

Level 4 NVQ in Equine Management

Candidate's guide and logbook

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Equal opportunities

NPTC wholeheartedly supports the principle of equal opportunities in employment, subcontracting and delivery of assessment services. We oppose all forms of unlawful or unfair discrimination on the grounds of colour, race, nationality, ethnic or national origin, religion or belief, sexual orientation, marital status or disability.

We believe that it is in NPTC's interests, and the interests of those who work for or in association with NPTC, to ensure that the human resources, talents and skills available throughout the community are considered when employment or work opportunities arise. To this end, within the framework of the law, we are committed, wherever practicable, to achieving and maintaining a workforce which broadly reflects the local community in which we operate. Every step will be taken to ensure that individuals are treated equally and fairly and that decisions on recruitment, selection, training, promotion and career management are based solely on objective and job related criteria.

Similarly, we will strive to ensure that all candidates have equal access to assessment and that they are protected against unfair or unlawful discrimination, unnecessary barriers to assessment or harassment during assessment.

For a copy of our Equal Opportunities Policy please contact your assessment centre or NPTC at the above address.

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Introduction

You are about to start a programme of workplace training and assessment leading to a National Vocational Qualification. This candidate guide has been written in order to provide you with information and support as you work through achieving your qualification. As you make progress you will be able to demonstrate that you have the necessary practical skills and the knowledge to do your work effectively and efficiently.

What is a National Vocational Qualification

National Vocational Qualifications (NVQ) have been designed to provide valid and relevant vocational qualifications for people at work. They are important to employees and employers and to provide a skilled work force for the country. They are written using the National Occupational Standards for the industry.

Level 4 NVQ in Equine Management

This is a work-based qualification, designed specifically for equine managers. The standards for the units have been produced by Lantra, which is the Sector Skills Council.

In the Level 4 NVQ in Equine Management, you need to show competence in 5 mandatory units plus Core and Optional units in either Equine Business Management **or** Business/Yard Manager **or** Elite Groom **or** Coach/Instructor **or** Horse racing **or** Breeding. The certificate will be awarded by NPTC/City & Guilds. Even if you complete only some of the units, you will still be able to claim unit certification.

Please note that the 400 series, e.g. 401, 402 etc are the NPTC/City & Guilds numbers for this NVQ. This is the numbering that must be used by centres for submission of results and any other dealings with City & Guilds.

The unit numbers that start with a letter, e.g. CU124, A2 etc. are the unit numbers assigned to the National Occupational Standards from various Sector Skills Councils on which this NVQ is based.

To allow easy reference, the 400 series numbers have been inserted onto the standards and evidence summary sheets.

Equine Management NVQ Level 4

Unit 401	Plan and establish procedures for the management of horses
Unit 402	Select horses and identify potential for development
Unit 403	Co-ordinate the process for breaking a young horse
Unit 404	Manage the breeding of horses
Unit 405	Manage the rearing of horses
Unit 406	Organise and manage horse transportation
Unit 407	Design and implement a training programme for a performance horse
Unit 408	Evaluate and review a training programme for a performance horse
Unit 409	Prepare for competitive equine performance
Unit 410	Manage the preparation of breeding stock for sale
Unit 411	Develop and implement a marketing plan for the land-based business
Unit 412	Establish and manage suitable grazing for equines
Unit 413	Manage the availability of physical resources
Unit 414	Assess, negotiate and secure sources of funding within the Land-based Sector (CU99)
Unit 415	Develop procedures for health and safety in land-based workplace (CU106)
Unit 416	Interview and recruit staff to the Land-based Sector (CU107)

Unit 417	Use information to make decisions relevant to the Land-based Sector (CU111)
Unit 418	Help teams working in the Land-based Sector to achieve their objectives (CU119)
Unit 419	Manage information, knowledge and communication within the Land-based Sector (CU123)
Unit 420	Produce and implement a business plan for the land-based business (CU130)
Unit 421	Purchase products or services for the land-based organisation (CU146)
Unit 422	Manage your own resources and professional development (MSC) (A2)
Unit 423	Plan a programme to achieve goals (Skillsactive) (B28)
Unit 424	Manage and evaluate a programme to achieve goals (Skillsactive) (B29)
Unit 425	Manage a budget (MSC) (E1)
Unit 426	Enable learning through demonstration and instruction (ENTO) (L11)

The Structure of the NVQ

There is a section entitled 'About this unit' at the start of each unit which explains what the unit covers. Each unit is then broken down into elements.

The elements contain:

- the **performance criteria** (i.e. 'You must be able to..' references 1, 2, 3 etc)
- the related **knowledge and understanding** (references a), b), c) etc)
- the **scope** tells you the range of activities in which the performance criteria must be assessed
- Any relevant **notes** for the element
- Evidence summary sheets are provided to record the evidence for each element. The evidence must be referenced to the summary sheets so that it can be easily traced through the portfolio. One piece of evidence may be reference in different elements, as appropriate.

As units are assessed competent they should be signed off by your assessor on the 'Record of Units Achieved' form NPTC EM8 which can be found at the start of the Units section. The evidence summary sheets are at the end of this guide.

Your assessor will discuss with you the type of evidence needed for you to achieve this qualification.

Who will be involved in my NVQ?

The candidate

That's you! You will need to:

- negotiate and agree an assessment programme with your assessor
- negotiate and develop a personal action plan with dates for review and assessment
- collect the evidence which proves your competence in your job
- organise and reference the evidence in a portfolio
- judge the evidence against the standards of competence to see whether it is adequate to present for assessment
- present the evidence for assessment; this may include:-
 - attending an assessment interview
 - being available to discuss your evidence with the internal and /or external verifier if requested

Later in this guide we will explain how you can identify and collect evidence and how you can prepare for being assessed in your daily work.

The assessor

- will have experience in your area of work, must be occupationally competent and may be your immediate supervisor or manager or a visiting assessor from a training centre who will visit you a minimum of 3 times to observe you at work.
- will hold or be working towards assessor qualifications
- will themselves have achieved a level 4 or higher qualification or have had at least 3 years experience in management of the area of assessment. Therefore you may have more than 1 assessor.
- can advise you on the planning and organisation of your evidence
- is responsible for making the decisions about your evidence and judging when you are competent

The internal verifier

- is appointed by the centre where you are registered
- is responsible for maintaining the quality of assessment within the centre by checking the assessment decisions made by assessors
- will have experience in your area of work and must be occupationally competent
- will themselves have achieved a level 4 or higher qualification or have had at least 3 years experience in management of the area of assessment to allow them to act as an internal verifier.

The external verifier

- is appointed by NPTC to ensure that all assessments undertaken in your centre are fair, valid, consistent and that your centre meets the required national standard
- will make regular visits to your centre to observe assessments and examine portfolios of evidence
- makes regular reports to NPTC confirming what happens with assessment practice in your centre.

The expert witness

Wherever possible, the evidence which you produce should be witnessed. For example your assessor, line manager or colleagues may witness an activity or authenticate a document as being your own work.

Witness status

Witnesses fall into three main categories of experience:

1. Occupational expert and D32/D33 or A1/A2 assessor who is familiar with the standards
2. D32/D33 or A1/A2 assessor without occupational competence
3. Occupational expert who is familiar with the standards.

In some circumstances it may be possible to accept witness testimony from a non-occupational expert, e.g. for evidence for a non-vocationally specific skill such as dealing with clients, validating a competition result. In these cases, the following two categories of witness may be valid:

4. Occupational expert who is not familiar with the standards
5. Non-expert not familiar with the standards, e.g. a customer.

Why do you need witnesses?

It is important to demonstrate that the evidence was produced by you under the circumstances described. The witness is therefore able to observe and report on your performance on tasks which produce evidence towards the NVQ. The job of the expert witness is to report to the assessor their observations of your performance. The assessor will then judge whether the evidence is sufficient.

How do you involve a witness?

The key to this is planning. In many cases someone, for example a colleague, may naturally be involved with your work and so be able to witness and authenticate evidence. However, if the work is usually unobserved, you might arrange for someone to be present (where practical) to observe your performance. Alternatively where you are working directly with or for a customer, you might ask the customer to act as a witness.

What do they have to do?

After observing your work, the witness will need to write a short statement describing what you actually did. The witness should be aware of performance criteria for the activity and the evidence requirements which are explained in the standards. As you will be aware of the standards and the evidence you require, you may decide to write out the statement yourself and ask your witness to read it and sign if they agree with it.

You may also provide statements for yourself, e.g. to justify why you produced a product in a particular way, but this would usually need to be augmented by supplementary evidence such as a work sheet or witness statement from a customer.

A Witness Status List NPTC EM 4

and a Witness Statement Form NPTC EM 5 have been included for you to photocopy and use.

You must ensure that each witness is recorded with a sample signature in the Witness Status List.

Only the approved assessor is qualified to judge the candidate's evidence. The job of the expert witness is to report to the assessor their observations of the candidate's performance.

How will my competence be assessed?

Occupational competence can be described as the consistent demonstration of skill, knowledge and understanding, to the standard specified by the performance criteria for each unit of the NVQ. Each unit relates to competence in a different area of activity within a job.

Assessment of your competence will be based upon realistic work place situations, performing purposeful and recognisable tasks which will require a combination of skills and related knowledge. For each unit of the NVQ the evidence requirements are clearly stated and support the assessment criteria.

Achieving your NVQ requires you to provide sufficient evidence to show that you can work to the National Occupational Standards contained within the qualification.

What is evidence?

Evidence is what you will need to provide in order to prove your competence, your ability to do the job and so meet the standards. You can draw on past experience to provide such evidence as well as collecting evidence from your current job. Your evidence will need to be filed and indexed in a portfolio. You will need to map your evidence to the standards and present it for assessment when you think each unit is complete.

Most assessment for your NVQ will be carried out by your assessor judging the evidence about tasks you have carried out. There are five basic sources of evidence and you may collect evidence from all of them:

Performance at work

Observation in the workplace is an essential source of evidence. Your assessor may watch you working and assess your performance against the National Occupational Standards.

Assessment guidance and examples of evidence have been provided for each element in the standards. Evidence may also be provided by witness statements, work records, job sheets, or a diary of your work. In this case, you need to match the evidence provided by witnesses against the National Occupational Standard. Although evidence can be provided by witnesses, no unit of your NVQ can be signed off as complete without the involvement of a qualified assessor to judge the evidence presented.

Performance of specially set tasks

You may be asked to undertake a particular activity, e.g. a simulated task, project or case study, sometimes in a college or other training environment.

Questioning

Questioning may be written or oral, usually occurring as a result of an observed assessment. Your assessor will ask you questions to make sure you have the necessary knowledge and understanding to carry out your job activities to the national standard. At level 4 this may take the form of a professional discussion.

Historical evidence

You may have done things in the past which are applicable to your NVQ. These may be used as evidence, provided that they are sufficiently current and relevant to the NVQ standard, e.g. a relevant qualification. This is sometimes known as Accreditation of Prior Learning (APL).

Simulation

Simulation should only be used where it is difficult to collect evidence through a real work situation, the real work environment or within an acceptable time frame. Simulations will usually deal with contingencies such as unexpected problems, emergencies or other incidents, which will not necessarily occur frequently.

Background evidence and previous experience

A copy of your CV, a copy of your previous or current job description, any previous certificates which relate to this award.

You can also include performance evidence from previous experiences and achievement

- CV
- Job descriptions
- Certificates
- Records of achievement
- Accounts of experience
- Case studies or projects from previous work
- Licences
- Records of courses attended
- Staff appraisals
- Products
- Endorsements
- Employer references

If you wish to bring forward a large amount of evidence from past experience, please discuss this with your assessor to help you plan the presentation of this evidence.

Observed performance and products of performance

Work is a natural source of evidence and if your work includes the activities described in the elements for any of the units of the NVQ, then your assessor can readily observe you to judge your competence. If the activity covered by a unit is rare and is not likely to occur during the assessment period, then your assessor may advise you to use an alternative source of evidence or arrange a simulated activity for you.

Often there are **products** from work activities which maybe used as a valuable source of evidence, for example:

- Letters relating to work
- Completed Forms
- Job Sheets
- Plans
- Diaries
- Completed projects, case studies or assignments that are part of your work
- Finished or end products
- Witness statements about your work
- Contact with clients
- Memos
- Reports
- Logbooks
- Checklists
- Tape recordings
- Visual aids/photographs/videos
- Authenticated reports from appropriate personnel, e.g. line managers
- Staff appraisals
- References received
- Witness Statements from clients

Supplementary evidence

In addition to direct observation of your work activities and judging the evidence provided by products of this work and witness testimony, it will be necessary for your assessor to seek supplementary evidence. This may be done by asking you to:

- provide answers to oral or written questions
- attend a professional discussion
- complete written tests
- provide a written personal account to support other evidence.

Portfolio building

The section 'Documents provided for inclusion in your portfolio' contains the documents we have produced to help you plan your work and record the evidence. You may not need all of the pro-formae; they are there to help if you need them.

If witness statements are to be used, the witness should complete/amend one line of the Witness Status List, providing a specimen signature.

You must use the evidence summary sheets provided for each element. These allow you to collate all the evidence you have collected for an element and to cross reference evidence from other parts of your portfolio.

Your assessor should complete the 'Record of Units Achieved' as each unit is signed off.

When requested, your portfolio must be available for inspection by the internal verifier and the external verifier during their visits.

Only approved assessors and internal verifiers can confirm that you have completed a unit and they complete your 'Record of Units Achieved'.

Supporting Information

The following categories of information are not regarded as Performance Evidence, nor will they meet your requirements to demonstrate your Knowledge and Understanding.

They will however, provide valuable supporting information for you, which should be kept in a separate information file.

This information should not be included as part of the Portfolio of Evidence:

- leaflets or booklets supporting legislative requirements
- the session plans or overall content of training programmes
- any notes or information handouts from training courses
- booklets explaining company operating policy or work procedures, unless they are evidence of systems that you have developed at work
- handbooks describing e.g. how the company computer system works
- technical information about specific products supplied by manufacturers
- product catalogues.

Appeals and Equal opportunities

If an occasion should arise when a candidate is not satisfied with the assessor's judgement of his/her competence during the assessment process, or a candidate feels that the opportunity for assessment is being denied, the internal verifier and centre coordinator should address the problem. If, however, the problem cannot be resolved, the external verifier may be approached to offer independent advice. In unresolved cases, the external verifier may refer this back to NPTC. All appeals must be clearly documented by the centre co-ordinator and made available to the external verifier or in writing to NPTC Business Improvement Services at the address inside the front cover.

Access to the NVQ framework is open to all, irrespective of gender, race, creed, age or special needs and there are no formal entry requirements. The centre co-ordinator should ensure that no candidate is subjected to unfair discrimination on any grounds in relation to access to assessment and to the fairness of the assessment. QCA requires NPTC to monitor centres to check whether equal opportunities policies are being adhered to.

Documents provided for inclusion in your portfolio

You may find the documents in this section helpful for building your portfolio

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<p>Candidate Details:</p> <p>Name.....City & Guilds enrolment number.....</p> <p>Daytime Telephone Number.....</p>
<p>Centre Details:</p> <p>Centre Name.....</p> <p>Centre Address.....</p> <p>.....Postcode.....</p> <p>Centre Coordinator / Contact name.....</p> <p>Centre Telephone Number.....Fax.....</p> <p>Centre contact email.....</p>
<p>Assessor 1 Details:</p> <p>Name.....Position.....</p> <p>Contact details.....</p> <p>Telephone.....email.....</p> <p>Units assessing.....</p>
<p>Assessor 2 Details:</p> <p>Name.....Position.....</p> <p>Contact details.....</p> <p>Telephone.....email.....</p> <p>Units assessing.....</p>
<p>Internal Verifier Details:</p> <p>Name.....Position.....</p> <p>Contact details.....</p> <p>Telephone.....email.....</p>

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Level 4 NVQ in Equine Management
Summary of Self-assessment and Personal Action Plan

Form NPTC EM2

Candidate Name.....**Date completed**.....

Use the table below to judge your present level of competence, ticking the first four columns as appropriate. Then discuss your action plan with your assessor.

Unit	Competent in current job ✓	Competent in previous job ✓	Evidence easy to obtain? ✓ x	Not competent training needed ✓	Action required	By When
Mandatory units						
Plan and establish procedures for the management of horse						
Develop procedures for health and safety in the land-based workforce						
Manage your own resources and professional development (MSC)						
Manage information, knowledge and communications within the land-based sector						
Use information to make decisions relevant to the land-based sector						
Core and Optional units.						

Unit	Competent in current job ✓	Competent in previous job ✓	Evidence easy to obtain? ✓ x	Not competent training needed ✓	Action required	By When

CANDIDATE FEEDBACK

Unit.....Element.....

Candidate Name.....

Assessor Name.....

Activity.....

Feedback to candidate:

Action to be taken by candidate:

Assessor signature.....Date.....

Candidate comments:

Candidate signature.....Date.....

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Level 4 NVQ in Equine Management

Form NPTC EM4

WITNESS STATUS LIST

Candidate Name.....

Include all witnesses that have signed candidate evidence or written a report. The witness must sign the details as correct.

Witness status categories are:

1. Occupational expert and D32/33 or A1/A2 assessor
2. D32/33 or A1/A2 Assessor without occupational experience
3. Occupational expert, familiar with the standards
4. Occupational expert not familiar with the standards
5. Non expert not familiar with the standards

Name and Contact Address of Witness	Witness status	Professional relationship to candidate	Elements witnessed	Witness signature	Date

Name and contact address of witness	Witness status	professional relationship to candidate	Elements witnessed	Witness signature	Date

**Level 4 NVQ in Equine Management
Expert Witness statement**

Form NPTC EM5

Candidate	
Level	
Unit	
Element	
Location	
Date and time	

Activity observed by the witness

Witness statement

Give a description of, and authenticate (by signing and dating), the activity undertaken by the candidate and confirm the extent to which you consider the candidate to be competent.

Witness Statement (continued)

Witness details

Name

Position/job title

Relationship to candidate

Contact details

Candidate signature.....Date.....

Witness signature..... Date.....

**Level 4 NVQ in Equine Management
Assessment Action Plan**

Form NPTC EM6

Candidate	
Level	
Unit	
Element	
Location	
Date and time	

Evidence assessed by:

Direct observation		Accredited prior achievement	
Oral questioning		Written questions	
Witness testimony		Simulation	
Candidate statement		Supplementary evidence	
Work products		Projects and assignments	
Professional discussion			

Action plan/ Evidence requirements

Feedback arrangements

Assessor name.....

Assessor signature.....**Date**.....

Candidate signature.....**Date**.....

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Level 4 NVQ in Equine Management
Expert Witness statement

Form NPTC EM7

Candidate	
Level	
Unit	
Element	
Location	
Date and time	

Activity observed by the assessors

Assessor statement

Give a description of, and authenticate (by signing and dating), the activity undertaken by the candidate and confirm the extent to which you consider the candidate to be competent.

Assessor Statement (continued)

Feedback to candidate/action plan

Candidate signature.....Date.....

Assessor signature..... Date.....

The Units

Notes on the layout.

The evidence summary sheets and 'About this unit' have been produced single sided, so that they can be inserted into the portfolio in a convenient manner. You might find it helpful to insert the evidence summary sheet for each element after 'About this unit' so that it is on the left-hand side of the logbook and the performance criteria on the right-hand side. This allows easy reference from one to the other. In order to achieve this and allow for double sided printing, there are some 'Intentionally blank pages'.

You may arrange your portfolio as you wish, but it must be clearly referenced, so that your assessor and verifiers can easily find the evidence that relates to each unit. Each piece of evidence must be given a reference number and filed appropriately in your portfolio. A single product or statement etc. may provide of evidence in several parts of your portfolio. You do not need to photocopy it, but should file it in an appropriate section and cross reference it to each element it is used in.

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Equine Management

Qualification Structure for NVQ Level 4

The candidate must achieve all five of the mandatory units plus four units within the selected optional group, in order to achieve the qualification.

Mandatory Units

Unit 401	Plan and establish procedures for the management of horses
Unit 415	Develop procedures for health and safety in the land-based workplace (CU106)
Unit 417	Use information to make decisions relevant to the Land-based Sector (CU111)
Unit 419	Manage information, knowledge and communications within the Land-based Sector (CU123)
Unit 422	Manage your own resources and professional development (MSC) (A2)

Optional Units – the candidate must achieve 4 units from one of these groups of units including any specifically specified

Group A Equine Business Management

In addition to the mandatory units candidates must achieve unit 412 plus three of the remaining optional units from group A.

Unit 403	Co-ordinate the process for breaking a young horse
Unit 404	Manage the breeding of horses
Unit 405	Manage the rearing of horses
Unit 406	Organise and manage horse transportation
Unit 407	Design and implement a training programme for a performance horse
Unit 408	Evaluate and review a training programme for a performance horse
Unit 409	Prepare for competitive equine performance
Unit 410	Manage the preparation of breeding stock for sale
Unit 411	Develop and implement a marketing plan for the land-based business
Unit 412	Establish and manage suitable grazing for equines
Unit 413	Manage the availability of physical resources
Unit 414	Assess, negotiate and secure sources of funding within the Land-based Sector (CU99)
Unit 416	Interview and recruit staff to the Land-based Sector (CU107)
Unit 418	Help teams working in the Land-based Sector to achieve their objectives (CU119)
Unit 420	Produce and implement a business plan for the land-based business (CU130)
Unit 421	Purchase products or services for the land-based organisation (CU146)
Unit 423	Plan a programme to achieve goals (Skillsactive) (B28)
Unit 424	Manage and evaluate a programme to achieve goals (Skillsactive) (B29)
Unit 425	Manage a budget (MSC) (E1)
Unit 426	Enable learning through demonstration and instruction (ENTO) (L11)

Group B Business/Yard Manager

In addition to the mandatory units candidates must achieve unit 420 (CU130) and unit 421 (CU146), plus two of the remaining optional units from group B.

Unit 402	Select horses and identify potential for development
Unit 403	Co-ordinate the process for breaking a young horse
Unit 404	Manage the breeding of horses
Unit 405	Manage the rearing of horses
Unit 406	Organise and manage horse transportation
Unit 407	Design and implement a training programme for a performance horse
Unit 408	Evaluate and review a training programme for a performance horse
Unit 409	Prepare for competitive equine performance
Unit 410	Manage the preparation of breeding stock for sale
Unit 411	Develop and implement a marketing plan for the land-based business
Unit 412	Establish and manage suitable grazing for equines
Unit 413	Manage the availability of physical resources
Unit 414	Assess, negotiate and secure sources of funding within the Land-based Sector (CU99)
Unit 416	Interview and recruit staff to the Land-based Sector (CU107)
Unit 418	Help teams working in the Land-based Sector to achieve their objectives (CU119)
Unit 420	Produce and implement a business plan for the land-based business (CU130)
Unit 421	Purchase products or services for the land-based organisation (CU146)
Unit 423	Plan a programme to achieve goals (Skillsactive) (B28)
Unit 424	Manage and evaluate a programme to achieve goals (Skillsactive) (B29)
Unit 425	Manage a budget (MSC) (E1)
Unit 426	Enable learning through demonstration and instruction (ENTO) (L11)

Group C Elite Groom

In addition to the mandatory units candidates must achieve unit 406 and unit 409, plus two of the remaining optional units from group C.

Unit 403	Co-ordinate the process for breaking a young horse
Unit 404	Manage the breeding of horses
Unit 405	Manage the rearing of horses
Unit 406	Organise and manage horse transportation
Unit 407	Design and implement a training programme for a performance horse
Unit 408	Evaluate and review a training programme for a performance horse
Unit 409	Prepare for competitive equine performance
Unit 410	Manage the preparation of breeding stock for sale
Unit 411	Develop and implement a marketing plan for the land-based business
Unit 413	Manage the availability of physical resources
Unit 416	Interview and recruit staff to the Land-based Sector (CU107)
Unit 418	Help teams working in the Land-based Sector to achieve their objectives (CU119)
Unit 420	Produce and implement a business plan for the land-based business (CU130)
Unit 421	Purchase products or services for the land-based organisation (CU146)
Unit 425	Manage a budget (MSC) (E1)
Unit 426	Enable learning through demonstration and instruction (ENTO) (L11)

Group D Coach/Instructor

In addition to the mandatory units candidates must achieve the unit 423 (B28) and unit 424 (B29) plus two of the remaining optional units from group D.

Unit 403	Co-ordinate the process for breaking a young horse
Unit 404	Manage the breeding of horses
Unit 405	Manage the rearing of horses
Unit 406	Organise and manage horse transportation
Unit 407	Design and implement a training programme for a performance horse
Unit 408	Evaluate and review a training programme for a performance horse
Unit 409	Prepare for competitive equine performance
Unit 410	Manage the preparation of breeding stock for sale
Unit 411	Develop and implement a marketing plan for the land-based business
Unit 412	Establish and manage suitable grazing for equines
Unit 414	Assess, negotiate and secure sources of funding within the Land-based Sector (CU99)
Unit 416	Interview and recruit staff to the Land-based Sector (CU107)
Unit 418	Help teams working in the Land-based Sector to achieve their objectives (CU119)
Unit 420	Produce and implement a business plan for the land-based business (CU130)
Unit 421	Purchase products or services for the land-based organisation (CU146)
Unit 423	Plan a programme to achieve goals (Skillsactive) (B28)
Unit 424	Manage and evaluate a programme to achieve goals (Skillsactive) (B29)
Unit 425	Manage a budget (MSC) (E1)
Unit 426	Enable learning through demonstration and instruction (ENTO) (L11)

Group E Horse Racing

In addition to the mandatory units candidates must achieve unit 407 and unit 408, plus two of the remaining optional units from group E.

Unit 402	Select horses and identify potential for development
Unit 403	Co-ordinate the process for breaking a young horse
Unit 404	Manage the breeding of horses
Unit 405	Manage the rearing of horses
Unit 406	Organise and manage horse transportation
Unit 407	Design and implement a training programme for a performance horse
Unit 408	Evaluate and review a training programme for a performance horse
Unit 409	Prepare for competitive equine performance
Unit 410	Manage the preparation of breeding stock for sale
Unit 411	Develop and implement a marketing plan for the land-based business
Unit 412	Establish and manage suitable grazing for equines
Unit 413	Manage the availability of physical resources
Unit 414	Assess, negotiate and secure sources of funding within the Land-based Sector (CU99)
Unit 416	Interview and recruit staff to the Land-based Sector (CU107)
Unit 418	Help teams working in the Land-based Sector to achieve their objectives (CU119)
Unit 420	Produce and implement a business plan for the land-based business (CU130)
Unit 421	Purchase products or services for the land-based organisation (CU146)
Unit 423	Plan a programme to achieve goals (Skillsactive) (B28)
Unit 424	Manage and evaluate a programme to achieve goals (Skillsactive) (B29)
Unit 425	Manage a budget (MSC) (E1)
Unit 426	Enable learning through demonstration and instruction (ENTO) (L11)

Group F Breeding

In addition to the mandatory units candidates must achieve the following units, 404, 405, 412 plus one of the remaining optional units from group F.

Unit 403	Co-ordinate the process for breaking a young horse
Unit 404	Manage the breeding of horses
Unit 405	Manage the rearing of horses
Unit 406	Organise and manage horse transportation
Unit 410	Manage the preparation of breeding stock for sale
Unit 411	Develop and implement a marketing plan for the land-based business
Unit 412	Establish and manage suitable grazing for equines
Unit 413	Manage the availability of physical resources
Unit 414	Assess, negotiate and secure sources of funding within the Land-based Sector (CU99)
Unit 416	Interview and recruit staff to the Land-based Sector (CU107)
Unit 418	Help teams working in the Land-based Sector to achieve their objectives (CU119)
Unit 420	Produce and implement a business plan for the land-based business (CU130)
Unit 421	Purchase products or services for the land-based organisation (CU146)
Unit 425	Manage a budget (MSC) (E1)
Unit 426	Enable learning through demonstration and instruction (ENTO) (L11)

Level 4 NVQ in Equine Management
Record of Units Achieved

FORM NPTC EM8

Unit no	Title	Date achieved
401	Plan and establish procedures for management of horses	
415	Develop procedures for health and safety in the land-based workplace (CU106)	
422	Manage your own resources and professional development (MSC)(A2)	
419	Manage information, knowledge and communications within the land-based sector (CU123)	
417	Use information to make decisions relevant to the land-based sector (CU107)	

I confirm that the evidence in this portfolio relates to my own work.

Candidate

Name.....Signature.....Date.....

I confirm that all PC, Scope and Underpinning Knowledge requirements have been assessed for this qualification, that the above named candidate is competent and the evidence meets the required standards for validity, authenticity, currency and sufficiency.

Assessor

Name.....Signature.....Date.....

Internal

verifier.....Signature.....Date.....

External

verifier.....Signature.....Date.....

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Unit 401

Plan and establish procedures for the management of horses

Element 401.1	Establish and implement a horse care policy
Element 401.2	Manage the care of the horse under stress
Element 401.3	Establish a nutrition policy

About this unit

This unit is for those who are responsible for policy making decisions and the management of horses. It is about the formulation and evaluation of yard policy, including the routine management of the working or breeding horse, specialist care of the horse, care of the sick horse and feeding practice.

The first element involves planning a horse care and stable management policy for working or breeding horses in order to optimise their health and condition and managing the horses so that they remain healthy despite the demands placed on them.

The second element involves organising and overseeing the management of the sick horse and the horse under stress, including being able to recognise when a horse needs specialist help, communicating with the specialist, evaluating the effectiveness of the specialist input and the progress of the horse. Specialists include the veterinary surgeon, farrier, therapist, dentist and nutritionist.

The third element involves using a knowledge and understanding of the nutrient requirements of horses to implement and monitor a feeding policy for the yard

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Element 401.1**Establish and implement a horse care policy**

Performance Criteria

You must:

- 1 Formulate the **policy** based on an **evaluation** of horse welfare, the business plan and staff resources
- 2 Ensure that the aims and objectives of the **policy** conform to legislative requirements and best current practice
- 3 Make the **policy** available to the relevant **personnel**
- 4 **Evaluate** the **policy** against stated aims and objectives at agreed intervals
- 5 Act on the decisions resulting from **evaluation** promptly
- 6 Supervise the effective implementation of the **policy**

Knowledge and Understanding

You must know and understand:

- (a) Internal parasites, anthelmintics, design of worming programmes
- (b) The foot and shoeing, remedial shoeing
- (c) Vaccination programmes
- (d) Types of stabling, housing and bedding and their effect on horse health and well-being
- (e) The horses physiological and psychological need for exercise
- (f) Effective stable management routines
- (g) Welfare, legislation and insurance
- (h) Management of staff and personnel
- (i) Selling horses, Sales of Goods Act, advertising, value
- (j) Implications of horses entering the human food chain
- (k) Care of older horses, retired horses and horses at the end of their working life
- (l) Registration and passport regulations

Element 401.1**Establish and implement a horse care policy****Scope**

This element requires that you:

- A. Formulate a welfare **policy** with regard to:
 - (i) Worming
 - (ii) Shoeing
 - (iii) Vaccination
 - (iv) Housing
 - (v) Bedding
 - (vi) Exercise
 - (vii) Access to grazing
 - (viii) Insurance
- B. Ensure the following **personnel** are familiar with the policy:
 - (i) Owners
 - (ii) Stable staff
 - (iii) Clients
- C. **Evaluation** Methods should include:
 - (i) Formal meetings
 - (ii) Feedback from staff and clients

Notes

Element 401.2**Manage the care of the horse under stress**

Performance Criteria

You must:

- 1 Organise suitable accommodation, environment and daily care for the horse
- 2 Monitor the health and well-being of the horse under stress and evaluate against horse care policy
- 3 Identify the need for **specialist input** and take **appropriate action**
- 4 Ensure that the actions prescribed by the specialist are carried out by relevant **personnel**
- 5 Obtain feedback on the horse's response to **specialist input** from relevant **personnel**
- 6 Instigate **appropriate action** in response to feedback until health and well-being are restored
- 7 Implement measures to minimise stress and communicate them to the relevant **personnel**
- 8 Communicate effectively at all times with staff involved in caring for the horse

Knowledge and Understanding

You must know and understand:

- (a) How to assess the condition, health and well-being of the horse
- (b) Factors which determine when specialist input is needed
- (c) The relationship between different specialists and professional groups, the role of alternative therapies, the physiotherapist and the nutritionist
- (d) The physiology of the horse
- (e) The definition of stress and the recognition and understanding of factors contributing to stress in horses
- (f) How to promote the health and well-being of horses and minimise their stress and injury through good practice
- (g) Methods of treatment for different categories of ailment, including: metabolic, trauma, disease and lameness
- (h) Implications of not administering treatment correctly and the importance of monitoring response to treatment

Element 401.2	Manage the care of the horse under stress
<p>Scope</p> <p>This element requires that you:</p> <p>A. Must be able instigate appropriate actions where problem arise in relation to</p> <ul style="list-style-type: none"> (i) Illness (ii) lameness (iii) performance (iv) age (v) changes in environment <p>B. Identify the need for specialist input from three of the following</p> <ul style="list-style-type: none"> (i) Farrier (ii) Vet (iii) Dentist (iv) Physiotherapist <p>C. Communicate with the following personnel</p> <ul style="list-style-type: none"> (i) Owner (ii) Trainer (iii) Stable Staff (iv) Specialist 	<p>Notes</p>

Element 401.3 Establish a nutrition policy

Performance Criteria

You must:

- 1 Produce a **nutrition policy** based on an evaluation of horse welfare, the business plan and best current practice.
- 2 Make the **nutrition policy** available to the relevant personnel
- 3 Supervise the effective implementations of the **nutrition policy**
- 4 Identify and implement individual horse's **dietary needs**
- 5 Obtain **feedback** on the horse's response to **nutrition policy** from relevant personnel
- 6 Modify **nutrition policy** as a result of the feedback received
- 7 Communicate effectively at all times with staff involved in feeding the horse

Knowledge and Understanding

You must know and understand:

- (a) Nutrition requirements of horses and how to establish dietary requirements for horses at different stages of life and different levels of work
- (b) Principles of preparing rations for individual horses
- (c) Types of feed, feed preparation, hay alternatives and trends in feeding
- (d) Dietary additives and supplements and reasons for their inclusion in the diet
- (e) The digestive system and its relation to the ration of feeding horses
- (f) Methods and frequency of feeding
- (g) The relationships between feeding, health and ill-health
- (h) The rules regarding prohibited substances
- (i) The effects of costs and methods of feeding and planning rations
- (j) Purchase procedures and suppliers of feed stuffs

Element 401.3 Establish a nutrition policy

Scope

This element requires that you:

- A. Establish a **nutrition policy** that covers
 - (i) an individual horse
 - (ii) a group of horses
 - (iii) feeding methods
 - (iv) types of feed
 - (v) quality of feed

- B. Identify **dietary needs** relating to
 - (i) forage
 - (ii) concentrates
 - (iii) water
 - (iv) supplements
 - (v) additives

- C. Obtain **feedback** on the nutritional policy through the following channels
 - (i) formal meetings
 - (ii) from staff and clients

Notes

Unit 402

Select horses and identify potential for development

Element 402.1

Establish critical pre-inspection requirements

Element 402.2

Inspect horses for specific requirements

About this unit

This unit is for those who are involved in the selection of horses for purchase, for breeding or for performance. This unit is about identifying the qualities needed for successful performance for a chosen discipline and being able to select horses that possess the potential to succeed in that discipline.

The first element involves identifying the qualities needed for successful performance for a chosen discipline, including breeds, bloodlines and performance records.

The second element involves assessment of static and dynamic conformation in relation to the chosen discipline and being able to decide on the suitability and potential of the horse.

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Element 402.1**Establish critical pre-inspection requirements**

Performance Criteria

You must:

- 1 Establish and confirm the individual's **specific requirements** for the horse
- 2 Obtain and assess breeding **information** and records
- 3 Establish and evaluate the horse's performance, temperament and experience
- 4 Clarify any discrepancies in the **information** with relevant individuals
- 5 Evaluate the methods of purchasing a horse and select the most effective

Knowledge and Understanding

You must know and understand:

- (a) Procedure and methods for checking performance of horse
- (b) How and why certain breeds and types are suited to particular activities
- (c) Pedigrees
- (d) Importance of consultation with relevant parties
- (e) The role of the breeding and performance databases
- (f) Registration procedures
- (g) Horse identification and passports
- (h) How to establish the client's requirements
- (i) Liaison between the vendor and the customer
- (j) The different ways in which to find and buy a horse, for example, sales, dealers, adverts

Element 402.1**Establish critical pre-inspection requirements****Scope**

This element requires that you:

- A. Identify the individuals **specific requirements** in relation to
 - (i) height
 - (ii) age
 - (iii) breeding use
 - (iv) price
- B. Obtain the following **information** about the horse
 - (i) sire
 - (ii) dam
 - (iii) siblings
 - (iv) vices
 - (v) height
 - (vi) age
 - (vii) inhibitive conditions

Notes

Element 402.2**Inspect horses for specific requirements**

Performance Criteria

You must:

- 1 Make a **perceptive evaluation** of the horse's static conformation and age against specific requirements
- 2 Make a **perceptive evaluation** of the horse's gait, balance and movement
- 3 Note any defects and discuss their implications with relevant individuals
- 4 Assess the potential, suitability and value of the horse against individual's needs
- 5 Determine the most suitable method of establishing the horse's soundness and health
- 6 When evaluating the horse, use working practices which are safe and in accordance with yard practice

Knowledge and Understanding

You must know and understand:

- (a) Differences in conformation for varying work roles
- (b) Implications of poor conformation and bone deformities
- (c) Implications of poor shoeing and hoof balancing
- (d) Assessment of static and dynamic conformation, including ageing
- (e) Relationship between skeletal anatomy, muscular make up and soundness of the horse
- (f) Importance of giving accurate advice and the consequences of error
- (g) Conditions of sale and warranties
- (h) Veterinary examinations for purchase, X-rays and blood tests
- (i) The areas of the law associated with the purchase and sale of horses
- (j) Insurance requirements and recommendations
- (k) Cosmetic blemishes etc

Element 402.2 Inspect horses for specific requirements	
Scope This element requires that you: A. Make your perceptive evaluation against specific requirements including (i) height (ii) type (iii) age (iv) breeding (v) use (vi) price	Notes

Unit 403

Co-ordinate the process for breaking a young horse

Element 403.1

Train a young horse from the ground

Element 403.2

Establish basic training

About this unit

This unit is for those who are involved in managing the handling of young horses and supervising the breaking and riding of young horses. This unit deals with managing and supervising the education of the young horse including mouthing, lunging or long reining, backing and riding away.

The first element involves the supervision of the early training of the young horse including, the introduction to the breaking equipment, ground work and backing.

The second element involves the supervision of the basic training of the young horse, after it has been broken to saddle or harness. This includes acceptance of discipline, simple movements and working in company.

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Element 403.1**Train young horses from the ground**

Performance Criteria

You must:

- 1 Establish the **breaking** programme, brief the handlers and confirm their understanding
- 2 Control and co-ordinate the successful introduction of the horse to the **breaking** process
- 3 Evaluate the horse's progress throughout, agree and implement any required **modifications** to the programme
- 4 Comply with working practices which are safe and in accordance with yard practice

Knowledge and Understanding

You must know and understand:

- (a) Training young horses from eight months to backing
- (b) Use of specialist equipment and breaking tack or harness
- (c) The inclusion of lunging or long reining in the programme
- (d) Training mishandled or difficult horses
- (e) Safety procedures to be implemented
- (f) The psychological and physiological effects that breaking activities may have on the horse
- (g) When to start the programme and the consequences of working immature horses

Element 403.1	Train young horses from the ground
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Scope	Notes
<p>This element requires that you:</p> <p>A. Establish breaking programmes that define</p> <ul style="list-style-type: none">(i) the method to be used(ii) the equipment to be used(iii) the location to be used(iv) breaking tack(v) groundwork(vi) rider/driver <p>B. Make necessary modifications to the programme including</p> <ul style="list-style-type: none">(i) re-train(ii) provide further schooling(iii) cease activities	

Element 403.2 Establish basic training

Performance Criteria

You must:

- 1 Establish the basic **training programme**, brief the **relevant personnel** and confirm their understanding
- 2 Control and co-ordinate the successful basic training of the horse
- 3 Use working practices which are safe and in accordance with yard practice
- 4 Evaluate the **training programme** at regular intervals and agree and implement any required **modifications**

Knowledge and Understanding

You must know and understand:

- (a) Use of tack for young horses
- (b) Use and care of personal protective equipment
- (c) Psychological effects of changes in environment
- (d) The range of facilities, equipment and handlers available
- (e) Why particular measures or resources were used during the training programme
- (f) The psychological and physiological effects that breaking activities may have on the horse
- (g) The effects of introducing the young horse to simple movements, working in company with other horses, outside influences and traffic

Element 403.2 Establish basic training	
<p>Scope</p> <p>This element requires that you:</p> <p>A. Establish a basic training programme that includes</p> <ul style="list-style-type: none"> (i) simple movements (ii) working in company with other horses (iii) outside influences <p>B. Make necessary modifications to the programme including</p> <ul style="list-style-type: none"> (i) re-train (ii) provide further schooling (iii) cease activities <p>C. Brief the relevant personnel including</p> <ul style="list-style-type: none"> (i) trainer (ii) instructor (iii) handler 	<p>Notes</p>

Unit 404

Manage the breeding of horses

Element 404.1

Establish and implement a breeding policy

Element 404.2

Control and organise the breeding of horses

About this unit

This unit is for those who are involved with stud management and policy making decisions. It is about the formulation and evaluation of stud management policy and the selection and management of brood mares and/or stallions.

The first unit involves formulating and evaluating the stud management policy, including mare and stallion selection, promotion and use and day to day management routines, such as feeding.

The second unit involves organising and overseeing covering, including mare and stallion selection, briefing and controlling staff and determining yard policy, for example veterinary practice.

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Element 404.1**Establish and implement a breeding policy**

Performance Criteria

You must:

- 1 Formulate the **policy** based on an evaluation of future trends, organisational and market needs
- 2 Ensure that the aims and objectives of the **policy** conform to legislative requirements and current best practice
- 3 Make the **policy** available to **relevant personnel**
- 4 Evaluate the **policy** against stated aims and objectives at agreed intervals
- 5 Act on decisions resulting from the evaluation process promptly
- 6 Supervise the effective implementation of the **policy**

Knowledge and Understanding

You must know and understand:

- (a) the horse breeding industry, its development and future trends
- (b) the codes of practice and legislative requirements governing the breeding and rearing of horses
- (c) the importance of systematic reviews in improving policy
- (d) the importance of ensuring that policy modifications are implemented and disseminated without delay
- (e) methods of analysing trends
- (f) breeding and registration schemes, registration of mares, stallions and foals
- (g) pedigrees and the selection of mares and stallions for intended use
- (h) policies on disclosure of information
- (i) the importance of record keeping
- (j) stud terms, fees and methods of payment, the nomination form
- (k) regulations regarding vaccination, swabbing and venereal diseases
- (l) dietary and exercise requirements of mares and stallions
- (m) the role of the veterinary surgeon in effective stud management

Element 404.1**Establish and implement a breeding policy****Scope**

This element requires that you:

A. Include the following in your breeding **policy**

- (i) stallion and mare selection
- (ii) stallion and mare promotion and use
- (iii) stallion and mare management
- (iv) feeding
- (v) worming
- (vi) vaccinations
- (vii) hoof care
- (viii) customer care
- (ix) veterinary input
- (x) dental care

B: Ensure the following **relevant personnel** are aware of the policy

- (i) stable staff
- (ii) owner
- (iii) client
- (iv) veterinary surgeon

Notes

Element 404.2**Control and organise the breeding of horses**

Performance Criteria

You must:

- 1 Select stallions and/or mares in accordance with agreed policy
- 2 Define and record handlers responsibility and limits of authority
- 3 Obtain feedback from handlers on the progress of coverings
- 4 Take **appropriate action** if difficulties are encountered during covering
- 5 Identify sub-fertility in mares and/or stallions and take appropriate action
- 6 Encourage individuals to make suggestions on how procedures could be improved

Knowledge and Understanding

You must know and understand:

- (a) the importance of conformation, pedigree, value and past performance in the selection of breeding stock
- (b) the mare's reproductive system and hormonal control of the cycle
- (c) detection of oestrus and the manipulation of the oestrous cycle
- (d) the stallion's reproductive system, semen quality and the implications of overuse
- (e) the detection, prevention and treatment of sexually transmitted diseases
- (f) cause of and treatment for sub-fertility and infertility in mares and stallions
- (g) methods and timing of pregnancy testing
- (h) maintaining the physical and psychological well-being of the stallion
- (i) The effects of transporting stallions, mares and foals by road, sea and air
- (j) Maintenance and organisation of stud records

Element 404.2**Control and organise the breeding of horses****Scope**

This element requires that you:

- A. Take **appropriate actions** if difficulties are encountered including
- (i) seeking specialist advice
 - (ii) arranging further covering
 - (iii) consulting owner

Notes

Unit 405

Manage the rearing of horses

Element 405.1	Establish and implement a rearing policy
Element 405.2	Control and organise foaling and care of the foal
Element 405.3	Control and organise the rearing of young stock

About this unit

This unit is for those who are involved with stud management and policy making decisions. It is about the formulation and evaluation of stud management policy and the selection and management of foaling mares, foals and young stock.

The first element involves formulating and evaluating the stud management policy, including rearing young stock and the day to day management routines, such as feeding

The second element involves organising and overseeing foaling, including briefing and controlling staff and assisting with difficult foalings

The third element involves organising and overseeing the rearing of young stock, including briefing and controlling staff and monitoring the growth and development of young stock

Element 405.1**Establish and implement a rearing policy**

Performance Criteria

You must:

1. Formulate the policy based on an evaluation of future trends, organisational and market needs
2. Ensure that the aims and objectives policy conforms to **legislative requirements and best practice**
3. Make the policy available to **relevant personnel**
4. **Evaluate** the policy against stated aims and objectives at agreed intervals
5. Act on decisions resulting from the **evaluation** process promptly
6. Supervise the effective implementation of the policy

Knowledge and Understanding

You must know and understand:

- (a) The horse breeding industry, its development and future trends
- (b) The codes of practice and legislative requirements governing the breeding and rearing of horses
- (c) The importance of systematic reviews in improving policy
- (d) The importance of ensuring that policy modifications are implemented and disseminated without delay
- (e) Methods of analysing trends
- (f) Breeding and registration schemes, registration of mares, stallions and foals
- (g) Pedigree and the selection of mares and stallions for intended use
- (h) Policies on disclosure of information
- (i) The availability of computer programmes
- (j) Dietary requirements of young stock

Element 405.1**Establish and implement a rearing policy****Scope**

This element requires that you:

- A. Ensure your policy complies with **legislative requirements and best practice** including
 - (i) feeding
 - (ii) weaning
 - (iii) vaccinations
 - (iv) castrations
 - (v) hoof care
 - (vi) selection and sale of young stock
- B. Liaise with **relevant personnel** including
 - (i) stable staff
 - (ii) owner
 - (iii) personnel
- C. **Evaluate** the policy through one or more of the following methods
 - (i) formal meetings
 - (ii) monitoring of feedback from clients and staff

Notes

Element 405.2 Control and organise foaling and care of the foal

Performance Criteria

You must:

1. Define and record team and individual responsibility and limits of authority
2. Supervise **foaling** care and care of the new born foal in accordance with agreed policy
3. Obtain and act on feedback on the progress of mare and foal
4. Assist with difficult **foalings** in accordance with agreed policy
5. Recognise **foal** problems and **take appropriate action**
6. Recognise **mare** problems and take appropriate action
7. Encourage individuals to make suggestions on how procedures could be improved

Knowledge and Understanding

You must know and understand:

- (a) close circuit television and mare alarms
- (b) signs of foaling, stages of labour, abnormal presentation and when to seek help
- (c) procedures immediately following parturition
- (d) signs of health in new born foals
- (e) the importance of colostrum and how to ensure that the foal has obtained sufficient colostrum
- (f) the identification and treatment of mare and foal health problems
- (g) management procedure for deformed foals
- (h) fostering procedures and care of the orphan foal
- (i) dietary requirements of mare and foal
- (j) reasons for substitution of mare and foal eg mare not accepting foal
- (k) growth problems and related treatments
- (l) travelling mares and foals by road, sea and air

Element 405.2**Control and organise foaling and care of the foal****Scope**

This element requires that you:

- A. Deal with the following **foaling** problems
 - (i) abnormal presentation
- B. Deal with at least three of the following **foal** problems
 - (i) suckling
 - (ii) meconium retention
 - (iii) growth deformities
 - (iv) orphan
 - (v) health
- C. Deal with the following **mare** problems
 - (i) retention of placenta
 - (ii) acceptance of foal
 - (iii) health
- D. Take **appropriate action** including
 - (i) seek specialist advice
 - (ii) change diet
 - (iii) change care schedule

Notes

Element 405.3 Control and organise the rearing of young stock

Performance Criteria

You must:

1. Define and record team and individual responsibilities and limits of authority
2. Plan and implement appropriate methods of weaning
3. Obtain and act on **feedback** on the progress of mares and weanlings
4. Implement routine **health care** for young stock
5. Plan and implement diet of young stock to optimise growth and development
6. Obtain and act on **feedback** on the **health**, growth and development of young stock
7. Encourage individuals to make suggestions on how procedures could be improved

Knowledge and Understanding

You must know and understand:

- (a) Weaning procedures and problems
- (b) Worming vaccination and foot care procedures
- (c) Feeding young stock to optimise growth and development
- (d) Developmental problems in growing youngsters and related treatments
- (e) Registration process and procedures
- (f) Different methods of housing young stock

Element 405.3 Control and organise the rearing of young stock

Scope

This element requires that you:

- A. Implement health **care** routines including
 - (i) worming
 - (ii) vaccination
 - (iii) foot care
- B. Obtain feedback on **health** problems including
 - (i) diet
 - (ii) developmental orthopaedic disease
 - (iii) viral infections
 - (iv) infectious and contagious diseases
- C. Act upon **feedback** as appropriate including
 - (i) seek specialist advice
 - (ii) change diet
 - (iii) change care schedule

Notes

Unit 406

Organise and manage horse transportation

Element 406.1

Plan journey and make transport arrangement

Element 406.2

Prepare horse and equipment for journey

Element 406.3

Manage horse safety and welfare during transportation

About this unit

This unit is for those who are involved with travelling performance horses and breeding stock nationally and internationally. It involves the planning and managing of transportation of horses for competition and breeding purposes, including the planning routes, arranging transport, care of horse and equipment during transport and maintaining travel documentation.

Element 1 involves planning a national and/or international travel for horse including the completion of journey plans and travel documentation.

Element 2 involves preparing the horse and equipment for the journey and informing all relevant personnel of travel arrangements

Element 3 involves caring for horses during transportation, including checking the horses condition at regular intervals and take action in the event of problems arising. You will also need to provide horses with feed, water, exercise and rest as necessary during the journey, and unload them safely at the end of the journey, settling them into their new environment

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Element 406.1**Plan journey and make transport arrangements**

Performance Criteria

You must:

- 1 Establish transportation requirements and agree plans with relevant personnel
- 2 Arrange suitable transport to meet travel requirements
- 3 Keep all **relevant personnel** informed of travel arrangements
- 4 Determine journey route to ensure appropriate arrival time taking contingency plans into consideration
- 5 Ensure all travel document is complete, legible and in line with appropriate legislation
- 6 Ensure **travel plans** maintain optimum welfare for horse and staff

Knowledge and Understanding

You must know and understand:

- (a) Methods of national and international transport for horses
- (b) How arrangements for international travel should be made
- (c) The different requirements for national and international travel
- (d) Principles of journey planning
- (e) The horses physiological and psychological requirements during travel
- (f) Understanding of responsibilities under the Welfare of Animals (Transport) Order 1997
- (g) Appropriate legislation including, health and safety and animal welfare
- (h) Insurance requirements
- (i) How to maintain health, safety and welfare of people and horses

Element 406.1**Plan journey and make transport arrangements****Scope**

This element requires that you:

- A. Establish **travel plans** that address the welfare issues of the horse including
 - (i) health
 - (ii) feed
 - (iii) water
 - (iv) exercise
 - (v) rest
- B. Travel plans should be agreed with **relevant personnel** including
 - (i) owners
 - (ii) trainers
 - (iii) stable staff
 - (iv) transport companies

Notes

Element 406.2**Prepare horse and equipment for journey**

Performance Criteria

You must:

- 1 Brief all **relevant personnel** about travel plans
- 2 Organise the **equipment and resources** for the journey and purpose of travel
- 3 Ensure horse is suitably prepared for journey
- 4 Ensure all travel documentation is complete
- 5 Complete necessary **safety checks**
- 6 Ensure horse(s) are loaded in a way which minimises stress
- 7 Maintain health, safety and security of horse, self and others throughout

Knowledge and Understanding

You must know and understand:

- (a) How transport needs to be prepared for the horses
- (b) The different requirements for long and short journeys
- (c) The destination and likely time of arrival and to whom this information should be given
- (d) Factors which cause horses stress and how to minimise them
- (e) How to load horses onto transport
- (f) The potential difficulties and hazards associated with loading difficult horses and the correct actions to take
- (g) How to prepare, establish and secure horses ready for transport
- (h) The records which are required for the journey
- (i) Legal requirements in relation to the number of horses in transport
- (j) Your responsibility under animal welfare, the transportation of horses and health and safety legislation
- (k) Who to contact for advice and assistance and when to seek veterinary help
- (l) The powers of enforcement authorities before, during and after transport
- (m) The authorisation requirements for journey and the differences between a General Authorisation and a Specific Authorisation
- (n) Risks to horses, yourself and others and how these can be minimised

Element 406.2 Prepare horse and equipment for journey	
Scope This element requires that you: A. Organise equipment and resources including (i) feed and hay (ii) full water tank (iii) method of restraint (iv) kit (v) first aid (vi) documentation/passport B. Brief relevant personnel including (i) transport companies (ii) trainers (iii) stable staff (iv) owners	Notes

Element 406.3**Manage horse safety and welfare during transportation**

Performance Criteria

You must:

- 1 Check the horses condition at regular intervals during the journey
- 2 Identify any causes for concern, signs of stress or ill-health and take the **appropriate action**
- 3 Reschedule the timetable and promptly inform the appropriate person if problems occur
- 4 Feed, water, exercise and rest horse during the journey to maintain their health and well- being
- 5 Unload horses in a manner which minimises stress
- 6 Establish horses safely in their new environment
- 7 Maintain the health, safety and welfare of the horse, self and other at all times

Knowledge and Understanding

You must know and understand:

- (a) Indicators of a horses health and well-being
- (b) Signs, symptoms and causes of stress
- (c) How often to check horses during the journey depending on method of transport and legislation
- (d) Action to be taken when a horse shows sign of stress or ill health during a journey
- (e) The provision of feed, water, exercise and/or rest breaks for particular horses during the journey
- (f) The clothing and ventilation requirements of horses during transport
- (g) Circumstances in which horses can be left and how safety and security may be maintained
- (h) Problems that may occur and how to deal with them
- (i) Any necessary documentation and your responsibility in relation to it
- (j) Your responsibilities under health and safety, animal welfare and animal transportation legislation
- (k) Different species water requirements during a journey

Element 406.3	Manage horse safety and welfare during transportation
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Scope	Notes
<p>This element requires that you:</p> <p>A. Take appropriate action if the horse shows symptoms of stress or ill-health including</p> <ul style="list-style-type: none">(i) contacting vet(ii) contact owner/rider(iii) carry out first aid care(iv) treat for dehydration(v) discontinue journey	

Unit 407

Design and implement a training programme for a performance horse

Element 407.1
Element 407.2

Design a training programme for a performance horse
Implement a training programme for a performance horse

About this unit

This unit is for those who are involved with designing the training routines of performance horses. The unit is about the setting of goals for the horse to achieve and selecting the most appropriate methods of training to allow the horse to achieve its goals.

The first unit involves evaluating the horse's current performance and formulating the goals and methods of training.

The second unit involves implementing a flexible training programme to meet the objectives.

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Element 407.1**Design a training programme for a performance horse**

Performance Criteria

You must:

1. Define the discipline or competitive performance which the horse is required to achieve and agree these objectives with relevant personnel
2. Select **training methods** which have the greatest potential for achieving optimum fitness and performance
3. Evaluate the current performance and condition of the horse and identify the horse's training needs
4. Formulate training goals and methods based on the agreed objectives, training needs and **resources**
5. Select schooling methods which provide the horse with the necessary skills

Knowledge and Understanding

You must know and understand:

- (a) How to identify the objectives of the training programme
- (b) How to establish accurate performance records of individual horses
- (c) The importance of giving and receiving accurate advice and the consequences of error
- (d) Reasons for blood testing and interpretation of results
- (e) Reason for weighing and interpretation of results
- (f) Training equipment such as horse walkers, swimming pools, etc
- (g) Advantages and disadvantages of different training methods
- (h) The rationale behind the suggested programme and its relevance to the horse
- (i) Exercise physiology
- (j) Sports medicine
- (k) The types of artificial surface and their maintenance
- (l) The factors affecting the horse's performance including, breeding, static and dynamic conformation etc.
- (m) The way in which the venues differ and how this may affect the horse's performance

Element 407.1**Design a training programme for a performance horse****Scope**

This element requires that you:

- A. Design training programmes that optimise the use of at least three **resources** including
 - (i) schooling facilities
 - (ii) tack
 - (iii) rider
 - (iv) time
 - (v) human input
 - (vi) facilities
 - (vii) finance
- B. Select **training methods** for the following types of horses
 - (i) experienced
 - (ii) inexperienced
 - (iii) unfit
 - (iv) fit

Notes

Element 407.2**Implement a training programme for a performance horse**

Performance Criteria

You must:

- 1 Brief relevant personnel on all aspects of the proposed **training programme**
- 2 Use **training programmes** which optimise the use of the available resources
- 3 Improve the horse's performance using valid and reliable training methods
- 4 Implement the **training programme** to meet objectives, ensuring it is sufficiently flexible to allow for variations in requirements
- 5 Use working practices which are safe and in accordance with accepted practice

Knowledge and Understanding

You must know and understand:

- (a) How to identify the objectives of the training programme
- (b) How to establish accurate performance records of individual horses
- (c) The importance of giving accurate advice and the consequences of error
- (d) the importance of briefing all personnel concerned with the development of the horse
- (e) Training equipment such as horse walkers, swimming pools, etc
- (f) Advantages and disadvantages of different training methods

Element 407.2**Implement a training programme for a performance horse****Scope**

This element requires that you:

- A. Implement **training programmes** for the following types of horses
- (i) experienced
 - (ii) inexperienced
 - (iii) unfit
 - (iv) fit

Notes

Unit 408

Evaluate and review a training programme for a performance horse

Element 408.1
Element 408.2

Evaluate a training programme
Recommend and implement modification of the training programme

About this unit

This unit is for those who are involved in managing the training routes of performance horses. It is about the evaluation, review and modification of performance horses.

Element 411.1 involves observing the horse's response and obtaining feedback about the horse's performance and making critical analysis of the effectiveness of the training programme.

Element 411.2 involves adapting the training programme depending on the response of the horse

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Element 408.1 Evaluate a training programme	
<p>Performance Criteria</p> <p>You must:</p> <ol style="list-style-type: none"> Evaluate the training programme at regular intervals against the agreed objectives and training needs of the horse Obtain feedback on the horse's response to training from relevant personnel Analyse the information obtained and record the results Evaluate the suitability and safety of facilities and equipment and record the results Communicate effectively at all times with staff involved in training the horse Evaluate the horse's readiness to compete Assess the horse's athletic ability and decide the competitive campaign strategy 	<p>Knowledge and Understanding</p> <p>You must know and understand:</p> <ol style="list-style-type: none"> The psychological effects which training may have on the horse The physical effects of training on the horse Seasonal and environmental effects on specific activities Reasons for blood testing and interpretation of results Reasons for weighing and interpretation of results The value of regular evaluation and how this can improve the quality of training which the horse receives Why it is important to agree future alterations with all relevant personnel The objectives of the training programme Establish accurate performance records for individuals horses Assessment of condition and fitness Resources needed to train horses to optimum fitness

Element 408.1 Evaluate a training programme	

Scope	Notes
<p>This element requires that you:</p> <p>A. Evaluate training programmes for the following types of horses</p> <ul style="list-style-type: none"> (i) experienced (ii) inexperienced (iii) unfit (iv) fit <p>B. Obtain feedback from two or more of the following personnel</p> <ul style="list-style-type: none"> (i) trainer (ii) owner (iii) rider (iii) groom 	

Element 408.2**Recommend and implement modification of the training programme**

Performance Criteria

You must:

- 1 Discuss the evaluation of the training programme with relevant personnel and review and adjust the objectives where necessary
- 2 Modify the training programme to meet the reviewed objectives
- 3 Ensure that any **modification** takes into account the future potential and desired performance of the horse
- 4 Ensure that **modification** takes into account the availability and effective use of resources
- 5 Discuss **factors** which affect or are affected by **modification** of the training programme with relevant personnel and take appropriate actions

Knowledge and Understanding

You must know and understand:

- (a) Factors which may require a review of potential performance
- (b) The advantages and disadvantages of different training methods
- (c) The advantages and disadvantages of different training aids
- (d) How to recognise physiological and psychological problems in horses and how to deal with them
- (e) The welfare of a horse at the end of its career

Element 408.2**Recommend and implement modification of the training programme****Scope**

This element requires that you:

- A. Ensure **factors** are taken into consideration including
 - (i) availability of resources
 - (ii) usage of resources
 - (iii) implications for the horse
 - (iv) implications for the user of the horse
- B. Make **modifications** to the programme to suit three of the following types of horses
 - (i) experienced
 - (ii) inexperienced
 - (iii) fit
 - (iv) unfit
- C. Make three of the following modifications to the programme
 - (i) adjust work
 - (ii) change rider
 - (iii) alter feeding
 - (iv) cease work

Notes

Unit 409**Prepare for competitive equine performance**

Element 409.1

Carry out pre-competitive preparation

Element 409.2

Manage competition horses

About this unit

This unit is for those who are involved in managing the training of horses. It is about the management of a performance horse prior to a competition, entering them in a competition and their management at the venue.

The first element involves preparing a horse to go to competition

The second element involves entering horses in appropriate competition and their management at the venue.

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Element 409.1**Carry out pre-competition preparation**

Performance Criteria

You must:

- 1 Enter the horse in appropriate competitions and agree this with the relevant personnel
- 2 Declare the horse at the correct time
- 3 Control and implement **pre-competition routines**
- 4 Undertake **preparation** of the horse by fitting appropriate tack and equipment for the specified discipline
- 5 Ensure that working practices are safe and comply with yard practice

Knowledge and Understanding

You must know and understand:

- (a) Governing authorities rules and regulations
- (b) Factors which affect the use of tack and equipment
- (c) Health and welfare checks
- (d) Pre-performance warm up procedures
- (a) Briefing procedures for connections of horses
- (f) The importance of giving accurate advice and the consequence of error
- (g) Prohibited substances

Element 409.1**Carry out pre-competition preparation****Scope**

This element requires that you:

- A. Undertake **pre-competition routines** including
 - (i) feeding/watering
 - (ii) equipment preparation
 - (iii) transport
 - (iv) turn out
- B. Undertake **preparation** with the following types of horse
 - (i) experienced
 - (ii) inexperienced

Notes

Element 409.2**Manage competition horses**

Performance Criteria

You must:

- 1 Recognise which level of discipline would be most suitable for an individual horse
- 2 Understand the effect of a horse's breeding on its competitive potential
- 3 Organise the registration of horses with the appropriate bodies
- 4 Understand and adhere to the rules of the governing authority
- 5 Manage the process of entering horses in appropriate competitions
- 6 Liaise with **relevant personnel**
- 7 Manage the tacking up procedure
- 8 Carry out **post performance routines**
- 9 Maintain basic records as appropriate

Knowledge and Understanding

You must know and understand:

- (a) The competition rules
- (b) Entry requirements
- (c) Registration procedures
- (d) Types of climate, going, terrain and their effect on performance
- (e) Types of competition and venue
- (f) What records should be maintained

Element 409.2	Manage competition horses
<p>Scope</p> <p>This element requires that you:</p> <p>A. Liaise with three of the following relevant personnel</p> <ul style="list-style-type: none"> (i) trainer (ii) rider (iii) other staff (iv) competition officials (v) press <p>B. Undertake post-performance routines, including</p> <ul style="list-style-type: none"> (i) feeding/watering (ii) care of equipment (iii) exercise (iv) health assessment of the horse 	<p>Notes</p>

Unit 410

Manage the preparation of breeding stock for sale

Element 410.1

Plan the marketing and sales strategy for the organisation

Element 410.2

Oversee the sales preparation procedures

Element 410.3

Supervise public and private sales procedures

About this unit

This unit is for those who are involved with preparing horses for sales. It is about planning and managing the preparation of horses for sale, through public auction and privately. It includes assessing the horse, selecting the most appropriate method for sale, preparing the horse and managing the selling process.

The first element involves assessing the horse for sale and planning the marketing and sales strategy

The second element involves overseeing the care, welfare and training of horses leading up to sales

The third element involves organising the sales procedures including presenting horses to prospective clients

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Element 410.1**Plan the marketing and sales strategy for the organisation**

Performance Criteria:

You must:

- 1 Assess young stock for value and potential
- 2 Identify most appropriate **selling method** for individual horses
- 3 Make arrangements for entry to public auction for specific horses
- 4 Liaise with connections to confirm selling plans
- 5 Plan and implement **marketing** programme for selling horses through public or private means

Knowledge and Understanding

You must know and understand:

- (a) Methods of selling horses
- (b) Entry and Sales procedures
- (c) Records and cataloguing procedures
- (d) Evaluation and assessment of horses for sale
- (e) Legal requirements of the sale
- (f) Website/internet sales

Element 410.1 Plan the marketing and sales strategy for the organisation**Scope**

This element requires that you:

- A. Select the most appropriate **selling methods** from
 - (i) private
 - (ii) auction
- B. Select the correct **marketing** method, from the following
 - (i) advert
 - (ii) catalogue entry

Notes

Element 410.2**Oversee the sales preparation procedures**

Performance Criteria:

You must:

- 1 Plan the **training** and education of horses for sale
- 2 Supervise the **care** and welfare of horses leading up to sale
- 3 Organise the presentation of horses for sale
- 4 Brief **relevant personnel** on events leading to attendance at sales
- 5 Ensure horse vaccinations and passport documentation are complete and up to date

Knowledge and Understanding

You must know and understand:

- (a) Educating and training horses for sale including stable manners, travelling and leading up in hand
- (b) How to present a horse for sale
- (c) Use and fitting of specialist equipment
- (d) Risks to horses and people and how these can be minimised
- (e) How to maintain health, safety and welfare of people and horses
- (f) Health declaration requirements of sale

Element 410.2 Oversee the sales preparation procedures	
<p>Scope</p> <p>This element requires that you:</p> <p>A. Develop a training plan for three of the following</p> <p>(i) rugging</p> <p>(ii) stable manners</p> <p>(iii) leading</p> <p>(iv) travelling</p> <p>B. Ensure appropriate care is provided to the horse leading up to the sale including</p> <p>(i) health</p> <p>(ii) feed</p> <p>(iii) water</p> <p>(iv) grooming</p> <p>(v) exercise</p> <p>(vi) rest</p> <p>C. Ensure relevant personnel are kept briefed on events leading up to the sale including as appropriate</p> <p>(i) owners</p> <p>(iii) stable staff</p> <p>(iv) transport staff</p>	<p>Notes</p>

Element 410.3**Supervise public and private sales procedures**

Performance Criteria:

You must:

- 1 Organise the travel arrangements and accommodation for horses being sold
- 2 Prepare horse for sale ring or private purchaser
- 3 Supervise the **showing** of horse to prospective clients
- 4 Complete sales documentation
- 5 Follow sales procedures prior to, during and after sales

Knowledge and Understanding:

You must know and understand:

- (a) Educating and training horses for sale including stable manners, travelling and leading up in hand
- (b) How to present a horse for sale
- (c) Use and fitting of specialist equipment
- (d) Risks to horses and people and how these can be minimised
- (e) How to maintain health, safety and welfare of people and horses

Element 410.3 Supervise public and private sales procedures**Scope**

This element requires that you:

- A. Supervise the **showing** of a horse for both of the following types sale
 - (i) private
 - (ii) public

Notes

Unit 411 Develop and implement a marketing plan for the land-based business

Element 411.1	Develop a marketing
Element 411.2	Implement a marketing plan

About this unit

This unit is aimed at any people who work at a senior level for whom it is necessary to understand their market and how to sell their goods or services at a profit.

This will involve you:

- researching your market
- planning your market
- and planning how to judge the success of your marketing
- implementing your marketing plan

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Element 411.1 Plan how to improve your marketing

Performance Criteria

You must:

- 1 Research the market for your line of business
- 2 Find out about your competitors' activities
- 3 Analyse your research to decide if there are opportunities to improve your current market
- 4 Review your findings against the business targets
- 5 Prepare a detailed budget for marketing
- 6 Produce a **marketing plan** including all the information used to make your decisions
- 7 Decide how you will measure whether your marketing plans are successful

Knowledge and Understanding

You must know and understand:

- (a) where to get market information
- (b) how to find out about your competitors
- (c) how to analyse the results of your findings
- (d) how to set targets for marketing which will include considering
 - Your market position
 - Sales and gross margins
 - Profit and profit margins
 - Cash flow
 - Customer trends
- (e) that customers want and need
- (f) your forecasts for the business
- (g) type of marketing to be used and how much marketing will cost
- (h) how and where products and/or services will be sold
- (i) keeping previous and winning new business
- (j) how to identify whether or not you are meeting marketing targets

Element 411.1	Plan how to improve your marketing
<p>Scope</p> <p>This element requires that you:</p> <ul style="list-style-type: none"> A. Investigate and develop a marketing plan for one of the following <ul style="list-style-type: none"> (i) an existing product or service offered by the business (ii) a new product or service that you wish to offer 	<p>Notes</p>

Element 411.2 Carry out your marketing plan

Performance Criteria

You must:

- 1 Decide what products/services the business needs to **market**
- 2 Make sure all the people involved are able to carry out the actions to **market** the products/services
- 3 Monitor the progress of sales and **marketing** and communicate this information to the right people
- 4 Identify any new opportunities or threats and change the **business plan** as necessary
- 5 Decide how you will deal with things when sales or **marketing** differ from the plan
- 6 Decide how you will monitor customer service including complaints comments or suggestions

Knowledge and Understanding

You must know and understand:

- (a) What products or services you can deliver
- (b) Who needs to know and understand your plans and progress
- (c) How to get the best from sales/marketing staff
- (d) What marketing methods will be used
- (b) How to communicate with and listen to people in a manner appropriate to the situation
- (g) How to identify threats and how they will impact on your business

Element 411.2 Carry out your marketing plan	
<p>Scope</p> <p>This element requires that you</p> <ul style="list-style-type: none"> A. Implement a marketing plan for <ul style="list-style-type: none"> (i) an existing product or service offered by the business (ii) a new product or service that you wish to offer B Amend the business plan to take account of <ul style="list-style-type: none"> (i) threats (ii) opportunities 	<p>Notes</p>

Unit 412 Establish and manage suitable grazing for equines

Element 412.1	Assess land for suitability
Element 412.2	Establish suitable grazing
Element 412.3	Manage established grassland for equines

About this unit

This unit describes the standards expected of anyone with responsibility for providing pastures for grazing with equines.

It is expected that, in some instances, decisions will be based on information or advice acquired from specialists; in these instances you will be required to know the best sources of specialist advice.

The first element is about assessing an area to analyse its potential to provide suitable grazing. This will require a judgement on a number of factors and you will be expected to identify both the factors that will limit the areas potential for grazing as well as the factors that will require specific management. In all instances, reference will need to be made to the practicality of potential solutions.

The second element requires that you have adequate knowledge to develop a strategy to establish and improve grazing. It is accepted that, in many instances, it will not be possible to demonstrate these processes in practice.

The third element covers all routines and decision-making factors in the management of grassland on an equine business. . It is accepted that, in many instances, it will not be possible to demonstrate these processes in practice and you will have to demonstrate that you have an adequate knowledge of grassland management.

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Element 412.1**Assess land for suitability**

Performance Criteria

You must:

- 1 Assess pasture for **suitability** for grazing with equine breeding stock
- 2 Identify **features** that will limit the potential of the pasture
- 3 Identify **features** with specific management requirements

Knowledge and Understanding

You must know and understand:

- (a) The type of pasture most appropriate for the equine type
- (b) What features should you should be aware of that may impact on the suitability of the pasture
 - permanently
 - seasonally
 - for specific stock
- (c) The specific features of the differing pastures and how best manage these

Element 412.1**Assess land for suitability****Scope**

This element requires that you:

- A. Assess pasture for **suitability** for two of the following types of equine
 - (i) old/retired
 - (ii) resting
 - (iii) working
 - (iv) specialist care
- B. Identify the potential impact of four of the following **features**
 - (i) climatic factors
 - (ii) gradient
 - (iii) evenness of surface
 - (iv) soil type and profile
 - (v) herbage
 - (vi) fencing/shelter
 - (vii) access
 - (viii) services (water/electricity)
 - (ix) security and safety

Notes

Element 412.2**Establish suitable grazing**

Performance Criteria

You must:

- 1 Plan a strategy to establish suitable grazing that takes account of all **relevant factors**
- 2 Ensure that the soil structure is sufficient and take appropriate corrective action if necessary
- 3 Ensure the pasture coverage is sufficient and re-seed as necessary
- 4 Ensure that the design and layout of the paddock is suitable for the **equine type**
- 5 Ensure that fencing and shelter is sufficient and secure and take appropriate action if necessary to provide a safe and secure environment
- 6 Ensure that access and services are sufficient and take appropriate action as necessary
- 7 Ensure that all action taken is compliant with organisational and legal requirements
- 8 Carry out your work in a manner which minimises environmental damage

Knowledge and Understanding

You must know and understand:

- (a) The effect which previous use of the site, soil conditions, existing structures and system and weather conditions will have on the pasture
- (b) The ground conditions which are required for effective planting to take place
- (c) The site's requirements for drainage
- (d) The types of problems that may occur
- (e) The necessary quality of the pasture
- (f) Grazing and rotational grazing rates
- (g) Methods of protecting the pasture from physical deterioration
- (h) Types of nutrients which may be applied and the limits of your responsibility in relation to the handling of nutrients
- (i) Potential environmental impact of activities and how these can be minimised
- (j) Restrictions on land use and planning regulations
- (k) Relevant legislation and codes of practice

Element 412.2 Establish suitable grazing	
<p>Scope</p> <p>This element requires that you:</p> <p>A. Recognise and consider the following relevant factors</p> <ul style="list-style-type: none"> (i) previous use of the site (ii) existing structures and services (iii) soil conditions (iv) different weather conditions <p>B. Develop a strategy for four or more of the following equine type</p> <ul style="list-style-type: none"> (i) old/retired (ii) resting (iii) breeding (iv) working (v) specialist care 	<p>Notes</p>

Element 412.3**Manage established grassland for equines**

Performance Criteria

You must:

- 1 Use and maintain **tools and equipment** correctly and in a way that achieves their purpose
- 2 Monitor the pasture effectively in accordance with production requirements
- 3 Identify problems and take the correct prompt action to remedy the situation
- 4 Where necessary seek the necessary technical advice regarding suitable actions for minimising the effects of pests, diseases and disorders
- 5 Perform your work in a manner which minimises environmental damage
- 6 Assess the results of maintenance operations, ensuring objectives standards and safety requirements have been achieved
- 7 Keep the necessary records accurate, legible and complete

Knowledge and Understanding

You must know and understand:

- (a) The tools and equipment which are necessary for the maintenance of the site
- (b) Methods for using tools and equipment and materials and of maintaining them in a condition fit for use
- (c) The relationship between production requirements and the need for monitoring the pasture
- (d) Grazing rates and rotational grazing
- (e) Correct action to take in the event of identifying problems
- (f) Type of nutrients that may be applied
- (g) Sources of technical advice regarding the suitable actions for minimising the effects of pests, diseases and disorders
- (h) Manufacturers instructions in relation to the preparation and use of chemicals
- (i) The possible adverse environmental impact when maintaining planted areas and how to avoid this
- (j) The statutory health and safety requirements and codes of practice relevant to the management of planted areas

Element 412.3**Manage established grassland for equine****Scope**

This element requires that you:

- A. Use **tools and equipment** to undertake two of the following functions
 - (i) harrowing
 - (ii) rolling
 - (iii) aerating
 - (iv) topping
 - (v) cleaning
- B. Take action to resolve one or more of the following problems
 - (i) soil deficiency
 - (ii) herbage deficiency
 - (iii) vermin problems
 - (iv) poor drainage

Notes

Unit 413 Manage the availability of physical resources

About this unit

This unit is about ensuring that physical resources are available as needed for the workplace to be productive and safe.

Physical resources might include buildings, machinery, equipment, materials, supplies, vehicles and so on. You are not expected to be a specialist in managing physical resources but you do need to show that you draw on the expertise of specialists and work effectively with them. Specialists might include external advisors who can provide expertise.

This unit is suitable for those in a team leading, first line and middle management or leadership role.

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Unit 413**Manage the availability of physical resources**

Performance Criteria

You must:

- 1 **Monitor** the provision of **supplies** to ensure that there is always adequate availability to keep the workplace productive and safe
- 2 Continuously **monitor** the quality of physical resources
- 3 Ensure your teams use of physical resources is efficient
- 4 **Monitor** the use of physical resources in ways that are reliable and comply with organisational requirements
- 5 **Monitor** the actual use of physical resources against an agreed plan at appropriate intervals
- 6 Maintain records of use of physical resources that are complete accurate and available to authorised people only
- 7 Take **corrective action** to deal with any actual or potential problems with **supplies** promptly
- 8 Where you are unable to obtain the physical resources you need in full, agree appropriate amendments to you plans and with **relevant people**

Knowledge and Understanding

You must know and understand:

- (a) How to present and communicate plans on resource usage
- (b) How to encourage staff to communicate their needs for resources
- (c) The physical resources required for you and your team to undertake your work
- (d) Organisational objectives and legal requirements relevant to resource usage
- (e) The types of trends and developments which might impact on resource usage
- (e) How to encourage team members to take responsibility for efficient use of resources
- (f) How to monitor and control resource usage
- (h) The importance of effective record keeping
- (i) The problems that may exist with supplies or suppliers and the corrective action that should be taken in response to these
- (j) How to adjust work plans in the event of required resources not being available

Unit 413 Manage the availability of physical resources

Scope

This element requires that you:

- A. Obtain **supplies** from one of the following types of supplier
 - (i) inside your organisation
 - (ii) outside your organisation
- B. Use two of the following types of **monitoring**
 - (i) direct observation
 - (i) verbal information from others
 - (iii) written information from others
- C. Take one of the following types of **corrective action**
 - (i) alter activities
 - (ii) modify the use of physical resources for activities
 - (iii) renegotiate the allocation of physical resources
- D. Present plans to at least two types of the following **relevant people**
 - (i) team members
 - (ii) colleagues working at the same level
 - (iii) higher-level managers or sponsors
 - (iv) people outside your organisation

Notes

Unit 414

Assess, negotiate and secure sources of funding within the Land-based Sector (CU99)

Element CU99.1

Determine and assess potential sources of funding

Element CU99.2

Negotiate and secure sources of funding

About this Unit

This unit defines standards for determining possible sources of funding and then negotiating and securing that funding. Sources of funding include sponsorships, grants, subsidies, donations and bequests or financial institutions.

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Unit 414 Element CU99.1 Determine and assess potential sources of funding	
<p>Performance Criteria</p> <p>You must:</p> <ol style="list-style-type: none"> 1 Identify potential sources of funding which are relevant to the organisation and its work 2 Obtain information on the sources of funding and assess its appropriateness to the work of the organisation 3 Identify and assess opportunities and constraints for the organisation given the nature and commitments of the sources of funding 4 Analyse and present the information in a form which can be used effectively by others 5 Select sources of funding most appropriate to the organisation and its aims 6 Formulate proposals for action which are capable of implementation and supported by a clear rationale 7 Keep accurate, legible and complete records of the process for future use 	<p>Knowledge and Understanding</p> <p>You must know and understand:</p> <ol style="list-style-type: none"> (a) How to identify and assess current and anticipated sources of funding for relevance (b) Organisational information needs in relation to sources of funding etc (c) The needs and demands of funders and how they differ between sources (d) Opportunities and risks in funding arrangements (e) Preparing proposals and applications for funding (f) The importance of historical information relating to applications and proposals and how it can be used to inform current activity

Unit 414**Element CU99.1****Determine and assess potential sources of funding****Scope**

This element requires that you:

- A. Consider the following **sources of funding**:
 - (i) local
 - (ii) national
 - (iii) international
- B. **Obtain information** on:
 - (i) the nature of activities which will attract funding
 - (ii) the interests and priorities of the funding sources
 - (iii) the values of the funding agency
 - (iv) commitments of the organisation
- C. Identify and assess **opportunities**:
 - (i) for extending and maintaining the business
 - (ii) for funding areas of change and expansion which could not be achieved through another route
- D. Identify and assess the following **constraints**:
 - (i) conditions restricting the range of other business activities
 - (ii) conditions which limit the perceived opportunities available
 - (iii) funding implications e.g. in terms of timing and scheduling

Notes

Unit 414**Element CU99.2****Negotiate and secure sources of funding**

Performance Criteria

You must:

- 1 Prepare information and data to time and in a form which is consistent with funder's requirements
- 2 Clearly explain the added **benefits** which may result from the funding
- 3 Take the appropriate actions to facilitate progress when there are delays in processing the proposal
- 4 Confirm that individuals have the necessary authority to conclude the process prior to the start of **negotiations**
- 5 Conduct **negotiations** in a manner which encourages the desired result while maintaining organisational commitments and values
- 6 Provide additional information in an appropriate format to enable **negotiations** to proceed effectively according to organisational requirements
- 7 Assess details of the outcome prior to the completion of documentation
- 8 Handle discussions in a way which does not prejudice future relationships and seek feedback for future action when positive outcomes are not achieved
- 9 Make information on the outcome appropriately available to those who need to know the result

Knowledge and Understanding

You must know and understand:

- (a) **Documentation, including any specific formats or designs, which are most appropriate for different funders**
- (b) **Importance and range of the characteristics and interests of potential funders in negotiation**
- (c) **Full range of benefits available from funding sources, and the associated constraints which may be related**
- (d) **Effective ways of facilitating progress**
- (e) **The reasons for confirming that the individuals in the potential funding organisation have the authority to proceed**
- (f) **Effective negotiation methods**
- (g) **The roles, responsibilities and limits of authority of the individual in providing information and commitments on behalf of the organisation**
- (h) **Characteristics of effective funding arrangements**
- (i) **How to assess the details of any contractual obligation**
- (j) **How to handle rejection of sponsorship constructively in a way which does not prejudice future relationships**
- (k) **Methods of publicising contract agreements in a way which is supportive of that contract and any commitments which have been made**

Unit 414**Element CU99.2 Negotiate and secure sources of funding****Scope**

This element requires that you:

- A. Explain the following **benefits**:
 - (i) for the organisation concerned (e.g. being able to attract government funding to match that given by the sponsor)
 - (ii) for the contributor (e.g. marketing deals, logo advertising)
- B. Conduct the following **negotiations**:
 - (i) formal
 - (ii) informal

Notes

Unit 415

Develop procedures for health and safety in the land-based workplace (CU106)

Element CU106.1

Ensure a healthy and safe workplace

Element CU106.2

Conduct Risk Assessment in the workplace

About this unit

This unit appears as unit CU106 in other Lantra suites of standards.

This unit is suitable for people who are not health and safety experts but who need to prepare health and safety procedures and carry out risk assessment in the workplace.

This could be an employer, the manager, supervisor, a safety representative or an employee.

The first element is about ensuring that the workplace is a healthy and safe environment.

The second element is involves identifying where risk exists in the workplace and taking the appropriate action.

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Unit 415**Element CU106.1 Ensure a healthy and safe workplace**

Performance Criteria

You must:

- 1 Develop health and safety **procedures** that meet legal and organisational requirements
- 2 Identify people whom other people must
 - report accidents to
 - report identified health and safety risks to
 - seek first aid treatment from
- 3 Identify how **health and safety data** will be recorded in line with legal requirements
- 4 Develop health and safety training plans appropriate to the workforce and in line with legal requirements
- 5 Ensure the health and safety **procedures** are communicated to all people in the workplace in the appropriate manner
- 6 Identify any **changes** within the workplace or as a result of legal regulations or guidelines that affect your working practices
- 7 Notify all people in the workplace promptly of any **changes** to health and safety procedures

Knowledge and Understanding

You must know and understand:

- (a) The work area and people for which you are responsible
- (b) The information available relating to health and safety and how to access it
- (c) Any specific health and safety procedures covering your job role
- (d) How to conduct an effective health and safety review

Unit 415**Element CU106.1****Ensure a healthy and safe workplace**

Scope	Notes
<p>A. You must specify the use of at least two of the following procedures</p> <ul style="list-style-type: none">(i) planned inspections(ii) spot checks(iii) checks on identified danger area(iv) planned reviews <p>B. You must demonstrate the recording of data for at least two of the following types of health and safety data.</p> <ul style="list-style-type: none">(i) complaints(ii) incidents(iii) accidents(iv) illness(v) fire evacuation drills(vi) test certificates(vii) training records(viii) results of monitoring <p>C. You must show that you have reviewed at least two of the following changes</p> <ul style="list-style-type: none">(i) changes to working practices(ii) changes to equipment used in the workplace(iii) changes to personnel	

Unit 415**Element CU106.2 Conduct risk assessment in the workplace**

Performance Criteria

You must:

- 1 Identify why and where a **risk assessment** will be carried out
- 2 Ensure that you have the relevant up-to-date **information** to carry out risk assessment
- 3 Seek expert advice when necessary
- 4 Identify **hazards** that could result in harm to staff or other people in the workplace
- 5 Record **hazards** in a way that conforms with legal and workplace requirements
- 6 Report the results of your **risk assessment** to the appropriate person in the agreed

Knowledge and Understanding

You must know and understand:

- (a) Your legal and organisational responsibilities in relation to health and safety
- (b) The difference between a hazard and a risk and how to assess risk
- (c) Measures that can be implemented to control risk
- (d) The work activities of the people in the area where you are carrying out the assessment
- (e) The importance of assessing risks from new and non routine work activities
- (f) How the disposal of hazardous and non hazardous waste should be managed
- (g) Information sources for risk assessment
- (h) Where to find expert advice
- (i) Your responsibility for maintaining health and safety records

Unit 415**Element CU106.2 Conduct risk assessment in the workplace**

Scope	Notes
<p>A. You must show that you have identified at least two of the following types of hazards in the workplace</p> <ul style="list-style-type: none">(i) the use of equipment or materials(ii) the use of substances hazardous to health(iii) the working practice(iv) the layout of the workplace(v) the job roles(vi) people with special needs <p>B. You must demonstrate that you have used at least one of the following sources of information</p> <ul style="list-style-type: none">(i) internal health and safety experts(ii) HSE Offices/Website/Publications(iii) relevant industry publications(iv) other external organisations <p>C. You must demonstrate that you have presented the results of a risk assessment to at least one of the following</p> <ul style="list-style-type: none">(i) management associated with the assessed activities(ii) employees associated with the assessed activities(iii) union representatives(iv) staff representatives	

Unit 416

Interview and recruit staff to the Land-based Sector (CU107)

Element CU107.1

Prepare to interview

Element CU107.2

Interview and select candidates

About this unit

This unit appears as unit CU107 in other Lantra suites of standards.

This unit is for those who are involved in the recruitment of staff to fill vacancies within the organisation.

The first element is about preparation for the interview and understanding the essential skill, ability and knowledge that the successful candidate would have.

The second element is about the actual interview and selection process and ensuring that you act within the law.

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Unit 416 Element CU107.1 Prepare to interview	
<p>Performance Criteria</p> <p>You must:</p> <ol style="list-style-type: none"> 1 Identify the main task that you wish the new recruit to undertake and develop a clear job specification 2 Identify the skills, knowledge and experience that are essential for a new recruit to have and develop a clear person specification 3 Determine the criteria against which you will measure each applicant 4 Ensure that the process you intend to follow is legal and justifiable 5 Decide on the terms and conditions for the post to which you wish to recruit 6 Review application to decide wish candidates you wish to interview 7 Notify applicants that you wish to interview advising of time, date and location of interview 8 Carry out all interviews in the same way, asking the same questions that you are legally allowed to ask 9 Record the skills, abilities and knowledge of each candidate and check how this matches with your list of essentials and desirables 10 Request and check references 11 Ensure all candidate information remains confidential 	<p>Knowledge and Understanding</p> <p>You must know and understand:</p> <ol style="list-style-type: none"> (a) The main tasks that will be carried out by the new recruit (b) How to identify the skills, knowledge and experience that are essential and those that are desirable (c) How to find out about laws that apply to recruitment (d) What terms and conditions will be should be offered to a recruit (g) How to determine who you wish to interview

Unit 417
Element CU107.1 Prepare to interview

Scope

This element requires that you:

- A. Produce **job specifications** for at least two of the following types of personnel
 - (i) internal
 - (ii) external
 - (iii) permanent
 - (iv) temporary
 - (v) part-time
 - (vi) full-time
 - (vii) paid
 - (viii) voluntary

- B Plan to **recruit** into one of the following vacancies
 - (i) new position
 - (ii) existing position

Notes

Unit 417
Element CU107.2 Interview and select candidates

Performance Criteria

You must:

- 1 Ensure that you have the use of an appropriate room and will be free from interruption to conduct the **interview**
- 2 Carry out all **interviews** in the same way, asking the same questions that you are legally allowed to ask
- 3 Ensure information that you ask **candidates** for is relevant to the selection process
- 4 Records of the selection process are complete, accurate, clear and comply with organisational and legal requirements
- 5 Check how **candidates** skills, abilities and knowledge match with your list of essentials and desirables
- 6 Produce a short list of **candidates**
- 7 Ensure your decisions are justifiable from the evidence gained
- 8 Request and check **candidates** references
- 9 Provide feedback to all **candidates**
- 10 Ensure all **candidate** information remains confidential

Knowledge and Understanding

You must know and understand:

- (a) How to ask questions that will enable you to make fair and objective assessment of candidates
- (b) What you can and cannot legally ask a candidate
- (c) How to check references
- (d) How to determine who has the closest match to the essential skills, abilities and knowledge needs
- (e) What information you need to keep confidential
- (f) How long and what interview information should be kept
- (g) Why all candidates should receive feedback at an appropriate point in the selection process
- (h) how to identify the additional development needs of those you select

Unit 417 Element CU107.2 Interview and select candidates
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<p>Scope</p> <p>This element requires that you:</p> <p>A. Interview candidates for one of the following</p> <p> (i) new position</p> <p> (ii) existing position</p> <p>B. Interview candidates from the following</p> <p> (i) internal to the business</p> <p> (ii) external to the business</p>	<p>Notes</p>
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Unit 417**Use information to make decisions relevant to the
Land-based Sector (CU111)**

About this Unit

This unit is about using information to make evidence based decisions. These decisions could be strategic, tactical or operational, depending on the degree of responsibility you have for decision making.

The unit is recommended for those in first line, middle and senior management and leadership roles.

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Unit 417**Unit CU111 Identify and use information to make decisions relevant to the Land-based Sector**

Performance Criteria

You must:

- 1 Identify the information you need to make the required **decisions**
- 2 **Obtain information** that is accurate, relevant and sufficient to support **decision** making
- 3 **Obtain information** that is reliable and sufficiently wide-ranging to meet current and likely future information requirements
- 4 Where information is inadequate, contradictory or ambiguous take prompt and effective action to deal with this
- 5 Analyse the information in methods that are appropriate to achieve the objectives
- 6 Identify relevant patterns and trend from your analysis of information
- 7 Support your conclusions with reasoned argument and appropriate evidence
- 6 You differentiate clearly between fact and opinion
- 7 Your records of analysis clearly show the assumptions and **decisions** at each stage

Knowledge and Understanding

You must know and understand:

- (a) How to establish whether information is valid and reliable
- (b) How to reason logically
- (c) Common types of statistical analysis and how to spot misleading statistics
- (d) Existing sources of information and how to access them, who updates them and how often
- (e) Limitations of information sources
- (f) Which information is confidential
- (g) How to identify and address critical information gaps

Unit 417 Unit CU111 Identify and use information to make decisions relevant to the Land-based Sector	
<p>Scope</p> <p>This element requires that you:</p> <p>A. Obtain information from one or more of the following sources</p> <ul style="list-style-type: none"> (i) people within your organisation (ii) people outside of your organisation (iii) internal information systems (iv) published media <p>B. When making your decisions you take account of the following types of organisational constraints</p> <ul style="list-style-type: none"> (i) organisational objectives (ii) organisational policies (iii) resources 	<p>Notes</p>

Unit 418 Help teams working in the Land-based Sector to achieve their objectives (CU119)

About this unit

This unit is unit numbered as CU119 in other suites of Lantra standards.

Managers have responsibility for building teams to achieve organisational objectives. In some circumstances managers are relatively free to recruit team members and build a team from scratch.

More often, managers inherit teams taking over positions vacated or newly created. In either situation, managers have to get the best out of the team, and build a team spirit that will cope with the demands of the work.

“Teams” covers any group of people working towards a common purpose. The team can all be employed in a particular department or organisation, or can come from different departments or organisations. The team can be a mixture of full time or part time staff, paid or voluntary. Teams can therefore be multi-agency, but they can also be multidisciplinary, ie having different specialisms. They can also be comprised of people from different positions in the organisation. Teams can be permanently maintained or temporary for the purpose of a particular project.

This unit is recommended for all those in management and/or leadership roles.

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Unit 418
Unit CU119

Help teams working in the Land-based Sector to achieve their objectives

Performance Criteria

You must:

- 1 Wherever possible ensure the team contains an appropriately diverse mix of knowledge, skills and experience
- 2 Ensure teams have a clear understanding of their goals and **objectives**
- 3 Provide teams with the information, resources and support to allow them to achieve their goals and **objectives**
- 4 Encourage the development of team members roles during work activities
- 5 Maintain the performance of the team when team members are absent, redeployed or replaced
- 8 Take the **necessary action** to improve team performance when it is unsatisfactory
- 9 Provide teams with opportunities to develop their own way of working and to work independently within clearly specified boundaries
- 8 Make time available to support others
- 9 Provide relevant people with feedback on team members performance
- 10 Recognise when there are conflicts amongst the team and take appropriate action to resolve the conflict

Knowledge and Understanding

You must know and understand:

- (a) How to resolve conflicts
- (b) How to set appropriate goals and objectives
- (c) How to measure performance against goals and objectives
- (d) How to identify development and learning opportunities
- (e) What information and resource people need to undertake their work
- (f) What action should be taken when team performance is unsatisfactory
- (g) Who feedback on team members performance should be provided to

Unit 418
Unit CU119

Help teams working in the Land-based Sector to achieve their objectives

Scope

This element requires that you:

- A. Set the following types of **objectives**
 - (i) team objectives
 - (ii) individual objectives
- B. Take the **necessary action** to improve team performance in two or more of the following ways
 - (i) recruit new team member
 - (ii) redeploy team member
 - (iii) provide support to team members
 - (iv) provide training to team members where required
 - (v) realign team goals and objectives
 - (vi) manage conflict within the team
 - (vi) discuss the your concerns about the performance with members of the team

Notes

Unit 419 Manage information, knowledge and communication within the Land-based Sector (CU123)

About this unit

This unit is about enabling people to share information and knowledge that will help them to do their job more effectively. This does not necessarily mean using information or communications technology, although this might well be appropriate in your workplace.

The unit is for those in first line. Middle and senior management and leadership roles.

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Unit 419 Unit CU123 Manage information, knowledge and communications within the Land-based Sector	
Performance Criteria You must: 1 Ensure that those for whom you are responsible can readily access or be provided with any information or knowledge to which they are entitled 2 Ensure that confidential information and knowledge is kept secure 3 Ensure that information and knowledge is organised in ways that enable people to use it effectively 4 Ensure that information and knowledge is acquired, recorded , stored, updated and made available in ways that are timely and cost effective 5 The need for information and knowledge is continually reviewed 6 Continually evaluate stored information and update or destroy if necessary 7 Ensure that all information is stored in compliance with the data protection legislation	Knowledge and Understanding You must know and understand: (a) The types of knowledge and information that need to be shared in your organisation and the likely advantages of doing so (b) What has been tried in the past with regard to sharing information and knowledge and what the outcomes were (c) The types of knowledge and information that need to be kept confidential and why this is important (d) Specialists who can provide advice and support relating to knowledge management (e) People outside the organisation who can benefit from or contribute to, the pool of knowledge and information (f) The principles of data protection legislation

Unit 419

Unit CU123 Manage information, knowledge and communications within the Land-based Sector

Scope

This element requires that you:

- A. **Provide** information to others in the workplace in both of the following ways
 - (i) verbally
 - (ii) written

- B. **Record** and store information in one of the following systems
 - (i) organisation wide system
 - (ii) system specific to you and your team

Notes

Unit 420

Produce and implement a business plan for the land-based business (CU130)

Element CU130.1

Produce a business plan

Element CU130.2

Implement the business plan

About this unit

This unit is aimed at you if you have responsibility for the business planning in your organisation. It is concerned with bringing together the full details of the business proposal into firm and considered plans.

The business proposal may be for a new venture within your existing business or for the start up of a new business.

It requires the candidate to :

- Produce a business plan
- Produce an implementation plan

You will need to have knowledge of cash flow and sales forecasting and how to set realistic targets for the business.

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Unit 420**Element CU130.1****Produce a business plan**

Performance Criteria

You must:

- 1 Ensure the **business plan** contains sufficient evidence to enable evaluation of the business venture by a potential funder
- 2 Explain the market feasibility clearly within the **business plan** and support this with relevant research findings
- 3 Accurately calculate and explain within the **business plan**, the capital and cash flow requirements and any discrepancies
- 4 Clearly identify within **the business plan**, the anticipated revenue, receipts and outgoings of the proposed business venture. This should be supported by relevant research findings and accurate calculations, forecasts and projections
- 5 Identify within the **business plan** how the proposed business venture will be able to supply intended products/services customers to time and quality
- 6 Identify within the **business plan** the proposed nature of the business and justification of its likely viability

Knowledge and Understanding

You must know and understand:

- (a) The aims, purposes and value of a business plan and the planning process
- (b) Report writing techniques
- (c) Gathering and structuring information about self, customers, markets, competitors, the nature of the business venture, resources and premises, legal requirements
- (d) Forecasting and analysis techniques – cash flow forecasting, break-even analysis, sales forecasting; pricing and costing.

Unit 420
Element CU130.1 Produce a business plan

Scope

This element requires that you:

- A. Produce a **business plan** that includes
 - (i) the nature of the business venture
 - (ii) market,
 - (iii) competitors
 - (iv) resources and premises
 - (v) legal requirements and how they will be met
 - (vi) funding and finance
 - (vii) business operations and controls

Notes

Unit 420**Element CU130.2****Implement the business plan**

Performance Criteria

You must:

- 1 Ensure the factors affecting the implementation of the proposal are clearly defined
- 2 Draw up a schedule to identify the appropriate timing and phasing of the resource acquisition to meet the criteria in the business plan
- 3 Identify and evaluate **outline operational and revenue control systems** for the business
- 4 Identify systems for monitoring business performance for the start up and the first year of the business venture

Knowledge and Understanding

You must know and understand:

- (c) Factors affecting implementation ie finance and time available to achieve the business plan targets, the need to plan in for time lags such as waiting for planning permission, negotiating to secure premises, specialist training etc
- (d) The need for short, medium and long term planning ie start up, first year and three to five years
- (e) Seasonal factors that affect business operations
- (f) Impact of local, national and international events on business activities

Unit 420 Element CU130.2 Implement the business plan	
<p>Scope</p> <p>This element requires that you:</p> <p>A. Evaluate outline operational and revenue control systems for appropriateness for the following</p> <p>(i) the start up of the business venture</p> <p>(ii) first year of the business venture</p>	<p>Notes</p>

Unit 421 Purchase products or services for the land-based organisation (CU146)

About this unit

This unit is about purchasing the product or service that you need for your business to enable you to achieve your goals and objectives.

This unit is not aimed at purchasing specialists but you may be required to draw on the expertise of a procurement specialist either inside or outside of your organisation.

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Unit 421
Unit CU146

Purchase products or services for the organisation

Performance Criteria

You must:

- 1 Purchase products or services that are right in terms of quality, quantity and available at the right time, that give you the best value for your money
- 2 Create partnerships with suppliers to **improve** the quality of the goods or services and/or reduce your costs
- 3 Monitor and evaluate your purchasing process and look for ways to **improve** the efficiency in terms of time, quality or cost

Knowledge and Understanding

You must know and understand:

- (a) The organisations key purchasing needs and priorities
- (b) How the supply chain works
- (c) How to create and maintain effective working partnerships

Unit 421
Unit CU146

Purchase products or services for the organisation

Scope

- A. Investigate way of **improving** the goods supplied to you in one or more of the following ways
- (ii) increased quality
 - (ii) reduced time of availability
 - (iii) reduced costs

Notes

Unit 422 Manage your own resources and professional development (MSC) (A2)

About this unit

This unit is suitable for those in first line, middle management or senior management and leadership. It is about managing your continuing personal and professional development and the resources available to you.

Within the equine industry this involves actively finding out about the wider industry issues as well as those in which you are directly involved. This will mean developing and maintaining a network of industry contacts, attending events and broadening your knowledge through a variety of research methods including reading materials and the internet.

This involves a cycle of activity:

- being clear what is required to meet your work objectives and your personal goals
- understanding the knowledge, understanding the skills you need, and the extent to which you possess these
- planning to develop your knowledge, understanding and skills in a way that fit with your preferred learning styles
- taking action in line with your plan and applying your new knowledge, understanding and skills in the work context
- evaluating the effectiveness and impact of your learning and identifying more effective ways to learn in the future

This individual cycle closely mirrors the Investors In People cycle, which is the organisational benchmark of good practice in human resource development.

This unit requires you to have a curiosity to learn and try out new things and a generosity to share your learning with others (within the limits of confidentiality, of course).

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Unit 422
Unit A2

Manage your own resources and professional development

Performance Criteria	Knowledge and Understanding
<p>You must:</p> <ol style="list-style-type: none"> 1 Evaluate, at appropriate intervals, the current and future requirements of your work-role taking account of the vision and objectives of your organisation 2 Consider your values and your career and personal goals and identify information which is relevant to your work role and professional development 3 Discuss and agree personal work objectives with those you report to and how you will measure progress 4 Identify the learning styles which work best for you and ensure that you take these into account in identifying and undertaking development activities 5 Identify any gaps between the current and future requirements of your work-role and your current knowledge, understanding and skills 6 Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills and support your own career and personal goals 7 Undertake the activities identified in your development plan and evaluate their contribution to your performance 8 Review and update your personal work objectives and development plan in the light of performance, any development activities undertaken and any wider changes 9 Get regular and useful feedback on your performance from those who are in a good position to judge it and provide objectives and valid feedback 10 Ensure that your performance consistently meets or goes beyond agreed requirements 	<p>You must know and understand:</p> <ol style="list-style-type: none"> (a) The principles which underpin professional development (b) The importance of considering your values and career and personal goals and how to relate them to your job role and professional development (c) How to evaluate the current requirements of a work role and how the requirements may evolve in the future (d) How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound) (e) How to identify development needs to address any identified gaps between the requirements of your work-role and your current knowledge, understanding and skills (f) What an effective development plan should contain and the length of time that it should cover (g) The range of different learning style(s) and how to identify the style(s) which work(s) best for you (h) The types of development activities which can be undertaken to address identified gaps in your knowledge, understanding and skills (i) How to identify whether/how development activities have contributed to your performance (j) How to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes (k) How to monitor the quality of your work and your progress against requirements and plans

Knowledge and Understanding continued

You must know and understand:

- (l) How to evaluate your performance against the requirements of your work-role
- (m) How to identify and use good sources of feedback on your performance
- (n) Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and continuing professional development
- (o) The requirements of your work-role including the limits of your responsibilities
- (p) The vision and objectives of your organisation
- (q) Your own values and career and personal goals
- (r) Your personal work objectives
- (s) Your preferred learning styles
- (t) Your current knowledge, understanding and skills
- (u) Your personal development plan
- (v) Available development opportunities and resources in your organisation
- (w) Your organisation's policy and procedures in terms of personal development
- (x) Reporting lines in your organisation
- (y) Possible sources of feedback in your organisation

Unit 422
Unit A2

Manage your own resources and professional development

Scope

This element requires that you:

- A. Produce a personal **development plan** for the following
 - (i) short term (3 –6 months)
 - (ii) medium term (6-12 months)
 - (iii) long term (12 months – 2 years)

Notes

Unit 422**Unit A2****Manage your own resources and professional development**

Behaviours which underpin effective performance		Skills	
1	You address multiple demands without losing focus or energy	1	Setting objectives
2	You recognise changes in circumstances promptly and adjust plans and activities accordingly	2	Evaluating
3	You prioritise objectives and plan work to make best use of time and resources	3	Planning
4	You take personal responsibility for making things happen	4	Learning
5	You take pride in delivering high quality work	5	Reviewing
6	You show an awareness of your own values, motivations and emotions	6	Communicating
7	You agree achievable objectives for yourself and give a consistent and reliable performance	7	Self-assessment
8	You recognise your own strengths and limitations, play to your strengths and use alternative strategies to minimise the impact of your limitations	8	Time management
9	You make best use of available resources and proactively seek new sources of support when necessary	9	Stress management
10	You reflect regularly on your own experience and use them to inform future action	10	Obtaining feedback
		11	Reflecting
		12	Prioritising

Unit 423 Plan a programme to achieve goals (Skillsactive) (B28)

About this unit

This unit is about the production of a programme of development, which sets out a timetable to achieve the medium and long term goals. The programme will be divided into training cycles and within each cycle will be a number of individual coaching/teaching/instructing sessions delivered by the coach/teacher/instructor and/or others involved in the delivery of the programme. The technical definition and assessment specification will define the target group for the unit i.e. adults and children, involved in the competitive sport/activity, etc.

Who is this unit for?

The unit is aimed at people who have extensive experience of coaching/teaching/instructing beginner and intermediate participants in their sport/activity. Candidates should be familiar with the skills and techniques of sport/activity and the principles of developing a programme for participants as defined by the technical definition and assessment specification of the sport/activity

What has to be demonstrated?

The unit has four elements, these are:

B28.1 Plan a programme to achieve long and medium term goals

You are required to show that you can produce and document a programme which is divided into various training cycles and within each cycle the various components of participants needs are addressed. The “particular needs” of participants that the coach/teacher/ instructor must evidence at this level are defined by the technical definition and assessment specification for the sport/activity.

B28.2 Plan training cycles to achieve medium term goals

Requires you to produce a more detailed breakdown of the programme into its cycles, planning the content of each cycle and begin to address programme contingencies should the goals not be met. The resultant document and its principles should be shared with others who might be involved in the delivery of the programme or affected by its delivery.

B28.3 Identify and access resources to achieve goals

You are required to show that you can identify and negotiate access to the resources required to implement the programme. Should negotiations be unsuccessful the programme should be amended to reflect availability.

B28.4 Plan coaching sessions

You have to show that you can produce safe coaching/teaching/instructing session plans which meet the set goals. The plans should include the identification of appropriate resources and aim to be delivered by methods which are appropriate to the sport/activity and participants.

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Unit 423 Element B28.1 Plan a programme to achieve long and medium term goals	
Performance Criteria You must: 1 identify fixed points in the programme 2 identify training cycles within the programme 3 identify the focus of each component within each training cycle 4 identify the priority of each component within each training cycle 5 ensure the principles of training are applied to the plan 6 agree the programme with others 7 document the agreed programme	Knowledge and Understanding You must know and understand: See list at end of unit

Unit 423**Element B28.1****Plan a programme to achieve long and medium term goals****Scope**

This element requires that you:

- A. cover three of the following **components**
 - (i) physical
 - (ii) psychological
 - (iii) technical
 - (iv) tactical
 - (v) lifestyle
- B. cover two of the following **others**
 - (i) parents/guardians
 - (ii) other coaches/teachers/instructors working with the participants
 - (iii) support personnel
 - (iv) participants

Notes

Unit 423 Element B28.2 Plan training cycles to achieve medium term goals	
<p>Performance Criteria</p> <p>You must:</p> <ol style="list-style-type: none"> 1 Identify fixed points in the training cycle 2 identify the training and performance necessary to develop the identified focus of each component 3 ensure planned development of each component matches its priority 4 ensure the programme is developed with due consideration for the identified fixed points 5 ensure the principals of training are applied 6 develop contingency plans for participants who do not achieve goals 7 agree the plan with others 8 document the agreed plan and contingencies for the training cycle 	<p>Knowledge and Understanding</p> <p>You must know and understand:</p> <p>See list at end of unit</p>

Unit 423**Element B28.2****Plan training cycles to achieve medium term goals****Scope**

This element requires that you:

- A. cover three of the following **components**
 - (i) physical
 - (ii) psychological
 - (iii) technical
 - (iv) tactical
 - (v) lifestyle
- B. cover two of the following **others**
 - (i) parents/guardians
 - (ii) other coaches/teachers/instructors working with the participants
 - (iii) support personnel
 - (iv) participants

Notes

Unit 423
Element B28.3

Identify and access resources to achieve goals

Performance Criteria

You must:

- 1 Identify the **resources** necessary to implement the planned
- 2 negotiate the availability of **resources** with sources
- 3 ensure **resources** are within the programme's budget
- 4 modify the plan to match **resources** and financial availability where necessary
- 5 document the planned **resources** for each training cycle of the programme

Knowledge and Understanding

You must know and understand:

See list at end of unit

Unit 423**Element B28.3****Identify and access resources to achieve goals****Scope**

This element requires that you:

- A. cover three of the following **resources**
 - (i) facilities
 - (ii) coaching staff
 - (iii) specialist staff
 - (iv) equipment
 - (v) financial

Notes

Unit 423
Element B28.4

Plan coaching sessions

Performance Criteria

You must:

- 1 identify the short term goals that the session will contribute to
- 2 ensure the identified short term goals are consistent with the medium term goals
- 3 produce an outline plan for the session
- 4 ensure the plan will contribute to the identified short term goals
- 5 ensure the plan conforms to health and safety requirements
- 6 ensure the plan maximises the time and resources available
- 7 plan methods of delivery appropriate to the sport/activity, **participants** and **resources**
- 8 develop contingency plans for participants who do not achieve goals
- 9 agree the plan with **others**
- 10 document the agreed plan and contingencies for the session

Knowledge and Understanding

You must know and understand:

See list at end of unit

Unit 423**Element B28.4****Plan coaching sessions****Scope**

This element requires that you:

- A. cover two types of the following **participants**
 - (i) individuals
 - (ii) groups
 - (iii) with particular needs as defined by the technical definition for the sport/activity
- B. cover three of the following **resources**
 - (i) facilities
 - (ii) coaching staff
 - (iii) specialist staff
 - (iv) equipment
 - (v) financial
- C. cover two of the following **others**
 - (i) parents/guardians
 - (ii) other coaches/teachers/instructors working with the participants
 - (iii) support personnel
 - (iv) participants

Notes

Unit 423 Plan a programme to achieve goals (Skillsactive) (B28)

What Knowledge, Understanding, Values and Skills Do You Need?

You must show that you know and understand:

- how to identify fixed points within a programme
- how to determine training cycles and components within the training cycles and their priority
- how to relate training cycles to the achievement of goals
- how to apply the principles of training
- how to document and agree the programme with others
- how to identify and access appropriate resources for a programme
- documenting of session planning which includes aspects of health and safety, resources, setting and implementing contingency plans
- the appropriate methods of delivery of skills and techniques of the sport/activity
- how to adapt plans to meet resource availability
- session planning to meet goals
- what kind of information may need to be treated confidentially
- why it is important to identify and agree medium and long term goals with participants
- why short, medium and long term goals should fit the performance cycle and how to ensure this happens
- how to ensure short term goals contribute to the achievement of the medium and long term goals

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Unit 424 Manage and evaluate a programme to achieve goals (Skillsactive) (B29)

About this unit

This unit is about the implementation, management and evaluation of the programme produced by the coach/teacher/instructor. It takes a holistic look at the programme requiring evidence that the programme has been implemented, concluded and evaluated. The completion of this unit may take as long as 12 months. The technical definition and assessment specification for the sport/activity will define the target group for the unit i.e. adults and children, involved in competitive sport/activity

Who is this unit for?

The unit is aimed at people who have extensive experience of coaching/teaching/instructing beginner and intermediate participants in their sport/activity. Candidates should be familiar with the skills and techniques of sport/activity and the principles of developing a programme for participants as defined by the technical definition and assessment specification of the sport/activity

What has to be demonstrated?

The unit has five elements, these are:

B29.1 Implement a programme

You are required as the coach/teacher/instructor to ensure that all appropriate resources are available and safe to enable the programme to begin. Others involved in the programme are expected to have been informed of their contribution and responsibilities within the programme. The “particular needs” of participants that the coach/teacher/instructor must evidence at this level are defined by the technical definition and assessment specification for the sport/activity.

B29.2 Monitor and adjust the programme to meet changing needs and circumstances

Requires you to show continuous monitoring of the programme’s outcomes and resources to ensure that goals remain achievable. Changes to the programme should be communicated to others, meet the planned contingencies and be implemented with minimum disruption.

B29.3 Communicate programme information

You must show that through the life of the programme all those involved are communicated with appropriately, both verbally and via written information.

B29.4 Conclude the programme

You must show that at the end of the programme all arrangements and resources are dealt with in an appropriate manner and evaluation of the programme is sought from participants and others to contribute to element B29.5

B29.5 Evaluate the programme

You must show that you can evaluate the programme effectively from your own observations and those of participants and others involved. The evaluation should be documented in the form of recommendations for the improvement of future programmes run by the coach/teacher/instructor or others within the sport/activity.

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Unit 424
Element B29.1 Implement a programme

Performance Criteria

You must:

- 1 ensure resources are adequate for the planned programme and satisfy health and safety legislation and the requirements of the sport/activity
- 2 ensure resources are set up and arranged in a way which meets participants' needs and the goals of the programme
- 3 make sure access to the facility/area is safe and possible for all participants
- 4 co-ordinate and allocate resources so as to optimize their use by participants
- 5 brief other staff as to their responsibilities and contributions to the programme

Knowledge and Understanding

You must know and understand:

See list at end of unit

Unit 424**Element B29.1****Implement a programme****Scope**

This element requires that you:

- A. cover three of the following **resources**
 - (i) facilities
 - (ii) coaching staff
 - (iii) specialist staff
 - (iv) equipment
 - (v) financial
- B. cover two types of the following **participants**
 - (i) individuals
 - (ii) groups
 - (iii) with particular needs as defined by the technical definition for the sport/activity

Notes

Unit 424
Element B29.2

Monitor and adjust the programme to meet changing needs and circumstances

Performance Criteria

You must:

- 1 identify aspects of the programme which are not contributing to the achievement of the programme goals
- 2 make adjustments to activities/opportunities which enable the programme to meet its goals
- 3 make adjustments to **resources** to ensure they continue to be adequate and safe throughout the programme
- 4 ensure **resources** are amended to ensure the effectiveness of the programme
- 5 ensure that the programme is regularly monitored and appropriate action take to keep behaviour and activities within planned parameters
- 6 ensure feedback is obtained from **participants** and other staff involved
- 7 adjust the programme to meet the **participants'** developing needs and capabilities
- 8 ensure that **contingency plans** are implemented when appropriate with the minimum of disruption
- 9 ensure that other staff involved are kept informed of changes to the programme

Knowledge and Understanding

You must know and understand:

See list at end of unit

Unit 424**Element B29.2****Monitor and adjust the programme to meet changing needs and circumstances****Scope**

This element requires that you:

- A. cover three of the following **resources**
 - (i) facilities
 - (ii) coaching staff
 - (iii) specialist staff
 - (iv) equipment
 - (v) financial
- B. cover two types of the following **participants**
 - (i) individuals
 - (ii) groups
 - (iii) with particular needs as defined by the technical definition for the sport/activity
- C. cover three types of the following **contingency plans**
 - (i) participant injury/ill health
 - (ii) resource unavailability
 - (iii) prior short term goals not met
 - (iv) participants unavailability
 - (v) drop-out/relapse

Notes

Unit 424
Element B29.3

Communicate programme information

Performance Criteria

You must:

- 1 ensure that the aims and **demands** of the programme are explained to participants and other staff
- 2 explain to participants and other staff information regarding current accepted practices
- 3 brief other staff as to the extent and limitations of their responsibilities
- 4 clearly explain to other staff expectations regarding behaviour towards participants
- 5 communicate amendments to the programme, which affect participants and other staff
- 6 ensure written information is accurate and legible

Knowledge and Understanding

You must know and understand:

See list at end of unit

Unit 424
Element B29.3

Communicate programme information

Scope

This element requires that you:

- A. cover three types of the following **demands of the programme**
- (i) physical
 - (ii) psychological
 - (iii) technical
 - (iv) tactical
 - (v) lifestyle
 - (vi) safety

Notes

Unit 424 Element B29.4 Conclude the programme	
<p>Performance Criteria</p> <p>You must:</p> <ol style="list-style-type: none"> 1 conclude the programme in line with the programme plan 2 ensure any arrangements relating to resources are concluded to the satisfaction of those concerned 3 seek feedback from other staff on the programme 4 inform participants of opportunities and future programmes which could improve their performance 	<p>Knowledge and Understanding</p> <p>You must know and understand:</p> <p>See list at end of unit</p>

Unit 424
Element B29.4

Conclude the programme

Scope

This element requires that you:

A. cover three of the following **resources**

- (i) facilities
- (ii) coaching staff
- (iii) specialist staff
- (iv) equipment
- (v) financial

B. cover two types of the following **participants**

- (i) individuals
- (ii) groups
- (iii) with particular needs as defined by the technical definition for the sport/activity

Notes

Unit 424
Element B29.5

Evaluate the programme

Performance Criteria

You must:

- 1 evaluate whether the programme has met its goals
- 2 evaluate the content, structure, balance and processes of the programme
- 3 evaluate the availability and allocation of **resources**
- 4 evaluate own performance and ethical behaviour in relation to the expectations of **participants** and the sport/activity
- 5 evaluate the contribution of other staff
- 6 evaluate feedback from **participants** and other staff on the programme
- 7 treat positively the views of all those involved
- 8 compare the outcomes of the programme against the planned long and medium term goals
- 9 record recommendations for improvements to future programmes

Knowledge and Understanding

You must know and understand:

See list at end of unit

Unit 424 Element B29.5 Evaluate the programme	
<p>Scope</p> <p>This element requires that you:</p> <p>This element requires that you:</p> <p>A. cover three of the following resources</p> <p>(i) facilities</p> <p>(ii) coaching staff</p> <p>(iii) specialist staff</p> <p>(iv) equipment</p> <p>(v) financial</p> <p>B. cover two types of the following participants</p> <p>(i) individuals</p> <p>(ii) groups</p> <p>(iii) with particular needs as defined by the technical definition for the sport/activity</p>	<p>Notes</p>

Unit 424 Manage and evaluate a programme to achieve goals (Skillsactive) (B29)

What Knowledge, Understanding, Values and Skills Do You Need?

You must show that you know and understand:

- how to identify, access and allocate resources to support all aspects of a programme
- how to ensure available resources are optimised
- how to implement and when to amend a programme to ensure its effectiveness
- the monitoring of a programme
- how to provide feedback to participants and others
- how and when to implement contingency plans
- what behaviour is acceptable from participants and others involved in the programme
- how to give effective feedback and receive it from participants and others
- methods of communication appropriate to the sport/activity
- how and when to communicate programme information including: demands of the programme, current accepted good practice, roles and responsibilities expected behaviour, amendments to the programme
- how to produce written material which provides programme information to participants and others
- what skills and techniques of the sport/activity are appropriate to the programme
- how to conclude the programme appropriately
- how to ensure the use of resources is concluded appropriately
- how to evaluate a programme including: whether it has met its goals, the content, balance, structure and processes
- who, when and how is it appropriate to gain evaluation from
- how to evaluate your own performance during the programme against the expectations of others and the sport/activity
- how to compare the outcomes of the programme against the long and medium term goals
- how to record recommendations for improvements for future programmes

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Unit 425 Manage a budget (MSC) (E1)

About this unit

This unit is about obtaining the best value for money within a set budget. You could be operating at any level within an organisation, as long as you are a budget holder with management responsibility.

In the context of this unit a budget may be a small amount of money allocated to an individual for the procurement of resources or services as required such as petty cash or it may be a large budget allocated against a specific project.

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Unit 425**Unit E1****Manage a budget**

Performance Criteria

You must:

- 1 Evaluate available information and consult with others to prepare a realistic **budget** for the respective area or activity of work
- 2 Submit the proposed **budget** to the relevant people in the organisation for approval and to assist the overall financial planning process
- 3 Discuss and, if appropriate, negotiate the proposed **budget** with the relevant people in the organisation and agree the final **budget**
- 4 Use the agreed **budget** to actively monitor and control performance for the respective area of activity of work
- 5 Identify the causes of any significant variances between what was **budget** and what actually happened and take prompt corrective action, obtaining agreement from the relevant people if required
- 6 Propose revisions to the **budget**, if necessary, in response to variances and/or significant or unforeseen developments and discuss and agree the revisions with the relevant people in the organisation
- 7 Provide ongoing information on performance against the **budget** to relevant people in your organisation
- 8 Advise the relevant people as soon as possible if you have identified evidence of potentially fraudulent activities
- 9 Gather information from implementation of the budget to assist in the preparation of future **budgets**

Knowledge and Understanding

You must know and understand:

- (a) The purpose of budgetary systems
- (b) Where to get and how to evaluate the available information in order to be able to prepare a realistic budget
- (c) The importance of spending time on and consulting with others in preparing a budget
- (d) How to discuss, negotiate and confirm a budget with people who control the finance and the key factors that should be covered
- (e) How to use a budget to actively monitor and control performance for a defined area or activity of work
- (f) The main causes of variances and how to identify them
- (g) What different types of corrective action could be taken to address identified variances
- (h) How unforeseen developments can affect a budget and how to deal with them
- (i) The importance of agreeing revisions to the budget and communicating the changes
- (j) The importance of providing regular information on performance against the budget to other people
- (k) Types of fraudulent activities and how to identify them
- (l) The importance of using the implementation of the budget to identify information and lessons for the preparation of future budgets
- (m) Factors, processes and trends that are likely to affect the setting of budgets in your industry/sector
- (n) The area or activity for which the budget is for
- (o) The vision, objectives and operational plans for your area of responsibility
- (p) The budgeting period(s) used in your organisation
- (q) Organisational guidelines and procedures for the preparation and approval of budgets and for monitoring and reporting of performance against budgets and revising budgets
- (r) The agreed budget, how it can be used and how much it can be changed without approval
- (s) The limits of your authority
- (t) Who needs information in your organisation about performance against your budget, what information they need, when they need it and in what format
- (u) What to do and who to contact if you suspect fraud has been committed

Unit 425**Unit E1****Manage a budget****Scope**

This element requires that you:

- A. Produce a **budget** report that shows
 - (i) forecast expenditure
 - (ii) actual expenditure

Notes

Unit 425**Unit E1****Manage a budget****Behaviour which underpin effective performance**

- 1 You present information clearly, concisely, accurately and in ways that promote understanding
- 2 You act within the limits of your authority
- 3 You show integrity, fairness and consistency in decision-making
- 4 You say no to unreasonable requests
- 5 You use communication styles that are appropriate to different people and situations
- 6 You take and implement difficult and/or unpopular decisions, if necessary
- 7 You respond quickly to crises and problems with a proposed course of action

Skills

- 1 Communicating
- 2 Decision making
- 3 Monitoring
- 4 Acting assertively
- 5 Presenting information
- 6 Reporting
- 7 Learning
- 8 Negotiating
- 9 Consulting
- 10 Information management
- 11 Evaluating
- 12 Contingency planning
- 13 Problem solving

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Unit 426 Enable learning through demonstration and instruction (ENTO) (L11)

Element L11.1	Demonstrate skills and methods to learners
Element L11.2	Instruct learners

About this unit

As a manager, you may need to show learners how to carry out their tasks or use particular equipment. You need to use a range of training skills and techniques to provide this instruction to the learner.

This unit is about demonstrating skills and methods to learners and instructing learners to carry out specific activities. It focuses on giving instructions to learners, reviewing their progress and giving them feedback.

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Unit 426**Element L11.1****Demonstrate skills and methods to learners**

Performance Criteria

You must:

- 1 Base the **demonstration** on any analysis of the skills needed and the order in which they must be learned.
- 2 Ensure that the **demonstration** is accurate and realistic
- 3 Structure the **demonstration** so that the **learner** can get the most out of it
- 4 Encourage **learners** to ask questions and get explanations at appropriate stages in the **demonstration**
- 5 Give **learners** the opportunity to practice the skill being demonstrated and give them positive feedback
- 6 Give extra **demonstrations** of the skills being taught to reinforce learning
- 7 Ensure that **demonstrations** take place in a safe environment and allow **learners** to see the **demonstration** clearly
- 8 Respond to the needs of the **learners** during the **demonstration**
- 9 Reduce distractions and disruptions as much as possible

Knowledge and Understanding

You must know and understand:

- (a) The separate areas of demonstrations which encourage learning
- (b) Which types of learning are best achieved and supported through demonstrations
- (c) How to identify and use different learning opportunities
- (d) How to structure demonstrations
- (e) How to choose from a range of demonstration techniques
- (f) How to put learners at their ease and encourage them to take part
- (g) How to choose between demonstration and instruction as learning methods
- (h) How to identify individual learning needs
- (i) Which factors are likely to prevent learning and how to overcome them
- (j) How to check learners understanding and progress
- (k) How to put information in order and decide whether the language you will be using is appropriate for the learners
- (l) How to choose and prepare appropriate materials, including technology-based materials
- (k) Ways of ensuring compliance with health, safety and environmental protection legislation and best practice
- (l) How to analyse and use developments in learning and new ways of deliver, including technology based learning

Unit 426**Element L11.1****Demonstrate skills and methods to learners****Scope**

This element requires that you:

- A. Provide **learners** with an opportunity to practice the skills demonstrated using both of the following techniques
 - (i) the learner works alongside you and copies your demonstration piece by piece
 - (ii) the learner watches your demonstration from start to finish then carries out the task for themselves
- B. Structure a **demonstration** so that it includes all of the following
 - (i) learner involvement
 - (ii) opportunity for learners to ask questions
 - (iii) delivery and timing methods appropriate to the learner
 - (iv) opportunity for the learner to practice
 - (v) feedback from the learner

Notes

Unit 426
Element L11.2

Instruct learners

Performance Criteria

You must:

- 1 Match **instructions** to the needs of the **learners**
- 2 Identify which learning outcomes will be achieved through **instruction**
- 3 Ensure that the manner, level and speed of the instruction encourages **learners** to take part
- 4 Regularly check that **learners** understand and adapt instruction as appropriate
- 5 Give **learners** positive feedback on the learning experience and the outcomes achieved
- 6 Identify anything that prevents learning

Knowledge and Understanding

You must know and understand:

- (a) The separate areas of instructional techniques which encourage learning
- (b) How to structure demonstrations and instruction sessions
- (c) Which types of learning are best achieved and supported through instruction
- (d) How to identify and use different learning opportunities
- (e) How to put learners at their ease and encourage them to take part
- (f) How to choose between demonstration and instruction as learning methods
- (g) How to identify individual learning needs
- (h) Which factors are likely to prevent learning and how to overcome them
- (i) How to check learners understanding and progress
- (j) How to put information in order and decide whether the language you will be using is appropriate for the learners
- (k) How to choose and prepare appropriate materials, including technology-based materials
- (l) Ways of ensuring compliance with health, safety and environmental protection legislation and best practice
- (m) How to analyse and use developments in learning and new ways of deliver, including technology based learning

Unit 426**Element L11.2****Instruct learners****Scope**

This element requires that you:

- A. Provide an instruction session to **learners** in both of the following ways
 - (i) written or pictorial instructions
 - (ii) verbal instructions
- B. Structure an **instruction** session that includes all of the following
 - (i) opportunity for learners to ask questions
 - (ii) instructions appropriate to the learner
 - (iii) feedback from the learner

Notes

Evidence summary sheets

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Element 401.1 Establish and implement a horse care policy		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Formulate the policy based on an evaluation of horse welfare, the business plan and staff resources	
2	Ensure that the aims and objectives of the policy conform to legislative requirements and best current practice	
3	Make the policy available to the relevant personnel	
4	Evaluate the policy against stated aims and objectives at agreed intervals	
5	Act on the decisions resulting from evaluation promptly	
6	Supervise the effective implementation of the policy	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Formulate a welfare policy with regard to (pc 1, 2, 3, 4, 6)						
i) worming						
ii) shoeing						
iii) vaccination						
iv) housing						
v) bedding						
vi) exercise						
vii) access to grazing						
viii) insurance						
B. Ensure the following personnel are familiar with the policy (pc 3)						
i) owners						
ii) stable staff						
iii) clients						
C. Evaluation Methods should include (pc 1, 4, 5)						
i) formal meetings						
ii) feedback from staff and clients						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 401.2 Manage the care of the horse under stress		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Organise suitable accommodation, environment and daily care for the horse	
2	Monitor the health and well-being of the horse under stress and evaluate against horse care policy	
3	Make the policy available to the relevant personnel	
4	Ensure that the actions prescribed by the specialist are carried out by relevant personnel	
5	Obtain feedback on the horse's response to specialist input from relevant personnel	
6	Instigate appropriate action in response to feedback until health and well-being are restored	
7	Implement measures to minimise stress and communicate them to the relevant personnel	
8	Communicate effectively at all times with staff involved in caring for the horse	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Must be able instigate appropriate actions where problem arise in relation to (pc 6)						
i) illness						
ii) lameness						
iii) performance						
iv) age						
v) changes in environment						
B. Identify the need for specialist input from three of the following (pc 5)						
i) farrier						
ii) vet						
iii) dentist						
iv) physiotherapist						
C. Communicate with the following personnel (pc 3, 4, 5, 7)						
i) owner						
ii) trainer						
iii) stable staff						
iv) specialist						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 401.3 Establish a nutrition policy		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Produce a nutrition policy based on an evaluation of horse welfare, the business plan and best current practice.	
2	Make the nutrition policy available to the relevant personnel	
3	Supervise the effective implementations of the nutrition policy	
4	Identify and implement individual horse's dietary needs	
5	Obtain feedback on the horse's response to nutrition policy from relevant personnel	
6	Modify nutrition policy as a result of the feedback received	
7	Communicate effectively at all times with staff involved in feeding the horse	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Establish a nutrition policy that covers (pc 1, 2, 3, 5, 6)						
i) an individual horse						
ii) a group of horses						
iii) feeding methods						
iv) types of feed						
v) quality of feed						
B. Identify dietary needs relating to (pc 4)						
i) forage						
ii) concentrates						
iii) water						
iv) supplements						
v) additives						
C. Obtain feedback on the nutritional policy through the following channels (pc 5)						
i) formal meetings						
ii) from staff and clients						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 402.1 Establish critical pre-inspection requirements		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Establish and confirm the individual's specific requirements for the horse	
2	Obtain and assess breeding information and records	
3	Establish and evaluate the horse's performance, temperament and experience	
4	Clarify any discrepancies in the information with relevant individuals	
5	Evaluate the methods of purchasing a horse and select the most effective	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Identify the individuals specific requirements in relation to (pc 1)						
i) height						
ii) age						
iii) breeding use						
iv) price						
B. Obtain the following information about the horse (pc 2, 4)						
i) sire						
ii) dam						
iii) siblings						
iv) vices						
v) height						
vi) age						
vii) inhibitive conditions						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 402.2 Inspect horses for specific requirements		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Make a perceptive evaluation of the horse's static conformation and age against specific requirements	
2	Make a perceptive evaluation of the horse's gait, balance and movement	
3	Note any defects and discuss their implications with relevant individuals	
4	Assess the potential, suitability and value of the horse against individual's needs	
5	Determine the most suitable method of establishing the horse's soundness and health	
6	When evaluating the horse, use working practices which are safe and in accordance with yard practice	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Make your perceptive evaluation against specific requirements including (pc 1, 2)						
i) height						
ii) type						
iii) age						
iv) breeding						
v) use						
vi) price						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 403.1 Train young horses from the ground		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Establish the breaking programme, brief the handlers and confirm their understanding	
2	Control and co-ordinate the successful introduction of the horse to the breaking process	
3	Evaluate the horse's progress throughout, agree and implement any required modifications to the programme	
4	Comply with working practices which are safe and in accordance with yard practice	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Establish breaking programmes that define (pc 1, 2)						
i) the method to be used						
ii) the equipment to be used						
iii) the location to be used						
iv) breaking tack						
v) groundwork						
vi) rider/ driver						
B. Make necessary modifications to the programme including (pc 3)						
i) re-train						
ii) provide further schooling						
iii) cease activities						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 403.2 Establish basic training		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Establish the basic training programme , brief the relevant personnel and confirm their understanding	
2	Control and co-ordinate the successful basic training of the horse	
3	Use working practices which are safe and in accordance with yard practice	
4	Evaluate the training programme at regular intervals and agree and implement any required modifications	

Element completed

Candidate signature: _____

Assessor signature: _____

Internal Verifier: _____

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Establish a basic training programme that includes (pc 1, 4)						
i) simple movements						
ii) working in company with other horses						
iii) outside influences						
B. Make necessary modifications to the programme including (pc 4)						
i) re-train						
ii) provide further schooling						
iii) cease activities						
C. Brief the relevant personnel including (pc 1)						
i) trainer						
ii) instructor						
iii) handler						

Knowledge and understanding completed:

Assessor Signature

Date

Date: _____

Date: _____

Date: _____

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Element 404.1 Establish and implement a breeding policy		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Formulate the policy based on an evaluation of future trends, organisational and market needs	
2	Ensure that the aims and objectives of the policy conform to legislative requirements and current best practice	
3	Make the policy available to relevant personnel	
4	Evaluate the policy against stated aims and objectives at agreed intervals	
5	Act on decisions resulting from the evaluation process promptly	
6	Supervise the effective implementation of the policy	

Element completed

Candidate signature: _____

Assessor signature: _____

Internal Verifier: _____

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Include the following in your breeding policy (pc 1, 2, 3, 4, 6)						
i) stallion and mare selection						
ii) stallion and mare promotion and use						
iii) stallion and mare management						
iv) feeding						
v) worming						
vi) vaccinations						
vii) hoof care						
viii) customer care						
ix) veterinary input						
x) dental care						
B. Ensure the following relevant personnel are aware of the policy (pc 3)						
i) stable staff						
ii) owner						
iii) client						
iv) veterinary surgeon						

Knowledge and understanding completed:

Assessor Signature

Date

Date: _____

Date: _____

Date: _____

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Element 404.2 Establish and implement a breeding policy		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Select stallions and/or mares in accordance with agreed policy	
2	Define and record handlers responsibility and limits of authority	
3	Obtain feedback from handlers on the progress of coverings	
4	Take appropriate action if difficulties are encountered during covering	
5	Identify sub-fertility in mares and/or stallions and take appropriate action	
6	Encourage individuals to make suggestions on how procedures could be improved	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Take appropriate actions if difficulties are encountered including (pc 4)						
i) seeking specialist advice						
ii) arranging further covering						
iii) consulting owner						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 405.1 Establish and implement a rearing policy		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Formulate the policy based on an evaluation of future trends, organisational and market needs	
2	Ensure that the aims and objectives policy conforms to legislative requirements and best practice	
3	Make the policy available to relevant personnel	
4	Evaluate the policy against stated aims and objectives at agreed intervals	
5	Act on decisions resulting from the evaluation process promptly	
6	Supervise the effective implementation of the policy	

Element completed

Candidate signature: _____

Assessor signature: _____

Internal Verifier: _____

Scope		Observation/ evidence number					
		1	2	3	4	5	6
A.	Ensure your policy complies with legislative requirements and best practice including (pc2)						
i)	feeding						
ii)	weaning						
iii)	vaccinations						
iv)	castrations						
v)	hoof care						
vi)	selection and sale of young stock						
B.	Liaise with relevant personnel including (pc 3)						
i)	stable staff						
ii)	owner						
iii)	personnel						
C.	Evaluate the policy through one or more of the following methods (pc 4, 5)						
i)	formal meetings						
ii)	monitoring of feedback from clients and staff						

Knowledge and understanding completed:

Assessor Signature

Date

Date: _____

Date: _____

Date: _____

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Element 405.2 Control and organise foaling and care of the foal		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Define and record team and individual responsibility and limits of authority	
2	Supervise foaling care and care of the new born foal in accordance with agreed policy	
3	Obtain and act on feedback on the progress of mare and foal	
4	Assist with difficult foalings in accordance with agreed policy	
5	Recognise foal problems and take appropriate action	
6	Recognise mare problems and take appropriate action	
7	Encourage individuals to make suggestions on how procedures could be improved	

Element completed

Candidate signature: _____

Assessor signature: _____

Internal Verifier: _____

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Deal with the following foaling problems (pc 2, 4)						
i) abnormal presentation						
B. Deal with at least three of the following foal problems (pc 5)						
i) suckling						
ii) meconium retention						
iii) growth deformities						
iv) orphan						
v) health						
C. Deal with the following mare problems (pc 6)						
i) retention of placenta						
ii) acceptance of foal						
iii) health						
D. Take appropriate action including (pc 5)						
i) seek specialist advice						
ii) change diet						
iii) change care schedule						

Knowledge and understanding completed:

Assessor Signature

Date

Date: _____

Date: _____

Date: _____

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Element 405.3 Control and organise the rearing of young stock		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Define and record team and individual responsibilities and limits of authority	
2	Plan and implement appropriate methods of weaning	
3	Obtain and act on feedback on the progress of mares and weanlings	
4	Implement routine health care for young stock	
5	Plan and implement diet of young stock to optimise growth and development	
6	Obtain and act on feedback on the health , growth and development of young stock	
7	Encourage individuals to make suggestions on how procedures could be improved	

Element completed

Candidate signature: _____

Assessor signature: _____

Internal Verifier: _____

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Deal with the following foaling problems (pc 2, 4)						
i) abnormal presentation						
B. Deal with at least three of the following foal problems (pc 5)						
i) suckling						
ii) meconium retention						
iii) growth deformities						
iv) orphan						
v) health						
C. Deal with the following mare problems (pc 6)						
i) retention of placenta						
ii) acceptance of foal						
iii) health						
D. Take appropriate action including (pc 5)						
i) seek specialist advice						
ii) change diet						
iii) change care schedule						

Knowledge and understanding completed:

Assessor Signature

Date

Date: _____

Date: _____

Date: _____

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Element 406.1 Plan journey and make transport arrangements		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Establish transportation requirements and agree plans with relevant personnel	
2	Arrange suitable transport to meet travel requirements	
3	Keep all relevant personnel informed of travel arrangements	
4	Determine journey route to ensure appropriate arrival time taking contingency plans into consideration	
5	Ensure all travel document is complete, legible and in line with appropriate legislation	
6	Ensure travel plans maintain optimum welfare for horse and staff	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Establish travel plans that address the welfare issues of the horse including (pc 6)						
i) health						
ii) feed						
iii) water						
iv) exercise						
v) rest						
B. Travel plans should be agreed with relevant personnel including (pc 3)						
i) owners						
ii) trainers						
iii) stable staff						
iv) transport companies						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Internal Verifier: _____

Date: _____

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Element 406.2 Prepare horse and equipment for journey		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Brief all relevant personnel about travel plans	
2	Organise the equipment and resources for the for journey and purpose of travel	
3	Ensure horse is suitably prepared for journey	
4	Ensure all travel documentation is complete	
5	Complete necessary safety checks	
6	Ensure horse(s) are loaded in a way which minimises stress	
7	Maintain health, safety and security of horse, self and others throughout	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Organise equipment and resources including (pc 2)						
i) feed and hay						
ii) full water tank						
iii) method of restraint						
iv) kit						
v) first aid						
vi) documentation/ passport						
B. Brief relevant personnel including (pc 1)						
i) transport companies						
ii) trainers						
iii) stable staff						
iv) owners						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 406.3 Manage horse safety and welfare during transportation		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Check the horses condition at regular intervals during the journey	
2	Identify any causes for concern, signs of stress or ill-health and take the appropriate action	
3	Reschedule the timetable and promptly inform the appropriate person if problems occur	
4	Feed, water, exercise and rest horse during the journey to maintain their health and well-being	
5	Unload horses in a manner which minimises stress	
6	Establish horses safely in their new environment	
7	Maintain the health, safety and welfare of the horse, self and other at all times	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Take appropriate action if the horse shows symptoms of stress or ill-health including (pc 2)						
i) contact vet						
ii) contact owner/rider						
iii) carry out first aid care						
iv) treat for dehydration						
v) discontinue journey						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

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Element 407.1 Design a training programme for a performance horse		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Define the discipline or competitive performance which the horse is required to achieve and agree these objectives with relevant personnel	
2	Select training methods which have the greatest potential for achieving optimum fitness and performance	
3	Evaluate the current performance and condition of the horse and identify the horse's training needs	
4	Formulate training goals and methods based on the agreed objectives, training needs and resources	
5	Select schooling methods which provide the horse with the necessary skills	

Element completed

Candidate signature: _____

Assessor signature: _____

Internal Verifier: _____

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Design training programmes that optimise the use of at least three resources including (pc 4)						
i) schooling facilities						
ii) tack						
iii) rider						
iv) time						
v) human input						
vi) facilities						
vii) finance						
B. Select training methods for the following types of horses (pc 2)						
i) experienced						
ii) inexperienced						
iii) unfit						
iv) fit						

Knowledge and understanding completed:

Assessor Signature

Date

Date: _____

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Element 407.2 Implement a training programme for a performance horse		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Brief relevant personnel on all aspects of the proposed training programme	
2	Use training programmes which optimise the use of the available resources	
3	Improve the horse's performance using valid and reliable training methods	
4	Implement the training programme to meet objectives, ensuring it is sufficiently flexible to allow for variations in requirements	
5	Use working practices which are safe and in accordance with accepted practice	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Implement training programmes for the following types of horses (pc 1, 2, 4)						
i) experienced						
ii) inexperienced						
iii) unfit						
iv) fit						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Internal Verifier: _____

Date: _____

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Element 408.1 Evaluate a training programme		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Evaluate training programmes for the following types of horses (pc 1, 2, 4, 6)						
i) experienced						
ii) inexperienced						
iii) unfit						
iv) fit						
B. Obtain feedback from two or more of the following personnel						
i) trainer						
ii) owner						
iii) rider						
iv) groom						

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Evaluate the training programme at regular intervals against the agreed objectives and training needs of the horse	
2	Evaluate the training programme at regular intervals against the agreed objectives and training needs of the horse	
3	Analyse the information obtained and record the results	
4	Evaluate the suitability and safety of facilities and equipment and record the results	
5	Communicate effectively at all times with staff involved in training the horse	
6	Evaluate the horse's readiness to compete	
7	Assess the horse's athletic ability and decide the competitive campaign strategy	

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Element 408.2 Recommend and implement modification of the training programme		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Discuss the evaluation of the training programme with relevant personnel and review and adjust the objectives where necessary	
2	Modify the training programme to meet the reviewed objectives	
3	Ensure that any modification takes into account the future potential and desired performance of the horse	
4	Ensure that modification takes into account the availability and effective use of resources	
5	Discuss factors which affect or are affected by modification of the training programme with relevant personnel and take appropriate actions	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Ensure factors are taken into consideration including (pc 5)						
i) availability of resources						
ii) usage of resources						
iii) implications for the horse						
iv) implications for the user of the horse						
B. Select training methods for the following types of horses (pc 2)						
i) experienced						
ii) inexperienced						
iii) unfit						
iv) fit						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Element 409.1 Carry out pre-competition preparation		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Enter the horse in appropriate competitions and agree this with the relevant personnel	
2	Declare the horse at the correct time	
3	Control and implement pre-competition routines	
4	Undertake preparation of the horse by fitting appropriate tack and equipment for the specified discipline	
5	Ensure that working practices are safe and comply with yard practice	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Undertake pre-competition routines including (pc 3)						
i) feeding/watering						
ii) equipment preparation						
iii) transport						
iv) turn out						
B. Undertake preparation with the following types of horse (pc 4)						
i) experienced						
ii) inexperienced						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Internal Verifier: _____

Date: _____

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Element 409.2 Manage competition horses		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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6		

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Liaise with three of the following relevant personnel (pc 6)						
i) trainer						
ii) rider						
iii) other staff						
iv) competition officials						
v) press						
B. Undertake post-performance routines , including						
i) feeding/watering						
ii) care of equipment						
iii) exercise						
iv) health assessment of the horse						

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Recognise which level of discipline would be most suitable for an individual horse	
2	Understand the effect of a horse's breeding on its competitive potential	
3	Organise the registration of horses with the appropriate bodies	
4	Understand and adhere to the rules of the governing authority	
5	Manage the process of entering horses in appropriate competitions	
6	Liaise with relevant personnel	
7	Manage the tacking up procedure	
8	Carry out post performance routines	
9	Maintain basic records as appropriate	

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 410.1 Plan the marketing and sales strategy for the organisation		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Assess young stock for value and potential	
2	Identify most appropriate selling method for individual horses	
3	Make arrangements for entry to public auction for specific horses	
4	Liaise with connections to confirm selling plans	
5	Plan and implement marketing programme for selling horses through public or private means	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Select the most appropriate selling methods from (pc 2)						
i) private						
ii) auction						
B. Select the correct marketing method, from the following (pc 5)						
i) advert						
ii) catalogue entry						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

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Element 410.2 Oversee the sales preparation procedures		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Plan the training and education of horses for sale	
2	Supervise the care and welfare of horses leading up to sale	
3	Organise the presentation of horses for sale	
4	Brief relevant personnel on events leading to attendance at sales	
5	Ensure horse vaccinations and passport documentation are complete and up to date	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Develop a training plan for three of the following (pc 1)						
i) rugging						
ii) stable manners						
iii) leading						
iv) travelling						
B. Ensure appropriate care is provided to the horse leading up to the sale including (pc 2)						
i) health						
ii) feed						
iii) water						
iv) grooming						
v) exercise						
vi) rest						
C. Ensure relevant personnel are kept briefed on events leading up to the sale including as appropriate (pc 4)						
i) owners						
ii) stable staff						
iii) transport staff						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

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Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 410.3 Supervise public and private sales procedures		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Organise the travel arrangements and accommodation for horses being sold	
2	Prepare horse for sale ring or private purchaser	
3	Supervise the showing of horse to prospective clients	
4	Complete sales documentation	
5	Follow sales procedures prior to, during and after sales	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Supervise the showing of a horse for both of the following types sale (pc 3)						
i) private						
ii) public						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 411.1 Plan how to improve your marketing		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Research the market for your line of business	
2	Find out about your competitors' activities	
3	Analyse your research to decide if there are opportunities to improve your current market	
4	Review your findings against the business targets	
5	Prepare a detailed budget for marketing	
6	Produce a marketing plan including all the information used to make your decisions	
7	Decide how you will measure whether your marketing plans are successful	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Investigate and develop a marketing plan for one of the following (pc 6)						
i) an existing product or service offered by the business						
ii) a new product or service that you wish to offer						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 411.2 Carry out your marketing plan		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
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5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Decide what products/services the business needs to market	
2	Make sure all the people involved are able to carry out the actions to market the products/services	
3	Monitor the progress of sales and marketing and communicate this information to the right people	
4	Identify any new opportunities or threats and change the business plan as necessary	
5	Decide how you will deal with things when sales or marketing differ from the plan	
6	Decide how you will monitor customer service including complaints comments or suggestions	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Implement a marketing plan for (pc 6)						
i) an existing product or service offered by the business						
ii) a new product or service that you wish to offer						
B. Amend the business plan to take account of						
i) threats						
ii) opportunities						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

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Element 412.1 Assess land for suitability		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Assess pasture for suitability for grazing with equine breeding stock	
2	Identify features that will limit the potential of the pasture	
3	Identify features with specific management requirements	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Assess pasture for suitability for two of the following types of equine (pc 1)						
i) old/retired						
ii) resting						
iii) working						
iv) specialist care						
B. Identify the potential impact of four of the following features (pc 2, 3)						
i) climatic factors						
ii) gradient						
iii) evenness of surface						
iv) soil type and profile						
v) herbage						
vi) fencing/shelter						
vii) access						
viii) services (water/electricity)						
ix) security and safety						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Internal Verifier: _____

Date: _____

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Element 412.2 Establish suitable grazing		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Plan a strategy to establish suitable grazing that takes account of all relevant factors	
2	Ensure that the soil structure is sufficient and take appropriate corrective action if necessary	
3	Ensure the pasture coverage is sufficient and re-seed as necessary	
4	Ensure that the design and layout of the paddock is suitable for the equine type	
5	Ensure that fencing and shelter is sufficient and secure and take appropriate action if necessary to provide a safe and secure environment	
6	Ensure that access and services are sufficient and take appropriate action as necessary	
7	Ensure that all action taken is compliant with organisational and legal requirements	
8	Carry out your work in a manner which minimises environmental damage	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Recognise and consider the following relevant factors (pc 1)						
i) previous use of the site						
ii) existing structures and services						
iii) soil conditions						
iv) different weather conditions						
B. Develop a strategy for four or more of the following equine type (pc 4)						
i) old/retired						
ii) resting						
iii) breeding						
iv) working						
v) specialist care						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element 412.3 Manage established grassland for equines		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Use and maintain tools and equipment correctly and in a way that achieves their purpose	
2	Monitor the pasture effectively in accordance with production requirements	
3	Identify problems and take the correct prompt action to remedy the situation	
4	Where necessary seek the necessary technical advice regarding suitable actions for minimising the effects of pests, diseases and disorders	
5	Perform your work in a manner which minimises environmental damage	
6	Assess the results of maintenance operations, ensuring objectives standards and safety requirements have been achieved	
7	Keep the necessary records accurate, legible and complete	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Use tools and equipment to undertake two of the following functions (pc 1)						
i) harrowing						
ii) rolling						
iii) aerating						
iv) topping						
v) cleaning						
B. Take action to resolve one or more of the following problems						
i) soil deficiency						
ii) herbage deficiency						
iii) vermin problems						
iv) poor drainage						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

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Assessor signature: _____

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Unit 413 Manage the availability of physical resources		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Monitor the provision of supplies to ensure that there is always adequate availability to keep the workplace productive and safe	
2	Continuously monitor the quality of physical resources	
3	Ensure your teams use of physical resources is efficient	
4	Monitor the use of physical resources in ways that are reliable and comply with organisational requirements	
5	Monitor the actual use of physical resources against an agreed plan at appropriate intervals	
6	Maintain records of use of physical resources that are complete accurate and available to authorised people only	
7	Take corrective action to deal with any actual or potential problems with supplies promptly	
8	Where you are unable to obtain the physical resources you need in full, agree appropriate amendments to you plans and with relevant people	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Obtain supplies from one of the following types of supplier (pc 1, 7)						
i) inside your organisation						
ii) outside your organisation						
B. Use two of the following types of monitoring (pc 1, 2, 4, 5)						
i) direct observation						
ii) verbal information from others						
iii) written information from others						
C. Take one of the following types of corrective action (pc 7)						
i) alter activities						
ii) modify the use of physical resources for activities						
iii) renegotiate the allocation of physical resources						
D. Present plans to at least two types of the following relevant people (pc 8)						
i) team members						
ii) colleagues working at the same level						
iii) higher-level managers or sponsors						
iv) people outside your organisation						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

Unit 413 Manage the availability of physical resources		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Monitor the provision of supplies to ensure that there is always adequate availability to keep the workplace productive and safe	
2	Continuously monitor the quality of physical resources	
3	Ensure your teams use of physical resources is efficient	
4	Monitor the use of physical resources in ways that are reliable and comply with organisational requirements	
5	Monitor the actual use of physical resources against an agreed plan at appropriate intervals	
6	Maintain records of use of physical resources that are complete accurate and available to authorised people only	
7	Take corrective action to deal with any actual or potential problems with supplies promptly	
8	Where you are unable to obtain the physical resources you need in full, agree appropriate amendments to you plans and with relevant people	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Obtain supplies from one of the following types of supplier (pc 1, 7)						
i) inside your organisation						
ii) outside your organisation						
B. Use two of the following types of monitoring (pc 1, 2, 4, 5)						
i) direct observation						
ii) verbal information from others						
iii) written information from others						
C. Take one of the following types of corrective action (pc 7)						
i) alter activities						
ii) modify the use of physical resources for activities						
iii) renegotiate the allocation of physical resources						
D. Present plans to at least two types of the following relevant people (pc 8)						
i) team members						
ii) colleagues working at the same level						
iii) higher-level managers or sponsors						
iv) people outside your organisation						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

Element CU99.1 Determine and assess potential sources of funding		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Identify potential sources of funding which are relevant to the organisation and its work	
2	Obtain information on the sources of funding and assess its appropriateness to the work of the organisation	
3	Identify and assess opportunities and constraints for the organisation given the nature and commitments of the sources of funding	
4	Analyse and present the information in a form which can be used effectively by others	
5	Select sources of funding most appropriate to the organisation and its aims	
6	Formulate proposals for action which are capable of implementation and supported by a clear rationale	
7	Keep accurate, legible and complete records of the process for future use	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Consider the following sources of funding : (pc 1,2, 3, 5)						
i) local						
ii) national						
iii) international						
B. Obtain information on:						
i) the nature of activities which will attract funding						
ii) the interests and priorities of the funding sources						
iii) the values of the funding agency						
iv) commitments of the organisation						
C. Identify and assess opportunities :						
i) for extending and maintaining the business						
ii) for funding areas of change and expansion which could not be achieved through another route						
D. Identify and assess the following constraints :						
i) conditions restricting the range of other business activities						
ii) conditions which limit the perceived opportunities available						
iii) funding implications e.g. in terms of timing and scheduling						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

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Element CU99.2 Negotiate and secure sources of funding		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Prepare information and data to time and in a form which is consistent with funder's requirements	
2	Clearly explain the added benefits which may result from the funding	
3	Take the appropriate actions to facilitate progress when there are delays in processing the proposal	
4	Confirm that individuals have the necessary authority to conclude the process prior to the start of negotiations	
5	Conduct negotiations in a manner which encourages the desired result while maintaining organisational commitments and values	
6	Provide additional information in an appropriate format to enable negotiations to proceed effectively according to organisational requirements	
7	Assess details of the outcome prior to the completion of documentation	
8	Handle discussions in a way which does not prejudice future relationships and seek feedback for future action when positive outcomes are not achieved	
9	Make information on the outcome appropriately available to those who need to know the result	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Explain the following benefits: (pc 2)						
i) for the organisation concerned (e.g. being able to attract government funding to match that given by the sponsor)						
ii) for the contributor (e.g. marketing deals, logo advertising)						
B. Conduct the following negotiations:						
i) formal						
ii) informal						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element CU106.1 Ensure a healthy and safe workplace		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	develop health and safety procedures that meet legal and organisational requirements	
2	identify people whom other people must <ul style="list-style-type: none"> report accidents to report identified health and safety risks to seek first aid treatment from 	
3	identify how health and safety data will be recorded in line with legal requirements	
4	develop health and safety training plans appropriate to the workforce and in line with legal requirements	
5	ensure the health and safety procedures are communicated to all people in the workplace in the appropriate manner	
6	identify any changes within the workplace or as a result of legal regulations or guidelines that affect your working practices	
7	notify all people in the workplace promptly of any changes to health and safety procedures	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. you must specify the use of at least two of the following procedures (pc 1, 5)						
i) planned inspections						
ii) spot checks						
iii) checks on identified danger area						
iv) planned reviews						
B. you must demonstrate the recording of data for at least two of the following types of health and safety data (pc 3)						
i) complaints						
ii) incidents						
iii) accidents						
iv) illness						
v) fire evacuation drills						
vi) test certificates						
vii) training records						
viii) results of monitoring						
C. you must show that you have reviewed at least two of the following changes (pc 6, 7)						
i) changes to working practises						
ii) changes to equipment used in the workplace						
iii) changes to personnel						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Element CU106.2 Conduct risk assessment in the workplace		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	identify why and where a risk assessment will be carried out	
2	ensure that you have the relevant up-to-date information to carry out risk assessment	
3	seek expert advice when necessary	
4	identify hazards that could result in harm to staff or other people in the workplace	
5	record hazards in a way that conforms with legal and workplace requirements	
6	report the results of your risk assessment to the appropriate person in the agreed manner	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. You must show that you have identified at least two of the following types of hazards in the workplace (pc 4, 5)						
i) the use of equipment or materials						
ii) the use of substances hazardous to health						
iii) the working practice						
iv) the layout of the workplace						
v) the job roles						
vi) people with special needs						
B. You must demonstrate that you have used at least one of the following sources of information (pc 2)						
i) internal health and safety experts						
ii) HSE Offices/ Website/ Publications						
iii) relevant industry publications						
iv) other external organisations						
C. You must demonstrate that you have presented the results of a risk assessment to at least one of the following (pc 1, 6)						
i) management associated with the assessed activities						
ii) employees associated with the assessed activities						
iii) union representatives						
iv) staff representatives						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

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Element CU107.1 Prepare to interview		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Identify the main task that you wish the new recruit to undertake and develop a clear job specification	
2	Identify the skills, knowledge and experience that are essential for a new recruit to have and develop a clear person specification	
3	Determine the criteria against which you will measure each applicant	
4	Ensure that the process you intend to follow is legal and justifiable	
5	Decide on the terms and conditions for the post to which you wish to recruit	
6	Review application to decide wish candidates you wish to interview	
7	Notify applicants that you wish to interview advising of time, date and location of interview	
8	Carry out all interviews in the same way, asking the same questions that you are legally allowed to ask	
9	Record the skills, abilities and knowledge of each candidate and check how this matches with your list of essentials and desirables	
10	Request and check references	
11	Ensure all candidate information remains confidential	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Produce job specifications for at least two of the following types of personnel (pc 1)						
i) internal						
ii) external						
iii) permanent						
iv) temporary						
v) part-time						
vi) full-time						
vii) paid						
viii) voluntary						
B. Plan to recruit into one of the following vacancies (pc 5)						
i) new position						
ii) existing position						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element CU107.2 Interview and select candidates		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Ensure that you have the use of an appropriate room and will be free from interruption to conduct the interview	
2	Carry out all interviews in the same way, asking the same questions that you are legally allowed to ask	
3	Ensure information that you ask candidates for is relevant to the selection process	
4	Records of the selection process are complete, accurate, clear and comply with organisational and legal requirements	
5	Check how candidates skills, abilities and knowledge match with your list of essentials and desirables	
6	Produce a short list of candidates	
7	Ensure your decisions are justifiable from the evidence gained	
8	Request and check candidates references	
9	Provide feedback to all candidates	
10	Ensure all candidate information remains confidential	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Interview candidates for one of the following (pc 1, 2)						
i) new position						
ii) existing position						
B. Interview candidates from the following (pc 3, 5, 6, 8, 9, 10)						
i) internal to the business						
ii) external to the business						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Unit CU111 Use information to make decisions relevant to the Land-based Sector		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Identify the information you need to make the required decisions	
2	Obtain information that is accurate, relevant and sufficient to support decision making	
3	Obtain information that is reliable and sufficiently wide-ranging to meet current and likely future information requirements	
4	Where information is inadequate, contradictory or ambiguous take prompt and effective action to deal with this	
5	Analyse the information in methods that are appropriate to achieve the objectives	
6	Identify relevant patterns and trend from your analysis of information	
7	Support your conclusions with reasoned argument and appropriate evidence	
8	You differentiate clearly between fact and opinion	
9	Your records of analysis clearly show the assumptions and decisions at each stage	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Obtain information from one or more of the following sources (pc 2, 3)						
i) people within your organisation						
ii) people outside of your organisation						
iii) internal information systems						
iv) published media						
B. When making your decisions you take account of the following types of organisational constraints (pc 1, 2, 9)						
i) organisations objectives						
ii) organisations policies						
iii) resources						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

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**Unit 418 Help teams working in the Land-based Sector to achieve their objectives
(CU119)**

Unit CU119 Help teams working in the Land-based Sector to achieve their objectives		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Wherever possible ensure the team contains an appropriately diverse mix of knowledge, skills and experience	
2	Ensure teams have a clear understanding of their goals and objectives	
3	Provide teams with the information, resources and support to allow them to achieve their goals and objectives	
4	Encourage the development of team members roles during work activities	
5	Maintain the performance of the team when team members are absent, redeployed or replaced	
6	Take the necessary action to improve team performance when it is unsatisfactory	
7	Provide teams with opportunities to develop their own way of working and to work independently within clearly specified boundaries	
8	Make time available to support others	
9	Provide relevant people with feedback on team members performance	
10	Recognise when there are conflicts amongst the team and take appropriate action to resolve the conflict	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Set the following types of objectives (pc 2, 3)						
i) team objectives						
ii) individual objectives						
B. Take the necessary action to improve team performance in two or more of the following ways (pc 6)						
i) recruit new team member						
ii) redeploy team member						
iii) provide support to team members						
iv) provide training to team members where required						
v) realign team goals and objectives						
vi) manage conflict within the team						
vii) discuss the your concerns about the performance with members of the team						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

**Unit 418 Help teams working in the Land-based Sector to achieve their objectives
(CU119)**

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Unit CU123 Manage information, knowledge and communications within the Land-based Sector		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Ensure that those for whom you are responsible can readily access or be provided with any information or knowledge to which they are entitled	
2	Ensure that confidential information and knowledge is kept secure	
3	Ensure that information and knowledge is organised in ways that enable people to use it effectively	
4	Ensure that information and knowledge is acquired, recorded , stored, updated and made available in ways that are timely and cost effective	
5	The need for information and knowledge is continually reviewed	
6	Continually evaluate stored information and update or destroy if necessary	
7	Ensure that all information is stored in compliance with the data protection legislation	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Provide information to others in the workplace in both of the following ways (pc 1)						
i) verbally						
ii) written						
B. Record and store information in one of the following systems (pc 4)						
i) organisation wide system						
ii) system specific to you and your team						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

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Unit 420 Produce and implement a business plan for the land-based business (CU130)

Element CU130.1 Produce a business plan		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Ensure the business plan contains sufficient evidence to enable evaluation of the business venture by a potential funder	
2	Explain the market feasibility clearly within the business plan and support this with relevant research findings	
3	Accurately calculate and explain within the business plan , the capital and cash flow requirements and any discrepancies	
4	Clearly identify within the business plan , the anticipated revenue, receipts and outgoings of the proposed business venture. This should be supported by relevant research findings and accurate calculations, forecasts and projections	
5	Identify within the business plan how the proposed business venture will be able to supply intended products/services customers to time and quality	
6	Identify within the business plan the proposed nature of the business and justification of its likely viability	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Produce a business plan that includes (pc 1, 2, 3, 4, 5, 6)						
i) the nature of the business venture						
ii) market,						
iii) competitors						
iv) resources and premises						
v) legal requirements and how they will be met						
vi) funding and finance						
vii) business operations and controls						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

**Unit 420 Produce and implement a business plan for the land-based business
(CU130)**

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Element CU130.2 Implement the business plan		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Ensure the factors affecting the implementation of the proposal are clearly defined	
2	Draw up a schedule to identify the appropriate timing and phasing of the resource acquisition to meet the criteria in the business plan	
3	Identify and evaluate outline operational and revenue control systems for the business	
4	Identify systems for monitoring business performance for the start up and the first year of the business venture	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Evaluate outline operational and revenue control systems for appropriateness for the following (pc 3)						
i) the start up of the business venture						
ii) first year of the business venture						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

**Unit 420 Produce and implement a business plan for the land-based business
(CU130)**

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Unit CU146 Purchase products or services for the land-based organisation		
Obs. no.	Observed evidence summary	Assessor sign / date
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	Purchase products or services that are right in terms of quality, quantity and available at the right time, that give you the best value for your money	
2	Create partnerships with suppliers to improve the quality of the goods or services and/or reduce your costs	
3	Monitor and evaluate your purchasing process and look for ways to improve the efficiency in terms of time, quality or cost	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Investigate way of improving the goods supplied to you in one or more of the following ways (pc 2, 3)						
i) increased quality						
ii) reduced time of availability						
iii) reduced costs						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Internal Verifier: _____

Date: _____

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Unit A2 Manage your own resources and professional development		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Evaluate, at appropriate intervals, the current and future requirements of your work-role taking account of the vision and objectives of your organisation	
2	Consider your values and your career and personal goals and identify information which is relevant to your work role and professional development	
3	Discuss and agree personal work objectives with those you report to and how you will measure progress	
4	Identify the learning styles which work best for you and ensure that you take these into account in identifying and undertaking development activities	
5	Identify any gaps between the current and future requirements of your work-role and your current knowledge, understanding and skills	
6	Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills and support your own career and personal goals	
7	Undertake the activities identified in your development plan and evaluate their contribution to your performance	
8	Review and update your personal work objectives and development plan in the light of performance, any development activities undertaken and any wider changes	
9	Get regular and useful feedback on your performance from those who are in a good position to judge it and provide objectives and valid feedback	
10	Ensure that your performance consistently meets or goes beyond agreed requirements	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Produce a personal Development plan for the following (pc 6, 7, 8)						
i) short term (3 – 6 months)						
ii) medium term (6 – 12 months)						
iii) long term (12 months to 2 years)						

Knowledge and understanding completed:

Assessor Signature

Date

Behaviours which underpin effective performance and skills completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

	Behaviours which underpin effective performance <i>To prove competence in this element you must:</i>	Ref:
1	You address multiple demands without losing focus or energy	
2	You recognise changes in circumstances promptly and adjust plans and activities accordingly	
3	You prioritise objectives and plan work to make best use of time and resources	
4	You take personal responsibility for making things happen	
5	You take pride in delivering high quality work	
6	You show an awareness of your own values, motivations and emotions	
7	You agree achievable objectives for yourself and give a consistent and reliable performance	
8	You recognise your own strengths and limitations, play to your strengths and use alternative strategies to minimise the impact of your limitations	
9	You make best use of available resources and proactively seek new sources of support when necessary	
10	You reflect regularly on your own experience and use them to inform future action	

	Skills	Ref:
1	Setting objectives	
2	Evaluating	
3	Planning	
4	Learning	
5	Reviewing	
6	Communicating	
7	Self-assessment	
8	Time management	
9	Stress management	
10	Obtaining feedback	
11	Reflecting	
12	Prioritising	

Element B28.1 Plan a programme to achieve long and medium term goals		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	identify fixed points in the programme	
2	identify training cycles within the programme	
3	identify the focus of each component within each training cycle	
4	identify the priority of each component within each training cycle	
5	ensure the principles of training are applied to the plan	
6	agree the programme with others	
7	document the agreed programme	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three of the following components (pc 3, 4)						
i) physical						
ii) psychological						
iii) technical						
iv) tactical						
v) lifestyle						
B. cover two of the following others (pc 6)						
i) parents/guardians						
ii) other coaches/teachers/instructors working with the participants						
iii) support personnel						
iv) participants						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Internal Verifier: _____

Date: _____

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Element B28.2 Plan training cycles to achieve medium term goals		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
5		
6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Identify fixed points in the training cycle	
2	identify the training and performance necessary to develop the identified focus of each component	
3	ensure planned development of each component matches its priority	
4	ensure the programme is developed with due consideration for the identified fixed points	
5	ensure the principals of training are applied	
6	develop contingency plans for participants who do not achieve goals	
7	agree the plan with others	
8	document the agreed plan and contingencies for the training cycle	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three of the following components (pc 2, 3)						
i) physical						
ii) psychological						
iii) technical						
iv) tactical						
v) lifestyle						
B. cover two of the following others (pc 7)						
i) parents/guardians						
ii) other coaches/teachers/instructors working with the participants						
iii) support personnel						
iv) participants						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element B28.3 Identify and access resources to achieve goals		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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3		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Identify the resources necessary to implement the planned	
2	negotiate the availability of resources with sources	
3	ensure resources are within the programme's budget	
4	modify the plan to match resources and financial availability where necessary	
5	document the planned resources for each training cycle of the programme	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three of the following resources (pc 2, 3)						
i) facilities						
ii) coaching staff						
iii) specialist staff						
iv) equipment						
v) financial						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element B28.4 Plan coaching sessions		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	identify the short term goals that the session will contribute to	
2	ensure the identified short term goals are consistent with the medium term goals	
3	produce an outline plan for the session	
4	ensure the plan will contribute to the identified short term goals	
5	ensure the plan conforms to health and safety requirements	
6	ensure the plan maximises the time and resources available	
7	plan methods of delivery appropriate to the sport/activity, participants and resources	
8	develop contingency plans for participants who do not achieve goals	
9	agree the plan with others	
10	document the agreed plan and contingencies for the session	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover two types of the following participants (pc 7)						
i) individuals						
ii) groups						
iii) with particular needs as defined by the technical definition for the sport/activity						
B. cover three of the following resources (pc 7)						
i) facilities						
ii) coaching staff						
iii) specialist staff						
iv) equipment						
v) financial						
C. cover two of the following others (pc 9)						
i) parents/guardians						
ii) other coaches/teachers/instructors working with the participants						
iii) support personnel						
iv) participants						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element B29.1 Implement a programme		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	ensure resources are adequate for the planned programme and satisfy health and safety legislation and the requirements of the sport/activity	
2	ensure resources are set up and arranged in a way which meets participants' needs and the goals of the programme	
3	make sure access to the facility/area is safe and possible for all participants	
4	co-ordinate and allocate resources so as to optimize their use by participants	
5	brief other staff as to their responsibilities and contributions to the programme	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three of the following resources (pc 1, 2, 4)						
i) facilities						
ii) coaching staff						
iii) specialist staff						
iv) equipment						
v) financial						
B. cover two types of the following participants (pc 2, 3, 4)						
i) individuals						
ii) groups						
iii) with particular needs as defined by the technical definition for the sport/activity						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element B29.2 Monitor and adjust the programme to meet changing needs and circumstances		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	identify aspects of the programme which are not contributing to the achievement of the programme goals	
2	make adjustments to activities/opportunities which enable the programme to meet its goals	
3	make adjustments to resources to ensure they continue to be adequate and safe throughout the programme	
4	ensure resources are amended to ensure the effectiveness of the programme	
5	ensure that the programme is regularly monitored and appropriate action take to keep behaviour and activities within planned parameters	
6	ensure feedback is obtained from participants and other staff involved	
7	adjust the programme to meet the participants' developing needs and capabilities	
8	ensure that contingency plans are implemented when appropriate with the minimum of disruption	
9	ensure that other staff involved are kept informed of changes to the programme	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three of the following resources (pc 3, 4)						
i) facilities						
ii) coaching staff						
iii) specialist staff						
iv) equipment						
v) financial						
B. cover two types of the following participants (pc 6, 7)						
i) individuals						
ii) groups						
iii) with particular needs as defined by the technical definition for the sport/activity						
C. cover three types of the following contingency plans (pc 8)						
i) participant injury/ill health						
ii) resource unavailability						
iii) prior short term goals not met						
iv) participants unavailability						
v) drop-out/relapse						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element B29.3 Communicate programme information		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope		
To prove competence in this element you must:		
1	ensure that the aims and demands of the programme are explained to participants and other staff	
2	explain to participants and other staff information regarding current accepted practices	
3	brief other staff as to the extent and limitations of their responsibilities	
4	clearly explain to other staff expectations regarding behaviour towards participants	
5	communicate amendments to the programme, which affect participants and other staff	
6	ensure written information is accurate and legible	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three types of the following demands of the programme (pc 1)						
i) physical						
ii) psychological						
iii) technical						
iv) tactical						
v) lifestyle						
vi) safety						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element B29.4 Conclude the programme		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	conclude the programme in line with the programme plan	
2	ensure any arrangements relating to resources are concluded to the satisfaction of those concerned	
3	seek feedback from other staff on the programme	
4	inform participants of opportunities and future programmes which could improve their performance	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three of the following resources (pc 2)						
i) facilities						
ii) coaching staff						
iii) specialist staff						
iv) equipment						
v) financial						
B. cover two types of the following participants (pc 4)						
i) individuals						
ii) groups						
iii) with particular needs as defined by the technical definition for the sport/activity						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

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Element B29.5 Evaluate the programme		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	evaluate whether the programme has met its goals	
2	evaluate the content, structure, balance and processes of the programme	
3	evaluate the availability and allocation of resources	
4	evaluate own performance and ethical behaviour in relation to the expectations of participants and the sport/activity	
5	evaluate the contribution of other staff	
6	evaluate feedback from participants and other staff on the programme	
7	treat positively the views of all those involved	
8	compare the outcomes of the programme against the planned long and medium term goals	
9	record recommendations for improvements to future programmes	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. cover three of the following resources (pc 3)						
i) facilities						
ii) coaching staff						
iii) specialist staff						
iv) equipment						
v) financial						
B. cover two types of the following participants (pc 4, 6)						
i) individuals						
ii) groups						
iii) with particular needs as defined by the technical definition for the sport/activity						

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Unit E1 Manage a budget		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
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Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope

To prove competence in this element you must:

1	Evaluate available information and consult with others to prepare a realistic budget for the respective area or activity of work	
2	Submit the proposed budget to the relevant people in the organisation for approval and to assist the overall financial planning process	
3	Discuss and, if appropriate, negotiate the proposed budget with the relevant people in the organisation and agree the final budget	
4	Use the agreed budget to actively monitor and control performance for the respective area of activity of work	
5	Identify the causes of any significant variances between the budget and what actually happened and take prompt corrective action, obtaining agreement from the relevant people if required	
6	Propose revisions to the budget , if necessary, in response to variances and/or significant or unforeseen developments and discuss and agree the revisions with the relevant people in the organisation	
7	Provide ongoing information on performance against the budget to relevant people in your organisation	
8	Advise the relevant people as soon as possible if you have identified evidence of potentially fraudulent activities	
9	Gather information from implementation of the budget to assist in the preparation of future budgets	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Produce a budget report that shows (pc 1, 2, 3, 4 5, 6, 7, 9)						
i) forecast expenditure						
ii) actual expenditure						

Knowledge and understanding completed:

Assessor Signature

Date

Behaviours which underpin effective performance and skills completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal Verifier: _____

Date: _____

	Behaviours which underpin effective performance <i>To prove competence in this element you must:</i>	Ref:
1	You present information clearly, concisely, accurately and in ways that promote understanding	
2	You act within the limits of your authority	
3	You show integrity, fairness and consistency in decision-making	
4	You say no to unreasonable requests	
5	You use communication styles that are appropriate to different people and situations	
6	You take and implement difficult and/or unpopular decisions, if necessary	
7	You respond quickly to crises and problems with a proposed course of action	

	Skills	Ref:
1	Communicating	
2	Decision making	
3	Monitoring	
4	Acting assertively	
5	Presenting information	
6	Reporting	
7	Learning	
8	Negotiating	
9	Consulting	
10	Information management	
11	Evaluating	
12	Contingency planning	
13	Problem solving	

Element L11.1 Demonstrate skills and methods to learners		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
3		
4		
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6		

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Base the demonstration on any analysis of the skills needed and the order in which they must be learned.	
2	Ensure that the demonstration is accurate and realistic	
3	Structure the demonstration so that the learner can get the most out of it	
4	Encourage learners to ask questions and get explanations at appropriate stages in the demonstration	
5	Give learners the opportunity to practice the skill being demonstrated and give them positive feedback	
6	Give extra demonstrations of the skills being taught to reinforce learning	
7	Ensure that demonstrations take place in a safe environment and allow learners to see the demonstration clearly	
8	Respond to the needs of the learners during the demonstration	
9	Reduce distractions and disruptions as much as possible	

Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Provide learners with an opportunity to practice the skills demonstrated using both of the following techniques (pc 3, 4, 5, 7, 8)						
i) the learner works alongside you and copies your demonstration piece by piece						
ii) the learner watches your demonstration from start to finish then carries out the task for themselves						
B. Structure a demonstration so that it includes all of the following (pc 1, 2, 3, 4, 6, 7, 8)						
i) learner involvement						
ii) opportunity for learners to ask questions						
iii) delivery and timing methods appropriate to the learner						
iv) opportunity for the learner to practice						
v) feedback from the learner						

Knowledge and understanding completed:

Assessor Signature
Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Element L11.2 Instruct learners		
Obs. no.	Observed evidence summary	Assessor sign / date
1		
2		
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Scope	Observation/ evidence number					
	1	2	3	4	5	6
A. Provide an instruction session to learners in both of the following ways (pc 1, 3, 4, 5)						
i) written or pictorial instructions						
ii) verbal instructions						
B. Structure an instruction session that includes all of the following						
i) opportunity for learners to ask questions						
ii) instructions appropriate to the learner						
iii) feedback from the learner						

Performance criteria: tick when assessed, link to observations, those in bold must be covered in the scope To prove competence in this element you must:		
1	Match instructions to the needs of the learners	
2	Identify which learning outcomes will be achieved through instruction	
3	Ensure that the manner, level and speed of the instruction encourages learners to take part	
4	Regularly check that learners understand and adapt instruction as appropriate	
5	Give learners positive feedback on the learning experience and the outcomes achieved	
6	Identify anything that prevents learning	

Knowledge and understanding completed:

Assessor Signature

Date

Element completed

Candidate signature: _____

Date: _____

Assessor signature: _____

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Date: _____

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Further information

Further information regarding centre/scheme approval or any aspect of assessment of our qualifications should be referred to NPTC, with the exception of registration and certification which is via the walled garden or City & Guilds regional office.

Region	Telephone	Facsimile
NPTC	024 7685 7300	024 7669 6128
City & Guilds Scotland	0131 226 1556	0131 226 1558
City & Guilds North East	0191 402 5100	0191 402 5101
City & Guilds North West	01925 897900	01925 897925
City & Guilds Yorkshire	0113 380 8500	0113 380 8525
City & Guilds Wales	02920 748600	02920 748625
City & Guilds West Midlands	0121 359 6667	0121 359 7734
City & Guilds East Midlands	01773 842900	01773 833030
City & Guilds South West	01823 722200	01823 444231
City & Guilds London and South East	020 7294 2820	020 7294 2419
City & Guilds Southern	020 7294 2724	020 7294 2412
City & Guilds East	01480 308300	01480 308325
City & Guilds Northern Ireland/ Ireland	028 9032 5689	028 9031 2917

Websites www.nptc.org.uk and www.cityandguilds.com

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