence, the representatives of the swimming club and the friends focused on the community involvement with the original pool, the importance of the club in teaching swimming and encouraging a love of the sport for its

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<sup>1</sup> The eleven leisure centres are situated in Beverley, Bridlington (two – Bridlington Sports Centre and Bridlington Leisure World), Driffield, Goole, Haltemprice (at Anlaby), Hornsea, Pocklington, South Cave, South Holderness (at Preston), and Withernsea.

<sup>2</sup> Part of the written evidence presented by the Swimming Club and the Friends has been used to draft the section of this report which explores the history of the pool.

members, 95% of whom are under the age of 18. At the end of 2014, the total membership of the club stood at 172 members in the main club and a further 70 members in the junior section receiving swimming lessons.

60. On behalf of the Hull Branch of the British Sub-Aqua Club, Mr Trevor Jones explained how the depth of the pool at 3.8 metres meant that it was ideal for teaching sub aqua skills. Alternative pools were available in the East Riding and Hull but the pool at South Hunsley was convenient. The total membership of the club currently stands at 40 having declined from approximately 120 “about seven or eight years ago”.
61. In their evidence, Councillors Vanessa Walker and Jill Gill, from Welton Parish Council, focused on the physical and mental health benefits of swimming and the sports centre and pool at South Hunsley offered “the only real amenity in this area of our parish”.
62. Like other individuals and groups who have provided evidence, the councillors from Welton also noted the strength of feeling in the local community, especially amongst those people who had helped raise funds for the original pool. They also argued in favour of the pool for people of all abilities including those who are disabled in some way.
63. As headteacher of Elloughton Primary School, Carol Fulstow explained the benefit of swimming lessons for her pupils in Years 3 and 4. Each year pupils came to the pool for a ten week programme of lessons to help them to learn to swim. The pupils walk to and from South Hunsley for their lessons so if the pool was to close the school would have to find an alternative pool and consider transport costs as well.
64. The importance of the pool as the nearest such amenity for pupils to learn to swim was echoed by the written submission from Brough Primary School. This evidence also focused on the benefit of swimming for helping young people to keep fit.
65. In the last twelve months the pool has been used for swimming lessons by pupils from five local primary schools<sup>3</sup>. They attend the pool for swimming lessons over a ten week period as part of the curriculum focused on helping all pupils to swim by the end of their time at primary school.
66. The working group is also aware of and kept abreast of the public campaign by the Friends of South Hunsley Pool to keep the pool open. This campaign has involved a range of activities including the use of social media, Radio Humberside, reports in the Hull Daily Mail, photo shoots outside the school, and the distribution of leaflets.
67. Taken together the community groups which have presented evidence to this review have argued cogently in support of the pool as providing a local amenity, a place for young people to learn to swim, a means for helping children to be fit

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<sup>3</sup> The five primary schools are Brough, Elloughton, North Cave, North Ferriby, and South Cave.

and healthy, and a venue for the local swimming and sub aqua clubs. They have also pointed out the potential impact of the closure of the pool on the community. This review acknowledges the arguments which have been made as well as the strength of feeling in the local community.

68. The senior leaders and managers of South Hunsley School have presented a considerable amount of evidence which has focused on the use of the pool by the school and the community, the financial position of the sports centre and the pool, and the current and future requirements of the school in relation to the facilities needed to fulfil the needs of the students and the demands of the curriculum.
69. The current arrangements for the sports centre present challenges in terms of managing safeguarding. Potential risks include members of the public using the sports facilities on site during the school day, members of the public parking on the far side of the school campus and walking across the campus during the school day and a side entrance to the sports facilities near the 3G pitch which allows access to the sports centre.
70. The public can access South Hunsley Sports Centre throughout the week and throughout each day of the week, including weekends.
71. Car parking facilities mean that members of the public either park at the front or the side of the site. Wherever they park, though, they have to walk across the site to reach the sports centre. The sports centre is positioned in the centre of the school site and therefore members of the general public are accessing routes that are also used by students throughout the day.
72. Mitigations are in place to ensure safeguarding risks are as low as reasonably possible. Controls that are in place to manage those risks include staff and visitor badges with staff trained to challenge anyone who does not comply with control arrangements; separate usage of changing facilities; clear signage indicating separate usage; teaching staff accompanying student groups; the side door from the 3G pitch being locked and accessible only with a teacher; and CCTV in operation in the centre and monitored at reception.
73. Nevertheless, the nature of the site means that access is of concern and, in relation to the safeguarding of all students and the duty of care towards all staff, directors would be well advised to review the access arrangements to the sports centre during the school day.
74. In recent years the financial position of the sports centre including the swimming pool has created difficulties for the school. This is because the centre has not made a profit; for several years it has been in deficit. Over the last three years prudent financial management has helped to reduce the deficit from £92,000 in 2012, to £66,000 in 2013 and to £40,000 in 2014.
75. It is currently estimated, though, that for the year ending on 31 August 2015 the deficit is likely to have risen to nearer to £140,000. There are several reasons for this including principally the loss of income as a result of market conditions and low budget gyms in the area affecting membership. It has also been affected

by the reduction in pool income. For example, the 2014/15 year end forecast for swimming pool lessons is likely to be in excess of £53,000 less than the expected amount. The temporary closure of the pool and interruption to lessons at various times in the year, as a result of maintenance and repair issues, are partly responsible for this situation, as is the decision by the directors to close the waiting list and operate swimming lessons below capacity due to the condition of the swimming pool.

76. The biggest financial concern for the directors is the swimming pool. At present, the pool is not fully operational. Nevertheless, even if the pool was fully operational, the sports centre would maintain a deficit of at least £40,000. As a result, it is unlikely that the centre would be able to break even. These losses mean that there could be no return on investment or capital repayment for any expenditure made by the school to bring the pool up to standard. In turn, this means that funding would have to be diverted from current school expenditure to support the centre and pool and/or additional expenditure would have to be found from external sources. The advantages of such capital expenditure need to be set against the priority of the school in delivering the desired standards of education and care across the curriculum.
77. An independent review of the condition of the swimming pool and plant equipment requested by the directors in autumn 2014 has revealed a number of serious issues. These include the pool liner which has reached the end of its life expectancy of ten years and is not insured, the pipe work much of which is original from the 1960s and is in need of replacement, the filtering system, the disinfection system, and the pool cover. The cost of the refurbishment of the swimming pool and the plant room is estimated by the professional company which undertook the review to be in the order of quarter of a million pounds.
78. The needs of the sports centre are such that the school has to employ a number of staff in management roles as well as lifeguards, sports' assistants, instructors and swimming teachers. There are currently 57 staff and a proportion have a number of contracts. This is partly a historical situation whereby staff work various shift patterns and have part-time contracts to match. At times they have applied for additional roles and as such have been given new contracts. In total, there are 16 staff holding 23 permanent contracts between them. Five staff have fixed term contracts and 47 staff hold 61 'zero hours' contracts between them.
79. As staff leave for whatever reason, the sports centre has not recruited permanent replacements but instead recruited on fixed term or 'zero hours' contracts. The 'zero hours' contracts do not have an exclusivity statement and many of the staff have various contracts with South Hunsley and other leisure centres. The 'zero hours' contracts provide staff with flexibility and they choose which shifts they can and wish to cover. These arrangements have worked well in a climate of change and have also provided valuable work experience for sixth form students who have decided to work in the sports centre for a small number of hours each week or for a short period.
80. Analysis of the public use of the swimming pool in the early morning and at lunchtime, when it is not used by pupils from primary schools and students at

South Hunsley, reveals that only a small number of people access the facilities at this time. It is invariably less than ten people.

81. A similar review of use of the sports facilities during the school day also reveals that the use by the public of the fitness suite is small. As a result, it is the view of the working group that restricting public access to the sports centre and pool to evenings and weekends and ending the practice which allows access before school and during the day would affect only a small number of people.
82. The curriculum at South Hunsley School is under review not least because of changes to the National Curriculum, GCSE courses and A level specifications. It is also due to the need for a strategic overview of the needs and requirements of the students in the coming years when the school is predicted to grow in terms of the number of students attending it each day.
83. In its evidence to the working group, senior leaders responsible for the curriculum explained the requirements of the physical education department. The leadership team in PE is developing a strategic plan for the next five years, a significant strand of which is the development of a curriculum to meet the requirements of the new national curriculum and to continue to improve outcomes and increase participation.
84. The key curriculum priorities for PE have been agreed. They include a commitment to:
  - a. introduce a more diverse range of activities in all key stages, in particular to fulfil the requirements of the new national curriculum at Key Stage 3;
  - b. to develop greater specialist programmes at GCSE, A level and BTEC and to develop teaching and learning in PE theory in order to improve student outcomes;
  - c. increase the engagement of female students, particularly in core PE;
  - d. further develop the diversity of extra-curricular activities, particularly in Key Stage 5;
  - e. provide more personalised fitness programmes for elite school athletes.
85. The PE department is able to deliver the existing curriculum effectively with access to the current facilities in and around the sports hall and swimming pool under the current arrangements of public access during the school day.
86. It is clear, though, that the school will not be able to achieve the priorities set out above without unrestricted access to the dance studio and the fitness suite. In terms of facilities, the main barrier to extending the opportunities for students to undertake sport and physical education is the limited access to these two facilities, namely the dance studio and the fitness suite.
87. The school is committed to promoting students' health and fitness and with unrestricted access to the dance studio during the school day, the PE department would be able to offer different types of fitness for all students and create new schemes of work. These would include activities such as Zumba, aimed at increasing female engagement. Fitness blocks are also part of the current GCSE specification which requires access to such a facility. As part of

the new Key Stage 3 curriculum, dance and 'thinking and moving' skills would be introduced requiring increased access to the dance studio.

88. The department would also introduce extra-curricular lunchtime and after school clubs as part of 'healthy and active lifestyles' for students. As a result, the studio would become a key facility to enable PE to deliver its priorities, namely: to introduce a more diverse range of activities in all key stages, in particular to fulfil the requirements of the new national curriculum at Key Stage 3, and to increase engagement of female students, particularly in core PE.
89. At present the fitness suite is not a regularly accessible facility for PE due to community use throughout the school day. It is currently not possible to build in the fitness suite as part of the Key Stage 3 PE curriculum due to the size of the groups. Should the full suite be available a class for 30 students could be catered for with a specific type of PE fitness lesson. GCSE groups (20-30 students) would be regular users of the gym whilst taking part in their fitness blocks and for completion of their Personal Exercise Programme. Also for A Level and BTEC Sport classes in the sixth form the fitness suite would offer the increased opportunity of linking theory into practical lessons to ensure a greater understanding for students and also as part of practical assessments (for example, Fitness Programming and Training where students are required to complete a 6 week training programme).
90. The current Year 12 class has 18 students and in order to complete this unit under current arrangements the group has to be split into two groups in order to access the suite which has a knock on effect for staffing. In future the department would like regular use of the facility to support particular student groups such as the Gifted and Talented cohort. It would also like to offer regular fitness sessions in order to monitor and progress these students further and help them achieve their potential in sport.
91. The PE department regards more frequent use of the fitness suite as an integral part of helping it to deliver most of its priorities, namely: to develop greater specialist programmes at GCSE, A level and BTEC and to develop teaching and learning in PE theory in order to improve student outcomes; to increase the engagement of female students, particularly in core PE; to develop further the diversity of extra-curricular activities, particularly in Key Stage 5; and to provide more personalised fitness programmes for elite school athletes.
92. The sports hall is currently an accessible space for PE with no community use until after the school day (6pm). As a result, the department is able to provide a wide range of activities in the hall without any interruption. As the department works towards meeting its priority of introducing a more diverse range of activities in all key stages, in particular to fulfil the requirements of the new national curriculum at Key Stage 3, the sports hall would continue to be used extensively and would be a key facility over the next five years and beyond.
93. In relation to the swimming pool, the PE department currently offers swimming as part of the Key Stage 3 curriculum across Years 7, 8 and 9 during the winter term running from September through to April. Each PE group has a five week

block in the pool offering swimming techniques in Year 7, personal survival in Year 8 and lifesaving in Year 9.

94. Many students enjoy the swimming block but there is a noticeable and significant decrease in participation as students get older and this is particularly significant amongst girls in Year 9 and above. It would be possible to increase the opportunities for all classes in the pool with each group having two blocks or schemes of work during the year which would enable 'new' skills and game type activities, i.e. water polo, to be offered to students. This would increase markedly the sporting opportunities available to students.
95. Such developments, however, would be dependent on changes to the timetable structure to enable "options" for Key Stage 3 students so that those less keen on pool activities could opt into a non-pool activity. Without this, there is a danger of driving down girls' participation in Years 8 and 9 even further.
96. For current and new GCSE specifications the pool could be available for blocks of work in both Years 10 and 11 for students who seek a practical grade in swimming. However, this would be for small numbers of students. It should be noted that lifesaving has been removed from the new GCSE specifications for PE.
97. Likewise with A Level classes the pool could be used for blocks of work for students' practical grades and for both A Level and GCSE moderations. Without daytime availability of the pool, students can use swimming as an assessed practical activity through use of the pool outside school hours or by using other facilities.
98. Swimming is not currently an activity in the core Key Stage 4 curriculum and there are no plans to introduce it. In terms of delivering the department's key curriculum priorities, use or greater use of the pool would have a less significant impact on large numbers of students than increased use of the dance studio and fitness suite.
99. The PE department has produced a strong case for unrestricted access to the dance studio and fitness suite during the school day. While existing sports facilities are appropriate for the delivery of most of the existing curriculum, irregular or little access to certain facilities presents a significant barrier to moving forward and delivering the department's key priorities.
100. Continued access to the sports hall and riding gym throughout the school day, along with access to the outdoor facilities are essential for the continued delivery of the existing curriculum. This hub will continue to provide a very valuable wet weather space. The school could continue to use the pool, mainly for groups in Key Stage 3, but it is not a principal component of the department's strategy for developing further PE at the school. Regular daytime access to the dance studio and fitness suite, however, would be the most significant step forward in terms of facilities in enabling the department to develop the curriculum that it believes would have the biggest impact on the greatest number of students.

101. In the next few years the school is likely to expand its intake and accept more students onto its school roll. This will put additional pressure on facilities which are increasingly overstretched on a site which is already tightly compacted. Space is at a premium and to ensure the best provision for students, senior leaders and managers need additional space at the heart of the school. As a result, directors must ensure that they make the best use of all the space available especially that at the centre of the school site when considering how to provide the facilities required to provide what is needed for all students.

**The options reviewed and the recommendations emanating from that review**

**102. Recommendation One**

103. The preliminary report of the Working group identified five options for the next steps and six priorities. They are as follows:

- The needs and requirements of the academy, its students and its curriculum
- The needs of the community
- Financial considerations
- Human resource considerations
- Estate considerations
- Safeguarding requirements

104. It is the view of the working group that, in relation to priorities, that for the safeguarding of all students, and the associated duty of care to all adults employed by the school, is the principal responsibility of the directors. It outweighs all other considerations.

105. Access to the pool and sports facilities during the working day means that members of the public can access the school site at any time. Most members of the public arrive by car and park at the front of the school. This means that they can easily access the facilities directly from the car park where they sign in and register as being present on site.

106. At certain times of the day and the week, however, the front car park is full. When this has happened, members of the public have tended to park at the side of the school and walked across the site to reach the sports' facilities. This has not caused a problem when lessons have been taking place. However in recent months there have been an increasing number of occasions when members of the public have been challenged by school staff crossing the site when students have not been in lessons. This has meant that these people have passed groups of students to reach the sports facilities before being signed in and checked.

107. Car parking availability at the school is tight and will remain so for the foreseeable future. As a result, such incidents are much more likely to occur. There is no evidence whatsoever, though, that this has led to any incident of concern.
108. The legal responsibilities of governors of schools in relation to the safeguarding of students have changed dramatically in recent years. Senior leaders and managers at South Hunsley are constantly reviewing the school's safeguarding arrangements and ensuring that improvements to security are put in place. However, it is ultimately the duty of the directors to ensure that safeguarding is robust and meets all legal requirements.
109. In the light of the tightening of safeguarding requirements, the working group recommends that access by members of the public to the swimming pool and the sports facilities should be restricted to evenings and weekends. This becomes **Recommendation One**.
110. Members of the public should not be permitted onto the school site before school starts in the morning and should not come onto the site for recreational purposes until after the majority of students have left the site in the afternoon. Between these times the use of the sports facilities should be the preserve of the school community. This will enable the school to use the facilities much more extensively than hitherto and to exploit them to strengthen and enhance its sporting curriculum.
- 111. Recommendation Two**
112. In relation to the future of the swimming pool, the preliminary report identified five options. Each option is now briefly considered in the light of the priorities listed and views analysed earlier in this report.
- 113. Option A – Do nothing and defer any decision to a later date**
- a. The working group recommends that this is not a credible option. The swimming pool needs attention if it is to continue as a functioning facility. Directors cannot delay or avoid doing something in the immediate future to ensure that the pool remains usable.
- 114. Option B – Repair and renovate the current pool**
- a. The working group considered this option. The pool is in need of repair and the essential work to ensure that it can continue as a functioning facility will cost in the order of a quarter of a million pounds.
- b. However, this is a short term solution because it will cover only the costs of immediate repairs and renovation. The underlying issues will not be resolved. This is not a long term solution and in time the directors will have to reconsider yet again how best to proceed. The working group recommends the directors disregard this option.

**115. Option C – Replace the current pool with a new pool on the current footprint**

- a. The working group again considered this option, however the cost would be expected to be over a million pounds and would have to be supported by ongoing maintenance and running costs.
- b. It is to the credit of financial leaders and managers at the school that such costs have been reduced but as outlined earlier in this report the pool and the centre have been running at a loss. School leaders and managers have explored how they might increase revenues but the current and likely usage of the pool and the sports' facilities means that the pool will be unable to cover its costs. The school will have to continue to provide the pool with funding.
- c. Bearing in mind that school budgets are unlikely to grow but are more likely to contract in the coming years, directors need to ensure that the money allocated to the school for the education and care of all students is spent to give maximum value for money.
- d. It is the view of the working group that it would not be financially prudent to adopt this option, unless definitive permanent long term additional external funding could be secured.

**116. Option D – Demolish the current pool and build a new pool on another part of the school site**

- a. This is an extremely attractive option in that this could provide the school with a first class sporting facility. Siting the pool on the edge of the site would also allow for school use and easier community access.
- b. Enquires into possible costs reveal, though, that to build a pool which has at least the same level of facilities as the current pool would be highly expensive and run into several million pounds. The school is not in a position to fund such an enterprise.
- c. Outline research indicates, that grants from national organisations providing considerable sums of money for such capital projects is unlikely to be found.

**117. Option E – Decommission the current pool and use the facility for an alternative educational activity and recreational space.**

- a. There is a strong case for considering this option. The financial situation of the school and the pool means that if continued the pool is more than likely to run at a loss. Indeed, it is unlikely that the centre would ever be able to break even. This situation means that, whatever sums of money the school spent on the pool, they would never be recouped. However, by closing the pool, the school would save money which could be used more effectively to strengthen the education and care of the students who attend South Hunsley School and Sixth Form College.

- b. The working group understands the impact this option would have on access to swimming for students and the local community, as well as on the employment of some staff of the sports' facilities
- c. Additional funding to repair, renovate and maintain the pool would place a considerable drain on the school budget.
- d. The directors are duty bound to consider the requirements of the curriculum and these indicate that swimming is only one of many different aspects of the school sporting curriculum.
- e. The pressure on space currently and in the future as the school grows means that additional general teaching and learning spaces, as well as inside and outside social area spaces, have to be found. Space is at a premium at the centre of the school where these teaching and learning and social areas are required.
- f. This option would end the community use of the pool and users would be obliged to seek alternative arrangements. Individuals would be able to find suitable pools in the local region. The primary schools which use the pool, the swimming club and the sub aqua club would also have to seek alternative arrangements. The working group recognises that this would not be easy. However, the group is also clear that it is the duty of the directors to consider the needs of the students at South Hunsley School first.
- g. If community use of the sports facilities was limited to evenings and weekends, the number of people who would be unable to access the swimming pool during the school day would be small. It would not be financially viable for the school to sustain a situation whereby a facility continues which is underused. However, community use of the other sports facilities in the evenings and at weekends, which is healthy, would not be affected.
- h. The working group's analysis of all the evidence presented shows that the school's budget is being squeezed, space is needed at the heart of the school to ensure that students' needs are met, and that having and continuing with a swimming pool is not the best use of the school's financial resources or space on the school site.
- i. Taking into consideration all the evidence presented, it is the view of the working group that, to meet the needs of the students and to ensure the future financial stability of South Hunsley School, the directors should adopt Option E, namely decommission the current pool and not replace it. This becomes **Recommendation Two**.

118. These are the principal recommendations the working group wishes to make. The next steps will be determined by the Board of Trustees. It is hoped that the Board finds this report and its recommendations helpful in guiding its deliberations.

## Appendix 1

### Membership of the working group

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The Working group has the following members:

Dr Michael Maddison	Chair
Ms Chris Abbott	Executive Principal, Hunsley Trust
Mrs Jennifer Jewitt	Director of Finance, Hunsley Trust
Mr Duncan Gilmour	Chair of the Board of Directors, Hunsley Trust <i>(to end of academic year 2015)</i>
Mrs Helen Ward	Governor, South Hunsley School and Sixth Form College
Mrs Karen Dow	Governor, South Hunsley School and Sixth Form College
Ms Helen Dunn	Head of Communications and Corporate Services, South Hunsley School – provided on-going administrative support for the working group
Mrs Sarah Goddard	provided on-going administrative support for the working group
Ms Francesca Roper	PA to the Executive Principal, Hunsley Trust – provided on-going administrative support for the working group

## **Appendix 2**

### **Evidence received by the working group**

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The evidence used to inform this review and the preliminary report has included:

Oral evidence most of which was provided at the Stakeholder ‘fact finding’ day, 23 April by:

- Councillor Julie Abraham
- Louise Adams, East Riding of Yorkshire Council
- Carol Fulstow, Headteacher, Elloughton Primary School
- Dr Cheryl Lyons, Tom Shay and John Walker, South Hunsley Swimming Club and the Friends of South Hunsley Pool
- Trevor Jones, British Sub Aqua Club
- Councillor Vanessa Walker, Councillor Jill Gill and Helena Crutchley (Clerk), Welton Parish Council
- Staff of South Hunsley School

Written evidence submitted to the working group at the Stakeholder day on 23 April and throughout the review process by:

- Brough Primary School
- Councillor Julie Abraham
- South Hunsley Swimming Club and the Friends of South Hunsley Pool
- British Sub-Aqua Club
- Welton Parish Council
- South Hunsley School

## Appendix 3

### **The open letter to the community from the chair of the working group, 8 June 2015**

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8 June 2015

Dear stakeholders

#### **Re: Update from the working group established to review the future of the swimming pool at South Hunsley School**

As promised when I met with some of you in late April, I am now writing to all stakeholders as chair of the Working group to update you on the work and progress of the group since that day.

South Hunsley School and Sixth Form College is preparing for an extended period of growth in student population. Work has taken place on developing a long term strategic estates master plan that will enable the school to accommodate more students in the foreseeable future. The Board of Directors of Hunsley Trust have agreed that South Hunsley should continue the tradition of providing sporting facilities and services for its community but that the education and safeguarding of students must be considered first and foremost. The Board is keen to ensure that there is a financially viable, highly valued and well used community sports operating model in place that meets the needs of the school and of the community. The swimming pool is in need of repair and such work will be costly. As a result, the Working group was established by the Board of Directors because it wanted to have a comprehensive and thorough independent evaluation of the current effectiveness and future viability of the swimming pool. The focus of the independent review is to investigate and report on the options available to the Board on what action to take in relation to the swimming pool at South Hunsley School and to make appropriate recommendations.

The remit of the working group is to review the current operating model of the swimming pool, take into account stakeholder views and consider the needs and requirements of the local community when reviewing the current operating model. It is also to explore and identify the most appropriate operating model for the swimming pool to enable it to operate and be managed in as sustainable and safe way that will positively impact on the quality of education delivered to South Hunsley students whilst also best meeting the requirements of the community.

I should like to take this opportunity to reiterate the working group's thanks to all individuals and organisations who attended on the fact finding day in April or who have submitted evidence to the group. We very much appreciate the time and effort you have taken and we welcome your involvement in this process.

At the moment the group is analysing this evidence and it has set in train a number of investigations. The group has met twice and has given its interim report to the Board of Directors on work undertaken so far. The initial activity of the Working group has focussed on informing itself of the history and current condition of the swimming pool. It has involved detailed discussions with the representatives of the school and as many stakeholder organisations which currently use the pool and responded to a request to meet with or send a written submission to the Chair. It has also involved the Chair holding a fact finding day for

any organisations or individuals who wished to come and express their views on the pool and its future.

The current activity of the group is centred on analysing the views and representations of stakeholders, requesting information from the school on its curriculum needs, both immediate and in the foreseeable future, and requesting information from expert individuals and groups on outline costs of the various options set down below.

Future activity which has been currently planned involves analysing the evidence produced around the various options available on this issue, at least one further meeting of the working group, further communication with interested stakeholders and the community, and preparing the final report with appropriate recommendations.

The working group has determined that there are five possible options and it is actively investigating these. They are:

- Do nothing and defer any decision to a later date
- Repair and renovate the current pool
- Demolish the current pool and build a new pool on the current footprint
- Demolish the current pool and build a new pool on another part of the school site
- Demolish the current pool and not replace it.

It is the view of the working group that the following points should be taken into consideration by the group when determining each of these options. These priorities are not listed here in any hierarchical order but some will have greater weighting than others in the final decision making process. These priorities are:

- The needs and requirements of the academy, its students and its curriculum
- The needs of the community
- Financial considerations
- Human resource considerations
- Estate considerations
- Safeguarding requirements

I hope you have found this letter helpful. If you would like to comment on its contents or on any aspect of the review, do please contact me at the school. Thank you again for your interest and involvement in this issue.

Yours faithfully

Michael Maddison (Dr)  
**Chair of the working group**

**END OF THE REPORT**

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