

Annual Review 2013–14

The story of our tenth year



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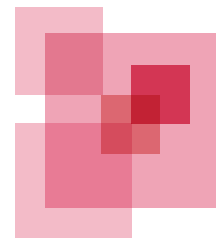


CfPS staff team at Good Scrutiny Awards 2013

Back l-r: Ed Hammond, Rebecca David-Knight, Andrew Jones, Su Turner, Tim Gilling

Front l-r: Laura Freeborn, Dushana Pinfield, Fateha Begum, Jessica Crowe, Avril Davies

Chair's introduction



When I am asked to define the core value which underpins the work of CfPS, the word which immediately springs to mind is 'trust'. We live in an age when public trust in our country's key institutions – whether government, business or public services – is at a relatively low ebb. That is not to say that today's leaders in both public and private sectors are inherently less trustworthy, hardworking or competent than their predecessors. A quick scan through the output of the celebrated cartoonists and satirists of 18th, 19th and 20th century Britain is a salutary reminder that a healthy disrespect for those in high office has been part and parcel of our culture for hundreds of years.

But the much greater scope and spread of today's 24/7 media means that the incidence and frequency of reports of failure, incompetence or malpractice in Parliament, local government, business and public services is more extensive than ever and is impacting negatively, as opinion poll evidence tells us, on the public's confidence in those responsible and indeed in the institutions themselves.

While some might, misguidedly, argue that the best response is to shoot the messenger, we at CfPS have absolutely no doubt that the only effective long-term answer is to raise standards of behaviour and performance through more effective accountability and better scrutiny. Shining the spotlight into dark corners where incompetence or dishonesty might previously have gone unnoticed is by far the best way to prevent problems occurring in the first place, or if they have already occurred, rooting them out before they can further damage the institution.

CfPS exists to promote better accountability and transparency in public services, in the belief that this will improve the quality of service delivered to the public and enhance public confidence and trust in those responsible for those services. This does not apply just to public sector organisations. Increasingly we live in a world where public services are delivered by a range of different organisations, from the public, private and voluntary sectors. Accountability frameworks have sometimes been slow to recognize the increasing complexity and diversity of the networks responsible for delivering today's public services.

As a country we have also too often accepted the silos that divide different parts of the public sector, many of which can simultaneously be working in the same area with overlapping responsibilities or objectives. Helping to break down these traditional barriers and encourage a more holistic approach to meeting needs is equally part of the answer which CfPS is seeking to promote. Our proposal for local Public Account Committees has stimulated extensive interest and discussion.

Our work involves a number of different strands. We provide guidance and expertise to help local scrutineers meet their responsibilities more effectively, develop new

methods of working, or extend their activities into new fields of work. By sharing experience drawn from all over the country we can help to spread good practice and assist individuals and organisations to learn from others' achievements. By providing opportunities for practitioners to test their thoughts on how well-targeted scrutiny can improve performance, we can foster innovation and help achieve better value for money.

From our original base in local government, which remains central to our work, we have expanded CfPS's activity into other public service sectors including health, housing and education. We have also established a strong presence in Wales working closely with both the Welsh Government and local scrutineers.

All of this activity is sustained by a remarkably small team of staff, ably led by Jessica Crowe. Their commitment, hard work and professionalism account for the achievements recorded in the following pages of this report. I would also like to thank the Local Government Association, the Department for Health, the Welsh Government and the other organisations listed in this report who have supported our work financially over the past year. I hope that they feel that CfPS's output has justified their contributions.

Finally I owe a considerable debt to my fellow Trustees who give generously their time and expertise to guide and support CfPS. It has for me been a great privilege and pleasure to chair CfPS over the past 7 years, working with such a fine team of staff, advisers and Trustees. I wish them every success in the future.



Rt Hon Nick Raynsford MP

Chair of the Centre for Public Scrutiny

June 2014



About the Centre for Public Scrutiny

The Centre for Public Scrutiny (CfPS) is a charity that promotes the value of scrutiny, accountability and good governance, both in the public sector and amongst other people and organisations who deliver publicly funded services.

The Centre supports individuals, organisations and communities by:

- Promoting the value of accountability
- Facilitating shared learning and innovation
- Providing training, governance support and leadership development
- Sharing research and best practice and influencing policy
- Supporting scrutiny practitioners

Why citizens need us

As Trustees we are convinced that that work of CfPS provides clear public benefit. Without effective governance, scrutiny and accountability in our public services, service-users such as patients and other vulnerable people can be less safe, taxpayers' money can be wasted and the public's views can be disregarded or ignored. We exist to stop that happening, by working with those responsible for good governance and effective scrutiny to help them improve what they do, for the benefit of the public.

To reinforce and promote this message, we were pleased to invite Robert Francis QC, whose seminal report into the failings at Mid Staffordshire NHS Foundation Trust was published in February 2013, to speak at our Conference in June 2013.

In his criticism of how Stafford Hospital failed its patients, he included:

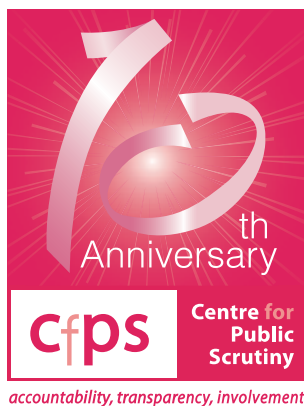
- Inadequate challenge by the Board of poor management practices
- A focus on accountability for a narrow range of corporate issues, rather than accountability for delivery of good patient care
- Scrutiny groups lacking information and understanding to challenge hospital performance effectively

We believe that Robert Francis's report makes a powerful case for the kind of scrutiny and accountability which we have long been advocating and which, when it is lacking, means public services risk failing in their fundamental mission of serving the public.



Robert Francis QC addressing CfPS Conference 2013

Our tenth anniversary year: successfully promoting the value of accountability



2013-14 was a special year for the Centre, as it was our tenth anniversary. We launched it with the publication of our collection of essays reflecting on the **State of Accountability in 2013** and continued to promote its themes throughout the year. With a huge 10th birthday cake providing a slice for every delegate at our Conference in June 2013 we also published **CfPS 2003-13: a decade under the microscope** marking the major milestones and reflections from stakeholders on our work to date alongside developments in public policy around scrutiny and accountability.

The impact of our work to raise awareness of the importance and value of public scrutiny and accountability was definitely felt this year, with our messages reaching more of the mainstream media than ever before, including programmes on Radio 4 and local radio, and this editorial in the Observer on 24 November 2013:

“On its recent 10th anniversary, the charity the Centre for Public Scrutiny suggested simple ways to make society more transparent, inclusive and accountable. They included ethical leadership by independent people who take responsibility for their role and a speedy response to the amplified concerns of the voices of the public – no 20-year delay as in Hillsborough.”

Our Twitter follower-base has continued to grow, reaching over 1800 by the end of the year, and enabling us to promote our messages in new ways and extend our reach to wider audiences.

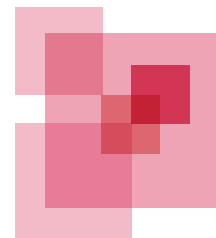
At the major Welsh Scrutiny in the Spotlight Conference in November 2013, which was co-organised by CfPS Cymru and chaired by CfPS Executive Director Jessica Crowe, 82 of the 250-plus delegates commented on Twitter, using the #scrutiny13 hashtag. Their tweets reached up to 48,717 people across the UK and beyond.



Good Practice [WAO@GoodPracticeWAO](#)

Jessica Crowe @CfPScrutiny was a great Chair at #scrutiny13.

Here are her thoughts of the day <https://vimeo.com/82273686> #localgov



The concluding event for our anniversary year was our Leadership and Accountability roundtable in December 2013, kindly supported by Grant Thornton. Thirty eminent public thinkers discussed the challenges for leaders in promoting a positive culture of accountability in public organisations and how we can take public accountability forward into its next phase as we enter our next decade as an organisation. With the support of Solace Enterprises we were able to publish a final collection of thoughts from attendees at the roundtable, featuring contributions from our Chair Nick Raynsford MP, Chair of the Public Administration Select Committee Bernard Jenkin MP, Director of SOLACE Graeme McDonald, and CfPS Executive Director Jessica Crowe.



Guardian Public@Guardianpublic

We need to rethink our democracy or leaders will be 'haunted by the problems of public contempt', says @CfPScrutiny <http://gu.com/p/3zbn8/tw>



Ruth Hyde@Relhyde

@BarryQuirk1 @McDonaldGraeme @CfPScrutiny @SOLACE_Ent
Thanks for thought provoking piece: place based accountability



Donald Stavert@dstavert

@CFOstaffscc @BarryQuirk1 @Relhyde @McDonaldGraeme @CfPScrutiny @SOLACE_Ent first class lets support it all the way

The central proposal in this report, published at the end of the 2013-14, was our radical new concept of a local Public Accounts Committee for every place, to facilitate more devolution by providing assurance to central government about the strength and robustness of local scrutiny and accountability.

Proving that there's nothing so powerful as a good idea for spreading your messages, our local PAC idea has been gaining wide traction across the political parties, support in local government and interest in government and other think tanks. Giving evidence at Bernard Jenkin's Select Committee inquiry into the citizen and public services on 14 January 2014, Cllr Sir Merrick Cockell, then Chairman of the LGA, said:

"There is an important element of accountability in this. ... The organisation the Centre for Public Scrutiny is promoting the idea that there could be an area public accounts committee. ... That sort of scrutiny at an area level, of all public services ... could help to ensure true accountability and democratic accountability for public money."



Facilitating shared learning and innovation

– spotlight on our education work

An important way we help improve practice in scrutiny and accountability and encourage innovation in public services is through facilitating shared learning – working with partners to capture their good practice and turn it into useful learning materials and techniques for others. This year we have begun to develop our work in the field of education accountability with two key learning and innovation projects.

Six steps to an accountable, transparent and inclusive school

Enhancing the effectiveness of governance is a key component in the drive to improve school performance.

Using CfPS's methodology for assessing good governance, Accountability Works for You, we developed a model that addresses the role of governors in each aspect of school improvement and supports governors and senior leaders to improve outcomes for young people and raise attainment.

Our experience indicates that *'the six steps to an accountable, transparent and inclusive school'* can help governing bodies provide better scrutiny, challenge and support to the school, leading to an improvement in attainment, achievement and Ofsted results.

The approach was used with the governing body of a school in Cheshire East to help them improve governance and move the school from an Ofsted judgement of 'Notice to Improve' to 'Good' in 15 months. The inspection report in 2013 stated:

"The governance of the school has sharpened considerably in the last 15 months and is now outstanding. Under the strong, confident lead from the Chair, governors are holding all in the school to full account but also providing considerable support"

CfPS is rolling this model out further, having developed a partnership with the National Governors Association to test it in more schools, and also working directly with schools requiring support. Recently CfPS has been commissioned by East Sussex County Council to work with a school in Special Measures. In choosing to work with CfPS, East Sussex said:



“ This innovative model for improving school governing bodies empowers the governors to drive their own improvement, in partnership with senior leaders, to ensure proper accountability for school improvement. ”



Back to school: ways for scrutiny to influence local education and support school leaders to improve results

In recognition of the changing education environment and accountability across a varied provider landscape, CfPS (funded by the LGA) worked with seven areas to learn how the role of council scrutiny can support school improvement and link councils' statutory education duties to wider aspirations for children and young people.

Learning from this work identified five ways that scrutiny can fill an emerging accountability void:

- Developing relationships with schools
- Reviewing and monitoring performance
- Reviewing approaches to school improvement and support services
- Reviewing governance
- Reviewing and understanding resource allocation.

Through short case studies, tips about topics and approaches and an overarching questioning framework, the report was launched at the national Children's Services Conference in October 2013. Several councils are using this work to improve their practice in this area, including Bristol City Council, whose Education Select Committee report in November 2013 acknowledged the lessons from our report and recommended:

“That the publication Back to School – Ways for Scrutiny to influence local education and support school leaders to improve results be adopted as the basis for induction training for Councillors and for officers engaged in scrutiny and the delivery of the Council's education role.”

Celebrating and promoting best practice in scrutiny and accountability



Professor Mary Beard

Our charitable mission includes promoting the value of good scrutiny and for seven years we have presented awards for the very best examples of effective scrutiny to help us achieve this aim. In 2013 an exceptional winner emerged, winning both the judges' Overall Impact award and the coveted Scrutineers' Choice award, voted by delegates at CfPS Conference:

Boston Borough Council's review of the social impact of inward migration

This scrutiny review successfully addressed and defused local tension around the issue of inward migration into a predominantly rural area. The report itself, and its recommendations focusing on integrating migrant workers more effectively into the local community, were recognised as ground-breaking and have been cited by national politicians of all parties, civil servants and others.

Our panel of judges considered that this review's strength was how it enabled people to talk about something that is not usually talked about. Boston's scrutiny turned what was a tense local situation into a reasoned and frank debate about immigration, demonstrating scrutiny's power in facilitating a powerful public discourse.

Professor of Classics at Cambridge University, Mary Beard, who spoke on national television in praise of the report, wrote in her on-line column for the Times:

“ I am absolutely delighted that Boston Borough Council has won this award. It is richly deserved recognition of all its hard and sensible work in this area.

The local Council did some great work in looking carefully at the issue -- including producing a report that is well worth reading by anyone who is interested in current migration debates (and that should be all of us). It is a wonderfully measured report. But just as important as the report itself, is the informed, community debate it prompted in Boston itself -- and for which the award citation specifically praises the council.

This report was a real class act, well argued, well documented and judicious. It is very gratifying indeed to discover the Centre for Public Scrutiny thinks like I do on this one. ”

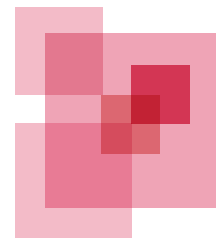
A wide range of others recognised the impact of Boston's scrutiny as well, from residents to commentators and politicians.

“ As a resident in Boston with my family, I wish to say that I am pleased with the recent report published by the borough council committee as I feel that it clearly shows fact from perception and it has clearly shown what a considerable effort the council have made to acknowledge and to try to deal with the different issues raised by the demographic change within the population of the town. ”

Boston resident

“ I know that... many local councillors find that their work on scrutiny panels or committees is the most rewarding, public-focused thing they have ever done. ... This is a good example of how a local authority can mobilise diverse opinion to address matters of concern in a community and make practical recommendations that are within their reach. ”

On-line commentator



Best practice in public engagement - lessons from our NHS Health Check Scrutiny programme

The best approaches to scrutiny help public services engage better with the communities they serve and deliver better services and outcomes as a result. In 2013, CfPS supported five councils to undertake scrutiny reviews of their local NHS Health Check programme. Each of the areas used CfPS's innovative Return on Investment (ROI) approach.

In her foreword to our report on the reviews, the Minister for Public Health, Jane Ellison MP, wrote:

“ Ultimately, the power of these reviews is not in coming up with a uniform set of recommendations, but in providing a forum, in which local clinicians, public health professionals and elected officials can develop a shared understanding of how to improve the health and wellbeing of their communities. I am delighted to introduce this report, which I hope will prove a valuable resource to all those who commission, deliver and support the NHS Health Check programme. ”



Jane Ellison MP, Minister of Public Health

Whilst all five areas reviewed how NHS Health Checks were being delivered, using the ROI approach led areas to focus on different aspects because they involved stakeholders and the public in prioritising what mattered to them. The ROI approach also helped areas to formulate ‘invest to save’ recommendations - helping make scrutiny harder to ignore.

The work led to more than just improvements to local services; it provided very useful intelligence for Public Health England as it seeks to improve a locally provided national service. The publication made key recommendations regarding leadership, accountability and communications to Public Health England and local health and wellbeing boards. These are now included within an improvement programme for local areas. The report was launched at the national NHS HealthCheck conference ‘Share, Listen, Act’ in February 2014 with over 450 delegates in attendance and lots of coverage on social media, as well as traditional features in the Municipal Journal and Health Service Journal.



Darren Cranshaw@DarrenCranshaw Feb 27
#sharelistenact Great mix of people and enthusiasm at NHS Healthcheck event. @CfPScrutiny info stand generating lots of interest :)

“ The Tameside Health Checks Scrutiny Review has been extremely timely and supportive to the process of rethinking the local programme. The Stakeholder Workshop was particularly helpful in gauging the concerns, commitment and potential contributions of interested parties, and facilitating the development and delivery of a re-invigorated local programme. ”

Gideon Smith, Consultant in Public Health Medicine, Tameside MBC

How we help organisations improve: training, support and governance reviews

Supporting sector-led improvement in local government

The LGA offers a “corporate peer challenge” service to its members, providing the opportunity for local government peers to look in depth at how services are delivered, and make recommendations for improvement. Starting in 2013, CfPS has been providing assistance to councils as part of this programme – principally where a peer challenge exercise results in concerns about the strength of corporate governance.

We have started work with ten councils over the course of 2013/14, and are providing on-going help to six councils at the date of writing. This ranges from providing training and support to councillors, to a more long-term relationship seeing CfPS helping councils to completely redesign their corporate governance arrangements, support which was described by one council as “transformative”.

“We were very grateful for the CfPS guidance, “Rethinking Governance”, and for the direct assistance lent our Working Group by CfPS. The guidance is excellent and endorses a realistic approach to changing governance arrangements, uncomplicated by any ideological leaning. Ed Hammond [CfPS Research Manager] showed commendable dexterity in navigating often quite politically contentious territory. With CfPS’s assistance the Working Group was able to settle next steps and seek to establish a firmer evidence base.”

Alan Harrison, Head of Legal Services, Elmbridge Borough Council

Tracking our impact over the longer-term – the NE joint scrutiny review of the health of ex-services personnel 2011

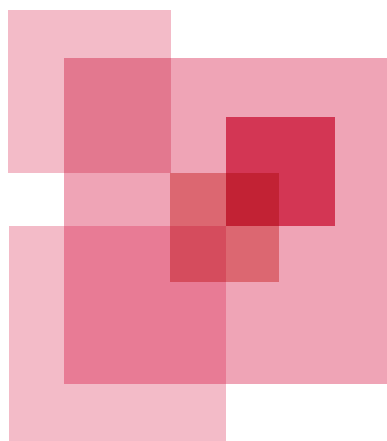
In 2011 as part of the CfPS Health Inequalities programme funded by the DH, we supported all twelve local authorities in the north-east of England to undertake a region wide scrutiny review of health inequalities affecting the ex-service community, involving many other organisations, in particular the British Army and the Royal British Legion.

At the time a joint statement from the local army brigade, the MOD and the Royal British Legion stated:

“We have been highly impressed with the comprehensive, thorough and inclusive nature of the review. Councillors and officers have done the ex-service community an excellent service in highlighting all the different issues. The challenge now is to ensure that the drive and momentum continues to deliver on the recommendations”.

During 2013-14 we carried out an evaluation of the longer-term impact of our past work, and our support for the NE scrutiny project has shown startling and long-lasting results, including:

- All 12 councils have individually signed Armed Forces Community Covenants (making the North East the first region in the country to do so)
- Each council has established an Armed Forces network to maintain the drive and momentum sought by the Armed Forces joint statement



What people said about our support:

“Excellent, very thought provoking”

“A well-managed event”

“Relevant and informative”

“I will use knowledge and skills in my role as councillor in meetings”

“Excellent session”

“We need more sessions like this”

“I was very satisfied and it met my expectations fully. I have already commissioned you to do some more work – and recommend you to others”

Construction Industry Training Board
feedback

- In Newcastle, the Armed Forces Forum has developed a proactive work programme including a successful Employment Services event bringing together agencies to share best practice and better signpost their ex-service personnel clients.
- Newcastle has secured £430,918 in Community Covenant grants for local organisations due in part to the extensive support provided by the Armed Forces Forum.
- Continuing the cross-boundary partnerships established through the regional scrutiny review, a sub-regional bid from Newcastle/Gateshead/North and South Tyneside has recently been awarded £87,000 to establish a community outreach service providing a single point of advice for each local authority (employing veterans in those posts).

We identified three main causes of the significant impact and benefit for a disadvantaged and previously hidden community created by this piece of work:

1. the in-depth support which CfPS provided to enable the authorities to try something different
2. an innovative and inclusive scrutiny inquiry which ensured the voices of many stakeholders were heard
3. the subsequent tenacity and proactive monitoring by the NE Joint Health Scrutiny Committee to ensure their recommendations were implemented.

Supporting clients beyond local government to improve their governance

In 2013-14 CfPS carried out an independent validation exercise for a Non-Departmental Public Body, the Construction Industry Training Board (CITB). Using our Accountability Works for You framework, we evaluated their proposed new governance arrangements to assess how well they would help CITB be more accountable, transparent and inclusive towards their stakeholders. We also carried out a benchmarking exercise, comparing CITB’s proposals with those in place in comparable charities (CITB is also a charity) and other public and private organisations of similar size and scope.

We were able to endorse their new arrangements and make a number of recommendations to improve how CITB might make them work in practice, for example, publishing a Forward Plan to improve transparency and enhancing their Appeals and Complaints processes to learn lessons from the Francis Report. Our cross-sector experience was felt to give us a valuable set of insights to inform the ‘critical friend’ challenge role that we were able to play for this client to help them improve their governance functions. CITB used the results to help them successfully get through the organisation’s Triennial Review by their sponsoring department, and commented:

“Many thanks for this which we are delighted with. It is a well written and comprehensive report which I am sure our stakeholders will find interesting [and] which has informed our thinking.”

Sharing research and influencing policy



Research and support for Police and Crime Panels

CfPS produced a detailed and comprehensive piece of research analysing the first year in operation of Police and Crime Panels in England and Wales. This involved speaking to the support officers of 38 of the 41 PCPs, and a large selection of Panel chairs, councillor members and independent members.

Our research garnered broad interest from the NAO, the Home Office and from Parliament, resulting in CfPS being invited to give oral evidence to the Home Affairs Select Committee in February 2014.

The Home Affairs Select Committee report, published in May 2014, quoted extensively from our research and endorsed our central recommendation for:

“the Home Office to provide greater clarity on the respective role of panels, commissioners, and their offices, including on the extent of panels’ powers and how and when they should be applied.”

As the only piece of research focusing on Police and Crime Panels, our work has provided a unique insight into this key element of the new arrangements for police accountability following the election of Police and Crime Commissioners, and has been widely quoted and referenced by the press, policing commentators, those working for PCCs or PCPs and members of the public interested in holding the police and PCCs to account.



Guardian Public@Guardianpublic Feb 4

How to fix the tense relations between crime panels and police commissioners
<http://gu.com/p/3md66/tw> @CfPScrutiny



WestMidsPCC retweeted your Retweet Feb 4

Interesting looking report from @CfPScrutiny on ‘Police and crime panels: the first year’ <http://bit.ly/1bm3ss9>

The research has also provided the foundation for a series of practical support sessions with Police and Crime Panels, some funded by the LGA, others directly commissioned by Panels, where we have been able to share lessons and encourage Panels to develop and improve how they work.

Our practical support was warmly welcomed by many struggling to make these new arrangements work, with one Panel support officer commenting:

“the day was well received by Panel Members and the OPCC and ... provided a framework for strengthening the relationship going forward.”

Influencing the public service reform agenda in Wales

Our Welsh scrutiny support programme went from strength to strength in 2013-14, and we have been key partners in helping influence the public service reform agenda of the Welsh Government across a number of projects. For example, we are part of the Commissioner for Sustainable Development's Reference Group, helping develop the Welsh Government's flagship 'Future Generations Bill'. This has been a major opportunity for CfPS to significantly influence legislation at an early stage to ensure that the principles of transparency, inclusion and accountability are embedded in Welsh public service delivery.

Working with academics from the University of South Wales and scrutiny officers from across Wales we have been developing a set of agreed characteristics of effective scrutiny, so that there is a stronger shared understanding of what good scrutiny looks like. This work was recognised by the seminal Williams Commission on Public Sector Governance and Delivery, which reported in January 2014 and recommended that:

“The scrutiny outcomes and characteristics being prepared by the Centre for Public Scrutiny must be developed in discussion with other public sector organisations. Once agreed, they must be adopted by each organisation within 6 months.”

We submitted evidence to the Commission, and the importance of scrutiny to improving public services and outcomes for Welsh citizens is a theme throughout the report, which endorses our view that:

“Governance of and between public sector organisations must be robust and unambiguous. Constructive scrutiny has a central role in holding organisations to account, improving services and engaging citizens.”

In recognition of our work, the Welsh Local Government Minister, Lesley Griffiths, wrote to all Leaders and Chief Executives in Wales in early 2014, commending CfPS for the work it has done in establishing a *“high profile and effective presence in Wales during 2013”* and urging individual local authorities to continue to utilise CfPS's *“expert knowledge and support”*.

The Minister is a strong supporter of the value of scrutiny, as these extracts from her speech to the November 2013 Welsh Scrutiny Conference show:

“scrutiny is the heart and soul of good governance”

“scrutiny puts the government into local government”

“scrutiny is the classic invest to save service”



Lesley Griffiths AM, Minister for Local Government

Supporting scrutiny – how do we know we’re having an impact?



Delegates participating in a workshop at CfPS Annual Conference in June.

168 new members joined our online networks giving them access to our guidance as well as peer support

Our helpdesk service provided detailed **bespoke advice to 48 local authorities** to navigate through the new public sector landscape and what it means for scrutiny and accountability

We produced **25 pieces of research, practical and best practice guides**, continuing to support and improve the practice of scrutiny and accountability. These were **rated good or excellent by nearly 70% of respondents to our Annual Survey** in 2013. The top 3 downloaded from our website during the year were:

- The State of Accountability 2013 – our tenth anniversary collection of essays
- Valuing Inclusion: demonstrating the value of council scrutiny in tackling inequalities
- Local Healthwatch, health and wellbeing boards and health scrutiny: roles, relationships and adding value
- Our on-line Discussion Forum continues to be a valuable platform for peer-to-peer learning and experiences, with **over 26,000 individual visits** during the year
- We organised **34 national and regional networking and learning events** in various UK locations, including 15 in Wales alone.



Nick Raynsford MP and Jessica Crowe celebrating CfPS 10th Anniversary

Delegates at CfPS Annual Conference
Decide, Design, Deliver – accountable
policies, services and outcomes.



Our regional health scrutiny events were particularly highly valued, with **97% of the 240 delegates (representing 104 local councils) saying they had wholly or partly met their objectives**, and 85% saying the events had given them new ideas about how to do their work better.

125 organisations represented by 273 delegates attended our annual conference and Good Scrutiny Awards 2013. **90% delegates rated the conference useful or very useful**, with 80% saying it met expectations and was value for money.

What people said about our events:

“Really useful day. Thank you.”

“I feel more confident and informed”

“The whole day was very worthwhile and would do it again”

“Very helpful for networking and building helpful relationships”

We **attended, spoke and exhibited at 27 events** across the UK, ensuring scrutiny and accountability remain high on people’s agendas, **plus a further 30 events in Wales** as part of our intensive new Welsh Scrutiny Support Programme.

We provided **bespoke training, governance reviews and leadership development programmes to 58 organisations**, including over half of all Welsh local authorities, to help them improve their governance and scrutiny practice and their capacity and skills to hold powerful decision-makers to account.

81% of scrutiny practitioners in local government said that our work had had some to substantial or significant impact on what they do. (source: CfPS Annual Survey)

79% of Chief Executives in local government have heard of us, and of those Chief Executives, Leaders and Chairs of Scrutiny whose councils have used our services, **77% were satisfied with how we had helped them.** (source: LGA survey)

We were in the **top ten most read local government stories** on localgov.uk for our launch of Valuing Inclusion ([Scrutiny helps councils save £1.6m, says review](#)).

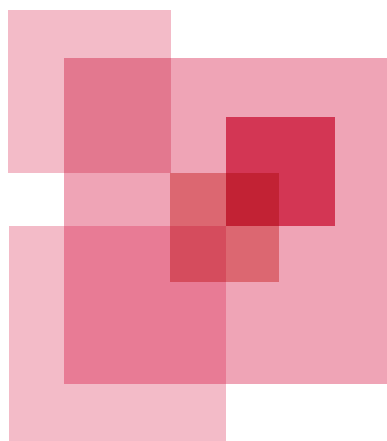
Our plans for the future: expert, practical, innovative, sustainable

We aim to provide:

- Independent expert analysis of good governance, scrutiny and accountability in public services
- High quality practical support that helps those who commission, deliver and scrutinise public services become more accountable, transparent and inclusive towards the communities they serve
- Innovative governance approaches that help communities, service users and beneficiaries and those who commission and deliver public services co-create better outcomes together

We are also ensuring that CfPS remains on a sustainable and sound financial footing for the long-term and are developing six programmes of work with a diverse range of partners and funders to help us achieve our aims:

1. Improved outcomes for children and young people, focusing on schools governance, safeguarding and councillors' roles in improving school performance
2. Better quality, safety and patient/service user experience in health and social care, including a new health scrutiny support programme for DH/NHSE/PHE and a partnership with CQC to improve relationships between council scrutiny and the regulator.
3. Stronger local, democratic, place-based governance, including more effective commissioning and financial and risk management, supporting the LGA's sector-led improvement work and delivering the 3rd year of our Welsh Programme.
4. Active involvement of the public in co-creating better outcomes for communities and holding all providers of public services to account, developing our innovative approaches to stakeholder engagement and taking forward our support for tenant scrutiny.
5. Thought leadership in the understanding and appreciation of accountability amongst public service leaders, continuing our work to promote the concept of the local Public Accounts Committee and seeking to influence future policy in the run-up to the General Election in 2015.
6. Internal organisational development and change to make us fit for purpose for the future, including implementing the findings of a Perceptions Audit concluding in early 2014-15. We have opened a new independent office in Cardiff for CfPS Cymru and we will use this experience to inform a review of our office requirements in London.



CfPS income and expenditure 2013-14

Full details of income and expenditure can be found in CfPS Annual Report and Audited Accounts 2013-14 on the CfPS website.

Income 2013-14

Health scrutiny support (all programmes)	404,549
Local government scrutiny support	199,900
Welsh scrutiny support	188,661
Consultancy	100,722
Conferences	32,794
Sponsorship	4,750
Interest	4,435

935,811

Expenditure 2013-14

Staff costs	517,593
Events	10,253
Communications	12,995
Health Scrutiny Support	164,145
Wales	101,277
Consultancy	34,807
Governance	14,883
Other	42,792

898,746

Staff Breakout 2013-14

Health Scrutiny	192,009
Wales	87,383
Consultancy	31,720
Core	206,481

517,593

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CfPS is a registered charity no 1136243

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