



Higher National Unit specification

General information for centres

Unit title: Community Learning and Development: Accountability for and Management of Resources

Unit code: DK13 34

Unit purpose: This Unit is designed to enable candidates to demonstrate understanding of the effective management of resources in a community-based setting. It introduces the concept of accountability in the context of current practice within local community groups and organisations. It is a mandatory Unit within the HNC Working with Communities, and may also be used as a freestanding Unit for Continuing Professional Development.

On completion of the Unit the candidate should be able to:

- 1 Identify funding sources and describe the main criteria for application within a community-based setting.
- 2 Describe principles and practice of effective management of physical and human resources.
- 3 Explain the need for accountability for funds and resources.

Credit points and level: 1 HN credit at SCQF level 7: (8 SCQF credit points at SCQF level 7*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: While there is no prescribed prior knowledge and skills required for this Unit it would be beneficial for candidates to have good written and oral communication abilities and good interpersonal skills. It would also be beneficial if candidates had some work experience in a community based setting, either in a paid or voluntary capacity.

Core Skills: There are opportunities to develop all five Core Skills in this Unit although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: This is a mandatory Unit of the HNC Working with Communities. It should be taught and assessed within the subject area of the Group Award. Due recognition must be given to the community dimension in the teaching of this Unit and to the particular circumstances which may arise in supporting small organisations in resource management issues.

Assessment: This Unit can be assessed holistically using one instrument of assessment. This could be a series of extended response questions which cover all the Evidence Requirements from the three Outcomes.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Identify funding sources and describe the main criteria for application within a community based setting

Knowledge and/or Skills

- ◆ Potential local sources of funding from public, voluntary and private sectors
- ◆ Potential national and international sources of funding from public, voluntary and private sectors
- ◆ Criteria for applying for financial support

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can provide written/oral evidence, which shows that they can identify a minimum of **three** sources of funding and can identify the main criteria associated with **one** of them.

Assessment Guidelines

This Outcome may be assessed in conjunction with Outcomes 2 and 3 using a series of extended response questions which demonstrate the candidate's understanding of sources of funding and how to access them. Where a centre deems it appropriate, candidates can be asked to complete a funding application form.

Outcome 2

Describe principles and practice of effective management of physical and human resources

Knowledge and/or Skills

- ◆ Principles of good management practice
- ◆ Roles and responsibilities of the main office holders in a management structure
- ◆ Roles and responsibilities of the main office holders in a committee structure
- ◆ Management of physical and human resources

Higher National Unit specification: statement of standards (cont)

Unit title: Community Learning and Development: Accountability for and Management of Resources

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can provide written/oral evidence which reflects knowledge and understanding of the management of the physical, **or** the human resources and the roles and responsibilities of relevant members.

Assessment Guidelines

This Outcome may be assessed jointly with Outcomes 1 and 3 by extended response questions which demonstrates the candidate's understanding of the management of resources, human **or** physical; the roles of relevant members and organisational policies on accountability and relevant legislation.

Outcome 3

Explain the need for accountability for funds and resources.

Knowledge and/or Skills

- ◆ Personal and organisational accountability
- ◆ Organisational constitutions/policies
- ◆ Relevant current legislation.

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can provide written/oral evidence which reflects knowledge and understanding of the need for personal and financial accountability. The evidence should demonstrate that candidates understand the need for and the importance of financial accountability, are aware of the need for organisational policies to ensure accountability and are aware of current relevant legislation.

Assessment Guidelines

This Outcome may be assessed jointly with Outcomes 1 and 2 by extended response questions which demonstrate the candidate understands;

- ◆ the need for personal and organisational accountability
- ◆ the need for organisational constitutions/policies
- ◆ the roles of relevant members, organisational policies on accountability and relevant legislation

Administrative Information

Unit code:	DK13 34
Unit title:	Community Learning and Development: Accountability for and Management of Resources
Superclass category:	AK
Original date of publication:	December 2005
Version:	03

History of changes:

Version	Description of change	Date
02	Amendment to Outcome titles Amendment to Outcome 1, Knowledge and Skills and Evidence Requirements Amendment to Outcome 2, Knowledge and Skills and Evidence Requirements Amendment to Outcome 3, Knowledge and Skills, Evidence Requirements and Assessment Guidelines Amendment to Support Notes	18/3/08
03	Outcomes have been put into a different order and the assessment guidelines amended to match.	23/3/10

Source: SQA

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Higher National Unit specification: support notes

Unit title: Community Learning and Development: Accountability for and Management of Resources

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the Centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is intended for candidates with an active involvement in a community-based setting who are taking a qualification at Higher National Level. This community context will prepare them for the practical aspects of work in community learning and development and will allow them to meet the learning Outcomes.

Outcome 1 focuses on identifying sources of funding from the public, voluntary and private sectors on a local, national or international basis and the criteria that a funding application is based on.

Outcome 2 examines the different types of resources required in community-based settings and the effective management of these. It should include:

- ◆ **Human**, ie the community worker/project worker(s); manager; administrators; volunteers; committee members (chair person, secretary, treasurer, member etc) as appropriate. The roles and responsibilities of each should be explored.
- ◆ **Physical**, ie accommodation; transport; equipment.

Outcome 3 explores the issues surrounding accountability for the dispersal of and the need for accountability from those involved in the dispersal of funds and for those working for or volunteering in the project/organisation. Policies which set out details relevant to the use of funds and relevant to the responsibilities of staff and members should be identified and explored. It also considers the relevant legislation.

Guidance on the delivery and assessment of this Unit

This Unit examines key aspects of the roles played by, and the responsibilities of, employees and members of the community. A practical approach, rather than a theoretical approach, should be taken when examining roles, considering responsibilities and accountability and investigating sources of funding.

Outcome 1

Community groups and organisations are often dependent on a diverse range of funding sources. When investigating the finance and support available to community groups a range of funding sources should be identified. The importance of meeting funders' criteria should be stressed together with the requirement to follow correct procedures for successful applications. The completion of a non-complex funding request form could be undertaken. A useful source of information regarding funding can be found at www.lotteryfunding.org.uk/scotlsand/information-wal/questions-and-answers.html.

Higher National Unit specification: support notes (cont)

Unit title: Community Learning and Development: Accountability for and Management of Resources

Outcome 2

It may be useful when considering management structures to include discussions on the nature of management and the concept of organisational structure. Leadership styles, teamwork, good practice and role analysis should be included and the relationship of these with the local community and local cultures should be discussed. This is not a management course and the study of management theories and theorists is not required. What would be helpful to candidates would be consideration of 'good management' practice. Candidates should evaluate the effectiveness of planning and implementation of resource management systems. This could be done either by evaluating an actual system known to the candidate or by the use of case studies.

Candidates may also have the opportunity to demonstrate day-to-day management of resources eg petty cash, room booking systems and systems for controlling common equipment (transport, electrical or sports equipment). In considering the management of physical resources it may be necessary to consider resource holders and various strategies for accessing resources. Control systems devised must take account of legislation such as the Health and Safety at Work Act, Food Hygiene Legislation, Protection of Children Legislation, DDA, Legislation relating to Insurance, Road Worthiness of Motor Vehicles etc. In this context attention should be given to the particular needs of various groups within the community and the importance of effective communication of the control and safety systems to these groups, eg hearing-impaired, those with physical disabilities, etc.

Outcome 3

Examination of constitutions would be useful when considering accountability and roles and responsibilities. Candidates should be introduced to the concept of accountability. Accountability could be approached in at least three different ways.

- 1 **Personal** — where the importance of professional responsibility towards themselves, colleagues and members of the community should be stressed.
- 2 **Situational** — where the lines of accountability and responsibility that exist through organisational structures should be examined.
- 3 **Community** — where good democratic practice is considered. Good democratic practice leads to the consideration of inclusion of members of the community in organising and managing themselves. Clearly when this happens accountability is a major consideration.

Candidates should also understand the purpose and format for reporting, and some of the procedures involved in monitoring finances. Structures, roles and responsibilities are often clarified in constitutions and should be considered when delivering this Unit.

Assessment is as specified at the beginning of this Unit.

Higher National Unit specification: support notes (cont)

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Open learning

This Unit could be delivered flexibly in open/blended learning modes. In addition, it may possible to meet the Evidence Requirements through Accreditation of Prior Learning (APL).

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

General information for candidates

Unit title: Community Learning and Development: Accountability for and Management of Resources

This Unit has three main areas and is designed to develop your understanding of how physical and human resources are identified and managed in a community based setting.

For Outcome 1 you will identify potential sources of funding and the criteria for submitting a funding application.

In Outcome 2 you will be asked to describe the principles and practice of good management of both physical and human resources and the roles and responsibilities of main office holders.

In Outcome 3 you will explain the importance of personal and organisational accountability for funds and resources and identify relevant current legislation.

The Unit is assessed holistically through a series of extended response questions which cover all the Evidence Requirements from the three Outcomes.

There are opportunities to develop all five Core Skills in this Unit although there is no automatic certification of Core Skills or Core Skill components.