



Oxford Cambridge and RSA

Cambridge Technicals Performing Arts

Unit 32: Arts administration

Level 3 Cambridge Technical in Performing Arts
05853 & 05876

Mark Scheme for June 2022

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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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MARKING INSTRUCTIONS**PREPARATION FOR MARKING****TRADITIONAL**

Before the Standardisation meeting you must mark at least 10 scripts from several centres. For this preliminary marking you should use **pencil** and follow the **mark scheme**. Bring these **marked scripts** to the meeting.

MARKING

1. Mark strictly to the mark scheme.
2. Marks awarded must relate directly to the marking criteria.
3. The schedule of dates is very important. It is essential that you meet the traditional 40% Batch 1 and 100% Batch 2 deadlines. If you experience problems, you must contact your Team Leader (Supervisor) without delay.
4. If you are in any doubt about applying the mark scheme, consult your Team Leader by telephone or by email.
5. Work crossed out:
 - a. where a candidate crosses out an answer and provides an alternative response, the crossed out response is not marked and gains no marks
 - b. if a candidate crosses out an answer to a whole question and makes no second attempt, and if the inclusion of the answer does not cause a rubric infringement, the assessor should attempt to mark the crossed out answer and award marks appropriately.
6. Always check the pages (and additional lined pages if present) at the end of the response in case any answers have been continued there. If the candidate has continued an answer there then add an annotation to confirm that the work has been seen.
7. There is a NR (No Response) option. Award NR (No Response)
 - if there is nothing written at all in the answer space
 - OR if there is a comment which does not in anyway relate to the question (e.g. 'can't do', 'don't know')
 - OR if there is a mark (e.g. a dash, a question mark) which isn't an attempt at the questionNote: Award 0 marks - for an attempt that earns no credit (including copying out the question)
8. Assistant Examiners will email a brief report on the performance of candidates to your Team Leader (Supervisor) by the end of the marking period. Your report should contain notes on particular strength displayed as well as common errors or weaknesses. Constructive criticism of the question paper/mark scheme is also appreciated.

9. Annotations

Annotation	Meaning
✓	credible point is addressing / relating what's said to the question
NR	No response
Gd	good point
Awkward Exp	Not well expressed but can be interpreted as relevant/ having some credible content
V	Vague, may or may not be credible depending on whether there is supportive information/explanation
TV	Answer is too vague to credit
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
?	meaning unclear
NAQ	not answering the question
rpt / rpt NAC	repetition of previously credited point; / repetition with no additional credit;
somewhat rpt	some overlap with a point made elsewhere
Query / Query?	Point lacks justification / unclear that what is stated is accurate
X	inaccurate.
Q✓/	credit detail which is addressing the question
Ref Q	response is addressing / relating to the question
Ref Q?	Point is not clearly addressing the terms of the question
General	credible only in general terms
Generic	relevant only generically, lacks specific reference to the question
off-sc	not addressing the scenario
KU	response shows knowledge and understanding
Ev / Eval	Evaluative comment supporting a point

10. Subject-specific marking instructions

Duplication between Section A questions will be credited only in the first answer where used unless not valid for the first question but valid for the second, or where the second answer can be credited more highly, in which case only the second response will be creditable.

Where a Section A response asking for one point includes two points, only the first should be marked.

Duplication of scenario information in response to a section A question cannot be credited.

Duplication from Section A in Section B responses should be assessed for degree of contribution to the Section B response when marking
Duplication of creditable material in Q9 may not be given additional credit in Q10.

Question	Answer	Marks	Guidance
1	<p>Indicative content eg: To identify a policy (1) that is relevant to outdoor events (1)</p> <p>For example: A wet weather policy (1) to cover points relating to being outdoors such as how the weather can affect the audience experience (1)</p> <p>Accept other relevant answers.</p>	2	<p>Award one mark for identifying a valid policy specific to outdoor performance and a further one mark for an explanation of/for that policy, up to a maximum of two marks.</p> <p>1x2 Marks</p>
2	<p>Indicative content eg: The insurance must relate to this type of company (1) and be relevant to the type of funding (1)</p> <p>Insurance to cover loss of equipment / assets (1) in case of theft or damage (1) <i>OR</i> Employer liability insurance (1) in case of injury to an employee / contracted volunteer (1)</p> <p>Public indemnity Insurance, or any other name for insurance to cover harm or injury (1) to a member of audience / event attendee (1)</p> <p>Accept other relevant answers.</p>	4	<p>Award one mark for identifying a relevant type of business insurance and a further one mark for an explanation of / for that insurance, up to a maximum of two marks.</p> <p>Award a further mark for identifying a second relevant type of business insurance a further one mark for an explanation of / for that insurance up to a maximum of four marks.</p> <p>2x2 Marks</p>
3	<p>Indicative content eg: event finance planning/calculations (1) to show likely expenditure is appropriate(1) <i>or</i> successful past project accounts (1) to demonstrate financial competence (1); <i>or</i> financial decisions/payments will be authorised by two or more people (1) to demonstrate procedural responsibility (1) any of which could be a requirement for funding from a local authority organisation</p> <p>Accept other relevant answers.</p>	2	<p>Award one mark for identifying a valid financial requirement and a further one mark for an explanation, up to a maximum of two marks.</p> <p>1x2 Marks</p>

Question	Answer	Marks	Guidance
4	<p>Indicative content eg: Third sector funding could be from a charity (1) when the company mission and/or purpose of the event fulfils the mission statement and terms of the charity eg specified feedback (1)</p> <p>National public sector funding eg Arts Council (1) when work will benefit members of a specific community or community of interest which that public sector organisation serves, eg council community arts funds for that locality (1)</p> <p>Accept other relevant answers.</p>	4	<p>Award one mark for identifying a relevant 3rd sector funding source and a further one mark for an explanation, up to a maximum of two marks. Award a further mark for identifying a second relevant 3rd sector funding source and a further one mark for an explanation up to a maximum of four marks.</p> <p>2x2 Marks</p>
5	<p>Indicative content eg: The age of those attending (1) fits with the content of the event (1)</p> <p>Accept other relevant answers.</p>	2	<p>Award one mark for identifying a valid aspect of market research information and a further one mark for an explanation, up to a maximum of two marks. <u>Type</u> of information gathered is key; as distinct from method, Q6 1x2 Marks</p>
6	<p>Indicative content eg: Local advertising in local media (1) to reach local residents (1) <i>OR</i> advertising or other marketing posts on specified Social Media platforms eg Facebook, Instagram, to reach specific local groups / age groups (1)</p> <p>To advertise at other magic / illusion events (1) to reach potential audience members who are interested in this type of event (1)</p> <p>Accept other relevant answers.</p>	4	<p>Award one mark for identifying a relevant marketing method and a further one mark for an explanation, up to a maximum of two marks. Award a further mark for identifying a second relevant marketing method and a further one mark for an explanation up to a maximum of four marks.</p> <p>2x2 Marks</p>

Question	Answer	Marks	Guidance
7	<p>Indicative content eg: To make sure all relevant background checks are made (1) so a volunteer can be cleared to work with groups (such as children) (1) <i>OR</i> provide event training to support them in their festival supervision role(s) (1) <i>OR</i> DBS checks to ensure they have no criminal record that would prevent them being suitable to supervise the public attendees(1)</p> <p>Accept other relevant answers.</p>	2	<p>Award one mark for identifying a valid aspect of recruitment of volunteers and a further one mark for an explanation, up to a maximum of two marks. 1x2 Marks</p>
8	<p>Indicative content eg: Follow up references (1) to check the employment history or qualifications of an applicant when appointing them (1) <i>OR</i> payroll (1) to ensure - employees receive full payment due and on time (1) - or to their designated bank account (1) <i>OR</i> a grievance procedure to address any staff complaints or disputes (1)</p> <p>To ensure all employment documentation has been completed and signed, eg contract, training certificates, bank details for payments etc (1) to ensure that employee is formally and fully employed (1)</p> <p>Accept other relevant answers; duplication from Q7 cannot be credited.</p>	4	<p>Award one mark for identifying a relevant HR task and a further one mark for an explanation, up to a maximum of two marks. Award a further mark for identifying a second relevant HR task and a further one mark for an explanation up to a maximum of four marks.</p> <p>2x2 Marks</p>

Question	Answer	Marks	Guidance
9	<p>0 No Response worthy of credit.</p> <p>Level 1 (1-4 marks) Overall the analysis is limited.</p> <ul style="list-style-type: none"> • The analysis demonstrates limited understanding of some of the processes of arts administration. • The analysis has limited consideration of the scenario and additional information. • There are few connections between processes and the scenario. • The information is simple and may be communicated in an unstructured way. <p>Level 2 (5-8 marks) Overall the analysis is adequate; may focus on the detail of a few aspects of arts administration.</p> <ul style="list-style-type: none"> • The analysis demonstrates adequate understanding of most of the processes of arts administration. • The analysis considers the most obvious parts of the scenario and additional information. • The analysis shows some appropriate connections between processes and scenario. • The information has some relevance and is presented with some basic structure. • Generic responses not addressing the scenario will be awarded a mark in this band. 	18	<p>For marks in the upper range, the planning strategy should be centred on meeting the key requirements of the given scenario as an event to be managed:</p> <ul style="list-style-type: none"> • generating a lively and positive (festival) atmosphere, maintaining that for the full day • for the full age range, locals and visitors • recognition that a diversity of acts is needed • mapping out performance areas, access etc • other facilities - refreshments, toilets, first aid <p>Upper range responses should show structured approaches and organisational understanding. The planning should recognise and be informed by the scenario in terms of:</p> <ul style="list-style-type: none"> • organisational needs - • Booking a variety of performers, static and mobile • indoor and outdoor • legalities • costs and finance management • timeframe planning and management • schedules and deadlines • resources and set-up / clear-up requirements • contingency plans • risk management • managing attendee numbers in the indoor venue so as not to exceed maximum defined as safe and within venue insurance terms • security and First Aid presence

Question	Answer	Marks	Guidance
	<p>Level 3 (9-13 marks) Overall the analysis is secure.</p> <ul style="list-style-type: none"> • The analysis demonstrates secure understanding of the processes of arts administration. • The analysis considers most of the scenario and additional information. • The analysis makes competent connections between processes and scenario. • The information is relevant with some structure. <p>Level 4 (14-18 marks) Overall the analysis is thorough and insightful and shows comprehensive understanding in relation to the scenario.</p> <ul style="list-style-type: none"> • The analysis demonstrates a comprehensive understanding of all the processes of arts administration. • The analysis fully considers the scenario and additional information. • The analysis has an effective connection between processes and scenario. • The information is relevant and substantiated, with a clear and logical structure. 		

Question	Answer	Marks	Guidance
10	<p>0 No Response worthy of credit.</p> <p>Level 1 (1-4 marks) Overall the analysis is basic and limited.</p> <ul style="list-style-type: none"> • Simple knowledge and limited understanding/evaluation of some ways forward, and of arts administration processes. • There is little attempt to give an opinion or judgement. • Some relevant analysis but without recommendations. • The information is basic and communicated in an unstructured way. The relationship to scenario is weak. • May evade addressing the implications <p>Level 2 (5-8 marks) Overall the evaluation is adequate and has some detail but may focus on the detail of a few aspects of arts administration.</p> <ul style="list-style-type: none"> • Some knowledge and understanding/evaluation of some ways forward, and of arts administration processes. • Some attempt at giving an opinion or judgement, but this is mostly unsupported. • May have some evidence of analysis with an attempt to make a recommendation. • May evade addressing the implications. • The information should have some relevance and is presented with some structure. • The information shows some links to the scenario. • Generic responses not addressing the scenario will be awarded a mark in this band. 	18	<p>The evaluation could include considerations / proposals including the following:</p> <ul style="list-style-type: none"> • Time constraint ie urgency of action - there is only from 10am to early evening to cover the delay • Informing the audience - and how this can be done effectively and quickly, of what is happening and any changes to the act to try to avoid complaints • Consulting / negotiating with / obtaining agreement of any performers whose performance might need to be rescheduled/extended • considering whether performers have additional material to extend with <i>OR</i> whether they might fill two show slots to help cover the time • addressing extra contractual obligations that might arise from extra performance/workshop time • offering an extra slot to any popular act(s) from the festival to fill the time gap • managing delaying the start time for the performance • Offering some form of refund / compensation to the audience • Postponing the event unlikely to be feasible on the morning of the day of the event • Seeking compensation from the company / claiming on any relevant insurance • ongoing contact with headliners for updates re delays <p>The considerations should take into account the very short specific time frame as given in the scenario. Accept other relevant factors / responses.</p>

Question	Answer	Marks	Guidance
	<p>Level 3 (9-13 marks) Overall the evaluation is secure.</p> <ul style="list-style-type: none"> • Good knowledge and clear understanding/evaluation of mostly viable ways forward and of arts administration processes. • Opinions and judgments will be present, but may not always be supported. • Good analysis and evaluation of potential outcomes, drawing on clear recommendation, with some justification. • The information is relevant with some structure. The information shows competent links to the scenario. <p>Level 4 (14-18 marks) Overall the evaluation is detailed and shows comprehensive understanding, evaluation and rationale.</p> <ul style="list-style-type: none"> • Assured understanding of viable ways forward and of arts administration processes that would be applied in adapting to the situation. • Opinions and judgment are well supported. • Detailed analysis, with a coherent and fully justified recommendation including legal and financial costs. • There is a well-developed line of reasoning, which is clear and logically structured with good links to the scenario. 	18	

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