

# The Role and Work of the Public Services

1



# ▶ Grouping and purpose of the public services

## Introduction

It is useful to know how the public service sector is structured, the types of public service in the sector and the services they provide. There are probably more services than you think and they carry out a wider range of jobs than you imagine. Think about how many public services you can name and list some examples of the jobs they might do.

One thing all the services have in common is that they exist to serve the public. The public services fall into five broad groups:

- emergency services
- armed services
- central government
- local authorities
- voluntary services.

It is important to remember that these different groups of services work together very closely and, although grouping them up is helpful when you are learning about what they do, each service can fall into more than one category. For example:

- the Mountain Rescue service is a 999 service in some areas of the country, but it is also a voluntary service and relies on charitable donations to fund its work
- the Prison Service may not be classified as an emergency service, but it can be called upon to respond to emergency situations in prisons, such as riots
- the British Army can be called upon to assist other public services when a major incident occurs, such as widespread flooding or a terrorist attack.

## ▶ The emergency services

The emergency services are sometimes called the 'blue light' services, because of the flashing lights on their vehicles. They respond to civilian emergencies reported via 999 calls. These services are usually the Police Service, the Fire and Rescue Service and the Ambulance Service. Emergency services may also include HM Coastguard and Mountain Rescue.

They have a responsibility to respond quickly and effectively in cases of **incident**, accident or emergency and to prevent incidents where possible.

### The Police Service

The modern Police Service in England and Wales was formed in 1829 by the Home Secretary, Sir Robert Peel, who created the Metropolitan Police Act. Police services in counties outside of the London metropolitan area were created by the County Police Act 1839.

#### Key term



**Incident** – anything that requires attention by the public services. It could be a fire, a serious motorway crash or a fight outside a pub.



## Case study



In December 2013, the east coast of England suffered severe flooding after the worst storm surge in 60 years. Areas such as Lincolnshire, Norfolk and East Yorkshire were particularly affected, with towns such as Boston extensively flooded. Emergency services from across the affected areas responded to the flooding with rescue and evacuation activity, and local authorities set up alternative accommodation in public buildings such as local schools and leisure centres. The emergency services were supported by the British Army. Support included:

- 95 soldiers from the Second Battalion of the Parachute Regiment (2 PARA) assisted with the evacuation of homes in Southend and Maldon
- 60 soldiers from the Light Dragoons built flood defences at an electrical sub-station in Great Yarmouth
- the provision of Prince William of Gloucester Barracks in Grantham as an evacuation rest centre, which received approximately 100 civilian evacuees.

Working together is essential for all the services regardless of which group they belong to.

- 1 Why is it necessary for the services to work together in a flooding situation such as the one described?
- 2 What types of things can the army do to support the emergency services?
- 3 Why would the emergency services call upon the army for support?
- 4 How does responding to emergencies benefit the army?





## Discussion

The Police Service as we currently know it is still less than 200 years old.

Working in small groups, discuss the following questions.

- Why do you think we needed to create a new Police Service in 1829?
- What are the advantages and disadvantages of having a Police Service?
- Could we manage without a Police Service in today's society?



The police do a great deal more work than we may realise. As well as responding to emergency calls and investigating crime, their responsibilities include:

- improving community relations
- reducing the fear of crime by maintaining a visible presence on the streets
- working in partnership with other services to reduce and prevent crime
- giving evidence in court
- educational visits to schools/colleges
- licensing firearms
- referring victims of crime to support agencies
- conducting underwater searches
- filing missing persons reports
- providing advice and information on personal safety and protection of property
- escorting abnormal loads
- holding people in police custody
- dealing with public protests or public order incidents
- managing and responding to major incidents.

## Did you know?



Police officers are sometimes referred to as 'bobbies' after the founder of the Police Service, Sir Robert Peel.

## The Fire and Rescue Service

Private firefighting companies were the main formal response to fire until the 1800s, when government began to take over responsibility for firefighting. The 1938 Fire Brigades Act required local authorities to ensure that their area had an effective fire service. The main piece of current legislation that outlines what the fire service does is the Fire and Rescue Services Act 2004.

Today there are 46 separate fire authorities in England, employing around 27,000 full-time firefighters and around 11,000 retained (part-time) firefighters.



How has the Fire and Rescue Service evolved over time?



Apart from responding to emergency calls in the case of fire or serious road traffic incidents, the Fire and Rescue Service is also required to:

- promote fire safety
- ensure fire prevention
- respond to road, rail and air traffic accidents
- give first aid at scenes of accidents
- manage disasters and respond to floods
- handle incidents involving hazardous materials
- give evidence in court
- preserve evidence at the scene of a deliberate fire (arson)
- offer fire safety advice in the home
- deal with terrorist incidents if required.

## The Ambulance Service

The modern Ambulance Service is largely linked with the development of the National Health Service (NHS), and so it dates from about 1946. When you think of the Ambulance Service, at first you may think of paramedics, but there is a whole range of roles in the service, such as:

- patient transport
- emergency care assistants
- medical dispatchers
- emergency call handlers.

They all have to work together to ensure a prompt response to emergency situations.

The Ambulance Service has the primary objectives of responding to life-threatening emergencies, delivering emergency care and supplying transportation to hospital, but there are other aspects of their role you may not be familiar with, including:

- non-emergency patient transport
- transfers of patients between hospitals
- delivery of first aid courses
- clinical staffing for air ambulances
- decontamination of casualties.

### Activity 1.1 Emergency services working together

There are many occasions when the emergency services must work together in order to protect life and property.

- 1 List their key responsibilities at the scene of a major incident and identify how they must work together to achieve their aims.
- 2 List the possible consequences if they do not work together effectively.



### Discussion

If you needed to call 999 for assistance do you know what information you would need to give? Conduct some research and make a list of all the things the operator would ask you about the incident.



### Did you know?

Ambulance crews must reach 75% of life-threatening calls within 8 minutes. 95% of life threatening calls must receive an ambulance within 19 minutes.



## ▶ The armed services

The armed services respond to external threats made either to our nation directly or to our civilians and financial interests abroad. They are collectively responsible for the defence of our nation and its resources. They include:

- the British Army
- the Royal Navy
- the Royal Air Force (RAF).

These primary services are supported by the reserve forces:

- the Army Reserve (formerly known as the Territorial Army)
- the Royal Naval Reserve
- the RAF Reserves.

The armed services in the UK have around 170,000 trained personnel. They also employ around 65,000 civilian support workers. They have three key priorities.

**1 Defending the UK** – the armed services work together to protect the UK from attack by external sources. The forces are also required to work with our allies to defend other countries, both in Europe and worldwide. This is because we are members of NATO (the North Atlantic Treaty Organization). Defending the UK includes defending its overseas interests, such as territory overseas. The armed services also assist with the evacuation of British nationals in countries experiencing conflict. For example, in December 2013, the RAF sent a C-17 Globemaster III aircraft to rescue British, European Union and Commonwealth citizens who were fleeing conflict in South Sudan.

### Did you know?



Some people think of the Royal Marines as a separate armed service, but they are actually part of the Royal Navy.



Why is it important that the UK armed services work effectively together?



- 2 Supporting international peacekeeping duties** – the armed services work with international organisations such as NATO and the United Nations (UN) to protect civilians and aid workers in some of the most dangerous parts of the world. In January 2014, the UK had 280 troops on peacekeeping mission in Cyprus with the UN and around 5,000 troops deployed to the UN's International Security Assistance Force (ISAF) in Afghanistan. The majority of British troops are located in Helmand Province in southern Afghanistan. Over 400 UK troops have been killed in Afghanistan since ISAF was created in 2001.
- 3 Supporting the civil authorities** – the armed services are sometimes called upon to assist their emergency service and local authority counterparts in times of disaster, unrest or emergency. This has happened in recent years in the case of flood defence and rescue, and also in the case of public service strikes. For example, during the national fire strike in 2002, the armed services covered firefighting duties.

### Discussion

NATO is a group of 28 countries across Europe and North America who work together to defend each other, promote democracy and reduce international conflict. The organisation was set up after the Second World War, and an attack on one member is seen as an attack on all members.

In small groups, discuss the following questions.

- Why might an organisation such as NATO have been created after the Second World War?
- What are the advantages and disadvantages of being part of a group such as NATO?

## The British Army

The British Army is one of the few modern armies to be based on the **regimental system**, which means that a soldier or an officer will normally serve in the same regiment throughout their career. Each regiment has its own history and traditions, and this system encourages loyalty to a regiment, which boosts troops' fighting spirit and motivation. The British Army employs over 80,000 servicemen and women.

## The Royal Navy

Because Britain is an island, the defence of our coast has always been very important. The Royal Navy protects Britain from invaders and also protects our trade routes to Europe and the rest of the world.

The first permanent navy was established in 1546 by Henry VIII and it has played a major role in every significant conflict since, either supporting ground troops or engaging in active combat. Today, the Royal Navy employs over 30,000 servicemen and women who can be deployed on ships, submarines and naval bases around the world.



### Did you know?

During the 1982 Falklands War, the British Overseas Territory of the Falkland Islands was invaded by Argentine forces. The resulting conflict lasted 74 days before the Argentinians surrendered; 256 British and approximately 750 Argentinian service personnel were killed in the conflict.



### Key term

**Regimental system** – a way of organising a fighting force so that each soldier is recruited, trained and administered by the regiment in which they serve for their entire career. It creates intense loyalty to the regiment.



## Did you know?



The original uniform of the Royal Naval Reserves distinguished them from their regular counterparts by its wavy gold lace. This led to them being called the 'Wavy Navy'.

## The Royal Air Force (RAF)

The RAF was created by an Act of Parliament in 1917. As well as direct combat, the RAF's early missions focused on gathering aerial intelligence on enemy troop positions and armaments, which helped British troops gain a tactical advantage. The RAF now employs around 35,000 servicemen and women in a variety of roles, including pilot, ground support, mechanic and air traffic controller.

### Reserve forces

Each service has a reserve force, which can be called up to serve during times of conflict or crisis. These forces are made up of civilians who have other day jobs and train as soldiers, sailors or pilots in their spare time (see Table 1.1).

Table 1.1: British reserve forces.

Reserve force	Description
Army Reserve (formerly known as the Territorial Army or TA)	<ul style="list-style-type: none"> <li>• Largest of the reserve forces.</li> <li>• Provides support to regular troops serving overseas.</li> <li>• Made up of two groups:               <ul style="list-style-type: none"> <li>▪ regular reservists who were once full-time soldiers but have left the service</li> <li>▪ Army Reserve soldiers who work part-time as soldiers while doing other jobs in other professions.</li> </ul> </li> <li>• The government plans to shrink the size of the regular army to 82,000 by 2020 and increase the size of the reserves to 30,000.</li> </ul>
Royal Naval Reserve (RNR)	<ul style="list-style-type: none"> <li>• Provides part-time trained support to the Royal Navy.</li> <li>• Comprises 2,300 men and women who can be deployed with the Royal Navy in times of conflict.</li> <li>• Current reservists have served with regular forces all around the world.</li> </ul>
RAF Reserves (Royal Auxiliary Air Force)	<ul style="list-style-type: none"> <li>• Deployed to support their regular counterparts in times of conflict.</li> <li>• Comprises 24 squadrons based across the country.</li> </ul>

### Assessment practice 1.1

- 1 Identify two armed service reserves. [2]
- 2 Identify the three main functions of the armed services. [3]
- 3 Explain how the armed service reserves work with their regular counterparts. [2]



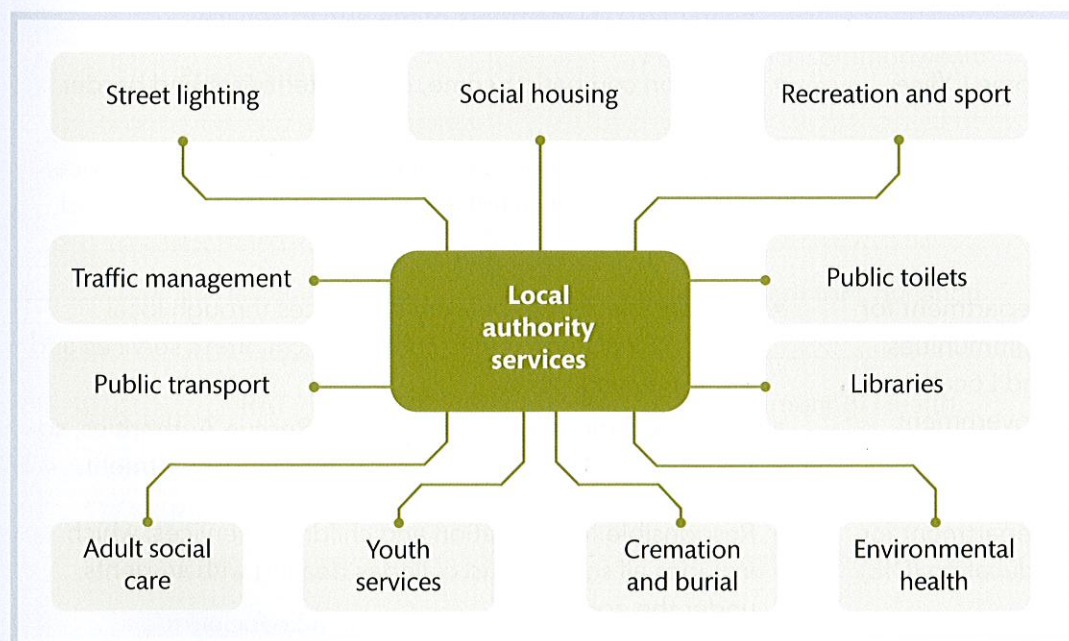
## ▶ Local authorities

Local authorities work to deliver local services such as education, refuse collection and recycling, social care, street lighting and road repair. Each type of local authority has different responsibilities, which are shown in Table 1.2.

**Table 1.2:** Different types of local authority.

Type	Description
County councils	<ul style="list-style-type: none"> <li>Responsible for services across the whole of a county, such as planning, transport, libraries, social care, waste management, trading standards, public safety, education.</li> </ul>
District, borough and city councils	<ul style="list-style-type: none"> <li>Cover areas smaller than counties.</li> <li>Often responsible for services such as council tax collection, recycling, refuse collection and recycling, and housing.</li> <li>Report to the county council.</li> </ul>
Unitary authorities	<ul style="list-style-type: none"> <li>Large local authorities which carry out all the duties of both county and district councils.</li> </ul>
Parish and town councils	<ul style="list-style-type: none"> <li>Parts of local government that work below the level of district councils.</li> <li>Responsible for services such as community centres, allotments, bus shelters, play areas, litter, graffiti and neighbourhood planning.</li> </ul>

Local authorities provide many different services to the people who live in their area. Some of these services are shown in Figure 1.1.



**Figure 1.1:** Some of the services provided by local authorities.



Over 1.5 million people are employed in local government nationally so it is a very big part of public sector employment opportunities. There are over 350 local authorities in England and Wales.

Local areas have different requirements, so central government would find it difficult to operate services nationally. Services are best delivered locally by people who know and understand the local area.

### Key term



**Devolve** – to transfer power from central government to regional government.

## ▶ Central government

Central government is the top level of government. In the UK, central government is based at Westminster in the Houses of Parliament. In addition, Scotland, Wales and Northern Ireland also have **devolved** national parliaments.

Central government is made up of 650 Members of Parliament (MPs). Each one represents a geographical region of the UK called a constituency.

Central government also has a number of departments or 'ministries' that undertake specific jobs and run the public services of the country. There are 24 ministries in total (such as the Department of Transport and the Department for Business, Innovation and Skills) and central government is responsible for each one and the agencies that report to them. Each government department has a minister in charge who reports to the Prime Minister on the work of that department. The ministries in Table 1.3 are directly related to armed, emergency, non-emergency and voluntary sector public services.

**Table 1.3:** Ministries relating to public services.

Ministry	Description
Ministry of Defence (MOD)	<ul style="list-style-type: none"> <li>Responsible for the security of the UK.</li> <li>Responsible for all three armed services and their reserves.</li> <li>Employs approximately 65,000 civilian personnel and nearly 170,000 members of the armed services.</li> </ul>
Home Office	<ul style="list-style-type: none"> <li>Leads on combating crime, counterterrorism and border control.</li> <li>Responsible for public services such as the Police Service, the Security Service (MI5), UK Visas and Immigration and Border Force.</li> </ul>
Department for Communities and Local Government	<ul style="list-style-type: none"> <li>Responsible for the delivery of services through local councils, including refuse collection, children's services and social housing.</li> <li>Also responsible for the 46 Fire and Rescue Authorities, so the Fire and Rescue Service sits within this department.</li> </ul>
Department for Education (DfE)	<ul style="list-style-type: none"> <li>Responsible for education and children's services, which includes all schools and colleges dealing with students under the age of 19.</li> </ul>

*continued*



Table 1.3 continued

Ministry	Description
Department of Health	<ul style="list-style-type: none"> <li>• Responsible for GP surgeries, hospitals, disease control and prevention, and the Ambulance Service.</li> <li>• Acts to ensure we can all live better, longer lives.</li> </ul>
Foreign and Commonwealth Office	<ul style="list-style-type: none"> <li>• Responsible for intelligence services such as the Secret Intelligence Service (SIS or MI6) and Government Communications Headquarters (GCHQ).</li> <li>• Supports British overseas interests as well as British citizens living, working or holidaying abroad.</li> <li>• Works to combat overseas terrorism and reduce international conflict.</li> <li>• Works closely with the Ministry of Defence when the UK is involved in overseas conflict.</li> </ul>
Ministry of Justice (MoJ)	<ul style="list-style-type: none"> <li>• Responsible for the courts, Prison Service and National Probation Service (NPS).</li> <li>• Works to reduce criminal behaviour and reoffending.</li> </ul>

### Activity 1.2 Services and government departments

Look at the eight services below and match each one to the government department that is responsible for it.

#### Public service

Police Service

Prison Service

MI6

Fire and Rescue Service

RAF

Primary schools

Ambulance Service

#### Government department

Ministry of Justice

Foreign and Commonwealth Office

Department for Communities and Local Government

Department for Education

Department of Health

Home Office

Ministry of Defence



**Assessment practice 1.2**

- 1 The probation service is part of the Ministry of Justice. Identify one other service that is managed by the Ministry of Justice. [1]
- 2 Explain the term 'incident' in a public service context. [1]
- 3 List six services provided by local authorities. [6]

**▶ Voluntary or third sector services**

Voluntary services are sometimes called the third sector because they pick up work that is not done by the public or private sector. Voluntary services usually support the following three services:

- the emergency services (see Table 1.4)
- the social services (see Table 1.5)
- the health services (see Table 1.6).

The government has limited money and so cannot do everything it would like. Volunteer services step in to fill this gap and enable support to be given to individuals and families in need who might not receive help otherwise. They rely largely on public donations and the work of unpaid volunteers.

**Table 1.4:** Volunteer services supporting the emergency services.

Service	Description
Royal National Lifeboat Institution (RNLI)	<ul style="list-style-type: none"> <li>• Provides 24-hour search and rescue services and beach lifeguard services.</li> <li>• Has saved more than 140,000 lives since it was founded in 1824.</li> <li>• Rescues on average 23 people every day.</li> </ul>
Mountain and Cave Rescue services	<ul style="list-style-type: none"> <li>• Operate in mountainous parts of the country, rescuing lost or injured people.</li> <li>• Operate in areas with large cave networks, such as Derbyshire and the Yorkshire Dales.</li> <li>• Made up of people who may live locally and know the terrain very well, as well as having expertise in mountain weather conditions and cave rescue techniques.</li> </ul>
Royal Voluntary Service (RVS)	<ul style="list-style-type: none"> <li>• Helps older people stay active and engaged with their local community.</li> <li>• One of the largest volunteer organisations in the UK with over 40,000 volunteers.</li> </ul>

*continued*



Table 1.4 continued

Service	Description
The British Red Cross	<ul style="list-style-type: none"> <li>• Humanitarian organisation that helps people in crisis.</li> <li>• Originally established in 1870 as a neutral source of help to sick and wounded soldiers.</li> <li>• Provides support such as first aid training, emergency response, disaster preparation and refugee support.</li> </ul>
St John Ambulance	<ul style="list-style-type: none"> <li>• Provides first aid training to individuals who may then go on to be volunteers, acting either as backup for the Ambulance Service as first responders or providing first aid at public events.</li> <li>• Has over 40,000 adult and junior members.</li> </ul>

Table 1.5: Volunteer services supporting the social services.

Service	Description
National Society for the Prevention of Cruelty to Children (NSPCC)	<ul style="list-style-type: none"> <li>• Works to end neglect and abuse of children.</li> <li>• Founded in 1884.</li> <li>• Employs over 2,000 people across the UK.</li> <li>• Around 90% of the NSPCC's income is donated by the public.</li> </ul>
Shelter	<ul style="list-style-type: none"> <li>• Works to provide good-quality affordable housing and to combat homelessness.</li> <li>• Founded in 1966.</li> <li>• Employs more than 1,000 people nationally.</li> <li>• Over 50% of its income is donated by members of the public and businesses.</li> </ul>
Women's Aid	<ul style="list-style-type: none"> <li>• Works to end violence against women and children, and campaigns on issues such as domestic and sexual violence.</li> <li>• Established in 1974.</li> <li>• Employs around 35 paid staff. The rest of the staff base is made up of volunteers.</li> </ul>
Samaritans	<ul style="list-style-type: none"> <li>• Supports individuals who feel depressed or suicidal.</li> <li>• Runs a 24-hour helpline, which receives a call every six seconds.</li> <li>• Has over 20,000 volunteers across the UK.</li> <li>• 80% of its income comes from charitable donations.</li> </ul>



### Did you know?

The number of people who need help puts strain on the public services. For example, available data suggests that 31% of women and 18% of men have experienced domestic abuse since the age of 16. The public services alone could not deal with such huge numbers of victims. This is why organisations such as Women's Aid and the Men's Advice Line are a vital source of support for the public services.



Take it further



- Consider the range of voluntary services that offer support to the public sector. Research three of them in detail and produce a leaflet that describes how they help a specific public service.
- Joining the public services is a very competitive business. Could you work with any of these charities to improve your skills and get to know more about your community and yourself?

Table 1.6: Volunteer services supporting the health services.

Service	Description
British Heart Foundation	<ul style="list-style-type: none"> <li>• Funds and conducts heart research in the UK.</li> <li>• Campaigns to raise awareness of the health of the heart.</li> </ul>
Mind	<ul style="list-style-type: none"> <li>• Supports people who suffer from mental health issues.</li> <li>• Campaigns for better research into, and treatment of, mental health disorders.</li> <li>• Campaigns to reduce prejudice against those experiencing mental health problems.</li> </ul>
Cancer Research UK	<ul style="list-style-type: none"> <li>• Funds research into the prevention, causes and treatments of cancer.</li> </ul>

Assessment practice 1.3

- 1 Explain how the voluntary services support the public services. [2]
- 2 Explain why the voluntary sector is sometimes called the third sector. [1]

## ▶ The work and responsibilities of the public services

### Introduction

Although the public services work closely together, and often in similar situations, the jobs they do are actually quite different. In this topic, you will look at the purpose, role and responsibilities of a variety of public services. Think of a public service you know and consider the range of tasks it is responsible for.

### Key term



**Statutory** – required by law. A statute is another name for a law or Act of Parliament.

### ▶ Statutory responsibilities

Public services often have **statutory** responsibilities. These are tasks they must carry out by law, not by choice. If budgets are tight, statutory roles and responsibilities will take priority over other responsibilities.



For example, the Fire and Rescue Service has a number of statutory duties, such as:

- promoting fire safety
- emergency response and rescue
- fire, petroleum and explosives regulatory enforcement.

## ▶ Non-statutory services

Non-statutory services are services provided by public services or charities that are not formally required by law. They are delivered by choice and usually accompany statutory services. For example, the NHS provides a whole range of non-statutory services, including:

- walk-in centres
- dental access centres
- health promotion units.

They are provided in addition to the statutory services of the NHS and **complement** those services.

Other non-statutory services include charitable public services such as Victim Support and the Royal National Lifeboat Institution.

## ▶ Contracted-out services

When public services contract out services (either statutory or non-statutory services), this means that they hand the operational delivery of a particular service to a private or voluntary provider. This is sometimes called **outsourcing**.

Local authorities deliver a lot of their services by contracting them out, as it is seen to be a more cost-effective way of delivering the service. It has been estimated that over £80 billion of local authority services are outsourced to private companies and the voluntary sector. The advantages and disadvantages of contracting out are outlined in Table 1.7.

Services that are commonly contracted out include:

- refuse collection and waste management
- Meals on Wheels
- adult social care
- social housing repair and maintenance
- ICT support
- highway maintenance.

Table 1.7: The advantages and disadvantages of contracting out.

Advantages	Disadvantages
Can be cost effective.	Can lead to fraud and corruption in the awarding of contracts.
Can improve efficiency.	May meet resistance from unions who feel that contracting out services erodes workers' terms and conditions.

*continued*

### Discussion

- Local authorities face a challenge. They must continue to provide statutory services while making budget cuts of around 28%. These cuts will take place between 2011 and 2015, with planned decreases beyond 2015.
- How do you think local authorities can continue to deliver such a vast range of statutory services with less funding?

### Key terms

**Complement** – add to something (such as a service) in a way which enhances it.

**Outsourcing** – when a public service contracts a private company to provide a service on its behalf.



## Take it further



There is a new idea called 'in-sourcing' which means moving services back under local authority direct delivery. Conduct some research on in-sourcing – can you find any examples of a local authority moving services back in-house?

Table 1.7 continued

Advantages	Disadvantages
Can create increased flexibility.	Work can be of inferior quality.
Can reduce management and administrative burdens.	The focus is on profit rather than the quality of the service.
Can reduce the need for capital investment in equipment.	The lowest bid usually wins, regardless of quality.
Can provide access to expert skills and innovative ways of working.	Can increase costs if not carefully monitored.

## ▶ The work and purpose of public services

When you think of the public services you are likely to think first of services in uniform, such as the emergency or armed services. However, there are many other public services which are less well known that provide key services and employment opportunities. Some of these opportunities are found within central government, local authorities and the voluntary sector.

### Education and training services

Education has been around for as long as there have been people who needed to learn new skills and abilities. Education does not just mean learning in schools and colleges – it also means learning from any source, such as books, the internet, parents and grandparents, or employers.

In the past, the vast majority of people in the UK had no formal education at all. Today's society is very different. We rely on our technological and academic skills to compete economically with other countries, so our schools, colleges and universities have to provide us with the skills and knowledge to do so. In modern Britain, people of all ages and from all sections of society can receive education.

The responsibility for education in the UK is shared between two government departments.

- **The Department for Education** – responsible for the education of young people from the ages of 5 to 18. This includes primary, junior and secondary schools, as well as provision for 14- to 18-year-olds in further education (FE) colleges.
- **The Department for Business, Innovation and Skills** – responsible for the education of adults and apprentices. This includes further education (FE) colleges, universities, and private training providers (PTPs).

### The National Health Service (NHS)

The NHS was created by the National Health Service Act 1946. Before this, people had to pay for medical treatment, which disadvantaged poorer people who could not afford treatment. The NHS operates on the principle of being free at the point of use, which means that British citizens can access healthcare without paying directly for treatment.



The NHS operates key health services such as:

- hospitals
- dental surgeries
- clinics
- optical services.
- GP surgeries

The NHS employs more than 1.7 million people, including:

- around 370,000 nurses
- around 105,000 medically-trained hospital and dental staff
- around 39,000 GPs
- around 18,000 ambulance staff.

These roles are supported by managers and administrators who help the service to run smoothly. The annual budget of the NHS in 2012/13 was over £108 billion. It is managed by the Department of Health.

## Public health services

Public health services are designed to help people to stay healthy and educate them to make sensible and informed choices about their health in order to minimise the risk of illness. The services provided include:

- sexual health clinics
- drugs education
- alcohol services
- advice on stopping smoking.

Public health services are also concerned with educating people to help them make sensible and informed choices about their health in order to minimise the risk of illness. They draw attention to key issues by running public health campaigns, such as:

- Change4Life
- cancer awareness campaigns.
- Stoptober

### Activity 1.3 Rising health costs

Consider the following information.

- Smoking-related illness costs the NHS more than £5 billion per year, with around 18% of deaths each year attributed to smoking.
- In 2012, a survey found that 26% of adults in the UK were obese. Diseases caused by poor diet and sedentary lifestyles cost the NHS more than £6 billion a year.
- There are around 1 million admissions to hospital each year as a result of alcohol, costing an estimated £2.7 billion every year.
- With good public health campaigns, the NHS could save approximately £12.7 billion each year on preventable lifestyle-related health problems such as those listed above.

Design a public health campaign on obesity, alcohol or smoking to educate people about how to keep themselves healthy, highlighting the savings that could be made.

## Defence

The defence of our nation is overseen by the Ministry of Defence (MOD). It controls all three armed services to defend our national interests (see pages 8–10).



### Did you know?

The NHS deals with over 1 million patients every 36 hours.



### Did you know?

The NHS is the fourth largest employer in the world. The Chinese People's Liberation Army, the American supermarket chain Walmart and the Indian Railways are the only organisations to directly employ more people than the NHS.



Did you know?



The UK is home to less than 2% of the world's refugees. 80% of the world's refugees live in the developing world.

Key term



**Excise duty** – a tax on the sale of goods within a country.

Did you know?



HMRC is a law enforcement agency which investigates serious organised financial crimes, including smuggling and tax evasion.

### The Home Office

The Home Office has a range of responsibilities including the Police Service (see pages 4–6). It is also responsible for our borders and immigration. This includes:

- **UK Visas and Immigration** – deals with visa applications and applications for asylum
- **Border Force** – checks travellers' immigration statuses and searches for illegal goods or immigrants.

### Her Majesty's Treasury (HM Treasury)

HM Treasury is the government's finance department. It works to keep the economy on track and manages public spending. It sets the budgets for other government departments, so it is very important to the public services.

It is also the government department responsible for collecting tax, so it has responsibility for Her Majesty's Revenue and Customs (HMRC). HMRC is a public service with the following priorities:

- tax collection
- tax credits
- **excise duties**
- child benefit
- National Insurance
- enforcement of the national minimum wage.

HMRC also ensures that goods coming in and out of the country are legitimate and have had tax paid on them. It employs around 66,000 staff, including the customs officers at ports and airports.

### Social services

Social services provide social care for vulnerable adults and children, as well as family support and support to carers. They provide services such as residential care, child protection services, fostering and adoption.

They are influenced by a variety of central government departments, as shown in Figure 1.2.

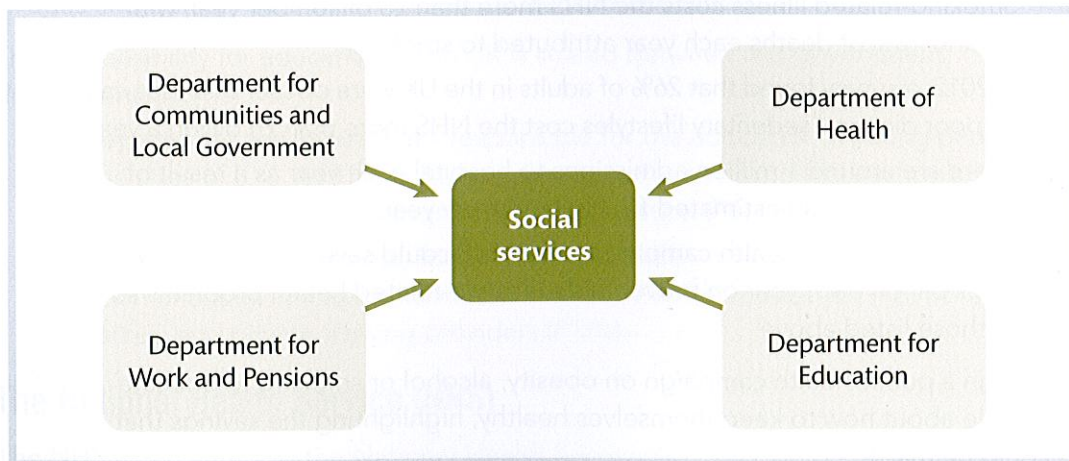


Figure 1.2: The departments which influence the social services.



As with all public services, social services can only do as much as their staffing and budgets allow, and cannot meet the needs of every vulnerable person in society. They often take a great deal of criticism for this, with high-profile failures dominating the media. However, you are less likely to hear about the thousands of people helped by social services whose lives might have been very different if they had not been helped.

### Case study



Peter Connelly (referred to as baby P during the court proceedings into his death) was found dead in his cot on 3 August 2007. A post-mortem found that Peter had suffered a catalogue of non-accidental serious injuries and identified his death was not accidental.

Further investigation highlighted a series of interventions made by social services and health departments from the time Peter was nine months old until his death aged 17 months. These included:

- GP spotting bruises on his chest and face
- admission to hospital with bruises, two black eyes and swelling on the side of his head
- marks spotted on his face by a social worker.

Several of these incidents led to the arrest of Peter's mother, but none of the interventions prevented his death. Peter's mother, her boyfriend and her brother were all jailed for Peter's death.

An inquiry was called, examining the role of the police, social services and health services in the case, to find out how multiple opportunities to save Peter from abuse were missed. The family had been visited 60 times by the authorities in the eight months before Peter's death.

- 1 What are the challenges in getting the police, social services and health services to share information in cases such as this?
- 2 How can social services tread the line between supporting families and protecting children?
- 3 Why do you think the failures of social services attract huge media attention, but their successes do not?
- 4 Social services sometimes have to intervene in awful circumstances. Is this a service you feel you could join? Explain your answer.

## Leisure and heritage services

Leisure and heritage services are provided by local authorities and charitable organisations such as English Heritage and the National Trust. These services include sports facilities, libraries, theatres, museums and art galleries. They also include cultural activities such as Bonfire Night, New Year's Eve celebrations and Eid Mela.

Cultural and leisure facilities can be deemed less essential than other services by local authorities. When budgets are tight, this can lead to the closure of facilities such as sports centres and libraries.



## Community protection

Community protection is about making the community a safer place in which to live and work. It involves different services, such as the police, environmental health and the local authority, working together to reduce crime, environmental disasters, accidents and incidents. The services involved in community protection also include voluntary services, such as the British Red Cross and St John Ambulance (see pages 14–16 for more information).

### Key terms



**Prosecute** – to carry out legal proceedings against someone.

**Try** – to put someone on trial.

**Custody** – in the justice system, this means imprisonment.

**Probation** – this is the period of time after an offender is released, when they are supervised and must show good behaviour.

## Justice

The justice system deals with civil and criminal issues.

- **Civil issues** – one individual takes another individual to court in order to gain compensation for a civil matter, such as a company suing a customer for failing to pay their bill.
- **Criminal issues** – the state or government takes an individual to court for a breach of criminal law and seeks punishment for the crime (for example, someone being prosecuted for murder).

The justice system is made up of several different services. These include:

- the Police Service, which investigates criminal cases
- the Crown Prosecution Service (CPS), which **prosecutes** criminal cases
- courts, which **try** civil and criminal cases
- lawyers, who represent the people who are accused of crimes or the victims of alleged crimes
- Her Majesty's (HM) Prison Service, which keeps people sentenced to prison in **custody**
- the National Offender Management Service (NOMS), which enforces the decisions of the court and ensures that people serve their sentences. NOMS includes the National **Probation** Service.



The Royal Courts of Justice. Which public services make up the justice system?

## Environmental protection

Environmental protection is provided by the Department for Environment, Food and Rural Affairs (Defra). Defra works to reduce pollution and waste, and responds to emergencies such as floods. It is supported by local authorities which operate local waste management and environmental health departments. It is important to protect the environment, as pollution and waste can have a negative effect on people's health and life expectancy.



## ▶ The need for the public services to work together

### Introduction

The jobs the public services have to do can be enormous and span the entire country. The public services cannot do all of their tasks on their own – they need to rely on each other to meet their objectives. Can you think of two services which often have to work together? What would happen if they did not work together properly?

## ▶ Efficiency and sharing information

One reason why public services should work together is because they need to be as efficient as possible and deliver the best possible value for money. They can save money by planning and coordinating their activities together, and by sharing the expertise of their teams. This is especially important when the government has to make savings, some of which come from public service budgets.

Another reason why public services should work together is because the work of different public services often overlaps, particularly in areas such as public health and safety. It is important that the services coordinate their activities to protect the public and businesses.

Some of the reasons why the public services should work together as a team are outlined below.

- **Ensuring continuity of business and day-to-day activities** – the services have a responsibility to ensure that people and businesses can go about their day-to-day activities. Regardless of the incident or situation, everyday life carries on. People will still need to get to work, businesses will need to open and public transport will need to run.
- **Effective utilisation of resources** – public services should share information so they can use their resources effectively. For example, it would be a waste of resources to have both an ambulance crew and St John Ambulance staff at a single event. Instead, one team could staff the event and the other team could be deployed elsewhere.
- **Meeting objectives** – each public service sets its own objectives and also has objectives set for it by government. Working together can help the services to meet their objectives more effectively than by working alone.
- **Public health and safety** – the services need to share information to ensure the public are kept safe at large events, such as New Year's Eve celebrations or sports events.
- **Prevention of crime and terrorism** – preventing crime and terrorism is the responsibility of all public services, but they can only do this effectively if they share information. For example, if a child is abused and an ambulance is called, the medical services must inform the police. If the services did not work together like this, many criminals would not be caught and sentenced.



## ▶ Working together to manage incidents

An incident is something which requires a response from the public services. These can be large or small, ranging from road traffic incidents and flooding to riots and public disturbances. It is rare for only one public service to have to respond to such incidents. Usually, many services work together to complete the tasks required, as outlined in Table 1.8.

**Table 1.8:** Managing incidents.

Action	Description
Assess the situation	The services work together to assess the situation and establish which tasks need to be done by which service. The services practise working together regularly so that they know how their roles fit together.
Coordinate rescues	Some services have a very specific role in rescues, such as HM Coastguard, the Royal Navy's Search and Rescue team and Mountain Rescue. These services will usually be supported by other services in coordinating rescues.
Provide emergency medical care	Incidents often involve casualties who need treatment. The services must treat casualties at the scene until they can receive specialist treatment in hospital.
Maintain the security of the incident scene	Some incident scenes are also crime scenes. The services must not allow people to access the area, in order to protect any evidence.
Keep the public away from the scene to ensure the rescue is not impeded	The services must prevent people from gathering round the scene of an incident because this can prevent the public services from dealing with the incident. It can even put members of the public in danger. The police deploy cordons to keep the public away, using barricade tape, cars and patrols.
Minimise the impact of incidents on the wider community	Serious crime can have a lasting impact on the wider community, leading to an increased fear of crime or the closure of homes and businesses. To reassure the public, the services may maintain a visible presence in the area for a while after an incident.



## ► Communication pathways

Effective communication is key to the public services working together effectively. Some of the key aspects are outlined below.

- **Orders and instructions are passed down quickly and accurately** – if orders are delayed, the actions of the services will be held up, and this could cost lives and property. If orders are not given accurately, the wrong action could be taken, which could have serious consequences.
- **Leaders are kept informed of developments** – senior officers in the public services are often the ones who make strategic decisions. However, sometimes they are not at the front line of an incident, so they have to rely on reports from officers at the scene to know what is going on. These reports have to be frequent and accurate if senior officers are going to be able to make decisions and support their front line staff.
- **Communication systems such as radios are compatible** – public services must be able to speak with each other while dealing with an incident. This means that their radios must be compatible, and there can be serious consequences if they are not (see case study).
- **Information is passed to people not at the scene who have an interest** – the public services need to ensure that people such as relatives of victims and the media have access to information about the incident. In some circumstances, it is in the interests of the public services to issue guidance and warnings to as many people as possible. For example, flood alerts can be relayed quickly using local radio and television.

### Case study



In 1987, 31 people died in a fire at the King's Cross Underground Station in London. The inquiry into the incident raised serious concerns about the compatibility of communications between London Underground staff and the emergency services. As a result, a series of recommendations were made which were designed to ensure that all emergency services and London Underground staff were able to communicate in the event of a serious incident.

On 7 July 2005, the London Underground suffered a terrorist attack which killed 52 people. At the time of the incident, London Underground communications were still not compatible with those of the emergency services, despite the recommendations of the King's Cross inquiry 18 years earlier.

This meant that during the emergency response to the 7/7 bombings, rescuers were unable to request additional support or relay information effectively to the surface, which hampered rescue efforts.

- 1 Why is it important that transport systems like the London Underground are able to communicate with the emergency services during an incident?
- 2 What are the possible consequences of a communication failure?
- 3 What might prevent the services from making their different communication systems compatible with each other? Can you think of any difficulties?



### Did you know?

The emergency services use a radio system called Airwave. This is a secure and encrypted system which provides inter-operability between the public services.



**Activity 1.4** Communication in the armed services

Like the emergency services, the armed services also need to be able to communicate effectively with each other. Can you think of five reasons why this is important?

**▶ Working together to meet objectives**

The public services work together to meet their objectives and to manage their spending, as shown in Table 1.9.

**Table 1.9:** How public services work together.

Working together to...	Description
Manage spending	<ul style="list-style-type: none"> <li>Allows the services to spend public money wisely and reduce expenditure where possible. This is important because the services are paid for by the public through taxation.</li> <li>Responsibilities can be shared and collective influence can be used to negotiate the best deals.</li> </ul>
Meet the public service organisation's objectives	<ul style="list-style-type: none"> <li>Each service sets itself a series of objectives.</li> <li>Some objectives cannot be achieved without teamwork with other public services, e.g. if a local authority sets itself an objective to reduce anti-social behaviour, it will have to work with the police to achieve this.</li> </ul>
Meet performance measures set by government	<ul style="list-style-type: none"> <li>Central government often sets targets for the public services which they must achieve, e.g. the Ambulance Service has response time targets (see page 7).</li> <li>The Ambulance Service can only meet these targets if staff at the local hospital work effectively with ambulance crews to admit patients to hospital for treatment and free up the ambulance to continue to its next emergency.</li> </ul>

The consequences of not working together can be serious for the public services and for the public whom they serve. It can cost time, money and even lives. Some negative impacts of services failing to work together are shown in Figure 1.3.



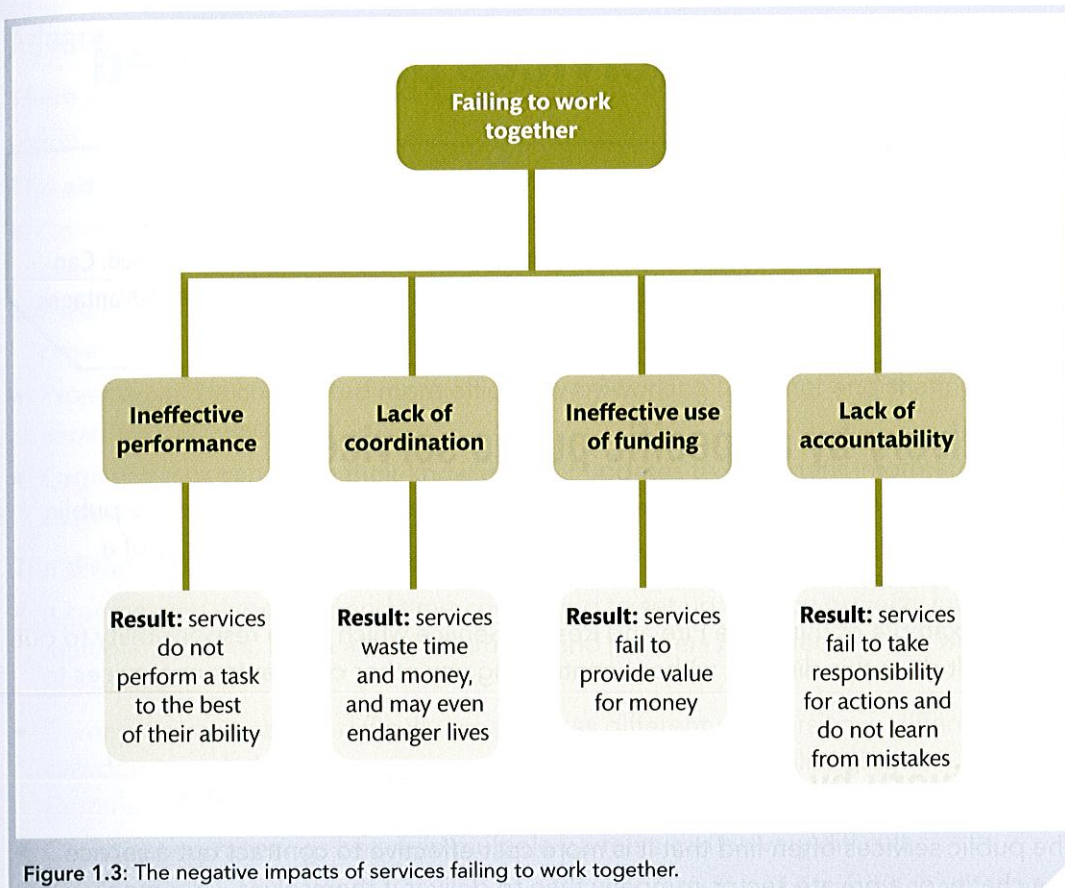


Figure 1.3: The negative impacts of services failing to work together.

#### Assessment practice 1.4

A major road traffic incident has occurred on the M1 motorway. There are 14 known casualties, many of whom are still trapped in vehicles.

- 1 Identify the **three** services that would be most likely to arrive first on the scene. [3]
- 2 Name the service that would be responsible for rerouting traffic and ensuring other motorists can continue on their journey. [1]
- 3 Explain why effective communication between the services is essential in this situation. [2]
- 4 Explain why it is important to protect the scene of the incident. [1]
- 5 Give **two** reasons why people would not be allowed to gather and watch the incident. [2]



## ▶ How public services are delivered

### Introduction

Public services can be delivered in a number of different ways by a number of different organisations. There are advantages and disadvantages to all of the delivery models used. Can you think of a service that is provided by a charity? What are the advantages and disadvantages of this?

### ▶ Delivery by a specific public service

Delivery by a specific public service is a very simple delivery model where the public service in question takes complete and direct responsibility for the delivery of a particular service.

A good example of this is the Fire and Rescue Service which has a responsibility to put out fires. It does this directly, without contracting any other companies or services to assist it.

### ▶ Delivery by the private or voluntary sectors

The public services often find that it is more cost-effective to contract out a service to a charity or a private sector company than to deliver it themselves. Commonly contracted-out services include refuse collection and adult social care. Private companies and charities are often able to deliver these services cheaply as they do not have the overheads of a public service.

Public services such as local authorities will issue an invitation to **tender** for the service. Public services are required to be fair and open in their tendering process to ensure that it is a truly competitive process and that one particular company is not being favoured over others.

### ▶ Partnership delivery

Partnership delivery is where groups of services, voluntary sector organisations and private companies come together to deliver a service in partnership. Since the early 1990s, health care in the UK has been delivered extensively through partnership arrangements, with over 130 projects completed with a value of £12 billion.

Common arrangements include private finance initiatives (PFI) where private sector money is used to fund and build hospitals and schools. The private company is then allowed to charge rent and maintenance for a long period after the building is complete. This has the advantage of not having to increase taxation to pay for buildings, but it ties hospitals and schools into rent and maintenance contracts for very long periods of time.

#### Key term



**Tender** – a bid or proposal. It contains information on how a company would deliver the service being put out to tender and how much it would charge for doing this.



## Advantages and disadvantages of partnership delivery

There are always advantages and disadvantages to any delivery model in the public services.

The **advantages** of partnership delivery include the following points.

- Costs can be shared between partners. A project that might have been too expensive for one service should be afforded by several working in partnership.
- Expertise and knowledge can be shared. Bringing together the expertise of public, private and voluntary sector organisations can strengthen a project.
- Projects can be completed more efficiently by working together and sharing expertise and resources.
- Organisations can share their knowledge of updates to important information, such as government directives, and this can make them more effective.

The **disadvantages** of partnership delivery include the following points.

- It can be very expensive and time-consuming to set up and run projects involving multiple partners. It can also take time to find partners prepared to work with the services.
- Communication can be difficult, especially as different partners have different viewpoints and ideas. Agreeing contracts or plans can be challenging. Communication problems can delay or even stop a project.
- Coordinating meetings between multiple partners can be very difficult.
- If the project or service goes wrong, it is the responsibility of the public service and not their private sector partners.
- Public and private sector organisations can have different priorities, because the public sector aims to serve the public while private sector organisations usually focus on profit. Sometimes, these two different goals may conflict.

### Just checking



- 1 What is a tender?
- 2 What is partnership delivery?
- 3 Give one advantage and one disadvantage of partnership delivery.



## ▶ How public services are funded

### Introduction

Have you ever wondered how the public services are funded? Or how much a particular service costs to run? Have you ever considered whether the services offer value for money? All of these questions are really important at the moment as the government needs to save money.

## ▶ Emergency services

Emergency services are primarily funded by grants from central government. However, they can also be funded by money from the local authority and sometimes through private or corporate donations. They can also take out loans to fund capital projects, or work in partnership with the private sector.

Central government allocates a certain amount of money each year for a service to use. This is its budget. If the budget is not enough then the service either needs to find other ways of raising money or to operate its service in a cheaper way. The money is allocated by taking into account the size of the service's local population. This is intended to make the allocation of money to each area or service as fair as possible, and can lead to different services being allocated very different amounts of money.

### Activity 1.5 Allocating funds

In 2013–14, the following Police Services were allocated the following funds from central government:

- Cumbria £65.8 million
- South Yorkshire £194.9 million
- Warwickshire £53.4 million
- West Midlands £472.8 million
- Greater London £1.95 billion.

- 1 Why does each Police Service have a different amount of money allocated to it?
- 2 What are the factors that the government takes into account when allocating money to services?
- 3 Research the sizes of these Police Services. Do you think these allocations are fair? Explain your answer.

## ▶ Armed services

The armed services are always directly funded by central government. This is because the armed services do not belong to one geographical region of the country as local authorities or emergency services do. The armed services have two separate budgets:

- 1 a general budget which covers operational duties and all associated costs
- 2 a capital budget which covers the costs of equipment.

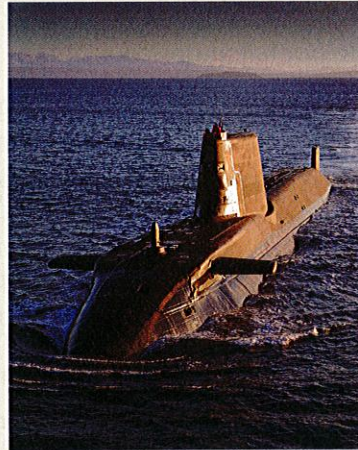


The armed services spend heavily on equipment and this spending must be planned years in advance. This is because aircraft carriers, aircraft, ships and submarines are made to order by specialised companies, and they can take years to design, build and test.

### Case study

In 2012, a £1.2 billion contract was announced to design, construct, test and commission a new attack submarine called Audacious. Audacious is the fourth in a series of seven brand new Astute class submarines bought by the Royal Navy, which includes HMS Astute and HMS Ambush. The contract secured 3,000 jobs in Cumbria, where the submarines are built.

HMS Astute was the first submarine in the Astute class and she took several years to build. The actual build for Audacious began in 2009 and items for her construction were ordered as early as 2007. She is due to enter service as HMS Audacious in 2018.



HMS Ambush

- 1 Why do the armed services need a separate budget for equipment?
- 2 Why does it take so long for some equipment to be ordered and built?
- 3 What would be the impact of not providing our armed services with the latest equipment?
- 4 Why is it important to spend time testing equipment such as submarines before they go into service?

## ▶ Central government

Central government receives its income by taxing individuals, companies, goods and services. There are a number of different types of tax which generate income for the government, as shown in Table 1.10.

Table 1.10: Forms of taxation.

Tax	Description
Corporation tax	Claimed by the government from the profits of companies that operate in the UK.
Value Added Tax (VAT)	Charged on most goods and services provided by businesses in the UK.
Income tax	Taken from the personal income of members of the public. The rate at which you pay is dependent on how much you earn (i.e. the higher your salary, the more income tax you pay).
Inheritance tax	Taken from money and property received as an <b>inheritance</b> .



### Did you know?

In 2012–13, corporation tax raised £39.5 billion for HM Treasury.



### Key term

**Inheritance** – the passing on of property, titles or money after someone has died.



## ▶ Local authorities

Local authorities get a proportion of their income from central government. They also collect taxes, including:

- council tax – a tax on households, based on the value of the property and how many people live there
- business rates – taxes charged on properties such as shops, pubs and offices, which do not fall under council tax.

Many local authorities also charge for services such as leisure centres.

## ▶ Voluntary services or the third sector

Charities sometimes receive grants from central government, but they normally have to rely on public donations, business sponsorship or **legacies** from wills.

Charities can also conduct fundraising activities which help to raise awareness of particular issues as well as generate income. Large fundraising events include:

- Race for Life – over £50 million raised in 2013 to fight cancer
- Children in Need – £31 million raised in 2013 to combat disadvantage and poverty for children and young people in the UK
- Red Nose Day – over £100 million raised in 2013 to support aid work in the UK and overseas.

## ▶ More ways of raising income

Public services can also raise money by other means, as shown in Table 1.11.

Table 1.11: Methods of raising income for public services.

Method	Description
Public private partnerships	Public and private sector organisations share the costs of running a service.
Contracted-out services	A public service allows a third party to deliver a service on its behalf, usually for a reduced cost. The public service retains accountability.
Direct charges	A public service charges for certain services. Examples include a local authority charging for car parking or the NHS charging for prescription drugs.

### Key term



**Legacy** – an amount of money or property left to someone in a will.



## ▶ Impact of funding on service delivery

### Introduction

Have you ever wanted to do something and not had enough money? When funding to the public services is cut, it has an impact on the work they can do. Think of a public service and consider which parts of their job they might have to prioritise if budgets are tightened.

Although having less money does not always mean a reduction in service levels, it can change how the service delivers its statutory and non-statutory services.

As discussed earlier, statutory services must be provided by law, whereas non-statutory services are provided to support the statutory services. However, when funding is reduced, the non-statutory services will be cut or reduced first. For example, local authorities will protect front line statutory services such as children's services and adult social care, but as a result they have to save money elsewhere on services such as libraries.

## ▶ The level, extent and quality of service

The amount of funding received by a public service determines the level, extent and quality of service it provides. However, it does not always follow that just because a service has more money it will deliver a better service. Sometimes, reduced funding can lead to finding **innovative** ways of delivering a service, which might actually be better than previous systems.

Some public services have changed their staffing mix to reduce costs and employ less expensive staff. For example, the MOD plans to decrease the number of regular soldiers in the Army and increase the number of volunteers in the Army Reserve. In the Police Service, Special Constables and Police Community Support Officers (PCSOs) are used as a more cost-effective way of supplementing regular police officers.



Some services are using less expensive staff, such as PCSOs, as part of their cost saving measures. What do you think about this?



### Key term

**Innovative** – new or different ways of doing things.



## Take it further



Use the NHS website to find out more about who is entitled to free prescriptions in England.

## ▶ Charging for public services

Not everything the public services do can be provided free of charge. There simply is not enough money to supply entire communities with everything they might want. This means that some services have to be paid for at point of access. For example, it is standard to be charged for prescriptions and dental work, although individuals who cannot afford to pay for these services may be exempt.

## ▶ Allocating public services

Not everyone needs the same public services at the same time. Some people rarely need to have contact with the services, while others have extensive contact with them. This means that the public services are allocated to people based on need. For example, if you need an ambulance, then one will be sent to you. If you do not need a service, it will be allocated to someone in greater need elsewhere.

As a result, some people feel that the system is unfair, because some people pay more in and take less out while others pay less in and take more out.

Public services can be allocated in different ways, such as:

- **universal access** – the service is free for the public to use (e.g. GP appointments)
- **means testing** – individuals have their income assessed and receive the service if their income falls below a specified amount (e.g. free prescriptions for people on very low incomes in England)
- **charging** – individuals are charged directly for a particular public service (e.g. car parking in local authority car parks).

### Discussion

The public services provide many of their services for free as they are already paid for by the public through their taxes. Do you think that the public services should start charging people on higher incomes for more of their services?

### Assessment practice 1.5

- 1 Name **three** taxes that central government uses to raise money. [3]
- 2 A local authority has had a budget cut of 3% and needs to save money on the services it provides or raise additional money from other sources.
  - a Explain **one** way the local authority could cut its spending. [2]
  - b Explain **one** way in which the local authority could increase its income. [2]



## ▶ Accountability in public service delivery

### Introduction

The public services often seem like the people in charge, not the public, but actually the relationship is the other way around. The public fund the services by paying taxes, and this means that the services are held accountable to the public and other groups. What do you think accountability means? Can you think of an example where you have been unhappy with the performance of a public service? What could you do about it?

## ▶ Accountability

Accountability means being answerable for a set of actions or decisions. It means that representatives of a service can be placed under public **scrutiny** and asked to explain their actions or decisions.

The public services have to be accountable because they are paid for by the public through taxes. This means that the public has a right to know how the money is being spent, so that they can have confidence in the service. This also ensures transparency, which prevents fraud and corruption. Most services produce an annual report which details exactly what they have done and why, which also helps to promote public confidence.

## ▶ What are the services accountable for?

The public services are accountable for the key aspects of their work, including those outlined below.

- **Finances and budgets** – the services must be accountable for how they spend the money that is given to them and how well they manage their budgets.
- **Service provision** – the services are accountable for the level and quality of the service they deliver to the public. They have a clear **remit** given to them by the government or set by their own objectives, and they are held accountable for the services they must provide.
- **Legal compliance** – public services must do some things by law, and these are known as their statutory duties (see pages 16–17). For example, a local authority has a statutory duty to properly manage social housing, and the Fire and Rescue Service has a statutory duty to put out fires.

## ▶ Who are the services accountable to?

The public services are accountable to a range of organisations and individuals, including government, regulators and the public.



### Key terms

**Scrutiny** – the process of examining something very carefully.

**Remit** – a task or set of jobs given to an individual or organisation.



**Key term**



**Parliament** – the body of people and organisations which governs a country. In the UK, this is made up of the king or queen, the House of Commons and the House of Lords.

**Government and parliament**

All public services are ultimately accountable to central government and **parliament** for their conduct and performance. This is because central government sets targets and statutory responsibilities for the public sector and provides the services with the money they need to do their job.

**Regulators**

Regulators are organisations which check that the public services are doing their job to the required standard, and are providing high-quality service and value for money. The regulators can also penalise services which have underperformed. Table 1.12 shows some examples of regulators.

**Discussion**



All public services are accountable to the government. However, the government is itself a public service. Who holds it accountable?

**Discussion**



Do the public services need to be regulated? Why do we not just trust them to do their job? Consider the advantages and disadvantages of having an independent regulator for the services. Can you identify any more regulators than the ones listed in Table 1.12?

**Table 1.12:** Examples of regulators and their roles.

Regulator	Role
Her Majesty's Inspectorate of Constabulary	Independently assesses police forces and policing activities from neighbourhood policing to serious crime and the fight against terrorism.
Care Quality Commission	Ensures that hospitals, care homes, dental and GP surgeries, and other care services in the UK provide safe and high-quality care to patients.
Ofsted	Inspects and regulates services which care for children and young people, as well as those providing education and training for learners of all ages. This includes nurseries, childcare providers, schools and colleges.

**The public**

The public pay for the public services through taxation. Although the services are not directly responsible to the entire British public, they are responsible to the public's elected representatives in the House of Commons (our MPs).

**Assessment practice 1.6**

The police are accountable for their performance to the government who will monitor their performance and inspect them regularly. They are also accountable to the public who can make complaints against the Police Service to the Independent Police Complaints Commission (IPCC). These complaints must be investigated.

- 1 Name the organisation or body to which the armed services are accountable. [1]
- 2 Explain why it is important that the services are accountable. [1]
- 3 Explain why it is important that the services are transparent. [1]



# WorkSpace

## ▶ Lance Corporal Kelly Stevens

### Army Reserve

I work as part of 38 Signals Regiment, which is an Army Reserve regiment with responsibility for providing information and communication systems to the emergency services and local government in an emergency. We can also be deployed overseas with regular soldiers. We can be called upon to do a variety of things – for example, our Brigade has been involved in dealing with firefighter strikes, foot and mouth disease and responding to severe flooding.

There is no such thing as a typical day in the Army Reserve. When we are on camp we may be involved in a variety of activities, including battle simulations, working with other NATO forces from different countries, and repairing and maintaining equipment. The Army Reserve are an essential support to the regular army and we have to make sure we are prepared to be deployed if we are called upon.

I love my job with the Army Reserve – not only is it very different from my day job, but I also get the chance to contribute to the safety and security of our nation, which is a tremendous responsibility. The teamwork and camaraderie of the unit is excellent and I have met people from all walks of life who share the same goals as I do. I'm proud to be a part of the Army Reserve.



## Think about it

- 1 What topics have you covered in this unit so far which might give you the knowledge to understand what an Army Reserve soldier does?
- 2 What skills and knowledge do you think you need to develop further if you want to be involved in the British Army in the future?
- 3 How do the Army Reserve and the regular army work together to ensure the defence of the nation?



This section has been written to help you to do your best when you take the assessment test. Read through it carefully and ask your tutor if there is anything you are still not sure about.

## How you will be assessed

For this unit you will be assessed through a one-hour written examination. The examination paper will have a maximum of 50 marks. The number of marks available for each part of a question will be shown in brackets, e.g. [2], with the total for each question being shown at the end of the question.

There will be different types of questions in the examination:

**A Questions where all of the answers are available and you have to choose the correct answer(s).** *Tip: Always read the instructions carefully. Sometimes you may need to identify more than one correct answer.*

Examples:

Public services can be grouped by the type of work they do. Identify the **two** services from the following list that are voluntary. [2]

- A The Police Service
- B Victim Support
- C HM Prison Service
- D The Royal Marines
- E British Red Cross

**Answers:** B and E

Identify the statement which best describes how the emergency services are funded. [1]

- A Mainly from tax
- B Mainly from donations
- C Mainly from charging for their services

**Answer:** A

**B Questions where you are asked to produce a short answer worth 1 or 2 marks.** *Tip: Look carefully at how the question is set out to see how many points need to be included in your answer.*

Examples:

Tax is a charge made by the government for the services it provides.

Name two types of tax that the government uses to raise money. [2]

**Possible answers:** Corporation tax, inheritance tax, income tax, council tax or business rates.

**Disclaimer:** These practice questions and sample answers are not actual exam questions. They are provided as a practice aid only and should not be assumed to reflect the format or coverage of the real external test.



Name two public services for which the Ministry of Defence is responsible. [2]

**Possible answers:** RAF, Royal Navy, British Army, Royal Marines.

**C Questions where you are asked to provide a longer answer – these can be worth up to 8 marks.** *Tips: Make sure that you read the question in full and answer all the parts of the question. It is a good idea to plan your answer so that you do not forget anything. Remember to check your answer once you have finished.*

Example:

The government has allocated spending for public services up to and including 2016 as part of its budgeting process. Spending has been protected on three public services: international aid, education and the NHS. All other government departments have had to take a cut in funding of around 3% per year.

Discuss the implications of this cut in funding on the public services. [8]

**Answer:**

In general, the implications of this funding cut fall into two categories:

1. the public services have to cut their costs
2. the public services have to increase their income.

If the public services need to cut the costs of the services they deliver, they need to explore new ways of delivering what they do so they can save money. One way they could do this is to contract out some of their services. Contracting out is when a public service allows part of its duties to be delivered by a private company or a charity. Sometimes private companies can deliver services for less money, because they have fewer overheads.

Funding cuts also have an implication for staffing. Well-trained and well-equipped public servants are expensive. Costs could be cut by changing the mix of staffing to include cheaper alternatives – for example, Army Reserve soldiers or Police Community Support Officers.

The other option that public services have is to increase their income. This could be done in a number of ways. For example, a local authority could increase local taxes such as business rates or council tax to increase their income in order to deliver the services they need. However, this would not be popular.

Another way to increase income is to increase the number of things the services charge for and charge more for services they already charge for. This could include services like car parking or policing football matches. The public services might have to look for more services they could sell, as well as increasing the cost of things they already offer.



## Hints and tips

- **Use the time before the test.** Make sure that you have everything you will need. Check that your pens work and that you have read the instructions on the front of your examination paper. Try to make yourself feel comfortable and relaxed.
- **Keep an eye on the time.** The examination will last one hour, and you should be able to see the clock in the examination room so that you know how long you have got left to complete the paper. As a rough guide, allow one minute for every mark on the paper. This means that a question worth five marks should take you around five minutes to complete.
- **Read the questions fully.** Make sure you read each question through enough times to make sure that you understand what you are being asked to do. It is easy to misread a question and then write an answer which is wrong. Check that you are doing what you are being asked to do.
- **Plan your answers.** For longer questions, it is worth spending a minute or two to write down the key points which you want to include in your answer. If you are being asked to evaluate, you will need to think about positive and negative points. Using a plan will allow you to make sure you include both in your answer.
- **Check your answers.** Once you have answered all of the questions on the paper, you will probably have a few minutes to spare. Use this time to check your answers and fill in any blanks which you have left. Try to answer every question on the paper.
- **Read through longer answers.** Read through your longer answers to make sure your answer makes sense, and you have answered the question fully.
- **Make sure you have filled out the front of the paper.** Once the examination has ended, check that you have written your name and candidate number on the front of the paper. This is important so that you will gain the marks for your work.

## How to improve your answer

Read the two student answers below, together with the feedback.

Try to use what you learn here to improve your answers in your examination.

### ▶ Question

Public services often work in partnership with each other to deliver services to the public.

Explain two advantages and one challenge of the public services working together as a team. [6]

### ▶ Student 1's answer

Advantage 1 – saves money.

Advantage 2 – saves lives.

Challenge 1 – communication is difficult.



**Feedback:**

Student 1 has identified the correct advantages and challenge, which receive 1 mark each. However, the student hasn't explained why they have come up with these answers. This student needs to explain why lives and money would be saved and why communication is difficult when the services work together. Overall, Student 1 receives 3 marks for this answer.

**▶ Student 2's answer**

Advantage 1 – saves money. By working together, public services can save money by coordinating their activities so they each know what they are responsible for, and by sharing information which might save another service a lot of work. They can also buy things together which saves money.

Advantage 2 – saves lives. If the public services work well together, they can respond faster to emergencies. Faster responses mean that more lives can be saved. For example, at the scene of a traffic incident, the three main emergency services know what their jobs are and they get on with them quickly and effectively. If they did not train together and understand each other there would be chaos.

Challenge 1 – communication is difficult. It can be hard for different services to communicate clearly with each other during a serious incident. For example, if there is flooding, communication would have to be very good between all three emergency services, the local authority and charities helping the people who have been rescued, and even the armed services if they are supporting.

**Feedback:**

Student 2 has identified each advantage and given reasons and examples (they receive 2 marks for each advantage with reasons). They have also correctly identified a challenge and explained it, providing a scenario to illustrate their point (another 2 marks). Overall, Student 2 receives 6 marks in total for this answer.

**Assess yourself****▶ Question 1**

Which two of the following responsibilities belong to the Fire and Rescue Service? [2]

- A** Putting out fires                      **C** Fire safety education  
**B** Defending the nation                **D** Arresting people

**▶ Question 2**

The local authority provides over 700 services to the public, including libraries and rubbish collection.

Name two other services provided by the local authority. [2]

**▶ Question 3**

Ben is a new recruit to the Fire and Rescue Service. As part of his training, he has to understand the roles and responsibilities of the other services he will work with.

Identify the services Ben is most likely to come into contact with and discuss how those services work with the Fire and Rescue Service. [8]