



Non-Exam Assessment (NEA)

NCFE Level 1/2 Technical Award in Business and Enterprise (603/7004/X)

Centre version

September 2025 DRAFT – DO NOT SHARE WITH LEARNERS

v1.0

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Learner instructions

- Read the project brief carefully before you start the work.
- You **must** clearly identify and label all of the work you produce during the supervised time.
- You **must** hand in all of your work to the supervisor at the end of each timed session.

Learner information

- This NEA will assess your knowledge and understanding from across the qualification.
- The maximum mark for this NEA is **120**.
- The maximum completion time for this NEA is **21 hours** (plus **2 hours** to develop a resource pack).
- All of the work you submit **must** be your own.

Resources

- You have been provided with the following information to use during the NEA:
 - Appendix 1: extract from New Mopps Limited's (NML) 2024 Income Statement
 - Appendix 2: sales forecasts for NML's gardening service April 2026 to March 2027
 - Appendix 3: the market for garden maintenance services in the UK

Please complete the details below clearly and in BLOCK CAPITALS.

Learner name

Centre name

Centre number

Learner number

Learner signature

Introduction

The non-exam assessment (NEA) is a formal synoptic assessment that requires learners to independently apply an appropriate selection of knowledge, understanding, skills and techniques, developed through the full course of study, in response to a real-world situation, to enable them to demonstrate an integrated connection and coherence between the different elements of the qualification.

The NEA will contribute **60%** towards the overall qualification grade; therefore, it is important that the learner produces work to the highest standard that they can. The learner must not start the NEA until they have been taught the full course, to ensure that they are in the best position to complete the NEA successfully.

What is synoptic assessment?

Synoptic assessment is an important part of a high-quality vocational qualification because it shows that learners have achieved a holistic understanding of the sector. It also shows that they can make effective connections between different aspects of the subject content and across the breadth of the assessment objectives (AOs) in an integrated way. The Department for Education (DfE) has consulted with awarding organisations and agreed the following definition for synoptic assessment:

‘A form of assessment which requires a candidate to demonstrate that they can identify and use effectively in an integrated way an appropriate selection of skills, techniques, concepts, theories, and knowledge from across the whole vocational area, which are relevant to a key task’.

Synoptic assessment enables learners to show that they can transfer knowledge and skills learnt in one context to resolve problems raised in another. To support the development of a synoptic approach, the qualification encourages learners to make links between elements of the course and to demonstrate how they have integrated and applied their increasing knowledge and skills.

As learners progress through the course, they will use and build upon knowledge and skills learnt across units. The NEA will test the learners’ ability to respond to a real-world situation.

Information for learners

The NEA will be assessed holistically using a levels of response marking grid and against five integrated AOs. These AOs and their weightings are shown below.

Assessment objectives (AOs)
AO1: Recall knowledge and show understanding The emphasis here is for learners to recall and communicate the fundamental elements of knowledge and understanding. 18 marks (15%)
AO2: Apply knowledge and understanding The emphasis here is for learners to apply their knowledge and understanding to real-world contexts and novel situations. 30 marks (25%)
AO3: Analyse and evaluate knowledge and understanding The emphasis here is for learners to develop analytical thinking skills to make reasoned judgements and reach conclusions. 20 marks (16.7%)
AO4: Demonstrate and apply relevant technical skills, techniques and processes The emphasis here is for learners to demonstrate the essential technical skills relevant to the vocational sector by applying the appropriate processes, tools and techniques. 40 marks (33.3%)
AO5: Analyse and evaluate the demonstration of relevant technical skills, techniques and processes The emphasis here is for learners to analyse and evaluate the essential technical skills, processes, tools and techniques relevant to the vocational sector. 12 marks (10%)

Mark scheme

The purpose of this mark scheme is to give you:

- examples and criteria of the types of response expected from a learner
- the allocated AOs and total marks for each question.

Marking guidelines

General guidelines

You must apply the following marking guidelines to all marking undertaken. This is to ensure fairness to all learners, who must receive the same treatment. You must mark the first learner in exactly the same way as you mark the last.

- The mark scheme must be referred to throughout the marking period and applied consistently. Do not change your approach to marking once you have been standardised.
- Reward learners positively, giving credit for what they have shown, rather than what they might have omitted.
- Utilise the whole mark range and always award full marks when the response merits them.
- Be prepared to award zero marks if the learner's response has no creditworthy material.
- Do not credit irrelevant material that does not answer the question, no matter how impressive the response might be.
- If you are in any doubt about the application of the mark scheme, you must consult with your internal quality assurer.

Guidelines for using extended-response marking grids

Extended-response marking grids have been designed to assess learners' work holistically. They consist of band-based descriptors and indicative content.

Band-based descriptors

Each band is made up of several descriptors from across the AO range – AO1 to AO5, which when combined provide the quality of response that a learner needs to demonstrate. Each band-based descriptor is worth varying marks.

The grids are broken down into bands, with each band having an associated descriptor indicating the performance at that band. You should determine the band before determining the mark.

Indicative content reflects content-related points that a learner may make but is not an exhaustive list, nor is it a model answer. Learners may make all, some or none of the points included in the indicative content, as its purpose is to guide the relevance and expectation of the responses. Learners must be credited for any other appropriate response.

Application of extended-response marking grids

When determining a band, you should use a bottom-up approach. If the response meets all the descriptors in the lowest band, you should move to the next one, and so on, until the response matches the band descriptor. Remember to look at the overall quality of the response and reward learners positively, rather than focusing on small omissions. If the response covers aspects at different bands, you should use a best-fit approach at this stage and use the available marks within the band to credit the response appropriately.

When determining a mark, your decision should be based on the quality of the response in relation to the descriptors.

Developing a resource pack

Maximum time: 2 hours

In addition to the allocated assessment time for this NEA, you are permitted to spend a maximum of **2 hours** finding resources and developing a resource pack that you can refer to during the formal NEA assessment time. During this 2-hour period, you may access all learning materials, the internet and other published materials.

Your resource pack is the only support material that is permitted during the completion of NEA tasks (unless otherwise stated within the task instructions).

All research and data used in your final NEA **must** be referenced appropriately. As a minimum this must include the following:

- the use of quotation marks to clearly identify any passages not of your own words
- date accessed (websites only)
- name of source / author.

Evidence requirements: resource pack of no more than four sides of A4, font size 12 (if word processed), to be returned to your assessor at the end of each task / session and submitted with the completed NEA.

Formal non-exam assessment (NEA)

Maximum completion time

You have been provided with a total of **21 hours** to complete this NEA (plus **2 hours** to develop a resource pack).

You may use some or all of the time provided for each task.

You are allowed to use any remaining time allocated to one task to rework previous tasks up to the maximum time allowed.

You are **not** allowed to exceed the total number of hours.

You should **not** start your NEA until you have been taught the full course of study. This will ensure that you are in the best position to complete the NEA successfully.

Project brief

New Mopps Limited (NML) was set up in 2018 by Sarah Pool. NML provides cleaning services to households in the local town and operates from a small workshop unit on a trading estate. Sarah manages the operations of the business and receives an annual salary of £45 000. NML employs 10 cleaners on full-time contracts.

NML relies on its social media and word-of-mouth to promote the business. Competition in the house cleaning market is growing, and Sarah believes there is little room for business growth in this market.

To grow NML, Sarah is planning to introduce a gardening service from 1 April 2026. Two other businesses supply garden maintenance services in her local town. NML will perform general garden maintenance, for example cut grass and trim hedges.

Initially, NML will recruit one full-time employee to offer the garden maintenance services, working 35-hours per week. This employee will be provided with a van and gardening tools. The van will cost Sarah £8000 to buy, and the gardening tools will cost £500.

NML must have insurance for the van purchased and pay for diesel. Van insurance will be £85 per month. Sarah estimates diesel costs of £80 per month per van. From April 2026, NML will rent an additional workshop unit for £250 per month, to store the vans and gardening equipment. Sarah has also predicted £150 per month for miscellaneous expenses.

Another employee will be recruited in June 2026 on a temporary, 4-month contract working 20-hours per week. In June 2026, NML will purchase £500 of gardening tools for this new employee and rent a van for 4 months at £250 per month which includes insurance. Both employees will be paid £14 per hour.

Sarah expects sales will fall in October and recover in April each year.

Customers can book a gardener by the hour, from 1 hour to 8 hours per day. Customers will be charged £35 per hour and must pay on the day the work is completed.

From April 2026, Sarah will allocate herself £750 per month car allowance.

Sarah has decided to keep a separate set of accounts for the gardening service. The gardening service will start with a £500 opening balance. NML will need a 5-year loan of £9000 on 31 March 2026 to purchase vans and equipment for the gardening business. The monthly loan repayments will be £175 which includes interest.

90% of net profit will be allocated as dividends each year over the next 5 years.

Appendix 1

Extract from NML's 2024 Income Statement	
	£
Total revenue	280 000
Cleaner's wages	208 208
Sarah's salary	45 000
Cleaning materials	7000
Rent of workshop	6000
Miscellaneous expenses	8000

Appendix 2

Sales forecasts for NML's gardening service April 2026 to March 2027	
	Hours booked by customers per month
April	120
May	120
June	220
July	220
August	220
September	220
October	100
November	100
December	100
January	100
February	100
March	100

Sarah's market research forecasts lower sales for April and May 2026 as it will take time to build a reputation in the gardening market. She expects April and May to be her busiest months from 2027 onwards.

Appendix 3

The following information was found on the YourBuilder.com website:

- Demand for gardening services in the UK is highest in the spring, with April and May being the busiest months.
- The UK market for gardening services is forecast to grow by 1.76% annually from 2026 to 2031.
- Demand for gardening services is no longer limited to affluent households, but now includes other market segments, including retired people and those working full-time who lack the time to maintain their garden.

Assessment tasks and mark schemes

Task 1

Business and enterprise action planning	
Maximum time	2 hours
Content area assessed	1. Entrepreneurship, business organisation and stakeholders
Assessment objectives (AOs)	AO1 AO2 AO3
<p>You are required to produce an action plan that:</p> <ul style="list-style-type: none"> demonstrates you understand what it means to be an entrepreneur by developing an action plan so you can create an effective business plan that will support NML's application for finance includes an analysis of the business and its plans for the future, identifying key points from the appendices provided identifies other relevant information needed to complete the task, supported by justified reasons includes a timeline identifying the key dates at which you will complete each task. <p>Your action plan must include:</p> <ul style="list-style-type: none"> a business summary, including benefits of entrepreneurship analysis of key points from the brief and appendices analysis of other relevant information needed, with justified reasons a timeline. <p style="text-align: right;">[12 marks]</p>	
Evidence	<p>You could use the following formats to provide evidence for your research:</p> <ul style="list-style-type: none"> written report graphs and charts timescale plan.

Task 1: business and enterprise action planning

Band	Mark	Descriptor
4	10 to 12	<p>AO3 – excellent analysis of the brief, showing analytical thinking skills, with highly reasoned justifications for the additional information needed within the action plan.</p> <p>AO2 – excellent ability to apply knowledge and understanding to the scenario within the brief. Highly suitable selections that are highly detailed and highly relevant to the business scenario.</p> <p>AO1 – excellent ability to summarise information from the provided source materials that are highly relevant in relation to the brief. All elements of the brief will be considered in a highly detailed and effective way.</p>
3	7 to 9	<p>AO3 – good analysis of the brief, showing some analytical thinking skills, with reasoned justifications for the additional information needed within the action plan.</p> <p>AO2 – good ability to apply knowledge and understanding to the scenario within the brief. Suitable selections, that are mostly detailed and mostly relevant to the business scenario.</p> <p>AO1 – good ability to summarise information, reflecting on a wide range of source materials that are mostly relevant in relation to the brief. Most elements of the brief will be considered in a detailed way.</p>
2	4 to 6	<p>AO3 – reasonable analysis of the brief, showing a limited level of analytical thinking, with poorly reasoned justifications for the additional information needed within the action plan.</p> <p>AO2 – reasonable ability to apply knowledge and understanding to the scenario within the brief. Some suitable creative elections, that have some detail, with some relevance to the business scenario though may be underdeveloped.</p> <p>AO1 – reasonable ability to summarise information, reflecting a range of source materials that has some relevance in relation to the brief. Some elements will be considered in a reasonably detailed way.</p>

Band	Mark	Descriptor
1	1 to 3	<p>AO3 – limited analysis of the brief, showing limited analytical thinking, justifications for the additional information needed within the action plan.</p> <p>AO2 – limited ability to apply knowledge and understanding to the scenario within the brief. Limited suitable creative elections that are limited in detail and with limited relevance to the business scenario.</p> <p>AO1 – limited ability to summarise information, reflecting limited use of source materials that has limited relevance relation to the brief. Some elements may be considered in a limited way.</p>
	0	No rewardable material

Note: it is not a requirement that the learner formulates a response in their portfolio specifically against each AO as laid out in the indicative content. The evidence provided by the learner for each AO may be embedded throughout the evidence submitted for the task. Whilst it is likely that the responses will be illustrated by the indicative content points below, credit should be given for different approaches, providing they meet the key requirements of the task and mark scheme.

Indicative content

AO1 – learners will recall knowledge and show understanding of what it means to be an entrepreneur in terms of:

- identifying potential business opportunity
- managing risks
- making decisions on the marketing mix
- understanding target market
- organising resources / the factors of production
- raising the finance.

AO2 – learners will apply knowledge and understanding of the following within the action plan:

- the business operates in the service sector
- the business plans to expand into the gardening market
- to ensure that the business can undertake this expansion, the business will need to assess a number of factors that could include the size of the potential market, who the customers could be, the marketing mix, and how this expansion could be financed.

AO3 – learners will analyse and evaluate knowledge and understanding of the following within the action plan:

- an analysis of the information provided in the project brief and appendices
- an evaluation of the significance of the additional information needed with reasons

Task 2

Research	
Maximum time	4 hours plus 3 hours for research
Content area assessed	2. Market research, market types and orientation and marketing mix
Assessment objectives (AOs)	AO1 AO2 AO3
<p>You are required to:</p> <ul style="list-style-type: none"> • undertake research to inform the business plan for NML's expansion plans if NML was based in your local area. This should include both qualitative information and quantitative data • provide an analysis of the data collected that meets the requirements of the project brief • provide a written justification as to why the research method was selected. <p>You are permitted to use the internet for the 3 hours of research only. You must reference all sources used.</p> <p style="text-align: right;">[20 marks]</p>	
Evidence	<p>You could use the following formats to provide evidence for your research:</p> <ul style="list-style-type: none"> • written report • annotated diagrams • digital presentation • graphs and charts • video. <p>You must also submit your internet browsing history of sites used to support your response to the task.</p>

Task 2: research

Band	Mark	Descriptor
4	10 to 12	<p>AO2 – excellent ability to undertake research to inform the business plan for NML's expansion.</p> <p>AO1 – excellent recall of knowledge and understanding of research, reflecting a comprehensive range of research sources that are highly relevant in relation to the brief. All elements of the brief will be researched in a highly detailed and effective way.</p>
3	7 to 9	<p>AO2 – good ability to undertake research to inform the business plan for NML's expansion.</p> <p>AO1 – good recall of knowledge and understanding of research, reflecting a wide range of research sources that are mostly relevant in relation to the brief. Most elements of the brief will be researched in a mostly detailed way.</p>
2	4 to 6	<p>AO2 – reasonable ability to undertake research to inform the business plan for NML's expansion.</p> <p>AO1 – reasonable recall of knowledge and understanding of research, reflecting a minimal range of research sources that are reasonably relevant in relation to the brief. Some elements of the brief will be researched in a reasonably detailed way.</p>
1	1 to 3	<p>AO2 – limited ability to undertake research to inform the business plan for NML's expansion.</p> <p>AO1 – limited recall of knowledge and understanding of research, reflecting limited use of research sources that have limited relevance in relation to the brief. Limited elements of the brief will be researched in a limited way.</p>
	0	No rewardable material

Note: it is not a requirement that the learner formulates a response in their portfolio specifically against each AO as laid out in the indicative content. The evidence provided by the learner for each AO may be embedded throughout the evidence submitted for the task. Whilst it is likely that the responses will be illustrated by the indicative content points below, credit should be given for different approaches, providing they meet the key requirements of the task and mark scheme.

Indicative content

AO1 – learners will recall knowledge and show understanding of:

- secondary research
- qualitative data
- quantitative data.

AO2 – learners will apply knowledge and understanding of:

- the competitors that are in the proposed market
- the business target market
- the marketing mix
- the people that will be required to make the project a success
- the operational considerations that will be required
- the finance that is required for the proposed plan.

Task 2: written report of their findings

Band	Mark	Descriptor
4	7 to 8	<p>AO3 – excellent analysis of the research that is comprehensive and highly relevant. Supported with excellent justification for their choice of research that is comprehensive and highly detailed.</p> <p>AO3 – excellent, highly detailed, reasoned judgements provided on how the research will affect the business decision making.</p>
3	5 to 6	<p>AO3 – good analysis and evaluation of the research that is detailed and mostly relevant. Supported with good justification for their choice of research that is detailed.</p> <p>AO3 – good, reasoned judgements provided on how the research will affect the business decision making that are detailed.</p>
2	3 to 4	<p>AO3 – reasonable analysis and evaluation of the research that has some detail and is of some relevance. Supported with reasonable justification for their choice of research that has some detail, though these may be underdeveloped.</p> <p>AO3 – reasonable judgements provided on how the research will affect the business decision making that have some detail but may be underdeveloped.</p>

Band	Mark	Descriptor
1	1 to 2	<p>AO3 – limited analysis and evaluation of the research that has some detail and is of some relevance. Supported with reasonable justification for their choice of research that has some detail, though these may be underdeveloped.</p> <p>AO3 – limited judgements provided on how the research will affect the business decision making that have some detail but may be underdeveloped.</p>
	0	No rewardable material

Note: it is not a requirement that the learner formulates a response in their portfolio specifically against each AO as laid out in the indicative content. The evidence provided by the learner for each AO may be embedded throughout the evidence submitted for the task. Whilst it is likely that the responses will be illustrated by the indicative content points below, credit should be given for different approaches, providing they meet the key requirements of the task and mark scheme.

Indicative content

AO3 – learners will analyse and evaluate knowledge and understanding of:

- why the research methods were selected
- what NML should undertake / consider as a result of the competitors in the market
- what marketing is required and why
- which people and operational actions are required in order to make the expansion a success
- what should finance be spent on and why.

Task 3

Business plan	
Maximum time	10 hours
Content areas assessed	<ol style="list-style-type: none"> 2. Market research, market types and orientation and marketing mix 3. Human resource requirements for a business and enterprise 4. Operations management 5. Business growth 6. Sources of enterprise funding and business finance 7. The impact of the external environment on business and enterprise 8. Business and enterprise planning
Assessment objectives (AOs)	AO1 AO2 AO3 AO4
<p>You are required to:</p> <ul style="list-style-type: none"> produce a comprehensive business plan that focuses on NML and the expansion plans. <p>Your evidence must include a fully completed business plan that includes:</p> <ul style="list-style-type: none"> executive summary company description market analysis marketing people and operations financial plan. <p>Present your business plan in an appropriate format. Each part of the business plan should include analysis and evaluation of decisions made.</p> <p style="text-align: right;">[76 marks]</p>	
Evidence	<p>You could use a range of the following to provide evidence for your plan:</p> <ul style="list-style-type: none"> written plan annotated diagrams digital presentation screenshots spreadsheets graphs and charts designs.

Task 3: business plan

Band	Mark	Descriptor
4	7 to 8	AO1 – excellent recall of knowledge and understanding of business plan content that is comprehensive . AO1 – excellent recall of knowledge and understanding of business plan structure that is comprehensive .
3	5 to 6	AO1 – good recall of knowledge and understanding of business plan content that is mostly detailed . AO1 – good recall of knowledge and understanding of business plan structure that is mostly detailed .
2	3 to 4	AO1 – reasonable recall of knowledge and understanding of business plan content that has some detail . AO1 – reasonable recall of knowledge and understanding of business plan structure that has some detail .
1	1 to 2	AO1 – limited recall of knowledge and understanding of business plan content that has minimal detail . AO1 – limited recall of knowledge and understanding of business plan structure that has minimal detail .
	0	No rewardable material

Note: it is not a requirement that the learner formulates a response in their portfolio specifically against each AO as laid out in the indicative content. The evidence provided by the learner for each AO may be embedded throughout the evidence submitted for the task. Whilst it is likely that the responses will be illustrated by the indicative content points below, credit should be given for different approaches, providing they meet the key requirements of the task and mark scheme.

Indicative content

AO1 – learners will recall knowledge and understanding of business planning and what is included in a business plan, which may include the following:

- executive summary – as a minimum they may include company name, service provided and its target market. Learners may also include information on reasons for service, target market, legal structure, finance required
- secondary research – as a minimum this may include, but is not limited to, competition, target market, labour needs
- market analysis – as a minimum this may include, but is not limited to, target market, competitive environment, potential suppliers

- marketing – as a minimum this may include, but is not limited to, product, place, price, promotion
- people and operations – as a minimum this may include, but is not limited to, skills requirements, training needs, methods of production and distribution
- financial plan – as a minimum this may include, but is not limited to, start-up costs, running costs (fixed and variable), projected income statement and cashflow forecast / break-even calculation / chart and analysis.

Task 3: business plan

Band	Mark	Descriptor
4	7 to 8	<p>AO3 – excellent analysis and evaluation of the brief that is comprehensive and highly relevant. Supported with excellent justification for their choice of research that is comprehensive and highly detailed.</p> <p>AO3 – excellent reasoned judgements provided on their business plan that are highly detailed.</p>
3	5 to 6	<p>AO3 – good analysis and evaluation of the brief that is detailed and mostly relevant. Supported with good justification for their choice of research that is detailed.</p> <p>AO3 – good, reasoned judgements provided on their business plan that are detailed.</p>
2	3 to 4	<p>AO3 – reasonable analysis and evaluation of the brief that has some detail and is of some relevance. Supported with reasonable justification for their choice of research that has some detail, though this may be underdeveloped.</p> <p>AO3 – reasonable judgements provided on their business plan that have some detail, though these may be underdeveloped.</p>
1	1 to 2	<p>AO3 – limited analysis and evaluation of the brief that has minimal detail and is of minimal relevance. Supported with limited justification for their choice of research that has minimal detail and is mostly superficial.</p> <p>AO3 – limited judgements provided on their business plan that have minimal detail and are mostly superficial.</p>
	0	No rewardable material

Note: it is not a requirement that the learner formulates a response in their portfolio specifically against each assessment objective (AO) as laid out in the indicative content. The evidence provided by the learner for each AO may be embedded throughout the evidence submitted for the task. Whilst it is likely that the responses will be illustrated by the indicative content points

below, credit should be given for different approaches, providing they meet the key requirements of the task and mark scheme.

Indicative content

AO3 – learners will analyse and evaluate knowledge and understanding via the interpretation of the requirements of the brief.

This is shown through the demonstration required of AO4 and the application required of AO2 for the production of a business plan. The interpretation of the brief may include the following:

- business is expanding by launching a second service
- what marketing is required and why
- which people and operational actions are required in order to make the expansion a success.
- finance is required to enable the plan to take place – sources must be considered.

Task 3: business plan – executive summary and company description

Band	Mark	Descriptor
4	10 to 12	<p>AO4 – excellent and highly proficient demonstration and application of technical skills to create an executive summary and company description that is comprehensive and highly detailed.</p> <p>AO4 – excellent translation of business needs to the executive summary that is comprehensive, highly detailed, and highly relevant to the requirements of the brief.</p> <p>AO2 – excellent application of knowledge and understanding all aspects of the brief. The needs of the business are fully met in a comprehensive and highly detailed way. Executive summary and company description are highly relevant.</p>
3	7 to 9	<p>AO4 – good and mostly proficient demonstration and application of technical skills to create an executive summary and company description that is mostly detailed and coherent.</p> <p>AO4 – good translation of business needs to the executive summary that is mostly detailed and mostly relevant to the requirements of the brief.</p> <p>AO2 – good application of knowledge and understanding most aspects of the brief. The needs of the business are met in a detailed and mostly relevant way. Executive summary and company description are mostly relevant.</p>

Band	Mark	Descriptor
2	4 to 6	<p>AO4 – reasonable demonstration and application of technical skills to create an executive summary and company description that shows some proficiency and has some detail, though maybe underdeveloped.</p> <p>AO4 – reasonable translation of business needs to the executive summary that has some detail and some relevance to the requirements of the brief, though may be underdeveloped.</p> <p>AO2 – reasonable application of knowledge and understanding some aspects of the brief. The needs of the business are met with some detail and with some relevance. Executive summary and company description have some relevance.</p>
1	1 to 3	<p>AO4 – limited demonstration and application of technical skills to create an executive summary and company description that shows limited proficiency and has minimal detail.</p> <p>AO4 – limited translation of business needs to the executive summary that has limited detail and limited relevance to the requirements of the brief.</p> <p>AO2 – limited application of knowledge and understanding of limited aspects of the brief. The needs of the business are met with limited detail and with limited relevance. Executive summary and company description have limited relevance.</p>
	0	No rewardable material

Task 3: business plan – market analysis

Band	Mark	Descriptor
4	10 to 12	<p>AO4 – excellent and highly proficient demonstration and application of technical skills to create a market analysis that is comprehensive and highly detailed.</p> <p>AO4 – excellent analysis of the market that is comprehensive and highly detailed to enable the decisions required by the brief.</p> <p>AO2 – excellent application of knowledge and understanding all aspects of the brief. The needs of the business are fully met in a comprehensive and highly detailed way. Market analysis is highly relevant.</p>
3	7 to 9	<p>AO4 – good and mostly proficient demonstration and application of technical skills to create a market analysis that is mostly detailed and coherent.</p> <p>AO4 – good analysis of the market that is mostly detailed to enable the decisions required by the brief.</p>

Band	Mark	Descriptor
		A02 – good application of knowledge and understanding most aspects of the brief. The needs of the business are met in a detailed and mostly relevant way. Market analysis is mostly relevant .
2	4 to 6	<p>A04 – reasonable demonstration and application of technical skills to create a market analysis that shows some proficiency and has some detail.</p> <p>A04 – reasonable analysis of the market that has some detail to enable the decisions required by the brief.</p> <p>A02 – reasonable consideration of some aspects of the brief. Most of the needs of the business company are met in a sound manner. Marketing analysis is somewhat appropriate.</p>
1	1 to 3	<p>A04 – limited demonstration and application of technical skills to create a market analysis that shows limited proficiency and has minimal detail.</p> <p>A04 – limited analysis of the market that has minimal detail to enable the decisions required by the brief.</p> <p>A02 – limited application of knowledge and understanding of limited aspects of the brief. The needs of the business are met with limited detail and with limited relevance. Market analysis has limited relevance.</p>
	0	No rewardable material

Task 3: business plan – marketing

Band	Mark	Descriptor
4	10 to 12	<p>AO4 – excellent and highly proficient demonstration and application of technical skills to create marketing plans that are comprehensive and highly detailed.</p> <p>AO4 – excellent translation of business needs to the marketing plans that are comprehensive, highly detailed and meets the requirements of the brief.</p> <p>AO2 – excellent application of knowledge and understanding all aspects of the brief. The needs of the business are fully met in a comprehensive and highly detailed way. Marketing plans are highly relevant.</p>
3	7 to 9	<p>AO4 – good and mostly proficient demonstration and application of technical skills to create a marketing plan that is mostly detailed and coherent.</p> <p>AO4 – good translation of business needs to the marketing plan that is mostly detailed to meet the requirements of the brief.</p> <p>AO2 – good application of knowledge and understanding most aspects of the brief. The needs of the business are met in a detailed and mostly relevant way. Marketing plans are mostly relevant.</p>
2	4 to 6	<p>AO4 – reasonable demonstration and application of technical skills to create a marketing plan that shows reasonable proficiency and has some detail.</p> <p>AO4 – reasonable translation of business needs to the marketing plan.</p> <p>AO2 – reasonable consideration of some aspects of the brief. Most of the needs of the business company are met in a sound manner. Marketing choices are somewhat appropriate.</p>
1	1 to 3	<p>AO4 – limited demonstration and application of technical skills to create a marketing plan that shows limited proficiency and has limited detail.</p> <p>AO4 – limited translation of business needs to the marketing plan.</p> <p>AO2 – limited consideration of some aspects of the brief. Some of the needs of the business are met. Marketing choices are of limited appropriateness.</p>
	0	No rewardable material

Task 3: business plan – people and operations

Band	Mark	Descriptor
4	10 to 12	<p>AO4 – excellent and highly proficient demonstration and application of technical skills to create people and operations plans that are comprehensive and highly detailed.</p> <p>AO4 – excellent translation of business needs to the people and operations plans that are comprehensive and highly detailed to meet the requirements of the brief.</p> <p>AO2 – excellent application of knowledge and understanding all aspects of the brief. The needs of the business are fully met in a comprehensive and highly detailed way. People and operations plans are highly relevant.</p>
3	7 to 9	<p>AO4 – good and mostly proficient demonstration and application of technical skills to create people and operations plans that are mostly detailed and coherent.</p> <p>AO4 – good translation of business needs to the people and operations plans that are mostly detailed to meet the requirements of the brief.</p> <p>AO2 – good application of knowledge and understanding most aspects of the brief. The needs of the business are met in a detailed and mostly relevant way. People and operations plans are mostly relevant.</p>
2	4 to 6	<p>AO4 – reasonable demonstration and application of technical skills to create a people and operations plan that shows reasonable proficiency and has some detail.</p> <p>AO4 – reasonable translation of business needs to meet the requirements of the brief.</p> <p>AO2 – reasonable consideration of some aspects of the brief. Most of the needs of the business company are met in a sound manner. People and operations choices are somewhat appropriate.</p>
1	1 to 3	<p>AO4 – limited demonstration and application of technical skills to create a people and operations plan that shows limited proficiency and has minimal detail.</p> <p>AO4 – limited translation of business needs to the people and operations plan that has limited detail to meet the requirements of the brief.</p> <p>AO2 – limited application of knowledge and understanding of limited aspects of the brief. The needs of the business are met with limited detail and with limited relevance. People and operations have limited relevance.</p>
	0	No rewardable material

Task 3: business plan – financial plan

Band	Mark	Descriptor
4	10 to 12	<p>AO4 – excellent and highly proficient demonstration and application of technical skills to create a financial plan that is comprehensive and highly detailed.</p> <p>AO4 – excellent translation of business needs to the financial plan that is comprehensive and highly detailed to meet the requirements of the brief.</p> <p>AO2 – excellent application of knowledge and understanding all aspects of the brief. The needs of the business are fully met in a comprehensive and highly detailed way. Financial plan is highly relevant.</p>
3	7 to 9	<p>AO4 – good and mostly proficient demonstration and application of technical skills to create a financial plan that is mostly detailed and coherent.</p> <p>AO4 – good translation of business needs to the financial plan that is mostly detailed to meet the requirements of the brief.</p> <p>AO2 – good application of knowledge and understanding most aspects of the brief. The needs of the business are met in a detailed and mostly relevant way. Financial plans are mostly relevant.</p>
2	4 to 6	<p>AO4 – reasonable demonstration and application of technical skills to create a financial plan that shows reasonable proficiency and has some detail.</p> <p>AO4 – reasonable translation of business needs to the financial plan that has some detail to meet the requirements of the brief.</p> <p>AO2 – reasonable consideration of some aspects of the brief. Most of the needs of the business company are met in a sound manner. Financial planning choices are somewhat appropriate.</p>
1	1 to 3	<p>AO4 – limited demonstration and application of technical skills to create a financial plan that shows limited proficiency and has limited detail.</p> <p>AO4 – limited translation of business needs to the financial plan that has limited detail to meet the requirements of the brief.</p> <p>AO2 – limited application of knowledge and understanding of limited aspects of the brief. The needs of the business are met with limited detail and with limited relevance. Financial plan has limited relevance.</p>
	0	No rewardable material

Note: it is not a requirement that the learner formulates a response in their portfolio specifically against each assessment objective (AO) as laid out in the indicative content. The evidence provided by the learner for each AO may be embedded throughout the evidence submitted for the task. Whilst it is likely that the responses will be illustrated by the indicative content points below, credit should be given for different approaches, providing they meet the key requirements of the task and mark scheme.

Indicative content

AO2 – learners will apply knowledge and understanding of business planning to the requirements of the brief that may include the following:

- the business planning requirements of NML to enable the expansion plans to successfully take place. This will include consideration of how the business will move from only cleaning services to also gardening services.
- information as to the production factors that the business will have to consider to enable the plans to take place. This will include decisions on which equipment to purchase and the number of employees to recruit and their experience.
- the funding required to facilitate the plans will be considered and relevant sources of finance discussed that are appropriate to the business and the project plans.

AO4 – learners will demonstrate the application of technical skills with the creation and completion of a business plan that may include the following:

- executive summary – company name, product provided, reasons for product, target market, legal structure, finance required
- primary and secondary research – competition, products and prices, number and location, distribution methods, target market (location, characteristics, number), labour needs (skills, number of employees, cost)
- premises – location, cost, equipment (items needed), cost
- raw materials and / or components (quantity, cost, supplier)
- market analysis – target market, competitive environment, potential suppliers
- marketing – product / service, place, price, promotion
- people and operations:
 - people considerations (skills required, training needs, structure of management, cost)
 - operational considerations (method of production, equipment, distribution methods, cost)
- financial plan – start-up costs, running costs (fixed and variable), projected income statement, cash flow forecast / break-even calculation / chart and analysis.

Task 4

Review and evaluation	
Maximum time	2 hours
Content area assessed	1. Entrepreneurship, business organisation and stakeholders
Assessment objective (AO)	AO5
<p>You are required to:</p> <ul style="list-style-type: none"> • evaluate your preparation for business planning and the final business plan • review each stage of the project, considering areas of strength and areas for improvement. <p>As a minimum, your evaluation must include consideration of:</p> <ul style="list-style-type: none"> • the accuracy of your business summary • the accuracy of the timeline. Did you need to amend it and, if so, why? • whether your research was effective. Did it provide relevant and sufficient information to allow you to complete the tasks? If not, how could it be improved? • which sections of the business plan were most difficult to complete and why? How could you have improved the business plan? <p style="text-align: right;">[12 marks]</p>	
Evidence	<p>You must provide:</p> <ul style="list-style-type: none"> • your review / evaluation. <p>You could use the following formats to provide evidence of your evaluation:</p> <ul style="list-style-type: none"> • written responses • annotated screenshots • a digital presentation.

Task 4: review and evaluation

Band	Mark	Descriptor
4	10 to 12	AO5 – excellent analysis and evaluation of the success of the final business plan in relation to the brief, discussed in a comprehensive and highly detailed way. Thoughtful ways to improve the business plan that are comprehensive, highly detailed and highly relevant are provided.
3	7 to 9	AO5 – good analysis and evaluation of the success of the final business plan in relation to the brief, discussed in a mostly detailed way. Thoughtful and useful ways to improve the business plan that are mostly detailed and mostly relevant are provided.
2	4 to 6	AO5 – reasonable analysis and evaluation of the success of the final business plan in relation to the brief, discussed in some detail though this may be underdeveloped. Ways to improve the business plan are provided in some detail , with some relevance to the brief, though may be underdeveloped .
1	1 to 3	AO5 – limited analysis and evaluation of the success of the final business plan in relation to the brief, discussed in minimal detail and is mostly irrelevant . Improvements will be limited with minimal detail and of very limited relevance .
	0	No rewardable material.

Note: it is not a requirement that the learner formulates a response in their portfolio specifically against each AO as laid out in the indicative content. The evidence provided by the learner for each AO may be embedded throughout the evidence submitted for the task. Whilst it is likely that the responses will be illustrated by the indicative content points below, credit should be given for different approaches, providing they meet the key requirements of the task and mark scheme.

Indicative content

AO5 – learner will analyse and evaluate the whole process of developing the business plan including an evaluation of how well the project planning, research and development of the business plan, that may include the following:

- was the business summary accurate?
- was the timeline realistic and was it adhered to?
- was the research conducted effective, and did it provide the information / data that was needed for the business plan?
- how could the research conducted be improved?
- were all sections of the business plan completed in sufficient detail?

- which sections of the business plan were difficult to complete?
- how could the business plan be improved?
- if you were to undertake the whole project again, what would you do the same and what would you change?

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