

CAMBRIDGE TECHNICALS LEVEL 3 (2016)

Examiners' report

PERFORMING ARTS

05850-05853, 05876

Unit 32 January 2023 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.

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Unit 32 series overview

In the Unit 32 Arts administration examination an outline of a scenario is provided for performance from which candidates show their knowledge and understanding of Arts administration processes and practices from the questions to be answered. This will include necessary business and organisational practices, Health and Safety, marketing and legal requirements necessary to support and facilitate performance to a public audience. All questions should be answered in the context of the given scenario on the paper as they would be applicable to any public performance.

Longer questions require candidates to select and apply taught knowledge. The actions they identify to be undertaken need to be explained and justified as necessary and effective in terms of the given scenario. Candidates need to show they can take a structured approach which shapes 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. The implications of their choices need to be clearly identified and prioritised where the question calls for a selection of a preferred outcome. Candidates should be able to show they understand how a situation is likely to play out to the public in general as well as to an audience. Public relations and the implications for present and future events should be part of the solutions they propose for the event to be successful. In longer responses candidates should explain how their proposals can be practically implemented by those involved and by the constraints of finance, locality, legalities and staffing

All questions will have scope for more than one correct response. Candidates should always carefully read the wording of questions. Where legal requirements, insurances and licences are given in their responses, credit can only be fully awarded where terminology is accurate.

Candidates who did well on this paper generally did the following:	Candidates who did less well on this paper generally did the following:			
 read the questions in full and answered what was asked 	offered responses that did not clearly address the question, having read inaccurately or			
 cross-checked their responses to the information in the scenario 	without reading in full what was asked in some questions			
 paid careful attention to the details of the event given in the scenario and cited the 	 in Section 1repeated the same information in their response that was given in the question. 			
scenario when appropriate in their responses	 offered the same point in more than one Section 1 response 			
 selected and applied learned information accurately and relevantly to address the given scenario 	 repeated the same point in Section 2 that had been made in Section 1 			
 showed accurate knowledge of legal requirements and could name these precisely 	 inaccurately stated some standard legal terminology, particularly when misapplying the 			
 showed understanding of the differences between a policy and a legal requirement 	word 'employee' for 'employer'were unclear that market research and			
 read and fully assimilated the additional material given for the Section 2 questions, making it integral to their responses 	 marketing methods are different activities did not apply the specific information in the given scenario when writing both the shorter 			
 considered both the staff and the audience's best interests in seeking solutions for the event 	and the longer responses			

Candidates who did well on this paper generally did the following:	Candidates who did less well on this paper generally did the following:			
 focused the detail of their discussion and evaluation on the most viable options 	 used pre-prepared formula planning responses to Question 9 where application to the details of the task scenario was needed 			
• where a given situation has not offered an ideal choice, showing understanding of the need for communication skills and how these can be applied in identifying practical alternative ways forward	 in Question 10 discussed evidently less desirable and less appropriate options at length, leaving little space to discuss the more viable outcome to be recommended 			
 in problem solving, recognised the wider implications to any decision, and addressed these fully as part of the decision made 	 assumed that options would be available to them without identifying how the viability of these options would be confirmed 			
in problem solving, gave minimal consideration to options which were likely to have mostly or entirely negative outcomes.	 did not clearly evaluate the implications of their actions proposed in the response 			
	 were very generalised in discussing the practical needs of the situation in Questions 9 and / or 10 			
	 discussed approaches and solutions without clearly considering the obstacles to practical performance organisation that need to be overcome. 			

For the following tasks you should assume the role of an Arts Administrator.

Read the following scenario.

Scenario

Melting Pot is a one-day event to celebrate performance, culture and cuisine in a multicultural region. The Melting Pot event will include cooking that reflects the same wide range of cultures as the performances. The main aim of the event is to bring enjoyment of different cultures and traditions through performance and food. Local professional dance, music and theatre performance companies will be invited to perform at the event. Local schools have been invited to perform too.

The indoor venue for Melting Pot has a large main space and several smaller spaces that are suitable for a wide range of activities. The venue is run by the local council and is next to a large shopping centre and is accessible to everyone. The local council has allocated some funding for the event and is providing the venue free of charge. Tickets are reasonably priced.

You are contracted as the only full-time employee. You need to oversee the planning, running and evaluation stages of the event. You report directly to the local council committee that is responsible for the event. There is a cuisine coordinator (voluntary) who you will help to identify the cultural influences that should be reflected in the performances.

Question 1

Questions 1 and 2

Part of your role when planning the Melting Pot event is to consider how to manage risk.

You have undertaken reference checks for any professional performance companies applying to take part.

1 Explain **one other** Health and Safety check that you will ask schools to carry out for their participation in the event.

The question asks for a Health and Safety check which the school would need to carry out. This would not include questions to the event or venue as any necessary information would have been offered to the school by the Arts Administrator. The expectation is that this would involve internal checks on the participants. Relevant answers included risk assessment of their own performances and medical checks on the children taking part. DBS checks on their own staff was accepted as a valid answer but it should be understood by candidates that all school staff would already hold DBS certificates as a requirement for their work. Better responses considered first aid training and staff to pupil ratios for the event.

2 Explain **two** ways you will need to approach managing risk for this venue **other** than for performers.

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2	
	[4]

'Other than for performers' may include venue staff, technicians, volunteers and audience. Where a general risk assessment was offered as one point, any second venue safety check point would be considered as included in a risk assessment. Less developed safety checks such as taping down loose wires and ensuring technicians were trained to work at heights were creditable points. Portable appliance tests (PAT) can be recognised as not being part of the venue and so could be considered as separate from a risk assessment. First aid trained staff or the presence of St John Ambulance volunteers was a valid point.

Questions 3 and 4

You will need to be sure legal requirements for the event have been fully considered. You have checked there is sufficient insurance in place.

3 Explain one other legal consideration that relates to this event.

.....[2]

Answers citing any kind of insurance were not creditable. Checks that any contracts issued met legal requirements relating to contract law was a valid point. There is not a requirement in law for employees to have a written contract, so simply citing the need for a contract was not creditable. A music licence for performance was an appropriate answer. The identification of that licence as PRS (Performing Rights Society) for performance of copyrighted music and/or PPL (Public Performance Licence to play music for a public event) was necessary for a second point. Disclosure and Barring Service (DBS) checks on event staff because children and vulnerable people would be attending the event was a frequent valid response. A valid fire safety certificate for the venue to ensure that the venue has been assessed as meeting safety standards for a public event was also cited and was creditable.

4 You will report to the local council committee regularly.

Explain two legal matters that will form part of your regular reporting duties.

	 	 	 	 	 	 	[4]
2							
1	 	 	 	 	 	 	

The council funding the event and providing the venue need to be informed that all legal requirements have been met. Reporting to the council of any of the legal necessities identified in commentary on Question 3 above could be cited if not already given in that response as it is not possible to be credited for the same information. Answers citing any kind of insurance were not creditable as that has been covered in the stem statement for Questions 3 and 4. Any legal complaints brought against the event would need to be reported as the council is the event provider. Complaints brought under a grievance procedure within a staff contract was frequently seen, although often not entirely correctly cited as a 'grievance policy'. Grievance was accepted a valid point as a grievance procedure is a legal aspect of a contract. However it is not a legal requirement to have a contract as an employee so general discussion of contracting staff, budgeting, marketing and funding are part of administrative needs rather than legal matters.

Questions 5 and 6

Your role will include the scheduling of the performance groups for the event.

5 Explain **one** essential piece of information you would need from all performance groups for scheduling.

The question asks for an essential item of information the Administrator would need for scheduling the event. Length of performances, number of performers involved and whether any specialist items of set or equipment would need time set aside in the schedule to be assembled were all acceptable answers. The cultural theme of the performance piece was also acceptable with the explanation that the sequence of performances would need to be varied to balance the cultural theme of the event.

6 Explain **two** actions you will need to undertake as part of the planning and implementation of the schedule.

The question asks for actions to be undertaken *as part of the planning and implementation of the schedule*. Scheduling breaks between events and / or the get-in and get-outs was therefore creditable. Asking for information was not creditable as that is the subject of Question 5, and insurances were covered in the stem statement to Questions 3 and 4. Setting up the venue in advance of the event to receive the participating performers was also a valid answer; also assembling the timings and sending a draft to participants for approval *or* sending the final schedule to all participants for them to be able to work to that final version, and making confirmation a requirement from those performers that they could meet the terms of the schedule. Liaison with the council for approval of the schedule as the event provider was also an acceptable point. Some staffing matters that would impact the planning and implementation of the schedule were acceptable answers, such as briefing staff on the schedule, and employing appropriate staff to manage the scheduled events.

Questions 7 and 8

Your role involves managing the marketing for the event. You have looked at audience feedback from similar events the council have run.

7 Explain one method of market research appropriate to this event.

[2]

The question asks for *one method of market research*. 'Looking at' data was somewhat vague, as the data has to be sourced before it can be viewed and not fully creditable unless some source of data was apparent in the response. 'A survey of local people' was similarly vague. As the stem statement to the question refers to audience feedback from similar events the council have run, some credit could be awarded where it was reasonable to consider the response was making reference to that council data. A more direct and creditable method was to go to the shopping centre nearby and survey the local population about the kind of performances they would like to see. Posting on social media to gauge a level of interest could be awarded some credit, but the platform needed to be named or identified for full credit. Answers citing 'a survey on the council's website' could be credited, although it is doubtful that visitors to a council website would be a representative sample for valid research.

8 Explain two ways you will aim to make your marketing innovative for this event and locality.

The point of this question was to demonstrate practical methods of active marketing in responses. There were some responses which confused marketing with market research, which was the subject of Question 7. Marking did not include assessing the degree of innovation. Straightforward distribution of posters and flyers handed out or posted in the locality, including the nearby shopping centre advertising the event, was an acceptable response. More imaginative was the suggestion that flyers and posters could be given to shops in the shopping centre to post in their frontages with a view to increasing their customer interest. Social media advertising with performance clips and competitions on the theme of the event could be given full credit where one or more social media platforms were identified from which to deliver the advertising. There were some more specific event-related responses, including making multi-culturally-focused advertisements for local radio, multi-cultural imagery on publicity material to appeal to diverse audiences, and music, dance or other performance 'taster' flashmob events in the shopping centre or other public sites at times when there would be many people in the vicinity.

Read the additional information and answer the following two questions.

It was made clear to you when you were interviewed by the council committee for the post that this would not be like the usual touring performances listed on your CV.

9 Explain how you would plan for Melting Pot to meet both the usual and the unusual demands of the event.

[18]

The focus of the question is to manage the requirements as Administrator for this performance event. There is not a requirement in this question to compare touring theatre with putting on a festival. While the event also includes cooking, this is not a part of the Administrator's role to manage, as the scenario states there is a 'cuisine co-ordinator (voluntary)'.

The response should identify and address the particular needs of this festival as described in the original scenario and reinforced in the heading above the question. Candidates needed to be able to show awareness that a performance festival will include free-standing self-contained events and that they will be accommodating those events.

The focus should be on explaining the organising and managing the specifics of this event as catering for a multi-cultural performance event involving both professional and amateur performance groups, including some schools groups. While this is a wide variety of difference performance types, there is much they will have in common in their needs, with some particular elements where children are involved. As the children are not working but are performing as part of a school extra-curricular activity and are likely to be accompanied by school staff, the laws regarding children working in a performance context do not need to be applied, and professional chaperones are also unlikely to be required. It was noted that some answers included reference to this, but there was no penalty for inclusion of these elements in responses.

Candidates should take care not to repeat points from Section 1 responses. There is clearly much to organise in addition to the technicalities covered in these questions, and credit cannot be awarded where a point which previously gained marks is repeated in a second response. Some limited value could be noted where the point was enlarged upon. However Questions 1 to 8 should not be taken as prompts for the longer Questions 9 and 10. Timings and scheduling were covered in Questions 5 and 6. 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 were sometimes much

the same content that had usually been addressed in Questions 1 and 2, but where this was not the case it was creditable in broad terms. The management of the space to accommodate both cooking and performance was relevant and sometimes usefully discussed.

In considering performance space needs some candidates appeared in Question 9 to be anticipating Question 10 by stating a need to keep some space 'spare'. This was somewhat divergent from the question as set, as keeping spare space did not address the usual or unusual demands of the event, although considerations of audience capacity and managing this was relevant to Question 9 as a Health and Safety requirement, although few practical proposals were made to monitor and manage maximum numbers in Question 9 responses.

Managing groups by having performances in smaller as well as in the larger space as given in the scenario was discussed by some; others had determined that the larger space was for performance and the smaller spaces would be used for cooking. Both were acceptable responses as it showed the candidate making practical decisions about managing the usage of the space and that there might be other restrictions on the venue usage such as blackout and ventilation. Creating 'backstage' or 'green room' areas for performers was sometimes usefully discussed, as was the potential for rotating arrivals and departures of performers during the day. Both were viable possibilities, as they showed the Administrator managing the needs for groups to be accommodated within the venue.

Discussions of staging, light and sound needs was appropriate and most responses which included this recognised the need for demountable staging and technical equipment although limited consideration was given to the performance area beyond the need for dance flooring.

Some responses were seen in which candidates discussed the need for performers to be able to cook also. This was a misunderstanding of the question. Where it was discussed, better responses recognised that food and performance needed to be kept in separate areas for Health and Safety reasons. Some responses sought to co-ordinate a rotation of the culture of the cooking with the culture of performances taking place, but without usually considering the time it might take to cook food might not match the timing of a performance.

Additional roles required for the event were sometimes discussed, good responses producing clear understanding of the range of roles to be covered, such as security, door staff managing ticketing and volunteer 'front of house' or festival stewards, although few responses discussed how tickets could be sold to the public in advance of the event. Some discussion was seen that the staff should be matched to the cultures of the performances. There were evident legal pitfalls to such an approach.

Good responses included an awareness of a need for an organised approach with prioritised actions which sometimes recognised the need for different liaison approaches to professional companies as to schools and amateur groups.

Six weeks before the event it has become apparent that more cultural performance and schools groups have applied to be included in the schedule than the hall space available could accommodate. As a celebration of local cultures it would be undesirable to turn groups down, when they have already started rehearsing for this event.

10 As the Arts Administrator, consider the implications of this so you can make a recommendation to the local council committee.

[18]

The frame of the question offers a relatively long timescale to manage the implications of possible excess numbers attending the event beyond what could be readily managed. There is no indication that this situation would require cancellation or rescheduling, and responses which focused on these as options were not clearly focused on the needs of the event. The question does not ask for all options to be explored, only that the implications should be considered in order to make a recommendation.

The question tests the ability of candidates to recognise that the initial response needs to understand the extent of what would need to be planned and adapted to make the event manageable. Answers which considered many options briefly tended to lack a thorough grasp of the implications of any of them. Prioritising the most likely ways forward and thoroughly exploring the implications with appropriate decision-making is called for from the Administrator of the event in this situation.

A number of options were discussed in responses seen. Extending outdoors would need to consider the specifics of the scenario location to be a good answer. For example, to extend alongside the hall and/or the shopping centre, would need knowledge of whether there was space readily available. Extending outside would be a somewhat narrow answer where not closely aligned to the scenario and venue. The time of year is not specified, and few responses considered this was unclear, although some did recognise the weather could not be forecast six weeks ahead. There are additional marquee and technical equipment costs to be factored in; also staffing and outdoor enclosure fencing costs.

To extend to a second day was a popular suggestion. Good responses recognised this was likely to generate significant costs with extended contracts for technicians and any professional performers, assuming they are available on the second day. If not, there would be a need to find extra multi-cultural acts with six weeks to go. Costs needed to be addressed for any effective response wherever it was apparent that additional expenditure would be needed. Contingency was sometimes offered as a solution although seldom recognising that this would leave the event without contingency funds six

weeks ahead of the event. Security, cleaning; split scheduling across two days and extending ticket validity all needed to be taken into consideration for an effective response.

Finding another venue was another popular option for discussion, which a number of candidates somewhat questionably suggested would be readily available with six weeks' notice in a town centre; this would incur additional booking costs, possibly incurring cancellation fees for the original venue provided free by the council. A change of venue would need to be extensively advertised to avoid confusion and all who had signed up would need to be informed. For a good response all of these would need to be managed effectively, with costs, and travel and parking would need to be addressed.

Splitting the event across two venues extended the previous suggestion in some responses seen. This would be logistically awkward and could lose the 'celebration' focus; There would be a need for doubling of all technical roles, both technical and venue stewarding, and costs accordingly increased. It would also require a new schedule. A good response would recognise potential for confusion between the events at the two venues and suggest how this would be managed and in addition there would be a need for liaison contact between the two venues. Good answers proposing this needed to consider costs and the possibility of bad PR, and that some food vendors might be dissatisfied with being moved venues, particularly if not near the shopping centre; also that there would be a need to negotiate with performers as to which venue they would prefer or be willing to be reassigned to.

Extending into the shopping centre has possibilities as it is close to the original venue. Shopping centres have spaces where buskers and charity stalls set up, so it is at least an option to consider, although relatively few responses explored this as an option. Some argued that as it was close to the main hall, the audience could move between the two fairly easily, recognising also that it would need negotiation and agreement with the shopping centre but with the potential that it could increase their footfall and excitement at little extra cost to the shopping centre itself. Additional event staffing would possibly be needed but relative to other options, this might be less costly. A small number of responses recognised that tickets could stay valid for the main event, just those in the shopping centre would be free to view, although some took the view that performers in the shopping centre might not be happy at being viewed by others for free, but without recognising that the nature of the audience would change with passing shoppers as well as venue attendees. Again there was a need to consider negotiating with performers and food providers which place they would prefer to be located in. A new published programme would be needed for the event to include the shopping centre.

Considering turning some applicants away was frequently seen in responses to this question. Less successful responses saw this as a ready-made solution, not always recognising the loss of goodwill this might cause the multi-cultural celebration. More successful responses, considering this as a possibility, treated this as not an easy preference. The scenario states this is undesirable as groups will already be rehearsing; some candidates accepted this was the worst option other than cancelling as the event is about inclusivity, but proposed it nonetheless without or only partly addressing the implications, which could include possible local disharmony and inter-racial tensions. However, some reasoned with some conviction that with careful, sympathetic and apologetic handling it could be justified, i.e. that it is the applicants who didn't apply in time who would miss out this year and with a warm approach they could be convinced they hadn't been treated unfairly. Clear understanding of the need for very good handling was a very significant and essential part of more successful responses taking this approach.

In both less and more successful responses a range of incentives was proposed for those turned away, such as performing at a future event or free tickets to the current event, although not always recognising the latter could lead to further overcrowding.

Some responses suggested a rotating timed ticket option, not always discussing that this also seemed to run counter to the celebratory nature of the event.

It should have been clear to candidates that PR would need to be carefully managed in all suggested approaches. Some made a suggestion that it could be put to the council that the unexpectedly high level of interest could make for an annual event and that they could treat the event as a pilot this year and plan to expand next year into a bigger space or across others, offering priority booking for next year to those missing out if the council were to take this up as a the first of a regular annual event.

Successful responses could extend this and see the over-subscribing and expansion of the event in any of the proposed options as a marketing opportunity, i.e. to advertise as *'extended by popular demand'*, with opportunities for local TV and radio promotions about the enthusiasm and any venue changes for the event. Any proposed venue changes need thoroughly effective additional updated marketing, although possibly less so for extending into the shopping centre.

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