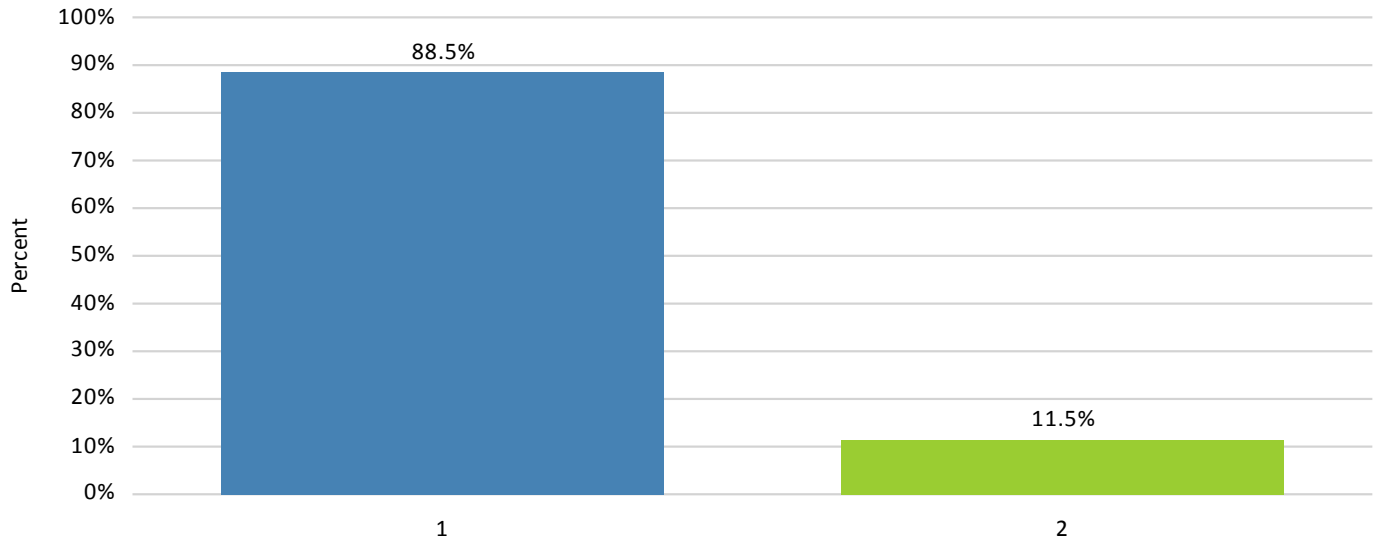


## Serco Survey 2015

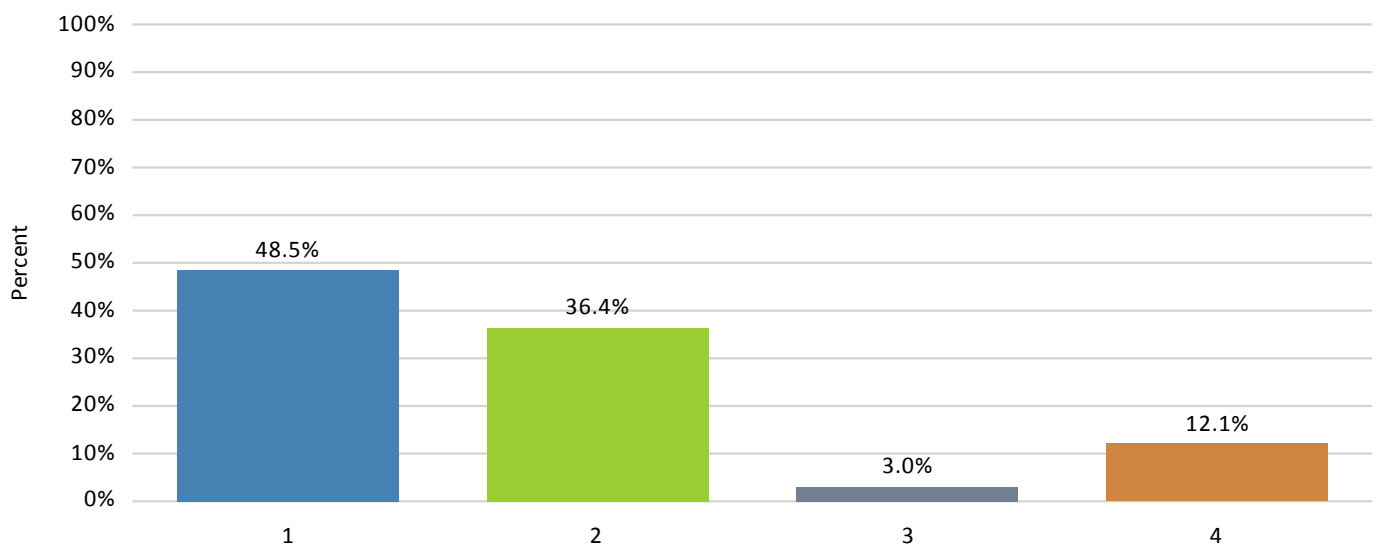
### 1. Do you see your local authority performing a different role in 5 years' time?



Name	
1	Yes
2	No

Name	Percent
Yes	88.5%
No	11.5%
N	262

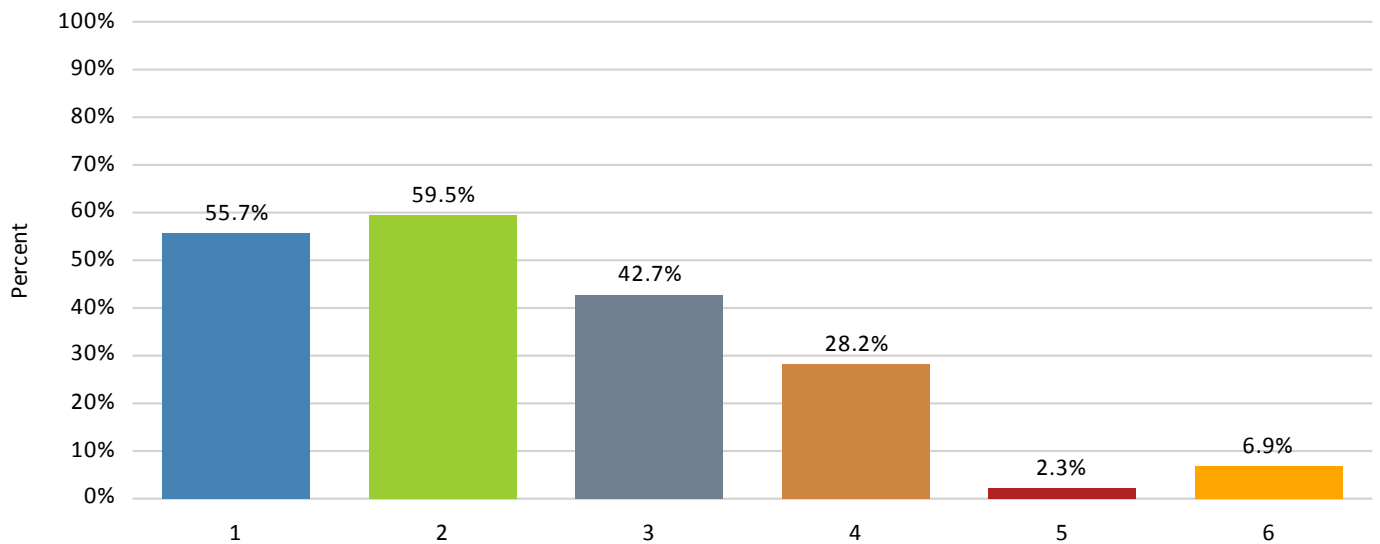
### 2. If yes then how (respondents to choose one of the following options)?



Name	
1	Small central team, commissioning services from various private, public and voluntary providers
2	Large central team, delivering greater place-based functions (health, police, economic development etc.)
3	Advisory function, encouraging the free market to deliver all services
4	Other

Name	Percent
Small central team, commissioning services from various private, public and voluntary providers	48.5%
Large central team, delivering greater place-based functions (health, police, economic development etc.)	36.4%
Advisory function, encouraging the free market to deliver all services	3.0%
Other	12.1%
N	231

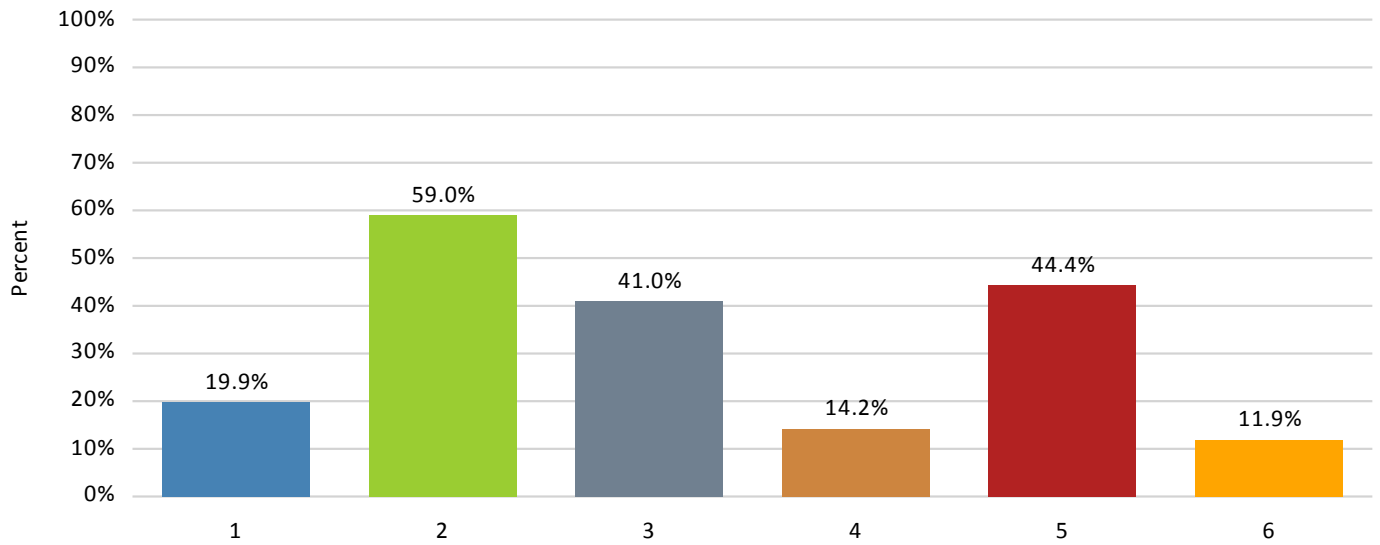
**3. What are the two biggest challenges to adapting your organisation to the needs of a smaller state role and larger citizen role (respondents to choose a maximum of two of the options below)?**



Name	
1	Having the right leadership in place
2	Having the right culture in place
3	Having the devolved powers in place to do what is needed
4	Managing the dichotomy between national targets and local priorities
5	Increasing transparency
6	Other

Name	Percent
Having the right leadership in place	55.7%
Having the right culture in place	59.5%
Having the devolved powers in place to do what is needed	42.7%
Managing the dichotomy between national targets and local priorities	28.2%
Increasing transparency	2.3%
Other	6.9%
N	262

**4. What are the two biggest barriers to effecting real change quickly at local government level (respondents to choose a maximum of two of the options below)?**



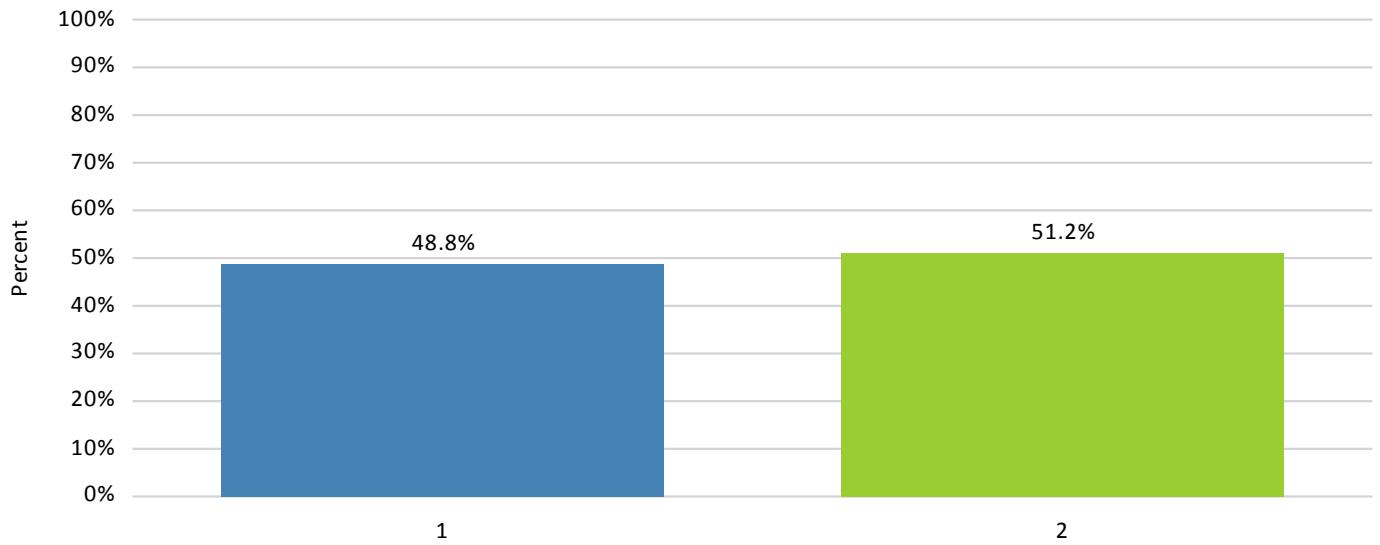
**Name**

1	Not feeling empowered to make decisions
2	Not having the culture in place that enables change
3	Lack of finance
4	Lack of community support
5	Too much bureaucracy
6	Please specify

Name	Percent
------	---------

Not feeling empowered to make decisions	19.9%
Not having the culture in place that enables change	59.0%
Lack of finance	41.0%
Lack of community support	14.2%
Too much bureaucracy	44.4%
Please specify	11.9%
<b>N</b>	261

**5. Do you consider that your Council currently has the skill base to effect the changes necessary to meet the challenges ahead?**

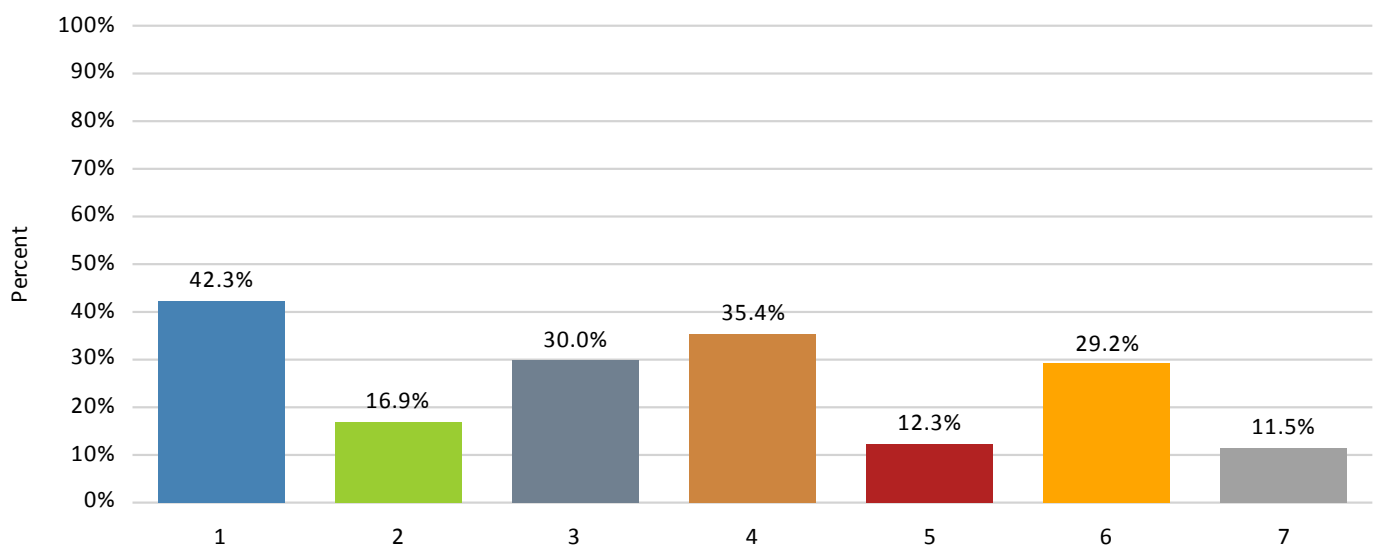


Name	
1	Yes
2	No

Name	Percent
Yes	48.8%
No	51.2%
N	258

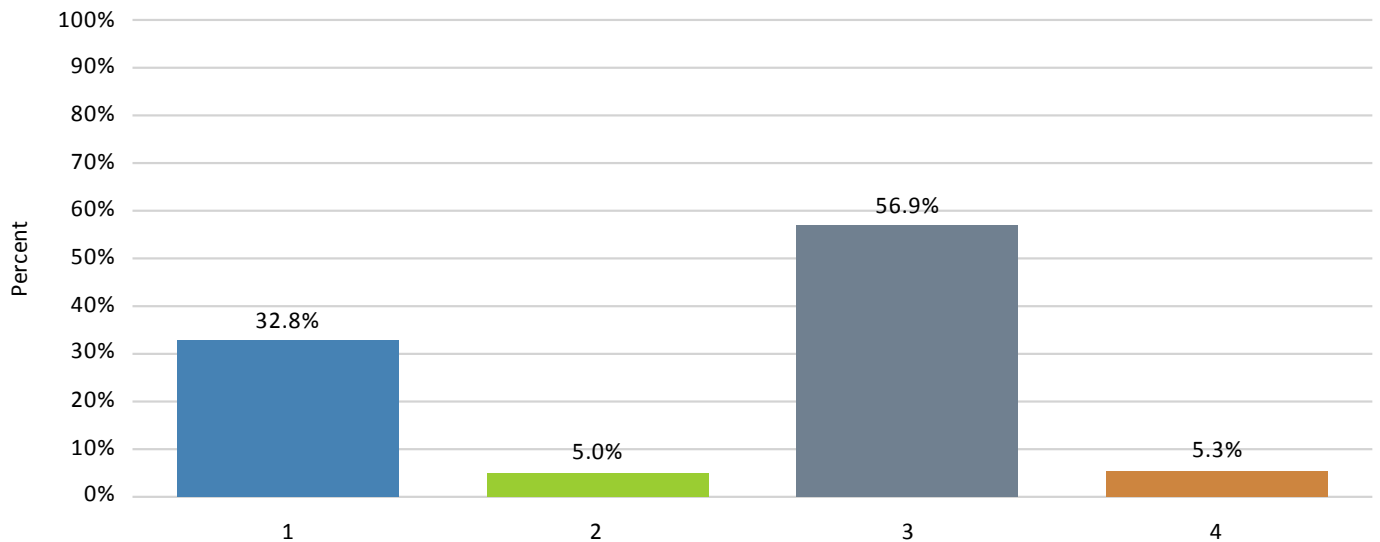
**6. If no, which of the following would you look to first to help plug the gap (respondents to choose a maximum of two from the options below)?**



Name	
1	Consultancy
2	Outsourcer
3	Other Council
4	Local Government Group
5	SOLACE
6	Other public sector bodies
7	Please specify

Name	Percent
Consultancy	42.3%
Outsourcer	16.9%
Other Council	30.0%
Local Government Group	35.4%
SOLACE	12.3%
Other public sector bodies	29.2%
Please specify	11.5%
N	130

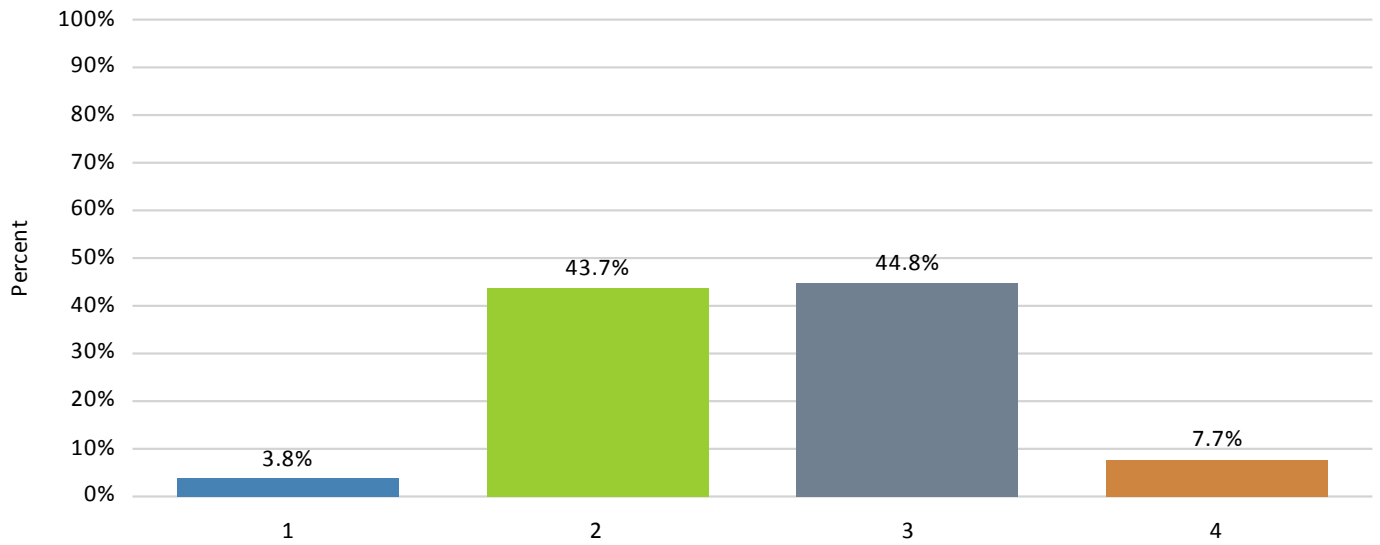
**7. In your view, how can the increasing social pressures on local communities (e.g. rising teenage pregnancies, antisocial behaviour, increasing immigration, rising unemployment) be reversed if the state takes on a diminished role (respondents to choose one of the following options)?**



Name	
1	A general acceptance by society of a greater civic responsibility
2	Increased activity by voluntary and community groups
3	A shared responsibility by voluntary, private and public sector groups
4	Please specify

Name	Percent
A general acceptance by society of a greater civic responsibility	32.8%
Increased activity by voluntary and community groups	5.0%
A shared responsibility by voluntary, private and public sector groups	56.9%
Please specify	5.3%
N	262

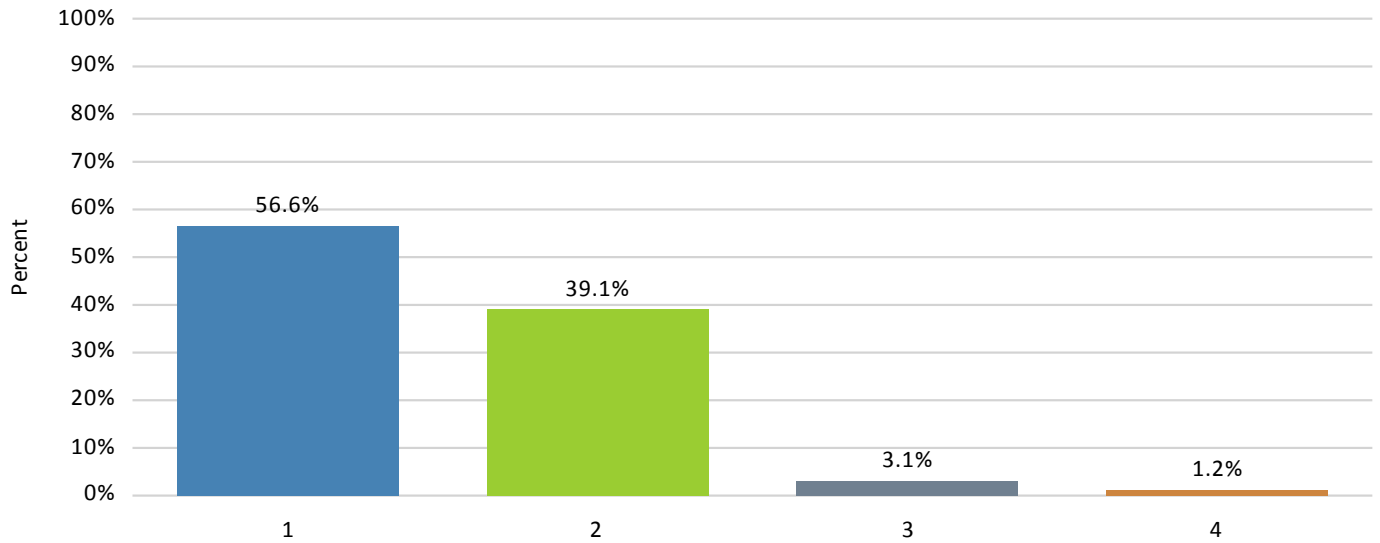
**8. What role do you see for the private sector in delivering services in the current climate? (respondents to choose one of the following options)?**



Name	
1	No role
2	Becoming more socially responsible (e.g. environment, care in the community, employment, driving regeneration)
3	Becoming a catalyst for public / private / voluntary sector action
4	Please specify

Name	Percent
No role	3.8%
Becoming more socially responsible (e.g. environment, care in the community, employment, driving regeneration)	43.7%
Becoming a catalyst for public / private / voluntary sector action	44.8%
Please specify	7.7%
<b>N</b>	<b>261</b>

**9. How do you see the work of multiple small voluntary groups, social enterprises, small businesses and similar organisations being coordinated so that the needs of the whole community are adequately met (respondents to choose one of the following options)?**



**Name**

- 1 Local government to play a critical role in this process
- 2 Equal responsibility on local government and partners
- 3 Local government leaves it to the 'free market' to manage
- 4 Please specify

Name	Percent
Local government to play a critical role in this process	56.6%
Equal responsibility on local government and partners	39.1%
Local government leaves it to the 'free market' to manage	3.1%
Please specify	1.2%
<b>N</b>	258

## 10. What, in summary, would you say are the top three leadership capabilities that will be vital to your response to the challenges of the coming year?

Cultural change, breaking down organisational boundaries and finance to invest in change.

Encourage

Enable

Strategic Capability to see the big picture and the right connections

Cultural Architects, leading with high levels of self-awareness

Key influencer

Strong political and officer leadership in individual local authorities

Consensus political and officer leadership in combined authorities

Strategic collaboration between public, private and voluntary sector decision makers

Vision, positivity and a real understanding of what needs to be achieved locally.

flexibility, creativity, resilience

Creativity

Ability to influence local politicians and communities

Willingness to take and manage risks

Leadership of change

Influencing/negotiation

Resilience

delegation

trust

innovation

Clear vision, influencing and diplomacy.

Change management

Income generation

educating communities

Being able to think the unthinkable

Lead the debate

Determination

Willingness to change

Forget your own bottom line

Selfless

Clarity of vision;

Change management;

Commercial acumen

management of change

financial acuity

adaptability

True transformational change, place making (inter-organisational) and community engagement leadership.

flexibility

Creativity

Commercially focussed

Creating and maintaining the right organisational culture

Displaying community leadership

Facilitating collaboration between stakeholders



1) Collaborative leadership - public to public / public to private / public to community.

2) Ability to lead and manage transformational change.

3) Commercial entrepreneurialism.

---

Vision

Drive

Emotional Intelligence

---

Providing a clear vision

---

Leading the transformation required

---

Communicating with stakeholders

---

1, Change in culture and style of leadership, removal of a blame culture and acknowledgment for achievements.

2, Acceptance of the value of external/private sector partnerships.

3, Development of an entrepreneurial engagement with staff and reduction in the risk averse development of service delivery.

---

Ensure and insist on good governance to underpin the whole of the organisation to give confidence to potential investors

Ability to encourage and ensure all sector working to achieve and deliver local priorities

Ability to leverage funding from the private sector to ensure continual development of the local environment using innovative and prudent investment techniques

---

Adopting new skills

Capacity management

Taking risk

---

Innovation

Flexibility

Collaboration

---

Commercial acumen

Change management

Communication

---

Able to retain motivation and commitment of staff and politicians

Create a collaborative "can do" culture

Ability to negotiate difficult deals that lead to a sustainable future

---

I don't know

---

Ability to think long term

Ability to recognise resilient changes and processes in how to manage and deliver rather than falling prey to 'fads and fashions'

Ability to change direction when the facts change

---

collaborative leadership, understanding voluntary sector, persuading shareholders to take a reduced profit,.

---

Managing ambiguity

Meeting fiscal challenges

Leading people to understand the role of Local Govt has changed and the skills needed to operate in the new world need to be different

---

Innovative, resilient and possess a can do attitude

---

Collaborative working

Communicate a strong, clear narrative- navigate through complexity & ambiguity

Resilience

---

Courage, integrity and determination

---

Governance, Innovation and Risk Taking

---

1 Creating a clear narrative and place based alliance with real delivery

2. Authentic leadership and engagement

3. Focused prioritisation - work on the real big ticket items!

---

- Explaining the challenge and using it to obtain decisions vested in the reality of the circumstances we face

- Managing the demand curve for care and balancing this with the need to continue to focus on the place based services

- Unlocking the opportunities and understanding the risks associated with devolution

---

Having a decent Govt (which we don't) to receive adequate steer from

Vision

Ability to access funds!

Decisiveness

Courage to tackle difficult issues including political dogma.

Ability to listen and learn

Being an inspirational figurehead, who can set out a clear vision for others to follow.

Ability to work across disciplines/sectors.

Ability to influence and negotiate with multiple partners to achieve the best deal for the common good.

Creativity

Relationship management

Communication

Strategic Vision

Partnership Building

Determination

Vision

Drive

Collaboration

Providing through a variety of channels high profile essential services with significantly reduced resources

Being able to decide which services can no longer be provided by local government

Mid to long term forecast of a continually changing financial landscape

clear plan

transparency

Skilled workforce

Partnership working , managing different service delivery providers

Ability to deliver culture change

Working with uncertainty - VUCA

Empowering leaders

Succession planning

Developing new skills

Awareness of financial impact, partnership development, blue skies thinking

Ability to form and nurture positive, proactive partnerships

Ability to navigate the multiple partnership architectures that are needed

Ability to lead without needing to be in the chair

Systems Leadership over certain overlapping areas e.g. safeguarding

Storytelling- making change real

Challenging Culture

ability to drive / lead powerful partnerships

business acumen

strategic planning

Flexibility of mindset

Deal making

Listening and persuasive skills

Commercialism, an understanding of data, a properly trained management core.

Clarity in setting vision

Member management to stick to that vision

Managing and maintaining a flexible and positive culture

courage, creativity and competence

Building and Managing Relationships

Asking the questions and stimulating discussion to develop a collective action to tackle the 'wicked problems'

Being capable with operating in uncertainty

- 1. Managing outside comfort zones
- 2. Commerciality
- 3. collaboration

Medium to long term vision.

---

Ability to let go of existing ways of doing things.

Achieving cross party and community consensus rather than seeking short term political advantage.

---

Acceptance of Devolution

" " change.

" " the role of the appointed Mayor

---

Tenacity, courage and the ability to forge partnerships

---

Place leadership

Developing and managing partnership networks

Thinking for Smarter Solutions

---

Fundamental system change

Commercial skills

Collaboration/empowerment

---

Vision

Drive

Communication

---

Leading and Developing partnership and Collaboration

An ability to state the issues in the simplest terms and cut away the ambiguity

The ability to develop trust and maintain it across all partners!

Commitment to public services, the welfare state and local democracy.

Clear long-term non-partisan vision.

Collaboration.

---

Ability to take tough decisions

Effective relationships with other service providers/partners e.g. health colleagues

Commitment/dedication

---

Providing clarity of vision

Marshalling limited resources

Leading a systems approach

---

Vision, creativity. Willingness to take risks and do something different

---

Ability to develop effective partnerships

Ability to develop innovative approaches not bound by traditional local government approaches

To be able to articulate a clear vision of alternative service delivery

---

Engaging Communication, Accountable Ownership & Focussed Drive

---

Clear Vision

Bravery to be honest

The ability to rely on a sound evidence base.

---

Enabling not directing

Listening not telling

Sharing not excluding

---

Visionary

Proactive

A good communicator

---

## Original thought

Standing up to higher levels of government (county, regional, central, european)

## Ability to work jointly

Accountability, transparency and entrepreneurship.

Ability to manage change

Ability to improve culture

Freedom to manage and commission

Innovation/visionary

Inclusiveness/Empathy

Empowering

Engaging other public bodies and vol sector , and citizens in sharing the same vision and objectives

Problem solving approach to create new ways to achieve objectives

New skills in co ordination and matchmaking new partnerships

Culture change, visible leadership, strategic view

Innovation, aspiration, business like

Resillience

Flexibility

Being Brave

Innovation

Bravery

Not defending vested interests

standing up to government

imagination

leadership (not just management)

adaptability

Communication (across and with diverse partners)

manage change

Flexibility; drive; clear vision well commuicated

Ability to engage with local communities and community groups to address some of the issues highlighted in this survey

Need to take difficulty decisions to redesign the offer from local government to match both the financial challenges and the government expectation of a smaller state

Ability to negotiate effectively with partners, other local authorities and the government in order to ensure the most appropriate and effective devolution offer can be achieved.

Resilience, flexibility, pragmatism

Vision

Inclusivity

Ambition

1. Commercial acumen

2. Political astuteness

3. 'A good partner' reputation

Being Innovitive

Driving change

Managing risk

vision

resilience

risk analysis

Drive; inspiration; positivity.

Vision

Commercial attitude

Resilience

Influencing

Partnership working

Horizon scanning to exploit opportunities

---

Straight talking - integrity.

Not being precious/parochial - vision.

Talking a brave 'what if' approach - innovation.

---

Skills

Pragmatism

Determination

---

1. Responsiveness to new ideas (especially from a younger generation).

2. Excellence in understanding risk and making good judgements.

3. Resilience (coping with pressure and criticism) in continual change (which I term "turbulence")

---

Negotiation

Networking

Commercial

---

Authenticity - leading with conviction from deeply held values

Political - resilience and skill to manage the political landscape of multiple stakeholders

Collective vision - creating a shared narrative

---

Confidence in leading community brokerage; courage and resilience; agility in working to new models.

---

Good communication skills.

Flexibility to deal with the changing pressures.

Able to lead the change.

---

Being visionary

Able to lead from the front

Great relationship with your Political Leader

---

Resilience

Vision

Consistency

---

facilitating and co-ordinating inputs from partners

articulating and retelling the local story to get buy in from residents, partners etc

motivating staff and partners

---

Determination to drive forward change but with sensitivity and care

Creative Vision

Motivating the team - delivering bad news well, managing the message

---

Leading the organisation to accept risk

Leading and motivating the work force

Leading the organisation through change

---

1. Commercial skills

2. More effective skills to work across and with new partners particularly with devolution proposals

3. Strong strategic skills to drive the agenda and resilience to do so with diminishing resources.

---

1) The capability of taking some very difficult decisions.

2) The ability to persuade the community about changes to services.

3) The toughness to survive and fight back/lead the community against unjust government decisions

---

Strategic partnership building, political management (brokering solutions between national policies and local priorities), innovative solutions for budget pressures.

---

Creativity

Innovative

Visionary

---

Recognising wicked problems and accepting them.

Encouraging paradigm shift in key staff.....and all staff

Assisting politicians in their perspective and vision

---

Clear vision, Flexibility and Partnership working.

---

To determine and stick to priorities.

Saying no to what isn't a priority.

Enabling a multi agency approach to delivery.

credibility

bravery

willingness to confront government

Transformation (change management)

Commissioning (procurement)

Communication (internal & external)

Resilience

Optimism

Creating an environment for innovation

Articulate Vision

Communicate effectively with the Public

Develop Plans to achieve change

providing clear direction

innovation and continuous improvement

resource management - more from less

Managing/providing leadership to the political process

Being an intelligent and informed interlocutor with government on the economy and public sector reform

Having sufficient private sector investment nous to create competent and innovative development/investment opportunities

Resilience - make tough choices/decisions and seeing them through

Flexibility and lateral thinking - open to ideas about how to achieve objectives with clear focus on outcomes.

Empowerment and devolved decision making, including cultural change

1) Vision

2) Dynamism

3) Resilience

Focussed Drive - to cut through red tape

Desire - to change and to work with other Councils and the private sector

Ambition - for improvement

Making timely political decisions;

A creative and innovative structure;

Commercial approach mixed with public sector altruism to prepare for the coming decade

Ability to engender true collaborative behaviours

To create a clear sense of collective purpose across a complex network of networks

To influence others to do what is needed to have greatest collective impact always focused on improved outcomes for local people and places

Intelligence, bravery, determination

more commercial awareness and ability to develop more commercial service planning

encouraging community groups to become more independent and take on some of the challenges we face in regard to community centres and similar

remaining focused on the longer term picture, ten years and more, than at present

Managing risk

Embracing change and working with partners

Prepared to think "outside the box"

Courage

Judgement

Resilience

Managing change

Innovation

Commercialism

Commercial awareness

Strategic vision

An appetite for change

This really doesn't ask the right questions.

---

Community engagement and development

Economic analysis capability

Market making capability

---

Resilience in the face of the constant undermining of our efforts by central government

Willingness on the part of local authority leaders to 'let go'

Facilitating change on the basis of what is in the best interests of our communities and the people we serve and not on what is in the interests of ourselves or our organisation

---

(1) Having a vision (2) having the ability to influence partners and politicians in this vision, (3) keeping positive and looking at the possibilities - not the negatives

resilience - there is a continual need to do more with less and to merge roles, manage strategically and internally

risk appetite - some of the changes needed will need an appetite for change that has not been demonstrated in local government before

empathy - understanding how this feels for workforces, councillors and community and being able to take them with you

---

Commercial awareness

visionary not reactionary

motivational

---

The willingness and ability of both political and managerial leadership to recognise and respond to change proactively.

Strategic thinking and consistent decision-making.

The creation of confidence.

---

Vision, commitment and resilience.

---

Leadership Skills

Strategic Thinking

Building Partnerships

---

establishing credibility to lead across sectors

role of elected members needs to change

insufficient funding, and scale of cuts inhibit ambition and available resources need public sector staff to embrace new ways of working

---

1) negotiating with central government to ensure balance of responsibility and funds is right

2) collaborating with other sectors and building trusting relationships

3) resilience

---

Clear direction of travel and vision of a successful organisation

Strong partnership working and influencing

Commercial awareness

---

Ability to cede sovereignty

Strong networker and facilitator

Great story teller

---

Stop thinking in jargon and become independent and critical thinkers

Stop chasing central government funding (and / or accepting whatever initiatives have financial support available, regardless of whether good for local community)

Cut those 'services' which are little more than nannying initiatives

---

Decisive Decision Making

Commercial Acumen

Shaping and influencing cultural change

---

1. Taking the public, staff, Members and partners through the process of accepting the implications of cutting another 40% of budgets on top of the last 40%.

2. Leading those groups through the recognition of the importance of revenue generation as well as savings.

Acting in a way that develops the required environment for cultural change to support a more "enabling" role rather than traditional provider role.

Championing a "consumer" or "demand-led" view of change and removing barriers to enable this to flourish.

Communicating a positive view of the need for change (to politicians, staff, public, service users, etc)

---

\*Ability to inspire the public, outsourcers and everybody in the specific community

\*ditching the committee system and anything that resembles it

---

\*restoring the real powers of chief executives and the heads of the professions

partnership & collaboration skills

negotiation skills

visioning

Vision

Fairness

Integrity

Driving cultural change

Co-operation

Open-mindedness

delivering with and through others

articulating a vision for the local community

building a community /sense of place

Open-mindedness.

Determination.

Humility.

ability to build and and maintain strategic relationships

Strategic planning and visioning

Brokerage and negotiation

Resilience. commercial nous. Persuasiveness

Personal Accountability in times of significant change

Personal integrity

Instinct for collaboration and synergy to unleash capacity, capability and creativity.

Collaborative Leadership

Inclusive and Empowering Leadership

Values Centred Leadership

Change leadership

Political leadership

Effectibe prioritisation

Strategic vision

Tactical rigour

Communication

vision, passion, empathy

1) Ability to drive change through recognising skills gaps and finding creative ways to fill them

2) Taking a lead on networking across a number and variety of organisations to find creative solutions to the problems we face

3) Finding ways to keep our top talent in the face of such significant change

Adapting to change

Changing culture

Communications - ensuring the whole sector knows what has to happen, what the future looks like and what its role will be

Strategic thinking

Courage

Political acumen

Visionary

Fearless

Innovative

Ability to take considered risks

Decisiveness to act quickly to respond to needs and trends

Ability to identify the right officers to lead in this new environment and put them in the right jobs

Proper decision-making

Flexibility

Ability to overcome local popular opposition

Communicating the vision to enable staff and partners to share the delivery of the shared outcomes

Co ordinating information, insight and data to the necessary levels of granular detail to inform the outcomes required, appropriate measurement and any resultant service redesign in the locality.

Supporting Communities in ways they wish to respond to their challenges as a result of the smaller state, not those which the public sector feels communities should require or respond to.



---

Creating a shared vision  
Building strong relationships between public sector bodies  
Managing and empowering strong teams

---

Change Management  
Communication  
Stakeholder management

---

Ability to visualise and lead Transformational change both within the council and beyond  
Flexibility  
Ability to lead disparate groups of partners and identify common goals

---

Working with others to create a vision for delivery which others can buy into.  
Ability to look across the public sector and see the synergies/opportunities/drivers  
Ability to bring together strong partnerships founded on trust and respect

---

Change management  
Negotiation, influencing and persuading  
Personal resilience  
Partnership working  
Challenging the status quo

---

Creative service provision  
Direction  
Willingness to challenge orthodoxy

---

Balancing increasing local demands against central cuts  
Innovative ways of thinking  
Ability to change and develop culture amongst staff

---

Innovation, Change leadership, Political acumen and networks,

---

Creating a vision that engages staff and stakeholders  
Change management skills  
Innovation and commercial

---

Agility - the ability to be responsive, and encourage responsiveness within the organisation

---