

Mark Scheme (Results)

January 2012

Principal Learning Public Services  
(PS303)

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## General Marking Guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.

Question Number	Answer	Mark
1	<p>This question is based on LO1.2</p> <p>One mark for each correct answer up to a maximum of three.</p> <p>Reasons might include:</p> <ul style="list-style-type: none"> <li>• Public Private Partnerships are less bureaucratic than public bodies (1)</li> <li>• projects have fixed costs (1)</li> <li>• personnel costs are reduced (1)</li> <li>• Government can attract funding without raising taxes (1)</li> <li>• public sector facilities maintenance costs are met by the contractors (1)</li> </ul> <p>Accept any other relevant answer.</p>	(3)

Question Number	Answer	Mark
2	<p>This question is based on LO1.1</p> <p>One mark for identification of source of funding  One mark for limited description of how the funding is raised  Two marks for detailed explanation</p> <p>Maximum of 3 marks</p> <p>Answers might refer to:</p> <ul style="list-style-type: none"> <li>• Central Taxation</li> <li>• Income Tax</li> <li>• Corporation Tax</li> <li>• VAT</li> <li>• Local Taxation</li> <li>• Council Tax</li> <li>• Business Rates</li> <li>• Income and rents charged by public service organisations</li> <li>• Interest on investments received by public service organisations</li> <li>• Funding cycle for revenue</li> </ul> <p><b>Possible answer</b>  Central taxation (1) funds public service organisations. This is raised on earnings (1) and there is a threshold (1) below which people do not pay tax (1). The system is sometimes referred to as PAYE (pay as you earn) (1).</p> <p>Any other relevant description and/or example will be rewarded.</p>	(3)

Question Number	Answer	Mark
<b>3 (a)</b>	<p>This question is based on LO3.3</p> <p>One mark for identification of advantage            One mark for limited explanation of the impact of the advantage            Two marks for detailed explanation</p> <p>Answers might refer to:</p> <ul style="list-style-type: none"> <li>• Cost savings (1)</li> <li>• Technical expertise(1)</li> <li>• Enhanced product quality (1)</li> <li>• Shared responsibility(1)</li> <li>• Reduction in personnel costs (1)</li> <li>• Reduced project management costs (1)</li> <li>• Reduction in maintenance and repair costs (1)</li> </ul> <p>Any other relevant explanation and/or example will be rewarded.</p>	<b>(3)</b>

Question Number	Answer	Mark
<b>3 (b)</b>	<p>This question is based on LO3.3</p> <p>One mark for identification of disadvantage            One mark for limited explanation of the impact of the disadvantage            Two marks for detailed explanation</p> <p>Answers might refer to:</p> <ul style="list-style-type: none"> <li>• Lack of overall control (1)</li> <li>• Hidden additional costs(1)</li> <li>• Failure of contract(1)</li> <li>• Loss of customer contact(1)</li> <li>• Ongoing on-costs(1)</li> <li>• Monitoring of standards and practices is lacking(1)</li> </ul> <p>Any other relevant explanation and/or example will be rewarded.</p>	<b>(3)</b>

Question Number	Answer	Mark
<b>4(a)</b>	<p>This question is based on LO3.2</p> <p>One mark for basic definition or two marks for a comprehensive definition. One mark for each correct answer up to a maximum of four. Full marks can be obtained if the definition is not included.</p> <p>Answers might refer to:</p> <p>Definition:</p> <ul style="list-style-type: none"> <li>• A method used by public sector organisations, charities and private companies for gauging their performance by comparing it to the performance of other organisations, typically of a similar size.</li> </ul> <p>Benchmarking measures and improves efficiency by:</p> <ul style="list-style-type: none"> <li>• cutting out waste and unnecessary duplication</li> <li>• checking performance against others</li> <li>• making managers leaders of innovation to improve services</li> <li>• ensuring that the organisation's key objectives are clearly laid out</li> <li>• ensuring areas of good or poor performance can be properly highlighted</li> <li>• measuring current performance against a recognised achievement level</li> <li>• providing the basis for clear performance indicators</li> <li>• improving performance within the organisation</li> </ul> <p>Any other relevant explanation and/or example will be rewarded.</p>	<b>(4)</b>

Question Number		Indicative Content
4(b)		<p>This question is based on LO3.2 and LO4.1</p> <p>The answer might include some or all of the following:</p> <p>A cost centre is a division that adds to the cost of an organisation but only indirectly adds to its profit, for instance:</p> <ul style="list-style-type: none"> <li>• marketing</li> <li>• research and development</li> <li>• reduce overall costs</li> <li>• plan costs for future expansions</li> <li>• view the charges incurred on individual cost centres</li> <li>• calculate the average costs incurred by each employee for each cost centre</li> <li>• reviewing changes in efficiency in individual cost centres</li> <li>• allocate budgets effectively to areas within large organisations where there is a heavy financial demand</li> </ul> <p><b>Possible answer:</b></p> <p>Cost centres are used by public service organisations. These are used to allocate budgets in large organisation (1) and they are sometimes used to review efficiency changes (1) and although cost centres do not directly add to an organisations profits (1) they do indirectly add to an organisations profits via such activities as marketing (1) and research and development (1). Cost centres can plan costs for future expansion (1), calculate average costs per employee (1) and viewing the charges incurred on individual cost centres (1).</p> <p>Any other relevant explanation and/or example will be rewarded.</p>
Level	Mark	Descriptor
0	0	No acceptable response
1	1 - 3	Limited understanding of the use of cost centres. Likely to be little or no evidence of evaluation. If no analysis is present, award two marks maximum.
2	4 - 6	Clear understanding of the use of cost centres Some evaluation of trends will be evident.
3	7 – 8	Comprehensive understanding of the use of cost centres Evaluation should be embedded throughout the answer.

Question Number	Indicative content	
5	<p>This question relates to LO2.1</p> <p>Answers might refer to:</p> <ul style="list-style-type: none"> <li>• the correlation between UK and EU statistics</li> <li>• annual statistics show satisfaction below 50% from UK public</li> <li>• 2009 survey indicated that there was decrease in satisfaction from EU and UK statistics which indicates a specific trend</li> <li>• The 5 year plan shows a consistently lower average towards all aspects of EU membership</li> <li>• Results over the 5 years had reached a general high in the 2006/2007 period</li> <li>• Indicators show a real low for both 'Trust in the national UK parliament' and 'Trust in the national UK Government' in the 2009 survey.</li> <li>• Generally there was a view that in 2009 less than 30% of people in the UK thought EU membership was a good thing</li> </ul> <p><b>Possible answer:</b></p> <p>The statistics provided to Government over a five year period show an overall dissatisfaction with the UK membership of the EU (1). The data also show a greater satisfaction from across Europe (1). The number of dissatisfied males is greater than females (1). The methodology supplied distinguished that the sample was relevant and unbiased (1). The sample material has indicated an annual fluctuating statistical change that is greater than statistical anomalies (1). At this point there is a weight of evidence that would suggest a referendum should be called regarding renegotiation of membership for the UK (1). There is a correlation between the lack of trust in the EU and a similar lack of trust in the national parliament (1) and the Government (1). These reasons might include austerity measures (1), approaches to public services (1) and involvement in foreign affairs (1).</p> <p>Any other relevant explanation and/or example will be rewarded.</p>	
Level	Mark	Descriptor
0	0	No acceptable response
1	1 - 3	Limited understanding of the opinions towards UK membership of the EU. Likely to be little or no evidence of analysis. If no analysis is present, award two marks maximum.
2	4 - 6	Clear understanding of the opinions towards UK membership of the EU Some analysis of trends will be evident.
3	7 – 8	Comprehensive understanding of the opinions towards UK membership of the EU. Analysis should be embedded throughout the answer.

Question Number		Indicative Content
6		<p>This question is based on LO1.1 and LO3.3.</p> <p>Answers might refer to:</p> <ul style="list-style-type: none"> <li>• participating authorities considered 4 options for each site. These were: <ul style="list-style-type: none"> <li>• Do nothing</li> <li>• Do minimum</li> <li>• Refurbishment</li> <li>• Replacement</li> </ul> </li> <li>• facilities were looked at using a qualitative appraisal which was agreed with the projects executive board utilising a weighted score table</li> <li>• scores in the summary table show significant cost benefit ratios ranging from 50.64% to a massive 456.82% giving an average cost benefit of 94.99%</li> <li>• benefits to local communities would include <ul style="list-style-type: none"> <li>• accessibility of community facilities</li> <li>• improve risk response times</li> <li>• improve accessibilities for the disabled amongst others</li> </ul> </li> <li>• the upgrade of these facilities would not take place without private intervention</li> <li>• the overall Facilities Management of the project also covers: <ul style="list-style-type: none"> <li>• maintenance of the building fabric</li> <li>• security in line with operational needs</li> <li>• management and maintenance of external areas</li> <li>• management of energy consumption (this would be purchased through authorities bulk purchase arrangement)</li> <li>• provision of help desk services</li> <li>• building insurance</li> <li>• maintenance of fixtures and fittings</li> <li>• cleaning</li> <li>• caretaking services</li> </ul> </li> </ul> <p>Any other relevant justification and/or example will be rewarded.</p>
Level	Mark	Descriptor
0	0	No acceptable response
1	1 – 3	Limited understanding of the links between partnerships and the benefits of development of the area.
2	4 – 6	Clear understanding of the partnerships and the developmental aspects of the North West Fire & Rescue Services Private Financial Initiative project.
3	7 - 8	Comprehensive understanding and justification of the partnerships and the developmental aspects of the North West Fire & Rescue Services Private Financial Initiative project.

Question Number		Indicative content
7		<p>This question is based on LO3.2 and LO5.1</p> <p>The answer might refer to: Value for money indicators measure efficiency:</p> <ul style="list-style-type: none"> <li>• by being open to public scrutiny</li> <li>• where communities have been consulted throughout</li> <li>• where they have been analysed and published for the project</li> <li>• where the outline business case has been robust and carefully carried out</li> <li>• where the OBC shows cost benefit ratios</li> <li>• where thorough financial analysis gives an overview of collaborative benefit</li> <li>• where there has been an element of 'Optimism Adjusted Cost Benefit' within the appraisal to take in the possibility of a 25 year operating period and looking at reconstruction on completion</li> <li>• where the project financial appraisal gives clear total costs for refurbishment and replacement</li> <li>• where scores allocated link to cost per benefit point and this is open to challenge</li> <li>• where the procurement appraisal was conducted in accordance with HM Treasury 'Value for Money Assessment Guidance' which requires two approaches to Value for Money: <ul style="list-style-type: none"> <li>a. quantitative evaluation</li> <li>b. qualitative assessment</li> </ul> </li> </ul> <p>Evaluations might refer to: When preparing the PFI project case the three authorities took into account the cost benefit ratios of the proposal and that they had been both open and transparent about how they have done this. They have ensured that they used all of the government value for money assessment guidance. By doing these things it was clear to all of the people involved, local and central government, the public services and the community that this would be the best option to meet the needs of the services. The use of value for money indicators allows efficiency to be measured effectively as there are clear targets to be met and that the public can see that all money being invested in the project, be it public or private, is being spent wisely.</p> <p>Any other relevant evaluation and/or example will be rewarded.</p>
Level	Mark	Descriptor
0	0	No acceptable response
1	1 – 3	Limited understanding of the use of value for money indicators in the measurement of efficiency. Where no evaluation, do not award more than 3 marks.
2	4 – 7	Clear understanding of the use of value for money indicators in the measurement of efficiency. Lower end: limited evaluation present Higher end: more detailed evaluation present.
3	8 – 10	Comprehensive understanding of the use of value for money indicators in the measurement of efficiency. Evaluation should be embedded throughout.

Question Number	Indicative content	
<b>8</b>	<p>This question is based on LO4.1</p> <p>Answers might refer to:</p> <p>All public service organisations demonstrate their accountability:</p> <ul style="list-style-type: none"> <li>• by assessing council performance against European Excellence Standards</li> <li>• by assessing the efficiency of Private Financial Initiatives and Private Public Partnerships in the long term</li> <li>• by looking at cost reduction across the board</li> <li>• through openness and transparency in Government</li> <li>• through financial accountability</li> <li>• through accountability within all government departments</li> <li>• by promoting more effective management and decision taking in public services</li> <li>• by publishing reports for inspection</li> </ul> <p>Assessments might refer to:</p> <p>All public sector organisations are required to demonstrate accountability and there are many means to undertake this. Some public sector organisation use Public Private Projects and Private Finance Initiatives and within the terms of these partnerships financial accountability is made clear within the specifications and all projects are aired via public forums, website and consultations. Inspection reports are published and public sector organisations are assessed against things such as the European Excellence Standards. Both local and national Government demonstrate accountability via transparency and responsibility within all Governmental agencies in all their undertakings and also promoting more effective management and decision taking in public services</p> <p>Any other relevant explanation and/or example will be rewarded.</p>	
Level	Mark	Descriptor
0	0	No acceptable response
1	1 – 3	Limited understanding of public sector accountability. Where no assessment, do not award more than 3 marks.
2	4 – 7	Clear understanding of public sector accountability. Lower end: limited assessment present Higher end: more detailed assessment present.
3	8 – 10	Comprehensive understanding of public sector accountability. Assessment should be embedded throughout.

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