



The Practitioner Examination

LX22

Scenario Booklet

This is a 2½-hour objective test. This booklet contains the Scenario upon which this examination is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided for a question must be applied only to that question.

Each of the eight questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated.

The examination is to be taken with the support of the MSP Guide only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the MSP Guide is to be used.

Candidate Number:

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Programme Scenario

Service Improvement Programme

(Note: The companies and people within the scenario are fictional)

Background

A local government authority (LGA) covers a large rural area with a population of 150,000 people. The two main towns are Northfield and Southfield. The LGA has 275 full-time and part-time members of staff working in the Northfield and Southfield Town Halls.

Six months ago, following new legislation, the LGA started a project to create a single point of contact between the LGA and the people it serves. This project is called the 'one stop shop'. The LGA made a bid for funding from the National Government to provide additional support facilities and to update some local services around the region. Last week, the LGA heard that the bid had been successful. However, there are some constraints on the use of the funding:

- It must be used within three years of the date on which it was approved by the National Government
- It must be used to improve services to the public
- It must not be used to upgrade internal LGA facilities (unless the public will also gain from the improvement)
- It must not be spent on IT or related technical items.

The Programme

The Head of Facilities Management has overall responsibility for the one stop shop and the use of the new funding. The new funding will allow three more projects to be started. The Head of Facilities Management has decided to combine all four projects into a programme. This will be known as the Service Improvement Programme. It will be run using MSP to help resolve conflicting priorities and coordinate the limited resources available.

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Scenario continued

Project 1 (One Stop Shop)

Objectives:

- Create a one stop shop to deal with all enquiries from members of the public
- Train selected members of staff from all departments as service delivery agents and give them access to all the LGA's information systems
- Enable the public to contact the one stop shop by telephone or email, or by visiting its premises in the centre of Southfield
- Enable the public to raise concerns more easily with the elected members of the LGA
- Deal with at least 85% of the enquiries directly, with the remainder to be passed on to more specialized staff
- Use existing email links to issue work instructions from service delivery agents to the more specialized staff. These could cover, for example, dealing with rubbish left in the street, repairing an LGA-owned property, or replacing a street light.
- Provide tourist information facilities for the thousands of people who visit Southfield each year.

Dependencies:

- Implementation of the one stop shop must not happen at the same time as the relocation of staff under Project 3 (Southfield Town Hall).

Project 2 (Northfield Town Hall)

Objectives:

- Refurbish Northfield Town Hall to include redecorating, rewiring, and fitting new carpets and blinds
- Provide a wheelchair access route into the building
- Provide a viewing area to enable the public to view meetings of elected members of the LGA
- Improve public facilities, including provision of a café, a waiting area and a public library.

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Scenario continued

Project 3 (Southfield Town Hall)

Objectives:

- Demolish Southfield Town Hall, which has major structural problems
- Lease temporary office facilities for a two-year period during the building work
- Rebuild the town hall using external contractors.

Dependencies:

- Relocation of all Southfield staff into the temporary accommodation must be completed before implementation of the one stop shop, or delayed until afterwards. See Project 1 (One Stop Shop) for more details. A decision will be made once more detailed plans are available
- Work on Southfield planning approvals cannot start until the plans for Northfield Town Hall have been approved. This is because of resource limitations in the Architect's Department.

Project 4 (Public Toilets)

Objectives:

- Refurbish all 20 sets of public toilets in the region
- Reduce running costs as a result of a reduction in vandalism.

Dependencies:

The Facilities Management Department will be able to refurbish two sets of toilets in parallel, as long as it is not working on Northfield Town Hall. It will only have the capacity to work on Northfield Town Hall and one set of toilets at the same time.

Timescale and Tranches

Preliminary estimates for the duration of each project are:

- Project 1 (One Stop Shop) - expected completion date is approximately 12 months from now. This effectively comprises Tranche 1
- Project 2 (Northfield Town Hall) - will take approximately 12 months to complete after design approval has been gained
- Project 3 (Southfield Town Hall) - will take approximately 18 months to complete after final planning approval has been awarded
- Project 4 (Public Toilets) - each toilet block will take approximately three months to complete.

All the work needs to be completed within three years, to comply with the rules for the National Government funding.

The remaining tranche structure of the programme is not yet decided.

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Scenario continued

Programme Organization

The Head of Facilities Management has received initial approval to start the programme with the four projects outlined above. The Head of Facilities Management hopes to be confirmed as Senior Responsible Owner (SRO) of the Service Improvement Programme soon.

Apart from the Chief Executive Officer (CEO), three other members of the Corporate Board are keen to be involved, although their current workloads prevent them from playing a very active part:

- Head of Public Services
- Chief Financial Officer
- Head of Human Resources.

The Head of Facilities Management has one very experienced Project Manager available. The programme includes proposals to train three more Project Managers. Three members of staff have secretarial and financial skills and experience of using project management software. They are currently undertaking some Programme Office functions.

The Head of Facilities Management has identified an experienced senior member of staff as Business Change Manager (BCM) for the one stop shop. This person will be appointed once the programme is formally confirmed and **Defining a Programme** begins. A Business Change Team and other BCMs representing all other affected areas of the organization are required. The SRO and provisional BCM have already approached a number of suitable individuals.

Benefits

The Service Improvement Programme should generate benefits in the areas of:

- Increased access to LGA services
- Increased participation in the democratic process as a result of increased access to LGA services
- Reduced number of complaints about the condition of LGA offices
- Compliance with the latest health and safety legislation and disability access legislation
- Reduced building maintenance and running costs
- Increased revenue from tourism
- Increased productivity of LGA staff.

Funding

The total cost of the programme is estimated to be about €8.6 million. €1.5 million has already been allocated to Project 1 (One Stop Shop). The remainder will come from the National Government funding of €7.5 million. The balance of the National Government funding is to be held in reserve to meet any unexpected costs.

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Scenario continued

It is also hoped that some of the costs of the one stop shop can be paid for out of the National Government funding. This will release LGA money for other projects that cannot be funded under the national funding rules.

All financial commitments of more than €7,000 made by the LGA have to be formally approved by the LGA's Finance Committee. It is likely to take four months for expenditure on these complex projects to be approved and any contracts awarded.

Current Status

When the National Government funding was awarded, the Head of Facilities Management commenced **Identifying a Programme**. The bid for National Government funding and a covering letter to the CEO were used as a draft Programme Mandate. Many people still need to be convinced of the value of MSP and the programme approach. These include the CEO, the members of the Corporate Board and the elected members of the LGA. The Head of Facilities Management is presenting plans for taking the work forward at the next full LGA meeting in three weeks' time. The presentation will include a description of the programme's objectives and outcomes, and an outline Business Case. Approval will signal the commencement of **Defining a Programme**. This will allow the creation of a Programme Board and the appointment of key members of the Programme Management Team.

Project 1 (One Stop Shop) is being run very efficiently by the current Project Manager. It is on time and within budget, and is expected to be completed in about 12 months' time.

Risks and Issues

The LGA's CEO is not convinced of the need for a programme. The CEO feels that running each project individually would be much more likely to succeed and would deliver the critical, nationally-funded projects more effectively. The CEO does not see the need for skilled Project Managers, believing that anyone of middle management ability should be able to run a project.

Much of the work on the one stop shop, Northfield Town Hall and the public toilets will be undertaken by the LGA's facilities management staff. External contractors will be used to provide support as necessary.

The option of selling off the Southfield Town Hall to a developer and then building a new town hall elsewhere was rejected.

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Scenario continued

LGA policies are determined by the elected members of the LGA. The elected members are politicians who generally belong to large political parties. The Leader of the LGA is the most senior member of the largest political party. This party does not have an overall majority, so it has developed an effective political coalition with the main opposition party. The next local LGA election will be held in two years, and it is expected that there will be a change in the controlling party.

Any delays in completing the programme could result in the loss of the National Government funding.

End of Scenario

Question 2: Risk and Issue Management - Additional Information

Extract from Programme Board Minutes

Project 1 (One Stop Shop)

1. The Senior Finance Manager reported that the possibility of using National Government funding for some of the costs of the one stop shop is being investigated. This would release money for other projects.
2. The BCM for the one stop shop circulated a report proposing a new accommodation booking service for tourists looking for local hotel and guest house accommodation.

Project 2 (Northfield Town Hall)

3. Some new requirements for the rewiring of old electrical circuits need to be incorporated. Last month we asked an electrical contractor to make the necessary alterations to the drawings. It is understood that the additional work will cost under €40,000, although we await final quotations from the contractor.
4. The additional work on the electrical circuits in Northfield Town Hall may hold up its opening. Benefits in the area of 'increased access to LGA services' may be delayed as a result. The SRO has agreed to this potential impact.

Project 3 (Southfield Town Hall)

5. The Health and Safety Inspector has served a notice on the LGA to stop using the west wing of the building. This is because of structural problems. The public facilities in the west wing have, therefore, been closed. All members of staff will relocate from the west wing as soon as essential works in the east wing are completed. Some members of staff will move into usable areas of Northfield Town Hall whilst minor works there are continuing. However, this will interrupt much of the Northfield rewiring work. Many of the Southfield staff moves are now likely to coincide with the opening of the one stop shop.

Project 4 (Public Toilets)

6. Two weeks ago, the Business Change Team asked the SRO to agree to add closed-circuit television (CCTV) outside the toilet entrances. The Programme Office was unaware of this request, and the project team is not familiar with the requirements for CCTV installation. The SRO asked the Programme Manager to ensure that the correct procedure is followed in the future.

Question 8: Transformational Flow - Closing a Programme - Additional Information

Additional Programme Information

The Service Improvement Programme has now been running for 16 months. However, due to a recent clarification of the funding rules, it is no longer possible to use National Government funding for the remainder of the programme. It has, therefore, been decided that the programme will have to close prematurely. The LGA needs to demonstrate that the resources were used effectively in order to secure funding for future programmes.

The one stop shop has now been operating successfully for almost four months. It has, to date, fulfilled all of the various stakeholders' expectations.

Project 2 (Northfield Town Hall)

This is progressing well and the current planned end date is now only four months away. This work will be completed as planned.

Project 4 (Public Toilets)

Seven of the twenty toilet blocks have been completed. The LGA has found alternative sources of funding for this work and, as a result, it will be passed to the Facilities Management Department for completion.