



Oxford Cambridge and RSA

Cambridge Technicals Performing Arts

Unit 32: Arts Administration

Level 3 Cambridge Technical in Performing Arts
05880 - 05853 - 05876

Mark Scheme for June 2019

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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Annotations

Annotation	Meaning
Det	credit detail
Det?	lacks detail
V	Vague, may be creditable in context of supportive information/explanation
TV	Answer is too vague to credit
KU	shows knowledge and understanding relevant to Q
U	understanding evident relevant to Q
BoD	Benefit of the doubt: where meaning is not fully communicated but some accurate KU is evident
NBoD	No benefit of doubt: insufficient KU as it relates to Q to award a mark
NAQ	not answering the question
Generic	relevant only generically, unspecific to Q so very limited if any credit
General	relevant to the situation, addressing Q by implication only; creditable only in the most general terms
rpt	repetition of previously credited point; no additional credit
?	meaning unclear
NR	No response
Query	Unclear that what is stated is accurate
off-sc	not addressing the scenario (most relevant to Questions 9 & 10)

Subject-specific marking instructions

Duplication between Section A questions will be credited only in the first answer where used unless the second answer can be credited more highly.

Duplication of material in Q10 from Q9 may not be given additional credit in Q10.

Question	Answer	Marks	Guidance
1	Indicative content: <ul style="list-style-type: none"> • Employer liability insurance (1) in order to cover compensation for injury to an employee in their work (1) Accept other appropriate answers	2	Award one mark for identifying a reason and a further one mark for an explanation, up to a maximum of two marks. 1x2 Marks
2	Indicative content: <ul style="list-style-type: none"> • <i>Equipment is protected appropriately (1) to avoid hazards e.g. electric shock (1)</i> • <i>Safe working practices have been considered (1) to protect staff / contractors whilst working outdoors (1)</i> Accept other appropriate answers	4	Award one mark for identifying a relevant requirement and a further one mark for an explanation, up to a maximum of four marks. Distinguish clearly between a) equipment management and b) procedures ie the actions of people <u>Risk assessment</u> covers all equipment /space management ie maximum 2 marks where RA and equipment/space assessment responses comprise both points. 2x2 Marks
3	Indicative content: <ul style="list-style-type: none"> • <i>Public sector funders will want to know the agreed project outcomes have been met (1) in line with the funding agreement (1) OR Public sector funders will be interested in how many people have benefited from the work (1) as part of the monitoring and evaluation requirements (1) OR funding audited (1) to demonstrate it was spent appropriately</i> Accept other appropriate answers	2	Award one mark for identifying a reason and a further one mark for an explanation, up to a maximum of two marks. May be before, during or post-production 1x2 Marks

Question	Answer	Marks	Guidance
4	<p>Indicative content:</p> <ul style="list-style-type: none"> • <i>They must be able to account to others for the appropriateness of funds spending (1) so will need financial accounts for their <u>own internal evaluation</u> (1)</i> • <i><u>Need for measurable evidence to their board that the engagement with the community is successful in terms of their own organisation</u> eg of numbers reached OR any other measurable outcome(1) to meet the mission statement of the charity/trust etc(1)</i> <p>Accept other appropriate answers</p>	4	Award one mark for identifying a relevant requirement for their own use and a further one mark for an explanation, up to a maximum of four marks. 2x2 Marks
5	<p>Indicative content:</p> <ul style="list-style-type: none"> • <i>Issuing contracts (1) to freelance practitioners (1) OR</i> • <i>GDPR requirements OR</i> • <i>payroll management (1) to ensure proper payments to employees/contracted staff OR</i> • <i>Checking references for new contractors (1) to fulfil the requirements for the company's recruitment policy (1)</i> <p>Accept other appropriate answers</p>	2	Award one mark for identifying a reason and a further one mark for an explanation, up to a maximum of two marks. 1x2 Marks
6	<p>Indicative content:</p> <ul style="list-style-type: none"> • <i>DBS checks / safeguarding training (1) in order to work unsupervised with young or vulnerable people(1)</i> • <i>Health and Safety training for working in open spaces with the public (1) to minimise physical risk to those involved with community workshops etc(1)</i> <p>Accept other appropriate answers</p>	4	Award one mark for identifying a relevant requirement and a further one mark for an explanation, up to a maximum of four marks. 2x2 Marks

Question		Answer	Marks	Guidance
7		<p>Indicative content:</p> <ul style="list-style-type: none"> • <i>They could provide information, e.g. from the local archives (1) to inform the development of the work (1) OR</i> • <i>They could provide in kind support (1) such as a space to rehearse in a council owned building e.g. a local hall (1) OR</i> • <i>accept marketing support + to draw more audience in heritage experience</i> <p><i>Accept other appropriate answers</i></p>	2	<p>Award one mark for identifying a reason and a further one mark for an explanation, up to a maximum of two marks. 1x2 Marks</p>
8		<p>Indicative content: should apply to the point of development at which the performance is almost ready to be staged</p> <ul style="list-style-type: none"> • <i>If the timeline for the project is being kept to (1) so they can check everything will be ready on time (1)</i> • <i>A budget update / report (1) so they are reassured the money is being spent as intended (1)</i> <p><i>Accept other appropriate answers</i></p>	4	<p>Award one mark for identifying a relevant requirement and a further one mark for an explanation, up to a maximum of four marks. 2x2 Marks</p>

Question	Answer	Marks	Guidance
9	<p>0 No Response worthy of credit.</p> <p>Level 1 (1-4 marks) Overall <u>the analysis is limited.</u></p> <ul style="list-style-type: none"> The analysis demonstrates <u>simple understanding of a few of the processes of arts administration.</u> The analysis has narrow consideration of the scenario and additional information. It may touch on one or two items of relevance to the question. limited connections between processes and the scenario. The information is limited and may be communicated in an unstructured way. <p>Level 2 (5-8 marks) Overall <u>the analysis is basic</u> but may have clarity in some relevant points addressing the scenario.</p> <ul style="list-style-type: none"> The analysis demonstrates <u>basic understanding of some of the processes of arts administration.</u> The analysis addresses some of the most obvious parts of the scenario and additional information. The analysis shows some appropriate connections between processes and scenario. <i>A level 2 response overall may show a sound understanding of the generic processes of Arts Administration + a narrow consideration of the scenario possibly touching on a small number of aspects of relevance to the scenario as outlined in the question.</i> <p>The information has some relevance and is presented with some structure.</p>	18	<p>The planning strategy should be clearly relevant to outdoor performance and addressing identifiable planning accordingly.</p> <p>This will include</p> <ul style="list-style-type: none"> - Event schedule from arrival to departure - check no other main events locally at the same time - weather contingency (credit contingency only where at least some specifics are stated) - Parking arrangements, traffic control - access to power supplies - Legal requirements linked to audience capacity - secure access and safe and controlled egress - consideration for specific layout of the local area - clear separate access for the company <p>Any restrictions linked to access e.g. space required for wheelchair users/ meeting disability needs toilet facilities/ disabled toilets Performance area/staging, layout backstage secure area & facilities refreshment facilities audience seating / standing zones</p> <p><u>Liaison with emergency services/authorities/business</u></p> <ul style="list-style-type: none"> - all informed of event schedule -businesses informed of dates/times of events to consider longer opening or closure - Police to approve of security arrangements including limited access to some areas, security screening of those arriving at the event, eg bag and personal security checks, prevention of forbidden items etc

Question	Answer	Marks	Guidance
	<p>Level 3 (9-13 marks) Overall the analysis is characterised as <u>adequate</u>, at the lower end of the band; and will have some details; it will be more <u>secure</u> toward the top of the band..</p> <ul style="list-style-type: none"> • The analysis demonstrates a <u>sound understanding of processes of arts administration</u>. • The analysis considers appropriately most of the scenario and additional information. • Makes clear connections between processes and scenario. • The information is relevant and presented with some structure. • <i>A level 3 response overall may show a sound understanding of Arts Administration + some consideration of some of the most obvious parts of the scenario and additional information as outlined in the question.</i> <p>Level 4 (14-18 marks) Overall the analysis is <u>shows thorough understanding</u> of the issues in the scenario.</p> <ul style="list-style-type: none"> • The analysis demonstrates <u>wide-ranging understanding of the processes of arts administration</u>. • The analysis fully considers the scenario and additional information in a structured response. • The analysis makes effective connections between processes and scenario. <p>The information is relevant and decisions are substantiated, with a clear and logical structure.</p>		<ul style="list-style-type: none"> - all to be informed of access arrangements - emergency evacuation planning - Medical presence such as St John Ambulance <p>refreshment facilities in the event cordon</p> <p>(Requirements for managing large crowds Health and safety)</p>

Question	Answer	Marks	Guidance
10	<p>0 No Response worthy of credit.</p> <p>Level 1 (1-4 marks) Overall <u>the recognition and evaluation of options is limited.</u></p> <ul style="list-style-type: none"> • Limited knowledge and little understanding of some options, and of arts administration processes. • There may be limited relevant thinking evident • Limited sense of appropriate priorities • There is little attempt to give an opinion or judgement. • there may be an attempt at judgments but with limited recommendations where one is called for. • The information is basic and may be communicated in an unstructured way. Simple connections to scenario. <p>Level 2 (5-8 marks) Overall the recognition and <u>evaluation of the options is basic</u> although there may be a few details discussed.</p> <ul style="list-style-type: none"> • The analysis demonstrates <u>partial knowledge and understanding of some options.</u> • There will be the beginnings of relevant thinking evident • There may be the beginnings of structure to the approach • Some attempt to establish appropriate priorities • There may be detailed discussion of options that are acknowledged not to be viable • Some attempt at giving an opinion or judgement, mostly unsupported. • Some evidence of analysis with an attempt to make a recommendation where one is called for. • The information has some relevance and is presented with some structure. The information shows basic links to the scenario. • The analysis considers some of the most obvious parts of the scenario and additional information. 	18	<p>General criteria Arts administration processes /The scenario/ Options</p> <p>Response should include:</p> <ul style="list-style-type: none"> - Response to the local council that residents' complaints will be heard and plans will be put in place <p>* giving high Priority to community satisfaction (responses which make this the focus with some practical detail are likely to be at least L3)</p> <p><i>Note Q states "evaluate the options"; accept a recommendation (not called for) although better/worse options or rank order fulfils terms of Q</i></p> <ul style="list-style-type: none"> - establish lines of communication with local people - Arts Administrator, residents and local council meet to discuss concerns to: <ul style="list-style-type: none"> a) ensure all concerns have been heard b) identify all the concerns are addressed c) ensure administrator is available to residents who are able to address further issues that may arise <p>Proposals to address predictable concerns</p> <ul style="list-style-type: none"> - Pre-show organisation to ensure smooth and quiet set-up process - extra security to monitor/address anti-social behaviour <ul style="list-style-type: none"> volunteers (or paid staff) for litter picking in the area during the event - post-show organisation to ensure quiet and smooth dismantling and departure - clean-up and restitution planning in place post event to protect the reputation of the company in the area

Question	Answer	Marks	Guidance
	<p>Level 3 (9-13 marks) Overall the evaluation is secure and will have some detail</p> <ul style="list-style-type: none"> • <u>The analysis shows sound knowledge and clear understanding of some mostly viable options OR a possibly smaller set of clearly viable options.</u> There should be: • Relevant thinking and some structure to the approach • Evidence of establishing appropriate priorities • May make reference to options that are clearly not viable • Opinions and judgements will be present, but may not always be securely supported. • analysis clearly connects processes and scenario. • The analysis makes a clear recommendation where called for, and appropriately related to the scenario, with some supporting justification. • The discussion of options is relevant with some structure and with sound links to the scenario. <p>Level 4 (14-18 marks) Overall the evaluation is detailed and shows thorough understanding, evaluation of options and rationale.</p> <ul style="list-style-type: none"> • The analysis shows thorough understanding of viable options applied via arts administration processes. • Opinions and judgements are well supported. • The analysis is applied with thorough understanding of processes and scenario. • There is detailed analysis and evaluation, and where called for, with a coherent and fully justified recommendation • a well-developed line of reasoning in evaluation of options and which is clearly and logically structured and applied to the scenario. 		<p>DUPLICATE FROM P 9 FOR EASY READING!</p> <p>Response should include:</p> <ul style="list-style-type: none"> - Response to the local council that residents' complaints will be heard and plans will be put in place * giving high Priority to community satisfaction - establish lines of communication with local people - Arts Administrator, residents and local council meet to discuss concerns to: <ul style="list-style-type: none"> a) ensure all concerns have been heard b) identify all the concerns are addressed c) ensure administrator is available to residents who are able to address further issues that may arise Proposals to address predictable concerns <ul style="list-style-type: none"> - Pre-show organisation to ensure smooth and quiet set-up process - extra security to monitor/address anti-social behaviour volunteers (or paid staff) for litter picking in the area during the event - post-show organisation to ensure quiet and smooth dismantling and departure - clean-up and restitution planning in place post event to protect the reputation of the company in the area

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