

Summary

The Delegation for Trust-Based Public Management was tasked in June 2016 with analyzing and proposing how the management of welfare services in the public sector can be developed within existing regulatory frameworks so as to make more use of the competence and experience of employees. The aim is to contribute to higher quality for citizens and companies. The remit of the Delegation also includes fostering the initiation of development work in municipalities and county councils and in relevant central government agencies. In this main report "Med tillit växer handlingsutrymmet – tillitsbaserad styrning och ledning av välfärdssektorn" [Trust makes for more freedom to act – trust-based public management of the welfare sector] we cast light both on central government management of the local government sector and on internal management in local authorities. We have limited our work to welfare services in health care, social care and schools.

In our interim report on payment models "Jakten på den perfekta ersättningsmodellen – Vad händer med medarbetarnas handlingsutrymme?" [The search for the perfect payment model – what happens to employees' freedom for action?] (SOU 2017:56), we concluded that it is difficult to fully isolate an analysis of financial management, which is only one part of overall management. What effects payment models have on services depends on the other management of them. Laws and regulations, financial management, performance management provide, along with leadership, values and culture, management signals that interact mutually and affect one another. As a whole, management should be designed in such a way that it does not result in more detailed management than is necessary. During the year that has passed since the presentation of our interim report we have taken an even closer look at the overall management of welfare services,

and we see that these conclusions are extremely robust. Generally, placing too much focus on formal management does not produce the desired result. Culture, values, leadership and co-leadership should be given a much more prominent role at the same time as management via finances and results-based management are made less detailed and therefore more enabling. The ability to have a holistic perspective, a systems perspective, in designing new management signals is important in order to avoid contradictory or overly detailed management.

The starting point we use in discussions of management is the meeting between the citizen and the civil servant. This meeting is the “moment of truth”; it is where value and quality arise. Guiding questions in the work of the inquiry have been: What creates value in this meeting and what are the obstacles to the meeting being as good as possible? Are all decision-making levels and actors in the management chain supportive in making the meeting between the citizen and the civil servant as good as possible. Our starting point has been that management needs to shift in a direction in which we place less focus on formal, traditional management and more emphasis on questions of leadership and culture. The discretion of civil servants needs to be reinforced and management should be conducted not at a long distance “by remote control” but rather in close dialogue and consensus.

Through the extensive dialogue that the Delegation for Trust-Based Public Management has had with researchers, employees, managers, politicians and citizens we have identified a number of problems that create obstacles to the meeting between the employee and the civil servant being as good as possible:

- lack of citizen focus
- absence of holistic perspective
- detailed management and administrative time thieves
- absent leadership and lack of support for employees
- lack of professional and knowledge development
- lack of openness.

One basic starting point is that a much stronger component of trust-based public management can be an important part of the solution of the various problems and obstacles that currently limit the individual employee’s freedom for action and the development

of services. In the context of our work we have focused on the unused potential represented by employees in the welfare sector and how best to use this potential to the benefit of users, patients, pupils and other stakeholders.

Another starting point is that a holistic perspective must permeate management. Government agencies, county councils and municipalities cannot optimise their own services without taking account of how management as a whole and the individual citizen are affected.

How we have done our work

One central question for the work of the Delegation for Trust-Based Public Management has been to define what trust-based public management is so as to then be able to develop tools to strengthen it. Our terms of reference set out a direction and in the research literature we were able to find a number of important theoretical starting points. For us it is important to establish a dialogue-based way of working in order to develop the concept in close cooperation with services and researchers. This is why we have had a strong focus during the inquiry on establishing dialogue and discussions about questions concerning the management of the local government sector. All the meetings and seminars have increased our understanding while also acting as inspiration and support for services in the development of more trust-based and fit-for-purpose management that supports the meeting between employees and citizens. The twelve pilot studies that we have followed with the aid of researchers and that are described in this report have acted as a particular source of knowledge. During the course of our work we have published a number of reports that have also summarised the theoretical foundation for trust-based public management.

Trust Forum

The Trust Forum has been the Delegation for Trust-Based Public Management's main forum for exchanges of knowledge and experience. This forum has mainly been aimed at politicians,

managers and employees in the local government sector and at researchers. Our ambition has been to both gather and spread knowledge and inspiration from various services and actors along the whole of the management chain. In the Trust Forum we have also discussed various themes and issues of crucial importance for trust-based public management. We have held around ten Trust Forums and between 30 and 200 people have participated in each meeting.

Visits

During the inquiry we have made study visits to health care, social care and schools in some thirty local authorities and regions. The purpose of these visits has been to obtain an insight into the everyday work of these services through a dialogue with one and the same management chain in each service. On one and the same day we have met representatives of the political leadership, executive leadership, department heads, unit heads, employees, union representatives and users, pupils and patients. The overall purpose has been to hear about different perspectives on management. One recurring reflection from our visits is that meeting across hierarchical and organisational boundaries to have common discussions of public management has been a valuable exercise.

Pilot Studies

The core of the work of the Delegation for Trust-Based Public Management has been twelve pilot studies that we have followed with the support of respected researchers. This work has resulted in a research anthology "Styra och leda med tillit – forskning och praktik" [Public management by trust – research and practice] (SOU 2018:38). Formative evaluation of these pilot studies has given us insights into how different management signals interact in practice. It has also contributed knowledge about what supports or obstructs good meetings. The pilot studies therefore form an important basis for the conclusions in this report.

On 17 February 2017 the Delegation published the twelve pilot studies, which all start from questions concerning the citizen's

focus, leadership and co-leadership, supervision, monitoring and evaluation, collaboration and payment models. A research team of 23 researchers has evaluated the results of each study and their results and analyses have resulted in the research anthology mentioned above. The pilot studies have made it possible to study empirically the theoretical starting points for trust-based public management (see Bringselius 2018) and have thereby generated new insights. The pilot studies have enabled researchers to follow and study the stories, reflections, challenges and development of these services. The reflections received by the Delegation from the pilot studies themselves show that they have also learned lessons and gained new insights about their own services through their contacts with the researchers.

In this main report we discuss the body of insights and knowledge that we have obtained through the pilot studies. We have identified key words that have been gathered from the stories of the services, and that are important in the development of more trust-based public management: There is a need for courage and curiosity to dare to test new ways of working that are outside previous frames, ways of thinking and structures. There is a need for acceptance to be able to deal with mistakes and learn lessons from them instead of passing judgment. There is a need for perseverance and patience since processes of change take time. There is a need for a common vision to work towards that can engage and involve everyone in the management chain.

In the research anthology ”Styra och leda med tillit – forskning och praktik” [Public management based on trust – research and practice] the Delegation’s research director summarises insights about what is important when building trust:

- trusting dialogue between officers and elected politicians
- limited number of objectives, rules and reporting requirements
- peer review of quality and learning-based supervision
- cross-boundary cooperation
- delegation of service development
- co-leadership and enabling managers
- psychological security and relationship-building
- user-centred solutions

- shared values and organisational self-confidence
- time and patience.

Supervision

In its terms of reference, the Delegation for Trust-Based Public Management was also tasked with developing central government supervision. The Delegation's remit here is to analyse and report on how central government supervision affects the development of local authority services and to investigate and, if possible, make proposals as to how this supervision can make a greater contribution to the development of services. In our terms of references the Government also identifies the absence of cooperation between supervisory authorities as a problem. The Delegation has chosen to present its report on that part of its remit in a separate interim report *En lärande tillsyn* [Learning-based supervision] (SOU 2018:48). In our main report we chiefly describe the pilot studies that the Delegation has followed and that concern supervision and audit. Our main report also summarises the deliberations and discussions that form the basis for our conclusions and proposals regarding this part of our remit.

In our discussions of central government supervision, we focus mainly on supervision of health care and social care by the Health and Social Care Inspectorate and the Swedish Schools Inspectorate's supervision and quality audit of schools since the work of the Delegation is focused on these sectors. However, our discussions are couched in relatively general terms and are judged, where applicable, to also be relevant to supervision and audit in other areas. The ambition of more learning-based supervision is not to develop supervision to primarily be a function supporting development. Instead, the ambition is to strengthen features that foster learning and development without impairing the control function and to do so in the light of how supervision and audit affect the services supervised.

The Delegation finds that supervision would be able to make a greater contribution to development if it was changed in certain respects. One conclusion we draw is that supervision that covers qualitative aspects and that starts from a broader citizen perspective is more capable of contributing to development than

supervision that mainly has a narrower, legal perspective. To handle the tension that exists between control and development and the power relationship between the auditor and the party being audited, supervision needs, where possible and appropriate, to stress dialogue, co-creation, consideration and contextualisation. These features foster trust, which is, in turn, needed for supervision to contribute to service development. A degree of a shift to parts of the supervision process other than the actual assessment and decision is another way of fostering development. To move in that direction without impairing the control function of supervision at the same time, supervision needs, in our view, to be better at handling the variation among the parties under scrutiny by adapting more to different situations and services. The Delegation proposes that Government clarifies the direction of supervision in a communication to the Riksdag (Swedish Parliament) and repeals two provisions that we judge to be incompatible with the proposed direction of supervision.

Payment models

The Delegation's remit included writing an interim report on payment models. In June 2017 the interim report *Jakten på den perfekta ersättningsmodellen – Vad händer med medarbetares handlingsutrymme?* [The search for the perfect payment model – what happens to employees' freedom for action?] (SOU 2017:56) was therefore presented to the Government.

In that interim report we charted the steering effects of payment models in health care and in social services. We presented the payment models given most consideration in Sweden and then discussed their importance for the possibility of making use of the skills and abilities of employees and thereby contributing to fit-for purpose, cost-effective and innovative welfare provision of high quality. The purpose of the interim report was to broaden the discussion of payment models beyond the financial incentives that are usually its main focus. In particular we cast light on the freedom for action, administrative burden, opportunities for collaboration and scope for innovation that employees have. In the conclusions of the interim report we emphasised that it is difficult

to fully isolate an analysis of payment models, which are only one part of overall management. What effects payment models have on services depends on the other management of them. Laws and regulations, financial management, performance management and management by norms in the form of leadership, core values and culture give management signals that interact mutually and affect one another. Summing up, we drew the following conclusions:

- There is no perfect payment model; all payment models have advantages and disadvantages and can have unexpected impacts that are hard to foresee and manage.
- Payment models are part of the overall management package and are affected by it. Other management can reinforce or counter a payment model.
- The role of the payment model in management should not be overestimated, but it should not be underestimated either.

What is trust-based public management?

The basic idea of trust-based public management is to increase and retain the quality of publicly financed services through more trust in management that also brings more freedom for action to the meeting between the citizen and the employee. We define trust-based public management as management, culture and ways of working that focus on the purpose of the service and the needs of the citizen, in which every decision-making level takes active steps to stimulate collaboration and a holistic perspective, build trusting relationships and ensure that the employee is able to – and wants and dares to – help the citizen. When we talk about management we include both governance and leadership since we see trust is being equally dependent on all of these. Here we are including culture and ways of working in leadership. The Delegation takes the view that trust-based public management requires a shift of focus from traditional, formal management to a stronger emphasis on culture and leadership.

Research identifies trust as one of three management principles in organisations. Traditionally, markets (competition) or hierarchies (authority, regulation) have been used as principles for

managing performance. Trust can be understood as a third management principle, with cooperation as its foundation and professional knowledge as pivotal. All three management principles are needed and they need to be balanced against one another. In recent years we have tended to give trust too little emphasis in management. Instead, the stress has been on markets and hierarchies. As expressions of this we see not only the increasingly common market solutions but also a greater focus on legal certainty and equity, which has led to more emphasis on bureaucratic order, regulation and decision-making hierarchies. Trust is thus a fundamental management principle (or a philosophy, if preferred) and is not to be confused with the catchwords or management concepts that come and go in the world of organisations.

Becoming worthy of trust

We use the word trust to understand relationships both within and between organisations. Trust has been defined in many ways. We have chosen to start from a definition by Mayer, Davis and Schoorman (1995; 2007), who emphasise that trust should not be interpreted as an emotional state or a propensity in the first place. Trust has a more complex substructure. It does not arise in a vacuum, but is based on an assessment of the other party's trustworthiness. As a basis for this assessment a party pays particular attention to the other party's ability, integrity and benevolence. This can be translated as being able to help, daring to help and being willing to help. To be able to build trusting relationships an individual must also have a propensity to trust other parties. The propensity to trust varies from individual to individual.

Seven fundamental principles

Trust-based public management is not a uniform management model, but there are a number of principles that characterise trust-based public management. In our main report and in the research anthology we propose seven such principles (Bringselius 2017a;

2018) These principles overlap in various ways but they are bound together by the fact that trust is fundamental and an endeavour to create conditions for flexibility, quality and service in the meeting with the citizen.

The Delegation takes the view that these principles should run through all parts of public management. Our starting point is that decision-makers, managers and employees along the whole management chain in health care, schools and social care can alleviate or, at best, solve the problems to be found in the meeting between the employee and the citizen by applying these principles in the public management of services. We discuss these principles in depth in chapter 5 of our main report. There we give a detailed description of what is meant by each principle and we highlight what is needed for the principles to make an impact on services in health care, schools and social care. Then we illustrate the various principles using learning examples from which to draw inspiration. An overview is given below.

Trust	Try to have the principle of choosing to trust the people you are cooperating with and of having positive expectations.
Citizen focus	Focus on the citizen's experience and knowledge and try to understand what the citizen values.
Holistic perspective	Encourage everyone in the management chain to take active and joint responsibility for the whole and to work together across boundaries.
Freedom to act	Delegate freedom to act and welcome co-determination, but be also clear about who has the mandate to do what, and create good conditions to enable service-giving employees to do their job.
Support	Ensure service-centred and qualified professional, administrative and psychosocial support in core services.

Knowledge	Reward knowledge development, learning and practice based on science and proven experience.
Openness	Strive for openness by sharing information, welcoming dissent and respecting criticism.

Relationships for trust

Trust-based public management should include and run through the whole management chain from the political organiser to the frontline employee. Trust should also include horizontal relationships, i.e. relationships between services and organisations that often work together or come into contact with one another in other ways in various matters and issues. There are five fundamental relationships for trust-based public management.

Relationships between:

- political organiser and department/provider
- decision-making levels and groups in department/service provider
- department/provider and citizen
- department/provider and external supervising/auditing and norm-setting activity
- department/provider and related, collaborating activity

Restrictions and conditions

In the Delegation's research anthology "Styra och leda med tillit – forskning och praktik" [Public management based on trust – research and practice] the Delegation's research director Louise Bringselius (Bringselius 2018) discusses risks and restrictions that may follow from the ambition to develop more trust-based public management. One point is that a tradition of trust is a facilitating factor if a service wants to develop its management in that direction. A further point is that there needs to be an awareness

that all managers, employees, citizens and commissioning politicians will not appreciate the greater freedom to act that follows from more trust-based public management. Some are more comfortable with clear and detailed management while others want more freedom to act. These conditions and restrictions that follow from more trust-based public management include:

- Laws and regulations come first – as does the possibility of influencing them.
- Trust does not mean that the employee is free to choose what they are going to work on – but is based on cooperation within clear limits, with clear objectives and mandates.
- Forgiveness and learning in the event of minor errors –but also accountability in the event of serious misconduct.
- Trust does not mean putting an end to measurement and controls – measurement is needed, but has to decrease and we have to ensure that controls will be more fit for purpose.
- Trust-based public management is fully possible in private and non-governmental bodies.
- Trust is not a universal solution – sometimes other types of solutions are needed.

Conclusions and proposals

The remit of the Delegation for Trust-Based Public Management is to contribute to management of the public sector that makes more use than is currently the case of the skills, knowledge and experience of staff. With the objective of making meetings between the citizen and the employee as good as possible. Our ambition for more trust-based public management is to reduce detailed management so that staff and managers in health care, schools and

social care will have more freedom to act. Trust-based public management must be based on a holistic perspective in which the individual service in health care, schools and social care contributes to a larger context. The organisation and management of individual services should not be decoupled from other services.

Public management must strengthen its focus on the needs of citizens and their ability and capacity to contribute knowledge about how interventions and support can be designed. There is a need for more knowledge development and peer learning where employees' knowledge is used as a self-evident resource in service development and innovation work.

Both the monitoring and evaluation of services and their audit and supervision need to be designed on the basis of contributing to the improvement of the services. Routine measurements not providing any added value must cease. Support should be organised and applied in a more strategic and integrated way in services so as to provide real support for employees and managers with the intention of contributing to better meetings with citizens. Trust-based public management makes higher demands on services, leaders and employees in terms of working actively on management and core values but also on cooperation with other disciplines and participants.

Changing management in this direction will result in staff in health care, social care and schools being better able to do a good job and more use being made of their skills, knowledge and strong engagement. This will then result in better quality in the meeting between the public sector and the citizen. In chapter 7 of our main report we make a full presentation of the Delegation's conclusions and recommendations that are intended to contribute to more trust-based public management of, and in, health care, schools and social care. Our proposals and recommendations can be summarised in the following way:

Trust-based management of and in the local government sector

To achieve more trust-based management of and in municipalities and county councils the Delegation for Trust-Based Public Management **proposes** the following:

Coordinated management of the local government sector

The Government should strengthen its competence on and capacity for management of the welfare sector. This includes carrying out a continuous system analysis of central government management of the welfare sector.

The Government should design a national consultation procedure for services in the welfare sector that is led by the Government Offices in close cooperation with representatives of the local government sector.

Appropriate use of targeted government grants

The Government should have the general principle of using general government grants. Targeted government grants should only be used in the case of specific national initiatives for service development, in the form of technical infrastructure for instance. All government grants should be preceded by an analysis of how they affect the services concerned.

The Government should target research funding at service-centred research in health care, schools and social care.

The Government should target research funding at service-centred research in health care, schools and social care, with a particular focus on social care. The funding should be allocated to a suitable research funding body so as to distribute the funds to suitable research projects.

To create the conditions for achieving more trust-based management of, and in, municipalities and county councils the

Delegation for Trust-Based Public Management **recommends** the following:

- Municipalities and county councils should carry out an analysis of present targets and indicators in the area of welfare, set priorities and, where needed, formulate and identify other, more relevant, objectives and indicators on the basis of a holistic and citizen perspective. The introduction of new objectives and indicators should be preceded by a contextual and impact analysis. Needs for new statistics and other relevant information should be identified so as to be better able to monitor and evaluate the effects for citizens, preferably in cooperation with research. The dialogue in municipalities and county councils about objectives and results should be strengthened, especially with frontline employees. The Swedish Association of Local Authorities and Regions (SALAR) should develop its analytical capacity.
- The Government should create the conditions for data-driven analytical work around interventions in the welfare sector. The Government should commission appropriate government agencies to make inventories of what data are reported from municipalities and county councils.
- Municipalities and county councils should enable services to participate in research projects.
- Higher education institutions should enable service-centred research by collaborating more with services.

Trust-based leadership – co-leadership, culture and core values

To achieve more trust-based leadership – co-leadership, core values and culture the Delegation for Trust-Based Public Management **recommends** the following:

- Both the elected and the professional leadership should be based on an active dialogue and a clear division of roles that create the conditions for trust-based management.

- The recruitment of new managers should focus on ensuring that the persons employed are judged to be able to build trusting relationships and uphold the principles of trust-based management.
- Managers in municipalities and county councils should seek to enable staff members to continuously maintain skills, analytical capacity and peer learning.
- Managers in municipalities and county councils should seek to give employees more freedom to act and possibilities of influencing the design of services. Managers should also contribute to better possibilities of responding to variations in citizens' needs.
- Managers at all organisational levels in municipalities and county councils should support a holistic perspective and ensure that work starts from the purpose of the service and the citizen's needs. This includes promoting collaboration

To support work to develop trust-based core values the Delegation for Trust-Based Public Management **proposes** the following:

The Swedish Agency for Public Management should be commissioned to supplement the basic values of central government with the seven principles for trust-based management.

The Swedish Agency for Public Management should be commissioned to develop, in close cooperation with SALAR, supporting material on core values that includes the components of legislation, professional ethics and seven principles for trust-based public management and provides scope for organisational values and that is offered to municipalities, county councils and government agencies.

To create the conditions for achieving more trust-based core values the Delegation for Trust-Based Public Management **recommends** the following:

- Municipalities and county councils should develop values-governed organisations.

Organisation, processes and support

To create the conditions for achieving an organisation that is more fit for purpose as well as processes and support the Delegation for Trust-Based Public Management **recommends** that local authority leaderships should:

- Improve the possibilities of peer learning; this can be done both within and across various service and professional boundaries.
- Organise to strengthen collaboration with higher education institutions and create scope and conditions for employees to conduct service-centred research.
- Encourage and create structures for collaboration across service areas and professional boundaries.
- Encourage and create structures for making use of citizens' views, experience and needs.
- Ensure that 'support functions' are an integral part of services and are given a clear assignment to support the overall purpose of their service. Municipalities and county councils should have the direction of employing administrators or automating administrative tasks so as to create time and freedom to act for welfare sector employees to devote themselves to their core tasks.
- Ensure that managers are given the conditions and freedom to exercise their profession as managers.

Learning-based supervision

To achieve supervision that has a much greater component of learning than is the case today the Delegation for Trust-Based Public Management **proposes** the following:

Central government supervision should be adapted to different situations and services.

The Government should clarify in a communication to the Riksdag that the supervision of health care, schools and social care will be

adapted to different situations and services in order to be able to act both as a control and a fosterer of development. In the long term the purpose of supervision should be to contribute to development. In the short term and in a particular instance of supervision the purpose can vary between control and development, depending on the needs and the situation. For supervision to make a greater contribution to development it has to be sufficiently strong and qualitative to be able to capture what is important for patients, pupils and users. Dialogue and co-creation are important methods for fostering development.

The provision of the Education Act on conditional financial penalties in certain situations should be removed.

The provision that the Swedish Schools Inspectorate has to combine an order with a conditional financial penalty in certain situations should be removed to enable situational adaptation and more trust-based public management. This means that the supervisory authority has the power to combine an order with a conditional financial penalty.

The provision of the Patient Safety Act that supervision shall chiefly be directed at the care provider's systematic patient safety work should be removed.

The provision of the Patient Safety Act that supervision shall chiefly be directed at the care provider's systematic patient safety work should be removed. This wording indicates a narrower and more indirect audit than that advocated by the Delegation.

Payment models

To put in place as good a payment model as possible the Delegation for Trust-Based Public Management recommended the following in its interim report SOU 2017:56:

- Keep the payment model as simple as possible.

- If detailed management is held to be justified, consider other models of management.

If the payment model is judged to be the tool to be used for more detailed management, bear the following in mind:

- Enlist the help of staff members to design the model
- Target the payment model at the right level
- Supplement it with other management tools, especially communication, dialogue and leadership.

Test and try out new solutions in pilots

To create structures to test and try out new solutions to management challenges in the public sector the management the Delegation for Trust-Based Public Management proposes the following:

A national policy laboratory

The Government should set up a national policy laboratory tasked with highlighting issues in areas where there is a need to develop regulatory frameworks. Incentive funding should be set aside for this. The actual implementation of the process in particular cases should be carried out with the support of a permanent function placed at Vinnova, the Swedish Governmental Agency for Innovation Systems.

Free local authority pilot

A free local authority pilot should be implemented and 10–15 municipalities and county councils should be offered the opportunity to take part. The free local authority pilot should run for five years from its launch. Researchers should be linked to this work and evaluate the free local authority pilot. The Government should appoint an inquiry to carry out a preliminary study in cooperation with SALAR and researchers. This includes making

proposals for the detailed design and implementation of the free local authority pilot and drafting the legislation required to implement it.

Pilot study to strengthen the good meeting

A pilot study of trust-based management should be implemented along with 10–15 municipalities, county councils and government agencies. The pilot study should run for five years. Researchers should be linked to this work and evaluate the pilot study. The Government should commission the Delegation for Trust-Based Public Management to produce a preliminary study along with SALAR and researchers that contains proposals for the detailed design and implementation of the pilot study.

To create conditions for testing and trying out new solutions in pilots the Delegation for Trust-Based Public Management **recommends** the following:

- The political leadership of municipalities and county councils should give municipal and county council chief executives the task of setting up local meeting points where public-sector actors, the business sector, higher education and local people can together develop simple or complex services and problems in the public sector and identify regulations and any legislation that are obstacles to novel approaches, service development and innovation.

Finally – long-term trust-based management

Changing public management takes a long time, as does changing attitudes and approaches. This is work that requires long-term effort and continuity. During the period of the inquiry the Delegation for Trust-Based Public Management has begun work to contribute to and foster more trust-based management of, and within, municipalities and county councils. Hopefully, the Delegation has contributed to and boosted this work by offering inspiration and common terms, definitions and vocabularies as starting points. More and more people are now talking about trust-

based management and we note that the seven principles for achieving trust-based management are often used as themes for development work and dialogue. Many activities are under way around the country. There are discussions at conferences and seminars about how management can be developed to move in the direction of more trust and greater freedom to act for employees and managers. Trust-based management is now on the agenda in quite a number of local authority management teams. In other words, the philosophy of trust-based management appears to have become really widespread.

If the work in progress in municipalities and county councils is to continue with full force, many different actors must press forward both jointly and individually. People active in municipalities, county councils, government agencies, the Government Offices, the Government and the Riksdag need to continue the move in the direction of more trust-based management.

The Swedish Association of Local Authorities and Regions (SALAR) will have an important and prominent role in further work to support and foster developments in the direction of more trust-based management. In SALAR's existing networks for management, monitoring and evaluation, the dissemination of knowledge, etc. the discussion of trust-based management can continue and developments in that direction can be strengthened. SALAR should continue the work started to support local politicians and management teams in moving towards management that is increasingly based on trust. SALAR has the knowledge and capacity to further develop and produce supporting material in more areas than the Delegation has focused on up to now.

We now want to urge the parties concerned to continue this important work and to more often have trust as their starting point in relation to colleagues, managers, employees and partners.

Our hope is that all of you – with an interest in a welfare sector of high quality – draw inspiration from this main report and the material we have produced and gathered on our website. Let yourselves be inspired and take the baton to contribute to these developments.