

YouGov / Interserve Survey Results

Sample Size: 384

Fieldwork: 29/05/13 - 17/06/13

Methodology: This survey has been conducted using online interviews administered with 384 senior executives at four types of GB organisations providing public services. The sample definition could be "GB council senior executives in local authorities, healthcare providers, higher education institutions and housing associations" or a subset such as "GB Local authority senior executives". A small weighting has been applied to the sample of local councils based on the region, expenditure, type of council and party control, and weights were applied to the sample of universities based on region and student population, to provide a representative reporting sample.

And which one of these areas <u>best</u> describes the organisation you work for?				
Total	Local authority	Health	Higher education	Housing

type. And which one of these areas best describes the organisation you work for?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Local authority	33%	100%	-	-	-
Health	32%	-	100%	-	-
Higher education	22%	-	-	100%	-
Housing	13%	-	-	-	100%
None of the above	-	-	-	-	-

D2. In which region is your organisation (mainly) located?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
North East	5%	3%	7%	8%	6%
North West	9%	8%	16%	4%	4%
Yorkshire & the Humber	7%	7%	7%	8%	4%
East Midlands	6%	11%	3%	6%	4%
West Midlands	10%	9%	12%	7%	10%
East of England	8%	11%	4%	7%	10%
London	18%	8%	20%	25%	24%
South East	17%	23%	14%	16%	10%
South West	10%	6%	16%	3%	16%
Scotland	5%	3%	1%	14%	8%
Wales	5%	10%	-	4%	6%
Net: NE, NW, YH	21%	18%	30%	19%	14%
Net: EM, WM	16%	19%	16%	13%	14%
Net: SE, SW, E	35%	41%	34%	25%	35%
Net: L	18%	8%	20%	25%	24%
Net: SC, WA	10%	13%	1%	18%	14%

	And which one of these areas _best_ describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

D3. Which of the following best represents your job title or level of responsibility?

	Unweighted base	384	126	122	85	51
	Base	384	126	122	85	51
Chairman or Deputy Chairman	1%	-	2%	-	-	-
Chief Executive or Deputy Chief Executive	13%	19%	6%	2%	37%	
Chancellor or Vice Chancellor	0%	-	-	2%	-	
Owner	-	-	-	-	-	
Chief Finance Officer or Finance Director	6%	8%	1%	11%	8%	
Chief Operating Officer	1%	0%	2%	2%	-	
Other Executive Board Director	11%	6%	15%	9%	18%	
Other Board Member eg Non-Executive	1%	-	2%	-	-	
Head of Department	39%	46%	37%	41%	22%	
Other Director	16%	8%	23%	19%	12%	
Other senior manager	12%	13%	12%	15%	4%	

D4. What is your organisation's total annual expenditure?

	Unweighted base	384	126	122	85	51
	Base	384	126	122	85	51
Less than £50,000	0%	-	1%	-	-	
£50-£99,000	1%	-	-	4%	-	
£100,00-£199,000	0%	-	-	0%	-	
£200,000-£499,000	2%	-	2%	4%	-	
£500,000-£999,000	1%	-	2%	-	4%	
£1m-£2.9m	1%	-	-	3%	2%	
£3m-£4.9m	2%	1%	2%	1%	8%	
£5m-£19m	11%	15%	1%	11%	25%	
£20m-£49m	13%	16%	7%	7%	25%	
£50m-£99m	10%	10%	5%	7%	24%	
£100m-199m	20%	16%	19%	32%	10%	
£200m-£299m	13%	6%	26%	11%	-	
£300m-£499m	11%	15%	17%	5%	-	
£500m-£749m	8%	9%	9%	9%	2%	
£750m-£1bn	4%	4%	7%	3%	-	
Over £1bn	3%	8%	2%	2%	-	

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i1. In % terms, by how much do you expect your budget to change by 2016?

	384	126	122	85	51
Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
More than +40% [60]	1%	1%	1%	-	-
+36% to +40% [38]	1%	1%	-	-	2%
+31% to +35% [33]	1%	2%	-	1%	2%
+26% to +30% [28]	0%	1%	-	-	-
+21% to +25% [23]	1%	2%	1%	1%	2%
+16% to +20% [18]	4%	4%	2%	1%	10%
+11% to +15% [13]	3%	-	1%	7%	8%
+6% to +10% [8]	9%	0%	2%	25%	18%
+0% to +5% [2.5]	14%	4%	16%	19%	25%
0% - no change to the budget [0]	6%	1%	5%	12%	6%
-0% to -5% [-2.5]	10%	5%	16%	10%	6%
-6% to -10% [-8]	15%	16%	21%	8%	10%
-11% to -15% [-13]	14%	24%	15%	3%	4%
-16% to -20% [-18]	8%	18%	5%	3%	2%
-21% to -25% [-23]	4%	12%	2%	0%	-
-26% to -30% [-28]	3%	6%	1%	1%	2%
-31% to -35% [-33]	0%	1%	-	-	-
-36% to -40% [-38]	-	-	-	-	-
More than -40% [-60]	-	-	-	-	-
Don't know	6%	-	11%	8%	4%
Mean	-3.43	-9.23	-4.17	1.98	4.51
Median	-2.50	-13.00	-2.50	2.50	2.50

i2. In % terms, by how much will your staff headcount change by 2016?

	384	126	122	85	51
Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
More than +40% [60]	0%	1%	1%	-	-
+36% to +40% [38]	0%	1%	1%	-	-
+31% to +35% [33]	0%	-	-	1%	-
+26% to +30% [28]	0%	0%	-	-	-
+21% to +25% [23]	0%	1%	1%	-	-
+16% to +20% [18]	2%	4%	1%	-	2%
+11% to +15% [13]	2%	1%	2%	3%	2%
+6% to +10% [8]	6%	-	2%	15%	18%
+0% to +5% [2.5]	16%	2%	18%	24%	33%
0% - no change to the headcount [0]	13%	2%	18%	21%	14%
-0% to -5% [-2.5]	18%	22%	20%	14%	10%
-6% to -10% [-8]	16%	27%	10%	13%	8%
-11% to -15% [-13]	9%	15%	8%	2%	6%
-16% to -20% [-18]	7%	13%	7%	1%	-
-21% to -25% [-23]	2%	5%	2%	-	-
-26% to -30% [-28]	1%	3%	-	-	-
-31% to -35% [-33]	1%	2%	-	-	-
-36% to -40% [-38]	-	-	-	-	-
More than -40% [-60]	-	-	-	-	-
Don't know	7%	3%	11%	7%	8%
Mean	-3.06	-7.91	-2.13	0.59	1.32
Median	-2.50	-8.00	-2.50	-	2.50

cuts. BUDGET CUTS?

	384	126	122	85	51
Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
CUTS	55%	83%	60%	26%	24%
NO CUTS	45%	17%	40%	74%	76%

	And which one of these areas <u>best</u> describes the organisation you work for?			
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i3. How clearly defined is your strategy to deal with the current budgetary challenge?

Unweighted base	216	103	73	28	12
Base	211	105	73	22	12
We currently have no strategy	4%	3%	7%	5%	-
A strategy is being developed	29%	21%	41%	31%	17%
A strategy has been fully developed but has yet to be politically approved	8%	7%	8%	4%	17%
A strategy has been developed, has been politically approved and is ready to be implemented	7%	8%	8%	-	8%
A strategy is being implemented	39%	46%	25%	53%	33%
A strategy has already been implemented	13%	15%	11%	7%	25%
We don't need a strategy	-	-	-	-	-

i4. Which of these impacts, if any, do you believe will be felt by your organisation as a result of budget cuts?

Unweighted base	216	103	73	28	12
Base	211	105	73	22	12
Outright removal of certain frontline services	35%	38%	37%	14%	25%
Reduced availability of frontline services	48%	56%	45%	24%	42%
Reduction in scale and quality of frontline services	61%	65%	52%	71%	58%
No effect on frontline services, impact on back office/support services only	17%	17%	19%	10%	17%
No impact on frontline or back office/support services	1%	-	-	9%	-
None of the above	5%	2%	7%	9%	8%

i6. How do you expect your expenditure on training and development to change, if at all, over the coming year or two?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Major reduction	9%	15%	11%	1%	-
Some reduction	45%	55%	50%	32%	29%
No change	31%	24%	20%	49%	47%
Some increase	14%	6%	16%	18%	22%
Major increase	1%	1%	2%	1%	-
Don't know	1%	-	1%	1%	2%
Net: Reduction	53%	69%	61%	32%	29%
Net: Increase	15%	7%	17%	18%	22%

i7. How do you expect your expenditure on environmental and sustainability initiatives to change, if at all, over the coming year or two?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Major reduction	7%	12%	7%	2%	2%
Some reduction	33%	51%	32%	15%	18%
No change	29%	20%	30%	43%	29%
Some increase	26%	14%	24%	35%	43%
Major increase	2%	1%	1%	2%	8%
Don't know	4%	3%	7%	2%	-
Net: Reduction	39%	62%	39%	18%	20%
Net: Increase	28%	15%	25%	37%	51%

	And which one of these areas _best_ describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i8. Do you think you will have achieved your budgetary targets by 2016?

Unweighted base	216	103	73	28	12
Base	211	105	73	22	12
Will have achieved our target	43%	60%	21%	31%	50%
Will have achieved a significant proportion of our target	35%	31%	38%	52%	25%
Will not have achieved our target	14%	3%	34%	6%	8%
Don't know	8%	7%	7%	12%	17%

i10. How important, if at all, do you feel outsourcing of services to the private sector will be in helping you meet budgetary challenges and/or maintain service levels?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Not important	44%	34%	43%	57%	49%
Slightly important	40%	47%	39%	34%	37%
Very important	10%	15%	8%	5%	8%
Critical	2%	1%	4%	-	-
Don't know	4%	2%	6%	4%	6%
Net: Important	52%	63%	52%	39%	45%

i11. Does your organisation have to adhere to the Social Value Act as part of its commissioning or procurement process?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Yes	41%	56%	34%	24%	51%
No	12%	11%	7%	14%	24%
Don't know	47%	34%	58%	62%	25%

i12. What effects, if any, has the introduction of the Social Value Act had on your commissioning/procurement strategy for the next 3-5 years?

Unweighted base	170	79	42	23	26
Base	159	70	42	20	26
Made the commissioning/procurement process more complex	24%	17%	26%	58%	12%
Safeguarded social requirements alongside financial restrictions	21%	23%	12%	13%	38%
Provided clear guidance to an area which needed it	12%	9%	10%	19%	15%
Put up the cost of procured services	11%	5%	14%	17%	15%
Other	4%	7%	2%	-	4%
None	7%	8%	5%	-	12%
Too early to say	39%	45%	45%	21%	27%

	And which one of these areas <u>best</u> describes the organisation you work for?			
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i13. How, if at all, has the Social Value Act impacted on your budgeting?

Unweighted base	170	79	42	23	26
Base	159	70	42	20	26
Strong positive impact	-	-	-	-	-
Slight positive impact	8%	6%	7%	15%	8%
No impact	52%	59%	33%	48%	65%
Slight negative impact	17%	8%	21%	27%	27%
Strong negative impact	1%	-	5%	-	-
Don't know	22%	27%	33%	11%	-
Net: Positive impact	8%	6%	7%	15%	8%
Net: Negative impact	18%	8%	26%	27%	27%

i14. How, if at all, do you expect changes in NHS funding and structure to impact the way you procure your services?

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Strong positive impact	4%	-	4%	-	-
Slight positive impact	7%	-	7%	-	-
No impact	9%	-	9%	-	-
Slight negative impact	29%	-	29%	-	-
Strong negative impact	42%	-	42%	-	-
Don't know	9%	-	9%	-	-
Net: Positive impact	11%	-	11%	-	-
Net: Negative impact	70%	-	70%	-	-

i15. Do you believe these changes will have a detrimental effect on the delivery of services?

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Yes, definitely	35%	-	35%	-	-
Yes, possibly	41%	-	41%	-	-
No, possibly not	16%	-	16%	-	-
No, definitely not	2%	-	2%	-	-
Don't know	6%	-	6%	-	-
Net: Yes	76%	-	76%	-	-
Net: No	8%	-	8%	-	-

i16. How, if at all, will these changes affect your organisation's likelihood to outsource services to private sector providers?

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
We will be a lot more likely to outsource services to private sector providers	10%	-	10%	-	-
We will be a bit more likely to outsource services to private sector providers	37%	-	37%	-	-
No change	24%	-	24%	-	-
We will be a bit less likely to outsource services to private sector providers	7%	-	7%	-	-
We will be a lot less likely to outsource services to private sector providers	7%	-	7%	-	-
Don't know	16%	-	16%	-	-
Net: More likely	47%	-	47%	-	-
Net: Less likely	14%	-	14%	-	-

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i17. Thinking just about your property and facilities portfolio, what percentage in efficiencies, if any, will you have to deliver by 2016?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
0% - None [0]	3%	3%	3%	4%	4%
0% to 5% [2.5]	17%	7%	9%	21%	51%
6% to 10% [8]	18%	15%	23%	16%	18%
11% to 15% [13]	12%	13%	16%	6%	8%
16% to 20% [18]	11%	20%	7%	8%	6%
21% to 25% [23]	5%	9%	5%	0%	6%
26% to 30% [28]	3%	7%	1%	1%	-
31% to 35% [33]	2%	6%	1%	-	-
36% to 40% [38]	0%	1%	-	-	-
More than 40% [60]	1%	1%	2%	-	-
Don't know	28%	20%	33%	44%	8%
Mean	12.04	16.62	12.10	7.54	6.64
Median	8.00	18.00	8.00	8.00	2.50

i18. And by 2020?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
0% - None [0]	2%	-	4%	2%	2%
0% to 5% [2.5]	8%	4%	3%	13%	22%
6% to 10% [8]	11%	6%	12%	6%	31%
11% to 15% [13]	10%	9%	10%	9%	14%
16% to 20% [18]	11%	14%	9%	11%	10%
21% to 25% [23]	7%	12%	10%	2%	-
26% to 30% [28]	7%	11%	4%	5%	6%
31% to 35% [33]	3%	5%	4%	1%	-
36% to 40% [38]	2%	5%	2%	-	-
More than 40% [60]	1%	2%	1%	-	-
Don't know	37%	32%	41%	51%	16%
Mean	16.77	22.34	16.68	12.65	9.78
Median	18.00	23.00	15.50	13.00	8.00

i19. Have you already achieved efficiencies in your property and facilities portfolio since 2010? If so, what percentage?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
0% - None [0]	8%	3%	7%	18%	6%
0% to 5% [2.5]	24%	26%	21%	17%	39%
6% to 10% [8]	20%	24%	19%	12%	29%
11% to 15% [13]	10%	17%	5%	8%	8%
16% to 20% [18]	4%	6%	3%	3%	2%
21% to 25% [23]	1%	2%	1%	-	2%
26% to 30% [28]	1%	1%	1%	1%	-
31% to 35% [33]	-	-	-	-	-
36% to 40% [38]	0%	-	1%	-	-
More than 40% [60]	1%	2%	-	-	-
Don't know	30%	18%	43%	40%	14%
Mean	7.61	9.76	6.97	5.56	5.98
Median	8.00	8.00	8.00	2.50	2.50

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i20. To your knowledge, what proportion of your property and facilities services are currently being provided by external organisations?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Up to 20% [10]	51%	59%	39%	54%	53%
21% to 40% [30]	10%	5%	10%	13%	16%
41% to 60% [50]	5%	4%	5%	1%	12%
61% to 80% [70]	3%	3%	3%	1%	8%
81% to 100% [90]	4%	3%	10%	-	2%
Don't know	28%	27%	34%	31%	10%
Mean	22.62	18.74	30.74	15.14	25.65
Median	10.00	10.00	10.00	10.00	10.00

i21. What proportion of your property and facilities services do you expect to be provided by external organisations by 2020?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Up to 20% [10]	33%	34%	25%	34%	49%
21% to 40% [30]	11%	14%	7%	11%	12%
41% to 60% [50]	6%	4%	4%	7%	16%
61% to 80% [70]	4%	4%	7%	1%	6%
81% to 100% [90]	6%	6%	13%	1%	-
Don't know	39%	39%	43%	46%	18%
Mean	30.26	28.72	41.01	21.66	24.76
Median	10.00	10.00	30.00	10.00	10.00

i24. Which of the following, if any, do you believe form a serious barrier to outsourcing services in your organisation?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Lack of trust	32%	31%	30%	33%	39%
Local political concerns	29%	44%	30%	16%	6%
Commissioning/contract management capability	30%	34%	34%	18%	25%
Financial limitations	21%	17%	33%	17%	8%
Necessary governance	19%	15%	28%	15%	10%
Lack of experience	20%	17%	23%	23%	16%
Little knowledge of benefits	21%	13%	29%	27%	14%
Lack of capacity	17%	24%	17%	8%	14%
Lack of skills to deliver change	16%	15%	21%	15%	12%
Poor leadership	11%	13%	15%	8%	2%
Central government policies	9%	7%	13%	9%	4%
HR knowledge	8%	6%	12%	8%	-
Other	18%	19%	16%	20%	16%
None / there are only a few minor concerns	15%	22%	9%	7%	25%
Don't know	6%	1%	11%	8%	2%

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i25. And which one of the following of the list below, if any, do you believe forms the most serious barrier to outsourcing services in your organisation?

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Lack of trust of operators	37%	29%	38%	38%	51%
Local employment issues	10%	13%	6%	13%	12%
Negative media response	5%	4%	9%	4%	2%
Other	21%	24%	25%	19%	8%
None	18%	27%	8%	14%	25%
Don't know	9%	4%	14%	12%	2%

i26LAU_1. Other authorities : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	42%	42%	-	-	-
Will bring a few benefits	48%	48%	-	-	-
Will be of little or no benefit	7%	7%	-	-	-
Will create problems and should be avoided	1%	1%	-	-	-
Don't know	2%	2%	-	-	-

i26LAU_2. Private sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	16%	16%	-	-	-
Will bring a few benefits	59%	59%	-	-	-
Will be of little or no benefit	13%	13%	-	-	-
Will create problems and should be avoided	6%	6%	-	-	-
Don't know	6%	6%	-	-	-

i26LAU_3. Local NHS funded body : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	26%	26%	-	-	-
Will bring a few benefits	50%	50%	-	-	-
Will be of little or no benefit	13%	13%	-	-	-
Will create problems and should be avoided	4%	4%	-	-	-
Don't know	7%	7%	-	-	-

i26LAU_4. Local education bodies : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	16%	16%	-	-	-
Will bring a few benefits	38%	38%	-	-	-
Will be of little or no benefit	24%	24%	-	-	-
Will create problems and should be avoided	7%	7%	-	-	-
Don't know	15%	15%	-	-	-

	And which one of these areas <u>best</u> describes the organisation you work for?			
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i26LAU_5. Blue light services : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	15%	15%	-	-	-
Will bring a few benefits	50%	50%	-	-	-
Will be of little or no benefit	22%	22%	-	-	-
Will create problems and should be avoided	5%	5%	-	-	-
Don't know	9%	9%	-	-	-

i26LAU_6. Central government departments : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	6%	6%	-	-	-
Will bring a few benefits	29%	29%	-	-	-
Will be of little or no benefit	40%	40%	-	-	-
Will create problems and should be avoided	18%	18%	-	-	-
Don't know	7%	7%	-	-	-

i26LAU_7. Third Sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	23%	23%	-	-	-
Will bring a few benefits	59%	59%	-	-	-
Will be of little or no benefit	11%	11%	-	-	-
Will create problems and should be avoided	4%	4%	-	-	-
Don't know	2%	2%	-	-	-

i26LAU_8. Social Enterprises : What is your view with regard to the potential to work with and share services with:

Unweighted base	126	126	-	-	-
Base	126	126	-	-	-
Will bring many benefits	16%	16%	-	-	-
Will bring a few benefits	59%	59%	-	-	-
Will be of little or no benefit	15%	15%	-	-	-
Will create problems and should be avoided	2%	2%	-	-	-
Don't know	8%	8%	-	-	-

i26HEL_1. The local authority : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	35%	-	35%	-	-
Will bring a few benefits	36%	-	36%	-	-
Will be of little or no benefit	13%	-	13%	-	-
Will create problems and should be avoided	4%	-	4%	-	-
Don't know	11%	-	11%	-	-

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i26HEL_2. Private sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	11%	-	11%	-	-
Will bring a few benefits	47%	-	47%	-	-
Will be of little or no benefit	16%	-	16%	-	-
Will create problems and should be avoided	16%	-	16%	-	-
Don't know	11%	-	11%	-	-

i26HEL_3. Other local NHS funded bodies : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	45%	-	45%	-	-
Will bring a few benefits	43%	-	43%	-	-
Will be of little or no benefit	2%	-	2%	-	-
Will create problems and should be avoided	2%	-	2%	-	-
Don't know	8%	-	8%	-	-

i26HEL_4. Local education bodies : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	12%	-	12%	-	-
Will bring a few benefits	29%	-	29%	-	-
Will be of little or no benefit	34%	-	34%	-	-
Will create problems and should be avoided	5%	-	5%	-	-
Don't know	20%	-	20%	-	-

i26HEL_5. Blue light services : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	20%	-	20%	-	-
Will bring a few benefits	39%	-	39%	-	-
Will be of little or no benefit	11%	-	11%	-	-
Will create problems and should be avoided	3%	-	3%	-	-
Don't know	25%	-	25%	-	-

i26HEL_6. Central government departments : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	6%	-	6%	-	-
Will bring a few benefits	28%	-	28%	-	-
Will be of little or no benefit	30%	-	30%	-	-
Will create problems and should be avoided	19%	-	19%	-	-
Don't know	18%	-	18%	-	-

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i26HEL_7. Third Sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	22%	-	22%	-	-
Will bring a few benefits	41%	-	41%	-	-
Will be of little or no benefit	12%	-	12%	-	-
Will create problems and should be avoided	3%	-	3%	-	-
Don't know	21%	-	21%	-	-

i26HEL_8. Social Enterprises : What is your view with regard to the potential to work with and share services with:

Unweighted base	122	-	122	-	-
Base	122	-	122	-	-
Will bring many benefits	14%	-	14%	-	-
Will bring a few benefits	48%	-	48%	-	-
Will be of little or no benefit	16%	-	16%	-	-
Will create problems and should be avoided	4%	-	4%	-	-
Don't know	17%	-	17%	-	-

i26UNI_1. The local authority : What is your view with regard to the potential to work with and share services with:

Unweighted base	85	-	-	85	-
Base	85	-	-	85	-
Will bring many benefits	12%	-	-	12%	-
Will bring a few benefits	18%	-	-	18%	-
Will be of little or no benefit	37%	-	-	37%	-
Will create problems and should be avoided	14%	-	-	14%	-
Don't know	19%	-	-	19%	-

i26UNI_2. Private sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	85	-	-	85	-
Base	85	-	-	85	-
Will bring many benefits	13%	-	-	13%	-
Will bring a few benefits	35%	-	-	35%	-
Will be of little or no benefit	24%	-	-	24%	-
Will create problems and should be avoided	12%	-	-	12%	-
Don't know	16%	-	-	16%	-

i26UNI_3. Other public education bodies : What is your view with regard to the potential to work with and share services with:

Unweighted base	85	-	-	85	-
Base	85	-	-	85	-
Will bring many benefits	22%	-	-	22%	-
Will bring a few benefits	41%	-	-	41%	-
Will be of little or no benefit	16%	-	-	16%	-
Will create problems and should be avoided	1%	-	-	1%	-
Don't know	20%	-	-	20%	-

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i26UNI_4. Central government departments : What is your view with regard to the potential to work with and share services with:

Unweighted base	85	-	-	85	-
Base	85	-	-	85	-
Will bring many benefits	3%	-	-	3%	-
Will bring a few benefits	26%	-	-	26%	-
Will be of little or no benefit	29%	-	-	29%	-
Will create problems and should be avoided	24%	-	-	24%	-
Don't know	18%	-	-	18%	-

i26UNI_5. Third Sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	85	-	-	85	-
Base	85	-	-	85	-
Will bring many benefits	12%	-	-	12%	-
Will bring a few benefits	29%	-	-	29%	-
Will be of little or no benefit	25%	-	-	25%	-
Will create problems and should be avoided	5%	-	-	5%	-
Don't know	28%	-	-	28%	-

i26UNI_6. Social Enterprises : What is your view with regard to the potential to work with and share services with:

Unweighted base	85	-	-	85	-
Base	85	-	-	85	-
Will bring many benefits	17%	-	-	17%	-
Will bring a few benefits	22%	-	-	22%	-
Will be of little or no benefit	30%	-	-	30%	-
Will create problems and should be avoided	3%	-	-	3%	-
Don't know	27%	-	-	27%	-

i26HOU_1. The local authority : What is your view with regard to the potential to work with and share services with:

Unweighted base	51	-	-	-	51
Base	51	-	-	-	51
Will bring many benefits	25%	-	-	-	25%
Will bring a few benefits	43%	-	-	-	43%
Will be of little or no benefit	10%	-	-	-	10%
Will create problems and should be avoided	22%	-	-	-	22%
Don't know	-	-	-	-	-

i26HOU_2. Private sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	51	-	-	-	51
Base	51	-	-	-	51
Will bring many benefits	25%	-	-	-	25%
Will bring a few benefits	57%	-	-	-	57%
Will be of little or no benefit	8%	-	-	-	8%
Will create problems and should be avoided	10%	-	-	-	10%
Don't know	-	-	-	-	-

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i26HOU_3. Other housing bodies : What is your view with regard to the potential to work with and share services with:

Unweighted base	51	-	-	-	51
Base	51	-	-	-	51
Will bring many benefits	47%	-	-	-	47%
Will bring a few benefits	49%	-	-	-	49%
Will be of little or no benefit	2%	-	-	-	2%
Will create problems and should be avoided	2%	-	-	-	2%
Don't know	-	-	-	-	-

i26HOU_4. Central government departments : What is your view with regard to the potential to work with and share services with:

Unweighted base	51	-	-	-	51
Base	51	-	-	-	51
Will bring many benefits	6%	-	-	-	6%
Will bring a few benefits	31%	-	-	-	31%
Will be of little or no benefit	27%	-	-	-	27%
Will create problems and should be avoided	33%	-	-	-	33%
Don't know	2%	-	-	-	2%

i26HOU_5. Third Sector : What is your view with regard to the potential to work with and share services with:

Unweighted base	51	-	-	-	51
Base	51	-	-	-	51
Will bring many benefits	33%	-	-	-	33%
Will bring a few benefits	53%	-	-	-	53%
Will be of little or no benefit	14%	-	-	-	14%
Will create problems and should be avoided	-	-	-	-	-
Don't know	-	-	-	-	-

i26HOU_6. Social Enterprises : What is your view with regard to the potential to work with and share services with:

Unweighted base	51	-	-	-	51
Base	51	-	-	-	51
Will bring many benefits	24%	-	-	-	24%
Will bring a few benefits	65%	-	-	-	65%
Will be of little or no benefit	10%	-	-	-	10%
Will create problems and should be avoided	2%	-	-	-	2%
Don't know	-	-	-	-	-

i27_1. Frontline services : How does your organisation feel about outsourcing the following activities:

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Very positive	4%	7%	4%	-	-
Positive	10%	22%	6%	3%	4%
Neutral	22%	34%	15%	15%	24%
Negative	28%	23%	30%	33%	29%
Very negative	30%	12%	38%	38%	43%
Don't know	5%	0%	8%	12%	-
Net: Positive	14%	30%	10%	3%	4%
Net: Negative	58%	35%	67%	70%	73%

	And which one of these areas <u>best</u> describes the organisation you work for?			
Total	Local authority	Health	Higher education	Housing

i27_2. Back office services : How does your organisation feel about outsourcing the following activities:

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Very positive	7%	9%	10%	4%	2%
Positive	27%	34%	29%	12%	27%
Neutral	36%	35%	32%	42%	39%
Negative	16%	16%	16%	17%	12%
Very negative	9%	5%	5%	13%	20%
Don't know	6%	1%	9%	12%	-
Net: Positive	34%	43%	39%	15%	29%
Net: Negative	24%	21%	20%	30%	31%

i28. Which of the following describe how your organisation sees outsourcing? Please select as many or as few as you wish.

Unweighted base	384	126	122	85	51
Base	384	126	122	85	51
Leads to loss of control	52%	57%	45%	54%	53%
Increases risk	50%	49%	49%	50%	53%
Provides cost savings	43%	51%	42%	37%	37%
Provides opportunity to maintain service levels	32%	44%	31%	19%	24%
A last resort	24%	22%	26%	23%	22%
None of the above	7%	3%	9%	11%	8%

i29. And do you think your organisation will be willing to accept more or less risk in the next few years in order to deliver the required savings?

Unweighted base	216	103	73	28	12
Base	211	105	73	22	12
More risk	66%	73%	56%	71%	58%
Less risk	15%	5%	29%	22%	8%
No change	19%	22%	15%	7%	33%

All figures, unless otherwise stated, are from YouGov Plc.