



Department for Digital, Culture, Media & Sport

Civil Society Strategy Engagement Exercise

Introduction

We believe in the strength of civil society as an enormous force for good. From acts of generosity and kindness by individuals, to community-led activities and the vital work of charities and social enterprises, civil society is essential to improving lives and strengthening our communities.

We want to make sure that civil society is at the heart of our efforts to create a better and fairer society. We want to preserve and strengthen the best of civil society and create new partnerships that harness the knowledge, skills and experiences, as well as innovative approaches across sectors to improve and enrich lives. This is especially important as we prepare to leave the European Union.

The Civil Society Strategy will help shape our work with and for civil society over the next ten years and beyond. It is intended to support policy across government, in our efforts to tackle loneliness, build integrated communities and drive social mobility. We want to start by hearing a wide range of ideas: what needs to change to make this possible and what government's role in enabling this should be. Whether you are part of civil society or see it as part of your mission to help create a stronger civil society, we want to hear from you.

While we must be ambitious about what can be achieved now and in the longer term, we must also be realistic about the financial and legislative challenges and pressures we continue to face. We welcome bold ideas but within the context of these pressures.

Completing the form

We encourage everyone to consider all sections of this form, but we understand that there will be sections which may be more relevant to you, or your organisation. You can choose to respond to as many questions as you like.

You can access the Home page using the 'Home' button or selecting the three horizontal red lines below the DCMS logo at the top of each page.

You can also return to the form at a later date to continue with your response, as long as you use the same internet browser and the same computer when returning to the form. Partially completed responses will be automatically submitted one week after last activity or on the closing date.

When you are ready to submit your response click on 'Submit' and follow the instructions.

To improve your experience, we recommend that you complete this form on a larger screen type rather than a mobile phone.

If you would like to request this form in an alternative format please contact us
at civilsocietystrategy@culture.gov.uk

Disclosure of responses

The Department for Digital, Culture, Media and Sport (DCMS) controls the information you provide in your answers. Information is being collected and processed by DCMS, **with your consent**, for research purposes to inform the development of the Civil Society Strategy and further engagement exercises in relation to this strategy. All information will be processed in compliance with the Data Protection Act 1998 and General Data Protection Regulation and used to develop the Civil Society Strategy.

In developing the Civil Society Strategy, DCMS may publish findings from the research. If we do so, we will ensure that neither you nor the organisation you represent are identifiable, and any responses used to illustrate findings are anonymised. Your information will not be shared with third parties. It will be retained for 2 years for analysis and reporting after which it will be destroyed. DCMS will not disclose any information you provide unless required to do so in accordance with access to information regimes (these are primarily the Freedom of Information Act 2000, the Data Protection Act 1998 and the Environmental Information Regulations 2004).

DCMS will be collecting partial responses to the survey. If, during completion of the survey you decide to withdraw your response, you will need to return to this Disclosure of Responses page by using the 'Back' button, and select 'No' from the drop down menu below.

Once you have submitted your response to the survey you will not be able to withdraw your answers from the analysis stage. However, **under the current Data Protection Act 1998 and the upcoming GDPR regime**, you have certain rights to access your personal data and have it corrected or erased, and you can withdraw your consent to us processing your personal data at any time.

If you need any further information please contact us: paulina.jedwabska@culture.gov.uk

You have the right to lodge a complaint to the Information Commissioner's Office about our practices, to do so please visit the Information Commissioner's Office website: <https://ico.org.uk/concerns/>.

Please confirm below that you have read and understood this statement and agree with its terms.

I have read and understood the disclosure of responses statement and I agree with its terms

Yes

No

About you

Are you responding as an individual or on behalf of an organisation?

- Individual
- Organisation

If Organisation:

Which of the following options describe the sector you work in? (Select all that apply)

- Voluntary and community sector (1)
- Private sector (2)
- Public sector (3)
- Other (4) _____

In which part of the country is your organisation based?

- North West (1)
- North East (2)
- Yorkshire and Humber (3)
- West Midlands (4)
- East Midlands (5)
- East of England (6)
- South East (7)
- South West (8)
- London (9)

Did you use our toolkit to conduct a workshop?

- Yes
- No

What is the name and address of the organisation?

- Name of organisation _____
- Address line 1 _____
- Address line 2 _____
- County _____
- Postcode _____
- Country _____

We may wish to contact you to discuss your response in more detail.

If you are happy to be contacted, please provide your details below. If not, please move on to the next question.

- Name _____
- Job title _____
- Work email address _____
- Work telephone number _____

If individual:

What is your age?

- Under 16
- 16 - 25
- 26 - 35
- 36 - 45
- 46 - 55
- 56 - 65
- 66 - 75
- 76 years or older

In which part of the country are you based?

- North West
- North East
- Yorkshire and Humber
- West Midlands
- East Midlands
- East of England
- South East
- South West
- London

We may wish to contact you in order to discuss your response in more detail.

If you are happy to be contacted, please provide your details below. If not, please move on to the next question.

- Name _____
- Email address _____
- Telephone number _____

About the sections

Our questions are organised under four sections briefly described below. Terms marked with an asterix* are defined in the Useful terms section.

Our Civil Society

This section is about the big questions of **what civil society is, how it is working well and what needs to change to strengthen it further**. It also explores how public trust in civil society can be strengthened, and how we can ensure a strong role and voice for civil society in developing government policy and practice.

People

This section explores how more people can be supported to play an active role in building a stronger society. This can be through social action*, which includes anything from simple acts of neighbourliness through to charitable giving, volunteering, community asset ownership, civic engagement* or running groups or organisations with a social mission. This section includes **general questions** on how to enable more people to take action on issues that matter to them and questions on how to enable more **young people** in particular to participate.

Partnership

This section explores the best ways to work in partnership across sectors. We are particularly interested in unlocking the full potential of the private sector and public sector institutions (including local government, town and parish councils) to work with civil society to create social good and have a positive impact across society. This section includes **general questions** on working in partnership and particular questions on **youth provision, the funding and financing environment, new investment models and responsible business**.

Place

This section explores how to enable more people, service providers, voluntary and community organisations, businesses (including social enterprises*) and public sector institutions to work together to make the places they care about brilliant places to live and work in. In particular we are interested in exploring how to build stronger, more resilient communities and how to build stronger local public services. This section includes questions on **devolution, localism, and public service mutuals***.

Useful terms

Civil society: Civil society has traditionally been seen as the action of organisations, individuals and community groups that sit between the state, the private sector and private or home life. This includes the work of charities, community groups and youth organisations. However, in recent years growing numbers of profit making businesses have been set up primarily to do good, such as social enterprises and mission-led businesses. In addition the wider businesses community and private investors are increasingly taking an active role in making a positive contribution to communities.

For the purpose of this Strategy, we interpret civil society to be inclusive of all those outside of the public sector, who share the mission of building a stronger society and improving lives, regardless of traditional sector boundaries such as charity or private, and for profit or not. This mission-based interpretation will encompass individuals, movements, groups, organisations and businesses.

Civic engagement: Civic engagement can be defined as:

- **Civic participation** – engagement in democratic processes, both in person and online, including signing a petition or attending a public rally (does not include voting)
- **Civic activism** – involvement in decision-making about local services, both in person and online
- **Civic consultation** – taking part in consultations about local services, both in person and online

Public services: A public service is something such as health care, transport, or the removal of waste which is organised by government (local, regional or central) or an official body to benefit all the people in a particular society or community. In some circumstances, government may finance the provision of these services, which are then delivered by an external provider. These providers may be other public sector bodies, private business or a Voluntary, Community or Social Enterprise (VCSE) organisation such as a charity or public service mutual (see below).

Public service mutuals ('mutuals'): organisations that have left the public sector, continue to deliver public services and have a high degree of staff ownership, control and/or influence in how they are run.

Social action: is about people coming together to help improve their lives and solve the problems that are important in their communities. It can broadly be defined as practical action in the service of others, which is (i) carried out by individuals or groups of people working together, (ii) not mandated and not for profit, (iii) done for the good of others – individuals, communities and/or society, and (iv) bringing about social change and or value. Social action can take place

in a range of forms – from volunteering and community-owned services to community organising or simple neighbourly acts.

Social Value: Social value is the social, economic and environmental well-being benefit achieved in a society. This might be brought about through the delivery of a product or service commissioned or procured by the public sector (including the wider supply chain) or produced independently of public sector organisations.

Social Value Act: The Public Services (Social Value) Act 2012 came into force on 31st January 2013. It requires public bodies to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area and how, in conducting the process of procurement, it might act with a view to securing that improvement.

Social impact investment: investment in the shares or loan capital of companies and enterprises that not only measure and report their wider impact on society - but also hold themselves accountable for delivering and increasing positive impact.

Social enterprise: Social enterprises are considered to be businesses that trade to tackle social or environmental problems. Often, the main distinguishing features of social enterprises include having a clear social or environmental mission, generating the majority of income through trade, and reinvesting the majority of profits into the social or environmental mission (rather than paying out to shareholders).

Social Impact Bonds (SIBs): Social Impact Bonds (SIBs) are a commissioning tool with a focus on outcomes. Social Investors help finance projects upfront, while government only pays upon the delivery of results. SIBs enable the public, private and voluntary sectors to work together to solve difficult social issues, such as homelessness and youth unemployment.

Venture philanthropy: This is an active form of strategic philanthropy in which the grant-maker not only provides money to the investee, but also advice, access to specialist expertise and sometimes board members. Venture philanthropy takes concepts and techniques from venture capital finance and high technology business management to apply them to achieving philanthropic goals through innovative grant-making.

#CivilSocietyStrategy



Our civil society

This section is about the big questions of what civil society is, how it is working well, and what needs to change to strengthen it further. It also explores how public trust in civil society can be strengthened, and how we can ensure a strong role and voice for civil society in developing government policy and practice.

Civil society has traditionally been seen as the action of organisations, individuals and community groups that sit between the state, the private sector and private or home life. This includes the work of charities, community groups and youth organisations. However, in recent years a growing numbers of profit-making businesses have been set up primarily to do good, such as social enterprises* and mission-led businesses. In addition the wider businesses community and private investors are making a positive contribution to communities. For the purpose of this Strategy, we interpret civil society to be inclusive of all those outside of the public sector, who share the mission of building a stronger society and improving lives, regardless of traditional sector boundaries such as charity or private and for profit or not. This mission-based interpretation will encompass individuals, movements, groups, organisations and businesses.

What are the strengths of civil society today? You might consider its mission and motivation, services for the public, difference to quality of life or economic and/or social impact.

How can government help to increase the impact of civil society?

How can public trust in civil society be built and maintained?

How can civil society be supported to have a stronger role in shaping government policy now and/or in the future?

We interpret civil society as inclusive of all those outside of the public sector, who share the mission of building a stronger society and improving lives, regardless of traditional sector boundaries such as charity or private and for profit or not. What are the advantages of using this interpretation in developing this Strategy?

What are the disadvantages of using this interpretation in developing this Strategy?

People



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People

This section explores how more people can be supported to play an active role in building a stronger society. This can be through social action*, which includes anything from simple acts of neighbourliness through to charitable giving, volunteering, community asset ownership, civic engagement* or running groups/organisations with a social mission.

We want to understand the potential to enable all citizens to be fully engaged, active and with the skills and self-confidence to change the world they live in for the better - no matter what their background.

When people contribute they enrich both their own lives and the lives of others. Everyone has the ability to give something if they are given the right support and opportunities.

Questions in this section relate to:

- Enabling more people to play an active role in society
- Encouraging more young people to participate in society

Enabling more people to play an active role in society

Reflecting on your own experience or examples you are aware of in the UK or abroad, how have people successfully taken action to improve things for themselves and their communities? Please tell us why it has worked well.

Which of the following changes are the most important in enabling more people to take action on issues that matter to them? (Please rank **up to three choices** in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Developing more opportunities for individuals to get involved
- Give citizens more opportunities to be part of the decision-making processes on local and national issues
- Increasing awareness of the range of opportunities for individuals to get involved in civil society
- Empowering people or giving them permission so that they think that they do have a say and are able to take action
- Developing a better understanding of how social action* can build the networks and relationships among people as well as the confidence and skills of the disadvantaged and disengaged
- Supporting employers and businesses to promote active citizenship, such as volunteering, becoming a school governor or charity trusteeship

Are there any additional changes that would enable more people to take action on issues that matter to them?

Considering all the changes you discussed in this section, how could these be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

Encouraging more young people to participate in society

Youth social action

Youth social action* including activities such as campaigning, fundraising and volunteering creates a double benefit both to young people and their communities.

Which of the following things are the most important in further growing involvement in youth social action? (Please rank **up to three choices** in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Enabling more disadvantaged and disengaged young people to participate
- Integrating young people into wider social action activities bringing families and communities together
- Introducing young people to social action from a younger age (e.g. at primary school)
- Further integrating youth social action with other personal and social development activities
- Further building the evidence for the longer term benefits for young people of participation in social action.
- Offering more support to private, public and voluntary sector organisations to create sustained opportunities for youth social action
- Supporting young people to develop the skills and confidence they need to lead action on issues that matter to them
- Increasing recognition of youth social action in young people's wider journeys, for example in university or job applications
- Increasing recognition of the positive outcomes that young people can deliver for communities and wider society through social action

Are there any additional things that are important to further grow involvement in youth social action?

Considering all of the things you have discussed in this section, how could these be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, education, funders, yourself / your organisation and others.

Reflecting on your own experience or examples you are aware of in the UK or abroad, how have disadvantaged and disengaged young people been successfully encouraged to get involved in social action* or delivering social impact?

Youth participation in national and local policy and services

Reflecting on your own experience or examples you are aware of in the UK or abroad, how have young people shaped national policy making?

Which of the following changes are the most important to enable young people to meaningfully engage and participate in shaping national and local policy and services? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Further developing best practice on methods to enable young people to participate in policy making, commissioning and decision making at a national level, for example, young commissioners groups, youth consultation mobile app, young people on decision making boards
- Strengthening networks between policy makers and organisations who work with young people and have expertise on how to engage them
- Sharing and celebrating where young people have actively helped shape national policy, for example by creating a youth participation quality mark
- Identifying champions in government and local authorities who can ensure young people's view and needs are reflected across all policy areas
- Establishing more youth advisory panels across government departments, where the agenda is set by young people

Are there any additional changes that would enable young people to participate in national policy making?

Considering all the changes you discussed in this section, how could these changes be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, education, funders, yourself / your organisation and others.

Partnership



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Partnership

This section explores the best ways to work in partnership across sectors. We are particularly interested in unlocking the full potential of the private and public sector to work with civil society, to create social good and have a positive impact across society.

By working towards shared goals and pooling knowledge and resources, partnerships, old and new, can help to improve outcomes for those in need and grow or replicate solutions that work. At the same time partnerships can help realise efficiencies and unlock new, more innovative delivery models.

Questions in this section relate to:

- Working in partnership
- Youth provision
- The funding and financing environment
- New investment models
- Responsible business

Working in partnership

Reflecting on your own experience or examples you are aware of in the UK or abroad, how are partnerships across sectors improving outcomes or realising new potential?

Which of the following factors are the most important to enable more impactful partnership working across sectors? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Better knowledge of potential partners
- Better understanding of the benefits of partnerships
- Better knowledge of opportunities to work in partnership
- Better understanding of other sectors
- Greater leadership around partnership working
- Ability to prove impact of partnership working
- Making it easier to identify and access funding opportunities to support partnership working
- A common agenda / shared vision and strategy
- Shared values
- Shared measurement practice
- Better skills (e.g. commercial skills, collaborative commissioning practice and social value*) and capacity (e.g. time, resource) to form partnerships

Are there any additional factors that would enable more impactful partnerships across sectors?

Considering all of the factors you have discussed in this section, how could these be addressed now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

Youth provision

We know that strong partnerships across the diverse youth sector, and between the youth and other sectors, can increase young people's access to a range of opportunities and support. This enables young people's personal and social development and helps them get the support they need, to progress towards long term goals, including employment. Greater collaboration across the sector can also identify opportunities to pool existing resources, or access new resources. This is key to building the sustainability of needs led local provision for young people in every part of the country.

Reflecting on your own experience or examples you are aware of in the UK or abroad, how is collective working with or within the youth sector, supporting delivery of local provision that meets young people's needs?

Our previous engagement with the youth sector suggested that building stronger collaboration between youth organisations, and stronger cross sector partnerships, could increase impact and sustainability. Which of the following changes are most important to enable stronger collaboration and more cross sector partnerships with and within the youth sector? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Better sharing of data on young people's needs
- A strong shared vision of what outcomes are important for young people
- A shared evidence base on what works in helping young people achieve important outcomes
- Increased networks between the youth and other sectors, including businesses
- Promoting collaboration rather than competition through funding, or other incentives
- Stronger collective leadership in the youth sector
- Increased supply or quality of infrastructure support
- Stronger leadership from organisations well placed to convene partners at national and local level (including government, local authorities and others)
- Increased capacity within youth organisations to focus on developing partnerships, as well as the immediate demands of frontline delivery
- Stronger recognition from other partners of how the youth workforce can support their goals and how youth work techniques can be applied in a range of settings

Are there any additional changes that would enable stronger collaboration and more cross sector partnerships to support young people?

Considering all of the changes you have discussed in this section, how could these be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, education, funders, yourself / your organisation and others.

The funding and financing environment

The funding and financing environment that supports the work of the voluntary and community sector has changed significantly in recent times. For example charities' income from government in the form of grants has declined, whilst contract income has increased. For some parts of civil society income from trading is playing a much greater role. Technology is also making it possible to find funding in new ways, for example crowdfunding, online fundraising platforms and tools that seek to bring together funders with projects.

(Please note we have included separate questions on new investment models later in this section, such as social investment, and on public services in the 'Place' section, which covers views on public service commissioning)

Reflecting on your own experience, or examples you are aware of in the UK or abroad, what does an effective pool of funding and financing as well as income opportunities for the voluntary and community sector look like?

Where is there the potential for changes to the funding and financing environment to better support the work of the voluntary and community sector, for example increasing the use of new models of funding, use of technology and/or changes to current funding practice?

Which of the following factors are the most important in strengthening the funding and financing environment in the future? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Making it easier to bring together civil society with potential funders
- More skills training for civil society
- Raising awareness of new funding models
- Stronger collaboration between funders
- Improved funding practices by funders
- Increased use of technology to support fundraising

Are there any additional changes that would improve the funding and financing environment for the voluntary and community sector?

Considering all the changes you discussed in this section, how could these changes be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, independent funders, charities, businesses, yourself / your organisation and others.

New investment models

Over recent years, a range of new and innovative models have developed to fund investment into addressing social challenges. These have included the rise of venture philanthropy*, social investment, and the development of social enterprises* and mission-led businesses that are able to fund their activities through revenue generation. Increasingly, there has been growing interest in social impact in the mainstream financial services industry.

Reflecting on your own experience or examples you are aware of in the UK or abroad, how are new investment models unlocking new potential and partnerships?

Where is there the greatest potential for the future development of investment models for civil society?

Which of the following factors are the most important in enabling the growth of new investment models in the future? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- The scaling of social impact bonds*
- Knowledge of social impact investment* as a form of finance
- Understanding of how to make / receive a social impact investment
- Identifying suitable opportunities for social impact investment
- Establishing a formal framework, such as the UN Sustainable Development Goals, to analyse social impact

Are there any additional factors that could enable new investment models to grow in the future?

Considering all the factors you discussed in this section, how could these factors be addressed now and in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

Responsible business

Across the UK, a growing number of businesses are adopting more responsible and purposeful business models, looking to meet consumers' and workers' changing expectations of the social contribution of business. From social enterprises* to corporates, businesses are moving beyond a focus on community affairs to placing positive social and environmental impact at the core of their operations. The Prime Minister has expressed her support for business to make a greater positive social contribution, and government has a range of activity underway on this. There is action to encourage wider business-civil partnering to tackle social challenges and to back the next generation of purposeful businesses, plus follow up to the Green Paper on corporate governance, including the Financial Reporting Council's work on the UK's Corporate Governance and Stewardship Codes.

Reflecting on your own experience or examples you are aware of in the UK or abroad, how are businesses unlocking new partnerships and potential within civil society? Please tell us how this is different to other types of organisations.

Which of the following factors are the most important in enabling more businesses to have a social purpose or positively increase their social impact in the future? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Celebration of best practice
- The legal and regulatory framework for businesses
- Consideration of the UN Sustainable Development Goals
- Improved data on the “business case” for social purpose
- The legal and regulatory framework for investors
- Advice or tools to help businesses adopt, show and set value on social purpose
- Increasing demand for products, services, businesses that have a social purpose or a positive social impact

Are there any additional factors that could enable more businesses to have a social purpose in the future?

Considering all the factors you have discussed in this section, how could these factors be addressed now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

Place



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Place

This section explores how to enable more people, service providers, voluntary and community organisations, businesses, including social enterprises*, and public sector institutions to work together to make the places they care about brilliant places to live and work in. In particular we are interested in exploring:

- how to break down barriers in our communities and build a common sense of shared identity, belonging and purpose
- how to build strong local public services that respond to the needs of communities and draw on the talents of diverse people and organisations from across different sectors

By focusing on the place as a starting point communities are better able to take charge of their own futures, speak for themselves and build social capital. This is about local and central government and other institutions responsibly moving from a 'top down' to a more 'bottom up' way of doing things - devolving power and decision making to local people, without stepping away entirely and leaving communities to it without any support.

Questions relate to:

- Devolution/localism
- Public services
- Public service mutuals

Devolution/localism

Reflecting on your own experience or examples in the UK or abroad, how have local people, businesses, voluntary and community organisations, and decision makers worked together successfully to break down barriers in our communities and build a common sense of shared identity, belonging and purpose?

What are the most important changes that need to be made to enable more people to work together locally to break down barriers and build a common sense of shared identity, belonging and purpose in general? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Communities having a greater ability to set their own priorities
- Communities being more aware of issues facing them collectively
- Workers in local public services taking greater control over how they operate
- People being more aware of physical assets, resources, skills and relevant organisations the community holds
- Communities having more or better support on how to mobilise themselves and take action
- Greater understanding of community shares
- Institutions and organisations delivering public services involving communities in decision-making
- Institutions devolving more power to their local communities
- People having better skills, and access to learning opportunities to obtain the skills needed to mobilise themselves
- More opportunity for diverse groups of local people to meet to discuss local issues and what they think they could do to improve things

Are there any additional changes that would enable more people working together to break down barriers in our communities and build a common sense of shared identity, belonging and purpose?

Considering all the changes you discussed in this section, how could these changes be addressed now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

Public services

Civil society is involved in our public services in a variety of ways - from delivering public services with or on behalf of public sector organisations, investing in solutions to complex public service problems, providing supplementary preventative services or when people have a say in shaping the type of services that they receive. Through its participation in public services, civil society is well-placed to create social value*, i.e. social, economic and environmental benefits to society.

Reflecting on your own experience or examples you are aware of in the UK or abroad, how have local public services successfully responded to the needs of communities?

What are the most important changes needed to enable local public services to respond further to the needs of communities? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- People having more opportunities to shape and/or run the public services they use
- Service providers delivering more public services that have been designed and produced with their users
- Drawing on wider civil society networks to support services
- Changes to commissioning practices
- Greater understanding of how to demonstrate and measure social value*

Are there any additional changes that would enable local public services to respond further to the needs of communities?

Considering all the changes you discussed in this section, how could these changes be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, other public sector bodies, charities, businesses, yourself / your organisation and others.

Public service mutual

Public service mutuals ('mutuals') are organisations that have left the public sector, continue to deliver public services and have a significant degree of staff ownership, control and/or influence in how they are run (for example, staff may own shares or be represented on a Board). Research shows that they have better staff engagement and morale, and stronger outcomes.

Reflecting on your own experience or examples you are aware of in the UK or abroad, do you know of any public service mutuals that are unlocking new partnerships and potential? If yes, please tell us how this is different to other types of organisations.

What are the most important factors in enabling more people to work in mutuals to deliver public services in the future? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- More funding to consider/develop new innovative ways to deliver services
- More time to consider/develop new ways to deliver services
- More professional advice on creating / growing mutuals
- Building further staff capabilities to set up and run this sort of organisation
- More evidence of the benefits and how it works
- Greater understanding of mutuals and their benefits amongst those commissioning public services
- More partnerships between organisations bidding for contracts
- More support from others who have developed/are developing mutuals

Are there any additional factors that could enable more mutuals to deliver public services?

Considering all the factors you discussed in this section, how could these factors be addressed now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

Thank you for taking part.