



Charities and the Public Sector

Stronger together

THE
PERSPECTIVE
SERIES

New insights into the UK workplace

May 2016



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Length
22
pages



Read time
2
cups of tea



People
175
surveyed

Foreword



Phil Mottram
Head of Enterprise,
Vodafone UK

Strong public services are one of the foundations for a healthy and thriving population. Making sure a high standard of public services reach those who most need them is vital. In fact, our recent Perspective series report on [Strengthening Communities](#) showed how a healthy population and trust in public services are two of three key pillars for strong communities.

However, the pressure on public services continues to mount, due to increasing demand from an ageing and growing population. Alongside this, cuts aimed at controlling the public spending deficit threaten to widen the gap between supply and demand.

As a civilised and progressive society, we have a proud history of providing valued public services. It's important this isn't compromised. Therefore the challenge for leaders is to find efficient and innovative ways to continue to provide these services.

One area that could be further capitalised on is to build stronger links between the public sector and charities. It's a collaboration that is already working hard for our communities. It makes perfect sense! And at Vodafone we're aware of how our wide range of public sector customers are innovating and adapting to cope with rising demand. We've also experienced the huge positive impact that charitable collaborations with private sector can make too, from JustTextGiving to the Vodafone Foundation.

We believe the opportunities for enhancing public service delivery through charity partnerships are huge. They can enable services to reach further, now and in the future.

I'd like to thank the public sector and charity leaders who have contributed to this report. Their insights have helped reveal how these two stakeholders can work together to continue providing the services vital to supporting and developing our nation. I hope you find this report engaging and thought-provoking.

A handwritten signature in black ink that reads "Phil Mottram". The signature is written in a cursive, slightly slanted style.

Phil Mottram
Head of Enterprise,
Vodafone UK

Executive summary



For many charitable organisations, the public sector is a vital partner and source of funding, helping them to help those in need.

For the public sector, collaborating with charities offers many opportunities. After all, the State is the ultimate provider of many critical public services, and partnerships with charities can expand both their reach and impact.

This report is based on online surveys of 175 strategy leaders in public sector and charitable organisations. It reveals how these collaborations are exploding as they look for new and innovative solutions to face the challenges of an ageing and growing population, combined with budget cuts.

Partnerships like these not only help to extend the reach of public services but also the quality and efficiency of their provision. Simultaneously, they help to build skills in the community.

Since the 1990s, collaboration has grown exponentially and seems set to continue. However, more thought needs to be given to measurement and establishing of KPIs. This is common practice in the private sector and now, given the squeeze on public expenditure and the pressure to deliver more for less, it's crucial in the public sphere. What is a good return on investment? And what will success look like?

Meanwhile, third sector investment in digital communications is nowhere near the level it needs to be. Few organisations are utilising social media and other more innovative ways of keeping their service users up-to-date. With a rapidly rising – and aging – population, intelligent and cost-effective use of technology is vital.

Overall this paints a picture where much is happening, with people from very different backgrounds putting their heads together to come up with innovative solutions. All against a backdrop of tough choices and severe budgetary restraint.

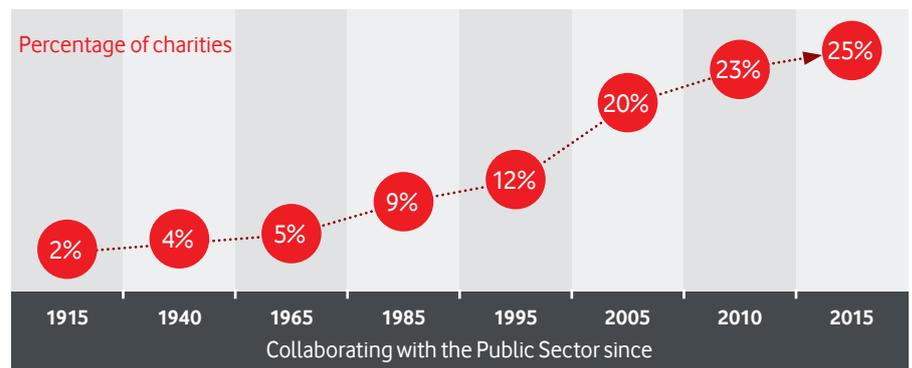
It's clear that those who succeed will be organisations who find ways to collaborate effectively through clear goals, shared values, and by embracing technology that aids communication between themselves and their service users.

In other words, charities and the public sector are stronger together.

Public sector and charity collaboration is exploding

A century of working together

Charities have been collaborating with the public sector for at least 100 years.



While collaboration has a long history, there was a huge expansion in the mid-nineties under New Labour, who were strong proponents. Today, one in five public sector organisations have over half their public services provided by third sector partners.

Three-quarters of charities are collaborating

72% of the 164,000 third sector organisations in the UK¹ work with others across the private, public and third sector. This enables them to reach the greatest number of people most effectively.

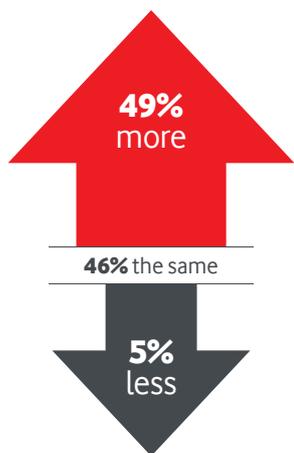
Most have teamed up with other not-for-profits (63%) with similar goals and ambitions, while 1 in 7 (14%) are collaborating with the private sector (despite its traditionally 'capitalist' profit-driven mindset).

Our research focuses on the 25% of charities – over 40,000 in total – working with the public sector.

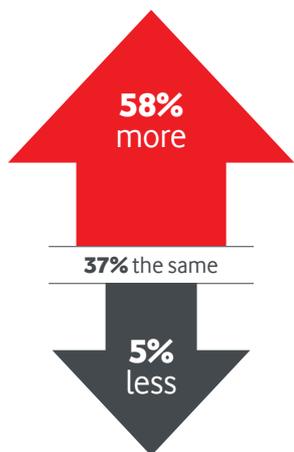
In social care services, successive governments have aimed to introduce more providers to improve efficiency and choice, with policies actively encouraging outsourcing where possible. The result has been increased collaboration between public sector and charities.

Growth expected over the next 2 years

Change in extent of collaboration over the past 12 months



Expected change in extent of collaboration over the next 2 years



Third sector and public sector collaboration is growing strongly

Most leaders surveyed believe collaboration will continue to increase substantially, as the public sector places more trust in third sector partners (whether willingly or due to a lack of alternatives).

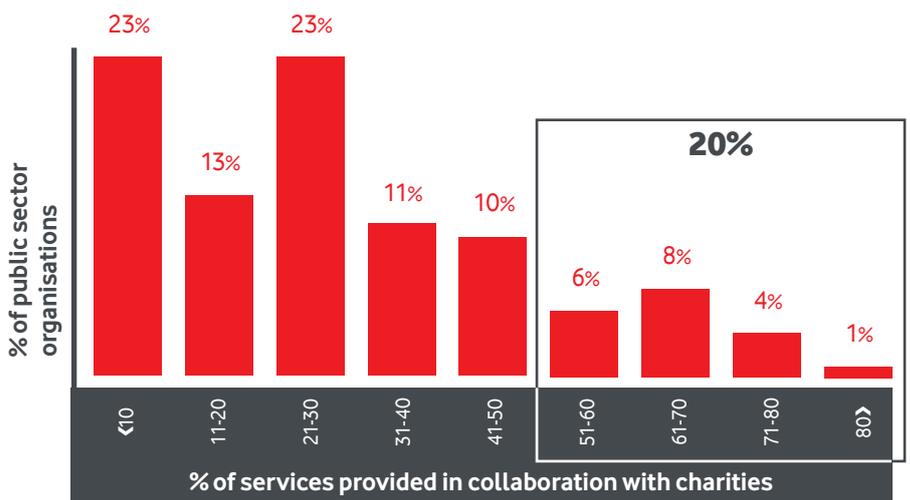
3 reasons for rapid growth:

- Increasing demand from an ageing population
- Extreme pressure on public sector spending and resourcing
- Growing belief in the value of a public services market

For each of these three factors, intelligent use of technology is vital in enabling service delivery.

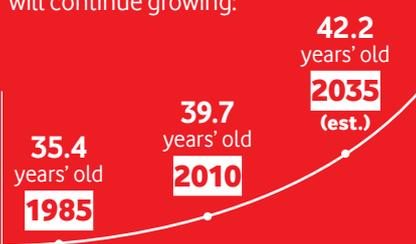
Depth of collaboration

1 in 5 public sector organisations collaborate with charities to deliver over half of their services.

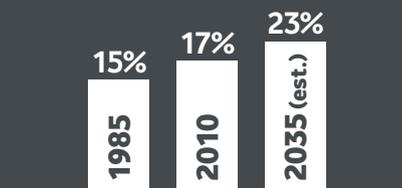


The UK's ageing and growing population

Average age has been steadily rising over the past 30 years and will continue growing:



The percentage of people over 65 is rising and predicted to continue:



*June, 2014
Source: ONS data, 2015

Growing older together

In the next decade, it's estimated there will be an extra 4.4 million people in the UK, with the total population reaching 70 million by 2027 and 74 million by 2039. This is due to a combination of net immigration and a greater number of births than deaths.

Meanwhile, the number of pensioners is growing (those aged 65 or older). It's estimated that almost a quarter of the population (23%) will fit into this demographic by 2035².

As people live longer, duty of care provisions need to stretch further. Charities have a key role to play in enabling this and 47% of public sector leaders believe collaborating can enhance service delivery by providing better value for money. This gives public services greater reach while maintaining quality of care for the growing population.

Over-stretched staff in danger of burnout

As severe public spending cuts are being introduced in an attempt to reduce the UK's fiscal deficit, it has become harder for local and central government departments to maintain their current levels of public services, let alone increase provisions.

The vast majority (86%) of public sector departments working with the third sector to provide services have seen budget cuts over the past two years. The perceived severity of these funding cuts varies – one third (35%) say they have suffered fairly mild cuts; half (51%) have experienced severe cuts – but virtually all are under financial strain.

The most significant effect has been damage to the morale and motivation of public sector workers. Public sector leaders report team morale has dropped (46%), as staff work longer hours (32%) in an attempt to tackle excessive workloads (39%).

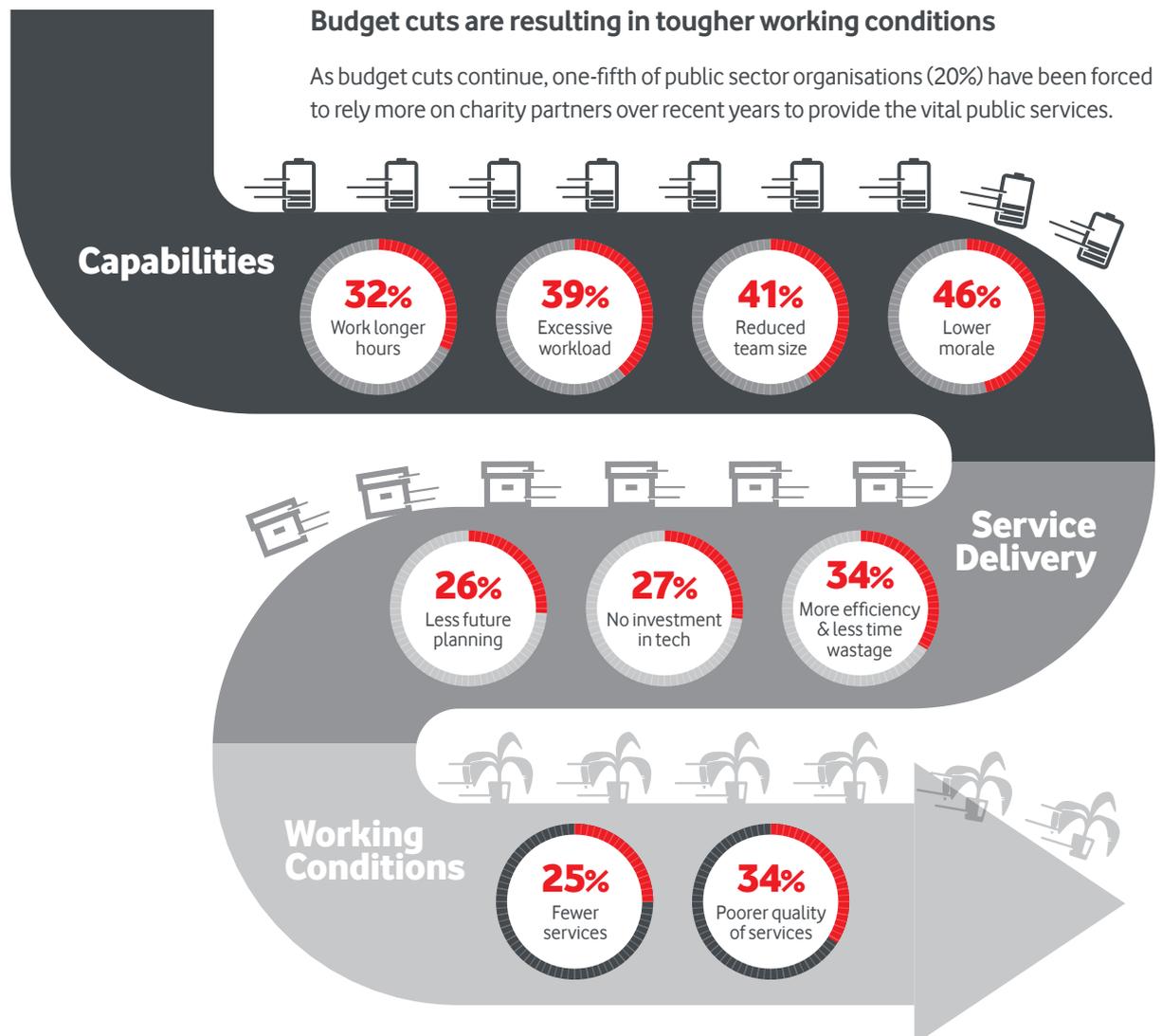
Light at the end of the tunnel

Charities are most heavily involved in the provision of social care services. In fact, charities account for £7.2 billion worth of the £17 billion spent on social care in the UK³. As people live longer, duty of care provisions need to stretch further. Charities have a key role to play in enabling this and 47% of public sector leaders believe collaborating can enhance service delivery by providing better value for money. This gives public services greater reach while maintaining quality of care for the growing population.

Unsurprisingly, service provision is also being impacted. A third (34%) say the quality of their services has suffered, while a quarter (25%) are providing fewer services and say there is less planning for the future as immediate 'fire-fighting' overrides long-term considerations (26%).

Budget cuts are resulting in tougher working conditions

As budget cuts continue, one-fifth of public sector organisations (20%) have been forced to rely more on charity partners over recent years to provide the vital public services.



Case Study



NCVO

Paul Winyard

Public Services Policy Officer,
NCVO

NCVO champions the voluntary sector and volunteering. Inspired and empowered by our 11,000 members, we connect, represent and support voluntary organisations, from the smallest community groups to the largest charities.

The voluntary and public sector both share a common desire to see healthy and prosperous communities flourish, yet too often these organisations work in isolation from one another.

Faced with issues such as an ageing population and increased pressure on public spending, at NCVO we do not believe the future challenges facing our society can be met through either sector acting alone. Instead, success requires a fundamental rethink of the way we work together.

When our sectors work well together, everyone benefits. By working closely with communities, voluntary organisations have a unique perspective on citizens' needs and how to improve services, including identifying where early action can avoid future crisis. This close connection also allows charities to bring local expertise to public service delivery and support some of society's hardest to reach people.

Whilst not enough partnerships currently exist, the most forward-thinking public bodies do already recognise and harness these qualities when looking to develop innovative approaches to addressing the challenges in their communities. This is resulting in some fantastic examples of collaboration in action, such as the Make Every Adult Matter (MEAM) project in Sunderland and the Rehabilitation and Recovery Mental Health Service in Leeds.

People disadvantaged by a range of multiple and complex needs, such as poverty, poor housing and mental health problems, often struggle to see their circumstances improving. The Make Every Adult Matter (MEAM) project in Sunderland builds on existing partnerships between the council, Clinks, Mind and Homeless Link to provide more flexible and coordinated services by changing cultures and policies. The project has made a significant impact in turning lives around, reducing homelessness and, importantly, reducing statutory costs.

Similarly, the Leeds Rehabilitation and Recovery Mental Health Service, designed and delivered through a partnership between Leeds NHS Mental Health Trust, Community Links, Leeds Mind and Touchstone, allows service users to move from stepped intensity residential care to rehabilitation in the community. The service has made a positive impact on the rehabilitation of citizens and, crucially, the length of stay in residential care.

As the transfer of powers from central to local government continues, and with a growing number of regions agreeing devolution deals, decisions on how to service community needs will increasingly be taken within the communities themselves. It's here where cross-sector partnerships between voluntary and public sector bodies, based on shared values and mutual respect, are paramount.

It is only by working together that we will deliver effective solutions that tackle the real challenges in communities. Effective cross-sector partnerships are not only desirable, they are a necessity.

Better communication for better collaboration

The ultimate responsibility for providing public services lies with the Government. So as collaboration initiatives grow, it's crucial to understand the impact on both the wider community and the public sector.

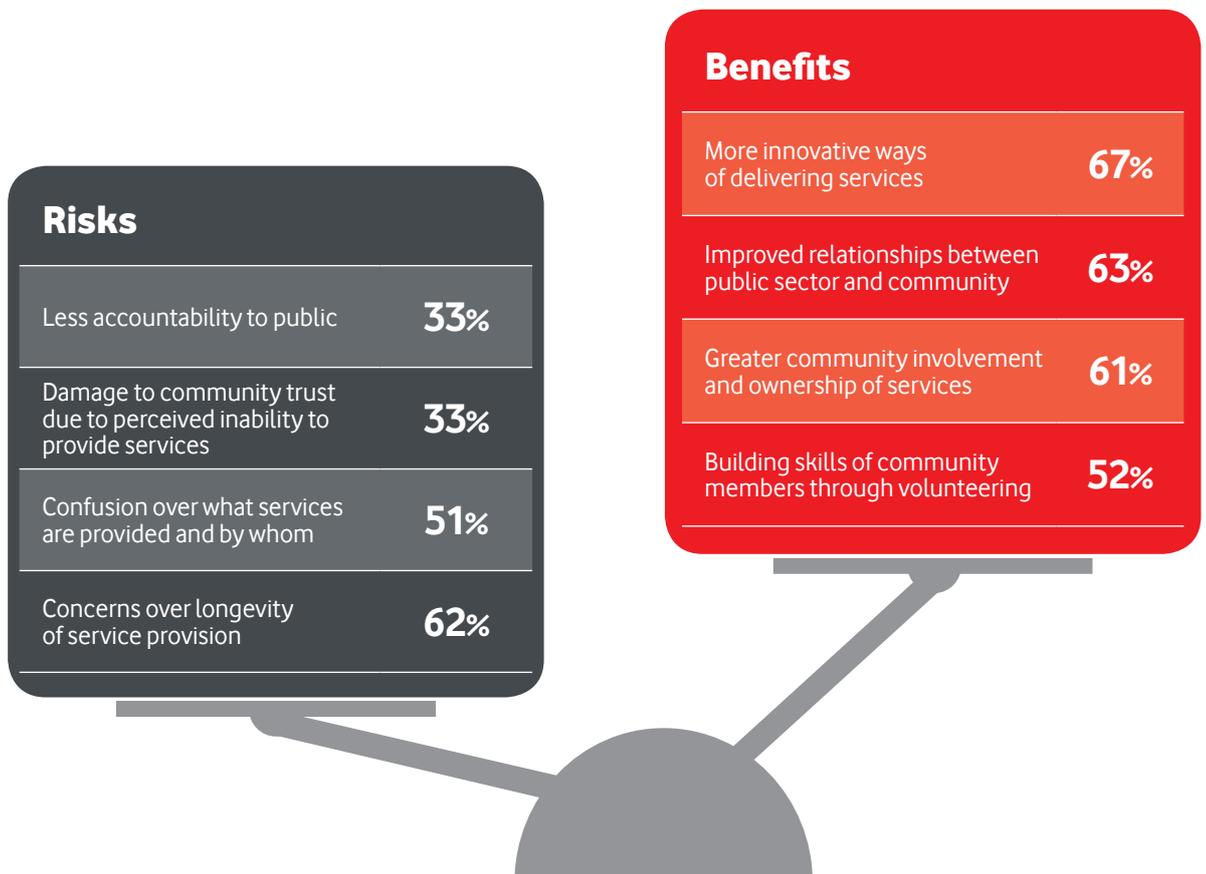
The positive news is that, overall, the benefits of collaboration outweigh any drawbacks. Collaboration is more innovative in its approach to service delivery and leads to better relations between the public sector and wider community.

Interestingly, as charity involvement grows; the community itself is also becoming more involved in service provision. This leads to the creation and dispersion of key skills in the community – with the potential to create a virtuous circle of self-support.

Despite this, collaborative success doesn't come without its challenges – especially bureaucratic ones. As service provision structures evolve, there can be confusion over what each organisation should be providing and is accountable for.

Confusion and mistrust can be paralysing if allowed to ferment. The solution lies in clear and consistent communication.

Using communication to avoid confusion of roles and responsibilities



Connected nation needs digital first

We also explored the need for clear communication in the Perspective series report on [Connected Nation](#).

In today's hyper-connected society, 76% of the population access the Internet every day. Perhaps unsurprisingly therefore, this connected generation is now expressing a preference for hearing from the Government online; three quarters (77%) want to manage most (52%) or all (25%) of their dealings with the Government online, and four-fifths (79%) say they want to learn about local government services online too.

Gone are the days of having to rely on 'snail mail' and posters to alert the local community to new developments and important information. Yet, despite this, only an underwhelming 41% of the UK population have accessed information from the Government online in the last 12 months. What's more, of those who did, a significant portion did not feel their experience was up to scratch (41%).

Charities also need to examine their online communications with the wider community.

Despite the three most effective channels for raising awareness of charitable activities all being digital (website 77%, Facebook 60% and Twitter 52%), few are using these channels for fundraising (website 44%, Facebook 23% and Twitter 11%).

This seems a missed opportunity, as third sector organisations need to maximise their revenue-generating channels.

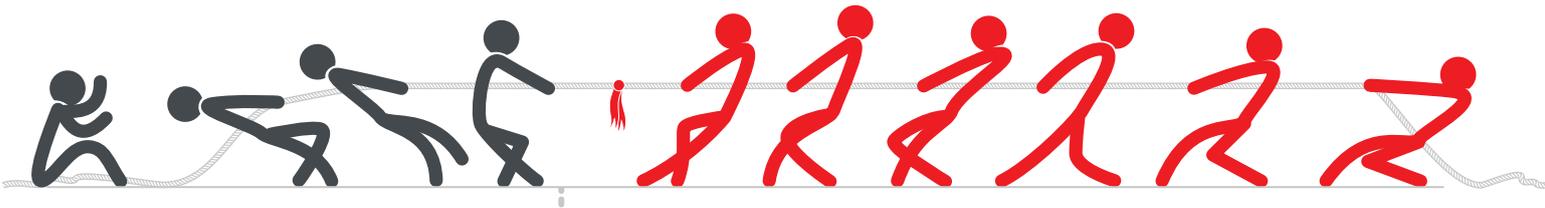
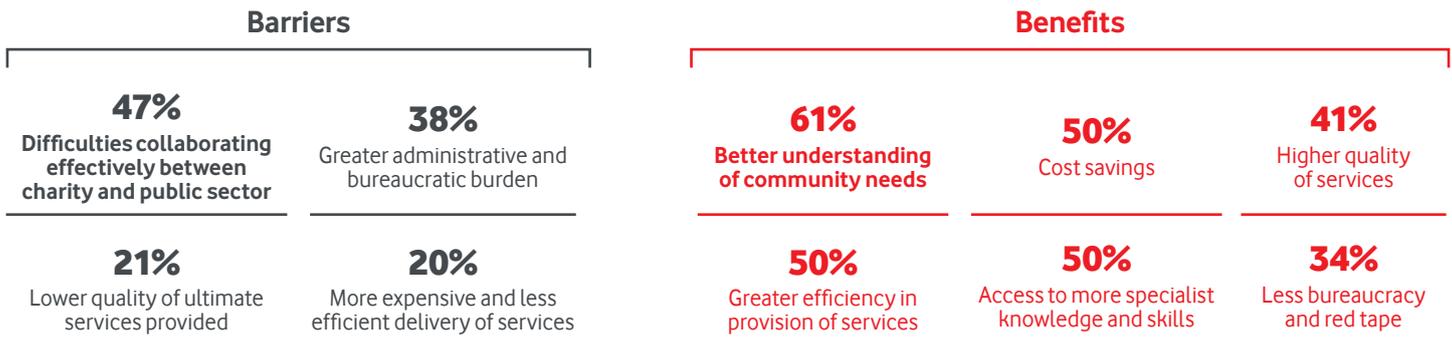
However, more needs to be done to boost online awareness and fundraising activities.

TOP TIPS

**1**

Ensure communication strategies include clear explanations of roles, responsibilities and ways to make contact – and that this is consistent across all channels.

Collaboration barriers need to be broken down to allow full benefits to be realised



Efficiency and effectiveness must be improved

For collaboration to work we must consider the third sector's real impact on service provision. Are they alleviating the burden on public services and making better use of existing resources?

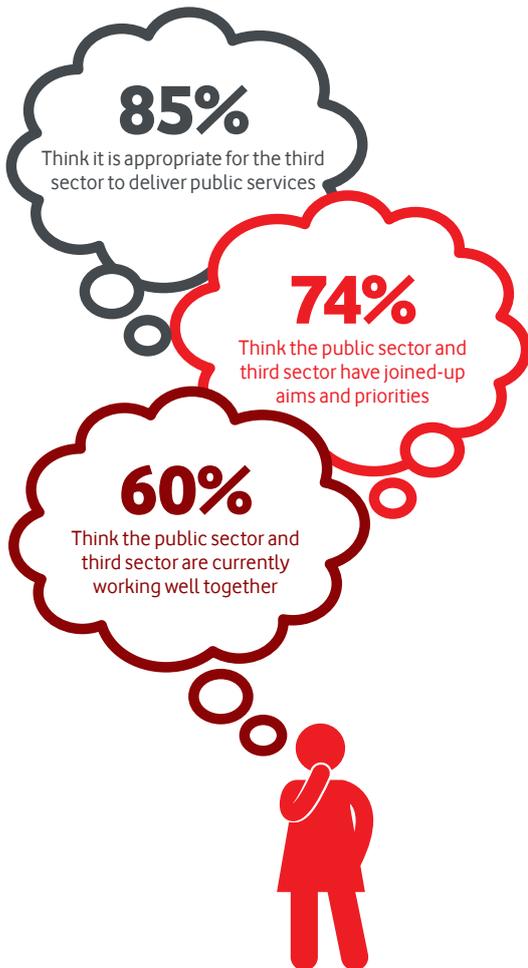
According to charity leaders, the answer would seem to be a definite yes. They report that the quality of services is enhanced and the expense of providing them reduced.



However, many public sector leaders still feel that the full potential of collaboration is being hindered. They experience difficulties in collaborating effectively and can suffer greater administrative and bureaucratic burdens as a result of collaboration.

No one is suggesting that collaboration can't work or make a positive impact. However, difficulties in turning plans into reality and administrative headaches are standing between many public sector organisations and the potential benefits.

Optimising collaboration



It all starts with strategy alignment

Leaders on both sides share concerns about the difficulties of enabling effective collaboration. But most feel they are already reasonably well joined-up in their goals and styles of working.

However, there is significant room for improvement.

- Only 1 in 7 (13%) feel their goals and aims are very joined-up with their partner organisation
- Only 1 in 5 (19%) public sector leaders and 1 in 10 (9%) third sector leaders think they are currently working extremely well together to deliver public services

As collaboration continues to grow, the consequences of any misalignment between the public sector and third sector will become more severe. To ensure partnerships are as effective as possible, public sector and charity leaders need to clarify and fully align their goals and objectives from the outset.

TOP TIPS

2

Ensure the aims and objectives of both the third sector and the public sector are clearly defined from the start.

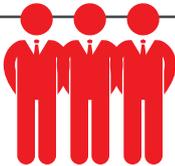
What is the most important measure of success?



QUALITY OF SERVICES
47%

QUANTITY OF SERVICES

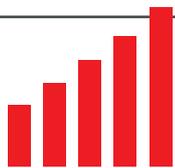
41%



OVERALL COST
39%

PUBLIC SATISFACTION WITH SERVICES

38%



REACH OF SERVICES
28%

ABSOLUTE COST

27%



25%

QUALITY OF RELATIONSHIP BETWEEN THIRD AND PUBLIC SECTOR

Getting a good ROI from voluntary resource

In the commercial world we often talk about Return on Investment (ROI). Whether this is still relevant – and what we mean by it – can become clouded when we consider partnerships involving voluntary or low-cost resource.

However, it is essential that there is clear measurement of the service delivery, to check that the collaboration is working as well as possible and enable constant improvement of services.

While most leaders believe third sector delivery of public services is working fairly well at present, there is little consensus on how to measure this delivery.

Currently, measurement is split between quality, quantity, cost and public satisfaction. However, the question remains, which of these are truly critical?

To decide on what measurement is most appropriate, we need to consider what is the ultimate goal of public service provision. Is it simply to provide a basic level of service to as many people as possible, as efficiently as possible? Or to provide interactions that lead to high levels of public satisfaction and happy communities? Being clear on how you define success is critical for understanding what metrics you should be tracking.

The outcome is just as confusing as the inputs. Only 1 in 5 (19%) feel the metrics they currently use are very accurate for assessing performance, and one-third (31%) feel they are inadequate, rating them not very accurate or not accurate at all.

Knowledge is power, and if we can't accurately measure performance, we'll struggle to learn and improve over time.

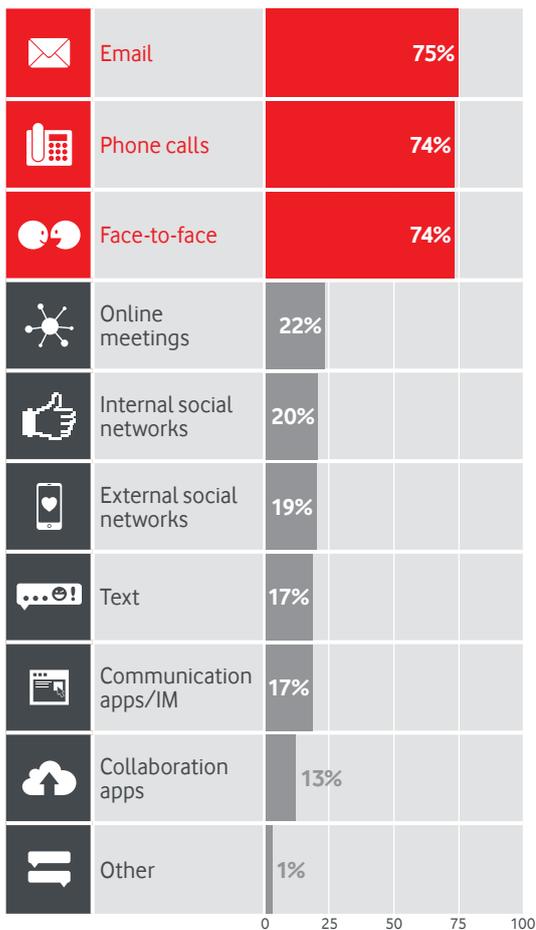
TOP TIPS



3

Clearly define how performance will be measured.

Predominantly traditional channels used to communicate between public and third sector



Sharing technology and systems is key to partnership success

Nearly all leaders (95%) believe good communication is important to a successful relationship and over half (55%) say it's absolutely critical.

In today's hyper-connected society there's no excuse for poor communication. In addition to 'traditional' channels there are now numerous apps and online networks to ensure you can keep up-to-date on-the-go.

However, few public sector organisations or charities are utilising more innovative ways of keeping up-to-date. Instead 'traditional' channels are the prominent forms of communication.

'Real-time' digital channels, such as collaboration apps, instant messaging and communication apps and social networks, are only used by a minority; two-fifths (39%) don't use any channels outside the traditional three (email, phone and face-to-face meetings). By ignoring 'real-time' digital channels there can be a time lag in decision-making and a loss in efficiency.

In addition, less than half of public sector or charity organisations (43%) are using a remote connection capability to collaborate and share vital information. This would not only ensure the third sector has the information it needs it might also help ease the administrative burden.

Better technology is desperately needed. Seven in ten (70%) public sector and charity leaders believe that the main challenge – establishing effective ways of working together – would be significantly improved by introducing technology that aids cohesiveness of working. It could be through the sharing of integrated systems between partners (31%), the greater use of collaboration tools (29%) or other initiatives.

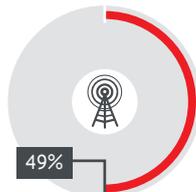
Overall, the picture is clear: communication and collaboration are bedrocks of effective partnerships and out-dated, cumbersome systems must be left behind.

TOP TIPS

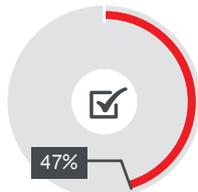
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Invest in technology to boost more efficient working practices.

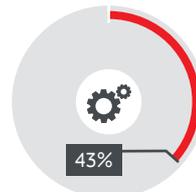
Technology has significant benefits for collaboration:



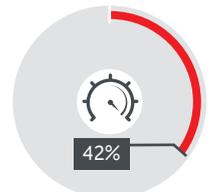
Improved communication



More efficient working practices



Better decision-making



Faster response to public needs

Mismatch between public sector and third sector technology

■ Third sector ■ Public sector

Internal social network



Communication apps



External social networks



Texts



Collaboration apps



Ensure systems talk to each other

It's not enough for just one party to update their technology – there needs to be equality in capabilities. A quarter of public sector workers use communication apps (23%), while only 1 in 10 charity employees have access to them (9%). Similarly, half as many are using collaboration apps (16% public sector vs. 8% charities), and fewer than one-third are using internal social networks (28% public sector vs. 9% charities).

Similarly, just over half (56%) of public sector leaders say their organisations have remote connection capabilities allowing both organisations access to data while – strikingly – only a fifth (22%) of third sector organisations agree.

This mismatch is causing operational difficulties; 78% agree that they experience some or substantial difficulties when operating with their partner. In particular, the public sector experiences more difficulties (86% public sector vs. 65% third sector). Perhaps as they are technologically more advanced and therefore more aware of the shortcomings.

Looking ahead, technological capabilities need to be aligned. With the third sector lagging behind, public sector organisations may want to consider increasing their investment in shared services.

TOP TIPS

5

Aligning technology capabilities will ease barriers to effective collaboration. Strategic investment by the public sector in shared IT solutions would aid productivity.

Why private sector companies should lend charities a helping hand



Suzi Pegg

Organisational Development Manager,
Vodafone UK

Budget challenges and increased demand from citizens are forcing local authorities to find new ways to deliver services. For many, partnering with the 'third sector' is proving to be a viable option to maintain, or even enhance, the ways in which they operate and serve their communities. But what role could, and should, private sector organisations play? For the good of local communities, improving the delivery of public services and ensuring employee satisfaction, private sector companies should make it a priority to collaborate and contribute to charities. Suzi Pegg, Organisational Development Manager at Vodafone UK shares her views.

1. How can the private sector contribute to charities delivering their services?

The private sector is well placed to contribute time (resource) and money. Many organisations have stepped away from what's traditionally termed 'cheque book charity'.

Instead many larger organisations now run matched funding and/or Give As You Earn (GAYE) programmes so their employees can support the charities of their choice. This often resonates better with staff whilst allowing a greater variety and a more geographically-diverse range of charities to benefit.

From a time perspective the relationship between charities and the private sector appears to be evolving in a really positive way. More collaborative, strategic partnerships mean organisations are shifting away from the traditional 'manual labour' type volunteering to relationships of greater depth. They are focused on skills sharing, which, with careful planning and forethought, can add huge value for all.

At Vodafone, the Graduate skills volunteering initiative is a good example of this newer type of collaboration. We bring together small groups of grads to work together on very focused projects over a period of 6 weeks. The projects to date have been varied; from research through to app development, but all have provided a great opportunity for practical application of some of the core skills we want the grads to develop

as future leaders in our business; cross functional collaboration, working with partners, goal setting, and stakeholder management to name a few.

2. What are the benefits for businesses of encouraging employees to volunteer time with their chosen charities?

The benefits are huge. Beyond the more obvious benefits of team building, employee engagement and employee pride, as the dynamics of these charity relationships evolve and the balance shifts towards more skills based volunteering, the opportunities for employee development are almost endless. The practical application of leadership, influencing skills and negotiation skills go way beyond anything that could be learnt in a classroom. The beauty is that this goes both ways; as skills are shared, skills are developed, so the value stretches across both organisations.

3. How has Vodafone increased the amount of staff volunteering?

The key to increasing our volunteer numbers was bringing in an intermediary. We definitely saw an appetite to volunteer but for many the logistics of organising a volunteering activity proved an insurmountable barrier. The intermediary has simply removed that barrier. They act as key liaison between the company and the charities and manage each activity end-to-end. Critically, they also follow up after each activity to capture and analyse

feedback, enabling us to assess benefits and make sure we remain aligned to both our objectives and the objectives of the charities we're supporting. The results since bringing in the intermediary have been astonishing. Last year was just the second year of the partnership; over 4,000 employees volunteered their time with over 24,000 hours contributed to charities and community groups up and down the UK. As we look to enhance and expand the range of opportunities and ways our employees can get involved and give their time, that growth shows no sign of abating.

4. What role do specialist intermediaries play in helping businesses build better relationships with the third sector?

With a foot in both camps, intermediaries are uniquely placed to really understand company and charity objectives and drive a path towards a common set of goals. In addition, they can help set the right pace for programme development. This can often become a key stumbling block, as understandably the pace between the private and third sector can be markedly different. An intermediary can manage expectations on both sides. For us specifically, their expert knowledge of the needs of the local communities has been invaluable. It has helped shape a programme that not only meets our CSR and organisational objectives but has created meaningful engagement and localised community connections.

5. What advice do you have for a charity that would like to successfully engage with a business – to receive either funding, or volunteer time?

Networking is key, connecting with other charities and businesses within your community. It's also really important to build up the profile of your charity, be that through your website, social media or the press. The more visible you are, the more likely you are to attract support. When you're ready to reach out, be really clear about what you're asking for, what help you need and what you'd like to achieve. Then think about what you can offer in return, what benefits employees can hope to gain and what skills they can develop. To increase the chances of success, I'd recommend doing some research in advance to find out what programmes are currently running as this will give you an idea of the type of collaboration they might be interested in and could give you a scheme or area to springboard from. If you can present opportunities that are mutually beneficial then you're well placed to stand out from the crowd.

6. How would you advise other businesses to get the most benefit from their charitable engagements?

The key is getting your senior stakeholders on board and getting CSR on your business agenda. Be clear about your own objectives first and foremost as that will help secure the support you need to get things off the

ground. Be able to articulate how volunteering can support your employee development and how it can help you achieve your business objectives. Then bring in an intermediary to help identify the right opportunities to help you meet those goals. In addition, take the time to really understand the goals and objectives of the charities and community groups you are looking to partner with, collectively agree targets and be ruthless in your assessment against those targets. With a common set of goals, a clear understanding of the benefits and a real focus on measurement against those goals and benefits, you'll be ideally placed to maximise the success of the programme and ensure maximum value is gained by all.

Final thoughts



Charities and the public sector are long-standing collaborators. Now, as financial pressures on the public sector increase, this collaboration is more important than ever, particularly if we are to continue to provide the best quality and most appropriate care to those who need it.

Already, the charity sector is working in relative harmony with the public sector. Three-quarters (74%) share the same goals and priorities. And there are clear benefits to collaboration including cost savings, improved efficiency and access to a wider range of specialist skills and innovative solutions.

However, when we consider the grave predictions surrounding the 'insurmountable' burdens placed on our public services, good is not going to be good enough. Collaboration needs to be fully optimised, eliminating inefficiencies and tackling challenges such as increased administrative burdens and poor communication head-on.

Improved investment in technology is one of the key ways of ensuring we can move the needle from 'good' to 'great' and, in doing so, protect vital services for future generations.

In the quest for optimisation, public sector/charity partnerships must be approached with the same scrutiny as any other commercial relationship. Key objectives and KPIs should be developed from the start and performance measured objectively on a regular basis.

Learnings – both within partnerships and across the sectors as a whole – should be shared to ensure a culture of constant improvement. Technology systems must be evaluated and modernised to enable long-term efficient operations and communications. Moreover, getting the community involved and onside supporting and accepting these partnerships (an undoubtedly important task) is helped by communication with them using digital channels.

Public and charity sector collaborations deserve huge credit for what they have already achieved. Now is the time to look to the future and ensure they are fit-for-purpose to protect vital services for future generations.

Read more from the Vodafone Perspective series here:

<http://www.yourreadybusiness.co.uk/author/perspectives/>

Methodology

About the Vodafone Perspective series

The Perspective series is designed to help businesses and public sector organisations find better ways of working. Researched independently, the series explores the biggest challenges facing UK businesses and Government today and provides new perspectives from independent thought leaders.

The Perspective series gives you fresh insight into the world of work. Find these latest reports at <http://www.yourreadybusiness.co.uk/author/perspectives/> and for other resources and insights visit www.vodafone.co.uk/perspective

- What if?... exploring attitudes to risk
- Great expectations in hard times. Citizen service beyond today
- Have a nice day. Customer service beyond today
- Exploring the shift in employee expectation
- The perfect storm. The role of 4G in the 'age of me'
- The new IT crowd. The role of the IT Director in simplifying complexity
- The fluid society. Working without boundaries
- Connected Nation. A digital Government for everyone
- Connected Nation. The digital impact on buying behaviour
- Unleashing the Mega Trends
- Leading the way – Exploring modern CEO leadership
- Millennials Breathing New Life into the Workforce – Implications for the workplace
- Strengthening Communities – How technology is raising service quality and building public trust
- Unlocking corporate innovation – Finding the right culture to succeed
- Turning ambition into growth – The key to SME success

This report is based on the findings from 175 online surveys completed during October 2015 amongst leaders in:

- Public sector (100 interviews)
- Third sector (75 interviews)

The research was conducted by B2B research specialists, Circle Research, and has been complemented by desk research and findings from previous Perspective series reports.

References

- 1 <http://data.ncvo.org.uk/2012/04/19/the-truth-about-the-voluntary-sector-and-the-state/>
- 2 <http://www.ons.gov.uk/economy/grossdomesticproductgdp/bulletins/quarterlynationalaccounts/2015-09-30>
- 3 http://lse.ac.uk/LSEHealthAndSocialCare/pdf/SSCR-Scoping-Review_2_web.pdf

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