

# Understanding Society

National Problems, Local Solutions

May 2011





# In brief



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**BIG**society   **The POLITICS WIRE**

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**We're proud to report**

Ben Page & Bobby Duffy of Ipsos MORI have been recognised by the Local Government Chronicle's LGC50 supplement as two of the most influential people in local government.

# Foreword

**Welcome to the latest edition of Understanding Society from the Ipsos MORI Social Research Institute.**

Just over one year after the general election that brought in the UK's first Westminster coalition for decades, the time seems right to explore the implications for local public services. From our polling work, we know that there is a climate of uncertainty among the general public, but what about those who actually work in public services?

Of course, whichever party (or combination of parties) won the election, the mood music in 2011 was going to be very different to the boom years under New Labour. The impact of the economic crisis and the need to reduce the deficit means that all public spending would have been under pressure in any case.

Nevertheless, this government clearly has its own emphases and priorities – and certainly the quick pace of reform has been one of the most notable features. And yet despite this – and the many radical changes they have already made – what was interesting as we put this newsletter together was the number of questions that still remain unanswered, especially with the Open Public Services White Paper yet to be unveiled. So in local government, for example, we know the overall strategy: new delivery models, shared services, fewer targets and inspection regimes, more involvement of the private and voluntary sectors, and more. But it remains to be seen what practically this will mean for services on the ground - and when councils are also

grappling with severe budget reductions there are clear risks to be aware of, as our research with Zurich Municipal has highlighted.

We are lucky to have interviews with two senior Conservative figures with the experience of dealing with these issues of day-to-day government. Boris Johnson, the Mayor of London, talks about his plans to keep London pre-eminent on the global stage, while also dealing with more domestic concerns such as job creation, helping the poorest in society, boosting voluntary action and bringing together different partners to deal with complex issues like crime reduction. The Rt Hon Stephen Dorrell MP was Secretary of State for Health between 1995-7, and is currently Chair of the Health Select Committee. In his article he argues that reform of the NHS needs to be done by engaging local people and building trust in the institution, given the way many people see it as an embodiment of some of society's deepest values.

There are some areas that may give us pointers for the likely shape of public services in the years to come. New approaches to public health policy will require close working between local government and health services, which if it is to be a success will require a careful balance to be reached between local needs, local politics, and the NHS. In particular, the impact this will have on how the public will respond to communications about public health has yet to be assessed.

Tying many of the strands of the government's reform programme together is the Big Society. Despite a recent bout of media scepticism, research we have carried out for Your Square Mile suggests that there really is a latent well of untapped civic engagement out there. It won't include everyone, but careful targeting of and support for determined people can make a real difference to levels of community activism.

Finally, given all these speedy changes in policy and emphasis, it is easy to lose sight of the fundamental shifts in society that public services will continue to face long after any current reforms are forgotten. The most obvious is the growth in the older population, and our new Ageing Society research team asks just how prepared both the public and providers are to meet the challenges this sets.

Whatever the future holds, we at Ipsos MORI look forward to working with you to help public services get the most out of the changes that are to come. We hope you find this newsletter interesting, and if you want to discuss any of the issues it raises, please get in touch. ■

**Bobby Duffy**  
Managing Director  
Social Research Institute, Ipsos MORI

# Beyond the cuts: the future of local public service delivery



**Victoria Harkness**  
Ipsos MORI

**The first quarter of 2011 has been a busy and challenging one for the local public service sector - and the hard work is unlikely to stop any time soon.**

Local public services continue to battle on a number of fronts: a tough financial settlement matched with the continued pressure to support increasing numbers of vulnerable citizens during the economic downturn.

While councils grapple with the pressure to make large-scale savings now (they have seen a budget reduction of 26% over four years), it is important to ask what the implications are for local public service delivery in the longer-term.

There is a much wider debate starting to bubble about how our over-stretched public finances can continue to meet the needs of the public and the difficulties presented by our ageing and changing population in the future (see our article entitled *Our ageing society: just how prepared are we?*). There is an increasing recognition that the old models of service delivery are simply no longer sustainable.

Already local authorities are initiating a number of alternative delivery models to address these challenges. For example, Barnet's 'easy council', where local residents pay more for enhanced services, 'virtual authorities' like Suffolk, which has proposed divesting all but a handful of services (although now put on hold), and Lambeth's 'co-operative' approach, whereby the council has set up a commission to investigate how services might be jointly delivered with the public.

The shared services agenda, in particular, is gaining ground as a preferred service delivery model. In its latest report, the New Local Government Network<sup>1</sup> warns that councils must be more innovative and "*boldly go beyond the back office*" if sharing is to deliver significant savings whilst protecting frontline services. Despite the government's hope that councils can meet these savings through greater efficiencies, the NLGN's research suggests that this cannot happen through the back office alone:

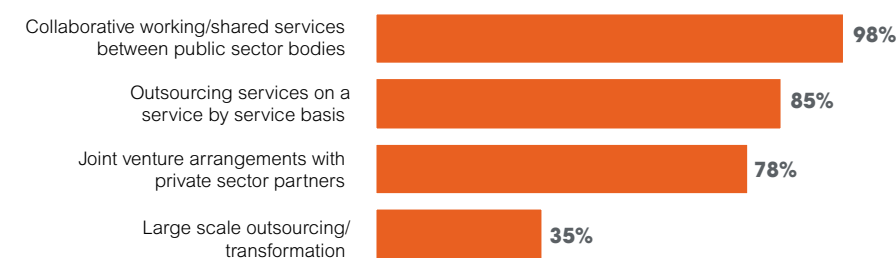
***"The highest estimates are that back office functions account for just 8.9% of total spend, which means that even if councils were able to achieve savings at the top end of what is seen as possible – up to 40%, according to private sector specialists – they would only make savings of 3.6% of total spend."***

Our own research with law firm Browne Jacobson also demonstrates the growing

importance of shared services. It shows how the vast majority of councils are starting to examine the principle of shared service delivery (whether with public or private partners) that goes beyond the merging of back office functions (IT, legal services, human resources, etc.). With cost savings the key driver, our winter survey of local authority senior managers found that nine in 10 were looking to share more front line and back office functions within the next two years<sup>2</sup>. Almost two-thirds (65%) plan to target back office functions, but 68% are also looking at front line services in the next 12 months – with environmental and social care services the two most popular service areas being considered. The research also shows that nearly every authority would be comfortable sharing services with another public sector provider, but a majority (78%) would consider working in partnership with the private sector too.

## Almost all councils would consider sharing services with other public sector partners

Q Local government in England faces many challenges in the coming years. To meet these challenges, which, if any, of the following models do you think your authority might adopt as a future means of service provision?



Base: Local authority senior managers (150), fieldwork dates: 29 November – 17 December 2010

<sup>1</sup> Shared Necessities: The next generation of shared services, NLGN, March 2011

<sup>2</sup> Shared Services Survey, 2011, Browne Jacobson. Based on an Ipsos MORI telephone survey of 150 interviews with senior local government managers between 29 November to 17 December 2010. <http://www.brownejacobson.com/pdf/Browne%20Jacobson%20Shared%20Services%20Survey%202011%20FINAL.pdf>



The research presents quite a contrast to Browne Jacobson's study three years ago, which showed fewer than half of public sector managers seeing the potential to merge front line services, and only five percent seeing opportunities of working with the private sector. The evidence is increasingly pointing to a tangible step change in attitudes towards service transformation.

The public service delivery debate is also set to move up a gear, with the government due to push reform via a new white paper. With Big Society at its heart, it will be a blueprint for more delivery through payment by results programmes, mutuals and co-operatives, and a greater role for the private and voluntary sectors. This will come hot on the heels of a Localism Bill that aims to give more autonomy and financial freedoms at the local level.

But, while parts of local government welcome these new powers, the risks that come along with such large-scale service transformation must also be considered.

Our latest polling for Zurich Municipal<sup>3</sup> - based on extensive research with the sector, the general public and experts - highlights the risks associated with the scale of service reform being proposed. If local authorities increasingly act as commissioners rather than suppliers, this will mean they have a looser hold on service delivery itself, suggesting greater potential for supply chain failures to impact on services.

An increased involvement of community and voluntary organisations in public service delivery will also bring new challenges; there is a question whether they have the capacity and skills to deliver on a much greater scale than they do now, and over what will happen when something goes wrong or a service fails. At a time when the debate about the role of independent inspection and audit is still to be resolved, it is a very real concern.

**The public service delivery debate is also set to move up a gear, with the government due to push reform via a new white paper.**

Some in the sector are concerned that the pressure to deliver such huge savings in the short-term will impact on their ability to plan for the longer-term, meaning that issues such as climate change or planning for an ageing society are put on the 'back-burner', and that this could have costly implications for the future. In fact, the majority of chief executives surveyed agreed that the short-term budget challenges will prevent them from addressing their long-term challenges.

There is a reputational dimension to all of this too. Local government already suffers as a poor relation when it comes to satisfaction with local public service bodies (police, health service, etc.).

Criticisms from senior ministers about chief executives' pay and 'non jobs' do little to help the sector, when the public often base their opinions on what they read in the papers.

It's too early to know where the public sit on some of the ideas and issues presented as part of the public service reform agenda. However, our research for Browne Jacobson suggests some anxiety in the sector about political and public opposition to some of the proposals (28% of senior managers see these as the biggest barriers to delivering shared services in the local government sector).

Our wider research suggests that the public's concerns about local public services rest firmly on what the immediate service cuts mean for them (with one in three saying they are affected by the cuts and almost half worried about losing their jobs). Evidence so far also suggests that the public is confused and conflicted. For example, while they are supportive of the principles of greater localism and less central government meddling, they are wary about the private sector, voluntary groups and charities taking on the state's role in service delivery, especially when it comes to 'core' services. For example people are less keen on experimentation with health and education than they are with parks or leisure centres.

Our work for the 2020 Public Services Trust<sup>4</sup>, suggests low awareness and misunderstanding of the voluntary and community sector's role, leaving questions about whether the sector has the right skills and what it is realistic to

3 Tough Choices: Different perspectives on long-term risks facing the public sector and wider civil society, Ipsos MORI and Zurich Municipal, November 2010. <http://www.ipsos-mori.com/researchpublications/publications/publication.aspx?oltemId=1393>

4 Citizen engagement: testing policy ideas for public service reform, Ipsos MORI and 2020 Public Services Trust, June 2010. <http://www.ipsos-mori.com/researchpublications/publications/publication.aspx?oltemId=1362>



***A lot of services would obviously be better if there was competition...but there has got to be certain services that are provided no matter what.***  
**Female, 16-24, London**

expect 'volunteers' to deliver. It also highlights that greater involvement of the private sector in service delivery is seen as efficient by some, but there are concerns about the profit motive. The public point to cases where privatisation of services is seen to have resulted in greater fragmentation and services becoming more difficult to navigate, such as rail privatisation.

***With the best will in the world, a voluntary person is not as skilful at the job as someone who was employed and paid to do the job, we would hope anyway.***  
**Male, 65+, Kent**

The public is also concerned about what greater fragmentation might mean for fairness. Postcode lotteries are a worry. Whilst the public wants greater flexibility and responsiveness from our services, they don't want to risk the 'safety net' that our current system provides, suggesting there may still be a role for national minimum standards and for government to ensure that the most vulnerable don't lose out.

Ultimately, the debate about how we meet the longer-term challenges of local public service delivery is still in its infancy. The public service reform white paper will provide more detail about the government's plans and the rationale for them. But, there is a need to be mindful that the debate will be coming at a time of huge anxiety for the public at large. We do know, though, from current discussions around welfare and health service reform that the public will want to engage with the issues. Central and local government must ensure an open and honest debate ensues - and one which provides the necessary reassurances - if they are to take the public with them. ■



# Team London

## Interview with Boris Johnson



Ashish Prashar  
Ipsos MORI



Boris Johnson, Mayor of London

**Ipsos MORI's Ashish Prashar talks to Mayor of London, Boris Johnson, on what sets our capital apart.**

*The key, Boris says, is in the skills and aspirations of London's people, working together to create a more prosperous economy and stronger, safer community. From the massive investment in East London and Crossrail to the 2012 Olympics, Boris is excited about the future of his global city. Dynamic, vibrant and welcoming, London will continue to have the edge over the rest.*

**Ashish Prashar:** What do you think makes a global city like London differ from cities like New York or Tokyo?

**Boris:** London's got a fantastic future because it retains so many natural advantages; it still has the best time-zone in the world for international business. If you want to make a phone call to Shanghai or to New York on the same day you're best off in London. It has the prime language, it has a highly skilled population, a young population, and it has had an extraordinary period of investment in transport infrastructure and a revolution taking place in East London which will be felt for decades to come. Simultaneously the city is becoming ever safer and more attractive to live in so I think London has a clear lead over the other so called global cities.

**AP:** What does London need to do, and what is being done, to ensure it remains one of the leading financial centres in the world (regulation, tax, attracting and retaining the international businesses and talent)?

**Boris:** London must continue to retain its position as the best big city to live, work and do business in. It is that mixture that has kept our capital ahead of the field for so long. So I will fight its corner on every front, including continuing my lobby of the government to review and reduce the 50p tax rate as soon as possible to ensure we don't frighten talent away from our city. I will also defend it from attempts by Brussels bureaucrats to impose any further unnecessary regulation and red tape.

We must also maintain investment levels in our city. Investing in our infrastructure will ensure we have the right quantity and quality of commercial premises, supported by excellent transport links, so that London continues to be the

unrivalled choice for overseas investors - that is why Crossrail, connecting the west and east of the capital and its major centres of business along the route, is so crucial to its future.

**AP** On a personal level, what draws talented mobile people to relocate to London from overseas (quality of life, infrastructure, cost of living) and how do you see this changing over the next few years?

**Boris:** We are continually striving to enhance the quality of life in the city, which is why we are investing over £200 million to transform our public realm with major improvements to our public spaces. And we are also investing in jobs and skills and I am pleased that we are on course to create 20,000 apprenticeships in London this year. Along with other training initiatives, this will ensure the capital's employers have a deep pool of skilled talent to draw on to build and strengthen their workforce.

London draws people from across the world because it is a dynamic, cosmopolitan and open, welcoming city. These are equally important factors for anyone wishing to come here. There is something for every nationality in the capital, from great food and great shopping districts to a huge and unrivalled cultural offer. Only recently London received a major boost when global investment bank JP Morgan committed to establishing its European headquarters in Canary Wharf, and we are doing all we can to make sure other world leading companies follow suit. I am confident that we can continue building on London's offer to the world and I believe that when people see the overflowing enthusiasm and confidence of our great city as it hosts the 2012 Olympic and Paralympic Games, many more will choose it as their destination of choice.

**AP:** What do cities like Manchester and Birmingham have to do to reach global city status?

**Boris:** The key thing to remember about Manchester and Birmingham is that to a great extent their success and prosperity depend on London. They will do well and continue to do well but the best thing from the Treasury's point of view is to invest in London infrastructure and to create conditions for wealth creation in London.

**AP:** There are major challenges in this tough financial climate. What are the key issues for London in this regard, and what measures are you taking? The tough climate is also obviously affecting the public sector, and the public is concerned about how it will impact the poorest in society.

**Boris:** We are going through a very tough time and the number one issue for me is creation of jobs. It is crucial to invest in developing the skills of London's workforce for the future to drive our economy forward and to ensure London remains competitive on the global stage. That starts with getting people into full time work, apprenticeships, internships and work placements of all kinds. We have set ourselves a target of 20,000 apprenticeships in London by the summer - 9,000 have already been set up and we're well on course to achieving that.

Apprenticeships can make all the difference to an eager jobseeker's prospects. Time in the right workplace, with the right boss, can be worth months of training: teaching discipline, boosting self-belief and setting young people up for life.



There's a growing understanding from businesses that [apprenticeships] improve productivity, loyalty and performance. We're seeing some success, for example, Microsoft took on a thousand young apprentices the other day and BT have taken on a programme to support apprenticeships, which is great. We will also make sure that investments like Crossrail or the Olympics generate jobs for London people and one of the things that we are doing with Crossrail is setting up a tunnelling academy so that people in the city get the skills that they need.

**AP: Linked to this you have to mediate between the wealth creators in London and the rest of society. What policies can you directly implement to help reduce the gap between the rich and poor in London? What are the critical challenges here, and what can/are you doing?**

**Boris:** The wealth gap is opening and I accept that there is a growing gap between rich and poor. That is why I would like to see a much greater sense of commitment by the seriously rich to the wider society they live in.

We've also got the Mayor's Fund for London, which is trying to tackle particular issues around literacy in the Shoreditch area and various boroughs of London.

**AP: We know there is a strong correlation between low levels of volunteering and high levels of deprivation and vice-versa. So I wanted to get your thoughts on the Big Society and how do you see it working in London?**

**Boris:** Of course I believe completely in trying to inspire voluntary commitment in people across London.

A fantastic lot of work is being done and I think the idea of giving employers a role in the wider society is the key to unlocking, enabling and increasing sustained effective community engagement that can connect businesses and community and voluntary groups with the most appropriate needs and resources.

Obviously it cannot be and it must not be an attempt to replace the leading role of Government as an encouraging and enabling body, in many cases funding activities. So, I think the Big Society is a first rate idea and I wouldn't say it's a shield for cutting; it can't be that, it's got to be something that creates a wider sense of obligation to society.

One of the things I want to do in London over the next few months is use the Olympics to launch something called 'Team London', an initiative that will mainly focus on efforts designed to help the capital's most disadvantaged inhabitants.

It will encourage everybody who is doing well and those doing incredibly well, including businesses, and give them the chance get involved in community projects and help tackle social inequality.

They can fund volunteers to go and meet kids in schools, they could be funding volunteers to help with the Scouts, the Guides, they could be funding volunteers to plant more trees in the parks of London. There are all sorts of programmes that we want to encourage and we want the effort to be called 'Team London'.

**AP: Do you think the Olympics will create a new generation of volunteers in London?**

**Boris:** It will, I mean I think people will see that there is a massive opportunity to develop a sense of unity around the Olympics. Thousands and thousands of people are volunteering to help with the Olympics, I want to encourage that, and I want to see more of that.

**AP: As Mayor you are working with lots of stakeholders on complex cross cutting issues such as crime that require strong partnership working. What are the key success factors for good partnership working?**

**Boris:** On crime, we've set up a crime reduction board; we're working with all the agencies and stakeholders so that these questions are treated in a comprehensive way. For instance, the London Borough of Harrow is about to embark on a very interesting experiment which is used to gather together social services and the police and all the various other bodies that deal with young kids who are going off the rails and that seems to me a sensible way forward. You have efficiencies, you have synergies and you look at the whole thing because crime is often the function of the police, social services and education, everybody's got an angle on it. We are trying to focus all the bodies together and I want people to get together. The Crime Reduction Board will ensure that for the first time key organisations are working in partnership to develop a unified approach to tackling serious crime in the capital.

Similarly on health, I think there's a great opportunity for us to do a lot more strategic work with public health, there should be a London-wide public health board and we're working on it.

**AP: When you introduced 'Way to Go' in 2008, you said "London has some fantastic transport infrastructure, but often you get the sense that solutions**



**have been designed around the technology, rather than around the people it is supposed to serve."**

**In recent years London's public transport users and commuters have faced above-inflation increases in ticket prices, but surveys show that many are dissatisfied with their travel experience. In your view, how can transport in London be better designed around people?**

**Boris:** We are investing billions in improving the transport network and easing the burden for millions of commuters. And the whole purpose of that investment is making public transport better and easier for people to use. Whether we are expanding Oyster cards to national rail, introducing a huge new cycle hire scheme, setting up an auto pay system for the congestion charge or creating a replacement for the capital's much loved Routemaster; our core aim is the same. To improve transport and the way it works for the millions of Londoners and visitors to our city who use these systems every day. My team in the Mayor's Office and at TfL

know very well that Londoners are our masters. They are the people we work for and the improvements we make will always be designed around their needs.

**AP: What is your biggest achievement so far and what do you want your legacy to be as London Mayor?**

**Boris:** I think the most visible was unquestionably flooding the streets with bicycles but the bikes are a totem, they're a symbol of what we're trying to do rather than a legacy. *What I want to do is put the village back in the city.* I want Londoners to feel that there's a sense of trust and neighbourliness again and I'm very proud that the murder rate in London is about the lowest it has been for 38 years, the youth murder rate is the lowest it's been. We have a very, very, safe city. It's the city where people I think often underestimate how much trust there is and I want people to feel that they live in an environment that is clean, safe and where their own kids can walk the street without any fear at all.

The legacy will be a safer more prosperous city; that's basically what one can achieve. ■

#### Biography

Boris Johnson was born in June 1964 in New York. His family moved to London when he was five years old.

Boris was educated at the European School in Brussels, Ashdown House and then at Eton College. He later read Classics at Balliol College, Oxford as a Brackenbury scholar.

His career in journalism has seen him undertake various jobs. After a short time as a writer for the Wolverhampton Express and Star, he joined The Daily Telegraph in 1987 as leader and feature writer. From 1989 to 1994 he was the Telegraph's European Community correspondent and from 1994 to 1999 he served as assistant editor. His association with The Spectator began as political columnist in 1994. In 1999 he became editor of the paper and stayed in this role until December 2005. Besides his work as a journalist, he has published several books and is a TV regular.

In 2001 he was elected MP for Henley on Thames, replacing Michael Heseltine. He has held shadow government posts as Vice Chairman, Shadow Minister for the Arts and Shadow Minister of Higher Education. In July 2007, Boris Johnson resigned from his position as shadow education secretary so that he would be free to stand as Conservative candidate for Mayor of London. He resigned as MP for Henley shortly after becoming Mayor of London.



# Our ageing society: just how prepared are we?



Daniel Cameron  
Ipsos MORI



One of the main arguments in favour of the government’s radical plans for public service reform is that we simply have no choice, even at a time of tough spending decisions. Our model of public service delivery needs to be overhauled because it will not be sustainable in the longer term – and nothing illustrates this more starkly than our need to prepare for an ageing society.

When it comes to demographics, the well-rehearsed figures remain striking: by 2034 there will be 2.5 times more people aged over 85 than there were in 2009, rising from 1.4 million to 3.5 million<sup>1</sup>. Even allowing for better health and quality of life for ‘older’ old people, this will inevitably mean greater demand on public services, particularly those most heavily used by older people. And all at a time when there will be fewer working age people to pay for it: the number of

working people for each person over state pension age will continue to fall steadily from 3.6:1 in 1971 to 2:1 by the middle of this century<sup>2</sup>.

Local public service providers are familiar with the challenges that the ageing population will present. Indeed, the Audit Commission published a report in 2008 about how councils need to plan a tailored response to the ageing population in their area<sup>3</sup>. The report

1 ONS (2010) *Statistical Bulletin - Older People's Day 2010*  
2 ONS (2010) *Statistical Bulletin - Older People's Day 2010*  
3 Audit Commission (2008), *Don't stop me now - preparing for an ageing population*

recommends that steps are taken to ensure older people are able to thrive, that mainstream services are age-proofed, and that resources are focused on tackling isolation and supporting independent living.

However, there are some worries that public service providers are being distracted from longer-term planning by the need to focus on making cuts in the shorter-term. Despite attempts to protect some services for older people from the worst of the cuts – the government is providing £1 billion of additional funding through the NHS budget to break down the barriers between health and social care – there are real concerns about the ability of local services to meet the needs of an ageing population.

As local public services start to grapple with this issue, the public at large appear far less concerned. In fact, when asked about the most important issues facing

Britain today, pensions register slightly, but the ageing population itself does not.

The fact we are living longer is good news for individuals, and this may help explain the public’s lack of concern, at least relative to the other challenges Britain faces. From our qualitative work on public services and societal change, it is clear that many people do realise that the population is getting older – they see this happening in their own families and communities. But, there is little evidence of spontaneous concern about how society will pay for the services needed by an ageing population. Instead, worries tend to focus on the impact on ‘me’ in my old age (for example, almost half of people in the UK (47%) say they

are worried that their own income in old age will be insufficient for them to live a decent life<sup>4</sup>).

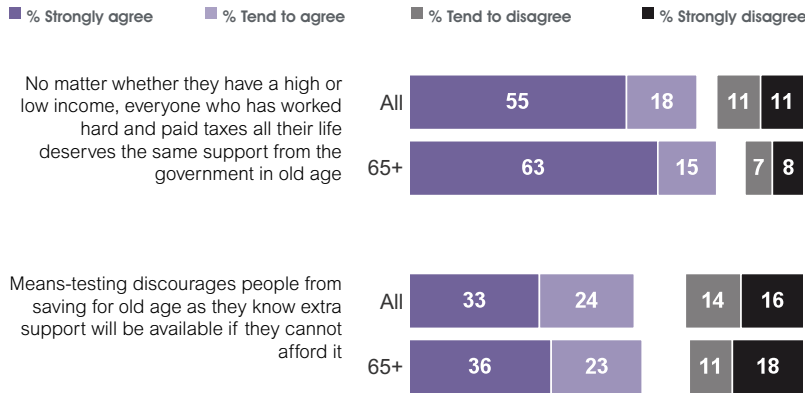
Our research shows the challenge government and local public service providers will face in deciding how to plan services in the future. Our most recent work for Age UK revealed several tensions in the public’s views. On the one hand, three-quarters (73%) support the idea that “the same support from the government” should be available to everyone who has

paid taxes all their lives, irrespective of income. This is a sentiment that plays to the British sense of fair play, and one the current government is acutely aware of in its attempts to reform welfare and pensions: the need to be fair to those who play by the rules. Indeed, the government recently announced a move towards a flat-rate state pension, removing top-up payments for low earners who do not save.

**Our research shows the challenge government and local public service providers will face in deciding how to plan services in the future.**

## Public support for universal benefits for older people and agreement that means-testing discourages saving for later life

To what extent do you agree or disagree with the following statements:



Base: 1,253 British adults 18+ including 235 aged 65+, 27th August – 5th September 2010  
Source: Ipsos MORI/Age UK

**“Too many people on low incomes who do the right thing in saving for their retirement find those savings clawed back through means testing. We have to send out a clear message across both the welfare and pension systems – you will be better off in work than on benefits, and you will be better off in retirement if you save.”**

Iain Duncan Smith, 8 March 2011

4 Flash Eurobarometer 289: 1,000 telephone interviews in the UK, 18-22 May 2010

A majority – albeit a smaller one (57%) – also agree that means-testing support in old age acts as a disincentive to saving, because people know extra help will be available if they cannot afford to pay.

But, in contrast, an even larger majority (77%) agree that “retired people with high incomes who don’t need financial help should not receive extra support from the government such as winter fuel payments”. This suggests that means-testing is acceptable in some circumstances, supported by the finding that almost everyone (83%) agrees that the poorest should be the priority in a time of cuts.

At first glance, these findings are hard to reconcile, and reveal the contradictions and competing priorities among the general public. It seems that the broad principle is one of people wanting the state to give all older people something for the sake of fairness. But, the public also wants to protect the most vulnerable in specific ways, and recognises that it doesn’t make sense for the wealthiest to receive support they don’t need. This is a familiar and persistent tension in British public opinion, and becomes even more difficult to manage at a time when public services are facing an unprecedented squeeze.

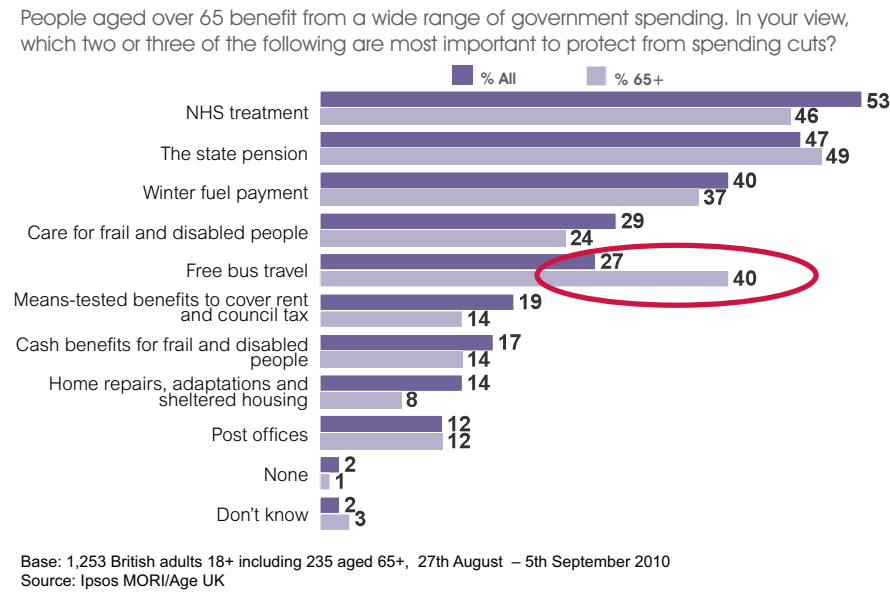
When it comes to cuts to services that benefit older people, it is the more familiar services including the NHS, the state pension and the winter fuel payment that the public most want to see protected. These are areas of service provision which benefit people across society,

not just the poorest. More targeted care comes lower down the list of priorities.

Older people themselves broadly agree with the public overall. The main difference is that older people include free bus travel – another universal benefit – near the top of their list of services to be protected, suggesting this is more important to them than younger age groups realise.

Ultimately then, it is still the big ticket, familiar, universal services that people want to protect first. This is understandable given that we know that these services are seen as an important safety net<sup>5</sup>, and the direct benefits for everyone, including older people, are clear. Furthermore, a lack of experience can make it hard for people to weigh up a more targeted service’s value relative to those they know and use.

**Priorities for protection from cuts – general public**



5 2020 Public Services Trust (2010) *What do people want, need and expect from public services?*

6 Joseph Rowntree Foundation (2010) *Shaping public spending priorities for adult social care* <http://www.jrf.org.uk/publications/spending-priorities-adult-social-care>

7 For examples see details of the LinkAge Plus pilots: <http://www.dwp.gov.uk/policy/ageing-society/products-tools-goodpractice/linkage-plus/>

services for older people, even if it is more difficult in some areas. As the report highlights, “local authorities that are already ahead of the curve – that have strong relationships with service user-led and carer-led groups, providers and other agencies – will be better placed to motivate, innovate and reshape. Those currently behind the curve may be left even further behind.”

But, the challenge in supporting an ageing population extends far beyond the remit of the NHS and adult social care services. Many other local services offer support to older people – from local libraries and cultural facilities to leisure centres and parks – helping to keep them healthy and independent, saving money in the long run. Research for the Museums, Libraries and Archives Council<sup>8</sup> illustrated the important value placed on libraries by both local public service providers and older people alike. For older people, libraries are seen to offer an opportunity to get out of the house, meet others and catch up on local news. In particular, for those living in rural areas or experiencing isolation, libraries are deemed a ‘lifeline’.

*“Bean counters don’t understand the real value of a library. For people who live in villages on their own, [going to the library] is like an outing.”*  
Library user, rural area

Our research suggests that the current pressure on local government and other providers to cut services quickly and radically risks jeopardising their ability to meet future challenges, including planning

for an ageing society. As we mention in our first article on public service reform, our report for Zurich Municipal<sup>9</sup> on risk in the public sector highlights the danger of ‘short-termism’ that arises from making cuts to preventative services. Severe reduction in local capacity could end up causing much bigger problems in a few years if the gaps in service provision are not met in other ways.

So, other than prioritising preventative services, what else do local public services need to do to rise to the challenges of an ageing society? Clearly, there is no straightforward solution, and much of the energy so far has focused on characterising the problems rather than developing concrete plans to tackle them. One piece of the puzzle is working out how to share the increased costs of looking after an ageing population. This is being addressed – at least in part – by the Commission on Funding of Care and Support, due to report this summer. However, it cannot simply be about increased funding. There are a number of additional steps that local public services can take to help get ready for the ageing society<sup>10</sup>.

Firstly, local public services need to identify the specific challenges they will face as their population ages. This type of systematic intelligence gathering was highlighted as a weakness by the Audit Commission report on how local

councils should prepare financially for the ageing society. Finding out in detail what demographic pressures will mean for local services is vital, as is using this knowledge to take a long-term, strategic approach to identifying opportunities and taking difficult decisions.

Another important priority for services is continuing to develop a meaningful, two-way dialogue with older people. This will mean listening to what is important to them, and using the insight they bring to improve services. As a flipside to this, services will need to give people support and advice to help them stay independent for longer. Some of these conversations will be difficult, but as the Joseph Rowntree Foundation research found, the best councils are already involving older people in shaping services, and there are huge potential benefits in terms of reduced costs and improved outcomes<sup>11</sup>.

Finally – and this much is obvious – local services will need to do things in new ways. Public service reform and innovation have important roles to play in ensuring services thrive in an ageing society. As a recent report from NESTA argues there is a long way to go in creating the optimum conditions for the kind of innovation required. Identifying and implementing the best ideas will be an essential element of how local public services rise to the challenge. ■

**...local public services need to identify the specific challenges they will face as their population ages**

8 MLA (2010) What do the public want from libraries? <http://research.mla.gov.uk/evidence/view-publication.php?dm=nrm&pubid=1161>

9 Zurich Municipal (2010) *Tough Choices: Different perspectives on long term risks facing the public sector and wider civil society*

10 Audit Commission (2010), *Under pressure: Tackling the financial challenge for councils of an ageing population*

11 Joseph Rowntree Foundation (2010) *Shaping public spending priorities for adult social care* <http://www.jrf.org.uk/publications/spending-priorities-adult-social-care>



# NHS: the values of reform

Stephen Dorrell MP



**Nigel Lawson once described the NHS as the “nearest thing we now have to an established church”. Without wishing to be drawn too far into an ecclesiastical debate, he seems to me to have been on to an important point.**

To understand the passions which are aroused in debates about health it is important to understand that the NHS is more than a mechanism for delivering healthcare. It is an expression of a set of values to which most voters subscribe, and of which they are fiercely defensive.

Any advocate of change in the NHS must therefore recognize that it is not enough simply to show that a particular proposal delivers greater efficiency or better health outcomes; it also has to show that it is consistent with the values of which the NHS is an expression.

But what are these values? Most obviously and importantly the NHS expresses our commitment to the principle of equitable access. We have a deep commitment to the principle that access to healthcare should be determined by need, not ability to pay,

and we find it offensive when people who can demonstrate need are unable to secure care.

But the values expressed by the NHS run deeper than that. It isn't just that we believe that the health needs of each individual should be met on an equitable basis. We also believe that each community should be engaged in decisions about the shape of healthcare provision in their area. The NHS is a living expression of the concept of the Big Society.

Some may respond by saying that the NHS doesn't reflect the Big Society, because it is a public sector institution, and therefore not part of the plural social networks which form the fabric of the Big Society.

But this response misses the point.

However distressing it may be for political groupies, most voters find discussions about whether universities, GP surgeries or Age Concern are public or private institutions no more compelling than discussions about the finer points of the Treaty of Rome. The apparent fascination of political groupies for such questions simply demonstrates that they are a class apart.

The majority of us regard public service institutions as part of the fabric of the society in which we grew up, and which we think should be developed and improved and, ultimately, passed on, enhanced, to the next generation.

Of no public service institution is that more true than the NHS.

Voters are not content to regard decisions about the shape of local NHS services as matters to be left to “them”. Too many voters are involved, either because they or members of their family use the services, or because they are concerned they may need to, or because they are involved in related activities within the community or because they work within the service. Debates about the shape of local NHS services are not debates people read about in newspapers; they are debates which affect their lives.

So local engagement in NHS decision making is essential, and has been a key weakness of NHS institutions over the last 30 years which the current reforms attempt to address.

But the requirement to engage with voters who see the NHS as an expression of their values is not a straightforward process, because voters' values are not straightforward, as has been often been demonstrated by Ipsos MORI's research.

They want to be engaged in shaping local services, but they attach value to the consistency implied by the commitment to a national health service. They applaud the ideal of the committed professional and the selfless public servant, but they are not blind to the dangers of complacency and self-satisfaction. They hate waste, but can't bring themselves to endorse the need for management.

In embracing the NHS as an expression of our values, we are also embracing our own contradictions.

So it is not surprising that it is difficult to achieve clarity of purpose and consistency of direction, but that does not make the endeavour any less important.

On the contrary; it underlines the importance of processes and institutions which are able to achieve workable compromises between conflicting objectives.

That is, of course, not a convincing call to the barricades. No army ever marched to the drumbeat of “workable compromise”.

In fact it is quite the opposite. It is a call away from the barricades in the belief that the simplicities of political slogans are ill-suited to the task of satisfying the voters' demand that the NHS should be an expression of their collective values.

It is the fact that people treat the NHS as an institution of which they feel they are a member which is one of its core strengths. They treat it, like an established church, as a membership organisation to which they feel committed because they believe it is an expression of their values.

That is absolutely not to suggest that the NHS should be immune from change, or that it enjoys unquestioning public endorsement. Neither proposition is true.

If it is to be an effective expression of voters' values it needs to be able to change to reflect the values and needs of a changing society.

Public attitudes to health and wellbeing are good examples of changing attitudes. Modern consumers don't



## Biography

Stephen Dorrell was born in 1952. He was educated at Uppingham School and Brasenose College, Oxford. He is married and has a daughter and three sons.

He was elected as the first Conservative Member of Parliament for Loughborough since 1945 in the General Election in May 1979. Between May 1979 and June 1983 he was the youngest Member of the House of Commons.

From June 1983 to June 1987, he served as Parliamentary Private Secretary to the Secretary of State for Energy, the Rt Hon Peter Walker MP.

In June 1987, he was appointed an Assistant Government Whip and became a Lord Commissioner of HM Treasury in December 1988. From May 1990 to April 1992, he was Parliamentary Under-Secretary of State at the Department of Health. In April 1992, he was appointed Financial Secretary to the Treasury.

Stephen was Secretary of State for National Heritage from July 1994 until July 1995 and Secretary of State for Health from July 1995 - March 1997.

In the 1997 General Election, he won the new seat of Charnwood with a majority of 5,900, and subsequently served as Shadow Secretary of State for Education and Employment. In June 1998, he left the Shadow Cabinet to return to the backbenches.

From 2006-07 he was Co-Chair of the Public Service Improvement Group, established by David Cameron to review policy in education, health, social care and housing.

In June 2010 Stephen was elected as the Chair of the Health Select Committee.

# A public view on public health



**Dan Wellings**  
Ipsos MORI

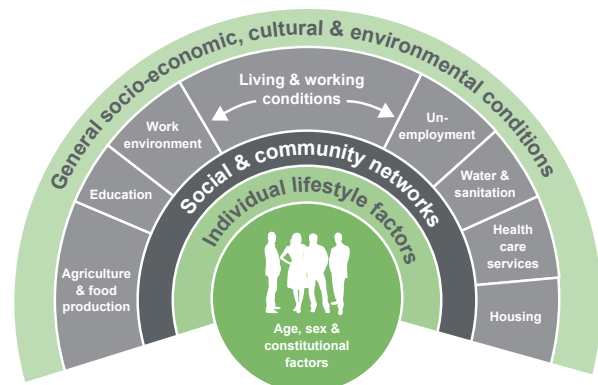


**Kirstin Couper**  
Ipsos MORI

The government's white paper, *Equity and Excellence: Liberating the NHS*, first signalled the intention to transfer public health responsibilities away from PCTs and the NHS and into local government. The subsequent Public Health White Paper added meat to the proposals and moves are already afoot to put the necessary structures in place. In many ways this policy is a natural extension of the direction of travel over the last few years. Many PCTs and local authorities already have a jointly appointed Director of Public Health and initiatives such as Local Strategic Partnerships realised the importance of involvement from local government to improving public health.

Local government is responsible for a large number of the policy areas which have an important but perhaps less obvious impact on our health than the availability of healthcare in an area. Much of the research conducted looking at what determines our health, most notably

## The determinants of health



Source: Dahlgren and Whitehead, 1991

by Michael Marmot and his team at UCL<sup>1</sup>, has shown that many of the inequalities in life expectancy we have in this country would be best addressed by looking at the social determinants of health, i.e. the economic and social conditions under which people live. So the rationale for the move to local government seems clear in many ways; public health is affected by so many other factors beyond what healthcare we receive, it is shaped by our environment, by our housing, by our education, indeed many of the areas local government has direct control over. The Dahlgren and Whitehead model of health determinants<sup>2</sup> illustrates what a key role local government could and should play in this area.

It seems very encouraging that there will be a voice for public health when housing policy is developed or when transport for a local area is being discussed. Recent work conducted by Ipsos MORI looking at the causes of obesity in one PCT found that while there were excellent health services to deal with the problem they were not easily reached by the population they were intended for as the necessary transport links were not in place. Hopefully this shift will start to address some of these issues as the different silos become better joined-up.

Central to the success of this proposal will be

the new Health and Wellbeing Boards. The (currently paused) Health and Social Care Bill confirms that local authorities will have a duty to establish the boards which are intended to lead on improving the strategic coordination across NHS, social care and related children's and public health services. Given that another key element of the Bill is the establishment of GP consortia, these boards will be central to the success of any joint partnerships. How these organisations manage this partnership will be crucial to ensuring the success of any public health initiatives.

Ipsos MORI has conducted a number of studies looking at how joint ventures between different statutory bodies work – and these show that geography, effective leadership, transparency and communications are key to ensuring partners work together effectively.

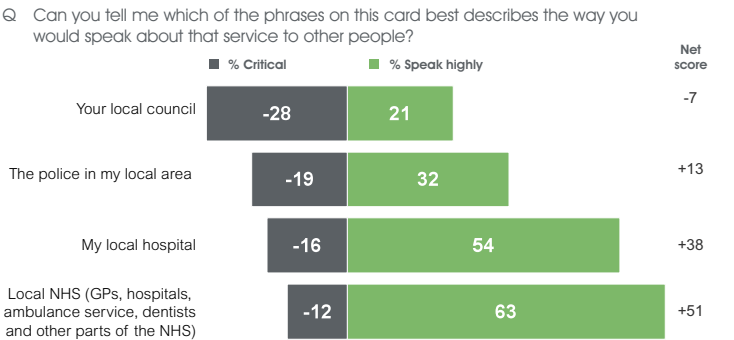
But, getting these right is not easy. When local authorities obtained the power to hold healthcare providers to account in 2000, organisational differences were highlighted and in some instances problems emerged. Rather than collaborating to ensure the best outcomes for local people, the Overview and Scrutiny committees set up for this function were, at times, viewed as auditors rather than critical friends. It will be important that the experiences obtained from previous initiatives are reflected on when new partnerships are formed and the risks mitigated as far as possible. As Chris Naylor from The King's Fund notes, much will depend on how the key players work together:

**"Giving local authorities an expanded role in health makes sense, but there are risks to be aware of. As the government attempts to free the NHS from national political influence, we need to make sure this is not simply replaced with local politics. Getting the relationship right between local authorities and the NHS will be critical if the reforms are to work as planned"**

However, there are risks beyond the structural which may have an effect, for example, how the public react. Stephen Dorrell starts his article (published elsewhere in this issue) quoting Nigel Lawson who once described the NHS as "the nearest thing we now have to an established church". Much of our research on the NHS shows he has a point. We have a very strong emotional bond to the NHS. We hold it in very high esteem. Our tracking data over the last few years shows that we are currently at an all time high in public satisfaction with the NHS. It is fair to say that this is less true of local government. The chart shows that we do not always speak highly about our local council, particularly when compared with how we talk about our local NHS.

The interesting question this throws up is what impact it will have on how the public view public health in the future. Will it matter to the public that messages on preventative health and lifestyle may be coming from local government rather than from the NHS? Who delivers messages on public health can have a significant effect on the extent to which they are trusted and acted upon as 'MindSpace', a report on behaviour change published by the Institute for Government and the Cabinet Office<sup>3</sup>, highlights. Will the public's more

## Public support for the NHS is much higher than support for local authorities



Source: Ipsos MORI Capibus 4-10 December 2009. Base: All adults aged 15+ in England (828)

negative perception of local government reduce the potential effectiveness of "nudge" like interventions?

Another question is what impact having public health situated in a political body may have. The perceived neutrality of the NHS has traditionally been its strength. It is an organisation that has our best interests at its heart and is relatively untouched at a local level by politics. How will the public view the move of public health to an elected body? There will be questions around to what extent priorities are politically chosen rather than because they represent the greatest utility to a population. Moreover, will messages around health be different around the country as localism usurps national targets? It could well be the case that different councils decide to place varying amounts of emphasis on public health. This raises the spectre of a "postcode lottery", something which never fails to exercise the public. Stephen Dorrell rightly states that the "NHS expresses our commitment to the principle of equitable access". Will the localism agenda call this into question?

What is apparent through all this is the need for joined-up delivery of services and central to this will also be clear communications. If the NHS and local government are to work together their communications will need to deliver complementary messages avoiding what Matt Tee calls, in his recent review of government communication, the "duplication and the bombardment of multiple, fragmented messages to key audiences and partners"<sup>4</sup>. Instead all partners involved in this new world need to think about a strategic, shared, communications approach. The incentive to do so is not hard to see. A shared approach with clear focus is not only more likely to deliver but it also offers a far greater return on investment.

So, the policy outlined in the White Paper clearly has the potential to make a difference. Equally clear are the challenges faced. However, what is heartening for those concerned is that many of the challenges are ones we have faced before. Spending the time to review how these challenges were overcome previously can only pay dividends in the long-term. ■

1 See amongst others *Social Determinants of Health* edited by Michael Marmot and Richard Wilkinson (2006) Oxford University Press  
2 Dahlgren G, Whitehead M 1991. *Policies and Strategies to Promote Social Equity in Health*. Stockholm, Institute of Futures Studies  
3 MINDSPACE: Influencing behaviour through public policy. Institute for Government (2009)  
4 Tee M 2011. *Review of government direct communication and the role of COI*. Cabinet Office



# Building Responsibility via “Your Square Mile”



**Anna Pierce**  
Ipsos MORI



**Dr Chris Branson**  
Ipsos MORI



One of the defining features of the Coalition Government is its commitment to the decentralisation of power, “from central Whitehall to local public servants, and from bureaucrats to communities and individuals”.<sup>1</sup> Its vision is essentially one of increased public involvement in local services, many of which would be run by local charities, social enterprises and voluntary groups. Among the challenges to this ambition is the need to radically alter the relationship between individuals and local services. The public will be required to take more responsibility for their environment and its amenities, and authorities will need to adopt a way of working *with* their citizens—and not merely working for them.

Ipsos MORI's recent work provides some clues about how this new relationship between residents and their local services can be developed. We are in the process of running a series of workshops for ‘Your Square Mile,’ a social enterprise that aims to encourage and support local residents in their bid to change and strengthen their communities. Whilst the workshops form just the initial phase of a six-month pilot scheme, their outcomes suggest that engagement and participation can indeed be successfully encouraged.

## The Political Climate

The government's ambition of a Big Society has received much negative publicity of late, with commentators questioning how it can be successfully put into effect, particularly given difficult cuts to council budgets.<sup>2</sup> Our latest data indicates that the public are split on their views: 41% of British adults think the Government's plans for a Big Society will be a good thing for their local area, with 39% judging them bad.<sup>3</sup>

From one perspective, the notion of local people pulling together to solve shared problems, improve community facilities and generally make their neighbourhood a better place appears an obvious good. But in the context of media scepticism about the Big Society, coupled with a stringent tightening of the public purse, this push towards community action has acquired a bad name.

Nearly everyone agrees that local control is a good thing in principle (85%), but when given the choice between uniform services and local responsibility the majority believe that standards of public services should be the same everywhere in Britain (63%).<sup>4</sup> Furthermore, in July 2010 57% agreed that the “Big Society is just an excuse for the government to save money by cutting back on public services”.<sup>5</sup> The anxiety represented by this figure becomes understandable when we consider that three-quarters of Britons are concerned about being hit by the cuts in the next 12 months.<sup>6</sup>

## Your Square Mile

But what of the straightforward philosophy of community action? What if we focus simply on the attempt to promote increased responsibility for the local area – not as a replacement for council services, but as a good in itself? If we turn off the political sound and fury can we find any signs that society could yet become a little “bigger”?

Paul Twivy thinks so. Founder and CEO of ‘Your Square Mile,’ he not only wants to empower local communities, but passionately believes that by growing social capital we can repair ‘Broken Britain’: “62 million people in the UK live in approximately 8,000 square miles. This means 8,000 units of several thousand people apiece: a size the Greeks considered the perfect unit for true democracy. Our aim is to encourage

the establishment of thousands of local “square mile” democracies in which citizens feel able to make change and live a more empowered and happier local life. What is needed to make this a reality is the best toolkit imaginable and the strong sense of a collective movement by citizens for citizens.”

Your Square Mile (YSM) is a social enterprise whose mission is “to provide a comprehensive platform of advice and support for citizens to create local neighbourhood associations and improve their local areas”.<sup>7</sup> It plans to do this in three ways. Firstly, YSM will operate as a central online platform of information, support and networking. Advice, tools, case studies and grants know-how will be collated and shared between its members. Secondly, YSM will help set up thousands of local digital platforms for communities - Facebook sites for neighbourhoods as it were – allied to setting up community centres in those areas. These local sites will interlink with each other and with the central on-line hub. Finally, YSM will establish itself later in the year as a citizens’ mutual: an Industrial and Provident Society to which every citizen in the UK will be able to join. In return for paying £5 a year membership fee, they will receive benefits such as cheap Public Liability Insurance, speeded up CRB checks, local giving platforms and discounts from local businesses or for local services.

1 <http://www.communities.gov.uk/documents/localgovernment/pdf/1818597.pdf>  
2 <http://www.ft.com/cms/s/0/cf822f24-32a0-11e0-b323-00144feabdc0.html#axzz1GBbmRDkb>  
3 Source: Ipsos MORI/Reuters Political Monitor. Base: 1,002 British adults, 18th - 20th February 2011.  
4 Source: Ipsos MORI Real Trends. Base: 2,019 British adults, 9 May-5 June 2008 .  
5 Source: Ipsos MORI/Reuters Political Monitor. Base: 1,009 British adults, 23rd – 25th July 2010.  
6 Source: Ipsos MORI/Reuters Political Monitor. Base: 1,002 British adults, 18th - 20th February 2011.  
7 <http://thebigsociety.co.uk/uncategorized/big-society-network-evolution>



YSM recently employed Ipsos MORI to run a series of 16 workshops in a diverse selection of “square miles” across the UK, many of them areas low on social capital. Each workshop brings 40 to 50 local residents together with representatives from local community organisations in order to discuss the best and worst things about their community. They learn about the support YSM can provide and the activities it can contribute, before developing specific ways in which problems or needs in the area can be addressed. Each workshop concludes with 5 tangible projects, chosen by popular vote, that can be taken forward over the ensuing 6-month pilots.

Our role at the meetings was to facilitate discussion and guide the construction of realistic action plans. As such, we had the privileged opportunity to observe this attempt to encourage local participation at close hand. Would the experiment fail, or might this embryonic form of community action stir into life?

### **Building Responsibility**

It would be fair to say that none involved were sure what to expect. Many of the workshop participants belonged to long-standing community groups, who had their own priorities and concerns. And a common assumption was that the event workshop was a government initiative with the baggage that brings with it, causing concern that the workshop might deteriorate into yet another “talking shop.” However, both we and the participants were surprised and encouraged by the results.

Our methodology guided the participants towards taking ownership of action plans for improving an aspect of the local area. The opening “audit” of their square

mile’s assets and weaknesses engaged their passion for the local community, and enabled specific issues to first be identified and then dissected. The development of focussed, actionable projects followed organically from these discussions, such that the final conversations about project timetables and roles carried the genuine belief that these plans could be achieved. And all felt that the success of these projects would have a tangible impact on their lives.

In a workshop in the Boundary Estate of Tower Hamlets, London, the projects included the provision of youth club space and activities for older teens, which would help reduce trouble on the streets; a campaign for temporary public toilets in order to address issues arising from the area’s large night economy; a plan to build floodlights for football pitches, with the complementary effect of improving night time safety; and a “greening” project to increase, enhance and promote gardening and allotment space in the area.

As is evident from this list, the ideas were often selected to serve a specific section of the community, whilst creating ripple effects for the benefit of all. One especially interesting result was the promotion of economic development ideas, such as the creation of a business hub in Todmorden, Yorkshire. This would involve the sharing of office space and other business facilities in order to support the growth of small businesses in the area. Such ideas are particularly exciting, since the presence

of economically generative projects within the YSM family lends credence to the vision of some of these projects sustaining themselves over time, rather than simply relying on external funding.

Of particular interest in the Tower Hamlets workshop was the energy and enthusiasm of participants not normally associated with the ‘Vicar of Dibley’ image of community meetings and local volunteering. The desire of teenage youths to actively engage in projects that would directly benefit them suggests that it may be possible to develop local service leaders within groups not usually engaged in civic issues.

Whether it be through involving residents in a project from its inception, or through the specific targeting of projects to their main beneficiaries, Your Square Mile’s workshops suggest that “selfishness,” usually understood

as the enemy of voluntarism, can in fact be utilised to deliver an altruistic impact. Developing and harnessing this “selfish altruism” could prove a powerful strategy for community action groups.

### **Tapping the Well**

Of course, many individuals will not be so easily persuaded. For some the political context cannot be separated from the possible benefits delivered by participation. And the wider economic trends, such as rising unemployment and high inflation, may cancel out improvements in targeting and promoting civic responsibility. After all, the government’s Citizenship Survey shows that volunteering is now lower than 2007-

**...through careful targeting, and by involving residents in projects from the outset, real improvements can be made in levels of community responsibility**

8 levels,<sup>8</sup> and this data indicates that the unemployed and the inactive are less likely to volunteer than those who are working.<sup>9</sup>

As our analysis shows, the challenges to the goal of a more locally-engaged society are numerous. The public remain sceptical about civic participation in a time of economic hardship and worry about the effect of localism on levels of service. The vast majority of adults say they do not wish to get actively involved (91%).<sup>10</sup>

It is in the face of these challenges that any attempt to improve civic engagement must struggle to define itself. But our work with Your Square Mile suggests that enthusiasm for community projects

exists, and that with careful guidance participation can be increased, with a broader range of citizens leading the way. Not only that, but the success of our workshops in Toxteth and Tower Hamlets indicates that deprived areas, most in need of a social stimulus, could be among those to benefit from this approach.

We must remember that this only marks the beginning of a pilot scheme for the projects, which will be managed by the local volunteers with support from YSM. As such, we will have to wait to see whether the enthusiasm and ideas that we guided can be ultimately translated into successful projects and an ongoing platform for civic action.

Nevertheless, our recent workshops suggest that, through careful targeting, and by involving residents in projects from the outset, real improvements can be made in levels of community responsibility. Not all will get involved, but the YSM approach has shown that it can engage more than just the usual suspects, and that new local leaders can be identified. It may not be an ocean, but there is certainly an untapped pool of local talent in each area, and our workshops prove that this can be accessed. And a small number of determined people can make a significant difference within a square mile. ■



8 <http://www.communities.gov.uk/documents/statistics/pdf/164191.pdf>

9 Source: Citizenship Survey. Base: 8,768 British adults, Fieldwork dates: April 2008 - March 2009.

10 Source: Ipsos MORI. Base: 1,896 GB adults, 18+. Sept 2008.



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