



What stakeholders think of Public Health England

Summary of findings



Working relationships: How do stakeholders find working and communicating with PHE?



Stakeholder expectations: How well is PHE meeting stakeholders' expectations and what are these expectations going forward?



PHE's priorities, ambitions and focus: How well do stakeholders understand PHE's goals? And how well do they think PHE is performing against these?



Areas for improvement: How can PHE improve on what it does and how it works with stakeholders?

IMMERSION

Questionnaire and discussion guide development, and immersion in PHE's objectives. Meetings with:

- PHE's core project team
- PHE's internal Operational Senior Leadership Team
- Senior directors within PHE

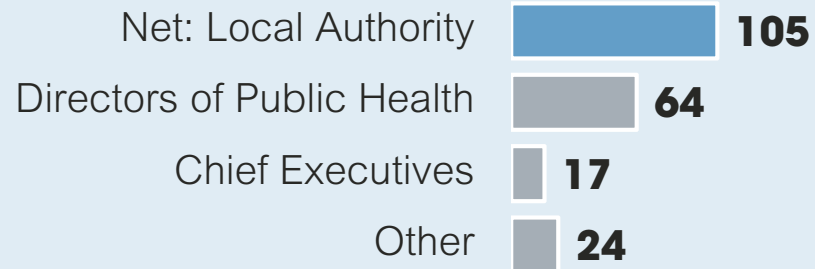
QUANTITATIVE

- Online survey, repeat of 2013/14
- Telephone completes with non-responders
- 26 Nov – 22 Dec 2014
- Response rate of 36% (258 completes)

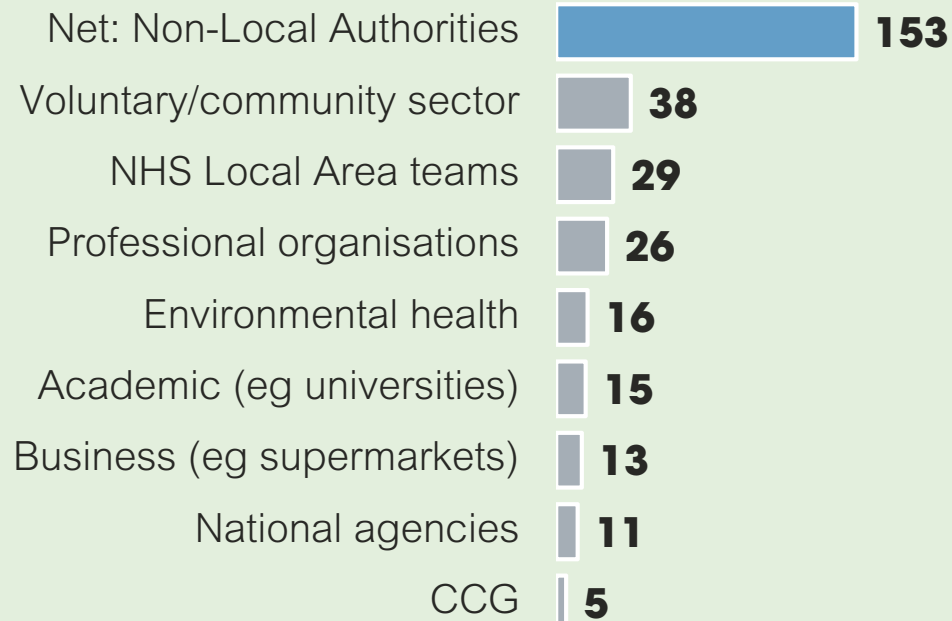
QUALITATIVE

- 16 depth interviews with key stakeholders
- 5 with Local Authority stakeholders, others spread across different sectors
- 1 – 23 Dec 2014

Change in stakeholder profile surveyed



41% of the total completes
(down from 58% in 2013/14)



59% of the total completes (up
from 42% in 2013/14)

Greater proportion of non-
Local Authority stakeholders
invited to take part in the survey
to reflect evolving stakeholder
profile.

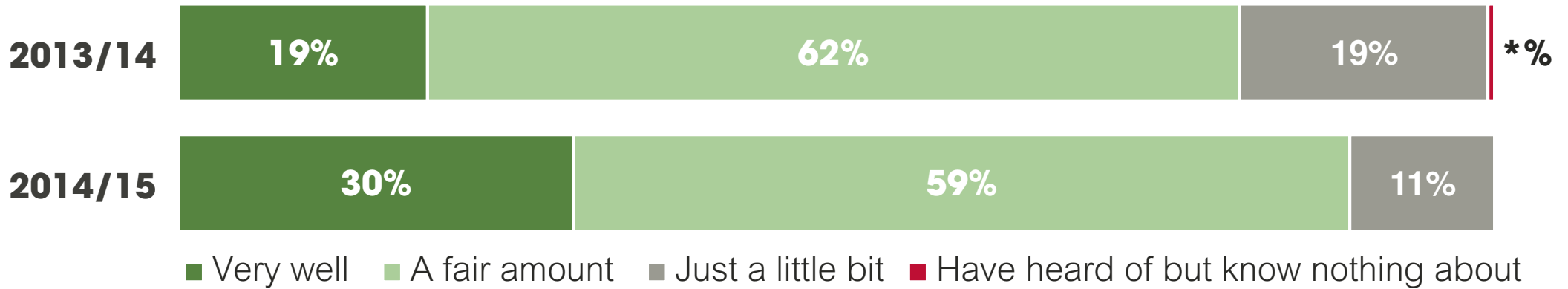


What do they think of you?

Perceptions of PHE and working relationships

Stakeholders are becoming more familiar with PHE

Q1 How well, if at all, do you feel you know Public Health England? Would you say you know it...



42% of Local Authority Stakeholders know PHE 'very well' (up from 22% last wave)

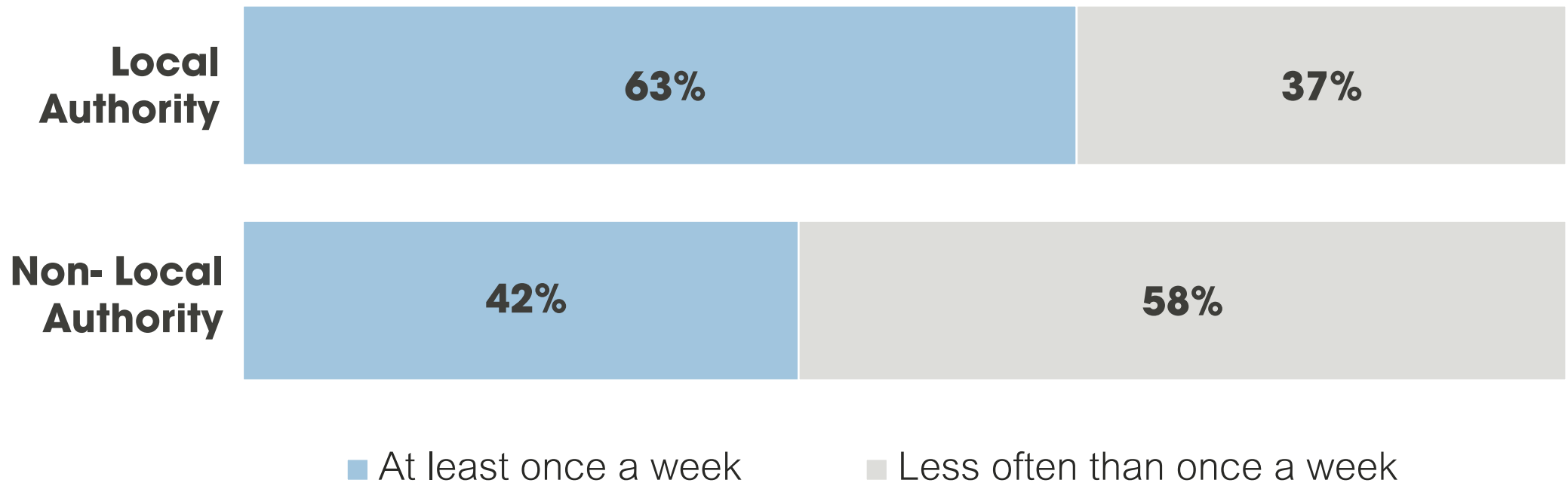
...compared to 22% of other types of stakeholders

Base: All participants; 2014/15 (258) and 2013/14 (299)

Source: Ipsos MORI

Local Authority stakeholders have more frequent contact with PHE

Q2 How often, approximately, would you say you are in contact with Public Health England?

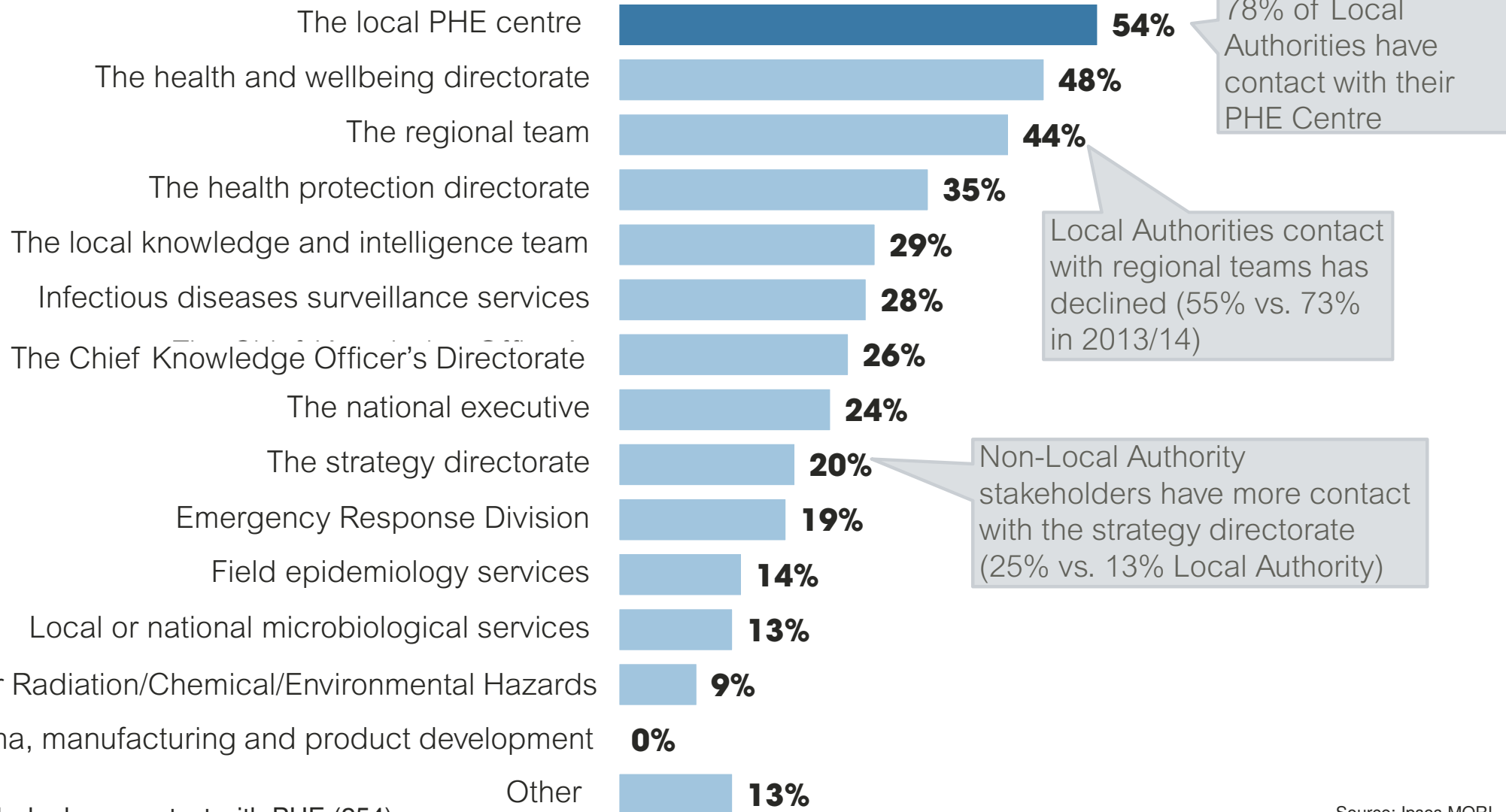


Base: All participants; LA (105) and Non-LA (153)

Source: Ipsos MORI

Stakeholders most commonly interact with PHE's Centres

Q3 Which of the following centres or directorates within Public Health England do you currently interact with?



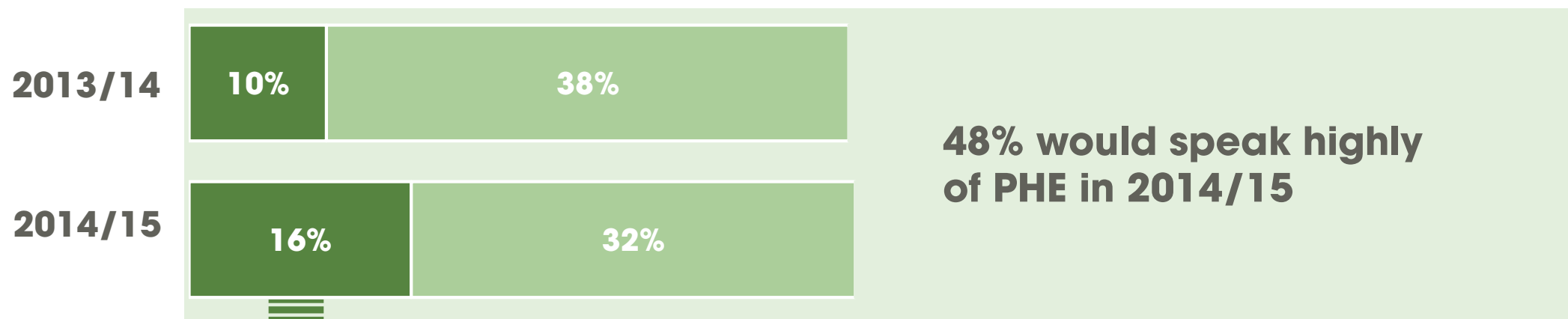
Base: All who have contact with PHE (254)

Source: Ipsos MORI

Stakeholders are more likely this year to spontaneously speak highly of PHE

Q4 Which of these phrases best describes the way you would speak of Public Health England to other people?

■ Speak highly without being asked ■ Speak highly if asked



48% would speak highly of PHE in 2014/15

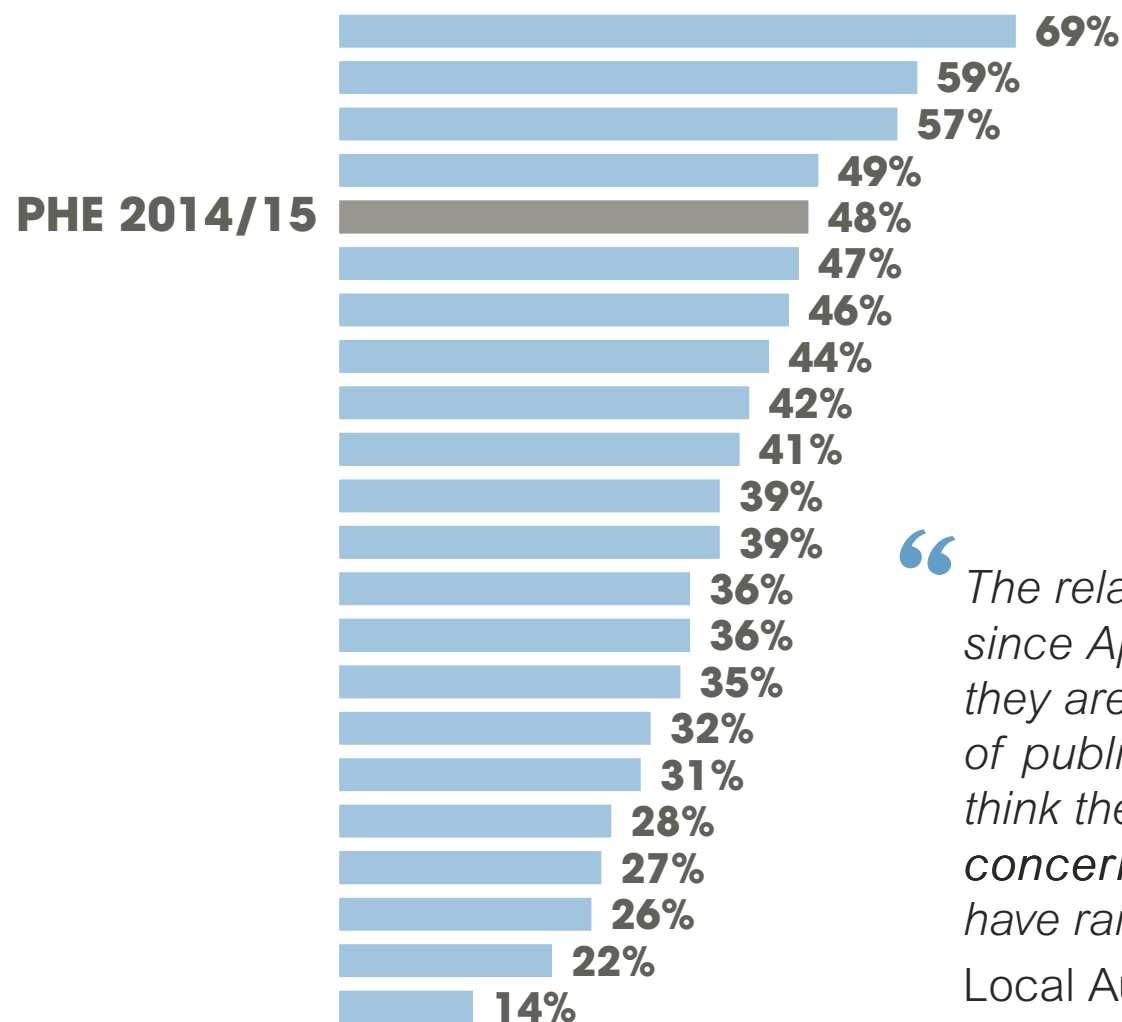
Local Authority stakeholders are particularly likely to spontaneously speak highly of PHE: 20% say this compared to...

➤ 7% last wave

➤ 13% of Non-Local Authority stakeholders in 2014/15

Advocacy compares favourably with other public sector bodies

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



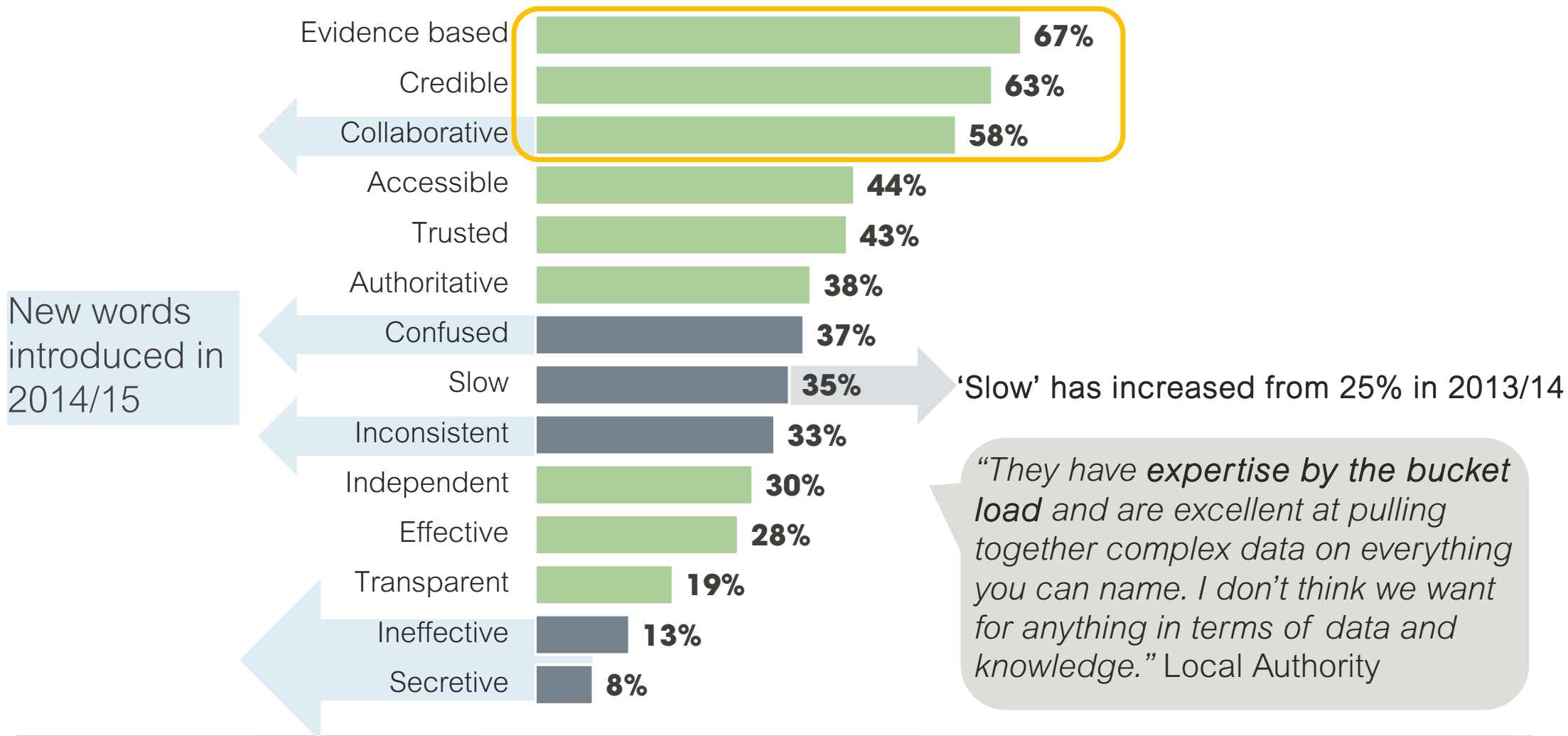
“The relationship we have got with PHE since April 2013 has been a strong one, they are very **supportive** of the transition of public health to Local Government and I think they have **been able to address our concerns pretty much head on** when we have raised them.”
Local Authority

Base: Various stakeholder surveys of public sector organisations

Source: Ipsos MORI

'Collaborative', 'evidence-based' and 'credible' are the words most commonly associated with PHE

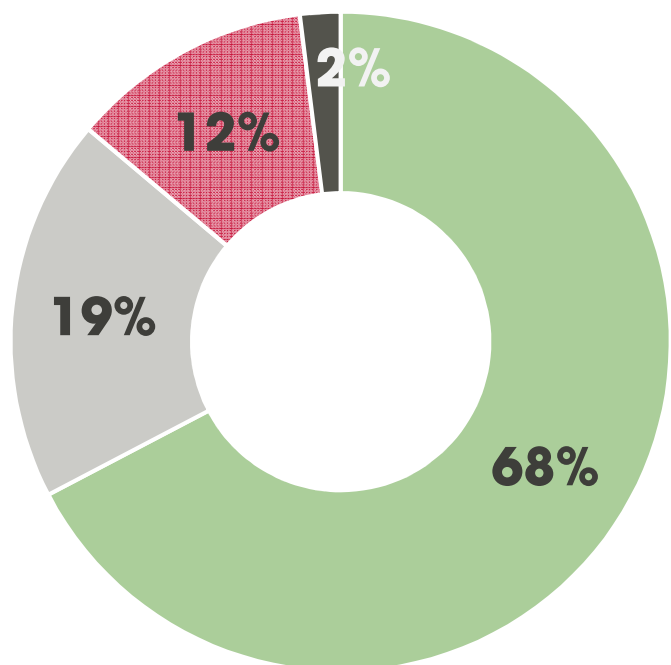
Q12 From your interactions with Public Health England to date, which of the following words/phrases would you use to describe Public Health England as an organisation? (Prompted)



Base: All who have contact with PHE (254)

PHE is seen as independent, but stakeholders question whether it effectively stands up to Government

Q13 To what extent do you agree or disagree that the advice provided by Public Health England is independent?



- Strongly/Tend to agree
- Neutral
- Strongly/Tend to disagree
- Don't know

Over two thirds of stakeholders feel that PHE provides advice which is independent of government, in line with last year.

However only 30% chose to describe PHE as 'Independent'...

...and it was suggested in the qualitative interviews that PHE lacks the confidence and ability to stand up to government.

“They've really seemed to have gone along with Government stuff that wasn't really evidence based because they were *more political initiatives than scientifically grounded initiatives.* (Professional organisation)”

Base: All participants (258)



Working relationships remain positive

Q5 How would you describe your working relationship with Public Health England?

80% report good working relationships with PHE

In line with last year and higher among those in more regular contact

Local Authority stakeholders identified their relationship with the health protection teams as a particular strength.

...in contrast to the Centres which were felt to be still developing.

“Health protection local arrangements are very positive and constructive...The Centre - the relationship is perfectly constructive but they're struggling to find a broader remit...they are very much finding their feet, trying to figure out role and boundaries.”

Local Authority

Base: All participants (258)

On the whole, stakeholders have seen improvements in their relationships

Q26 How has your relationship with Public Health England changed over the past year?

Relationship/aspects of relationship have...

...changed
for the better

67%

(Local Authority: 71%)

...changed
for the worse

32%

...stayed the
same

21%

- Stronger/closer relationships
- More open dialogue
- Relationships settled

"The communications have improved, they are more consistent in the quality of communication."

Local Authority

- Collaboration declined
- Contact and support not as expected
- Practices at local and/or national level not developed as expected

"The matrix management structure of the organisation is unworkable."

Voluntary/community sector

Base: All participants (258)

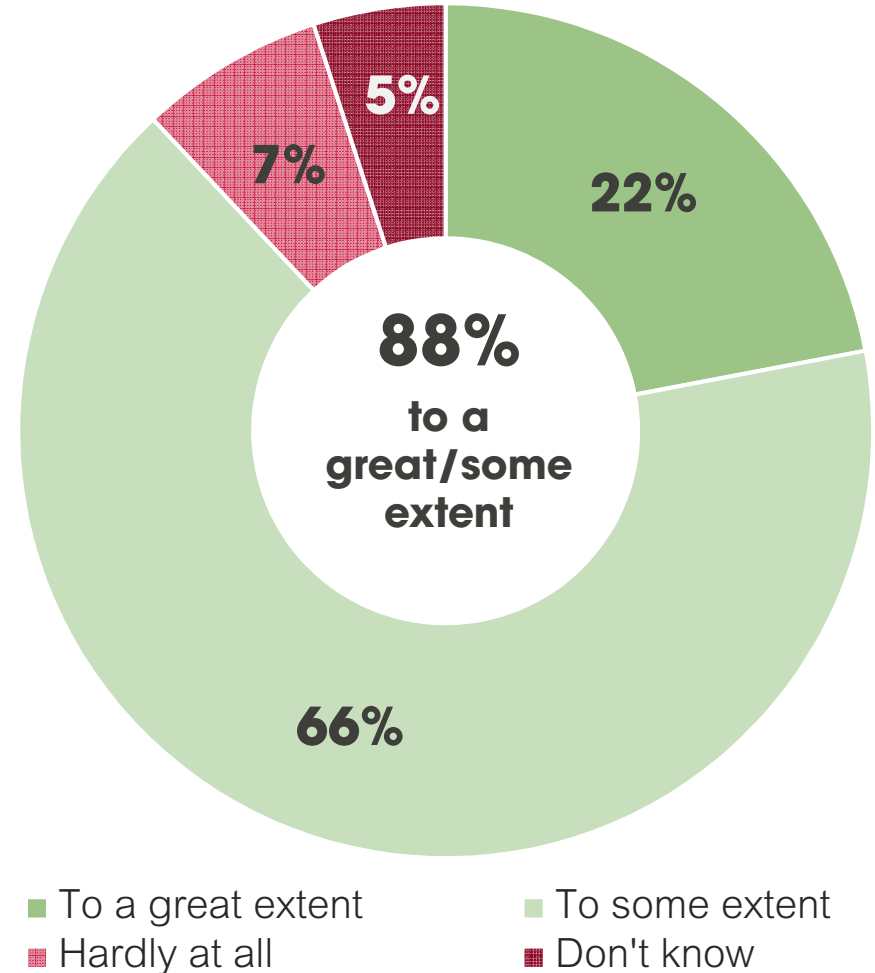
PHE is actively demonstrating a willingness to work in partnership

Q22 To what extent, if at all, do you think Public Health England works in partnership with its stakeholders?

The majority agree that PHE works in partnership with its stakeholders.

“PHE are not arrogant - they recognise that they have to work in partnership in order to get what they need done – it’s the only way they can function and deliver.”
Agency

Stakeholders who had worked alongside PHE to develop the Five Year Forward View were particularly positive that PHE was working in partnership with its stakeholders.



Base: All participants (258)

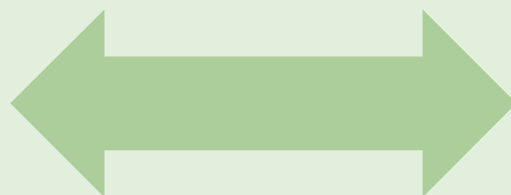
Though there is a desire from Local Authorities to see more support from national teams

Local Authority participants in the qualitative interviews felt they could be better connected to the national team.

“There needs to be good solid communication between PHE and Directors of Public Health. It all works at a very, very local level at the moment, and we don't get insight from PHE colleagues.”

Local Authority

**Good relations locally
(particularly with
health protection
teams)**



**Disconnected from PHE
nationally and the
national public health
agenda**

They wanted to see PHE make:



More efforts to link Local Authorities to a national public health agenda



Empower local leaders to drive through change in their area.

And stakeholders do not feel valued to the extent that they value PHE

Q24 Thinking about all the organisations that you will be working with over the next couple of years, how much of a priority do you place on your relationship with PHE? Q25 And thinking about all of the organisations that PHE will be working with over the next couple of years, how much of a priority do you think your organisation is for PHE? Q19 How well do you think PHE understands the priorities of your organisation?

Stakeholders that rate PHE as a high priority for them (7+/10)



Stakeholders that think PHE rates them as a high priority (7+/10)



Over half of participants (55%) feel that PHE understands the priorities of their organisation well.

However, two in five (41%) feel that PHE does not have a good grasp of their priorities.

Local Authorities are less likely to say PHE understands their priorities (51% vs. 58% Non-Local Authority)

Base: All participants (258)

Source: Ipsos MORI

PHE listens but doesn't always act

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

"As a company we have direct channels into key leaders in PHE which is welcomed, and have had opportunity to discuss issues of mutual interest. What I am still not clear on is actioning the outcomes of discussions and how to practically move things forward?"

Listens to your views?



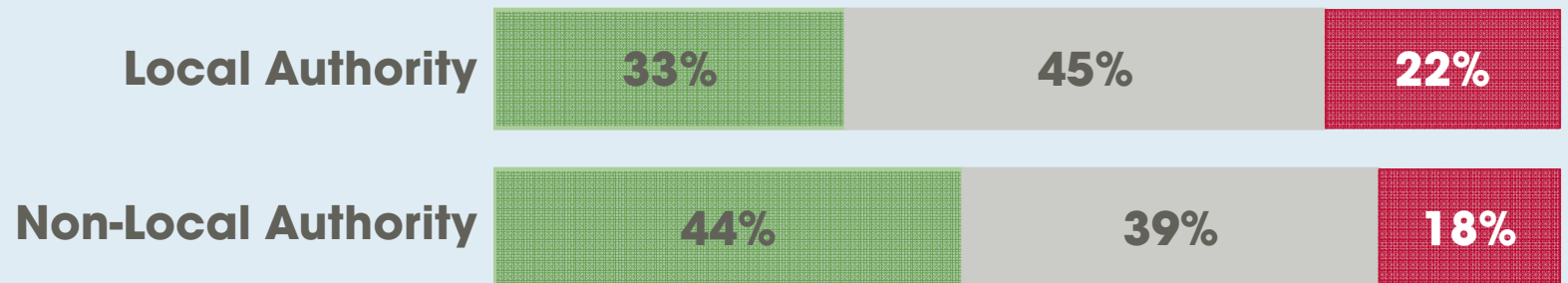
Acts on your views?



Very/fairly satisfied
Neither/nor or Don't know
Very/fairly dissatisfied

Increased by 8%

Particularly marked among Local Authorities:



Base: All participants; overall (258); Local Authority (105); Non-Local Authority (153)



What do they think of what you do?

PHE's role, priorities and focus

Some uncertainty remains about what role PHE is set up to do

Q7 How well would you say you understand PHE's role?

90% say they understand PHE's role

Local Authorities more likely to say they understand it very well than they were in 2013/14 (30% vs. 18%)

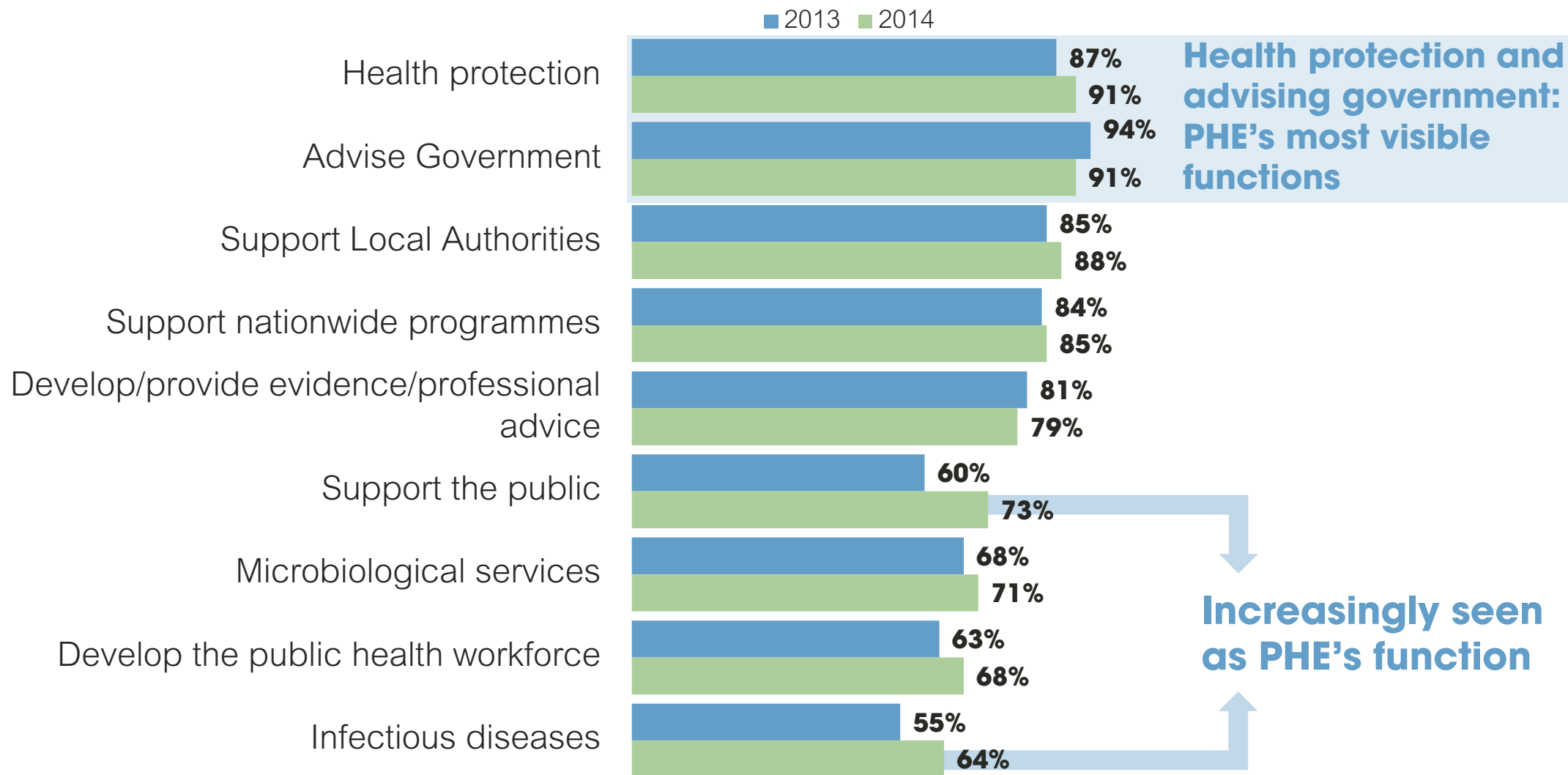
But a degree of uncertainty and confusion was expressed in the qualitative interviews: PHE is still 'emerging' and 'finding its feet', particularly at a local level.

*"Is it primarily about support and local government or challenge to central government? ... There's confusion amongst all of us about where exactly PHE sits in these contested territories."
Academic*

Base: All participants (258)

PHE is increasingly seen as having a role in infectious diseases and supporting the public

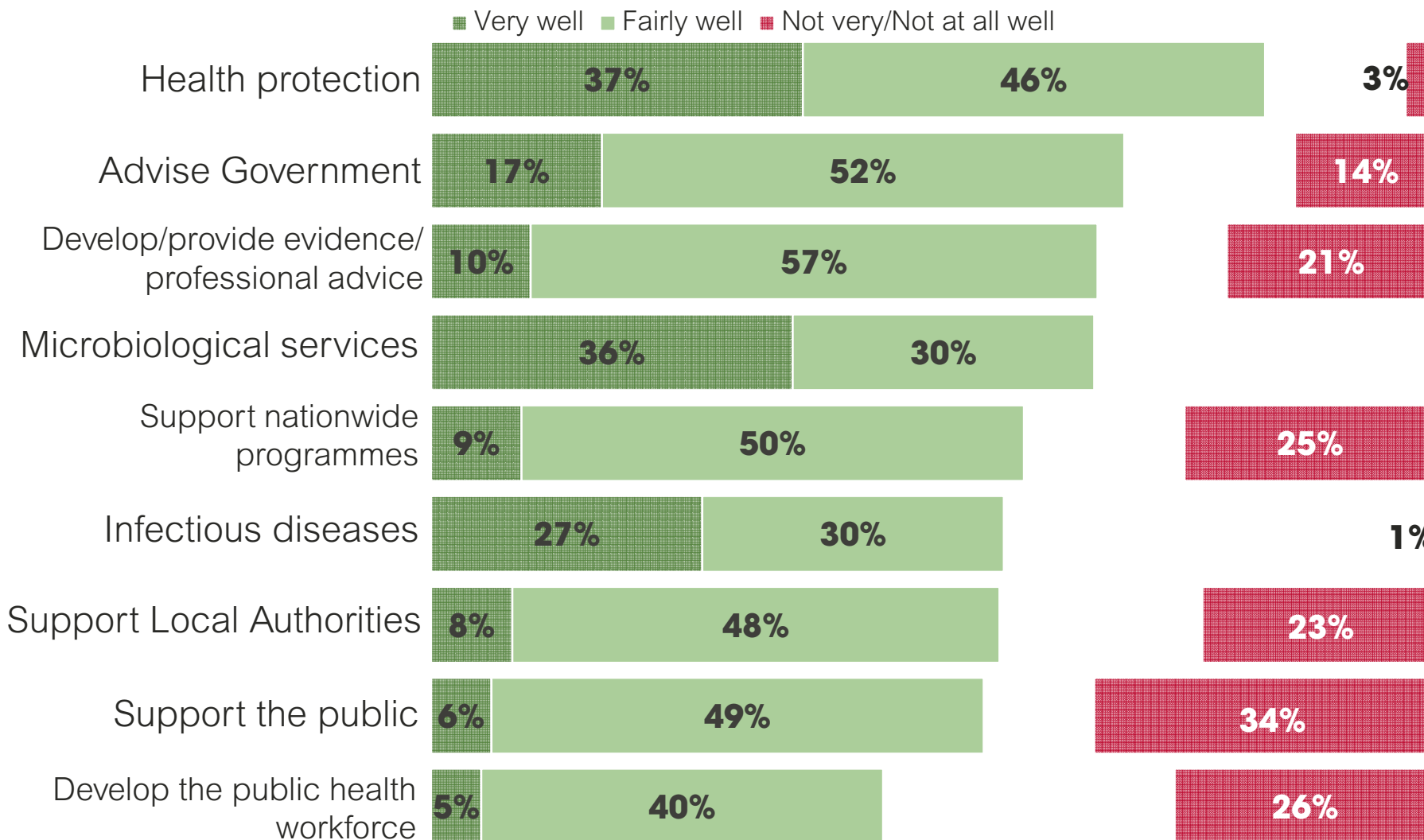
Q9 Which of the following statements, if any, best describe the functions of Public Health England?



Base: All participants; 2014 (258) and 2014 (299)

PHE performs well in what stakeholders see as its key functions

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



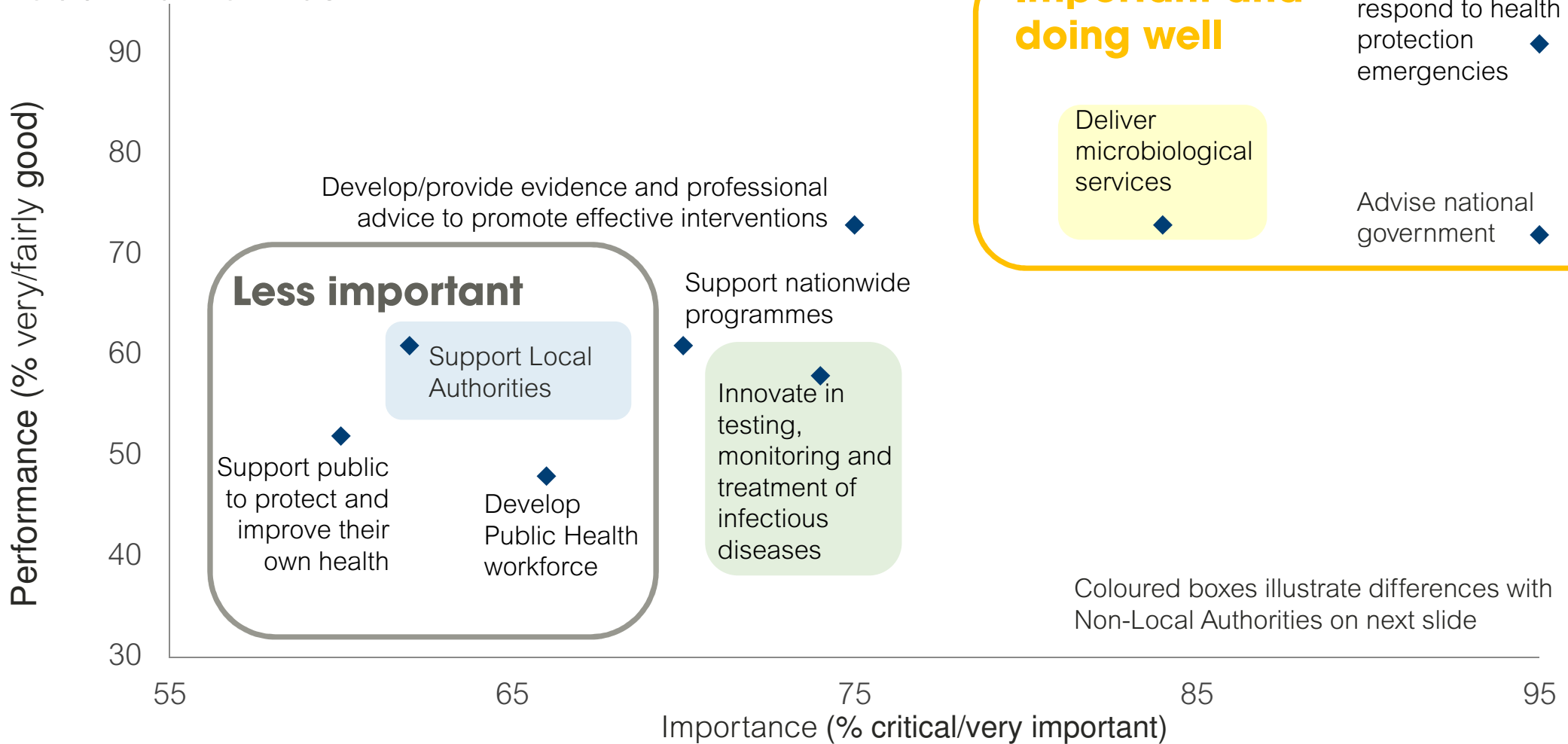
Local Authorities
51% say PHE does this very well compared to 30% in 2013/14

Base: All participants (258)

A number of areas are particular strengths given their importance to Local Authorities

Q10/Q11: Importance vs. performance of PHE's functions

Local Authorities



Coloured boxes illustrate differences with Non-Local Authorities on next slide

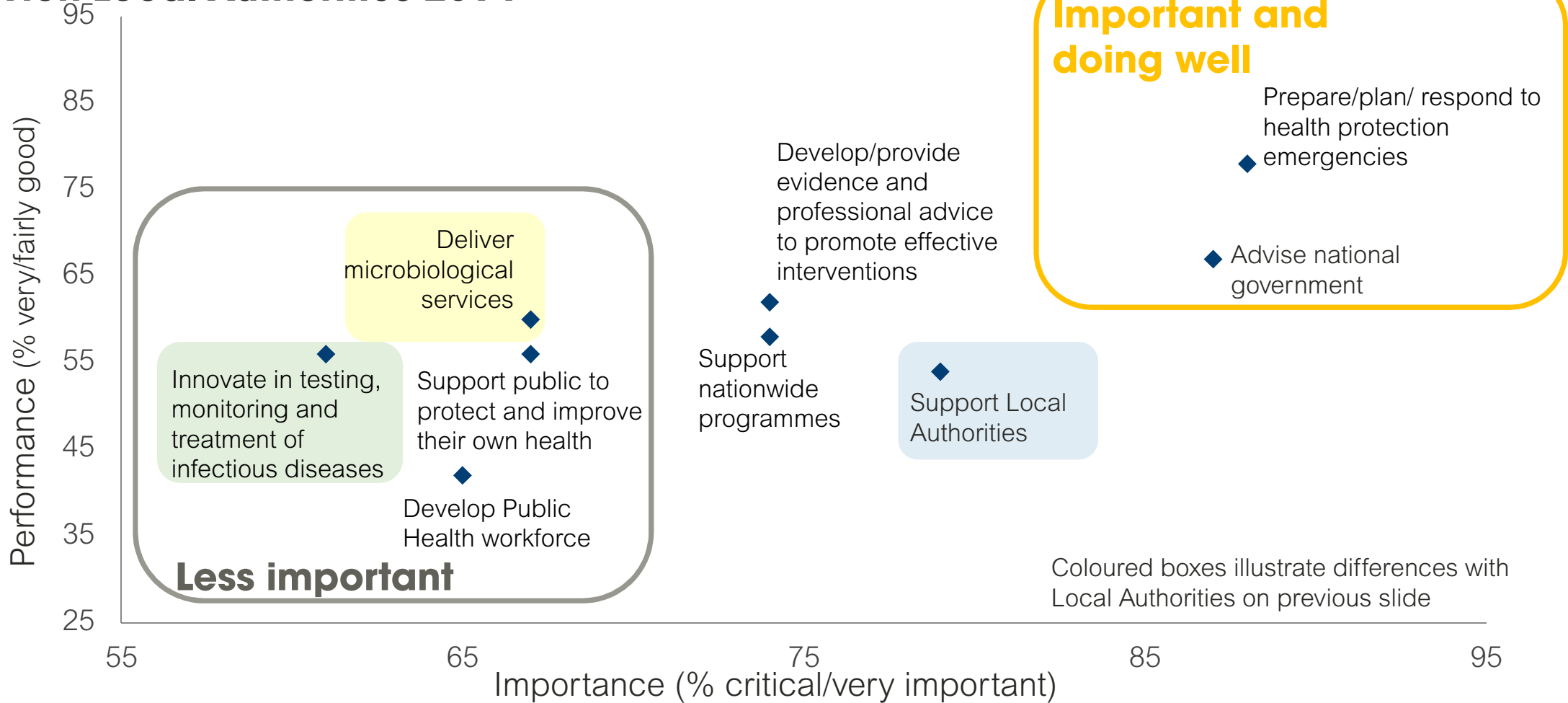
Base: Q10 performance: All Local Authority stakeholders who selected statement as a function of PHE at Q9. Q11 importance: All Local Authorities (105)

Source: Ipsos MORI

Non-Local Authority stakeholders see things differently

Q10/Q11: Importance vs. performance of PHE's functions

Non-Local Authorities 2014



Base: Q10 performance: All non-Local Authority stakeholders who selected statement as a function of PHE at Q9. Q11 importance: All non-Local Authorities (153)

Source: Ipsos MORI

PHE continues to be seen primarily as a first port of call for health protection advice

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..."

Strongly/tend to agree

Health protection

88%

Public health information & evidence

77%

Population healthcare

58%

Health & wellbeing

47%

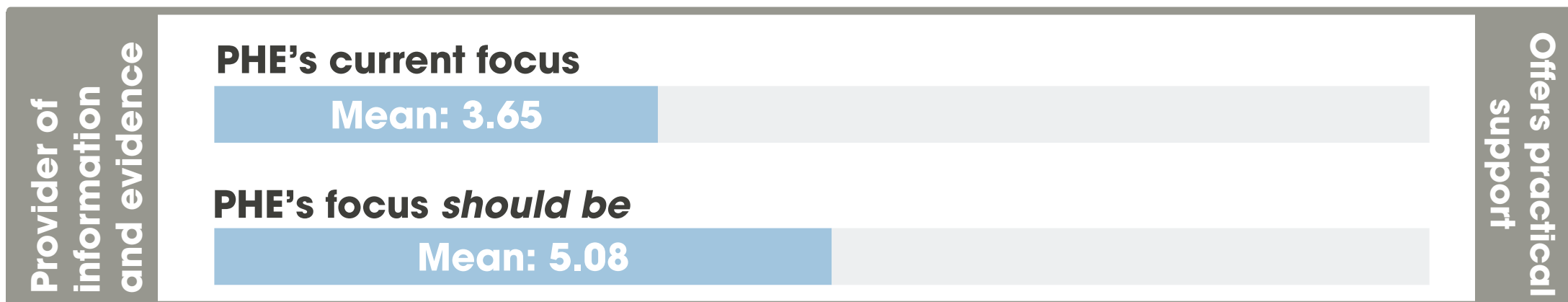
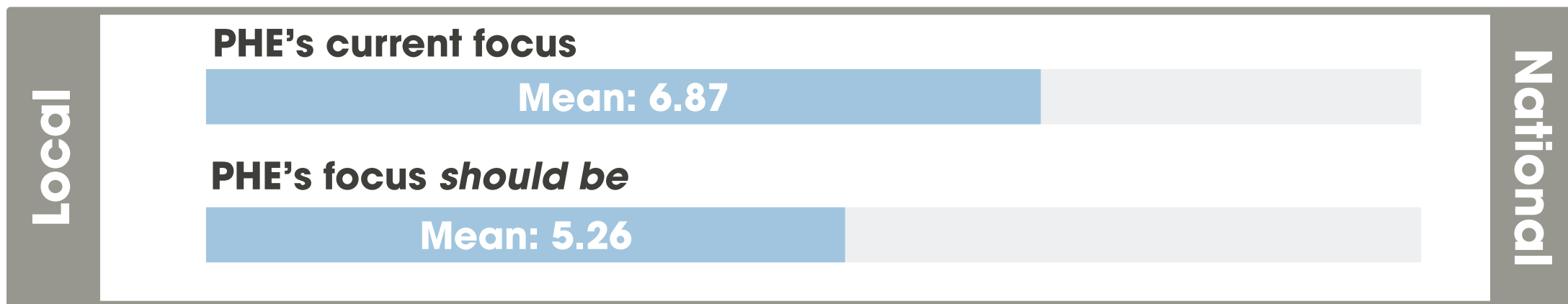
Non-local Authorities are more likely to turn to PHE for advice other than health protection

Local Authorities more likely to turn first to PHE for health protection advice

Base: All participants (258)

Stakeholders want PHE to take a more balanced focus

Q17a/18a Below are two statements representing either end of a scale from 0 to 10... please tell us where your view of Public Health England's work currently sits on this scale. Q17b/18b ... using the same scale, please tell us where you think Public Health England's focus should be



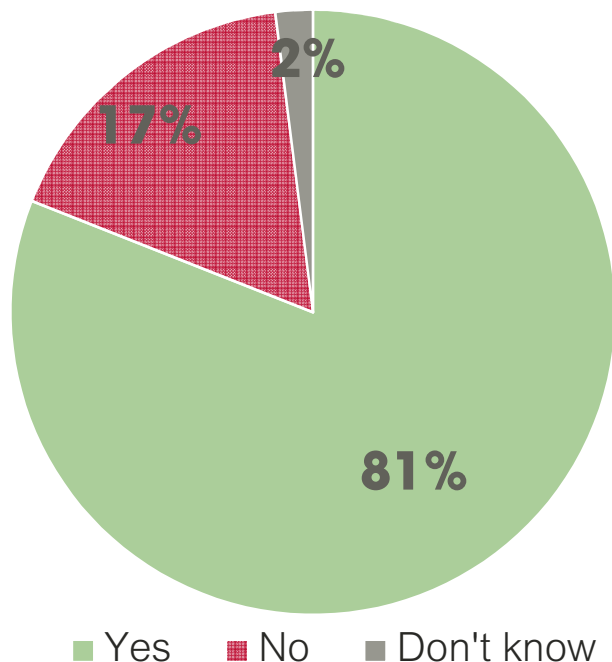
Base: All participants (258)

Source: Ipsos MORI

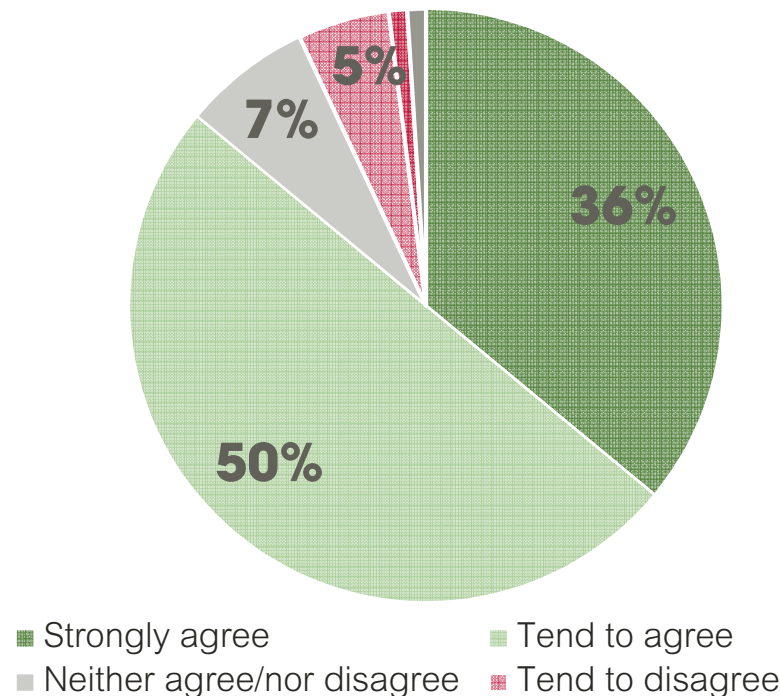
Awareness of PHE priorities is high and the majority agree PHE is prioritising the right areas

Q8a In October 2014, Public Health England released a document called 'From evidence into action: opportunities to protect and improve the nation's health'...Before now, were you aware of this document or the contents within it? Q8b To what extent do you agree or disagree that Public Health England is prioritising the right areas?

Awareness of priorities



Prioritising the right areas



Awareness of PHE's priorities document is high, particularly among Local Authority stakeholders (93% aware vs. 73% other stakeholders)

And the majority agree that PHE has identified the right priorities.

Base: All participants (258)

However the qualitative interviews revealed a more nuanced response

It was felt that PHE's priorities document had been **overshadowed by the 'Five Year Forward View'** which was released around the same time.

Furthermore concerns were raised about the selection of PHE's priorities...

- Some felt PHE had taken a **more traditional approach** in the selection of these seven priorities than expected;
- the language of the priorities did **not go far enough**;
- some questioned **the inclusion of some priorities (AMR and TB)**;
- finally, some stakeholders expressed concerns that their input into the **Health and Wellbeing Framework was disregarded**.

"It was really quiet the way it came out, all the attention went on the Five Year Forward View and it sort of snuck out without anyone noticing."

Local Authority

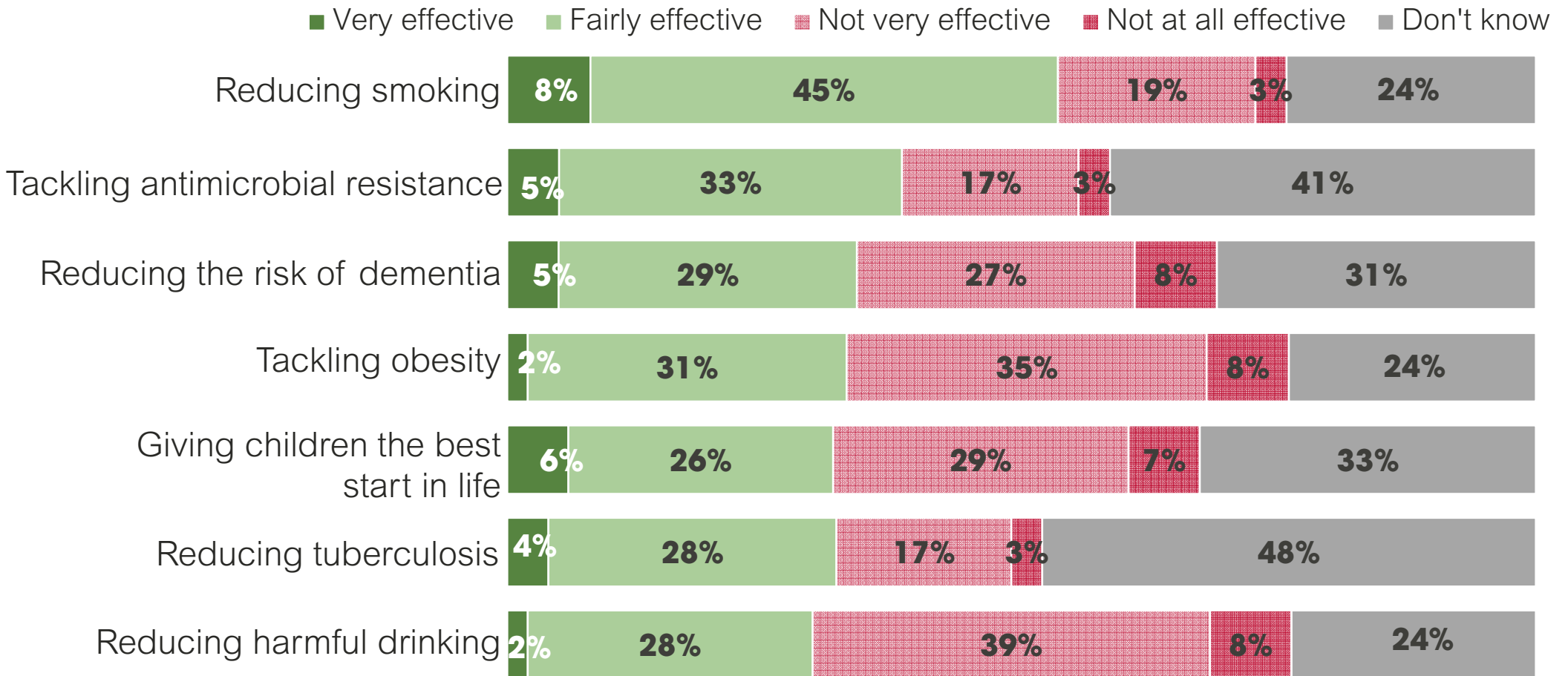
"It's not really about how we create healthy communities, places and neighbourhoods, it's just this single isolated issue approach. That's not what we're doing in Local Government, and it's not having a big vision for Public Health."

Local Authority

Opinion is divided as to how well PHE is performing against these priorities at this stage

Q8c How effective, if at all, do you think PHE has been in the past year in relation to each of its priorities?

PHE is performing most effectively at reducing smoking, but has made little impact on obesity and reducing harmful drinking.

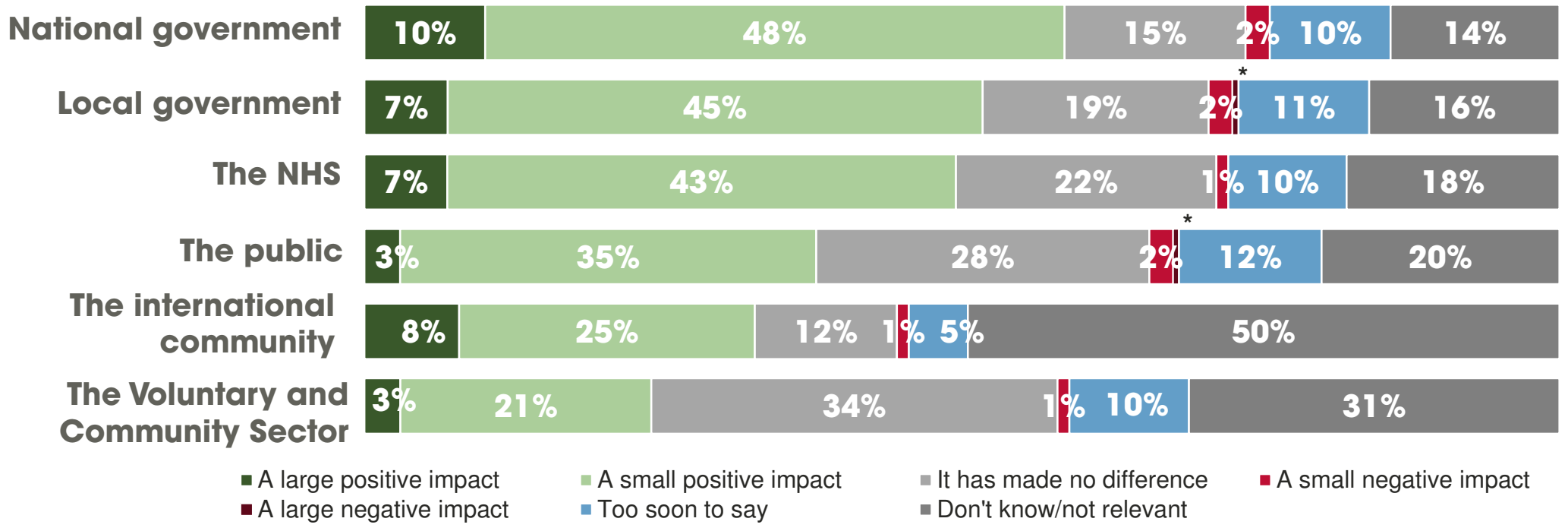


Base: All participants (258)

Stakeholders are most positive about PHE's impact on national and local government

Q15 What impact, if any, has Public Health England had on . . .

Impact PHE has on...



However it was felt by a number of stakeholders in the qualitative interviews, particularly Local Authorities, that the influence PHE has been exerting has been done largely under the radar. They would like to see PHE have a stronger voice.

“Reluctant to advocate for public health issues in a strong enough way.”
Local Authority

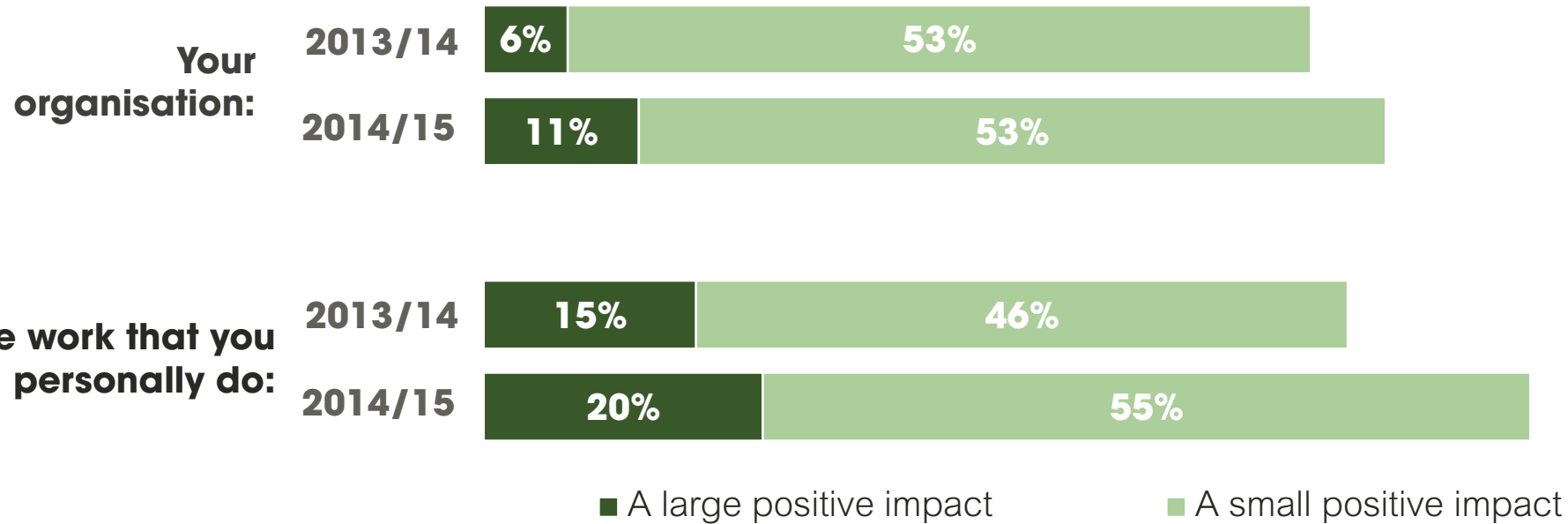
Base: All participants (258)

Source: Ipsos MORI

Increasing proportions of stakeholders say PHE has had a positive impact on their organisation and work

Q14 What impact, if any, has Public Health England had on . . .

Impact PHE has made on...



"They are clearly important because they are the body through which my resources flow. I have a set of mandated requirements to deliver as a consequence of that."

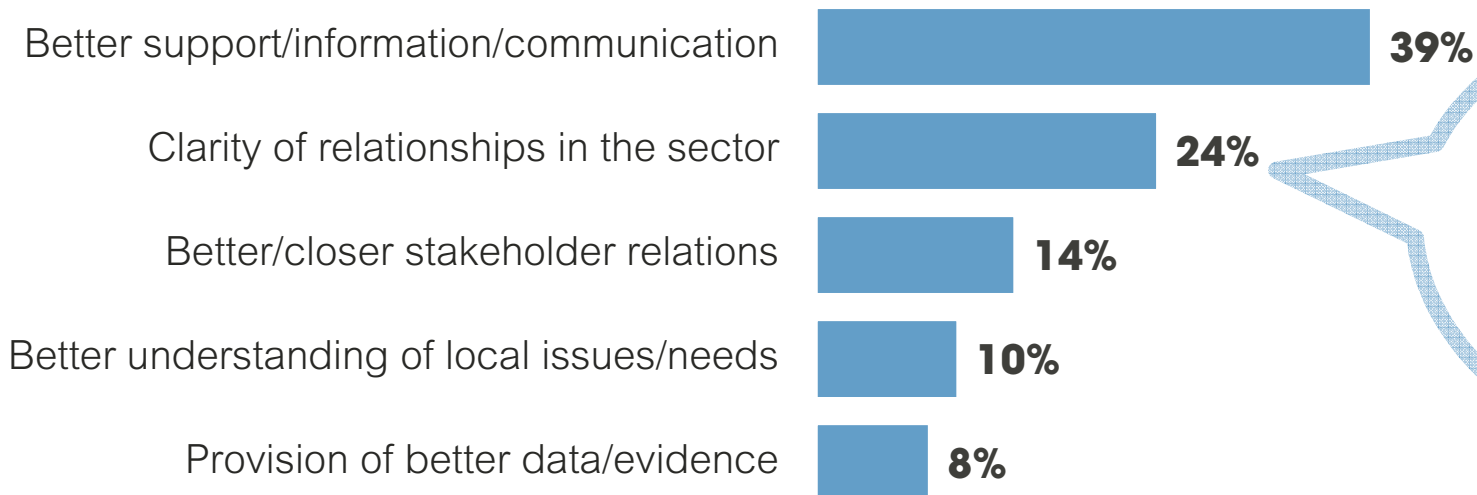
Local Authority

Base: All participants; 2014 (258); 2013 (299)

Source: Ipsos MORI

Looking ahead, stakeholders want better communication and support

Q27 What, if anything, do you need from Public Health England that you are not presently getting?



*“More regular communication about their initiatives and a stronger connection that plugs the stakeholders into the local office as well as the central.”
Business*

Local Authority Priorities

More practical support and dispensing best practice: PHE is well placed to offer practical advice on what works and what doesn't work.

Framing communications better for use locally: communications could be better targeted for use and implementation at a local level.

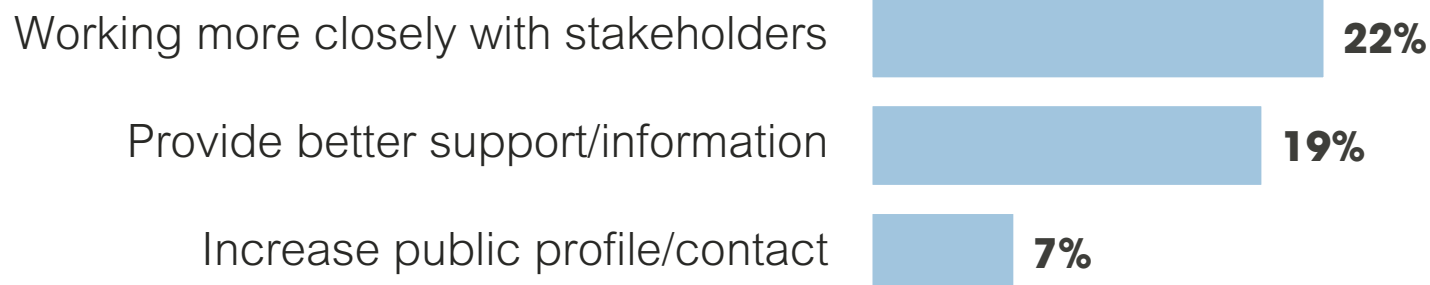
Connecting Local Authority stakeholders to the national team: PHE could make more efforts to link Local Authorities to a national public health agenda.

Base: All participants (258)

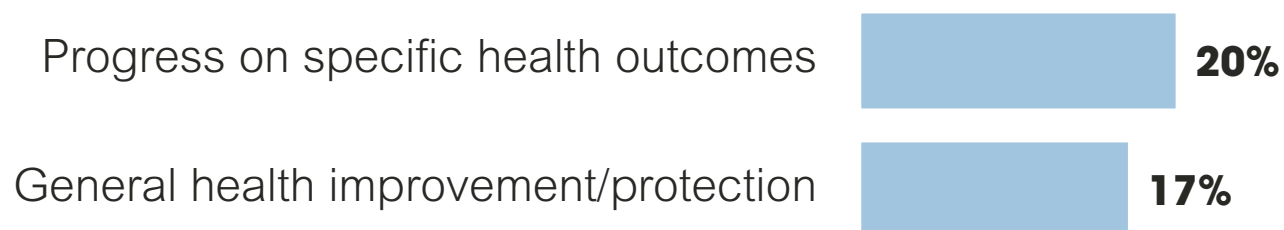
PHE's success will be judged on stakeholder relationships and performance against health outcomes

Q28 As a stakeholder, how will you judge Public Health England's performance over the coming few years? Please be as specific as possible about the measures of success you will look for

56% will judge PHE's performance based on improvements in stakeholder involvement, including...



50% will judge PHE's performance based on improved health outcomes, including...



Base: All participants (258)



Conclusions and implications

Stakeholders are more positive this year

- » More stakeholders would spontaneously speak highly of PHE
- » More stakeholders are working more frequently with PHE
- » They have seen a willingness to work in partnership
- » National stakeholders commend PHE's collaborative work on the 'Five Year Forward View'
- » PHE is felt to be having a positive impact on stakeholders' organisation and work

Stakeholders want to see PHE continue on this trend in the future.

“At the early stages both (PHE and our organisation) had to be internally focused, but in the last year they've both been looking to building relationships externally.” Agency

Shifting PHE's focus to be more balanced between national and local efforts, and offering more practical support.

Communicating PHE's impact and independence particularly its influence on national Government.

Developing a stronger partnership by demonstrating to stakeholders that they are valued and their views are acted upon.

Developing relations at Local Authority level by...

- Connecting them to the national team
- Developing a better understanding of local government priorities and structures
- Providing Local Authorities with more targeted and usable support and communications

“Developing more training for their staff...would definitely help around understanding the needs, the drivers, the levers that exist within Local Government.”

Local Authority