



Arrangements for:

National Progression Award in Enterprise and Business at SCQF level 6

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Acknowledgement

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of National Qualification Group Awards.

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1 Introduction

This is the Arrangements Document for the ***National Progression Award in Enterprise and Business at SCQF level 6***, which was validated in March 2011.

Scotland in the 21st century is a nation striving to be more successful by providing opportunities for all through sustainable economic growth. In the context of the current economic situation facing Scotland, the UK and the wider world these are challenging aims. However there are signs that Scotland is well positioned to achieve its strategic objectives through equipping its workforce with a 'can do' enterprising attitude, transferable skills and a willingness to succeed. As Scotland now competes on a global stage, the ability to adapt and be dynamic are key strengths that are required of the workforce. The development of qualifications which enable candidates to identify and develop enterprising ideas and engage in entrepreneurial activity, strengthens the nation's ability to grow its economy sustainably and to attract foreign investment.

Self-employment through Enterprise has an important role to play in growing a sustainable economy. Prior this award, SQA did not have a dedicated pre-Enterprise or Business Start-up qualification focusing solely on candidates considering starting a business. Historically this is because the feeling of most stakeholders, including the Sector Skills Body for the sector — Small Firms Enterprise Development Initiative (SFEDI) — was that generally entrepreneurs want to forge ahead with their business idea rather than complete a qualification first. In addition, small businesses in Scotland have been served well by Business Gateway over the years in terms of advice and financial support.

However, there exists demand for a supported package of learning for those who are interested in starting a business idea but don't necessarily have an idea to progress, or, who do have an idea but are lacking in confidence or don't know where to start. An SQA qualification that is not dependent on candidates committing to starting a business (however desirable this would be) could meet the needs of people falling into these categories. There is also a sense that sometimes those setting out to start a business 'don't know what they don't know' and acknowledge that in hindsight they would have benefited from some supported learning at the outset to avoid pitfalls that they subsequently encountered. The focus of this NPA is therefore on pre-enterprise activity, with the main output being the development of knowledge of skills in relation to business start-up. It does not result in the preparation of a business plan which candidates then use to go and start a business as it is likely that not all candidates will decide to take their idea forward.

2 Rationale for the development of the Group Award(s)

The new Group Award *in Enterprise and Business at SCQF level 6* has been developed under the Design Principles for **National Progression Awards (NPAs)**.

NPAs in Enterprise and Employability at SCQF levels 4 and 5 were developed in 2008 and launched in March 2009 and have benefited from strong uptake in centres, particularly schools, and especially at SCQF level 4. The Enterprise and Employability awards have a stronger focus on the Employability aspect.

The second tranche of activity in this area was a revision of the Professional Development Award (PDA) in Enterprise and Employability at SCQF level 7. The aim of the consultation was to explore the reasons for the apparent lack of interest in the PDA and to determine the need, or otherwise, for a new/revised PDA in Enterprise and Employability.

Initial consultation demonstrated that strong demand exists for a qualification in Business Enterprise at SCQF level 6 and that an NPA would be more appropriate than a PDA (at SCQF level 6 the qualification could be either qualification product). NPAs are designed to prepare people for employment, for career development or for progression to further study and are designed to assess a defined set of skills and knowledge in specialist vocational areas. PDAs are primarily designed to build and expand on knowledge and skills already held by the candidate, usually in a professional or vocational capacity.

Small Firms Enterprise Development Initiative (SFEDI) is the UK standard setting body for business enterprise and business support and has a remit for researching leading practice and setting standards, principles and guidelines for the sector. The standards relevant to Enterprise and Employability at SCQF level 6 are the Pre- and Understanding Enterprise standards and the Business Enterprise standards. A mapping of the NPA in Enterprise and Business against these National Occupational Standards is provided in **Section 5.2**.

3 Aims of the Group Award(s)

These aims were defined through the development of the NPA by the Qualifications Development Team (QDT) and supported by various bodies including Business Gateway and SFEDI.

3.1 Principal aims of the Group Award(s)

- ◆ Enhance and develop enterprising skills and attitudes
- ◆ Develop knowledge to support business start-up activity
- ◆ Develop knowledge and skills in promoting a business
- ◆ Enhance and develop knowledge of customer management techniques
- ◆ Provide practical, experiential learning about starting a business and transferable skills for employment

3.2 General aims of the Group Award(s)

- ◆ Enable progression within the SCQF
- ◆ Provide the opportunity to develop Core Skills.

If a candidate concludes that starting-up their own business is a route that they do not wish to pursue this is still be a positive outcome and they will have developed a set of skills that are relevant and transferable to the workplace, in particular the softer employability skills and behaviours.

3.3 Mapping of the aims of the Group Award

Aims	Knowledge/ skills	Unit	Outcome covering Knowledge/ skills
Enhance and develop enterprising skills and attitudes	Improve own business skills and behaviours	◆ Business Skills and behaviours	Outcome 2
	Application of business skills and behaviours in the context of a business idea	◆ Business Skills and Behaviours	Outcome 3
Develop knowledge to support business start-up activity	Sources and access to finance	◆ Business Formation: An Introduction	Outcome 2
		◆ Finance and E-Business	Outcome 1
	Cash flow and budgets	◆ Finance and E-Business	Outcome 2
	Sources and access to information, advice and sources of support	◆ Business Formation: An Introduction	Outcome 2

Aims	Knowledge/ skills	Unit	Outcome covering Knowledge/ skills
Develop knowledge to support business start-up activity	Understand risks and investigating the viability of a business idea	♦ Business Formation: An Introduction	Outcome 3
	Legal characteristics of business organisations	♦ Business Formation: Commercial Aspects of Law	Outcome 1
	Contractual and legal obligations of a business	♦ Business Formation: Commercial Aspects of Law ♦ Finance and E-Business	Outcome 2 Outcome 3 Outcome 3
Develop knowledge and skills in promoting and growing a business	The marketing function of a business	♦ Business Formation: Developing a Business Idea	Outcome 1
	Investigate marketing strategies	♦ Business Formation: Developing a Business Idea	Outcome 4

Aims	Knowledge/ skills	Unit	Outcome covering Knowledge/ skills
Enhance and develop customer service skills	Strategies for managing customers	◆ Business Formation: Developing a Business Idea	Outcome 2
	Reach and transact with customers via the Internet	◆ Finance and E-Business	Outcome 4
Provide practical, experiential learning about starting a business	Develop an idea through investigation	◆ Business Formation: An Introduction ◆ Business Formation: Developing a Business Idea ◆ Finance and E-Business ◆ Business Formation: Commercial Aspects of Law	◆ Outcomes 1—4 ◆ Outcome 3 ◆ Outcome 4 ◆ Outcome 1

In addition, the following Core Skills at SCQF level 6 are developed:

- ◆ Numeracy
- ◆ Problem Solving
- ◆ Communication.

Core Skills are outlined in more detail in **Section 5.2**.

Transferable skills developed within this Group Award are:

- ◆ Enterprise skills – developed through activities such as making a pitch for an idea to go forward and exploring website development
- ◆ Employability skills – developed through learning about behaviours which can be applied to the context in which they are working.

3.4 Target groups

The qualification is suitable for anyone considering starting a business, or with an interest in doing so. The main group identified through market research was young adults aged 16 to 24 years, however the qualification is equally relevant to those facing redundancy, looking for a new career direction and adults returning to education.

3.5 Employment opportunities

Self employment is regarded as the most significant opportunity for candidates completing this qualification. This route may not suit every candidate however the enterprising knowledge and skills they gain from the qualification will translate well in any workplace, equipping candidates equally well for employment in a wide range of areas.

4 Access to Group Award(s)

Access to the Group Award is at the discretion of the centre.

It would be useful for candidates to have some prior experience of Enterprise or gained one or more of the following qualifications:

- ◆ NPA in Enterprise and Employability at SCQF level 4
- ◆ NPA in Enterprise and Employability at SCQF level 5
- ◆ Other SQA Business or Enterprise Units.

It would be helpful, although not essential, if candidates had a business idea in mind.

Candidates would benefit from having communication and literacy skills at SCQF level 4 or equivalent.

5 Group Award(s) structure

NPA in Enterprise SCQF level 6

All Units are mandatory.

5 NQ Credits are required to achieve the NPA.

5.1 Framework

Unit title	Code	SCQF credit points	SCQF level	NQ credit value
Business Formation: An Introduction	FJ3F 12	6	6	1
Business Skills and Behaviours	FJ3J 12	6	6	1
Business Formation: Commercial Aspects of Law	FJ3K 12	6	6	1
Finance and E - Business	FJ3H 12	6	6	1
Business Formation: Developing a Business Idea	FJ3G 12	6	6	1

5.2 Mapping information

National Occupational Standards (NOS)

Pre-Enterprise / Understanding Enterprise Standards	NPA Unit	Outcome covering Element
PE1 - Prepare yourself for enterprise	◆ Business Formation: An Introduction	Outcome 2 Outcome 3
	◆ Business Skills and Behaviours	Outcome 1 Outcome 2 Outcome 3

Pre-Enterprise / Understanding Enterprise Standards	NPA Unit	Outcome covering Element
PE2 – Find out about business	◆ Business Formation: An Introduction	Outcome 3
	◆ Finance and E-Business	Outcome 2 Outcome 3
	◆ Business Formation: Developing a Business Idea	Outcome 2
PE3 — Promote yourself and your ideas	◆ Business Formation: An Introduction	◆ Outcome 3
	◆ Business Skills and Behaviours	◆ Outcome 1 ◆ Outcome 3
UE1 — Choosing your business enterprise	◆ Business Formation: An Introduction	• Outcome 3
	◆ Business Skills and Behaviours	◆ Outcome 2
UE2 — Identifying and managing opportunities and risks	◆ Business Formation: An Introduction	Outcome 3
UE3 — Knowing the market and satisfying customers	◆ Business Formation: Developing a Business Idea	Outcome 1 Outcome 2 Outcome 3 Outcome 4

Pre-Enterprise / Understanding Enterprise Standards	NPA Unit	Outcome covering Element
UE5 – Winning help and support	◆ Business Formation: An Introduction	Outcome 2
	◆ Finance and E-Business	Outcome 1
UE7 – Managing money matters	◆ Finance and E - Business	Outcome 2 Outcome 3

Core Skills

Core Skill	Components	NPA Unit	Unit Outcome
Communication SCQF level 5	Written Communication	◆ Business Formation: An Introduction	Outcome 4
		◆ Business Skills and Behaviours	Outcome 2
Problem Solving SCQF level 5	Critical Thinking	◆ Business Formation: An Introduction	Outcome 3
		◆ Finance and E- Business	Outcome 1
	Planning and Organising	◆ Business Formation: An Introduction	Outcome 4
		◆ Business Skills and Behaviours	Outcome 2
	Reviewing and Evaluating	◆ Business Formation: An Introduction	Outcome 3
		◆ Finance and E- Business	Outcome 1
		◆ Business Skills and Behaviours	Outcome 2
		◆ Business Formation: Commercial Aspects of Law	Outcome 3
		◆ Business Formation: Developing a Business Idea	◆ Outcom e 4

Core Skill	Components	NPA Unit	Unit Outcome
Information and Communication Technology SCQF level 5	Accessing Information	<ul style="list-style-type: none"> ◆ Finance and ◆ E-Business 	Outcome 1 Outcome 4
		<ul style="list-style-type: none"> ◆ Business Formation: An Introduction 	Outcome 2
		<ul style="list-style-type: none"> ◆ Business Formation: Commercial Aspects of Law 	Outcome 1
		<ul style="list-style-type: none"> ◆ Business Formation: Developing a Business Idea 	Outcome 1
	Creating/ providing Information	<ul style="list-style-type: none"> ◆ Finance and E-Business 	Outcome 2
Numeracy SCQF level 5	Using Number	<ul style="list-style-type: none"> ◆ Finance and E-Business 	Outcome 2

In addition to these specific Core Skills, there are opportunities to develop skills in Communication and Working With Others during the delivery and assessment of all Units where candidates may be encouraged to produce written work and use questioning and listening techniques when participating in group activities.

5.3 Articulation, professional recognition and credit transfer

Candidates who undertake an NPA in Enterprise and Business at SCQF level 6 can expect one or more of the following:

- ◆ To develop knowledge and skills required to support business start-up.
- ◆ Progression to SCQF level 6+ vocational qualifications.
- ◆ Progression to Business related qualifications at SCQF level 7.

6 Approaches to delivery and assessment

6.1 Content and context

Business Formation: An Introduction, introduces candidates to a broad range of topics which are key to the concept of business formation. Candidates will learn about different types of business models, finance and sources of help required to be successful in starting a business. On completion of the Unit candidates will have investigated the viability of a business idea and produced an action plan indicating how a business idea can be taken forward.

Business Skills and Behaviours, enables candidates to identify the skills and behaviours which are necessary for success in business and will also provide a formal framework for developing these business skills and behaviours. The skills in this Unit are transferable and therefore would benefit anyone operating in a business environment.

Business Formation: Commercial Aspects and the Law, introduces candidates to the relevant legal considerations when starting a business. Candidates will learn about aspects of contracting, legal characteristics of different types of business organisation and sources of legal assistance for business start up.

Finance and E-Business, enables candidates to identify a range of sources of funding for a new business, and understand the importance of the accurate management of finance within a business. It will enable them to practice skills in basic financial book-keeping and forecasting, and to be aware of a range of financial options available to a new business including use of secure payments through the Internet. Candidates will identify sources of financial advice available to a new business.

Business Formation: Developing a Business Idea, enables candidates to research a proposed business idea and begin the planning process for a new business. Candidates will learn the importance of effective marketing strategies, a positive business identity, and customer care. On completion of this Unit, candidates will understand the significant impact the Internet can have as a tool for communication and research for a potential business.

There is some overlap between Units, particularly with the *Business Formation: An Introduction Unit* and the other Units of the NPA. For example, the introductory Unit first develops an understanding of the different business models that may be adopted when starting a business and this aligns with *Business Formation: Commercial Aspects and the Law* which goes on to give candidates an appreciation of the legal characteristics and obligations associated with the different types of business. In the introductory Unit, candidates also start to explore potential sources of finance which is developed further in *Finance and E-Business*, and to identify potential customer profiles for their agreed business idea which is a key component of *Business Formation: Developing a Business Idea*.

6.2 Delivery and assessment

Delivery

The structure of the NPA is flexible to allow different centres to take different approaches to delivery, including:

- ◆ Completing the entire Group Award
- ◆ Taking one or more Units on a stand-alone basis
- ◆ Completing some Units as progression to other SQA qualifications
- ◆ Alongside a vocationally specific award

The notional delivery time of all Units within the NPA is 40 hours with a notional 20 hours for self-directed learning. This additional time may be used for research, support, consolidation, integration of learning and preparation for Course assessment.

Where the NPA is delivered within a school it would ideally be given a minimum timetable allocation of 4–5 hours per week with a further 2–4 hours of personal study or research undertaken by candidates.

Due to the nature of the Group Award and the level of research and comprehension required, this would be suitable for S5/6 pupils — either to complement other areas of study or to prepare school leavers with information on the options they have post-school.

Starting with an induction to the NPA will enable candidates to understand fully what is required and the approaches to be adopted. Making candidates aware from the outset that this Group Award differs from others with its emphasis on experiential learning will prepare candidates for active participation in group activities, simulations, role plays and presentations.

The Units may be delivered in any order; however it is recommended that *Business Formation: An Introduction* is commenced at the outset as it introduces candidates to key concepts which are built on in other Units. *Business Skills and Behaviours* should also be delivered at an early stage as it can be assessed throughout the award and the softer skills can support and complement the candidate's progress through other Units.

Business Formation: Developing a Business Idea should be delivered later in the Group Award, as the Unit can build on activities in other Units which can be used to prepare marketing and other plans for the business.

Finance and E-Business may be delivered fairly early in the Group Award as it deals with sources of finance and financial forecasting for a business — activities which would be considered at the outset by an entrepreneur.

Emphasis is placed on experiential learning and where possible the qualification should be delivered in a realistic business context. Candidates should learn through practical experience and reflection, but it is likely some aspects of knowledge will also be delivered in a classroom setting.

The opportunity exists for teachers/lecturers to be creative in teaching and learning approaches. Investigations, role plays, debates, presentations, case studies, discussions and simulation exercises can provide a stimulating and interesting learning experience. These strategies should be promoted to help candidates contextualise their learning.

Where candidates do not have their own business idea, they should be given one to investigate in agreement with the assessor. It is advisable that any business scenario or idea is used consistently throughout the Award as a whole.

The following are suggestions of other types of delivery methods that can be used by centres:

- ◆ Investigation
- ◆ E-technologies
- ◆ Independent Research
- ◆ Lectures
- ◆ Projects
- ◆ Site visits
- ◆ Tutorials
- ◆ Case Studies
- ◆ Work-based learning

These methods are indicative and are neither mandatory nor exhaustive.

In the Unit *Business Formation: An Introduction*, the 'go'/'no go' decision as to whether to continue developing a business idea could be undertaken in a 'Dragon's Den' setting where candidates make a pitch for their idea by presenting the advantages and potential market opportunities. Candidates could play the role of either entrepreneur and/or 'Dragon' to allow them to present their own ideas but also to evaluate the proposals of others, make business decisions and justify those decisions. To prepare candidates for this task, actual footage of business proposals could be used where candidates evaluate the proposals and predict the outcome of each pitch.

In the 'Business Formation: Developing a Business Idea' Unit, role play techniques may be appropriate in demonstrating customer care scenarios to allow candidates to identify the situation and provide an appropriate response. Alternatively, video footage could be used to display different types of behaviours and responses to customers. This footage could be produced by the Centre, created by students themselves in groups, or sourced from the Internet. Examples of methods of communicating with customers could be produced using Podcast or VideoCast technology to allow evaluation and comment on different methods.

Throughout the delivery of the 'Finance and E-Business' Unit, candidates should be encouraged to relate their learning to 'real life' situations as much as possible through the use of the Internet, documentation and comparative reference to personal budgeting and finance. Many examples of financial records are available via the Internet and candidates could also be encouraged to create their own cash forecasts, for example, using their own finance details. Use could be made of popular banking websites and banking documents to illustrate a range of topics. Where candidates are senior school pupils, much of this information may be new to them and they therefore may require greater support than more mature candidates.

Assessment

To gain the Group Award, candidates must pass all five Units. A holistic approach based on an investigation of the same business idea throughout the Group Award is recommended but is not mandatory.

In *Business Formation: An Introduction*, evidence generated for Outcome 2 could also be mapped to financial advice and guidance for Outcome 1 of the *Finance and E-Business* Unit, as it is likely that online resources may offer a range of help and advice covering both business start-up/creation and financial advice.

In Outcome 1 of *Business Formation: Commercial Aspects of Law*, candidates are required to investigate the legal obligations of a business organisation, including VAT registration and employing staff. Evidence gathered for this Outcome could also be mapped to Outcome 3 of the *Finance and E-Business* Unit where candidates are required to explain the tax obligations of a business organisation, including VAT and employment taxation.

In Outcome 3 of *Business Skills and Behaviours*, candidates could relate the skills and behaviours required in business to Customer Care and therefore, link this to Outcome 2 of *Business Formation: Developing a Business Idea*, where communication with customers and the importance of good communication is investigated.

Assessment objectives

Assessment across the Units of this Group Award allows candidates to demonstrate:

- ◆ entrepreneurial skills and attitudes
- ◆ essential underpinning knowledge required to consider creating a business
- ◆ the ability to apply business knowledge in live contexts
- ◆ evaluation skills
- ◆ research skills
- ◆ presentation skills
- ◆ problem solving skills
- ◆ decision making skills

Practical assignments will be the most suitable instrument of assessment although a range of activities and tasks could be used. A portfolio approach to gathering evidence is recommended and it is envisaged that this would be a continuous process throughout the Award. Assessment instruments are likely to include:

- ◆ Practical investigation
- ◆ Case studies
- ◆ Assessor observation
- ◆ Professional discussion
- ◆ Reflective accounts/personal statements
- ◆ Project/action plans

E-assessment may be appropriate for some aspects of the Group Award. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or e-checklists.

Centres who wish to use e-assessment must ensure that the National Standard is applied to all candidate evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence.

E-portfolios can be used to store evidence on an ongoing basis throughout the duration of the NPA.

Assessment Support Packs (ASPs) will be produced, providing an example of an assessment instrument suitable for the assessment of each Unit at the commensurate SCQF level.

7 General information for centres

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

Internal and external verification

All instruments of assessment used within this/these Group Award(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment* (www.sqa.org.uk).

8 General information for candidates

The main aim of the National Progression Award (NPA) in Enterprise and Business is to give you an overview of what is involved in starting your own business and an opportunity to build up the key knowledge, skills and behaviours that you would need to prepare yourself to start a business. The qualification will help you identify areas for your own development as well as providing knowledge to support you.

You may already have a business idea that you could test to ascertain whether it has the potential to be successful. If not you will be given one by your teacher or lecturer that you can use to evaluate and apply what you learn across the qualification.

You will be awarded an NPA in Enterprise and Business at SCQF level 6 on successful achievement of all five mandatory Units. This equates to 30 SCQF points at SCQF level 6.

Business Formation: An Introduction focuses on the skills and knowledge you need to move your business idea to the start up stage and provides a platform for you to move forward from.

Business Skills and Behaviours helps you enhance the skills and behaviours which are necessary to be successful in business through personal review and the development of an action plan.

Business Formation: Commercial Aspects and the Law introduces you to the legal aspects which require to be managed while running a business. You will learn about the key features of contractual agreements and the trading regulations that need to be complied with.

Finance and E-Business introduces you to the importance of accurate management and control of finance within a business, and to a range of sources of financial advice available to business.

Business Formation: Developing a Business Idea has a marketing focus and will develop your knowledge and skills when considering issues of customer care and business identity as well as the cost, benefits and purpose of the marketing function.

Progression pathways

Candidates who undertake an NPA in Enterprise and Business at SCQF level 6 can expect one or more of the following:

- ◆ To develop knowledge and skills required to support business start-up
- ◆ Progression to SCQF level 6+ vocational qualifications
- ◆ Progression to Business related qualifications at SCQF level 7

9 Glossary of terms

SCQF: This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at www.scqf.org.uk

SCQF credit points: One SCQF credit point equates to 10 hours of learning. NQ Units at SCQF levels 2–6 are worth 6 SCQF credit points, NQ Units at level 7 are worth 8 SCQF points.

SCQF levels: The SCQF covers 12 levels of learning. National Qualification Group Awards are available at SCQF levels 2-6 and will normally be made up of National Units which are available from SCQF levels 2–7.

Dedicated Unit to cover Core Skills: This is a non-subject Unit that is written to cover one or more particular Core Skills.

Embedded Core Skills: This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

Signposted Core Skills: This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

Qualification Design Team: The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the National Certificate/National Progression Award from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.

Consortium-devised National Certificates/National Progression Awards are those developments or revisions undertaken by a group of centres in partnership with SQA.