

Level 3/4/5 Awards and Certificates in Leadership and Management for Parking Operations (2930)

September 2011 Version 1.0



Qualification at a glance

Subject area	Leadership and Management of Parking Operations
City & Guilds number	2930
Age group approved	16-18 (level 3), 19+ (all levels)
Assessment	Units 308 & 309 will be assessed via a short-answer test. All ILM management units will be assessed via assignment. All other parking specific units will be assessed via portfolio of evidence.
Support materials	Qualification handbook Assessment pack
Registration and certification	Consult the Walled Garden/Online Catalogue for last dates

Title and level	City & Guilds number	Accreditation number
Level 3 Certificate in the Management of Parking Operations	2930-03	600/3285/6
Level 4 Certificate in Parking Leadership and Management	2930-04	600/3330/7
Level 5 Certificate in Strategic Parking Leadership and Management	2930-05	600/3281/9
Level 3 Award in the Management of Parking Operations	2930-13	600/3284/4
Level 4 Award in Parking Leadership and Management	2930-14	600/3282/0
Level 5 Award in Strategic Parking Leadership and Management	2930-15	600/3283/2



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1 Introduction

This document tells you what you need to do to deliver the qualifications:

Area	Description
Who are the qualifications for?	<p>They are for candidates who work or want to work in the parking management sector. The primary management roles covered by the qualifications include:</p> <ul style="list-style-type: none"> • parking manager • area manager • parking operations manager • contract manager • contract compliance manager • debt recovery manager • those providing strategic planning for parking provision.
What do the qualifications cover?	<p>They allow candidates to learn, develop and practise the skills required for employment and/or career progression in the parking management sector.</p>
Who did we develop the qualification with?	<p>They were developed in association with the British Parking Association.</p>
What opportunities for progression are there?	<p>They allow candidates to progress in their career or to the following City & Guilds qualifications:</p> <ul style="list-style-type: none"> • Level 4 Award/Certificate in Parking Leadership and Management • Level 5 Award/Certificate in Strategic Parking Leadership and Management • ILM Management qualifications.

Structure

To achieve the **Level 3 Certificate in the Management of Parking Operations**, learners must achieve **6** credits from the mandatory units and a minimum of **9** credits from the optional units available.

Unit accreditation number	City & Guilds unit	Unit title	Credit value
Mandatory			
K/501/3795	301	Solving problems and making decisions	2
F/501/3804	302	Introduction to leadership	2
R/501/3855	303	Leading a team effectively	2

Unit accreditation number	City & Guilds unit	Unit title	Credit value
Optional			
K/503/1312	201	Assisting in the recovery of the non-payment of parking charges	4
J/601/2647	202	Administer parking dispensations	4
D/503/1324	304	Assessing and making decisions regarding challenges and representations relating to parking charges	4
H/503/1325	305	Contributing to adjudication related to parking	3
J/503/1317	306	Following organisational policy in responding to the fraudulent use of parking permits and tickets	3
R/503/1319	307	Mapping out the lines and signage required to address parking controls/restrictions	4
L/503/3358	308	Understand the legislative principles regulating parking and its enforcement	3
T/502/9630	309	Understand the legislative principles relating to parking controls and the associated use of lines and signage	2
L/601/2648	310	Administer parking and traffic challenges, representations and civil parking appeals	9
R/601/2649	311	Administer statutory parking and traffic appeals	9
J/601/2650	312	Administer parking and traffic debt recovery	9

To achieve the **Level 4 Certificate in Parking Leadership and Management**, learners must achieve **8** credits from the mandatory units, a minimum of **6** credits from optional group A and a minimum of **7** credits from optional group B.

Unit accreditation number	City & Guilds unit	Unit title	Credit value
Mandatory			
T/501/3282	401	Understanding the management role	4
L/501/3286	402	Managing the analysis of secondary data	4
Optional		Group A	
D/501/3812	313	Coaching and training your work team	2

Unit accreditation number	City & Guilds unit	Unit title	Credit value
R/501/8182	403	Solving problems by making effective decisions in the workplace	3
H/501/8185	404	Delegating authority in the workplace	3
A/501/8189	405	Managing and implementing change in the workplace	7
J/501/8194	406	Developing and managing people in the workplace	5
Y/501/3307	501	Managing resources	4
Optional		Group B	
F/503/1297	407	Researching the requirements for parking provision	4
T/503/1295	408	Using design to minimise the risk of crime within parking provision	4
A/503/1329	409	Providing management information reports regarding parking provision	4
M/503/1294	410	Identifying the need for signage and lines to meet the requirements for parking controls and restrictions	4
L/503/1321	411	Monitoring and quality assuring parking lines and signage	4
A/503/1315	412	Establishing equipment and signs appropriate for parking provision in temporary arrangements	4
D/503/1291	413	Designing parking layout which fulfils requirements regarding traffic flow and pedestrian movement	3
Y/503/1290	414	Contributing to identifying and making traffic orders for parking provision, control or restriction	4

To achieve the **Level 5 Certificate in Strategic Parking Leadership and Management**, learners must achieve **10** credits from the mandatory units, a minimum of **8** credits from optional group A and a minimum of **7** credits from optional group B.

Unit accreditation number	City & Guilds unit	Unit title	Credit value
Mandatory			
T/501/3282	401	Understanding the management role	4
H/501/3908	502	Assessing your own leadership capability and performance	6
Optional		Group A	
M/501/3295	415	Management communication	4

Unit accreditation number	City & Guilds unit	Unit title	Credit value
A/501/3302	416	Understanding financial management	2
D/503/2697	417	Managing marketing activities	3
H/503/2698	418	Data collection and analysis to justify management decision-making	2
Y/501/3288	503	Managing improvement	3
D/501/3289	504	Making a financial case	3
R/501/3290	505	Developing critical thinking	4
Y/501/3291	506	Leading innovation and change	5
Optional		Group B	
H/503/1292	507	Developing strategic objectives and a plan for parking provision	4
A/503/1296	508	Monitoring and evaluating parking strategy and objectives	4
M/503/1330	509	Developing and implementing policies and practices for the provision of parking services	3
K/503/1293	510	Identifying and monitoring competitors' parking strategies and activities	4
F/503/1316	511	Establishing and monitoring joint working with other agencies to recover the non-payment of parking charges	3
M/503/1313	512	Determining parking controls/ restrictions in line with objectives	5

To achieve the **Level 3 Award in the Management of Parking Operations**, learners must achieve **4** credits from the mandatory units and a minimum of **2** credits from the optional units available.

Unit accreditation number	City & Guilds unit	Unit title	Credit value
Mandatory			
K/501/3795	301	Solving problems and making decisions	2
F/501/3804	302	Introduction to leadership	2
Optional			
D/503/1324	304	Assessing and making decisions regarding challenges and representations relating to parking charges	4

Unit accreditation number	City & Guilds unit	Unit title	Credit value
H/503/1325	305	Contributing to adjudication related to parking	3
J/503/1317	306	Following organisational policy in responding to the fraudulent use of parking permits and tickets	3
R/503/1319	307	Mapping out the lines and signage required to address parking controls/restrictions	4
L/503/3358	308	Understand the legislative principles regulating parking and its enforcement	3
T/502/9630	309	Understand the legislative principles relating to parking controls and the associated use of lines and signage	2

To achieve the **Level 4 Award in Parking Leadership and Management**, learners must achieve **8** credits from the mandatory units and a minimum of **3** credits from the optional units available.

Unit accreditation number	City & Guilds unit	Unit title	Credit value
Mandatory			
T/501/3282	401	Understanding the management role	4
L/501/3286	402	Managing the analysis of secondary data	4
Optional			
F/503/1297	407	Researching the requirements for parking provision	4
T/503/1295	408	Using design to minimise the risk of crime within parking provision	4
A/503/1329	409	Providing management information reports regarding parking provision	4
M/503/1294	410	Identifying the need for signage and lines to meet the requirements for parking controls and restrictions	4
L/503/1321	411	Monitoring and quality assuring parking lines and signage	4
A/503/1315	412	Establishing equipment and signs appropriate for parking provision in temporary arrangements	4
D/503/1291	413	Designing parking layout which fulfils requirements regarding traffic flow and pedestrian movement	3
Y/503/1290	414	Contributing to identifying and making traffic orders for parking provision, control or restriction	4

To achieve the **Level 5 Award in Strategic Parking Leadership and Management**, learners must achieve **6** credits from the mandatory unit and a minimum of **3** credits from the optional units.

Unit accreditation number	City & Guilds unit	Unit title	Credit value
Mandatory			
H/501/3908	502	Assessing Your own leadership capability and performance	6
Optional		Group B	
H/503/1292	507	Developing strategic objectives and a plan for parking provision	4
A/503/1296	508	Monitoring and evaluating parking strategy and objectives	4
M/503/1330	509	Developing and implementing policies and practices for the provision of parking services	3
K/503/1293	510	Identifying and monitoring competitors' parking strategies and activities	4
F/503/1316	511	Establishing and monitoring joint working with other agencies to recover the non-payment of parking charges	3
M/503/1313	512	Determining parking controls/ restrictions in line with objectives	5



2 Centre requirements

Approval

There is no fast track approval for this qualification; existing centres who wish to offer this qualification must use the **standard** Qualification Approval Process.

To offer this [these] qualification[s], new centres will need to gain both centre and qualification approval. Please refer to the *Centre Manual - Supporting Customer Excellence* for further information.

Although not a requirement we would recommend centres apply to become ILM centres. This application process will be free and will give candidates free ILM membership for 6 months. ILM centre approval documents can be found here: <http://www.i-l-m.com/partner-with-ilm/498.aspx>

Centre staff should familiarise themselves with the structure, content and assessment requirements of the qualification[s] before designing a course programme.

Resource requirements

Centre staffing

Staff delivering this [these] qualification[s] must be able to demonstrate that they meet the following occupational expertise requirements. They should:

- be occupationally competent or technically knowledgeable in the area[s] for which they are delivering training and/or have experience of providing training. This knowledge must be to the same level as the training being delivered
- have recent relevant experience in the specific area they will be assessing
- have credible experience of providing training.

Centre staff may undertake more than one role, eg tutor and assessor or internal verifier, but cannot internally verify their own assessments.

Assessors and internal verifiers

Asset Skills unit requirements

For all Asset Skills parking specific units Assessors must meet the following requirements:

The assessor should have the following assessment competence

- **Either** hold D32 and/or D33 or A1 and/or A2 or be working towards A1 and/or A2 Assessor Awards.
 - In England, Wales and Northern Ireland, new Assessors must achieve unit A1 or A2 within 18 months of beginning assessment duties. Assessment decisions by Assessors who are still working towards certification must be countersigned by an Assessor who has gained certification.
- **Or** where employers opt for an '**employer direct**' model, the qualification requirements specified by City & Guilds and Asset Skills may be waived as described below.

The 'employer direct' model is where colleagues, supervisors and/or managers in the workplace are involved in the assessment process. Under this model, the employer, with the agreement of City & Guilds and Asset Skills and the approval of the qualifications regulators, may choose between:

- Achieving the appropriate regulatory body approved unit qualifications for assessment **or**
- Demonstrating that the employer's training and development activity undertaken to prepare, validate and review these assessment roles, maps 100% to the National Occupational Standards, which these qualification are based on. The mapping process **must** be agreed by City & Guilds as providing the equivalent level of rigour and robustness as achievement of the unit qualification.

The alternative option described above, which waivers the need for the regulatory approved units, must be confined in application to an 'organisation by organisation' and 'qualification by qualification' basis and agreed by the qualification regulators. Prospective organisations must be able to confirm that their in-house practices conform to the requirements of the Standards in association with City & Guilds.

The assessor should have the following occupational competence:

- have verifiable current industry experience and knowledge of the occupational working area at, or above, the level being assessed. This experience and knowledge must be of sufficient depth to be effective and reliable when judging candidates' competence. Assessors experience and knowledge could be verified by:
 - curriculum vitae and references
 - possession of a qualification
 - corporate membership of a relevant professional institution
- have sufficient occupational expertise so they have up to date knowledge and experience of the particular aspects of work they are assessing. This could be verified by records of continuing professional development achievements
- have a sound in-depth knowledge of, and uphold the integrity of the Parking NOS, units of assessment and the Asset Skills assessment principles
- be prepared to participate in training activities for their continued professional development

For all Asset Skills parking specific units, Internal Verifiers must meet the following requirements:

- **either** hold an appropriate internal verifier qualification (D34 or V1), or be working towards a V1 qualification
 - In England, Wales and Northern Ireland all new internal verifiers should achieve unit V1 within 18 months of beginning internal verification duties. Internal verification decisions by verifiers who are still working towards certification must be countersigned by a Verifier who has gained certification.
 - All new Internal Verifiers must hold units A1 and/or A2.
- **or** where employers opt for an '**employer direct**' model, the qualification requirements specified by the regulatory authorities may be waived as described below.

The 'employer direct' model is where colleagues, supervisors and/or managers in the workplace are involved in the assessment process. Under this model, the employer, with the agreement of City & Guilds and Asset Skills, and the approval of the qualifications regulators, may choose between:

- Achieving the appropriate regulatory body approved unit qualification for internal verification **or**
- Demonstrating that the employer's training and development activity undertaken to prepare, validate and review these verification roles, maps 100% to the National Occupational Standards which these qualifications are based on. The mapping process must be agreed by City & Guilds as providing the equivalent level of rigour and robustness as achievement of the qualification.

The alternative option described above, which waivers the need for the regulatory approved units, must be confined in application to an 'organisation by organisation' and 'qualification by qualification' basis and agreed by the qualification regulators. Prospective organisations must be able to confirm that their in-house practices conform to the requirements of the Standards in association with City & Guilds.

It is desirable that all Internal Verifiers hold a relevant qualification.

Internal verifiers will:

- Have verifiable experience and current knowledge of the occupational working area at, or above, the level being verified. This experience and knowledge must be of sufficient depth to be effective and reliable when verifying judgements about assessors' assessment processes and decisions. Internal verifiers' experience and knowledge could be verified by:
 - curriculum vitae and references
 - possession of a relevant qualification
 - corporate membership of a relevant professional institution
- Have expertise so they have up-to-date knowledge and experience of the particular aspects of work they are verifying. This could be verified by records of continuing professional development achievements
- Have a sound in-depth knowledge of, and uphold the integrity of the National Occupational Standards (NOS), units of assessment and the Asset Skills Assessment Principles

- Be prepared to participate in training activities for the continued professional development
- Demonstrate their ability to maintain occupational competence by continuous professional development
- Undertake continuous professional development to ensure that they are working to the NOS in assessment and verification
- Have knowledge of the requirements and application of the Asset Skills Assessment Principles.

ILM Management unit requirements

For all ILM management units staff, assessors and internal verifiers must meet the following requirements:

Tutors:

- Must have a thorough knowledge and understanding of the relevant qualification(s):
 - have a relevant qualification in the subject area that must be at equal or higher level or have an equivalent qualification
 - show evidence of information or documents prepared for learners such as a learner journey plan, lesson plan, learner guidance notes, tutorial support plan etc
 - show evidence of participation in Continuing Professional Development (CPD) in relation to the relevant field and qualification requirements
- Must have relevant and credible experience in the field of the qualification:
 - be able to prove that they have current and recent experience of delivering training appropriate to the level of the qualification
- Must have a qualification in support of assessment and internal quality assurance:
 - ideally hold a valid and recognised teaching/training qualification

Assessors and Internal Verifiers:

- Must have a thorough knowledge and understanding of the relevant qualifications:
 - have a relevant qualification in the subject area that must be at equal or higher level or have an equivalent qualification
 - show evidence of carrying out CPD in order to familiarise themselves with current standards for assessment/verification in the subject area of this qualification
- Must have relevant and credible experience in the field of the relevant qualification:
 - demonstrate clear evidence of current and recent experience in verification and/or assessment appropriate to the level of this qualification
- Must have a qualification in support of assessment and internal verification:
 - ideally hold a TAQA qualification but if not then must hold the A1, V1 or D32/D33 units

- Must have experience and a working knowledge of the operational and assessment processes for the relevant qualification:
 - demonstrate an understanding of the organisation's management centric policies, procedures and practices
 - demonstrate knowledge and understanding of City & Guilds quality assurance policy, procedures and requirements

Council for Administration Unit requirements

For all Council for Administration (CfA) units – City & Guilds unit numbers 202, 310, 311 and 312, Assessors and Internal Verifiers must meet the following criteria:

- Centre staff should hold, or be working towards, the relevant Assessor/Verifier (A/V) units for their role in delivering, assessing and verifying these qualifications or
- A trainer, supervisor or manager, employed by an organisation must:
 1. **either** hold or be working towards, the relevant Assessor/Verifier (A/V) units for their role in delivering, assessing and verifying these qualifications
 2. **or** seek guidance and approval from City & Guilds to demonstrate that the:
 - organisation has appropriate processes in place to facilitate assessment, moderation or verification functions
 - trainer, supervisor or manager is able to map their assessment, moderation or verification skills and knowledge 100% to the NOS upon which the qualifications above are based.

Continuing professional development (CPD)

Centres must support their staff to ensure that they have current knowledge of the occupational area, that delivery, mentoring, training, assessment and verification is in line with best practice, and that it takes account of any national or legislative developments.

Candidate entry requirements

City & Guilds does not set entry requirements for these qualifications. However, centres must ensure that candidates have the potential and opportunity to gain the qualifications successfully. Although not a requirement, it is recommended that candidates take, or have a comprehensive knowledge of, the ILM Level 2 Award in Team leading before taking these qualifications.

Age restrictions

City & Guilds cannot accept any registrations for candidates under 16 for the Level 3 qualifications as these qualifications are not approved for under 16s. For the level 4 and 5 qualifications City & Guilds cannot accept any restrictions for candidates under 19 as they are not approved for under 19s. Legal restrictions apply to candidates under the age of 18 working unsupervised with children. Centres and candidates should be fully aware of minimum age requirements in their home nation and any implications for completing assessments.



3 Delivering the qualification

Initial assessment and induction

An initial assessment of each candidate should be made before the start of their programme to identify:

- if the candidate has any specific training needs
- support and guidance they may need when working towards their qualifications
- any units they have already completed, or credit they have accumulated which is relevant to the qualifications
- the appropriate type and level of qualification.

We recommend that centres provide an induction programme so the candidate fully understands the requirements of the qualifications, their responsibilities as a candidate, and the responsibilities of the centre. This information can be recorded on a learning contract.

Support materials

The following resources are available for this [these] qualification[s]:

Description	How to access
Assignment (Assessment) guide	City & Guilds website
Marking guide	City & Guilds website

Support for leadership and management modules from ILM

ILM have a wide range of tutor, learner and CPD materials available through the following website: <http://resources.i-l-m.com/>

Take advantage of 6 months free trial membership from the Institute of Leadership & Management (ILM) to access resources such as:

- Learning Zone with 50 e-learning modules on leadership and management, 200 factsheets on key management topics and more
- Business book summaries, e-journals and e-books
- Edge Online, the e-magazine bringing you the latest news, management issues and insights from the world of work

At the end of the trial you'll receive an invitation to continue using these services by joining ILM at the introductory rate of £75 for your first year. To sign up for trial membership, go to <https://www.i-l-m.com/members/activate-your-free-trial-for-six-months-partner-university.aspx> and select City & Guilds from the drop down menu when asked which partner organisation you're studying with.

This offer is also open to tutors delivering these modules which they can access at <https://www.i-l-m.com/members/activate-your-free-trial-for-six-months-teaching.aspx>. Where it asks for centre number and centre name, they should enter their City & Guilds centre number and name.

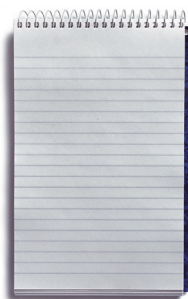
Recording documents

Candidates and centres may decide to use a paper-based or electronic method of recording evidence for the parking specific portfolio of evidence units.

City & Guilds endorses several ePortfolio systems, including our own, **Learning Assistant**, an easy-to-use and secure online tool to support and evidence learners' progress towards achieving qualifications. Further details are available at: www.cityandguilds.com/eportfolios.

City & Guilds has developed a set of *Recording forms* including examples of completed forms, for new and existing centres to use as appropriate. *Recording forms* are available on the City & Guilds website.

Although new centres are expected to use these forms, centres may devise or customise alternative forms, which must be approved for use by the external verifier, before they are used by candidates and assessors at the centre. Amendable (MS Word) versions of the forms are available on the City & Guilds website.



4 Assessment

Candidates must:

- have a completed portfolio of evidence for each parking specific unit chosen
- successfully complete a short-answer test for units 308 and 309, if chosen
- successfully complete an assignment for each management (ILM) unit chosen.

City & Guilds has written the following assessments to use with this qualification:

- assignments, for all ILM management units
- short-answer tests for units 308 and 309

You can choose to have ILM carry out the assessment of key components for the management specific units rather than assessing them within the centre. Further details can be found here: http://www.icm.com/downloads/resources/centres/centre-manual/CENTRE_MANUAL_Sept10v3_-_section_4.pdf

Level 3 Certificate in the Management of Parking Operations

Unit	Unit title	Assessment method	Where to obtain assessment materials
201	Assisting in the recovery of the non-payment of parking charges	Portfolio	
202	Administer parking dispensations	Portfolio	
301	Solving problems and making decisions	Assignment	Assessment pack on the City & Guilds website
302	Introduction to leadership	Assignment	Assessment pack on the City & Guilds website
303	Leading a team effectively	Assignment	Assessment pack on the City & Guilds website
304	Assessing and making decisions regarding challenges and representations relating to parking charges	Portfolio	

Unit	Unit title	Assessment method	Where to obtain assessment materials
305	Contributing to adjudication related to parking	Portfolio	
306	Following organisational policy in responding to the fraudulent use of parking permits and tickets	Portfolio	
307	Mapping out the lines and signage required to address parking controls/restrictions	Portfolio	
308	Understand the legislative principles regulating parking and its enforcement	Assignment (short-answer test)	Assessment pack on the City & Guilds website
309	Understand the legislative principles relating to parking controls and the associated use of lines and signage	Assignment (short-answer test)	Assessment pack on the City & Guilds website
310	Administer parking and traffic challenges, representations and civil parking appeals	Portfolio	
311	Administer statutory parking and traffic appeals	Portfolio	
312	Administer parking and traffic debt recovery	Portfolio	

Level 4 Certificate in Parking Leadership and Management

Unit	Unit title	Assessment method	Where to obtain assessment materials
313	Coaching and training your work team	Assignment	Assessment pack on the City & Guilds website
401	Understanding the management role	Assignment	Assessment pack on the City & Guilds website
402	Managing the analysis of secondary data	Assignment	Assessment pack on the City & Guilds website
403	Solving problems by making effective decisions in the workplace	Assignment	Assessment pack on the City & Guilds website
404	Delegating authority in the workplace	Assignment	Assessment pack on the City & Guilds website
405	Managing and implementing change in the workplace	Assignment	Assessment pack on the City & Guilds website

Unit	Unit title	Assessment method	Where to obtain assessment materials
406	Developing and managing people in the workplace	Assignment	Assessment pack on the City & Guilds website
407	Researching the requirements for parking provision	Portfolio	
408	Using design to minimise the risk of crime within parking provision	Portfolio	
409	Providing management information reports regarding parking provision	Portfolio	
410	Identifying the need for signage and lines to meet the requirements for parking controls and restrictions	Portfolio	
411	Monitoring and quality assuring parking lines and signage	Portfolio	
412	Establishing equipment and signs appropriate for parking provision in temporary arrangements	Portfolio	
413	Designing parking layout which fulfils requirements regarding traffic flow and pedestrian movement	Portfolio	
414	Contributing to identifying and making traffic orders for parking provision, control or restriction	Portfolio	
501	Managing resources	Assignment	Assessment pack on the City & Guilds website

Level 5 Certificate in Strategic Parking Leadership and Management

Unit	Unit title	Assessment method	Where to obtain assessment materials
401	Understanding the management role	Assignment	Assessment pack on the City & Guilds website
415	Management communication	Assignment	Assessment pack on the City & Guilds website

Unit	Unit title	Assessment method	Where to obtain assessment materials
416	Understanding financial management	Assignment	Assessment pack on the City & Guilds website
417	Managing marketing activities	Assignment	Assessment pack on the City & Guilds website
418	Data collection and analysis to justify management decision-making	Assignment	Assessment pack on the City & Guilds website
502	Assessing your own leadership capability and performance	Assignment	Assessment pack on the City & Guilds website
503	Managing improvement	Assignment	Assessment pack on the City & Guilds website
504	Making a financial case	Assignment	Assessment pack on the City & Guilds website
505	Developing critical thinking	Assignment	Assessment pack on the City & Guilds website
506	Leading innovation and change	Assignment	Assessment pack on the City & Guilds website
507	Developing strategic objectives and a plan for parking provision	Portfolio	
508	Monitoring and evaluating parking strategy and objectives	Portfolio	
509	Developing and implementing policies and practices for the provision of parking services	Portfolio	
510	Identifying and monitoring competitors' parking strategies and activities	Portfolio	
511	Establishing and monitoring joint working with other agencies to recover the non-payment of parking charges	Portfolio	
512	Determining parking controls/restrictions in line with objectives	Portfolio	

Level 3 Award in the Management of Parking Operations

Unit	Unit title	Assessment method	Where to obtain assessment materials
301	Solving problems and making decisions	Assignment	Assessment pack on the City & Guilds website
302	Introduction to leadership	Assignment	Assessment pack on the City & Guilds website
304	Assessing and making decisions regarding challenges and representations relating to parking charges	Portfolio	
305	Contributing to adjudication related to parking	Portfolio	
306	Following organisational policy in responding to the fraudulent use of parking permits and tickets	Portfolio	
307	Mapping out the lines and signage required to address parking controls/ restrictions	Portfolio	
308	Understand the legislative principles regulating parking and its enforcement	Assignment (short-answer test)	Assessment pack on the City & Guilds website
309	Understand the legislative principles relating to parking controls and the associated use of lines and signage	Assignment (short-answer test)	Assessment pack on the City & Guilds website

Level 4 Award in Parking Leadership and Management

Unit	Unit title	Assessment method	Where to obtain assessment materials
401	Understanding the management role	Assignment	Assessment pack on the City & Guilds website
402	Managing the analysis of secondary data	Assignment	Assessment pack on the City & Guilds website
407	Researching the requirements for parking provision	Portfolio	

Unit	Unit title	Assessment method	Where to obtain assessment materials
408	Using design to minimise the risk of crime within parking provision	Portfolio	
409	Providing management information reports regarding parking provision	Portfolio	
410	Identifying the need for signage and lines to meet the requirements for parking controls and restrictions	Portfolio	
411	Monitoring and quality assuring parking lines and signage	Portfolio	
412	Establishing equipment and signs appropriate for parking provision in temporary arrangements	Portfolio	
413	Designing parking layout which fulfils requirements regarding traffic flow and pedestrian movement	Portfolio	
414	Contributing to identifying and making traffic orders for parking provision, control or restriction	Portfolio	

Level 5 Award in Strategic Parking Leadership and Management

Unit	Unit title	Assessment method	Where to obtain assessment materials
502	Assessing your own leadership capability and performance	Assignment	Assessment pack on the City & Guilds website
507	Developing strategic objectives and a plan for parking provision	Portfolio	
508	Monitoring and evaluating parking strategy and objectives	Portfolio	
509	Developing and implementing policies and practices for the provision of parking services	Portfolio	
510	Identifying and monitoring competitors' parking strategies and activities	Portfolio	

Unit	Unit title	Assessment method	Where to obtain assessment materials
511	Establishing and monitoring joint working with other agencies to recover the non-payment of parking charges	Portfolio	
512	Determining parking controls/restrictions in line with objectives	Portfolio	

Time constraints

The following must be applied to the assessment of this qualification:

- Candidates must finish their assessment within the period of registration
- For further details on assessment times please refer to the assessment pack.

Assessment strategy

Simulation

For all **Asset Skills parking specific units** please use the following stipulations around the use of simulation:

Simulation may be warranted where the centre can demonstrate that performance evidence has been impossible to obtain. The underlying reasons for simulation are:

- health and safety consideration
- activities that would cause serious inconvenience or loss to an employer if there was undue delay in their being carried out
- infrequently occurring activities
- equality of access

Centres must ensure that demands on the candidate during simulation are neither more nor less than they would encounter in a real work situation. In particular:

- all simulations must be planned, developed and documented by the centre in a way that ensures the simulation accurately reflects what the unit seeks to assess
- all simulations should follow these documented plans
- a centre's overall strategy for simulation must be examined and approved by the external verifier
- there should be a range of simulations to cover the same aspect of the standard so that the risk of candidates successfully colluding is reduced
- the physical environment for the simulation must be as realistic as possible and draw on real resources that would be used in the industry
- the nature of the contingency must be realistic.

For all **Council for Administration (CfA) units** – City & Guilds unit numbers 202, 310, 311 and 312, please use the following stipulations around the use of simulation:

If a unit or part of a unit at any level is simulated, it must be undertaken in a Realistic Working Environment (RWE). The overarching principle to be applied to units identified as suitable for simulation is that it should only be undertaken in a minority of cases where

- there is a high risk to the security or safety of the candidate, individuals, key people in their lives and others
- the opportunity to present evidence from work-based practice happens infrequently and therefore insisting that candidates wait for such an occurrence would be unreasonable or create blockages in the assessment system and might carry the risk of de-motivating candidates
- there would otherwise be a breach of confidentiality or privacy.

An example of a simulated task is one that is not going to be used by a third party but meets all the rigour of an RWE ie where the candidate is subjected to work timelines, prioritising, interruptions of a working environment etc.

Realistic Working Environment for CfA units

Where the candidate is subjected to a work environment and is producing performance evidence subject to all of the following conditions:

- time pressures
- work problems
- interruptions
- accountabilities
- office environment
- tools to do the job.

eg a candidate in a model or virtual office.

Witness testimony

For all **Asset Skills parking specific units** please use the following stipulations around the use of Witness Testimony:

Witness testimony should not form the primary source of evidence.

For all **Council for Administration units** – City & Guilds unit numbers 202, 310, 311 and 312 please use the following stipulations around the use of Witness Testimony:

Witness testimony can provide valuable evidence of candidate competence. In line with established principles, witness testimony must be:

- a clear, authentic statement indicating how the learner carries out their job
- dated, signed and including the job title of the witness.

Recognition of prior learning (RPL)

Recognition of prior learning means using a person's previous experience or qualifications which have already been achieved to contribute to a new qualification. RPL is allowed and is not sector specific.

For any candidates who have already taken management units through ILM they will not be required to take any additional assessment. The results gained from taking the ILM assessment will need to be inputted in the Walled Garden as a results entry for each unit taken.



5 Units

Availability of units

The following units can also be obtained on The Register of Regulated Qualifications: <http://register.ofqual.gov.uk/Unit>

Structure of units

These units each have the following:

- City & Guilds reference number
- unit accreditation number (UAN)
- title
- level
- credit value
- unit aim
- endorsement by a sector or other appropriate body
- information on assessment
- learning outcomes which are comprised of a number of assessment criteria.

Summary of units

Unit	Unit title	Credits	QCF unit number (UAN)
201	Assisting in the recovery of the non-payment of parking charges	4	K/503/1312
202	Administer parking dispensations	4	J/601/2647
301	Solving problems and making decisions	2	K/501/3795
302	Introduction to leadership	2	F/501/3804
303	Leading a team effectively	2	R/501/3855
304	Assessing and making decisions regarding challenges and representations relating to parking charges	4	D/503/1324
305	Contributing to adjudication related to parking	3	H/503/1325
306	Following organisational policy in responding to the fraudulent use of parking permits and tickets	3	J/503/1317

Unit	Unit title	Credits	QCF unit number (UAN)
307	Mapping out the lines and signage required to address parking controls/restrictions	4	R/503/1319
308	Understand the legislative principles regulating parking and its enforcement	3	L/503/3358
309	Understand the legislative principles relating to parking controls and the associated use of lines and signage	2	T/502/9630
310	Administer parking and traffic challenges, representations and civil parking appeals	9	L/601/2648
311	Administer statutory parking and traffic appeals	9	R/601/2649
312	Administer parking and traffic debt recovery	9	J/601/2650
313	Coaching and training your work team	2	D/501/3812
401	Understanding the management role	4	T/501/3282
402	Managing the analysis of secondary data	4	L/501/3286
403	Solving problems by making effective decisions in the workplace	3	R/501/8182
404	Delegating authority in the workplace	3	H/501/8185
405	Managing and implementing change in the workplace	7	A/501/8189
406	Developing and managing people in the workplace	5	J/501/8194
407	Researching the requirements for parking provision	4	F/503/1297
408	Using design to minimise the risk of crime within parking provision	4	T/503/1295
409	Providing management information reports regarding parking provision	4	A/503/1329
410	Identifying the need for signage and lines to meet the requirements for parking controls and restrictions	4	M/503/1294
411	Monitoring and quality assuring parking lines and signage	4	L/503/1321
412	Establishing equipment and signs appropriate for parking provision in temporary arrangements	4	A/503/1315
413	Designing parking layout which fulfils requirements regarding traffic flow and pedestrian movement	3	D/503/1291

Unit	Unit title	Credits	QCF unit number (UAN)
414	Contributing to identifying and making traffic orders for parking provision, control or restriction	4	Y/503/1290
415	Management communication	4	M/501/3295
416	Understanding financial management	2	A/501/3302
417	Managing marketing activities	3	D/503/2697
418	Data collection and analysis to justify management decision-making	2	H/503/2698
501	Managing resources	4	Y/501/3307
502	Assessing your own leadership capability and performance	6	H/501/3908
503	Managing improvement	3	Y/501/3288
504	Making a financial case	3	D/501/2178
505	Developing critical thinking	4	R/501/3290
506	Leading innovation and change	5	Y/501/3291
507	Developing strategic objectives and a plan for parking provision	4	H/503/1292
508	Monitoring and evaluating parking strategy and objectives	4	A/503/1296
509	Developing and implementing policies and practices for the provision of parking services	3	M/503/1330
510	Identifying and monitoring competitors' parking strategies and activities	4	K/503/1293
511	Establishing and monitoring joint working with other agencies to recover the non-payment of parking charges	3	F/503/1316
512	Determining parking controls/restrictions in line with objectives	5	M/503/1313

Unit 201

Assisting in the recovery of the non-payment of parking charges

UAN:	K/503/1312
Level:	Level 2
Credit value:	4
GLH:	29
Relationship to NOS:	This unit is linked to Asset Skills NOS 5.4.1 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills it should be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in assisting in the recovery of the non-payment of parking charges. It involves determining the nature of the non-payments, and being able to take steps to process the recovery of non-payments of parking charges.

Learning outcome
The learner will: 1. Be able to determine the nature of non-payments of parking charges
Assessment criteria
The learner can: 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to their reviewing and processing the non-payments of parking charges 1.2 Describe the role of their organisation and its activities in recovering the non-payment of parking charges 1.3 Identify and review all relevant information regarding the non-payment, including the details of any information issued to and received from the debtor 1.4 Explain the circumstances affecting whether a debt might be adjusted, or referred for adjudication, and the information appropriate to assessing such circumstances 1.5 Identify and assess relevant available information regarding the circumstances of the case to determine whether there are grounds for adjusting the debt or for adjudication, and take the relevant consequent actions 1.6 Explain how to address any gaps in the required information 1.7 Explain how to confirm that no payment has been made by the debtor

1.8 Explain the appropriate actions to verify the details and to progress the case where payment has been made
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Learning outcome

The learner will:

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| 2. Be able to take steps in processing the recovery of non-payments of parking charges |
|--|

Assessment criteria

The learner can:

- | |
|---|
| 2.1 Describe the procedures to follow in the recovery of non-payments of parking charges |
| 2.2 Demonstrate how to register the debt in line with their organisation's procedures |
| 2.3 Explain the procedures for notifying a debtor of their debt, and of the consequences of any continued non-payment |
| 2.4 Progress cases of non-payment, or part payment, in line with their organisation's requirements |
| 2.5 Refer cases promptly to the relevant authority where required, providing them with all relevant information |
| 2.6 Demonstrate how to close cases correctly where required payments are made |
| 2.7 Maintain accurate and up to date records |
| 2.8 Maintain confidentiality and data protection at all times, in line with their organisation's procedures |

UAN:	J/601/2647
Level:	Level 2
Credit value:	4
GLH:	14
Relationship to NOS:	This unit is linked to the CfA Business and Administration NOS BAB131.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Council for Administration and must be delivered following the CfA assessment strategy. It should be assessed via a portfolio of evidence.
Aim:	This unit is about the skills, knowledge and understanding required to administer dispensations.

Learning outcome
<p>The learner will:</p> <ol style="list-style-type: none"> 1. Understand the organisational and legal context for administering parking dispensations
Assessment criteria
<p>The learner can:</p> <ol style="list-style-type: none"> 1.1 Describe the services that they are responsible for 1.2 Clarify the limits and scope of their responsibilities and authority in providing services 1.3 Explain the organisation's policies, procedures and constraints that affect services in their area of responsibility 1.4 Explain how to apply the organisation's policies, procedures and constraints that affect services in their area of responsibility 1.5 Describe the current legislation, Traffic Regulation Orders and other regulations that apply 1.6 Explain the requirements of the Data Protection Act and its implications for own role 1.7 Describe the specialist software used by the organisation for the issue of permits, season tickets, suspensions, dispensations / waivers and blue badges 1.8 Explain how to use the specialist software used by the organisation for the issue of permits, season tickets, suspensions, dispensations / waivers and blue badges 1.9 Clarify the importance of the audit trail of controlled stationary 1.10 Explain how to update and maintain records as necessary

Learning outcome
The learner will: 2. Understand the processes involved in administering parking dispensations
Assessment criteria
<p>The learner can:</p> <p>2.1 Explain the criteria, policy and procedures in relation to permits, season tickets, suspensions, dispensations / waivers and blue badges</p> <p>2.2 Clarify the range of checks that are relevant to applications</p> <p>2.3 Explain how and when to carry out the range of checks that are relevant to applications</p> <p>2.4 Clarify the organisation's anti-fraud policies and procedures</p> <p>2.5 Explain how to operate the organisation's anti-fraud policies and procedures</p> <p>2.6 Describe the evidence required to support an application for a permit, season tickets, suspension, dispensation / waiver or blue badge</p> <p>2.7 Explain the payment and refund processing within the organisation</p> <p>2.8 Explain how to communicate effectively with customers and other relevant departments</p> <p>2.9 Clarify the importance of the audit trail of controlled stationery</p> <p>2.10 Explain how to update and maintain records as necessary</p>

Learning outcome
The learner will: 3. Be able to receive and process applications for parking dispensations
Assessment criteria
<p>The learner can:</p> <p>3.1 Advise customers on criteria for eligibility</p> <p>3.2 Review applications and supporting evidence against published criteria</p> <p>3.3 Seek additional evidence from the customer if required</p> <p>3.4 Carry out relevant checks in accordance with organisational procedures</p> <p>3.5 Where necessary, seek opinions from appropriate medical professionals</p> <p>3.6 Handle supporting documentation securely and in line with current legislation or relevant terms and conditions</p> <p>3.7 Make a decision to approve or decline the application</p>

Learning outcome
The learner will: 4. Be able to issue documentation for parking dispensations
Assessment criteria
<p>The learner can:</p> <p>4.1 Communicate the decision to the customer, return documentation where necessary and issue appropriate paperwork</p>

- 4.2 Maintain appropriate records including renewals
- 4.3 Process payments and handle refunds in line with organisational procedures
- 4.4 Communicate the decision or information to other relevant departments

Unit 301

Solving problems and making decisions

UAN:	K/501/3795
Level:	Level 3
Credit value:	2
GLH:	11
Relationship to NOS:	This unit is linked to MSC NOS C2, C5, C6, F6
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre (MSC). Assessment is via work-based assignment and can be found in the assessment pack
Aim:	To develop knowledge and understanding of solving problems and making decisions as required by a practising or potential first line manager.

Learning outcome
The learner will: 1 Know how to describe a problem, its nature and scope
Assessment criteria
The learner can: 1.1 Describe a problem, its nature and scope

Learning outcome
The learner will: 2 Know how to gather and interpret information to solve a problem
Assessment criteria
The learner can: 2.1 Gather and interpret information to identify possible solutions to a problem

Learning outcome
The learner will: 3. Know how to solve a problem
Assessment criteria
The learner can: 3.1 Briefly summarise the options, providing facts and evidence, not just opinion 3.2 Use at least one simple decision making technique to evaluate options to arrive at the best solution

Learning outcome
<p>The learner will:</p> <p>4. Know how to plan the implementation and communication of decisions</p>
Assessment criteria
<p>The learner can:</p> <p>4.1 Plan the implementation and communication of the decision</p> <p>4.2 Briefly discuss which monitoring and review techniques could be used to evaluate outcomes</p>

Unit 301 Solving problems and making decisions

Supporting information

Indicative content

1.

- Simple ways to recognise, investigate and analyse problems
- Objective setting in relation to problems
- Brainstorming and creative thinking techniques

2.

- Difference between data and information
- How to calculate and use simple averages and basic summary statistics
- How to prepare and use grouped data and tables
- Interpretation on charts and diagrams
- Methods of indexing, referring and structuring qualitative information

3.

- How to evaluate options
- The importance of adequate and relevant information for effective decision-making
- Identification of what information is relevant to specific decisions
- Simple decision making techniques

4.

- Effective presentation of a case – ie, providing facts and evidence, not just opinion
- Monitoring and review techniques to evaluate outcomes of problem solving activities

UAN:	F/501/3804
Level:	Level 3
Credit value:	2
GLH:	6
Relationship to NOS:	This unit is linked to MSC NOS B6.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre (MSC). Assessment is via reflective review in an assignment which can be found in the assessment pack.
Aim:	To develop and introductory knowledge and understanding of leadership as required by a practising or potential first line manager.

Learning outcome
The learner will: 1. Understand leadership styles
Assessment criteria
The learner can: 1.1 Identify the factors that will influence their choice of leadership styles or behaviours in workplace situations 1.2 Assess own leadership behaviours and potential in the context of a particular leadership model and own organisation's working practices and culture, using feedback from others

Learning outcome
The learner will: 2. Understand leadership qualities and review own leadership qualities and potential
Assessment criteria
The learner can: 2.1 Assess own leadership behaviours and potential in the context of a particular leadership model and own organisation's working practices and culture, using feedback from others 2.2 Describe appropriate actions to enhance own leadership behaviour in the context of the particular leadership model

Unit 302 Introduction to leadership

Supporting information

Indicative content

1.

- Differences and similarities between leadership and management, and the need for each of them
- Range of at least three leadership models (such as trait, contingency, situational, distributive, servant/leader, transactional/transformational) and their significance for task performance, culture and relationships
- Leadership behaviours and the sources of power

2.

- Identification, development and appropriate choice of personal leadership styles and behaviours
- The role of trust and respect in effective team leadership
- Supervised practice or simulation to develop the ability to apply knowledge and skills

UAN:	R/501/3855
Level:	Level 3
Credit value:	2
GLH:	10
Relationship to NOS:	This unit is linked to MSC NOS B6.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre (MSC). Assessment is via reflective review in an assignment which can be found in the assessment pack.
Aim:	To enable candidates to understand the need for teams to have a sense of vision and purpose that reflects the organisation and the role that effective communication, motivation and individual and team development play in enabling this to happen.

Learning outcome
The learner will: 1. Be able to connect the team with vision and strategy
Assessment criteria
The learner can: 1.1 Explain the importance of the team having a common sense of purpose that supports the overall vision and strategy of the organisation or project 1.2 Explain the importance of the leader being able to motivate teams and individuals and gain their commitment to objectives

Learning outcome
The learner will: 2. Be able to motivate and develop the team
Assessment criteria
The learner can: 2.1 Explain the importance of the leader being able to motivate teams and individuals and gain their commitment to objectives 2.2 Describe the main motivational factors in a work context and how these may apply to different situations, teams and individuals 2.3 Explain the role that the leader plays in supporting and developing the team and its members and give practical examples of when this will be necessary

Unit 303 Leading a team effectively

Supporting information

Indicative content

1.

- Why organisations or projects need a vision, mission and strategy and what they mean for first line leadership
- How to develop team objectives that support overall strategy and vision
- The importance of a team having a common sense of purpose that links to vision and strategy
- The role that effective communication plays in conveying the overall mission of the organisation or project and how the collective work of the team and its individual members support this
- Effective techniques for communicating vision, goals and objectives in terms of:
 - choosing effective times and places to communicate with the team and individuals
 - selecting appropriate communication methods
 - communicating clearly and accurately
 - active listening skills
 - receiving and responding appropriately to feedback

2.

- The critical importance of teams and individuals being motivated and committed to their objectives
- Alternative theories of motivation, for example (select as appropriate)
 - Maslow's Hierarchy
 - MacGregor's Theory X and Theory Y
 - Herzberg's Two Factor Theory
 - Vroom's Expectancy Theory
 - McClelland's 3-Needs Theory
- Motivational factors that are available to the leader, for example:
 - safety and security
 - sense of belonging and common purpose
 - respect
 - empathy
 - recognition of achievement
 - involvement in decision making
 - sense of fulfilment
 - self-development
 - material rewards
 - sanctions
- An appreciation of how these factors can apply to different situations, teams and individuals

- How to select and use appropriate motivational factors
- Giving feedback on performance
- Basic support needs that individuals may have and how to meet these
- The importance of continuous development for the team and individual members

Unit 304

Assessing and making decisions regarding challenges and representations relating to parking charges

UAN:	D/503/1324
Level:	Level 3
Credit value:	4
GLH:	28
Relationship to NOS:	This unit is linked to Asset Skills NOS 6.4.3 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills. It will be assessed via portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in assessing and making decisions regarding challenges and representations relating to parking charges. It involves being able to establish the details of cases involving challenges/representations, to assess the rationale for the challenge/representation, and to progress cases accordingly.

Learning outcome
The learner will: 1. Be able to establish the details of cases involving challenges/representations
Assessment criteria
The learner can: 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to challenges and representations against parking penalties/charges 1.2 Describe the role of their organisation and the parking services which it provides in relation to contractual responsibility and accountability for dealing with challenges and representations against parking penalties/charges 1.3 Describe the possible courses of action available following the receipt of a challenge/representation 1.4 Describe the information required when assessing challenges and representations 1.5 Record and take the appropriate actions promptly to process the receipt of challenges/representations, in line with their organisation's procedures

- 1.6 Establish whether all matters relating to the issuing of the parking charge have been carried out correctly, and take appropriate action where any aspects have yet to be undertaken or have been carried out incorrectly
- 1.7 Confirm that the challenge/representation has been received within accepted timescales, and take the relevant consequent actions where the receipt is out of time

Learning outcome

The learner will:

2. Be able to assess the rationale for the challenge/representation and to progress cases accordingly

Assessment criteria

The learner can:

- 2.1 Determine and review the circumstances leading to the parking charge, including the nature of the infringement and when it occurred
- 2.2 Describe their organisation's procedures and schedules for allowing and addressing challenges and representations relating to parking charges
- 2.3 Explain acceptable grounds for challenges and representations against parking charges, and their organisation's procedures for considering these
- 2.4 Identify the grounds for challenging/ representing against parking charges within individual cases
- 2.5 Assess arguments and determine whether these present grounds for a review of their cases, or dismissal of the cases
- 2.6 Identify where further information is required towards assessing arguments, where relevant, and take the appropriate actions
- 2.7 Make reasoned recommendations regarding how cases might be progressed, basing these upon:
 - an evaluation of the arguments presented
 - the necessary information and details of the circumstances available
 - legal, regulatory and their organisation's requirements
- 2.8 Keep all relevant parties informed fully of the progress and outcomes of cases, ensuring that they are informed of the likely next steps and the timescale for their completion
- 2.9 Explain the limits of their authority and responsibility when progressing challenges/representations relating to parking charges, and the actions to take if these are exceeded

Unit 305

Contributing to adjudication related to parking

UAN:	H/503/1325
Level:	Level 3
Credit value:	3
GLH:	23
Relationship to NOS:	This unit is linked to Asset Skills NOS 6.4.4 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills. It will be assessed via portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in contributing to adjudication related to parking. It involves being able to prepare for adjudication hearings and provide evidence as part of the adjudication process.

Learning outcome
The learner will: 1. Be able to prepare for adjudication
Assessment criteria
The learner can: 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to their contributing to adjudication hearings regarding parking infringements 1.2 Describe the impact of legislation relating to the cases with which they are involved 1.3 Describe how materials are to be presented in advance of hearings, including: <ul style="list-style-type: none">• the parties authorised to receive these• how the materials are to be set out• schedules for the provision of such materials 1.4 Identify and review the circumstances of cases in advance of the hearing, making sure that they have all notes and materials necessary 1.5 Determine the details of the cases, including the: <ul style="list-style-type: none">• circumstances of the parking infringement• subsequent grounds for appeal 1.6 Describe how to prepare and make available notes and materials in a manner which maintains their continuity and integrity 1.7 Confirm that all required evidence has been presented to the necessary parties in preparation for hearings according to agreed schedules, addressing any gaps in evidence promptly and correctly

Learning outcome
<p>The learner will:</p> <p>2. Be able to provide evidence for adjudication</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Describe procedures and protocols in adjudication hearings relating to parking infringements, including how to liaise and address the different parties present</p> <p>2.2 Describe the role of the hearings, and the roles and responsibilities of those present</p> <p>2.3 Present their self to hearings on time, and with all relevant evidence, notes and materials</p> <p>2.4 Provide information and respond to questions clearly, concisely, truthfully and objectively, and in line with the rules and procedures of the hearing</p> <p>2.5 Make sure that the evidence they provide is consistent with any written materials which they have provided in advance as part of the case</p> <p>2.6 Respond to all directions of the hearing promptly and correctly</p> <p>2.7 Explain clearly, where necessary, the reasons why they are unable to answer particular questions through a lack of knowledge or awareness</p> <p>2.8 Make sure that their appearance and behaviour reflects their professional responsibilities</p> <p>2.9 Remain available until they are formally allowed to leave the hearing</p>

Unit 306

Following organisational policy in responding to the fraudulent use of parking permits and tickets

UAN:	J/503/1317
Level:	Level 3
Credit value:	3
GLH:	24
Relationship to NOS:	This unit is linked to Asset Skills NOS 5.5.1 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in following organisational policy in responding to the fraudulent use of parking permits and tickets. It involves being able to describe what constitutes the fraudulent use of parking permits and tickets, and the response procedures for their organisation, including ensuring that all relevant information is provided for those cases requiring referral to other internal and/or external authorities.

Learning outcome

The learner will:

1. Be able to follow organisational policy in responding to the fraudulent use of parking permits and tickets

Assessment criteria

The learner can:

- 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to responding to the fraudulent use of parking permits and tickets
- 1.2 Describe what constitutes the fraudulent use of parking permits and tickets, and the response procedures for their organisation
- 1.3 Explain those cases requiring referral to other internal and/or external authorities, and the procedures for making such referrals
- 1.4 Explain the rights and responsibilities of the alleged perpetrator of the fraudulent use of permits/tickets
- 1.5 Identify and verify all relevant details of cases where the fraudulent use of parking permits/tickets is suspected or identified, and take the appropriate actions to address any gaps or uncertainties

- 1.6 Demonstrate how to address potential or actual fraudulent use of permits/tickets, in line with their level of responsibility and their organisation's procedures
- 1.7 Demonstrate how to refer cases, where necessary, to the appropriate authority, ensuring that all relevant information is provided, together with their reasoned recommendations regarding any further action
- 1.8 Make sure that all relevant information is made available for any subsequent investigation or enquiry
- 1.9 Describe the procedures to be followed where information is missing or incomplete, or where a breach of protocol is identified
- 1.10 Demonstrate integrity, fairness and consistency in their decision making
- 1.11 Maintain accurate and up to date records

Unit 307

Mapping out the lines and signage required to address parking controls/restrictions

UAN:	R/503/1319
Level:	Level 3
Credit value:	4
GLH:	27
Relationship to NOS:	This unit is linked to Asset Skills NOS 5.2.1 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in mapping out the lines and signage required to address parking controls/restrictions. It involves being able to review the information necessary to map out lines and signage, and to be able to agree and set out the lines and signage required as a visual image and/or in descriptive form.

Learning outcome
The learner will: 1. Be able to review the information necessary to map out lines and signage
Assessment criteria
The learner can: 1.1 Describe legal, regulatory and their organisation's requirements relating to mapping out lines and signage, and the impact for their work 1.2 Describe the range and type of parking controls/restrictions that may require lines and/or signage 1.3 Describe the types of lines and signage available, and when these can be used 1.4 Explain how to establish whether the lines and signage relate to existing, revised or new parking controls/restrictions, and the relevance of this for the mapping process 1.5 Review instructions for required lines and/or signage, and establish whether they relate to existing, revised or new parking controls/restrictions 1.6 Establish the location for, and the nature of, the proposed lines and signage 1.7 Confirm that the necessary measurements and details provided are complete and correct, and that they comply with regulatory and organisational guidelines, addressing any gaps or anomalies correctly

- 1.8 Make sure that the proposed lines and signage comply with regulatory and their organisation's requirements
- 1.9 Identify whether there are any lines and signage already present in the area that might impact upon those proposed, and if so, determine the impact for the proposals

Learning outcome

The learner will:

2. Be able to agree and set out the lines and signage required

Assessment criteria

The learner can:

- 2.1 Explain their organisation's requirements for preparing a detailed description and/or visual image of the requirement for lines and signage
- 2.2 Prepare a detailed description and/or visual image of the required lines and signage, using relevant systems and documentation, in line with their organisation's requirements
- 2.3 Address, where relevant, any conflict between existing and proposed lines and signage in line with their organisation's requirements
- 2.4 Consult with relevant parties, where required, obtaining from and providing them with all necessary information regarding the proposed lines and signage
- 2.5 Keep the use of jargon, technical terms and abbreviations to a minimum, making sure that these are explained clearly, where relevant
- 2.6 Maintain accurate and up to date records

Unit 308

Understand the legislative principles regulating parking and its enforcement

UAN:	L/503/3358
Level:	Level 3
Credit value:	3
GLH:	22
Relationship to NOS:	This unit is linked to Asset Skills NOS within the parking sector suite, which addresses on-street parking and its enforcement.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a short-answer test which can be found in the assessment pack.
Aim:	This unit is suitable for learners whose work requires them to know about the legislative principles regulating parking. It includes understanding the principles of the legislative requirements, the powers of those responsible for enforcing parking regulations, and processes relating to penalty charge notices.

Learning outcome
The learner will: 1. Understand what constitutes on and off street parking
Assessment criteria
The learner can: 1.1 Explain what is meant by regulated or ' on-street ' parking, including that within regulated public car parks 1.2 Explain the difference between regulated or 'on-street' parking and 'off-street' parking, with 'off-street' parking covering unregulated car parks and parking on private land

Range
'On-street' parking Regulated parking on highways and in car parks Regulated Statutory course of action Unregulated No statutory course of action

Learning outcome
The learner will: 2. Understand the legislative and regulatory principles impacting upon parking
Assessment criteria
The learner can: 2.1 Describe the legislative principles regulating on-street parking 2.2 Describe the purpose of a Traffic Regulation/ Management Order (TRO/TMO) and its impact for regulated 'on-street' parking 2.3 Describe the legislative principles regulating 'off street' parking including that on private land and unregulated car parks 2.4 Explain the key differences between the legislative principles regulating 'on street' and 'off street' parking 2.5 Describe the purpose of local by-laws in managing ' off street ' parking

Range
Legislative principles (AC2.1) delegated legislation from Traffic Management Act 2004, part 6, TMO/TRO, Temporary Traffic Management Order (TTMO), Road Traffic Regulation Act (RTA) 1984 Legislative principles (AC2.3) trespassing, Traffic Management Act 2004, Road Traffic Regulation Act (RTA) 1984 'Off street' parking Unregulated, council owned land that is not car parks

Learning outcome
The learner will: 3. Understand the principal authority of those responsible for enforcing on-street parking regulations, including the authority of civil enforcement officers
Assessment criteria
The learner can: 3.1 Identify the key organisations with responsibility for enforcing on-street parking 3.2 Explain the principal powers towards enforcing on-street parking of those organisations responsible for its enforcement 3.3 Describe the purpose of parking contravention codes 3.4 Describe the key recording and reporting procedures relevant to enforcing parking contraventions 3.5 Explain potential statutory and non-statutory exemptions relating to restrictions, including blue badge schemes and dispensations 3.6 Outline the powers of scrutiny available to those enforcing blue badge schemes

Range
<p>Key organisations Local authorities, police, private contractors, county councils</p> <p>Principal powers Civil: serving notices, penalties charges, move vehicles on, removals and clamping, red routes Criminal: obstruction, clearways, white lines, pavements, red routes (in London), fixed penalty notices, removals</p> <p>Recording devices pocket books, handhelds, digital photos, CCTV devices, mobile enforcement devices</p> <p>Reporting procedures automated and electronically, remote, handwritten</p> <p>Statutory exemptions Emergency services, military vehicles, liveried/postal vehicles, demolitions/building, water/gas/essential road works</p> <p>Non-statutory exemptions Disabled badge owners, dispensations, waivers loading/unloading, special circumstances, suspension</p>

Learning outcome
<p>The learner will:</p> <p>4. Understand the legal principles and associated processes relating to penalty charge notices relevant to regulated parking</p>
Assessment criteria
<p>The learner can:</p> <p>4.1 outline the legal processes and time frames to be followed from the issue of a penalty charge notice through to debt registration relevant to regulated parking</p> <p>4.2 outline the debt recovery process relating to penalty charge notices</p>

Unit 308

Understand the legislative principles regulating parking and its enforcement

Supporting information

Guidance

For the purposes of this unit 'on-street' parking refers to parking on a street and in regulated public car parks such as those owned by Local Authorities. However, it is noted that, occasionally in some definitions, regulated public car parks can be referred to as 'off-street' parking.

For the purposes of this unit 'off-street' parking refers to parking on private land, including unregulated car parks. It is recognised that some public car parks are unregulated.

Unit 309

Understand the legislative principles relating to parking controls and the associated use of lines and signage

UAN:	T/502/9630
Level:	Level 3
Credit value:	2
GLH:	19
Relationship to NOS:	This unit is linked to Asset Skills NOS within the parking sector suite, which addresses parking controls and the use of lines and signage.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills it will be assessed via a short-answer test which can be found in the assessment pack.
Aim:	This unit is suitable for learners whose work requires them to know the legislative principles regulating parking controls and the associated use of lines and signage. It includes understanding the principles of establishing lines and signage towards enforcing parking controls and/or restrictions.

Learning outcome
The learner will: 1. Understand the legislative principles relating to parking controls affecting regulated or 'on street' parking, and 'off street' parking covering unregulated car parks and parking on private land
Assessment criteria
The learner can: 1.1 Describe the differences between legislative and regulatory requirements affecting regulated or ' on-street ' parking and ' off-street ' parking covering unregulated car parks and parking on private land 1.2 Explain the possible parking controls and/or restrictions and the circumstances when these might be applied 1.3 Describe the role of the principal parties and organisations involved in identifying parking controls and/or restrictions, including controlled parking zones

Range
<p>Legislative and regulatory requirements 2004 Traffic Management Act, Road Traffic Regulation Act (RTA) 1984, Traffic Management Order (TMO/TRO), Operational guidance (DfT), Civil Enforcement Area (DfT), suspensions and dispensations, temporary orders, by-laws.</p> <p>‘On-street’ parking Regulated parking on highways and in car parks</p> <p>‘Off-street’ parking Unregulated parking on private land</p> <p>Parking controls controlled/community parking zone (CPZ), residents parking, time limited bays, on-street metered bays, pay and display, pay by phone</p> <p>Parking restrictions civil enforcement areas, yellow lines, red routes, bus lanes, bus stops, taxi ranks, disabled bays, footway parking, pedestrian crossings, box junction, loading ban.</p> <p>Circumstances time, zone, moving, stationary, seasonal, special events, term time.</p> <p>Principal parties and organisations local government authorities, Transport for London (TfL), Department of Transport (DfT), police, British Parking Association (BPA), central government, Highway authority, county council</p>

Learning outcome
<p>The learner will:</p> <p>2. Understand the principles of establishing lines and signage towards enforcing parking controls and/or restrictions</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Outline the principal legislation regulating the use of lines and signage when enforcing parking controls and/or restrictions</p> <p>2.2 Describe how lines and signage link with Traffic Regulation/Management Orders (TROs/TMOs), or relevant codes of practice/by-laws for ‘off- street’ parking</p> <p>2.3 Describe the importance of ensuring that specifications for proposed lines and signage are correct, and processes for ensuring this</p> <p>2.4 Describe the range and type of parking controls and/or restrictions which may require lines and/or signage</p> <p>2.5 Identify the principal types of lines and signage available and when these can be used</p> <p>2.6 Outline the procedures for implementing agreed specifications for lines and signage</p>

Range
<p>Principal legislation traffic signs, general regulations and directions 2002, traffic management orders (TRO/TMO), Road Traffic Regulation Act (RTA) 1984</p> <p>Codes of practice Security Industry Authority (SIA) – off-street only.</p> <p>‘Off-street’ parking Unregulated parking on private land</p> <p>Parking controls and/or restrictions Parking bays, parking restrictions, CPZ, red routes, CCTV/camera enforcement, shared-use bay, lorry bans</p> <p>Lines Yellow, white, red, single, double, kerb flashes</p> <p>Signage Informational, prohibitive, directional, temporary.</p> <p>Procedures TMO/TRO, consult and advertise.</p>

Unit 309

Understand the legislative principles relating to parking controls and the associated use of lines and signage

Supporting information

Guidance

For the purposes of this unit 'on-street' parking refers to parking on a street and in regulated public car parks such as those owned by Local Authorities. However, it is noted that, occasionally in some definitions, regulated public car parks can be referred to as 'off-street' parking

For the purposes of this unit 'off-street' parking refers to parking on private land, including unregulated car parks. It is recognised that some public car parks are unregulated.

Unit 310

Administer parking and traffic challenges, representations and civil parking appeals

UAN:	L/601/2648
Level:	Level 3
Credit value:	9
GLH:	40
Relationship to NOS:	This unit is linked to Council for Administration Business and Administration NOS BAB132.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Council for Administration and must be delivered following the CfA assessment strategy. It should be assessed via a portfolio of evidence.
Aim:	This unit covers the knowledge and understanding learners need to administer parking and traffic challenges, representations and civil parking appeals. It also covers the practical application of this knowledge and understanding.

Learning outcome
The learner will: 1. Understand the organisational and legal context for administering parking and traffic challenges, representations and appeals
Assessment criteria
The learner can: 1.1 Describe the services they are responsible for 1.2 Clarify the limits and scope of their responsibilities and authority in providing services 1.3 Explain their organisation's policies, procedures and constraints that affect services in their area of responsibility 1.4 Explain how to apply their organisation's policies, procedures and constraints in their work 1.5 Describe the current legislation, codes of practice and Traffic Regulation Orders that apply when dealing with challenges, representations and CPN appeals 1.6 Explain the requirements of the Data Protection Act and its implications for their role 1.7 Explain how to access and use the sources of information needed to deal with challenges, representations and CPN appeals 1.8 Interpret the documents that are used in parking control administration in relation to dealing with challenges, representations and CPN appeals

Learning outcome
<p>The learner will:</p> <p>2. Understand how to register receipt of challenges, representations and CPN appeals</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Explain how to communicate effectively with customers in order to be clear about the nature of their enquiry</p> <p>2.2 Clarify the courses of action available to customers</p> <p>2.3 Clarify the information that is needed to consider a challenge, representation or CPN appeal</p> <p>2.4 Explain why the specified information is required</p> <p>2.5 Explain the criteria for cancellation</p> <p>2.6 Clarify why it is important to record receipt of a challenge, representation or CPN appeal</p> <p>2.7 Explain how to identify evidence that is reliable, valid and sufficient</p> <p>2.8 Describe the information and evidence that has to be provided by the customer</p> <p>2.9 Explain how to check that customer information is valid</p> <p>2.10 Describe the specialist software used by their organisation for the recording and processing of challenges, representations and CPN appeals</p> <p>2.11 Explain how to use the specialist software used by their organisation for the recording and processing of challenges, representations and CPN appeals</p>

Learning outcome
<p>The learner will:</p> <p>3. Understand how to respond to challenges, representations and CPN appeals</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Describe the range of internal evidence that is needed to support a reliable decision</p> <p>3.2 Explain where to obtain the internal information that is needed to support a reliable decision</p> <p>3.3 Explain how to clarify the details of the customer's challenge, representation and CPN appeal through oral or written questioning</p> <p>3.4 Clarify the limits of own responsibility in investigating challenges, representations and CPN appeals</p> <p>3.5 Explain the criteria for cancellation</p> <p>3.6 Clarify why it is important to record receipt of a challenge, representation or CPN appeal</p> <p>3.7 Explain how to identify evidence that is reliable, valid and sufficient</p> <p>3.8 Describe the information and evidence that has to be provided by the customer</p> <p>3.9 Explain how to check that customer information is valid</p>

Learning outcome
<p>The learner will:</p> <p>4. Be able to register receipt of challenges, representations and CPN appeals</p>
Assessment criteria
<p>The learner can:</p> <p>4.1 Respond promptly to a customer's initial enquiry with accurate advice</p> <p>4.2 Record receipt of the written challenge, representation or CPN appeal</p> <p>4.3 Make sure they have the information they need to understand the customer's case</p> <p>4.4 Check the details of the documentation received for accuracy, consistency and validity</p> <p>4.5 If the documentation fails to meet the requirements for considering the challenge, representation or CPN appeal promptly inform the customer of this and the courses of action they can take</p> <p>4.6 If the customer's situation does not fall within recognised criteria for cancellation inform the customer of this and the courses of action they can take</p> <p>4.7 At all stages, comply with organisational and legal requirements</p>

Learning outcome
<p>The learner will:</p> <p>5. Be able to respond to challenges, representation and CPN appeals</p>
Assessment criteria
<p>The learner can:</p> <p>5.1 Collate evidence for response to the challenge, representation or CPN appeal</p> <p>5.2 If necessary, take prompt action to suspend the enforcement process while the case is being investigated</p> <p>5.3 Make sure all internal records are accurate, reliable, valid and up-to-date</p> <p>5.4 Review the documentation to make sure there is sufficient evidence</p> <p>5.5 Decide whether there is a need for additional evidence</p> <p>5.6 Where necessary, obtain the additional items of evidence needed</p> <p>5.7 Refer any matter which is beyond the limits of their responsibility to the appropriate person</p> <p>5.8 Review all evidence and make a decision</p> <p>5.9 Inform the customer, in writing and within agreed timescales, of the decision and the courses of action that they can take</p> <p>5.10 Where appropriate, reactivate the enforcement process</p> <p>5.11 Keep copies of all correspondence and update records</p> <p>5.12 At all stages, comply with current organisational and legal requirements</p>

Unit 311

Administer statutory parking and traffic appeals

UAN:	R/601/2649
Level:	Level 3
Credit value:	9
GLH:	45
Relationship to NOS:	This unit is linked to Council for Administration Business and Administration NOS BAB133.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Council for Administration and must be delivered following the CfA assessment strategy. It should be assessed via a portfolio of evidence.
Aim:	This unit is about the skills, knowledge and understanding required to administer statutory parking and traffic appeals.

Learning outcome
The learner will: 1. Understand the organisational and legal context for administering statutory parking and traffic appeals
Assessment criteria
The learner can: 1.1 Describe the services for which they are responsible 1.2 Explain the organisation's policies, procedures and constraints that affect services in their area of responsibility 1.3 Describe the rules that apply when dealing with statutory appeals (eg Codes of Conduct, Code of Practice) 1.4 Interpret Traffic Regulation Orders 1.5 Describe the current legislation that applies when dealing with statutory appeals (eg Traffic Management Act 2004) 1.6 Explain the requirements of the Data Protection Act and its implications for their role

Learning outcome
The learner will: 2. Understand how to prepare case evidence
Assessment criteria
The learner can: 2.1 Describe the specialist software used by their organisation for the recording and processing of statutory appeals 2.2 Explain how to identify evidence that is sufficient, reliable and valid 2.3 Identify the information that has to be provided

- 2.4 Explain how to check that information provided is accurate
- 2.5 Explain the grounds on which someone may appeal
- 2.6 Explain the grounds on which someone may file a statement of truth
- 2.7 Clarify the importance of acting within the given deadline for the case and the consequences of failing to do so
- 2.8 Clarify the limits of their responsibility in investigating statutory appeals
- 2.9 Identify to whom matters outside own authority should be referred

Learning outcome

The learner will:

- 3. Understand how to investigate the case for statutory appeal and decide how to proceed

Assessment criteria

The learner can:

- 3.1 Describe what evidence is needed and why
- 3.2 Explain how to identify evidence that has not been provided
- 3.3 Explain how to obtain evidence that has not been provided
- 3.4 Identify who to consult if further information is needed

Learning outcome

The learner will:

- 4. Understand how to contest a statutory appeal

Assessment criteria

The learner can:

- 4.1 Explain how to prepare a case summary
- 4.2 Explain how to present a case summary
- 4.3 Clarify why it is important to present a case summary in the specified way
- 4.4 Explain how to prepare the documentation for a case that is not to be contested
- 4.5 Explain the organisation's requirements for the presentation and organisation of documents for a statutory appeal hearing
- 4.6 Explain how to prepare to attend a hearing
- 4.7 Explain the Code of Conduct which regulates how to behave when attending a statutory appeal
- 4.8 Describe the kinds of further information that might be requested

Learning outcome

The learner will:

- 5. Understand how to respond to the outcome of a statutory appeal

Assessment criteria

The learner can:

- 5.1 Describe the actions to take to close a case
- 5.2 Explain how to arrange for refunds of fees to be paid
- 5.3 Describe the records (paper and electronic) that need to be updated to record the outcome of the statutory appeal and how to do this
- 5.4 Identify who to inform of the outcomes of a statutory appeal

- 5.5 Clarify why it is important to inform specified persons of the outcomes of a statutory appeal
- 5.6 Explain the courses of action that are available to the appellant
- 5.7 Explain the courses of action that are available to the respondent
- 5.8 Describe what actions to take to reactivate the recovery process

Learning outcome

The learner will:

- 6. Be able to prepare case evidence

Assessment criteria

The learner can:

- 6.1 Record receipt of the statutory appeal notification or revocation order
- 6.2 Take action to suspend the enforcement process during the investigation
- 6.3 Check the details of the documentation received for accuracy and consistency
- 6.4 Notify the appropriate person of any discrepancies
- 6.5 Understand the grounds on which the customer is appealing or the statement of truth has been filed
- 6.6 At all stages comply with current organisational and legal requirements
- 6.7 At all stages carry out work within the given deadline for the case

Learning outcome

The learner will:

- 7. Be able to investigate a case for statutory appeal and decide how to proceed

Assessment criteria

The learner can:

- 7.1 Make sure all necessary evidence is present, accurate, valid and reliable
- 7.2 Identify and obtain any additional items of evidence that are needed
- 7.3 Where necessary consult other people to obtain further information
- 7.4 Refer any matter which is beyond the limits of own responsibility to the appropriate person
- 7.5 Review all evidence
- 7.6 Make and record a decision on the basis of the evidence
- 7.7 Where the decision is not to contest the statutory appeal or the statement of truth, make sure that the adjudicator and appellant or respondent are informed and that the decision has been recorded properly
- 7.8 At all stages comply with current organisational and legal requirements

Learning outcome
<p>The learner will:</p> <p>8. Be able to contest a statutory appeal</p>
Assessment criteria
<p>The learner can:</p> <p>8.1 Prepare a case summary in accordance with organisational guidelines and relevant codes of practice</p> <p>8.2 Collate, label and present documentation in the format required by the appeals service</p> <p>8.3 Make sure copies of documentation are provided to all relevant people</p> <p>8.4 Make sure that they are prepared to respond to requests for further information including when a statutory appeal is referred by an adjudicator to an independent person to consider mitigation</p> <p>8.5 If they attend the hearing, ensure that they are fully conversant with the case and comply with the Code of Conduct for personal attendance</p>

Learning outcome
<p>The learner will:</p> <p>9. Be able to respond to the outcomes of a statutory appeal</p>
Assessment criteria
<p>The learner can:</p> <p>9.1 On receiving notification of the outcome of the statutory appeal, update all records in accordance with organisational and legal requirements</p> <p>9.2 Proceed with the case as appropriate to the outcomes of the statutory appeal</p> <p>9.3 Review and consider the adjudicator's feedback</p> <p>9.4 Take appropriate actions in response to the adjudicator's feedback</p>

Unit 312

Administer parking and traffic debt recovery

UAN:	J/601/2650
Level:	Level 3
Credit value:	9
GLH:	54
Relationship to NOS:	This unit is linked to Council for Administration Business and Administration NOS BAB134.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Council for Administration and must be delivered following the CfA assessment strategy. It should be assessed via a portfolio of evidence.
Aim:	This unit covers the knowledge and understanding learners need to administer parking and traffic debt recovery. It also covers the practical application of this knowledge and understanding.

Learning outcome
The learner will: 1. Understand the organisational and legal context for administering parking and traffic recovery
Assessment criteria
The learner can: 1.1 Describe the services they are responsible for 1.2 Clarify the limits and scope of their responsibilities and authority in providing services 1.3 Explain their organisation's policies, procedures and constraints that affect services in own area of responsibility 1.4 Explain how to apply their organisation's policies, procedures and constraints that affect services in own area of responsibility 1.5 Describe the current legislation and regulations that apply 1.6 Explain the requirements of the Data Protection Act and its implications for own role 1.7 Explain the criteria, policy and procedures in relation to debt recovery (eg for non-collection, write off, case closure, tracing and recovery, maximising debt collection, reporting, performance management) 1.8 Explain the debt recovery process within the organisation

Learning outcome
<p>The learner will:</p> <p>2. Understand the processes involved in debt recovery</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Explain the role of the Traffic Enforcement Centre and/or the magistrates court in the debt recovery process</p> <p>2.2 Describe the debt recovery documentation to be served</p> <p>2.3 Explain how to serve debt recovery documentation</p> <p>2.4 Describe the case evidence that may be used</p> <p>2.5 Explain how to investigate a case</p> <p>2.6 Clarify the limits of own responsibility</p> <p>2.7 Identify to whom matters outside own authority should be referred</p> <p>2.8 Describe the range of possible outcomes of a case</p> <p>2.9 Identify the appropriate actions to take for each possible outcome of a case</p> <p>2.10 Clarify the role of debt recovery agents and other agencies</p> <p>2.11 Explain how to communicate effectively with debt recovery agents and other outside agencies</p> <p>2.12 Clarify the importance of the audit trail</p> <p>2.13 Explain how to update and maintain records as necessary</p> <p>2.14 Describe the reports that are required</p> <p>2.15 Explain how and when to produce required reports</p> <p>2.16 Explain how to close a case in line with organisational policy and relevant legislation</p>

Learning outcome
<p>The learner will:</p> <p>3. Be able to administer parking and traffic debt recovery</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Monitor the quality of the data to be registered at Traffic Enforcement Centre (TEC) or magistrates court</p> <p>3.2 Ensure debt recovery documentation is served in accordance with organisational policy and relevant legislation</p> <p>3.3 Investigate the case and prepare case evidence in accordance with organisational policy and relevant legislation</p> <p>3.4 Review all evidence; make and record a decision on the basis of the evidence</p> <p>3.5 Where the decision is not to pursue the case make sure that relevant people are informed and that the decision has been recorded properly</p> <p>3.6 Where the decision is to pursue the case, proceed in accordance with organisational policy and relevant legislation</p> <p>3.7 Respond appropriately to the outcomes of the case, review feedback and take appropriate action</p> <p>3.8 Liaise with debt recovery agents</p> <p>3.9 Liaise with outside agencies</p>

- 3.10 Monitor the performance of debt recovery agents
- 3.11 Produce relevant reports
- 3.12 Update and maintain records in line with organisational policy and relevant legislation
- 3.13 At all stages carry out work within the given deadlines for the case
- 3.14 Close the case in accordance with organisational policy and relevant legislation

Unit 313

Coaching and training your work team

UAN:	D/501/3812
Level:	Level 3
Credit value:	2
GLH:	7
Relationship to NOS:	This unit is linked to Management Standards Centre NOS D7.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Management Standards Centre. Assessment is via work based assignment which can be found in the assessment pack.
Aim:	To develop knowledge and understanding of coaching and training as required by a practising or potential first line manager.

Learning outcome
The learner will: 1. Understand training appropriate to the workplace
Assessment criteria
The learner can: 1.1 Clarify the training need 1.2 Explain two training techniques appropriate to the workplace situation 1.3 Explain how they could cater for different learning styles when training individuals in the workplace 1.4 Explain one relevant feedback technique that could work effectively in the workplace situation 1.5 Describe methods of evaluating the effectiveness of training 1.6 Explain how they could maintain training records

Learning outcome
The learner will: 2. Understand how to coach an individual in an organisation
Assessment criteria
The learner can: 2.1 Clarify the coaching need 2.2 Explain how to plan the coaching for an individual in the organisation 2.3 Explain the importance of feedback in coaching 2.4 Describe one method of evaluating the effectiveness of coaching

Unit 313 Coaching and training your work team

Supporting information

Indicative content

1.

- Identifying when training is an appropriate method to address a development need
- Training techniques appropriate to the workplace situation
- Range of learning styles and their implications for training design
- Relevant feedback techniques
- Methods to evaluate effectiveness of training
- Appropriate recording systems
- Supervised practice or simulation to develop the ability to apply knowledge and skills

2.

- Identifying when coaching is an appropriate method to address a development need
- Coaching techniques as appropriate to the workplace situation
- Role of feedback in coaching
- Methods to evaluate effectiveness of coaching
- Supervised practice or simulation to develop the ability to apply knowledge and skills

Unit 401

Understanding the management role

UAN:	T/501/3282
Level:	Level 4
Credit value:	4
GLH:	15
Relationship to NOS:	This unit is linked to Management Standards Centre NOS A3, B1, B6, C4, D2, F8.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Management Standards Centre. Assessment is via work based assignment which can be found in the assessment pack.
Aim:	To appreciate the nature of the middle manager role and their ability to perform effectively.

Learning outcome
The learner will: 1. Understand the organisation's purpose, stakeholders, structure and functional areas and managerial roles
Assessment criteria
The learner can: 1.1 Describe the organisation's purpose and its stakeholders 1.2 Explain the organisation's structure, functional areas and managerial roles

Learning outcome
The learner will: 2. Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals
Assessment criteria
The learner can: 2.1 Describe the specific responsibilities of middle managers in enabling the organisation to achieve its goals

Learning outcome
The learner will: 3. Understand how communication and interpersonal relationships affect managerial performance in the workplace
Assessment criteria
The learner can: 3.1 Explain how interpersonal relationships and communication skills affect managerial performance 3.2 Identify barriers to communications and effective interpersonal relationships in the organisation and devise strategies to overcome these

Learning outcome
The learner will: 4. Be able to evaluate personal development opportunities to improve own managerial
Assessment criteria
The learner can: 4.1 Critically assess own knowledge, skills, personal attributes and behaviour, and their effect on own managerial ability 4.2 Identify areas for personal development to improve own managerial behaviour 4.3 Plan and set priorities for future development

Unit 401 Understanding the management role

Supporting information

Indicative content

1.
 - The nature and purpose of organisations, including mission and value statements
 - Stakeholders and their objectives
 - Organisation charts, including hierarchical and matrix structures; indication of the range of operational functions
 - Levels of management and associated roles and responsibilities within organisation
2.
 - Profile and job functions of middle managers
 - Formal and informal organisational relationships
 - The management task, including planning, organising, motivating and controlling
 - Range of management styles
 - Differences between management and leadership
3.
 - Range of human behaviours, including how cultural and individual differences, verbal (esp. questioning and active listening skills) and non-verbal communication, interact to affect understanding and their effect on communication in the workplace
 - Methods/procedures to overcome particular communication challenges (eg those with learning difficulties, hearing impaired, visually impaired, foreign languages etc)
 - Communications climate and culture
 - Importance of feedback skills to facilitate communication and workplace relationships
 - Networking skills
4.
 - Personal style and approach; image and presentation, non-verbal communication; social skills applicable to workplace
 - Respect for others; balance between trust and control
 - Attitudes to knowledge management and sharing of information
 - Personal management styles and their effects on situations and individuals

Unit 402

Managing the analysis of secondary data

UAN:	L/501/3286
Level:	Level 4
Credit value:	4
GLH:	15
Relationship to NOS:	This unit is linked to Management Standards Centre NOS.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Management Standards Centre. Assessment is via work based assignment which can be found in the assessment pack.
Aim:	To develop core data analysis skills as needed by practising or potential middle managers.

Learning outcome
The learner will: 1. Be able to gather and evaluate complex data from diverse secondary sources
Assessment criteria
The learner can: 1.1 Identify a research topic which is relevant to the organisation 1.2 Collect secondary data from a wide range of academic, official and commercial sources, ensuring that all sources are acknowledged 1.3 Analyse collected data to judge its relevance and validity, make deductions, and draw conclusions

Learning outcome
The learner will: 2. Be able to review the findings from own analysis of data
Assessment criteria
The learner can: 2.1 Lead a group discussion on the findings from own analysis 2.2 Evaluate the outcomes from the group discussion of the data analysis

Learning outcome
<p>The learner will:</p> <p>3. Be able to review research activity and identify areas for future self development</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Review the effectiveness of the research activity against the objectives set</p> <p>3.2 Prepare and justify a self-development plan to improve own performance when managing research activities</p>

Unit 402

Managing the analysis of secondary data

Supporting information

Indicative content

1.

- Research methods
- Official (Governmental and supra-Governmental) and other (corporate, commercial, trade associations, societies, trade unions, etc) sources of information and information retrieval processes, including library classification systems, indexes, journals, trade magazines and the use of Internet search engines' advanced search features (ie Boolean searches)
- Techniques for identifying relevant content from paper and electronic materials (using contents and index pages, skim-reading, using files/site search facilities) and criteria for judging the validity and appropriateness of information and sources
- Making structured notes and cross-referencing materials for different purposes (eg essays, reports, presentations)
- Using index cards, Mind Maps and similar techniques to record structure material, and build links between information from different sources
- Note-taking and recording others' contributions in lectures, demonstrations, seminars and tutorials
- Referencing
- Development of bibliographies

Note: Learners should be encouraged to investigate topics that are of relevance to them and their role so as to add value to their work performance.

2.

- Skills for engaging actively in, and leading, tutorial and seminar discussions
- Basic principles of group dynamics and skills for working in self-managing groups
- Skills for making formal presentations and/or demonstrations, alone, with others, to individuals and to groups including:
 - Relevance of objectives, audience and contexts in relation to presentations
 - Options and constraints applicable to presentation – including time, duration, venue, equipment, language etc
 - Use of standard computer software such as Microsoft PowerPoint
 - Non-IT visual aids for presentations (eg OHTs, models, handouts, demonstrations etc)
 - Techniques for effective and flexible delivery
 - Techniques for controlling and responding to questions

3.

- Evaluation techniques (self and others) and performance improvement
- Setting and using SMART objectives to manage own work
- Strategies to establish priorities (eg urgent/important grid) and make most effective use of time
- Action and task planning techniques
- Use of milestones to monitor progress
- Importance of monitoring and revising plans in line with progress

Unit 403

Solving problems by making effective decisions in the workplace

UAN:	R/501/8182
Level:	Level 4
Credit value:	3
GLH:	16
Relationship to NOS:	This unit is linked to Management Standards Centres NOS C2, C5, C6, F6.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Management Standards Centre. Assessment is via work based assessment which can be found in the assessment pack.
Aim:	To enable learners to make effective decisions to solve problems in the workplace.

Learning outcome
The learner will: 1. Be able to examine a problem in the context of the workplace
Assessment criteria
The learner can: 1.1 Define and diagnose a complex problem in the workplace including its scope and impact

Learning outcome
The learner will: 2. Be able to examine ways of resolving the problem
Assessment criteria
The learner can: 2.1 Search for and examine a range of alternative solutions to the problem 2.2 Compare and evaluate the solutions, using a specific decision making technique and appropriate consultation with those affected by it, to identify the best option

Learning outcome
<p>The learner will:</p> <p>3. Be able to plan how you will implement the solution</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Construct a plan for implementing the solution, including any resource requirements</p> <p>3.2 Outline how the solution will be communicated to those affected by it</p>

Unit 403 Solving problems by making effective decisions in the workplace

Supporting information

Indicative content

1.

- Ways to recognise, investigate and analyse complex problems
- Brainstorming and a range of other creative thinking techniques
- Setting objectives in relation to problems

2.

- Gathering information and generating alternatives
- Problem solving techniques
- Setting priorities
- Evaluating options
- Conditions under which decisions are made (certainly, uncertainly)
- Decision making models and techniques
- Types of decisions (routine, adaptive, innovative etc)
- Decision making in relation to goals which specify the quality or quantity of the desired results
- Methods of and reasons for consultation

3.

- Planning (for example – human resources, finance, marketing, operations, health and safety)
- Resource allocation (money, people, facilities, equipment etc)

Unit 404

Delegating authority in the workplace

UAN:	H/501/8185
Level:	Level 4
Credit value:	3
GLH:	5
Relationship to NOS:	This unit is linked to Management Standards Centre NOS B6, D5.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Management Standards Centre. Assessment is via work practical assessment which can be found in the assessment pack.
Aim:	To enable learners to effectively delegate work and empower others.

Learning outcome
The learner will: 1. Be able to delegate a task in the workplace
Assessment criteria
The learner can: 1.1 Agree and set objectives for the task to be delegated 1.2 Estimate the time required to complete the task 1.3 Explain how progress will be monitored 1.4 Set guidelines for resource availability and utilisation 1.5 Assess the authority required for the person to whom they are delegating 1.6 Specify the standards to be adhered to

Learning outcome
The learner will: 2. Be able to examine ways to improve their ability to delegate and empower others
Assessment criteria
The learner can: 2.1 Review how well they delegated the task, based on the outcomes of the delegated tasks and feedback from others 2.2 Explain how they can improve their ability to delegate and empower others

Unit 404 Delegating authority in the workplace

Supporting information

Indicative content

1.

- Advantages and disadvantages of delegation
- Principles of effective delegation
- Delegating to empower others
- Constraints and benefits of empowerment
- Techniques for deciding the most appropriate individual to undertake the activity
- The importance of making effective and efficient use of people's knowledge and skills, and how to achieve this
- Definitions of authority and power, responsibility and accountability
- Process of delegation including barriers and support mechanisms
- Techniques to monitor outcomes of delegation
- Feedback, recognition and reward techniques

2.

- Review of own effectiveness in delegating tasks
- Identifying actions that could improve ability to delegate

Unit 405

Managing and implementing change in the workplace

UAN:	A/501/8189
Level:	Level 4
Credit value:	7
GLH:	28
Relationship to NOS:	This unit is linked to Management Standards Centre NOS D4, C5, C6.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Management Standards Centre. Assessment is via reflective review which can be found in the assessment pack.
Aim:	To enable learners to manage and implement change in the workplace.

Learning outcome
The learner will: 1. Understand the forces for change in an organisation
Assessment criteria
The learner can: 1.1 Examine the forces that may require own organisation to change by conducting an environmental and organisational analysis

Learning outcome
The learner will: 2. Know how to manage and implement change in the workplace
Assessment criteria
The learner can: 2.1 Give an example of a change required in the workplace, arising from the environmental and organisational analysis 2.2 Investigate the change required to determine whether it is feasible and viable for implementation 2.3 Analyse the benefits and implication of the change for stakeholders 2.4 Explain how they will obtain support from stakeholders for the change 2.5 Compile a detailed implementation plan

Unit 405 Managing and implementing change in the workplace

Supporting information

Indicative content

1.

- Environmental analysis techniques such as PESTLE
- Organisational analysis, such as SWOT analysis

2.

- Benefits and implications of change
- Methods of assessing risks and uncertainties
- Principles of change management
- System theory and process design
- Methods for planning for change
- Feasibility and viability of the change for stakeholders
- Use of tools for planning change
- Human and financial factors in the consideration of change
- Clear communication of change
- The importance of involving people to facilitate effective change

Unit 406

Developing and managing people in the workplace

UAN:	J/501/8194
Level:	Level 4
Credit value:	5
GLH:	20
Relationship to NOS:	This unit is linked to MSC NOS A2, D7, D9.
Endorsement by a sector or regulatory body:	This unit is endorsed by the Management Standards Centre. Assessment is via practical review which can be found in the assessment pack.
Aim:	To enable learners to understand the needs and expectations of people in the workplace and to enable them to develop individuals to improve organisational performance.

Learning outcome
The learner will: 1. Be able to analyse the needs and expectation of people in the workplace
Assessment criteria
The learner can: 1.1 Examine the expectations and requirements of groups and individuals in the workplace 1.2 Examine the training and development needs of individuals and groups in the workplace to improve work performance

Learning outcome
The learner will: 2. Be able to develop individuals in the workplace to improve performance
Assessment criteria
The learner can: 2.1 Explain how to accommodate the expectations and individual requirements of individuals in the workplace 2.2 Examine development vehicles in the organisation to accommodate the development needs of individuals in the workplace 2.3 Provide a development plan to enable the identified development needs to be progressed and met

Unit 406 Developing and managing people in the workplace

Supporting information

Indicative content

1.

- Examining the expectations and requirements of people
- Determining groups and individuals for whom the manager has responsibility
- Diversity in the workplace
- Understanding the causes of conflict in the organisation
- Ways of identifying substance abuse and related problems
- Promotion of work/life balance

2.

- Administering people in accordance with guidelines and career pathways
- Being aware of and understanding organisational policies (diversity, substance abuse etc)
- Understanding the variety of documentation required to manage people
- Managing career development of people
- Support structures within the organisation
- Techniques for managing interpersonal conflict
- Techniques for informal performance assessment and formal appraisal
- Methods of ensuring fair and objective assessment/appraisal
- Methods to monitor, evaluate and record individual feedback
- Reporting performance appraisal including the importance of confidentiality
- Promotion of a healthy life-style
- Learning styles and the range of training/development opportunities available
- Mechanisms to provide appropriate feedback to individuals
- Career development strategies
- Appropriate recording systems

Unit 407

Researching the requirements for parking provision

UAN:	F/503/1297
Level:	Level 4
Credit value:	4
GLH:	29
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.1.1 and 1.1.2 from the parking suite, both of which address undertaking research and gaining feedback upon parking provision.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in undertaking research and gaining feedback upon parking provision. It includes establishing the parameters of the research, progressing the research and analysing the outcomes

Learning outcome
The learner will: 1. Be able to establish the parameters for the research
Assessment criteria
The learner can: 1.1 Describe legal, regulatory and organisational requirements relating to researching the requirements for parking provision 1.2 Identify the circumstances creating the requirements for the research 1.3 Describe the factors to consider when researching existing and/or potential parking provision 1.4 Explain the objectives of the research and the information sought, including that regarding: <ul style="list-style-type: none">• traffic flow• parking requirements

Learning outcome
<p>The learner will:</p> <p>2. Be able to set up and progress the research</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Describe different research methods and their relative strengths and limitations</p> <p>2.2 Identify appropriate data collection methods that fulfil the requirements of the research</p> <p>2.3 Establish a realistic plan, including timescale and budget requirements, for the research</p> <p>2.4 Establish where there is a justifiable need for third party resources to progress the research</p> <p>2.5 Identify appropriate third party resources where these are required</p> <p>2.6 Explain the method for procuring third party resources which fulfils their organisation's requirements</p> <p>2.7 Explain the importance of briefing fully third parties involved in the research</p> <p>2.8 Monitor the progress of the research against the plan, and identify and address any variances correctly</p>

Learning outcome
<p>The learner will:</p> <p>3. Be able to assess the outcomes and make consequent recommendations regarding proposed parking provision</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Assess feedback from the research and identify trends and patterns relevant to informing parking provision</p> <p>3.2 Identify and recommend prioritised and realistic actions which enhance their organisation's provision for parking services</p> <p>3.3 Explain the rationale for their recommendations based upon their objective assessment of the outcomes of the research</p> <p>3.4 Present their ideas and information clearly, concisely and accurately</p> <p>3.5 Present information in a format appropriate to the needs of their audience</p> <p>3.6 Maintain accurate and up to date records of their analysis and the outcomes of the research</p>

Unit 408

Using design to minimise the risk of crime within parking provision

UAN:	T/503/1295
Level:	Level 4
Credit value:	4
GLH:	25
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.3.3 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in using design to minimise the risk of crime within parking provision. It includes being able to determine the potential problems related to crime, exploring the design options, and recommending considered options for using design to minimise the risk of crime within parking provision

Learning outcome
The learner will: 1. Be able to determine potential problems related to crime and the associated risk that design might address within parking provision
Assessment criteria
The learner can: 1.1 Describe legal, regulatory and their organisation's requirements relating to their organisation's provision of parking services and crime prevention within such provision 1.2 Describe the principal types of crime and anti-social behaviours which may pose a risk within parking provision 1.3 Explain how the design of parking provision can help to minimise the risks associated with the principal types of crime and anti-social behaviours 1.4 Describe aspects to be addressed when seeking to use design to minimise the risk of crime, and methods for reducing opportunities for crime within parking provision 1.5 Identify the nature of the parking provision including: <ul style="list-style-type: none">• its location• the parking requirements• the surrounding environment

- 1.6 Gather information from relevant sources regarding the potential problems of crime and anti-social behaviour associated with the parking provision
- 1.7 Explain how to survey parking provision and its local environment, and how to assess the need for security measures
- 1.8 Identify, and assess the risk of, potential problems with crime and anti-social behaviour associated with the parking provision

Learning outcome

The learner will:

2. Be able to explore the design options

Assessment criteria

The learner can:

- 2.1 Describe the aspects to be addressed when using design to minimise the risk of crime within parking provision
- 2.2 Describe their organisation's actual and potential customer base for the parking provision, and the customers' needs and expectations relating to minimising the risk of crime
- 2.3 Identify and assess potential options towards minimising crime within the parking provision, including the:
 - use of design
 - presence of security equipment/personnel
 - application of practices towards managing security
- 2.4 Assess the costs and benefits of the options
- 2.5 Review the outcomes of their assessments with relevant stakeholders
- 2.6 Prioritise the options, justifying these according to their likely effect towards minimising the risk of crime and their cost of implementation

Learning outcome

The learner will:

3. Be able to recommend considered option(s) for using design to minimise the risk of crime within parking provision

Assessment criteria

The learner can:

- 3.1 Identify the actions and resources required to implement the preferred option(s), making sure that these are realistic
- 3.2 Obtain support for the preferred option(s) from all relevant stakeholders
- 3.3 Present their recommendations clearly to the relevant authority in line with agreed timescales

Unit 409

Providing management information reports regarding parking provision

UAN:	A/503/1329
Level:	Level 4
Credit value:	4
GLH:	25
Relationship to NOS:	This unit is linked to Asset Skills NOS 6.1.3 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence
Aim:	This unit is suitable for learners whose work involves them in providing management information reports regarding parking provision. It involves being able to establish the nature of the management information required, to prepare and present management information reports, and to evaluate their effectiveness

Learning outcome
The learner will: 1. Be able to establish the nature of the management information required
Assessment criteria
The learner can: 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to the provision of management information reports regarding parking provision 1.2 Identify for whom the management information regarding parking provision is needed 1.3 Identify the requirements and objectives to be addressed by the information sought 1.4 Establish and agree the management information required and the format and schedule for its provision 1.5 Describe how to access appropriate and relevant sources of the management information needed in line with their organisation's procedures 1.6 Explain how the management information reports to be provided might be used by the recipients

Learning outcome
<p>The learner will:</p> <p>2. Be able to prepare and present the management information</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Collate, analyse and interpret the relevant information for inclusion within the report, and ensure that it fulfils agreed requirements</p> <p>2.2 Describe different analysis and interpretation techniques that might be used in developing the report</p> <p>2.3 Describe a range of written presentation techniques, including the use of graphs, charts and tables, that might enhance the effectiveness of the information</p> <p>2.4 Use appropriate presentation techniques to ensure that the information is provided on time, clearly, concisely, and in a manner which promotes understanding</p> <p>2.5 Make sure that the information provided is current, accurate and complete</p> <p>2.6 Use appropriate wording to promote understanding, keeping the use of jargon, technical terms and abbreviations to a minimum, making sure that these are explained clearly where relevant</p> <p>2.7 Confirm that the target recipients have received and understood the information provided</p> <p>2.8 Evaluate the effectiveness and value of the management information report provided, using this to influence future reports which they provide</p> <p>2.9 Maintain confidentiality, where relevant, in line with their organisation's requirements</p> <p>2.10 Maintain accurate and up to date records relating to the information provided, in line with their organisation's requirements</p>

Unit 410

Identifying the need for signage and lines to meet the requirements for parking controls and restrictions

UAN:	M/503/1294
Level:	Level 4
Credit value:	4
GLH:	28
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.3.6 from the parking suite
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in identifying the need for signage and lines to meet the requirements for parking controls and restrictions. It includes being able to establish the need for signage and lines, developing proposals with relevant parties, and providing clear instructions to progress the approved signage and lines

Learning outcome
The learner will: 1. Be able to establish the need for signage and lines
Assessment criteria
The learner can: 1.1 Describe the legal, regulatory and their organisation's requirements relating to the identification of the need for agreed signage and lines impacting upon parking provision 1.2 Describe the types of parking controls and restrictions, and the associated range of signage and/or lines required 1.3 Explain the information required towards identifying the need for signage and lines which will, in turn, provide effective guidance/instruction on parking provision 1.4 Identify locations where new signage and lines are needed to meet the requirements for parking controls and restrictions 1.5 Make sure that all relevant consultation takes place when identifying the need for signage and lines 1.6 Make sure that all relevant people are informed promptly of proposals for parking controls and restrictions to establish where signage and lines may be needed, in line with regulatory and their organisation's procedures

- 1.7 Obtain the information necessary to determine the need for signage and lines within an identified parking area
- 1.8 Review and confirm that all necessary details towards identifying the need for signage and lines are available and accurate

Learning outcome

The learner will:

2. Be able to develop proposals for signage and lines

Assessment criteria

The learner can:

- 2.1 Prepare proposals to address the need identified for signage and lines, including addressing their situation, location and any requirements for illumination, in line with their organisation's procedures
- 2.2 Identify whether there are any signage and lines present already in the location that may impact upon their proposals, and where necessary, determine the consequence for the proposals
- 2.3 Make sure that proposed signage and lines comply with regulatory and their organisation's requirements
- 2.4 Identify, where appropriate, circumstances requiring government approval for the proposed signage configuration

Learning outcome

The learner will:

3. Be able to progress approved signage and lines

Assessment criteria

The learner can:

- 3.1 Describe legal, regulatory and their organisation's requirements relating to progressing agreed signage and lines in their area of work
- 3.2 Agree with relevant parties the signage and lines needed to address the identified requirements, in line with their organisation's procedures
- 3.3 Obtain government approval for proposed signage and lines, where needed
- 3.4 Explain the importance of detailing clear instructions, locations and specifications for signage and lines
- 3.5 Provide clear instructions relating to the mapping of the signage and lines identified, including their location and specifications, in line with regulatory requirements and their organisation's procedures
- 3.6 Maintain accurate and up to date records
- 3.7 Work within their own level of responsibility and authority

Unit 411

Monitoring and quality assuring parking lines and signage

UAN:	L/503/1321
Level:	Level 4
Credit value:	4
GLH:	28
Relationship to NOS:	This unit is linked to Asset Skills NOS 5.2.5 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in the monitoring and quality assurance of parking lines and signage. It involves being able to establish the nature of the parking lines and signage to be monitored, and includes the inspection and assessment of the parking lines and signage

Learning outcome
The learner will: 1. Be able to establish the nature of the parking lines and signage to be monitored
Assessment criteria
The learner can: 1.1 Describe legal, regulatory and their organisation's requirements relating to their monitoring parking lines and signage, and the impact for their work in assuring the quality of such lines and signage 1.2 Describe their organisation's monitoring and quality assurance procedures applying to new and also existing lines and signage for parking 1.3 Describe the range and types of lines and signage used within parking provision 1.4 Identify who is responsible for dealing with the installation and/or maintenance of parking lines and signage within the relevant local authority 1.5 Confirm the criteria against which the monitoring and assuring of the quality of parking lines and signage is to take place 1.6 Identify those lines and signage to be monitored and obtain all relevant details regarding these, including: <ul style="list-style-type: none">the associated specifications

<ul style="list-style-type: none"> • their location • when any new lines and signage are to be marked out on site <p>1.7 Make sure that procedures are in place to enable users of the relevant parking area(s) to notify their organisation of faulty and/or ageing lines and signage</p>
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Learning outcome
<p>The learner will:</p> <p>2. Be able to inspect and assure the quality of parking lines and signage</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Confirm the schedule for applying new lines and signage to be quality assured</p> <p>2.2 Confirm with relevant others methods and timescales for monitoring new lines and signage, in line with their organisation's procedures</p> <p>2.3 Make sure that parking lines and signage:</p> <ul style="list-style-type: none"> • have been placed correctly in-situ • meet agreed specifications • fulfil agreed criteria <p>2.4 Identify any aspects of the lines and signage which do not fulfil specifications or criteria, making recommendations for action within the limits of their authority and responsibility</p> <p>2.5 Describe the remedial actions that can be taken to resolve issues which impact on the effectiveness of parking lines and signage, and their organisation's associated procedures</p> <p>2.6 Describe sources of advice, or guidance and support, regarding how to address any aspects which do not meet agreed specifications</p> <p>2.7 Make sure that all relevant people are informed promptly of the outcomes of the monitoring and quality assuring of parking lines and signage</p> <p>2.8 Make sure that lines and signage comply with relevant legal, regulatory and organisational requirements</p> <p>2.9 Act within the limits of their authority</p> <p>2.10 Maintain accurate and up to date records</p>

Unit 412

Establishing equipment and signs appropriate for parking provision in temporary arrangements

UAN:	A/503/1315
Level:	Level 4
Credit value:	4
GLH:	28
Relationship to NOS:	This unit is linked to Asset Skills NOS 5.2.4 within the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence
Aim:	This unit is suitable for learners whose work involves them in establishing the equipment and signs appropriate for parking provision in temporary arrangements. It involves being able to determine the appropriate equipment and signage, and includes arranging and confirming the siting of the necessary equipment and signs for parking provision in temporary arrangements.

Learning outcome
The learner will: 1. Be able to determine the appropriate equipment and signage
Assessment criteria
The learner can: 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to establishing equipment and signage appropriate for parking provision in temporary arrangements 1.2 Describe the range and principal types of equipment and signage necessary to set out parking provision in temporary arrangements 1.3 Describe particular categories of vehicle and driver for which signage can be needed, and the requirements associated with positioning these 1.4 Explain the principal range of potential stakeholders involved in providing parking arrangements, including how and when to involve them 1.5 Identify requirements for the parking provision, including the: <ul style="list-style-type: none">• purpose and location of the facilities• extent and range of parking facilities needed

<ul style="list-style-type: none"> • period for which the facilities are required
1.6 Assess and determine the range and type of equipment and signage required
1.7 Identify any special requirements relating to signage for particular categories of driver and/or vehicle
1.8 Identify any permanent equipment and signage in place already which may impact upon that required for the temporary parking, and take appropriate action to ensure that these do not impact adversely upon the temporary arrangements, where relevant
1.9 Identify and consult with relevant stakeholders regarding the equipment and signage required
1.10 Notify the relevant parties of the equipment and signage to be erected, in line with their organisation's procedures

Learning outcome
<p>The learner will:</p> <p>2. Be able to arrange and confirm the siting of the necessary equipment and signage</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Make sure availability of the required equipment and signage, in line with their organisation's procedures</p> <p>2.2 Describe their organisation's procedures for commissioning any additional equipment and signage</p> <p>2.3 Describe how to position equipment and signage safely and correctly within sites not used normally for parking</p> <p>2.4 Determine the positioning of the required equipment and signage</p> <p>2.5 Make sure that equipment and/or signs are positioned safely and correctly, taking the action necessary to address any which are incorrect or unsafe, where relevant</p> <p>2.6 Describe the principal types of potential hazards that can impact upon the setting up of equipment and signage in temporary sites, and how these should be addressed</p> <p>2.7 Make sure that all relevant others are informed when the work is completed, in line with their organisation's procedures</p> <p>2.8 Maintain accurate and up to date records, in line with their organisation's procedures</p>

Unit 413

Designing parking layout which fulfils requirements regarding traffic flow and pedestrian movement

UAN:	D/503/1291
Level:	Level 4
Credit value:	3
GLH:	24
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.3.4 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence
Aim:	This unit is suitable for learners whose work involves them in designing parking layouts which fulfil requirements regarding traffic flow and pedestrian movement. It includes being able to gather information, explore options, and agree and develop a design

Learning outcome
The learner will: 1. Be able to gather the information necessary towards designing the layout of parking
Assessment criteria
The learner can: 1.1 Describe legal, regulatory and their organisation's requirements relating to the design of the required parking layout and provision 1.2 Explain the principal considerations to be taken into account when designing a parking layout including traffic flow and pedestrian movement 1.3 Describe the information required when designing a parking layout to fulfil requirements regarding traffic flow and pedestrian movement 1.4 Gather information relevant to the design of parking layout from all relevant parties 1.5 Make sure the validity of the information provided, and address correctly any gaps

Learning outcome
<p>The learner will:</p> <p>2. Be able to develop and explore options for the layout of the parking provision</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Describe their local area and the factors affecting the design of parking provision</p> <p>2.2 Identify design options that meet identified requirements and are in line with their organisation's strategy relating to parking provision</p> <p>2.3 Identify design options that give appropriate consideration to the:</p> <ul style="list-style-type: none"> • orientation of the parking to be provided • width and length of parking bays • requirements for traffic flow • requirements for pedestrian movement <p>2.4 Assess the relative benefits of the design options, based upon their comparison of the proposed actions, costs and timescales associated with progressing each option</p> <p>2.5 Make sure that the design options comply with all relevant legal, regulatory and their organisation's requirements</p> <p>2.6 Identify and consult with relevant stakeholders regarding the suggested design options</p>

Learning outcome
<p>The learner will:</p> <p>3. Be able to agree and develop a design for the layout of parking which fulfils requirements</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Agree the preferred option for the design of the parking layout</p> <p>3.2 Determine and agree with relevant parties the costs, timescales and actions for implementing the preferred option</p> <p>3.3 Prepare all necessary documentation in line with their organisation's procedures, keeping the use of jargon, technical terms and abbreviations to a minimum</p> <p>3.4 Communicate the agreed design, and gain commitment to its achievement, from all relevant parties</p> <p>3.5 Maintain accurate and up to date records in line with their organisation's requirements</p>

Unit 414

Contributing to identifying and making traffic orders for parking provision, control or restriction

UAN:	Y/503/1290
Level:	Level 4
Credit value:	4
GLH:	28
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.3.5 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence
Aim:	This unit is suitable for learners whose work involves them in contributing to identifying and making traffic orders for parking provision, control or restriction. It includes being able to gather and review information towards creating, communicating and confirming traffic orders with relevant parties

Learning outcome
The learner will: 1. Be able to gather and review the information necessary to identifying and making traffic orders
Assessment criteria
The learner can: 1.1 Define a Traffic Management Order (TMO)/Traffic Regulation Order (TRO)/Traffic Order (TO), including its purpose and its impact for parking provision 1.2 Describe the relevant legal, regulatory and their organisation's requirements relating to the creation of traffic orders for parking provision, control or restriction 1.3 describe the types of traffic orders and their applications, and associated timescales for processing these 1.4 Describe the information required when identifying and making traffic orders for parking provision, control or restriction 1.5 Obtain and review the information necessary to identify requirements for potential new traffic orders 1.6 Determine whether the potential traffic orders can be created through inspecting and assessing the location of the proposed parking provision, control or restriction

- 1.7 Identifying any potential difficulties or risks associated with creating the proposed parking provision, control or restriction
- 1.8 Make sure that the information provided is valid and agree a statement of reasons for the proposed parking provision, control or restriction

Learning outcome

The learner will:

- 2. Be able to contribute to creating a traffic order

Assessment criteria

The learner can:

- 2.1 Describe the key considerations to be taken into account when identifying and making traffic orders
- 2.2 Describe their local area and factors affecting the creation of traffic orders
- 2.3 Prepare a plan for the creation of the traffic orders, including all relevant steps and necessary information, in line with their organisation's procedures
- 2.4 Describe how to develop a schedule of articles, definitions and prohibitions associated with traffic orders, and how to indicate the activities necessary to mark out parking areas and restrictions
- 2.5 Check that relevant articles, definitions, prohibitions and schedules are correct, addressing any anomalies or errors where necessary
- 2.6 Identify and address circumstances requiring special traffic order situations
- 2.7 Explain the importance of consulting with relevant parties at all stages during the making of traffic orders, and how to do this effectively

Learning outcome

The learner will:

- 3. Be able to communicate and confirm traffic orders

Assessment criteria

The learner can:

- 3.1 Identify key stakeholders to be consulted when identifying the need for and creating new traffic orders
- 3.2 Make sure that all relevant parties are consulted in relation to the new traffic orders within the appropriate timescale, where necessary, and in line with their organisation's procedures
- 3.3 Describe how to review and evaluate objections received
- 3.4 Review, where relevant, and evaluate objections where these are received, and make appropriate recommendations for action to the relevant people
- 3.5 Prepare site notices and letters for residents and businesses, where relevant, and in line with regulations and their organisation's procedures
- 3.6 Develop a schedule for implementing the traffic order, indicating the activities necessary to mark out parking areas and restrictions
- 3.7 Confirm the progress of the traffic order with all relevant parties, in line with regulations and their organisation's procedures
- 3.8 Maintain accurate and up to date records in line with their organisation's requirements

UAN:	M/501/3295
Level:	Level 4
Credit value:	4
GLH:	18
Relationship to NOS:	This unit is linked to MSC NOS A3, B6, C2, D2, D3, D6.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop understanding and ability to communicate effectively, as required by a practising or potential middle manager.

Learning outcome
The learner will: 1. Understand the importance of effective communication in management
Assessment criteria
The learner can: 1.1 Explain the relevance of the communication cycle for effective communication in management 1.2 Explain, with examples, the importance of selecting an appropriate tone, language, and level of formality in management communications 1.3 Assess the effectiveness of a range of verbal and written communication methods within your area of the organisation

Learning outcome
The learner will: 2. Be able to develop effective communication skills as a reflective manager
Assessment criteria
The learner can: 2.1 Develop appropriate criteria to evaluate own ability to communicate effectively 2.2 Collect and analyse feedback on own verbal and written communication skills 2.3 Evaluate own communication skills as a manager, identifying strengths and areas for improvement

Unit 415 Management communication

Supporting information

Indicative content

1.

- Communication theories, including the communication cycle and overcoming barriers
- Different types of communication, including verbal, written, visual and electronic and their relative advantages and disadvantages
- Non-verbal communication, such as body language and facial expression
- Business language, including tone, style and vocabulary
- Need for feedback, and implications of not receiving feedback
- Value of the written word and the importance of objectives and the reader(s)
- Letters, memos, reports, e-mails or other forms of written communication in use within the organisation
- Team meetings, one-to-ones and other forms of verbal communication
- Planning for writing, including use of available information and the needs of the recipient
- Tone, language, level of formality
- Image, structure, layout conventions including 'house styles'
- Inclusion of statistical/visual materials and appendices in reports

2.

- Criteria for evaluating the effectiveness of communication
- Collecting and analysing feedback
- Techniques for evaluating own strengths and areas for improvement
- Personal development planning

Unit 416

Understanding financial management

UAN:	A/501/3302
Level:	Level 4
Credit value:	2
GLH:	18
Relationship to NOS:	This unit is linked to MSC NOS E2.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop knowledge and understanding of finance within the context of an organisation as required by a practising or potential middle manager.

Learning outcome
The learner will: 1. Understand finance within the context of an organisation
Assessment criteria
The learner can: 1.1 Explain the use of source documents in accounting 1.2 Identify the organisation's sources of finance or funding 1.3 Explain the purposes of the main financial documents used within the organisation 1.4 Explain the importance of cash flow forecasting and cash flow management to the organisation 1.5 Provide a general assessment of business/organisational performance using appropriate financial measures

Learning outcome
The learner will: 2. Understand the value of management accounting
Assessment criteria
The learner can: 2.1 Explain the role of the management accountant as the provider of management information 2.2 Analyse the range of stakeholders and explain their various expectations of the organisation 2.3 Explain the role of performance indicators in monitoring the achievement of objectives

Learning outcome
<p>The learner will:</p> <p>3. Understand budgets for the management of own area of operation</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Explain the process of budget setting used in the organisation</p> <p>3.2 Explain how to use budgetary techniques to contribute to controlling cost in own area of operation</p>

Unit 416 Understanding financial management

Supporting information

Indicative content

1.

- Financial information and its value for management and decision-making
- Balance sheet, Profit & Loss Account
- Income & Expenditure Accounts (for non-profit organisations)
- Financial measures of business/organisational performance – calculations and interpretation of Accounting Ratios
- Cash, profit and cash flow forecasting and credit control
- Sources of finance/funding and their characteristics
- Source documents in accounting (invoices, etc)

2.

- Role of the management accountant – as provider of management information
- Range of stakeholders and their various expectations of the organisation
- Performance indicators and their role in achieving objectives

3.

- Nature and purpose of financial and non-financial budgets
- Methods of preparing budgets
- Budgetary techniques for controlling operations
- How variances are calculated and used to analyse extent, source and cause of budgetary deviation
- Techniques for monitoring and controlling costs

UAN:	D/503/2697
Level:	Level 4
Credit value:	3
GLH:	15
Relationship to NOS:	This unit is linked to MSC NOS C2, F9.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop understanding of marketing management as required by a practising or potential middle manager.

Learning outcome

The learner will:

1. Understand the concepts involved in managing marketing

Assessment criteria

The learner can:

- 1.1 Explain the differences between product and service marketing
- 1.2 Explain how the marketing mix is used to summarise the main factors involved in a marketing strategy
- 1.3 Evaluate a range of marketing strategies

Learning outcome

The learner will:

2. Be able to review the effectiveness of marketing in an organisation

Assessment criteria

The learner can:

- 2.1 Review the effectiveness of an organisation in identifying and segmenting consumer markets
- 2.2 Review the effectiveness of the marketing mix for a product or service in an organisation
- 2.3 Make recommendations for improving the management of marketing in an organisation

Unit 417 Managing marketing activities

Supporting information

Indicative content

1.

- Marketing management as a process that allocates organisational resources to marketing activities and monitors and evaluates the use of those resources
- Using marketing management to increase customer base, improve organisational image and to increase perceived value
- Environmental scanning and situation analysis
- Development, implementation and monitoring of a Marketing Plan
- Industrial and consumer market segmentation
- Product differentiation strategies
- The marketing mix and the extended marketing mix
- Product and service marketing and business-to-business marketing
- The product life cycle
- The generic strategy framework (Porter 1984)
- Marketing strategies such as generic, growth and innovation strategies

2.

- Primary and secondary data collection and analysis
- Presentation of information to support recommendations

UAN:	H/503/2698
Level:	Level 4
Credit value:	2
GLH:	10
Relationship to NOS:	This unit is linked to MSC NOS.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop an understanding and ability to be able to gather, analyse and present data, as required by a practising or potential middle manager.

Learning outcome
The learner will: 1. Understand how to gather, analyse, and present data
Assessment criteria
The learner can: 1.1 Gather data on an organisational issue from a range of sources 1.2 Analyse data, identifying patterns and anomalies 1.3 Present analysis of data in a suitable format for the intended audience

Learning outcome
The learner will: 2. Be able to use data analysis to justify a management decision
Assessment criteria
The learner can: 2.1 Justify a management decision, using data analysis to support your rationale

Unit 418 Data collection and analysis to justify management decision-making

Supporting information

Indicative content

1.

- Data collection as a planned process
- Sources of primary and secondary data
- Types of data collection such as e-mail, questionnaires, observing, interviewing, focus group, and their uses and limitations
- Desk research, and its uses and limitations
- Methods of analysing primary and secondary data
- Characteristics of good data
- Data validation
- Importance of combining different data collection techniques
- Referencing
- Bias and ethical issues in collecting data
- Data, information and knowledge
- Methods of presenting data such as tables, mean, median and mode, and frequency distribution
- Charts and diagrams – construction and use
- Range of applications of spreadsheets for management
- Creation of spreadsheets, including calculations and graphical presentation

2.

- Data analysis and decision-making
- Decision-making models and techniques

UAN:	Y/501/3307
Level:	Level 5
Credit value:	4
GLH:	12
Relationship to NOS:	This unit is linked to MSC NOS F3.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop understanding and ability to be able to manage physical resources in own area of operation, as required by a practising or potential middle manager.

Learning outcome
The learner will: 1. Understand how to manage physical resources for which you are accountable
Assessment criteria
The learner can: 1.1 Evaluate the effective and efficient use of physical resources for which you are accountable, in line with organisational policies and procedures 1.2 Assess the procedures for the maintenance and safe use of physical resources for which you are accountable, in line with organisational policies and procedures 1.3 Assess the procedures for the security of resources for which you're accountable in line with organisational policies and procedures 1.4 Identify opportunities for improvement in own organisation's policies and procedures for the management of physical resources

Learning outcome
The learner will: 2. Be able to plan and implement improvements for managing physical resources for which you are accountable
Assessment criteria
The learner can: 2.1 Plan improvements to the management of physical resources for which you are accountable, informed by your evaluation and assessment 2.2 Implement improvements to the management of physical resources for which you are accountable, ensuring compliance with organisational policies and procedures

Unit 501 Managing resources

Supporting information

Indicative content

1.

- Planning usage of resources, obtaining resources, ensuring availability of resources, monitoring resources.
- Implications of equipment usage such as acquisition and operating costs, lean management
- Methods of capacity planning
- Routine scheduled maintenance programmes
- Measures to ensure the safety and security of equipment
- Measures for the safe operation of equipment, including training
- Methods of determining material requirements, including MRP and JIT
- Organisation policies and procedures relating to physical resources
- Purchasing and procurement procedures
- Materials control principles and procedures, including EBQ and EOQ
- Procedures for recording receipt and issue of materials
- Materials storage, including safety and security
- Incidence of waste and measures to minimise waste
- Energy management

2.

- Business process improvement to reduce variation or waste in business processes
- Aligning business processes and resource usage to organisational goals and organisational policies and procedures
- Principles of project management

Unit 502

Assessing your own leadership capability and performance

UAN:	H/501/3908
Level:	Level 5
Credit value:	6
GLH:	15
Relationship to NOS:	This unit is linked to MSC NOS A2, A3.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop understanding and ability to lead teams to achieve organisational values and goals as required by a practising or potential middle manager.

Learning outcome
The learner will: 1. Understand leadership styles within an organisation
Assessment criteria
The learner can: 1.1 Review the prevailing leadership styles in the organisation 1.2 Assess the impact of the prevailing leadership styles on the organisation's values and performance

Learning outcome
The learner will: 2. Be able to review effectiveness of own leadership capability and performance in meeting organisational values and goals
Assessment criteria
The learner can: 2.1 Assess own ability to apply different leadership styles in a range of situations 2.2 Assess own ability to communicate the organisation's values and goals to staff in own area 2.3 Assess own ability to motivate others and build commitment to the organisation's values and goals

Learning outcome
<p>The learner will:</p> <p>3. Be able to adopt an effective leadership style to motivate staff to achieve organisational values and goals</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Justify the most effective leadership style to motivate staff in own area, to achieve the organisation's values and goals</p> <p>3.2 Implement the most effective leadership style in order to motivate staff in own area to achieve the organisation's values and goals</p>

Unit 502 Assessing your own leadership capability and performance

Supporting information

Indicative content

1.

- A range of leadership theories and different leadership styles, such as:
 - the trait approach to leadership
 - the behavioural school (McGregor, Blake and Mouton)
 - the contingency or situational school (Fielder Hersey-Blanchard, Tannenbaum and Schmidt, Adair)
 - leaders and followers (Servant Leadership, Team Leadership, Transactional and Transformational)
 - dispersed leadership
- The key responsibilities of the leadership role in terms of:
 - taking responsibility
 - contributing to overall vision and goals
 - setting and providing guidance on values
 - setting direction for significant programmes or projects
 - stimulating innovation and enterprise
 - anticipating, planning for and leading change
 - overcoming obstacles
 - delegating
 - setting objectives for teams and individuals
 - communicating and motivating
 - supporting and developing programmes, projects, teams and individuals
 - modelling appropriate behaviour
 - representing the team and feeding back its experiences and views
 - protecting the team and its members
- Assessing the impact of different leadership styles
- Organisational values and acceptable standards of behaviour in the organisation
- Organisational values and organisational purpose, vision and mission.

2.

- Theories and principles of delegating responsibility and empowering others
- The critical importance of the leader gaining the motivation and commitment of others
- Critiques of the main theories of motivation such as:
 - Maslow's Hierarchy

- McGregor's Theory X and Theory Y
 - Herzberg's Two Factor Theory
 - Vroom's Expectancy Theory
 - McClelland's 3-Needs Theory
- Motivational factors that are available to the leader (eg safety and security, sense of belonging and common purpose, respect, recognition of achievement, empowerment and self-actualisation, sense of fulfilment, personal and professional development, material rewards, sanctions, job roles and employment conditions)
- How to evaluate motivational factors and select those that are appropriate to different situation and people
- Effective communication of values and goals
- Leadership to support the achievement of the organisation's goals by encouraging common and acceptable norms of organisational behaviour

3.

- The concept of emotional intelligence as developed by different theorists and how it applies to the leadership role
- The importance of understanding one's own strengths and limitations
- Using and interpreting different techniques to identify their own characteristics, strengths and limitations
- The importance of continuous self-development and how to identify opportunities to develop oneself in the leadership role
- The importance of leaders:
 - Displaying confidence and self-assurance by playing to own strengths and showing a readiness to take calculated risks
 - Being socially aware (empathy, organisational and 'political' awareness, service to others)
 - Managing relationships (inspiring, influencing, networking, conflict management)
 - Displaying self-leadership (controlling own emotions, particularly when under stress, being open and honest with others, showing integrity and trust worthiness, being flexible, setting challenging but realistic objectives for themselves and others, taking personal responsibility for significant challenges, seeing setbacks as opportunities rather than threats)
 - Communicating overall vision and goals and how to win and maintain the commitment of teams and individuals to these
- Effective techniques for communicating, persuading and negotiating both directly and indirectly with teams and individuals
- How to select communication, persuasion and negotiation skills appropriate to different situations and people
- The importance of being able to use a repertoire of leadership styles in different situations and with different people
- How to develop vision and goals for significant projects or programmes of work
- The importance of being aware of and analysing the internal and external environment in which the leader operates
- The leader's role in supporting and mentoring team members

UAN:	Y/501/3288
Level:	Level 5
Credit value:	3
GLH:	8
Relationship to NOS:	This unit is linked to MSC NOS F2, F8, F9, F10, F11.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To appreciate the nature of the middle manager role and their ability to perform effectively.

Learning outcome
The learner will: 1. Understand the effectiveness of the organisation and own ability to manage and improve quality to meet customer requirements
Assessment criteria
The learner can: 1.1 Critically assess the organisation's effectiveness in managing quality to meet or exceed customer requirements 1.2 Evaluate own ability to manage quality to meet or exceed customer requirements

Learning outcome
The learner will: 2. Be able to plan and implement projects to meet, and if possible exceed, customer requirements
Assessment criteria
The learner can: 2.1 Develop an improvement plan that is designed to meet and, if possible, exceed customer requirements 2.2 Implement improvement plans designed to meet or exceed customer requirements

Unit 503 Managing improvement

Supporting information

Indicative content

1.

- Quality and customers; quality assurance, quality control and quality auditing
- Quality systems such as BSI, ISO, and IIP (benefits and accreditation)
- Total Quality Management
- Tools for maintaining quality, such as records and, where relevant to organisation, the use of statistics
- Conformance and development and practical steps to improve quality
- The costs of quality (positive and negative aspects)
- Concept of internal and external customers and their importance as the focus of the organisation's activities
- Methods of identifying potential customers
- Methods of identifying customer requirements and monitoring customer satisfaction
- Benchmarking service standards
- Techniques of work and improvement planning to meet customer requirements, such as specifications and service standard, scheduling and logistics

2.

- Scoping an improvement plan to identify and prioritise areas for improvement, define success criteria and set targets for improvement to meet customer requirements
- Developing and implementing an improvement plan

UAN:	D/501/3289
Level:	Level 5
Credit value:	3
GLH:	14
Relationship to NOS:	This unit is linked to MSC NOS E2, F3, F9.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop understanding and ability to be able to make a financial case as required by a practising or potential middle manager.

Learning outcome
The learner will: 1. Understand financial concepts used to inform management decisions
Assessment criteria
The learner can: 1.1 Explain the differences between capital and revenue expenditure, using examples 1.2 Explain how costs are classified, using examples 1.3 Explain how costs are allocated, using examples

Learning outcome
The learner will: 2. Be able to make a financial case to inform a management decision
Assessment criteria
The learner can: 2.1 Use a range of financial evaluation techniques to inform a management decision

Unit 504 Making a financial case

Supporting information

Indicative content

1.

- Nature of revenue costs and capital expenditure
- Costs of products and services and costing techniques
- Break-even analysis
- Concept and application of marginal cost
- Concept and application of standard cost
- Allocating costs
- Relevant costs in decision-making
- Costing systems
- Techniques to reduce costs
- Activity Based Costing
- Budgetary Control and Variance Analysis

2.

- Financial evaluation techniques such as Payback, IRR, DCF, NPV, ROCE, CBA
- Factors in considering and recommending revenue expenditure, including make/buy and/or employ/subcontract decisions
- Effective methods to present financial information to support recommendations

UAN:	R/501/3290
Level:	Level 5
Credit value:	4
GLH:	18
Relationship to NOS:	This unit is linked to MSC NOS.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via reflective review which can be found in the assessment pack.
Aim:	To develop the ability to think and reflect critically as required by a potential or practising middle manager.

Learning outcome
The learner will: 1. Be able to critically assess own beliefs, attitudes and value systems
Assessment criteria
The learner can: 1.1 Explain the difference between beliefs, attitudes and values 1.2 Critically assess the impact of beliefs, attitudes and values on own behaviour

Learning outcome
The learner will: 2. Be able to critically assess the validity of management theories in relation to own beliefs, attitudes and values
Assessment criteria
The learner can: 2.1 Identify management theories relevant to your role 2.2 Critically assess the impact of own beliefs, attitudes and values on a management theory relevant to your role 2.3 Use the critical assessment to evaluate how someone with different beliefs, attitudes and values might interpret the theory differently

Unit 505 Developing critical thinking

Supporting information

Indicative content

1.

- Basic principles of logic
- Use of logic to establish casual relationships
- Skills in presenting rational arguments and debating points of view
- Value and purpose of reflection in supporting learning
- Using structured reflection to make sense of experience
- Value of discussion in resolving problems
- How emotions, values and beliefs affect rational discourse
- Techniques for comparing and evaluating alternative propositions critically
- The development of the scientific method (observation, hypothesis, prediction and testing) and its value in natural and social sciences
- Inductive and deductive reasoning
- Techniques for testing theories (experimentation, empirical studies, observation etc)
- Best practice in the development and dissemination of theories or practices

2.

- Theories of management such as Human Relations, Scientific Management, Contingency Theory, Systems Theory, Bureaucratic Management
- Significance of beliefs, attitudes and value systems in shaping human behaviour
- Relationship between beliefs, attitudes and value systems and culture and norms (eg socialisation)
- Reality and perceptions of reality

UAN:	Y/501/3291
Level:	Level 5
Credit value:	5
GLH:	24
Relationship to NOS:	This unit is linked to MSC NOS B1, C2, C4, C5, C6, D2, F3, F8.
Endorsement by a sector or regulatory body:	This unit is endorsed by Management Standards Centre. It will be assessed via work based assignment which can be found in the assessment pack.
Aim:	To develop understanding and ability of leading innovation and change as required by a practising or potential middle manager.

Learning outcome
The learner will: 1. Understand the need for innovation and change management within an organisation
Assessment criteria
The learner can: 1.1 Explain the importance of innovation for own organisation 1.2 Explain the importance of managing change within own organisation

Learning outcome
The learner will: 2. Be able to propose innovative solutions to improve organisational performance
Assessment criteria
The learner can: 2.1 Assess an opportunity for innovation and improvement in own organisation 2.2 Justify the improvement identified, in the context of organisational objectives 2.3 Use a range of techniques to generate innovative options to deliver the improvement identified 2.4 Evaluate options for generating the proposed improvement to determine feasibility and viability

Learning outcome
<p>The learner will:</p> <p>3. Be able to lead and manage change within an organisation</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Create a change management plan that is designed to meet stakeholders' expectations</p> <p>3.2 Implement the change management plan, monitoring progress against agreed targets</p>

Unit 506 Leading innovation and change

Supporting information

Indicative content

1.
 - Innovation and business performance
 - Financial and social benefits of innovation
 - Radical and incremental innovation
 - Innovation as a form of competitive advantage
 - Need for effective management of change
 - Continuous Improvement Techniques
 - The difference between Kaizen (continuous or incremental change) and breakthrough change (eg business process re-engineering)
 - Leadership and change, transactional/transformational leadership and other leadership models relevant to change
 - Concepts of creativity and innovation and the conditions and processes required to encourage them
2.
 - Need for environmental scanning and organisational analyses (PESTLE, core competencies, SWOT, etc)
 - The nature and role of vision in the change process
 - Techniques for critical decision-making
 - Methods of determining feasibility and viability of opportunities and options, and of contingency planning
 - Problem solving and decision-making techniques including the use of quantitative and qualitative information
 - Identification of human and financial factors in the consideration of change
 - Techniques for monitoring and evaluating outcomes of change
 - Methods of assessing the risks and uncertainties associated with proposed changes
3.
 - Stakeholder mapping
 - Ways to identify stakeholders in change, and the benefits and costs to stakeholders, in order to overcome resistance
 - Skills and competencies required to manage innovation and change
 - Principles and practices associated with managing creativity and innovation
 - Direct and indirect effects upon other people, departments and organisations

- Ways to organise and co-ordinate resources and activities to achieve planned change, including use of Gantt charts and network planning as tools for planning change
- The role of communication in overcoming barriers and other difficulties

Unit 507

Developing strategic objectives and a plan for parking provision

UAN:	H/503/1292
Level:	Level 5
Credit value:	4
GLH:	27
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.2.1, 1.2.2, 1.2.4 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset skills and will be assessed via portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in establishing strategic objectives and developing a plan for parking provision. It includes establishing strategic objectives, developing a strategic plan and gaining commitment to the plan.

Learning outcome
The learner will: 1. Be able to establish strategic objectives for parking provision
Assessment criteria
The learner can: 1.1 Identify their organisation's actual and potential customer base for parking services, and these customers' needs and expectations relating to the services 1.2 Describe relevant national and local initiatives, and their impact for developing parking services in their area 1.3 Explain factors affecting the demand for parking services in their local area 1.4 Identify the level and nature of existing parking provision in their area 1.5 Identify those organisations involved in the provision of relevant parking services in their area, and the services which they provide 1.6 Identify and prioritise the relevant strengths and weaknesses of their organisation, and the associated potential opportunities and constraints towards fulfilling requirements for parking services 1.7 Draw justifiable conclusions regarding the requirements and opportunities enhanced/new parking provision relating to their organisation 1.8 Identify and prioritise strategic objectives for the provision of parking which are consistent with their organisation's financial objectives, business strategy and the identified requirements for enhanced/new parking provision

Learning outcome
<p>The learner will:</p> <p>2. Be able to develop a strategic plan for the provision of parking</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Describe legal, regulatory and organisational requirements relating to developing strategic plans for the provision of parking services, and the impact of these requirements upon their area of operations</p> <p>2.2 Assess strategic options towards achieving the identified objectives</p> <p>2.3 Identify and assess relevant market, competitor, stakeholder and business risks associated with the options</p> <p>2.4 Balance identified risks with the desired outcomes</p> <p>2.5 Explore and assess the opportunity for possible partnerships and affiliations towards achieving the objectives</p> <p>2.6 Identify and prioritise key performance measures and methods for monitoring and evaluating the strategy</p>

Learning outcome
<p>The learner will:</p> <p>3. Be able to gain commitment towards implementing the strategy</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Agree a strategy which builds upon the preferred option(s), setting out actions, accountabilities and milestones towards achieving the objectives</p> <p>3.2 Identify the actions and resources required to implement the agreed strategy, with a timescale for undertaking the actions identified</p> <p>3.3 Communicate the strategy and plan and gain commitment to their achievement from all relevant stakeholders</p>

Unit 508

Monitoring and evaluating parking strategy and objectives

UAN:	A/503/1296
Level:	Level 5
Credit value:	4
GLH:	27
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.2.7 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset skills and will be assessed via portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in monitoring and evaluating parking strategy and objectives. It includes establishing key performance criteria upon which the evaluation is to be based, monitoring and exploring the outcomes, and evaluating the parking strategy

Learning outcome
The learner will: 1. Be able to establish key performance criteria upon which evaluation is to be based
Assessment criteria
The learner can: 1.1 Describe legal, regulatory and their organisational requirements relating to their monitoring and evaluating of their organisation's parking strategy and objectives 1.2 Describe national and local initiatives, where relevant, impacting upon their monitoring of parking provision related to their organisation's strategy for parking provision 1.3 Explain the importance of monitoring and evaluating the impact of their organisation's parking services, and the factors to be considered 1.4 Identify the objectives established for the parking strategy 1.5 Determine key performance criteria for evaluating the outcomes 1.6 Identify methods for monitoring progress against key performance criteria

Learning outcome
<p>The learner will:</p> <p>2. Be able to monitor and explore the outcomes arising from the strategy</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Describe the sources of information relevant to monitoring the parking strategy</p> <p>2.2 Explain how information relevant to monitoring the parking strategy can be verified and corroborated</p> <p>2.3 Monitor the parking services and associated activities provided by their organisation,</p> <p>2.4 Identify and address correctly any strategic issues arising from their monitoring of the parking strategy</p> <p>2.5 Explore the perceptions of parking service users in relation to the quality of service being provided</p> <p>2.6 Review the outcomes arising from their monitoring of the strategy with key stakeholders</p>

Learning outcome
<p>The learner will:</p> <p>3. Be able to evaluate the parking strategy</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Compare the outcomes against the objectives for the parking services provided, identifying successes and lessons learnt</p> <p>3.2 Identify any obstacles which hindered the success of the parking services and determine how these might be addressed constructively</p> <p>3.3 Provide information regarding those parking services and associated activities which were effective, setting out clearly the nature of the services and why they achieved their objectives</p> <p>3.4 Identify how future parking services might be enhanced</p>

Unit 509

Developing and implementing policies and practices for the provision of parking services

UAN:	M/503/1330
Level:	Level 5
Credit value:	3
GLH:	23
Relationship to NOS:	This unit is linked to Asset Skills NOS 8.1.4 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset skills and will be assessed via portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in the development and implementation of policies and practices supporting the provision of parking services. It involves being able to develop, implement and monitor those policies and practices which support the provision of parking services

Learning outcome
The learner will: 1. Be able to develop policies and practices which support the provision of parking services
Assessment criteria
The learner can: 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to their development and implementation of policies and practices relevant to the provision of parking services 1.2 Describe the role of their organisation and its parking services, and how these relate to those of other relevant organisations providing parking services 1.3 Describe the range of policies and procedures required to support the development and implementation of the intended parking services in line with their organisation's strategy 1.4 Describe their local community and the factors affecting the demand for parking services 1.5 Describe the resources available to their organisation relating to the provision of parking services 1.6 Explain methods for consulting with colleagues and other stakeholders during the development of policies and procedures 1.7 Develop and agree policies and practices towards developing the parking services to be provided by their organisation, making sure that these are in line with their organisation's aims and objectives

- 1.8 Determine the effect of relevant national legal, regulatory and ethical requirements for their organisation's parking services, including what might happen if the requirements are not fulfilled
- 1.9 Develop and agree effective policies and practices towards making sure that their organisation meets the necessary requirements, in line with their organisation's strategy
- 1.10 Explain the limits of their authority and responsibility, and the actions to take should these be exceeded

Learning outcome

The learner will:

- 2. Be able to implement and monitor policies and practices which support the provision of parking services

Assessment criteria

The learner can:

- 2.1 Describe the processes for maintaining relevant policies and procedures, and for making sure that these continue to be effective and sustainable
- 2.2 Make sure that relevant people have a clear understanding of the importance of the policies and practices for the provision of parking services
- 2.3 Provide support towards implementing and embedding the agreed policies and practices
- 2.4 Monitor the way policies and practices are put into effect
- 2.5 Encourage a climate of openness about meeting and not meeting the requirements of the policies and practices
- 2.6 Identify and address any failures to meet the requirements
- 2.7 Describe possible reasons for not meeting requirements and how the policies and practices might be adjusted towards reducing the likelihood of future failures
- 2.8 Make sure that all relevant people are informed of appropriate information promptly, in line with their organisation's procedures

Unit 510

Identifying and monitoring competitors' parking strategies and activities

UAN:	K/503/1293
Level:	Level 5
Credit value:	4
GLH:	26
Relationship to NOS:	This unit is linked to Asset Skills NOS 1.2.3 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset skills and will be assessed via portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in identifying and monitoring the parking strategies and activities of competitors. It includes being able to scope, gather and analyse the information required regarding competitors, and to make reasoned recommendations for the parking related strategy of their own organisation

Learning outcome
The learner will: 1. Be able to scope the information required regarding competitors
Assessment criteria
The learner can: 1.1 Describe the legal, regulatory and their organisation's requirements relating to identifying and monitoring competitors' parking strategies and activities 1.2 Explain the objectives for identifying and monitoring competitors' parking strategies and activities 1.3 Define the information needed to monitor competitors' parking strategies and activities 1.4 Identify those organisations competing for the same business/customers and who are therefore competitors

Learning outcome
<p>The learner will:</p> <p>2. Be able to gather and analyse information regarding competitors</p>
Assessment criteria
<p>The learner can:</p> <p>2.1 Describe their organisation's requirements relating to obtaining, recording and storing information regarding competitors</p> <p>2.2 Describe their organisation's existing and potential customers, and their needs and usage patterns relating to the parking services provided by their organisation</p> <p>2.3 Assess the relative strengths and weaknesses of competitors through gathering and reviewing relevant information</p> <p>2.4 Analyse competitor information to determine potential opportunities and threats to their organisation arising from competitors' activities</p> <p>2.5 Outline developments affecting parking provision in their area relevant to assessing the strengths and weaknesses of competitors' strategies</p> <p>2.6 Determine competitors' objectives and assess competitors' strategies and activities relating to the provision of parking services</p> <p>2.7 Identify and group competitors according to similarities in parking strategies and activities</p>

Learning outcome
<p>The learner will:</p> <p>3. Be able to make reasoned recommendations for the parking related strategy of their own organisation</p>
Assessment criteria
<p>The learner can:</p> <p>3.1 Assess how competitors might respond to new initiatives from their own organisation</p> <p>3.2 Determine the relative importance of particular competitors to their own organisation</p> <p>3.3 Make recommendations regarding parking strategy, supported by a reasoned analysis of their competitors' strategies and activities</p> <p>3.4 Present their recommendations clearly to others</p>

Unit 511

Establishing and monitoring joint working with other agencies to recover the non-payment of parking charges

UAN:	F/503/1316
Level:	Level 5
Credit value:	3
GLH:	24
Relationship to NOS:	This unit is linked to Asset Skills NOS 5.4.6/5.4.7 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in establishing and monitoring joint working arrangements with other agencies to recover the non-payment of parking charges. It involves identifying a relevant agency(ies), agreeing respective roles and responsibilities with co-workers, and monitoring and evaluating the performance of the agency(ies) in recovering parking charges

Learning outcome
The learner will: 1. Be able to establish joint working arrangements with a relevant agency(ies)
Assessment criteria
The learner can: 1.1 Describe the impact for their work of legal, regulatory and their organisation's requirements relating to the recovery of debts incurred through the non-payment of parking charges 1.2 Describe the key types of external agencies available to assist in the recovery of debts incurred through the non-payment of parking charges and the impact for their work of joint working with such agencies 1.3 Describe their organisation's strategy, specification and ethos associated with recovering non-payments of parking charges, and the impact for the use of external agencies 1.4 Describe the values and desired corporate image of their organisation to be maintained by any internal and external agencies used 1.5 Use only those agencies which fulfil their organisation's requirements, which are authorised to work with their organisation, and which hold the appropriate licence or permit where necessary

- 1.6 Define the objectives of the joint working relationship and the processes to be followed to ensure that these objectives are met
- 1.7 Make sure that relevant internal and external co-workers understand their respective roles and responsibilities towards recovering debts incurred through the non-payment of parking charges
- 1.8 Develop clear action plans with internal and external co-workers towards recovering debts
- 1.9 Make sure that appropriate information is provided to the external agency(ies) to allow the recovery of parking charges, and that the information and the method of its provision maintains confidentiality requirements
- 1.10 Make sure that effective methods of liaison exist with the external agency(ies) which enable the preparation of information for court proceedings once other recovery processes have been exhausted

Learning outcome

The learner will:

2. Be able to monitor and evaluate the performance of the agency(ies) in recovering parking charges

Assessment criteria

The learner can:

- 2.1 Make sure that appropriate performance indicators and targets are in place to monitor the performance of the agency(ies) in recovering parking charges, and that these are specific, realistic and measurable, and in line with your organisation's objectives
- 2.2 Make sure that lines of communication with the agency(ies) allow for effective monitoring
- 2.3 Demonstrate how to monitor the performance of the agency(ies) against the indicators and measures agreed, and at suitable intervals to determine progress
- 2.4 Identify and record deviations from agreed performance, where relevant, and take the appropriate action to address these
- 2.5 Evaluate objectively the agency's performance, and the effectiveness of the service provided, and use this to inform future activities

Unit 512

Determining parking controls/restrictions in line with objectives

UAN:	M/503/1313
Level:	Level 5
Credit value:	5
GLH:	29
Relationship to NOS:	This unit is linked to Asset Skills NOS 5.1.3 from the parking suite.
Endorsement by a sector or regulatory body:	This unit is endorsed by Asset Skills and will be assessed via a portfolio of evidence.
Aim:	This unit is suitable for learners whose work involves them in determining parking controls/restrictions in line with objectives. It involves being able to develop options, and to progress the agreed option and associated plans towards achieving the proposed parking controls/restrictions

Learning outcome
The learner will: 1. Be able to develop options towards achieving proposed parking controls/restrictions
Assessment criteria
The learner can: 1.1 Describe legal, regulatory and their organisation's requirements which relate to determining parking controls and/or restrictions, and their impact for their work 1.2 Describe the principal types of possible parking controls and/or restrictions which can be applied and the circumstances when these might be used 1.3 Explain the importance of complying with all relevant local policies and procedures with regard to determining parking controls and/or restrictions 1.4 Determine, obtain and review the information necessary to consider the proposed parking controls/restrictions 1.5 Identify the rationale and objectives for the proposed parking controls/restrictions 1.6 Explain the information required for determining whether proposed parking controls and/or restrictions are in line with objectives 1.7 Establish the considerations to be taken into account when identifying the possible parking controls/restrictions, and ensure that these are consistent with traffic management objectives

- 1.8 Identify and consult with all relevant stakeholders to identify their views in relation to the possible parking controls/restrictions being considered
- 1.9 Describe the principal considerations to be taken into account when developing options towards addressing parking controls and/or restrictions
- 1.10 Discuss possible options with stakeholders towards achieving the objectives for the proposed parking controls/restrictions
- 1.11 Work with relevant parties to evaluate the options and to agree a preferred way forward

Learning outcome

The learner will:

2. Be able to progress the agreed option and associated plans for parking controls/restrictions

Assessment criteria

The learner can:

- 2.1 Determine clear action plans towards progressing the agreed option for the parking controls/restrictions
- 2.2 Determine the financial and managerial implications of the parking controls/restrictions
- 2.3 Make sure that the preferred option:
 - is in line with the agreed objectives
 - is cost effective
 - fulfils their organisation's and relevant regulatory requirements
- 2.4 Establish procedures for monitoring the effectiveness of the parking controls/ restrictions
- 2.5 Document agreed plans for parking controls/ restrictions, making these available promptly to all parties which need them and are entitled to them
- 2.6 Coordinate all contributions to the plan and make sure that objectives, roles and responsibilities are defined clearly, understood and agreed
- 2.7 Outline review points for the plan with the relevant people, and define responsibilities for making these happen
- 2.8 Maintain accurate and up to date records in line with their organisation's requirements



Appendix 1 Relationships to other qualifications

Links to other qualifications

Centres are responsible for checking the different requirements of all qualifications they are delivering and ensuring that candidates meet requirements of all units/qualifications.

These qualifications have connections to the:

- ILM Level 2 Award in Team Leading
- 2916 NVQ in Controlling Parking Areas
- ILM Level 3 Award in Leadership and Management Skills
- ILM Level 4 Award in Leadership and Management Skills
- ILM Level 5 Award in Leadership and Management Skills

Candidates may be eligible for a standalone ILM Management Award. Please contact the ILM customer service team by emailing **customer@i-l-m.com** for further details.

Literacy, language, numeracy and ICT skills development

These qualifications can develop skills that can be used in the following qualifications:

- Functional Skills (England) – see **www.cityandguilds.com/functionalskills**
- Essential Skills (Northern Ireland) – see **www.cityandguilds.com/essentialskillsni**
- Essential Skills Wales – see **www.cityandguilds.com/esw**



Appendix 2 Sources of general information

The following documents contain essential information for centres delivering City & Guilds qualifications. They should be referred to in conjunction with this handbook. To download the documents and to find other useful documents, go to the **Centres and Training Providers homepage** on **www.cityandguilds.com**.

Centre Manual - Supporting Customer Excellence contains detailed information about the processes which must be followed and requirements which must be met for a centre to achieve 'approved centre' status, or to offer a particular qualification, as well as updates and good practice exemplars for City & Guilds assessment and policy issues. Specifically, the document includes sections on:

- The centre and qualification approval process
- Assessment, internal quality assurance and examination roles at the centre
- Registration and certification of candidates
- Non-compliance
- Complaints and appeals
- Equal opportunities
- Data protection
- Management systems
- Maintaining records
- Assessment
- Internal quality assurance
- External quality assurance.

Our Quality Assurance Requirements encompasses all of the relevant requirements of key regulatory documents such as:

- Regulatory Arrangements for the Qualifications and Credit Framework (2008)
- SQA Awarding Body Criteria (2007)
- NVQ Code of Practice (2006)

and sets out the criteria that centres should adhere to pre and post centre and qualification approval.

Access to Assessment & Qualifications provides full details of the arrangements that may be made to facilitate access to assessments and qualifications for candidates who are eligible for adjustments in assessment.

The **centre homepage** section of the City & Guilds website also contains useful information such on such things as:

- **Walled Garden:** how to register and certificate candidates on line
- **Qualifications and Credit Framework (QCF):** general guidance about the QCF and how qualifications will change, as well as information on the IT systems needed and FAQs
- **Events:** dates and information on the latest Centre events
- **Online assessment:** how to register for GOLA/e-volve assessments.
-

Useful contacts

UK learners

General qualification information

T: +44 (0)844 543 0033

E: learnersupport@cityandguilds.com

International learners

General qualification information

T: +44 (0)844 543 0033

F: +44 (0)20 7294 2413

E: intcg@cityandguilds.com

Centres

Exam entries, Certificates,
Registrations/enrolment,
Invoices, Missing or late exam
materials, Nominal roll reports,
Results

T: +44 (0)844 543 0000

F: +44 (0)20 7294 2413

E: centresupport@cityandguilds.com

Single subject qualifications

Exam entries, Results,
Certification, Missing or late exam
materials, Incorrect exam papers,
Forms request (BB, results entry),
Exam date and time change

T: +44 (0)844 543 0000

F: +44 (0)20 7294 2413

F: +44 (0)20 7294 2404 (BB forms)

E: singlesubjects@cityandguilds.com

International awards

Results, Entries, Enrolments,
Invoices, Missing or late exam
materials, Nominal roll reports

T: +44 (0)844 543 0000

F: +44 (0)20 7294 2413

E: intops@cityandguilds.com

Walled Garden

Re-issue of password or
username, Technical problems,
Entries, Results, e-assessment,
Navigation, User/menu option,
Problems

T: +44 (0)844 543 0000

F: +44 (0)20 7294 2413

E: walledgarden@cityandguilds.com

Employer

Employer solutions, Mapping,
Accreditation, Development
Skills, Consultancy

T: +44 (0)121 503 8993

E: business@cityandguilds.com

Publications

Logbooks, Centre documents,
Forms, Free literature

T: +44 (0)844 543 0000

F: +44 (0)20 7294 2413

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City & Guilds Group

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