



What stakeholders think of Public Health England

4th March 2014

Ben Page, Chief Executive, Ipsos MORI



Our priorities for 2013/14



- Assess how PHE is **perceived externally** and how well stakeholder **relationships are developing** at this early stage
- Provide an understanding of how stakeholders find **working, and communicating, with PHE**
- Learn what stakeholders **expect from PHE** going forward
- Explore the extent to which PHE's **role, priorities and focus are understood** by its key stakeholders

QUALITATIVE

Initial qualitative phase, reported in August 2013

- 16 depth interviews with senior PHE staff
- 15 depth interviews with key external partners represented by their Chief Executive or another senior member of staff

QUANTITATIVE

Quantitative research completed 6-31 January 2014

- Online questionnaire emailed to 502 key stakeholders
- Telephone interviews with key non-responders in final two weeks
- High response rate of 60% achieved (299 completes)

Three key implications for PHE emerged from the qualitative stage

INDEPENDENCE

How to demonstrate the advice and guidance PHE provides is independent and credible

LOCAL RELATIONSHIPS

How to build relationships at the local level that are sensitive, open and constructive with clearly defined roles – emulating the success seen at the national executive level

INTERNAL PROCESSES

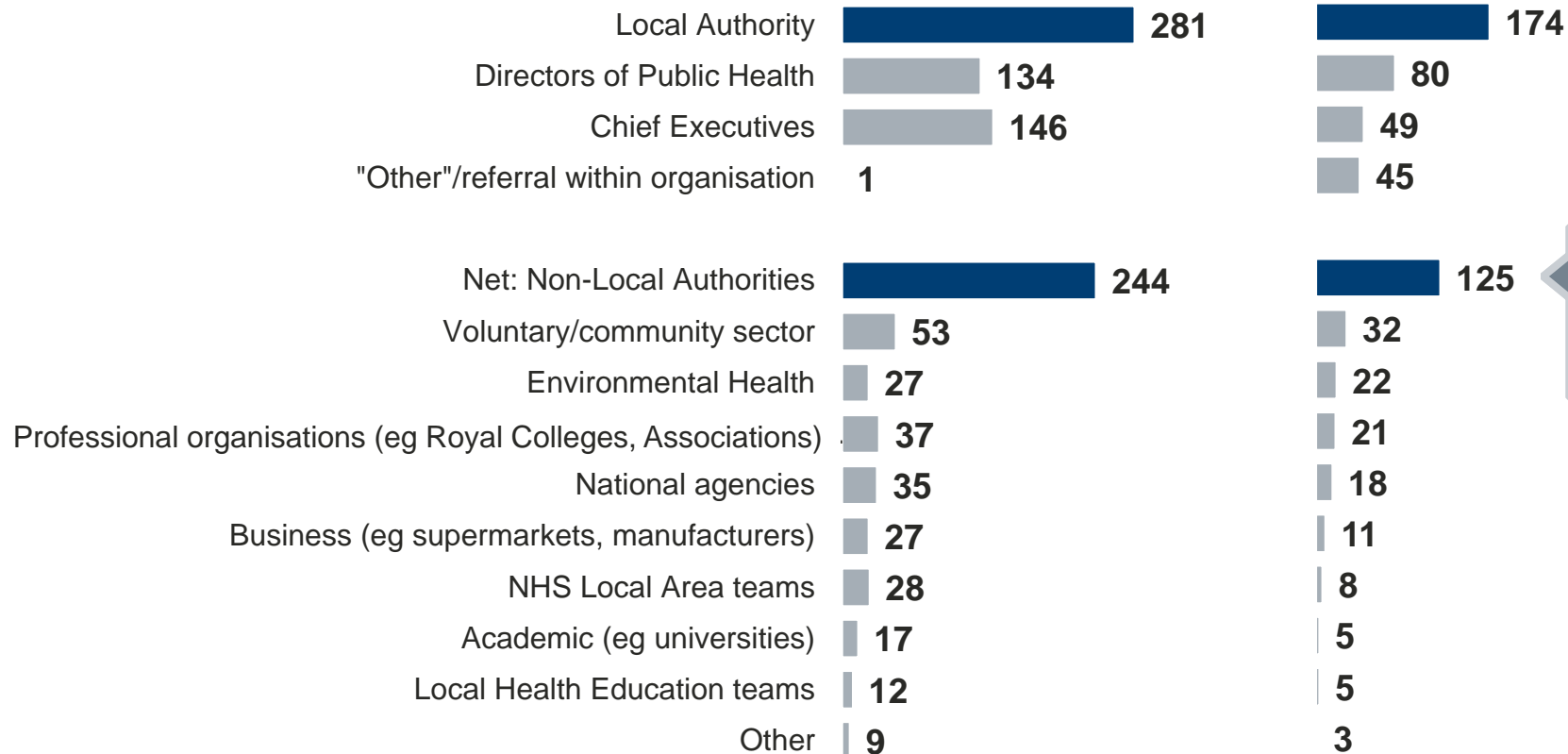
How to streamline internal processes and structures to better support staff in their successful development of working relationships

Who has taken part

Number of survey invites and completes

Invited

Responded



62%
response
rate

51%
response
rate

Numbers for 'invited' include incorrect email addresses that 'bounced back'. Response rates calculated as percentage of organisations – not necessarily individuals – to respond to survey invite

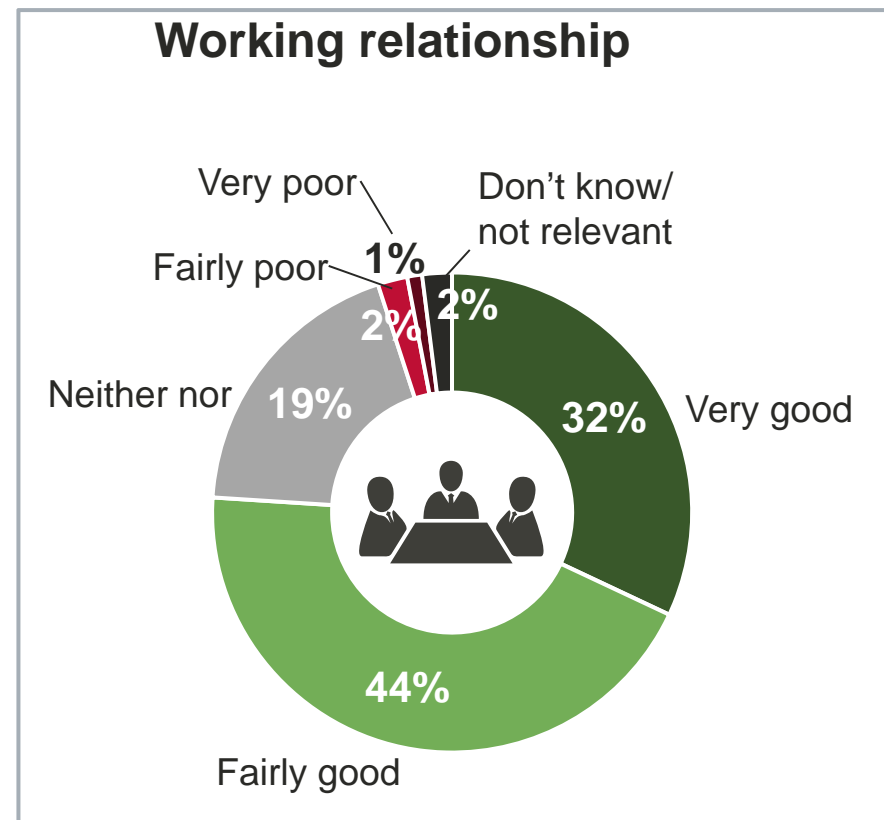
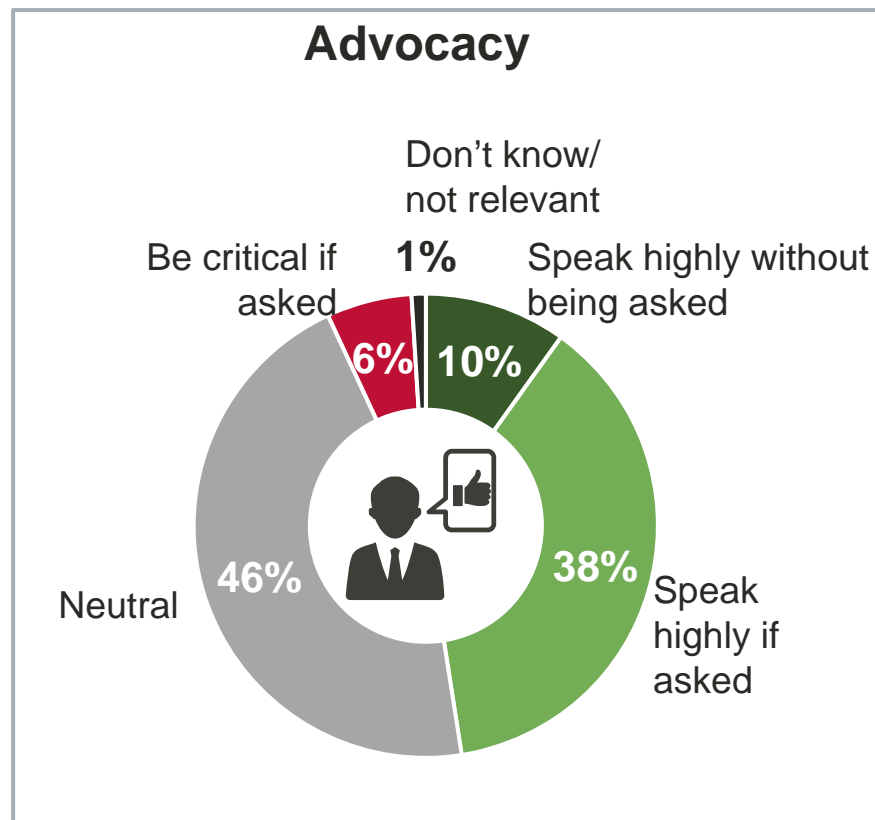
Source: Ipsos MORI

What do they think of you?

Perceptions of PHE and working relationships

Overall perceptions of PHE are broadly positive... or neutral

Q4 Which of these phrases best describes the way you would speak of Public Health England to other people? Q5 How would you describe your working relationship with Public Health England?

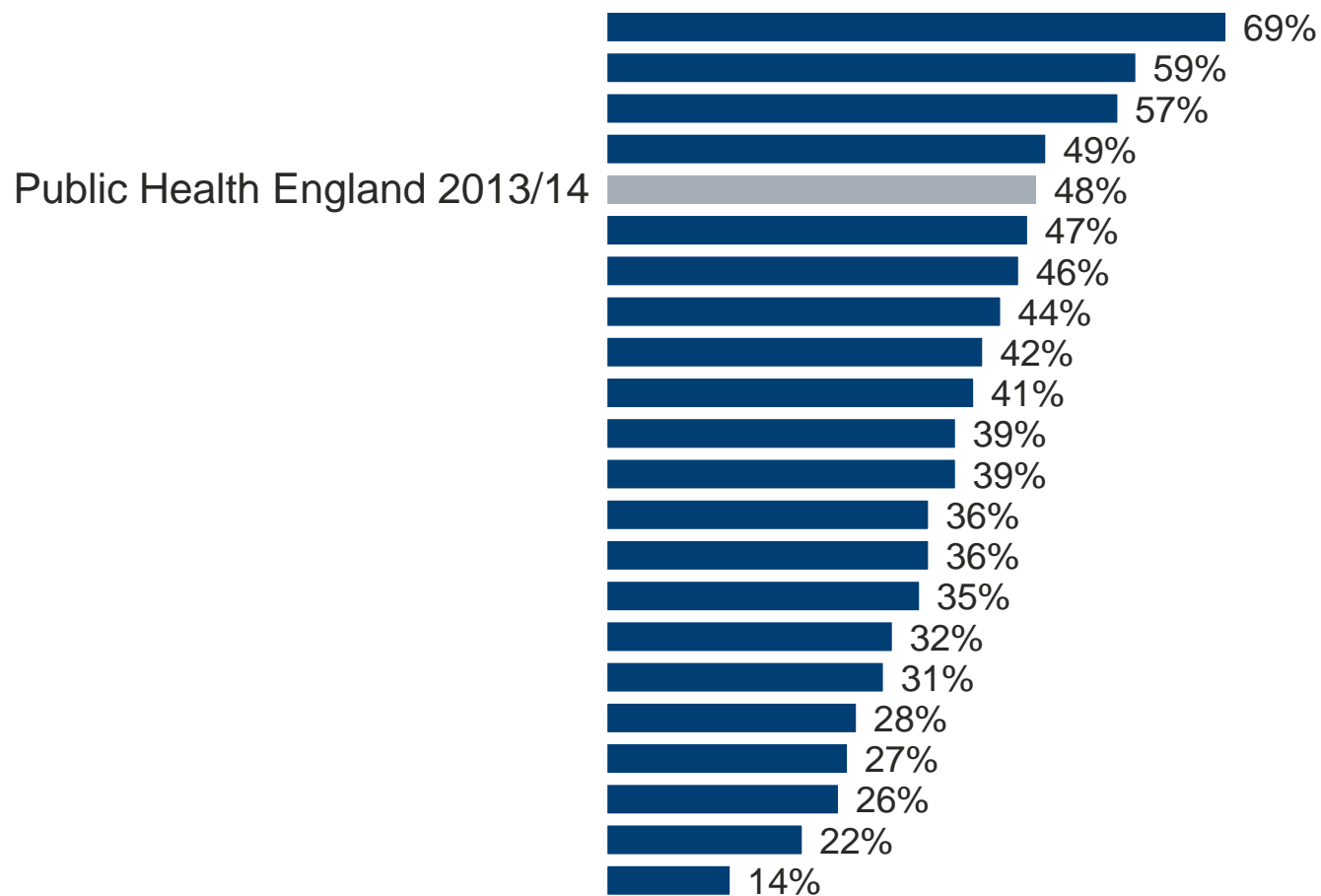


Base: All respondents (299), 6-31 January 2014

Source: Ipsos MORI

Advocacy compares favourably with other public sector bodies

Which of these phrases best describes the way you would speak of... to other people?

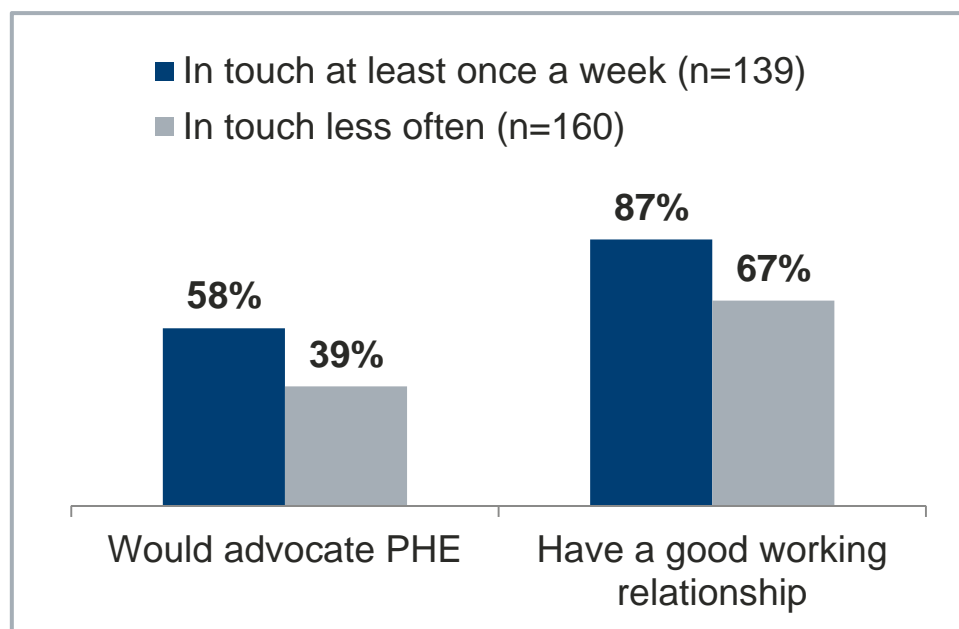


Base: Various stakeholder surveys of public sector organisations

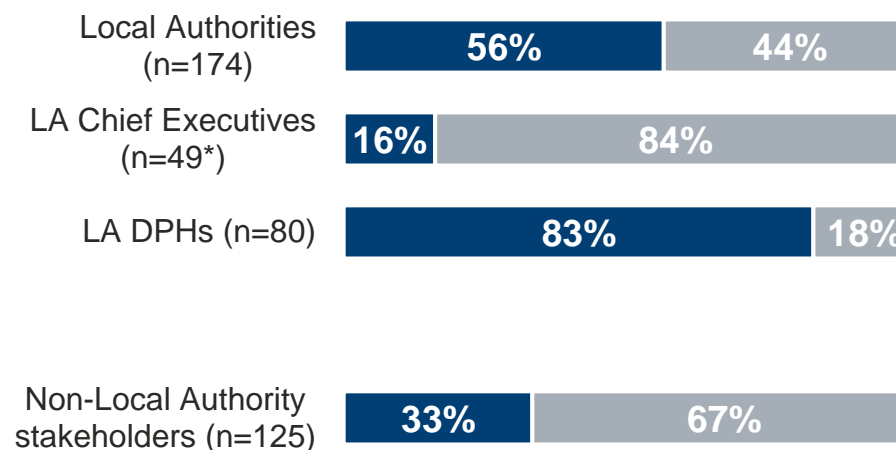
Source: Ipsos MORI

Stakeholders with more regular contact are more positive towards you

Q2 How often, approximately, would you say you are in contact with PHE?



■ In touch at least once a week ■ In touch less often



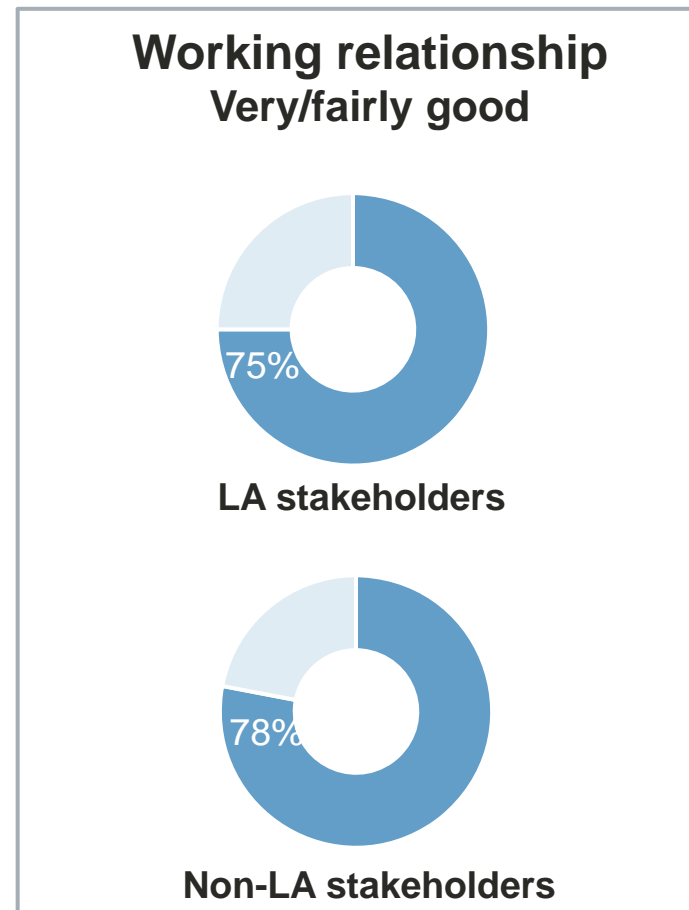
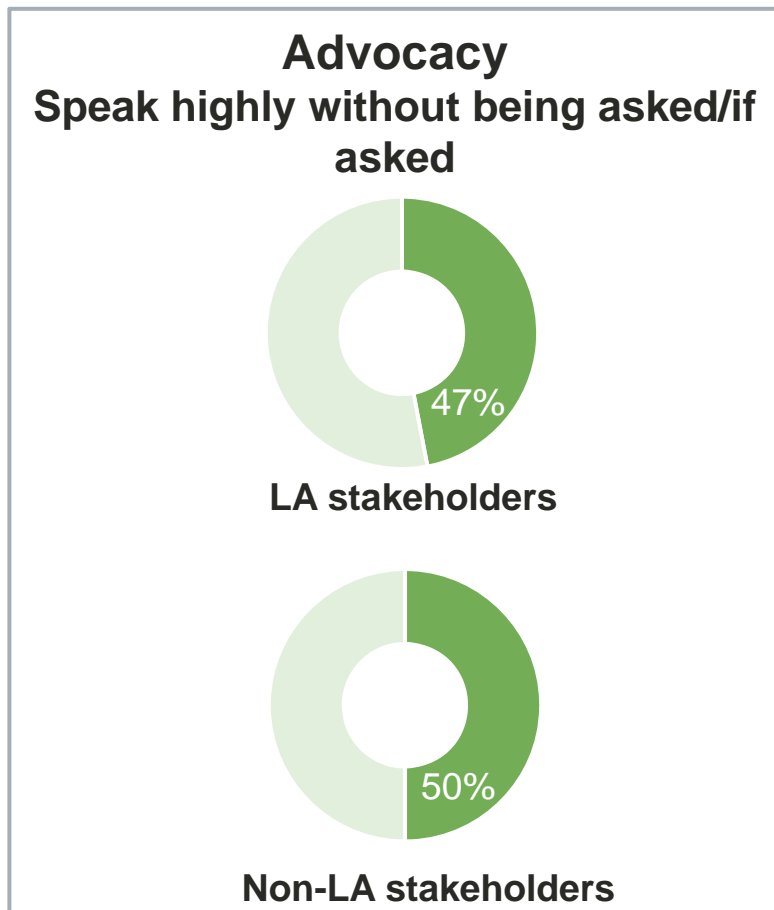
* Caution: small base size

Base: All respondents, 6-31 January 2014

Source: Ipsos MORI

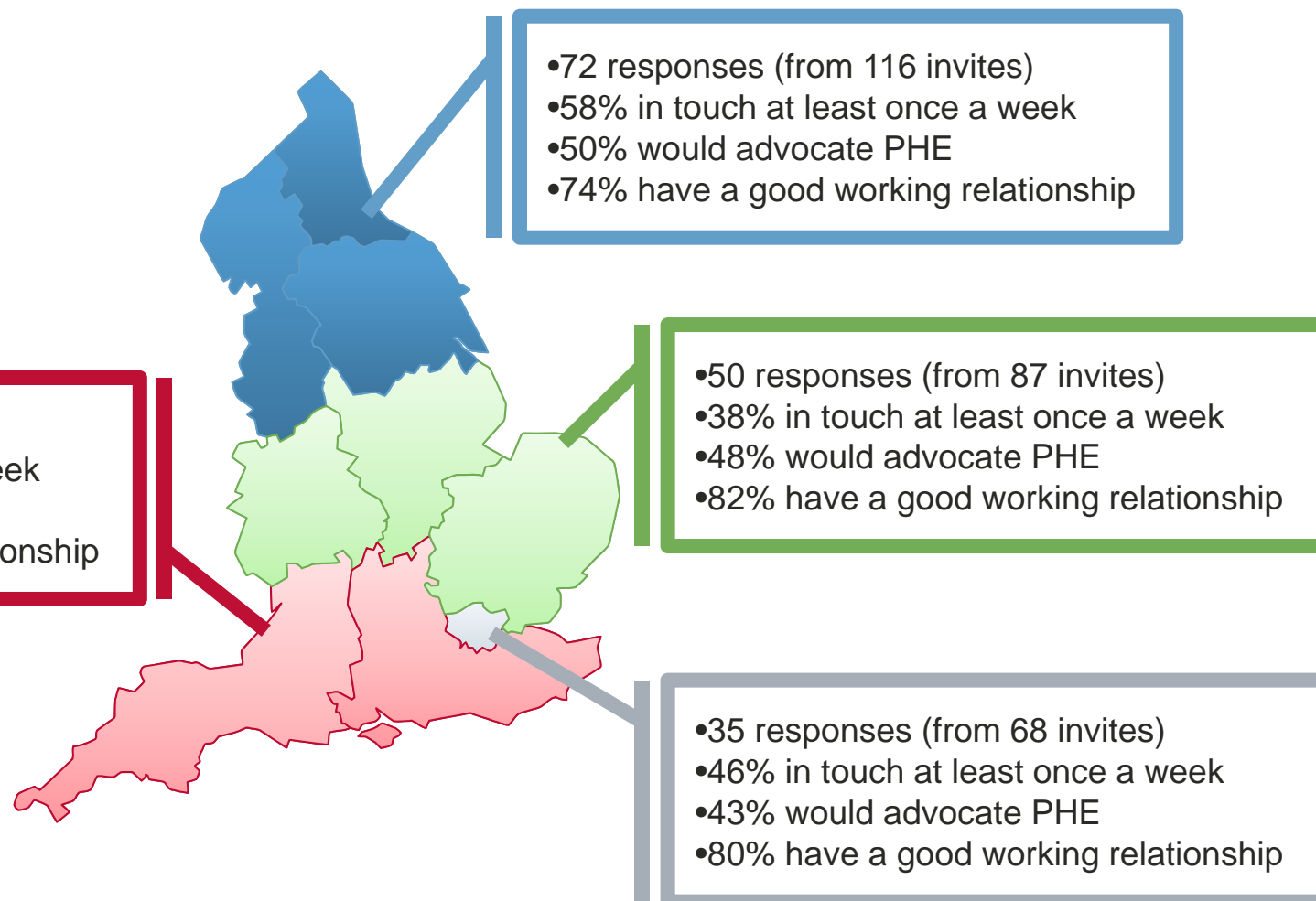
Local Government has more contact but is not more positive

Q4 Which of these phrases best describes the way you would speak of Public Health England to other people? Q5 How would you describe your working relationship with Public Health England?



Base: LA stakeholders (174), non-LA stakeholders (125), 6-31 January 2014

Source: Ipsos MORI

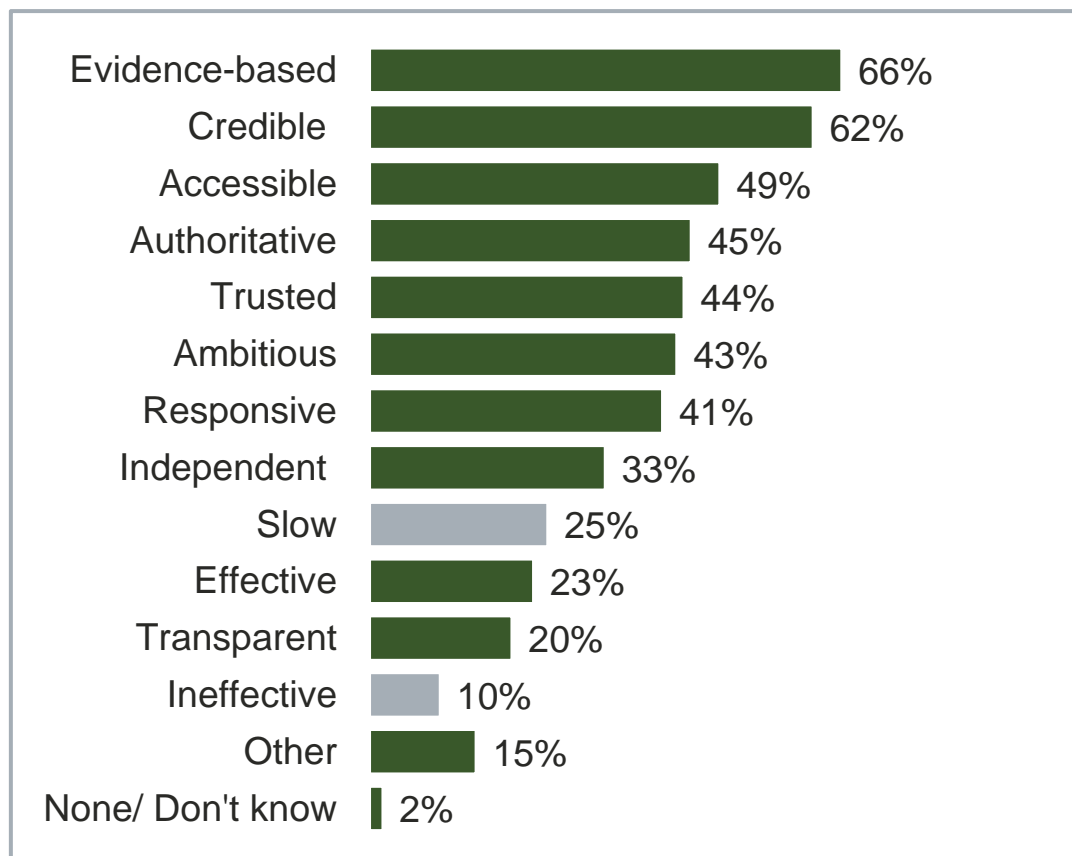


Base: All respondents, 6-31 January 2014 * **Caution: small base sizes**

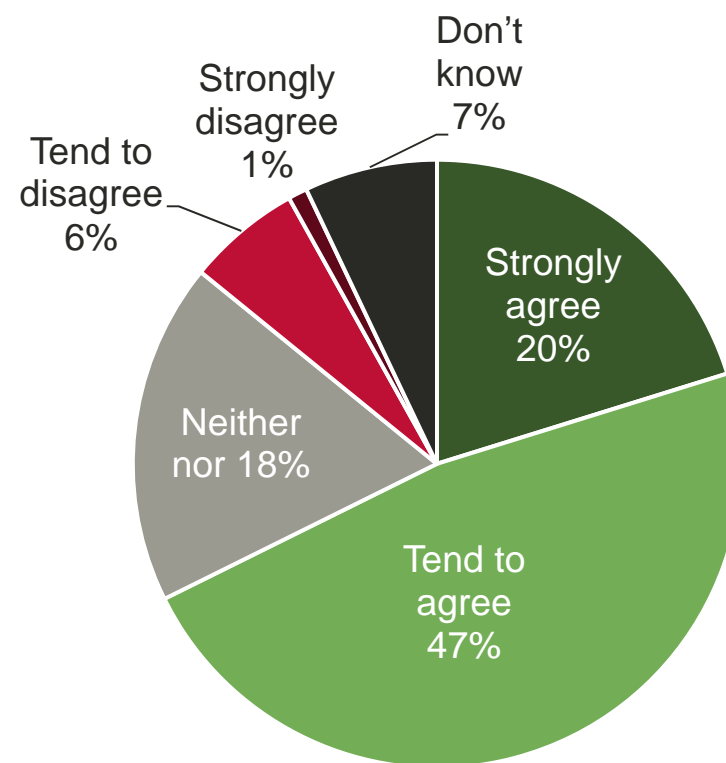
Source: Ipsos MORI

You're seen as evidence-based, credible and largely independent

Q12 From your interactions with Public Health England to date, which of the following words/phrases would you use to describe Public Health England as an organisation? (prompted) Q13 To what extent do you agree or disagree that the advice provided by Public Health England is independent?



Extent PHE's advice is independent



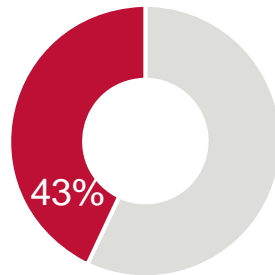
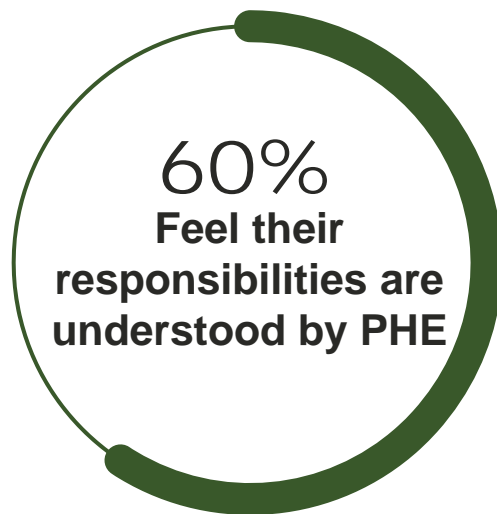
Base: All respondents (299), 6-31 January 2014

Source: Ipsos MORI

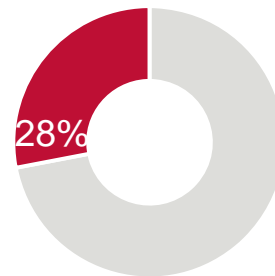
Stakeholders largely feel you understand their organisation, but Local Authorities are less positive

Q19 How well do you think Public Health England understands the responsibilities of your organisation?

PHE understands responsibilities not very/not at all well



LA stakeholders



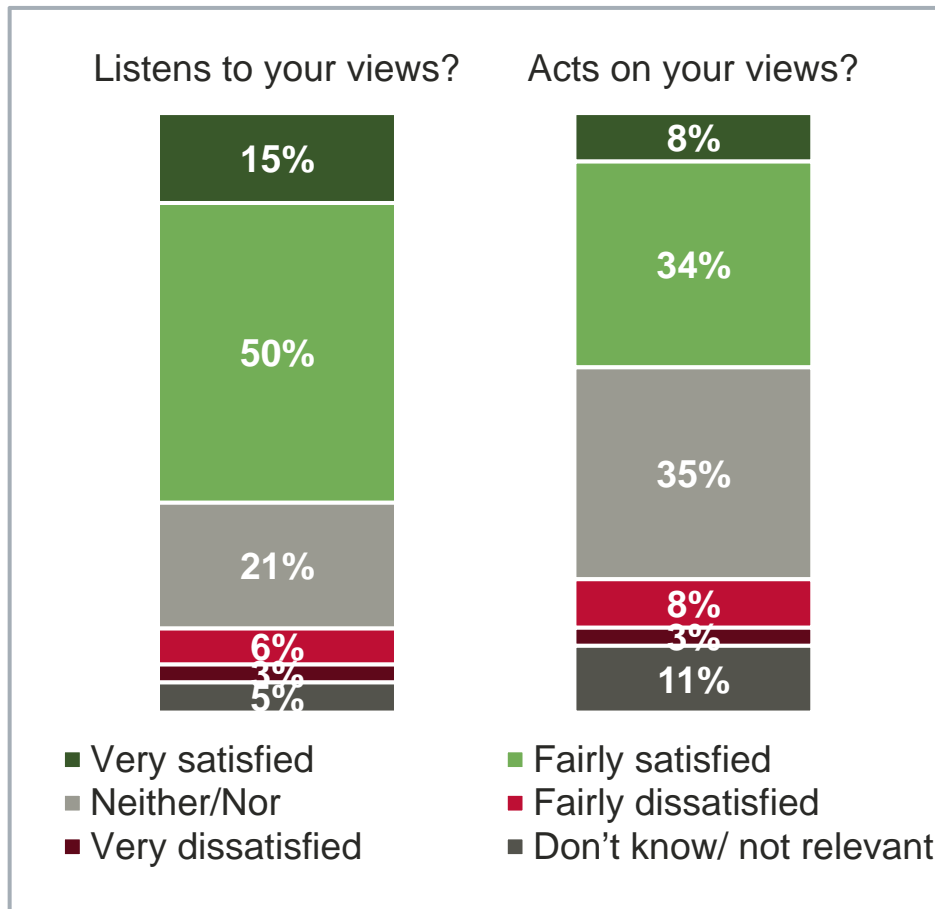
Non-LA stakeholders

“I think PHE understands the responsibilities of local govt but the behaviour of many parts of PHE shows little understanding of the reality of working in local govt.” (Local Authority)

“Get alongside the local teams, even for short periods , but on a regular basis. Get to know them and their work priorities and challenges.” (Local Authority)

You listen but do you act on it?

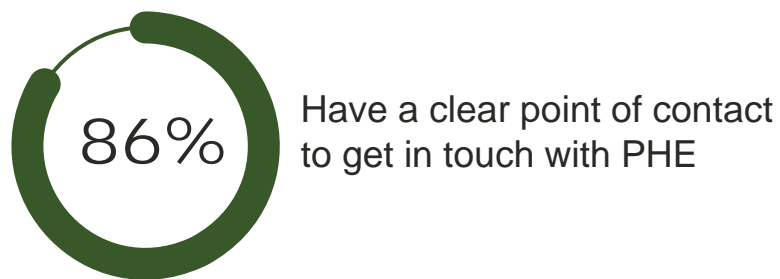
Q20 Overall, to what extent are you satisfied or dissatisfied that Public Health England...



*“They ask for information and ideas but there is not much evidence that these are then acted on or taken into account in the overall planning.”
(Professional organisation)*

Do they receive what they need from you?

Q21 To what extent do you agree or disagree with the following statements about Public Health England



Local Authority (n=174)	Non-Local Authority (n=125)
89%	82%



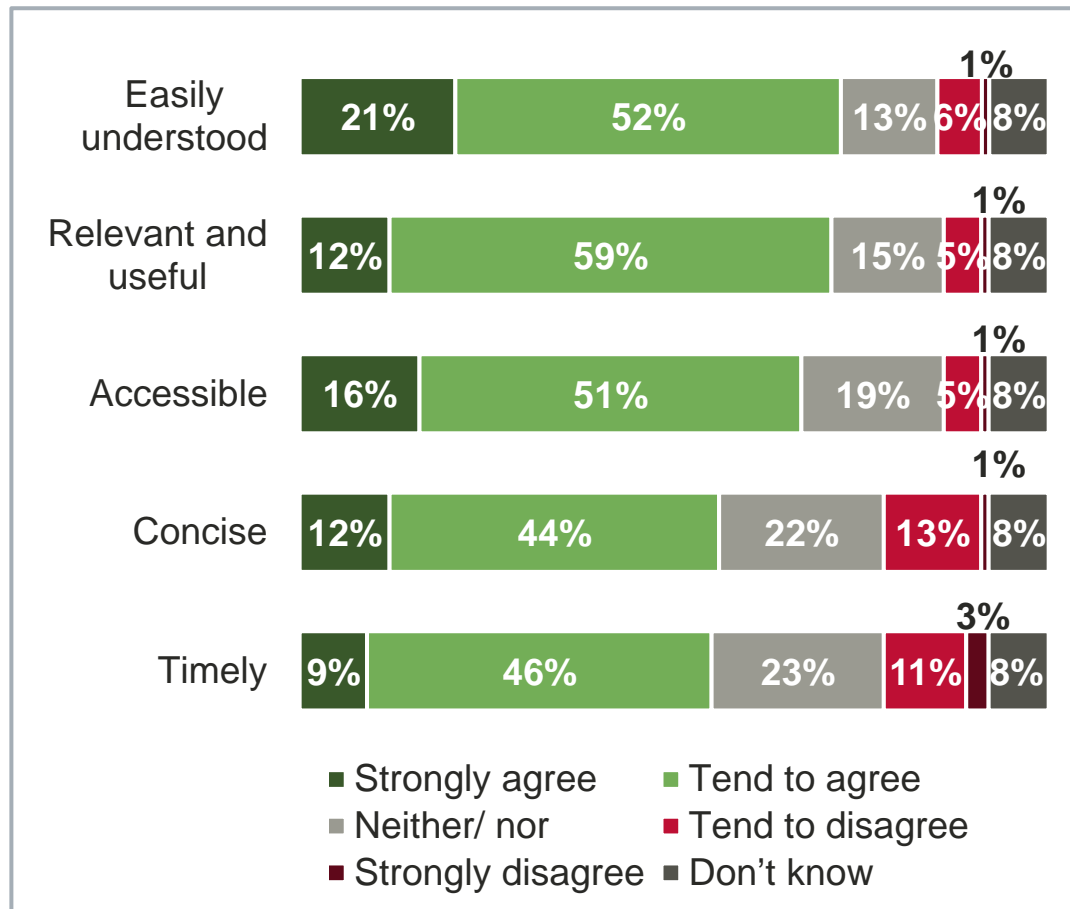
Local Authority (n=174)	Non-Local Authority (n=125)
78%	79%



Local Authority (n=174)	Non-Local Authority (n=125)
61%	66%

Communications are generally well-received, though could be more concise and timely

Q22 To what extent do you agree or disagree that communication material and resources you receive from Public Health England are:



“PHE have a habit of releasing news and other announcements which catch local areas on the hop (no advance notice of the drugs capital fund). Proactive communication with enough time for us to do something is vital. A week's notice on a major cancer campaign for the over 70s is really NOT enough.” (Local Authority DPH)

“I have appreciated the information through the Chief Exec mailings and links, they've been really useful, so keep doing that.” (Local Authority Chief Executive)

Stakeholders want better understanding from you and a two-way dialogue

Q25 What advice would you give Public Health England to help it improve over the coming year? (unprompted). Top 7 mentions shown

Net: Improve communication/engagement



59% LA vs. 38% Non-LA

Net: Comment on national, regional and local structure



Net: Delivery of or in specific directorates



Net: Provision of reports and information



More/better engagement with LAs



Better, clearer, earlier communication and information



Provide greater clarity on roles, priorities



Develop practices at a local level/listen and promote what is being done locally



More/better engagement with non-LA stakeholders



More/better engagement with public health profs



Show leadership around public health workforce and development



“They need to understand the way councils operate a lot better... there needs to be more understanding of the complexities of working within Local Authorities.” (Local Authority)

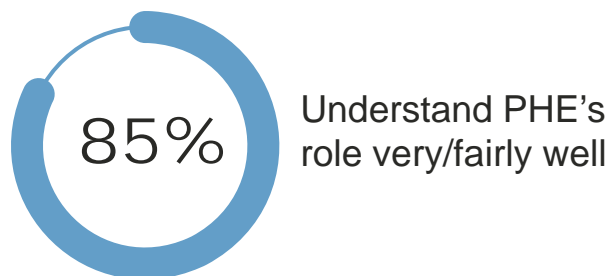
“[PHE should] provide timely and evidenced information, well presented for local adoption and adaptation.” (Local Authority Chief Executive)

What do they think of what you do?

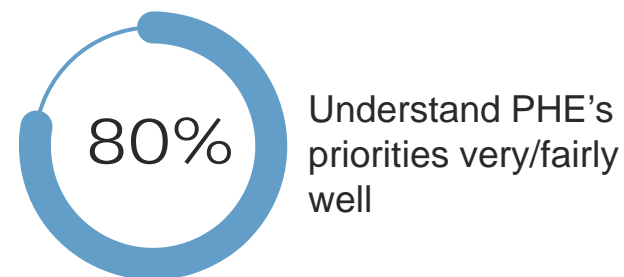
PHE's role, priorities and focus

Do they understand your role and priorities?

Q7 How well would you say you understand Public Health England's role? Q6 How well would you say you understand Public Health England's priorities?



Local Authority (n=174)	Non-Local Authority (n=125)
84%	87%



Local Authority (n=174)	Non-Local Authority (n=125)
84%	75%

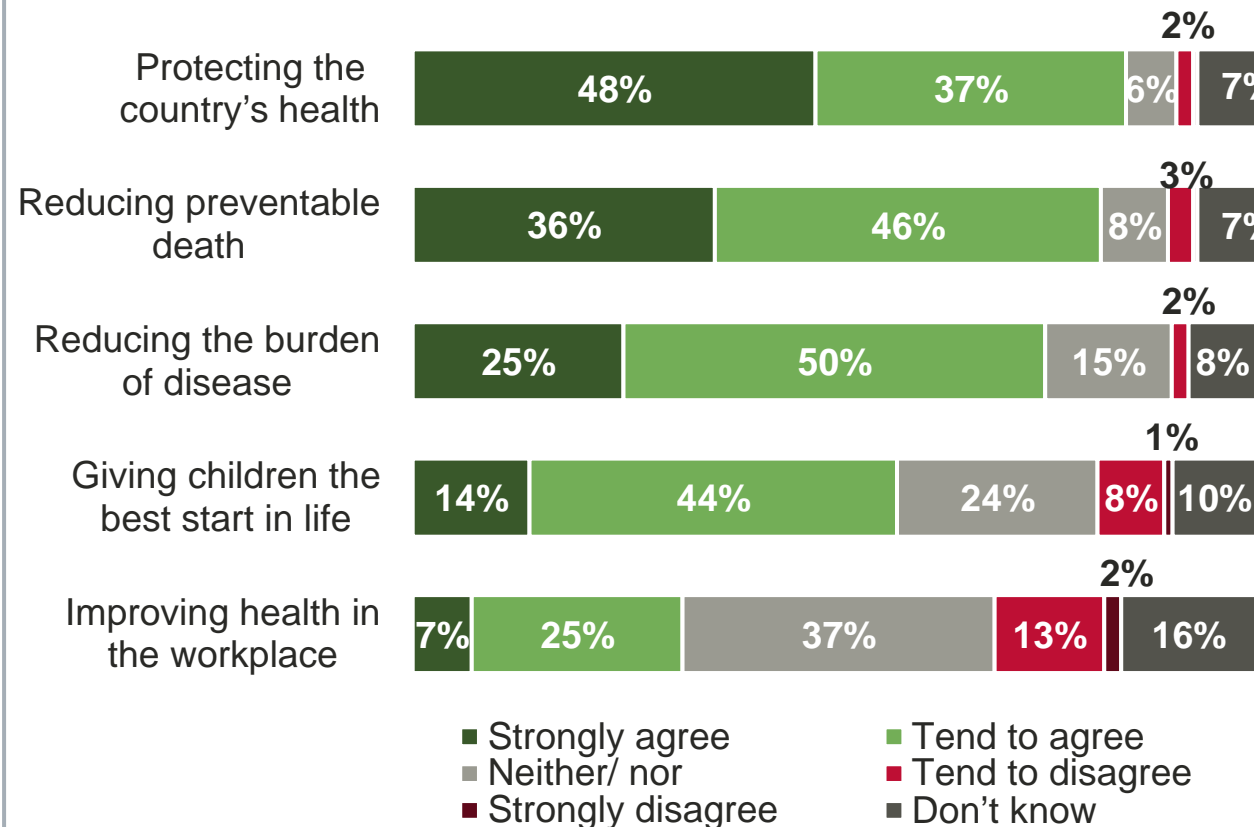
"I think that their role has a lack of clarity. For instance in terms of raising immunisation targets – they think it's our responsibility and we think it's theirs, mainly because they have our immunisation coordinator. It's the same with emergency planning; it's confusing which parts we or they are supposed to be leading."
(Local Authority DPH)

"I don't understand the structure and how it works as one organisation and how the structure relates to its stated priorities."
(Local Authority DPH)

What do they see as your priorities?

Q8 To what extent do you agree or disagree that Public Health England is prioritising the following areas in its work?

What they think you prioritise



"I think that PHE may be trying to be all things to all people, and perhaps a radical shift to a more focused and defined set of priorities and responsibilities may help."
(Local Authority)

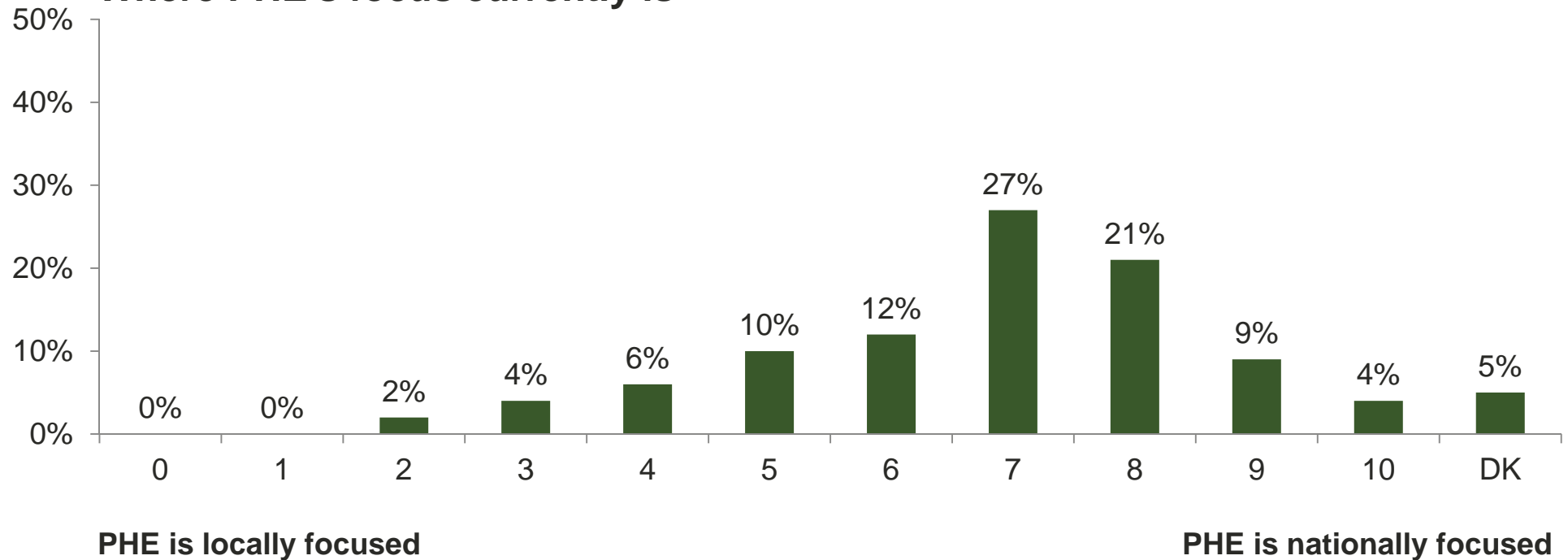
"You need simple and clear deliverables for each year, which you can clearly evidence."
(Local Authority)

More national than local?

Q18a Below are two statements representing either end of a scale from 0 to 10... please tell me where your view of Public Health England's work **currently sits** on this scale.

Mean score 6.76

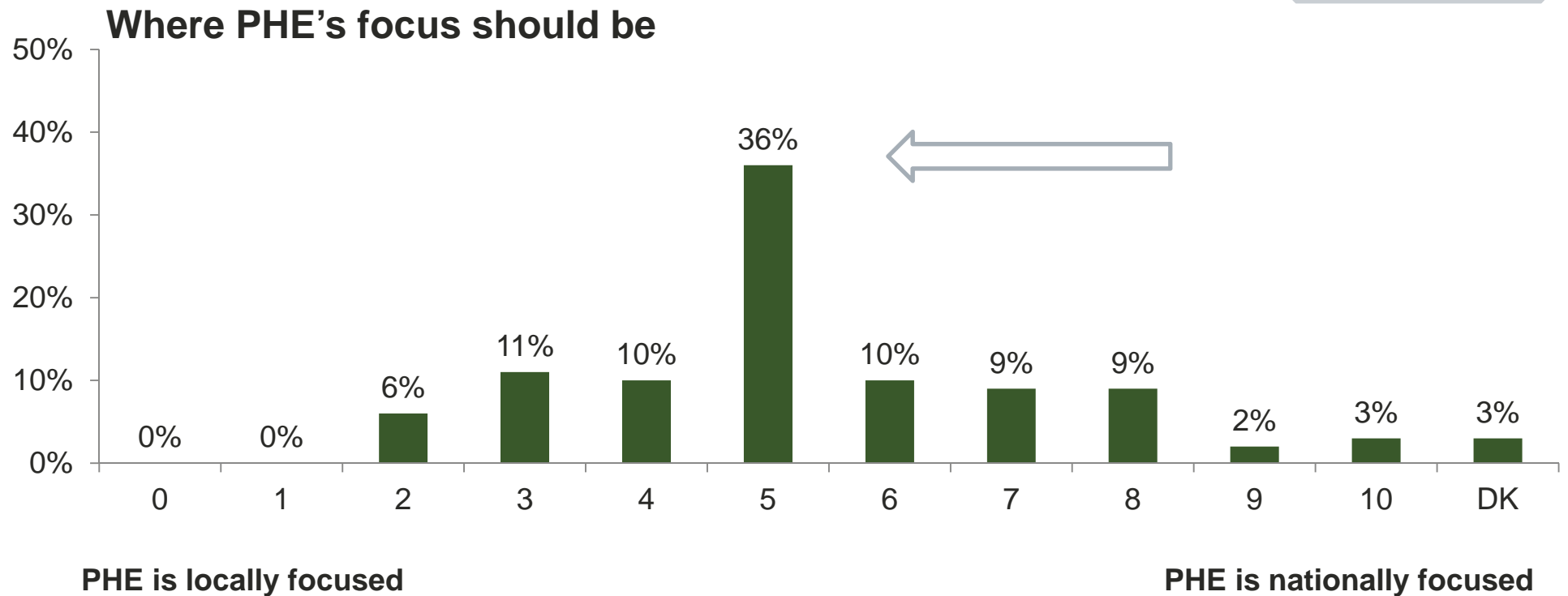
Where PHE's focus currently is



They want you to be more balanced

Q18b Below are two statements representing either end of a scale from 0 to 10... using the same scale, please tell me where you think Public Health England's focus **should** be

Mean score 5.31



Base: All respondents (299), 6-31 January 2014

Source: Ipsos MORI

You are seen to have a diverse set of functions

Q9 Which of the following statements, if any, best describe the functions of Public Health England? (Prompted)



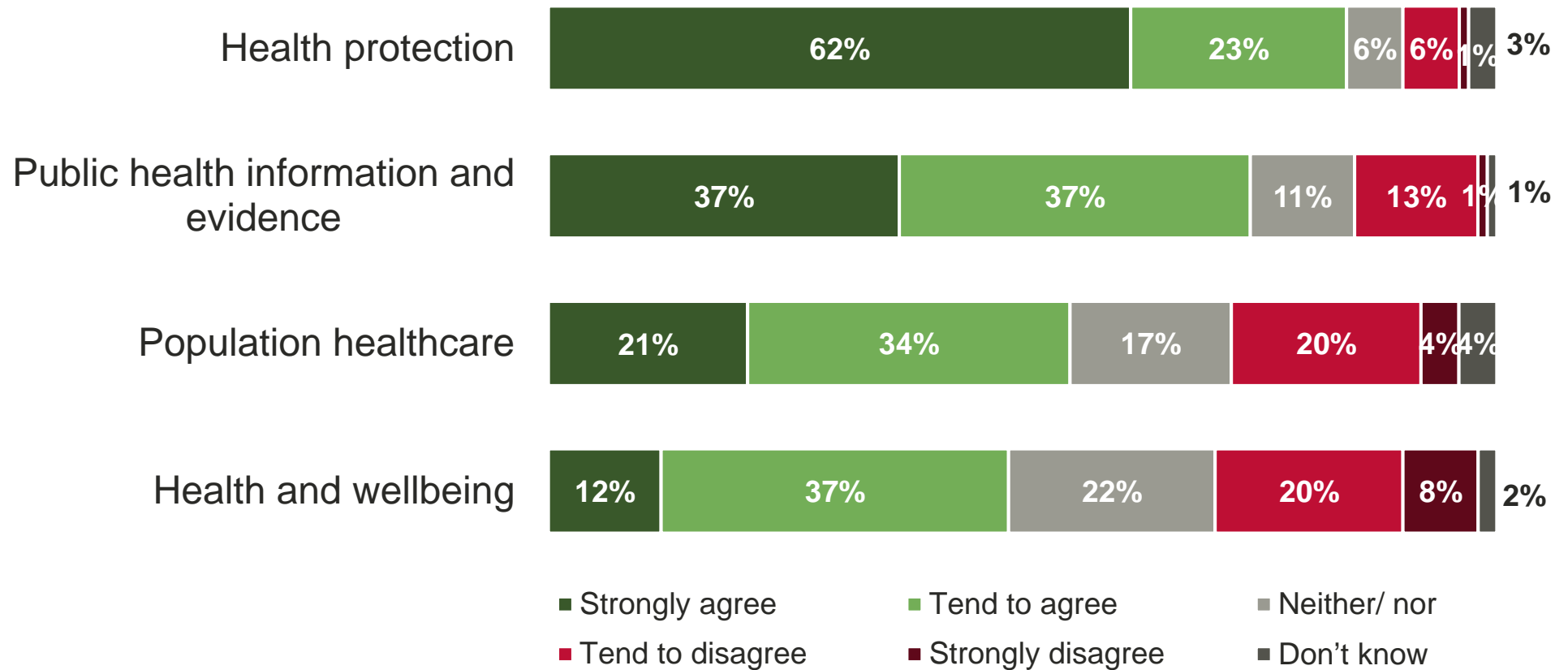
Mentioned by Local Authority stakeholders and other stakeholder groups equally (83% vs. 89% respectively)

Base: All respondents (299), 6-31 January 2014

Source: Ipsos MORI

Health protection is a key strength

Q16 To what extent do you agree or disagree that “Public Health England would be one of my first ports of call for advice relating to...”



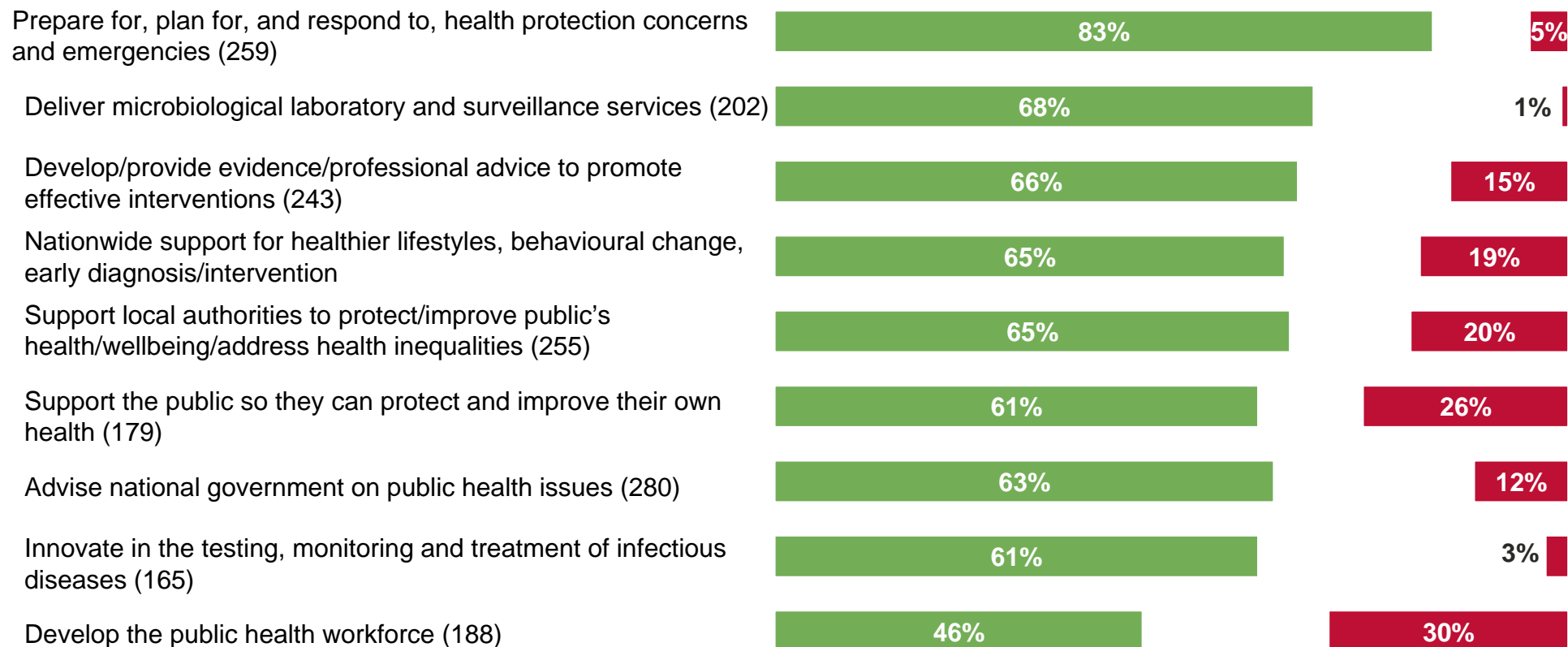
Base: All respondents (299), 6-31 January 2014

Source: Ipsos MORI

And you are seen to be performing it particularly well

Q10 How well, if at all, do you think Public Health England performs each of the following functions?

■ Very/fairly well ■ Not very/not at all well

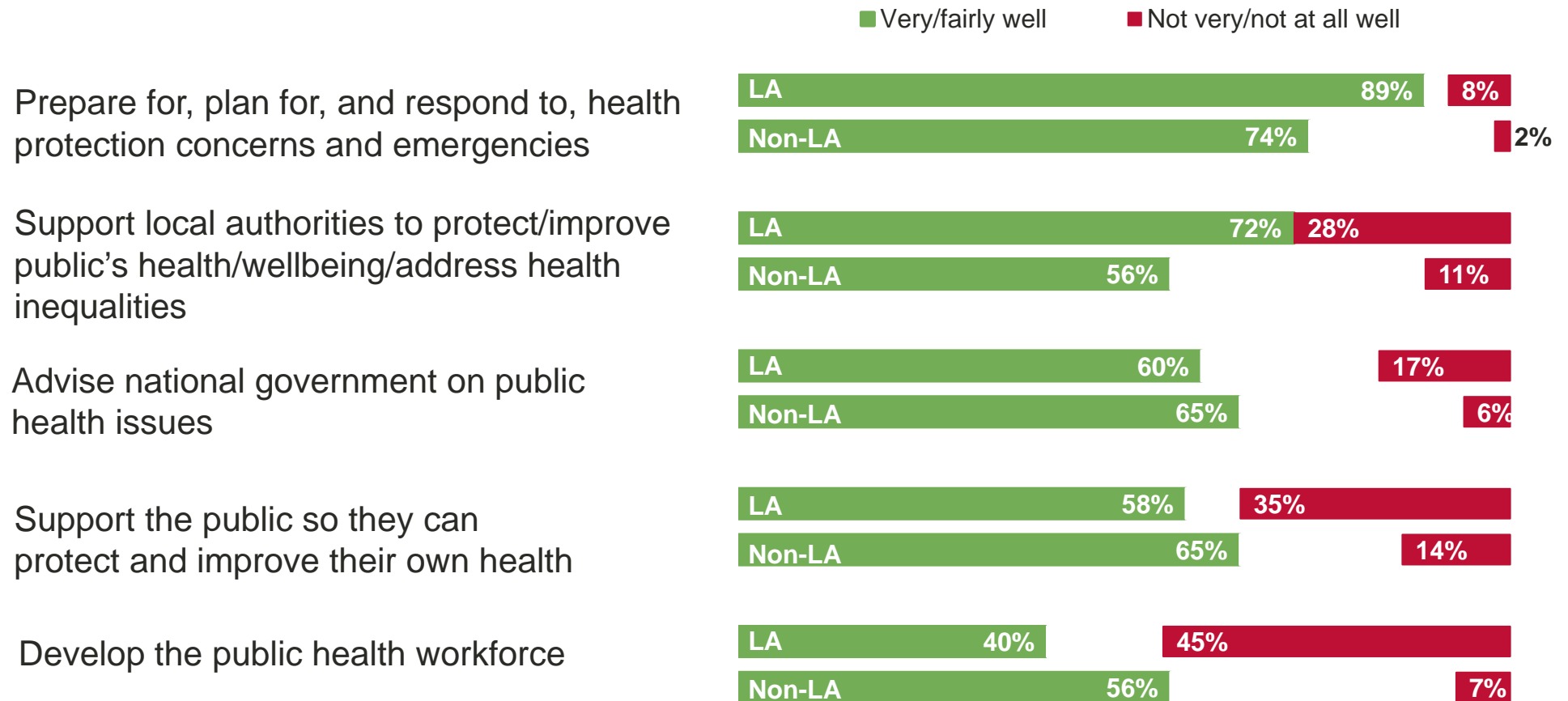


Base: All who selected statement as a function of PHE at Q9, 6-31 January 2014

Source: Ipsos MORI

Local Authority stakeholders are better able to give an opinion on your performance

Q10 How well, if at all, do you think Public Health England performs each of the following functions?

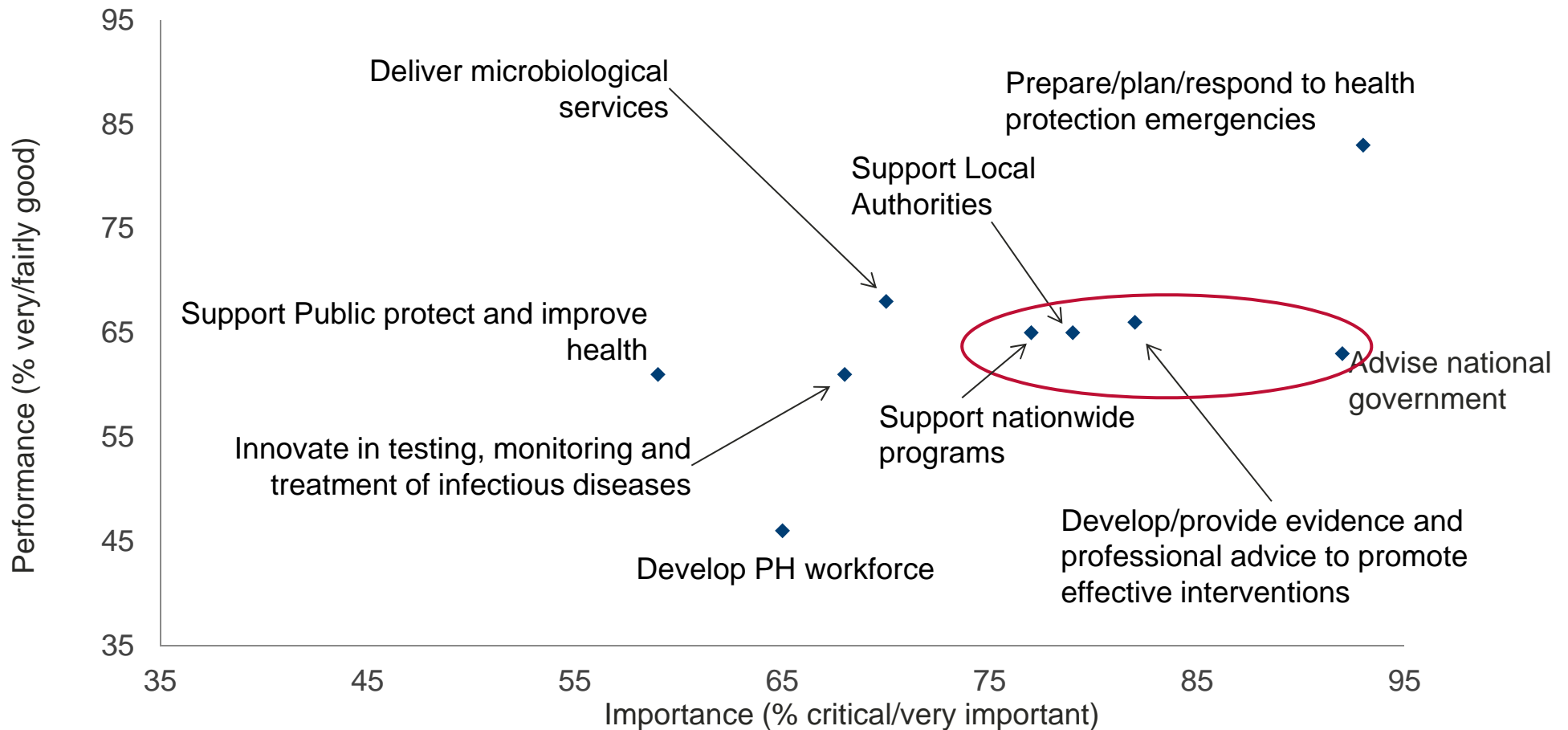


Base: All LA stakeholders, and Non-LA stakeholders, who selected statement as a function of PHE at Q9, 6-31 January 2014

Source: Ipsos MORI

So where are you underperforming?

Q10 function/Q11 performance

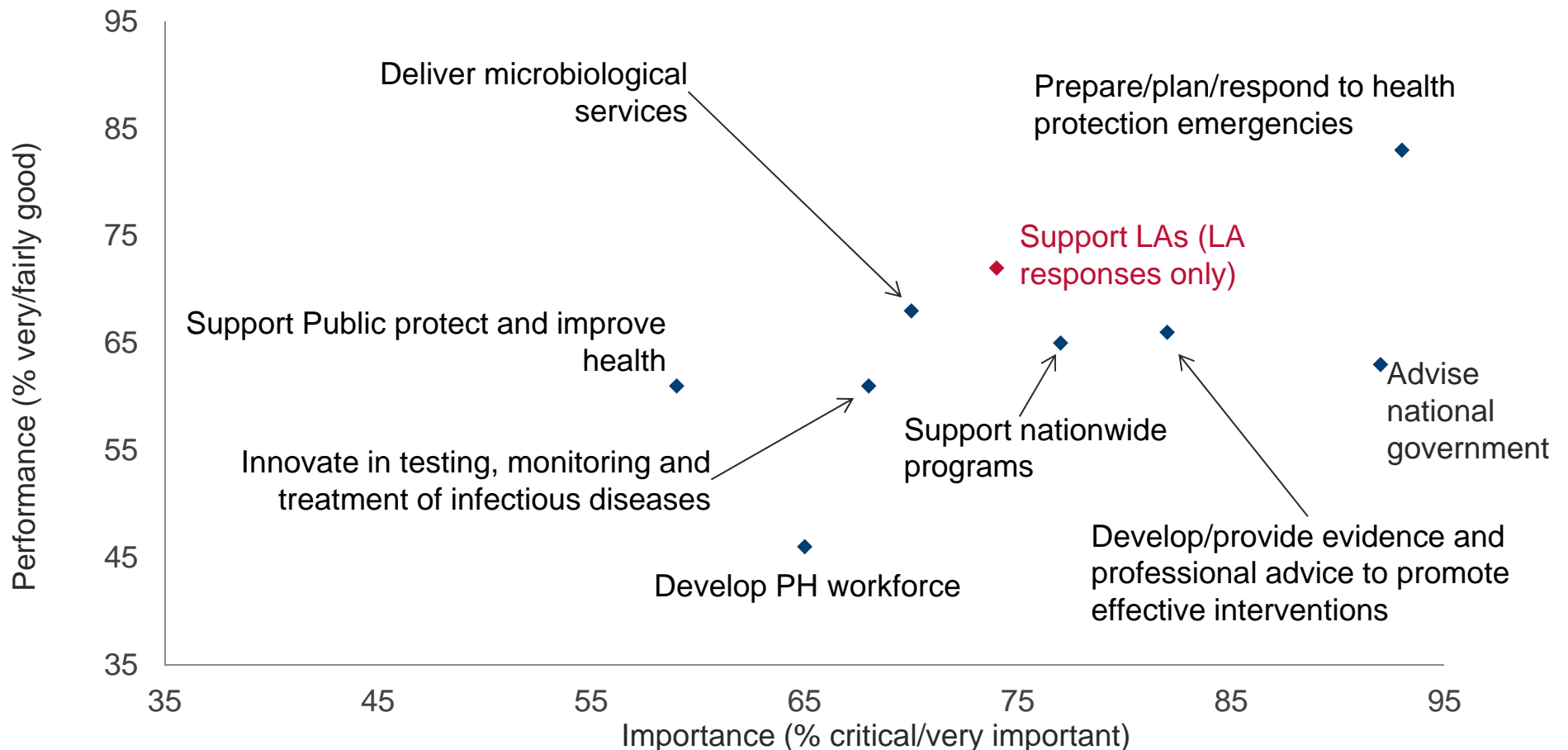


Base: Q10 performance: All who selected statement as a function of PHE at Q9. Q11 importance: All stakeholders (299)

Source: Ipsos MORI

But supporting Local Authorities might be less of a priority than on first glance?

Q10 function/Q11 performance

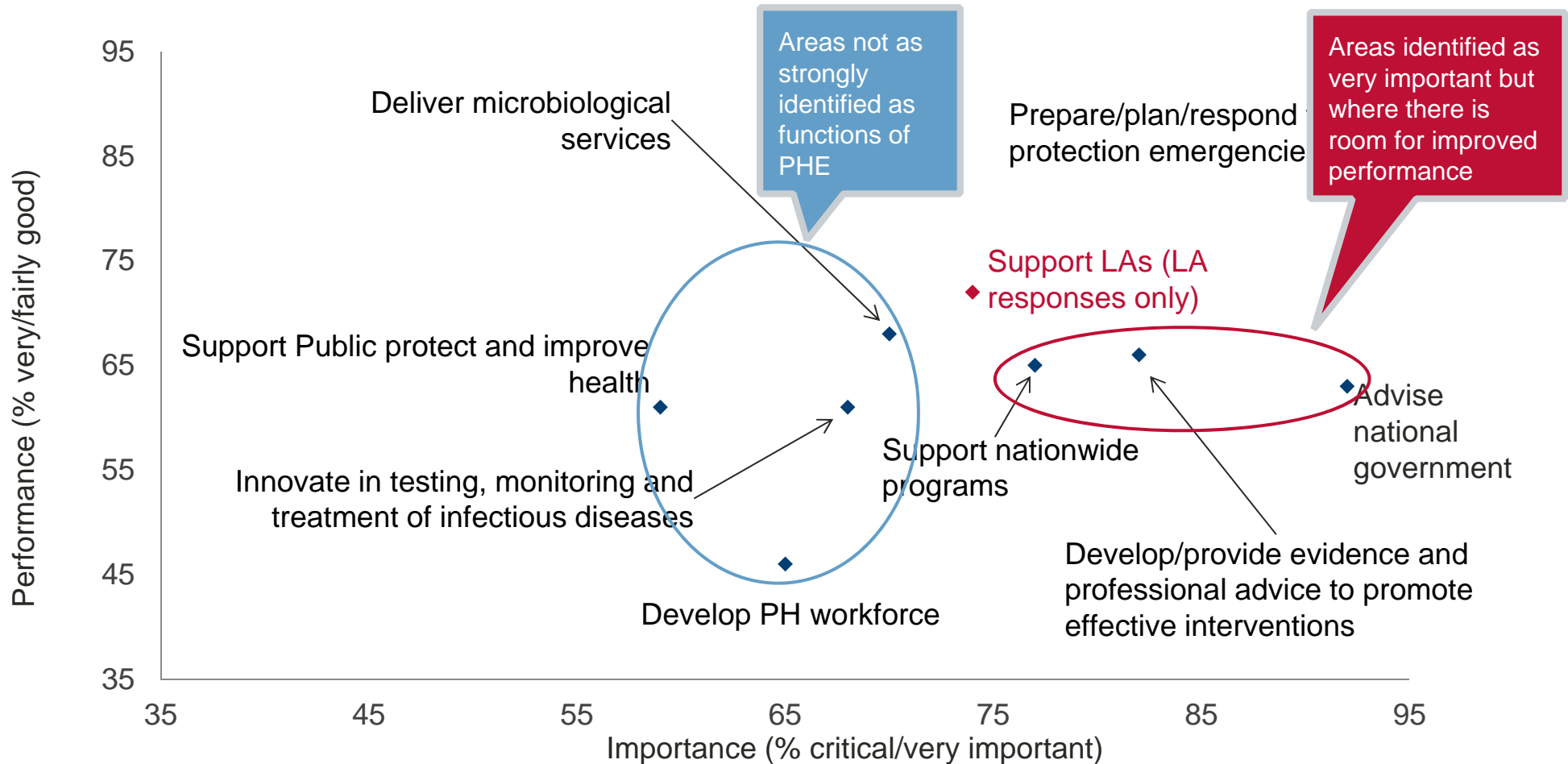


Base: Q10 performance: All who selected statement as a function of PHE at Q9. Q11 importance: All stakeholders (299). 'Support Local Authorities' shown for Local Authority stakeholders only Q10 (144). Q11 (174)

Source: Ipsos MORI

... leaving two possible strategies for improvement

Q10 function/Q11 performance



Base: Q10 performance: All who selected statement as a function of PHE at Q9. Q11 importance: All stakeholders (299). 'Support Local Authorities' shown for Local Authority stakeholders only Q10 (144). Q11 (174)

Source: Ipsos MORI

Conclusions and implications

- Results are **encouraging**; stakeholders are positive – and levels of perceived independence are high
- Positivity increases with frequency of contact – **regular engagement** with stakeholders is clearly important
- Local Authorities are broadly positive – boosted by their regular contact
- However, there are calls for improvements in **communication and engagement** – particularly amongst Local Authority stakeholders – focusing on the quality of liaison (the extent to which stakeholders feel understood and listened to, and receive concise and timely information)
- Your role in **health protection** is resonating more strongly with stakeholders than health and wellbeing
- Not seen to be focusing on all **key priorities** evenly – inevitable or rebalance comms?
- Stakeholders are keen to see a more even balance in your focus between **national and local priorities**

Thank you

ben.page@ipsos.com

Ipsos MORI
Social Research Institute

