

CAMBRIDGE TECHNICALS LEVEL 3 (2016)

Examiners' report

# PERFORMING ARTS

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05850–05853, 05876

**Unit 32 Summer 2022 series**

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## Introduction

Our examiners' reports are produced to offer constructive feedback on candidates' performance in the examinations. They provide useful guidance for future candidates.

The reports will include a general commentary on candidates' performance, identify technical aspects examined in the questions and highlight good performance and where performance could be improved. The reports will also explain aspects which caused difficulty and why the difficulties arose, whether through a lack of knowledge, poor examination technique, or any other identifiable and explainable reason.

Where overall performance on a question/question part was considered good, with no particular areas to highlight, these questions have not been included in the report.

A full copy of the question paper and the mark scheme can be downloaded from OCR.

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## Unit 32 series overview

Unit 32 Arts Administration as an examination provides the outline of a scenario for performance from which candidates address the questions posed on the question paper. Candidates demonstrate in their responses their knowledge of administrative processes. This will include legal requirements and necessary business and organisational practices to support and facilitate performance to a public audience. All questions will have direct relevance to the scenario outlined at the head of the question paper. Longer questions require candidates to apply taught knowledge. They must show they can propose effective ways the specified characteristics of the scenario can be implemented within the terms of the given questions. This will need to be selective, taking a structured approach which adapts the taught learning to the given situation. From this they need to show they can implement appropriate choices of action in both planning and problem-solving within the frame of a given situation with some individuality, and show they understand how their proposals are likely to play out in practice.

Candidates should be able to show they understand the implications of their choices as well as to be adaptable and imaginative where appropriate in the solutions they propose for the event to be successful. In longer responses candidates should explain how their proposals will be implemented.

In all questions there will always be scope for more than one correct response. Candidates should always pay close attention to the wording of questions. Where legal requirements, insurances and licences are cited as responses, terminology must be accurately stated for full credit to be given.

### Key point call out for answering questions in both sections of the paper

Read the question you are about to answer at least twice to be sure what kind of answer is needed before starting to write your response.

Section A Questions 1-8 will be laid out in connected pairs. will always be subject areas which should be familiar to candidates from the taught knowledge. The first question will ask for one point for one mark, then for an explanation of that point for a second mark. The second question of the pair will ask for two points, and an explanation for each one, to a maximum of 4 marks. Repeated responses in more than one question will be given only in the first response where valid. Repeat of section A responses in the two longer questions will not be given in the longer response except where it has been developed as a more substantial point and is closely relevant to the longer question.

Question 9 will always be a planning task in which the response should be tailored to the scenario. Question 10 will always be a problem-solving task in which the aim should be to deliver as closely as possible the event outlined in the scenario at the start of the question paper. The details of the additional situation given must be addressed in full for an effective response. It will always be a new development following on from and not depending on the planning approach required in Question 9.

Candidates who did well in both section A and section B showed close attention to the detail of each question as it related to the scenario, prioritising and discussing concisely the most relevant ways forward in the longer questions, while recognising possible but less viable options. How important information would be communicated was clearly and precisely outlined in good responses, to facilitate a smooth-running performance event as their core priority for all involved.

Candidates did less well where pre-prepared planning activities were listed, rather than adapting these to the specific needs of the scenario. This was particularly apparent in Question 9 where candidates were asked what particular needs would have to be organised for the event to be successful, where some candidates wrote a more general set of preparation activities.

<b>Candidates who did well on this paper generally did the following:</b>	<b>Candidates who did less well on this paper generally did the following:</b>
<ul style="list-style-type: none"> <li>• read the questions accurately and answered what was asked</li> <li>• paid attention to the nature of the event given in the scenario when writing responses</li> <li>• checked their responses related accurately to the information in the scenario</li> <li>• cited details of the scenario appropriately for their responses</li> <li>• choose from learned information accurately and relevantly to address the given scenario</li> <li>• recognised opportunities to apply relevant skills not specifically stated in the scenario</li> <li>• addressed carefully the additional material given for the section 2 questions, making it integral to their responses</li> <li>• addressed both the audience's and the event's best interests in seeking solutions</li> <li>• showed adaptability and the need for communication skills in identifying practical alternative ways forward where a given situation has not offered an ideal choice</li> <li>• in problem-solving, recognised there were always implications to any decision, and addressed these securely</li> <li>• in problem-solving, kept discussion short when considering options which were likely to have mostly or entirely negative outcomes</li> <li>• focused the discussion and evaluation on the most viable options.</li> </ul>	<ul style="list-style-type: none"> <li>• offered irrelevant responses having read inaccurately or without reading in full what was asked in some questions</li> <li>• were unclear what are the accurate meanings of the terms 'policy', 'insurance', and 'licence'</li> <li>• inaccurately stated some standard insurance terminology, particularly when misapplying the word 'employee' for 'employer'</li> <li>• repeated Question 1 response points when listing organisational actions for Question 9</li> <li>• showed unclear understanding of sponsorship and third sector grant funding</li> <li>• were unclear that market research and marketing methods are different activities</li> <li>• did not refer to the key elements of the given scenario when writing both the shorter and the longer responses</li> <li>• used pre-prepared formula planning responses to Question 9 where application to the details of the task scenario was needed</li> <li>• discussed evidently less desirable and less appropriate options at length leaving little space to discuss the more viable outcome to be recommended</li> <li>• did not explain how information was to be communicated</li> <li>• did not clearly evaluate the implications of their proposed actions proposed in the response</li> <li>• evaded the issues to be addressed in Questions 9 and / or 10 with discussion of approaches and solutions that did not clearly include the task set in the given information.</li> </ul>

### Question 1

#### Scenario

*Out of the Hat Festival* of magic and illusion is a one-day event that aims to engage the local community in a small town in a rural area. The day will include several different performances and workshops as well as stalls promoting the world of magic and illusion.

The one-day *Out of the Hat Festival* will take place in a well-known and accessible community hall set in open grounds close to the centre of town. The hall has a large space with a stage area and plenty of room for stalls and promotional activity. There is scope for extending the event for some outside activities with tents and marquees set up by the performers.

The festival is free to attend. Everyone is welcome to come and experience the world of magic and illusion. The event will cater for a wide range of age groups. It is expected to attract locals as well as visitors to the town.

The festival is being organised and hosted by a new local Community Interest Company (CIC). You are the only full-time employee, contracted for a period of time that covers the planning, running and evaluation phases of the festival. All other roles are undertaken by freelance practitioners as required and supported by local volunteers.

You will report to the company's directors who will offer guidance and support as required.

The *Out of the Hat Festival* is being supported by a community grant from the local council.

The following questions relate to the roles and responsibilities you will undertake as the Arts Administrator for the *Out of the Hat Festival*.

One part of your work is to write policies and procedures for the festival.

You have produced a full Health and Safety policy.

1 Explain **one** other policy that you will need for outdoor performance.

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..... [2]

Straightforward responses to this question were an environmental policy to minimise the impact of the event on the outdoor environment of the locality; a wet weather policy, to manage the outdoor aspects of the event in the case of rain; alternatively, to have a policy of weather forecast checking to predict the likelihood of needing to implement wet weather measures.

## Question 2

2 To qualify for a grant from the local council you must have sufficient insurance in place. Explain **two** types of insurance your company must have for the event.

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[4]

Usual responses seen were Public Indemnity insurance to cover legal claims in the event of a member of the public being injured or suffering loss at the event, for which the event was liable; Employer Liability insurance to cover legal claims in the event of a member of staff being injured or suffering loss at the event, for which the event was liable; asset insurance to cover theft, losses and damage to equipment managed by the event.

## Question 3

The company wish to run more events like this one as part of their development strategy. The directors have asked you to look for further funding.

3 Explain **one** financial requirement that your company will need to meet to receive a local community grant.

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[2]

The usual responses seen for this question were that a clear budget plan would need to be presented identifying necessary expenditure which would justify the need for the grant funding applied for. Other acceptable explanations included that it would need to be shown that there were other identified confirmed sources of funding to be presented to demonstrate that the event is on a viable financial footing; also, that to receive the grant it would have to be shown that proper business accounting practices were being applied to the management of event finances.

### Question 4

4 The directors have asked you to research third-sector funding opportunities.

Explain **two** types of third-sector funding the company could apply for.

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2 .....

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[4]

Viable responses needed to show an understanding that third sector funders are charitable or trust funds which can be applied to for certain purposes, in this case, a community festival. It was not necessary to identify specific charities or trusts, although some responses which accurately identified relevant charities or trusts were creditable. The explanation would need to be clear that applications for that funding will have to meet fixed criteria; or that accounting and other feedback such as audience numbers and/or evaluative responses would need to be provided to the funder after the event to meet the terms of the funding. For a second point, good responses stated that there are publicly funded third sector funding bodies which also operate under similar terms. Answers seen included named organisations such as The National Lottery and The Arts Council, and other public arts funders that candidates were aware of.



### Question 5

As the Arts Administrator you must have an understanding of marketing to a community audience. As part of your role you will undertake market research.

5 Identify **one** type of audience information you will research for this event.

Explain briefly why you will need this information.

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..... [2]

Consideration needed to be given to the scenario in responding to this question, that the festival caters for a wide range of age groups. The response needed to be about the actual audience, not just on the locality as a pool of people the audience could be drawn from. This could include surveying the audience at the event, identifying where audience members were from, to assess how successful the event has been in drawing attendance both from within and from outside the locality. Researching the average or median age of likely attendees was also a possible response, and as explanation, for the festival to make sure that the range of activities would be proportionately suitable to the numbers attending of those age groups; or more simply expressed, that there would be sufficient activities and performances for both adults and children.

### Question 6

6 Explain **two** marketing methods that would be appropriate for this event.

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..... [4]

Posters and flyers in the locality which would be widely seen by and would attract local people was an effective point and explanation, as were local or regional radio or TV news interviews or advertising. Social media was often cited in responses. For marks to be given, the specific social media platforms needed to be identified. For a second mark in the explanation, a reason needed to be given why those sites named were appropriate to the relevant audience sectors. Good responses stated whether this was targeted advertising, or posts on local group pages. Taster events at local centres or community clubs showing some magic tricks to encourage attendance was also a possible point answering this question, as was to advertise at other magic/illusion events to draw those with a particular interest in this kind of entertainment.

### Question 7

You oversee the different areas of the company's work, and you need to have a skilled team in place to achieve the company's aim to bring the wider community together.

7 Explain **one** key part of your work when you recruit and manage volunteers for your team.

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..... [2]

Responses needed to be clearly relevant to volunteer staffing. References to employees in answering this question could not be given marks. Where background, references and DBS checks were cited with the explanation that this was appropriate for a community audience, this was creditable, but that same point could not then be given again in Question 8. Conducting interviews, seeking to recruit those with local knowledge and/or positive enthusiasm, to support the community nature of the event or team-building training for the same purpose, were also good responses. First aid training was acceptable as a point, with the explanation that it would make sure there was sufficient first aid provision at the event. Although it was perhaps less likely that a one-day event would provide first aid training to volunteers, it was possible and so could be given.

### Question 8

8 Explain **two** human resource management tasks you will need to complete relating to professional employees.

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[4]

Where not already stated in Question 7, background references and DBS checks were usual responses seen. Drawing up contracts for the employees, for fixed periods for particular roles under specified terms, was a frequently made point and explanation, as was the managing of payroll to make sure employees were paid appropriately, on time and payment made to their nominated accounts. Managing a grievance policy where disputes between staff would have to be addressed by the Arts Administrator was a creditable and necessary aspect to the role sometimes included in responses. First aid training was acceptable where not already cited in Question 7, although the event was perhaps less likely to provide first aid training to freelance workers.

### Question 9

The main aim of the event is to provide an entertaining day out for locals and visitors of all ages.

You must generate a lively and positive atmosphere for the whole day.

9 Explain what particular needs of the *Out of the Hat* festival you will need to organise and manage to ensure the event is successful.

[18]

The response to this question follows the wording of the question as given and should seek to address the particular needs of this festival as described in the original scenario and reinforced in the heading above the question. The focus should be on explaining the organising and managing the specifics of this event as catering for all ages with magic and illusion performances and workshops.

Candidates should be able to show awareness that a performance festival will include free-standing events, both workshops and performances, by individuals and groups of performers presenting magic and illusion. There is not a need for specialist knowledge beyond an understanding that illusionists are skilled in presenting performances that have sudden unexpected outcomes that appear impossible, i.e., what will be presented are illusions. Performers would not need to be trained or rehearsed by members of the company running the event.

It is well-known from TV that there are both stage illusionists with their own somewhat secretively prepared repertoire acts with their own specialist stage equipment to make the illusions happen, and that there are also close-up performers who may mingle with the public and draw passers-by into seemingly incredible sleight of hand tricks that appear magical. Good responses took this into account and made this central to their responses in managing and organising this as a one-day event for all comers

Responses without reference to the nature of the event to include these kinds of performance and for the 'stalls as and promotional activity' outlined in the scenario would be somewhat evading the terms of the question. The content of stalls and promotional activity is purposefully not specified to offer the candidate scope to envisage how they could be used to add to the tone and positive atmosphere of event intended, and how they would organise and manage these. Answers which suggested what kinds of acts and stalls would be appropriate for this kind of event were clearly focusing on the question asked; and importantly, how they would go about finding and booking both the acts and the stalls would be addressing one of the central needs of the question.

Where timings and schedules were included, this was within the broad terms of the question. Lengthy accounts of the need for risk assessment and other generic technical and Health and Safety requirements that would need to be carried out ahead of and during the set-up fell broadly within the frame also. However, without reference to the specifics of the scenario these were somewhat generic responses. Lengthy lists of general planning activities that would be needed for any performance event without reference to the nature of this one as stated were not addressing *the particular needs*, only the general ones, and so were not clearly focused on answering the question as given in the question paper. Answers of this kind were not demonstrating the ability to select, handle and apply taught knowledge, and so could only be given to an adequate level in their understanding of event planning.

Discussions of ticketing were not addressing the question where candidates were or appeared to be referring to ticket sales, as the scenario states this this was a free to enter event.

While the use of volunteers for checking numbers attending could creditably be discussed in Question 9, repetition of points made in Questions 1-8 that had been given marks in those questions could not be given additional credit in Question 9. Significant additional explanation augmenting those previously made points with direct reference to the what the question is asking would be required for extra marks to be given, as in the example of the volunteers given in the paragraph above.

The heading statement for Question 9 asks for a *lively and positive atmosphere for the whole day* to be generated. Generic discussion and suggestions of activities for a range of ages that would create a general festival atmosphere, but which were not related to the festival's theme of magic and illusion were not clearly within *the particular needs* of the event and could detract somewhat from that theme.

Answers which suggested ways of making entertainment feel magical with music and themed food and drink were more appropriately within the frame of the question as set.

The scenario states that the role includes the planning, running and evaluation phases of the event, so clearly there is a need for the event to be evaluated also. Discussion of the ways this could be done with a non-ticketed event without a database of attending audience was relevant, including ways of surveying audience on site during the event for age, i.e. where they have come from, what attracted to the event and their opinions on it; and offering attendees the opportunity to comment on the website for the event afterwards; also the numbers tallied for entry during the day would be relevant data for evaluation of the event.

### Assessment for learning



Explaining the organising and managing of an event should include not just what is needed to be done, but how those things would be done, to make sure that event will happen effectively.

## Question 10

- 10** At 10 am, on the morning of the event, the performing company that is headlining the festival at 7.30 pm contact you to say they have been delayed by a major road incident and will be arriving late and at an uncertain time.

The delay will mean there will be less time to set up and prepare and the company will only be able to perform a shortened version of their show. Not all of the magic acts featured on the marketing materials as the main attraction for the festival will be able to be included.

As the arts administrator, discuss the implications of this so you can make a recommendation to the company directors.

Evaluate your options.

[18]

The frame of the question includes a short timescale to adapt to the likely reduction of performance time from one main performance group, billed as the headlining act in the early evening of the same day. There is no indication that this delay would prevent any other performances from taking place. There is clearly an element of urgency which was apparent in effective responses, while also coming at the issue with a structured and considered approach. There is little time in the mid-morning on the day of the event to convene meetings and asking the trustees what should be done. Prioritising most immediate actions needed with appropriate decision-making is called for from the administrator of the event.

As it is the middle of the morning of the day of a festival, with the implication that festival attendees are likely to be at least on the point of arriving already, discussions of cancelling or rescheduling the event would be somewhat to evade the issue. Pre-prepared responses which ran through these as options at length before looking at the practicalities to cover the delay limited candidates' own scope to demonstrate they could think on their feet. Credit is given here for showing practical understanding of how to be flexible and still achieve as close to the original outcome as possible when a sudden change needs to be dealt with at event which is ongoing, or at least, an event which is too close to starting to be prevented from getting under way.

The question tests the ability of candidates to recognise that the initial response needs to be immediate or at the least, very rapid, in such a short time frame; and to assess what the main actions need to be and how to work to cover what is missing until the arrival of that performance company. The uncertainty of arrival time adds an additional level of challenge, which means simply scheduling another performer into that time slot is likely to not entirely solve the problem.

Clearly with other magic and illusion performers on site in a festival setting, some switching, and rescheduling is possible; but for candidates to show how best to manage this is part of the challenge. Most candidates recognised the need to inform the audience of any last-minute change to the schedules, possibly lengthening some workshop and/or performance times. However, the order in which things are done needed to be considered. To draw up a new schedule without first discussing and agreeing with other contracted performers that the rescheduling is workable might generate more problems for the performers, who would already have to be setting up performances within an existing schedule and with workshops likely to be planned also.

One option might be to rough draft an amended schedule then to go round to all performers in turn and to see if this is viable, editing as you go. Magic and illusion acts are not generally improvisational by nature, although there are some performers who make patter a part of their act and can extend their stage time, if offered the opportunity. This is where the role of the administrator in communicating with performers to see who can be flexible, and who would not want to extend performance and/or workshop, and to reschedule accordingly. Stronger responses recognised that this kind of consultation would be needed before publishing any amended schedule for the day, on the morning of the event.

Answers which went straight to informing the audience of a change of schedule without performer consultations appeared to consider that festival performers were employees who could be directed, rather than individual free-standing entertainers who had been contracted. This was not likely to be the arrangement for a festival event. Some responses recognised that there might be contractual implications. The performers had very likely been booked for workshops and performances of specified lengths. So it would be for the administrator to consider whether to enter into discussions on extending contracts, or simply to prevail on the goodwill of the performers in offering some extension to their time to give themselves more performance exposure; such negotiations would need to be hurried and might possibly involve going first to those who the administrator had judged to be more easy-going and open in their acts than others with very fixed routines.

Once some communication with the audience was identified as the next proper step, responses which stated that the audience would be told of changes, had not completed the task. The means of communication needed to be clarified. How to inform arriving festivalgoers of a change of schedule would need more than online messaging. To make announcements on the festival tannoy and to post quickly printed new schedules around the site was a viable option; but where to source printing on the morning of the event as it would be starting, would need to be included to complete the point and show the administrator had considered the necessary means to carry through what was needed; it could be cited to be their own office printer, used in a moment of extreme need. to cover the printing requirement.

Some responses considered an impromptu talent show to cover the time while waiting for the headline performers to arrive, from amateur illusionists and some festival attendees who might have learned tricks in the workshops held during the day. This clearly has a number of advantages in not needing to manage rescheduling other acts during the day. All options considered need to be fully evaluated for positive and negative impacts to demonstrate not only that an administrator can make recommendations, but also that they understand fully what are the pros and cons of outcomes which are likely to arise from those recommendations. A negative in this instance might be the possible dilution of the quality of magic acts performed, but this could be countered with finding an upbeat and crowd-pleasing performer who would be willing to compere the talent show, to bring to it the lively and positive atmosphere the event seeks to achieve.

Communication with the delayed headliners was also clearly relevant and creditable, to follow their ongoing progress during the day and to develop more certainty as the time drew near for their scheduled appearance, the length of delay that would be needed to be managed. Discussions of finding an alternative route were somewhat evading the challenge of the question. As there are well-known online mapping applications that can calculate most unobstructed routes and times, for the purposes of the question it is reasonable to assume that this was likely to have been considered and the distance from which the headliners were coming made it unlikely that there was benefit to be gained by seeking an alternative route.

Discussions of setting up more limited equipment with which the headline performers could step readily onto the stage and so not be affected by a delayed arrival were unlikely to be viable as illusionists work with their own equipment from which they generate a sense of magic and surprise.

## Assessment for learning



The ability to show how things can be managed quickly and easily, not just what needs to be managed, is the mark of a good administrator.



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