



**Public Health England**

**Stakeholder review 2016/17**

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# Latest results from your stakeholders

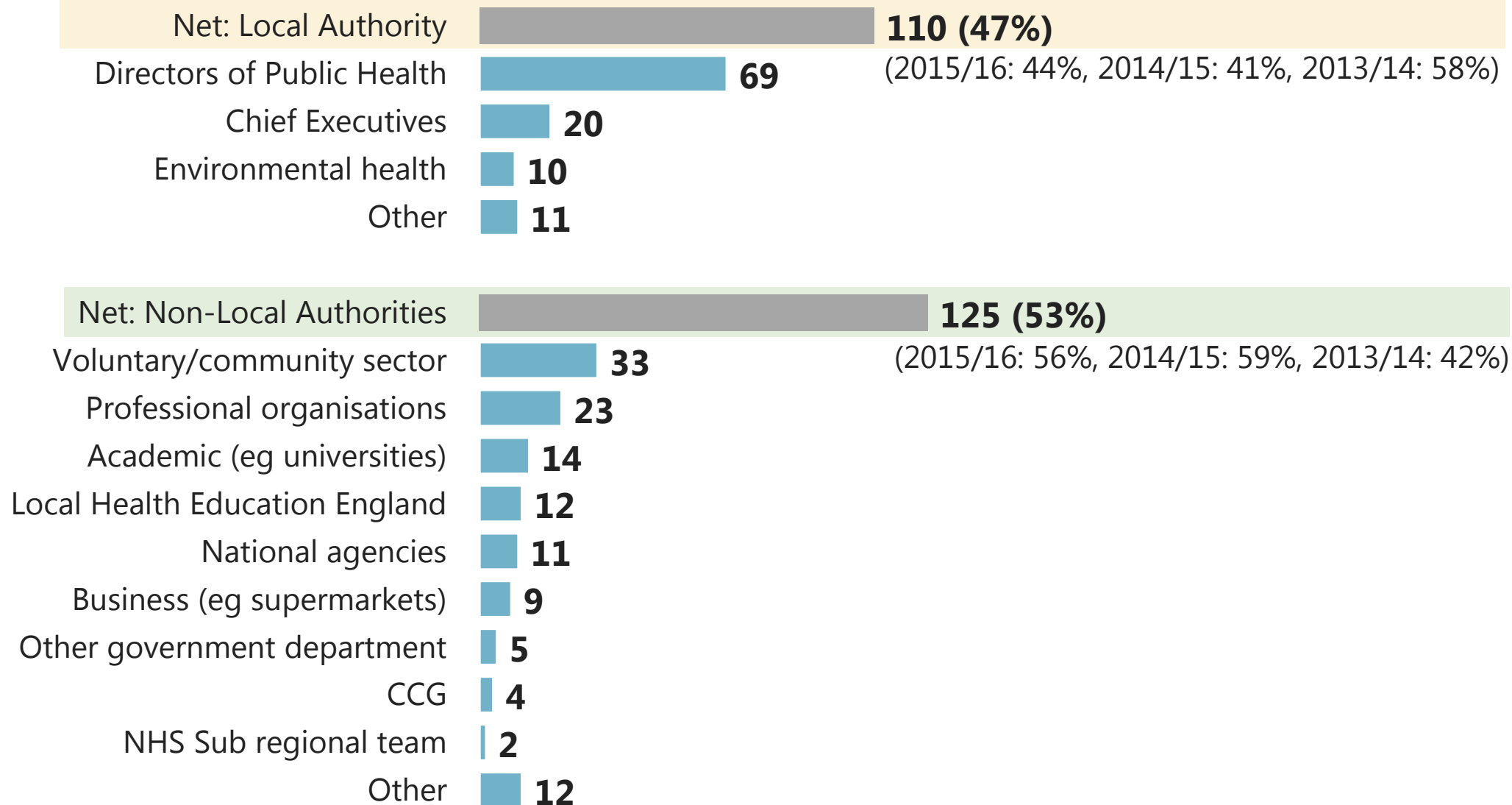
## Stakeholders' views on:

- **Working relationships**
- **PHE's ambitions and impact**
- **Expectations of PHE**
- **Areas for improvement**

## Fourth wave of research

- **3 immersion interviews**
- **Online survey with telephone chasers**
  - 235 completes (34% response rate)
  - 10 Oct – 30 Nov
- **30 qualitative depth interviews**
  - Includes 13 Local Authorities (LAs)
  - 24 Oct – 9 Dec

# Sample design consistent with last year



A collage of fresh fruits including raspberries, strawberries, kiwis, and oranges. The fruits are arranged in a somewhat circular pattern, with the raspberries and strawberries in the upper half and the kiwis and oranges in the lower half. The background is a soft, out-of-focus mix of colors.

**How are you performing?**

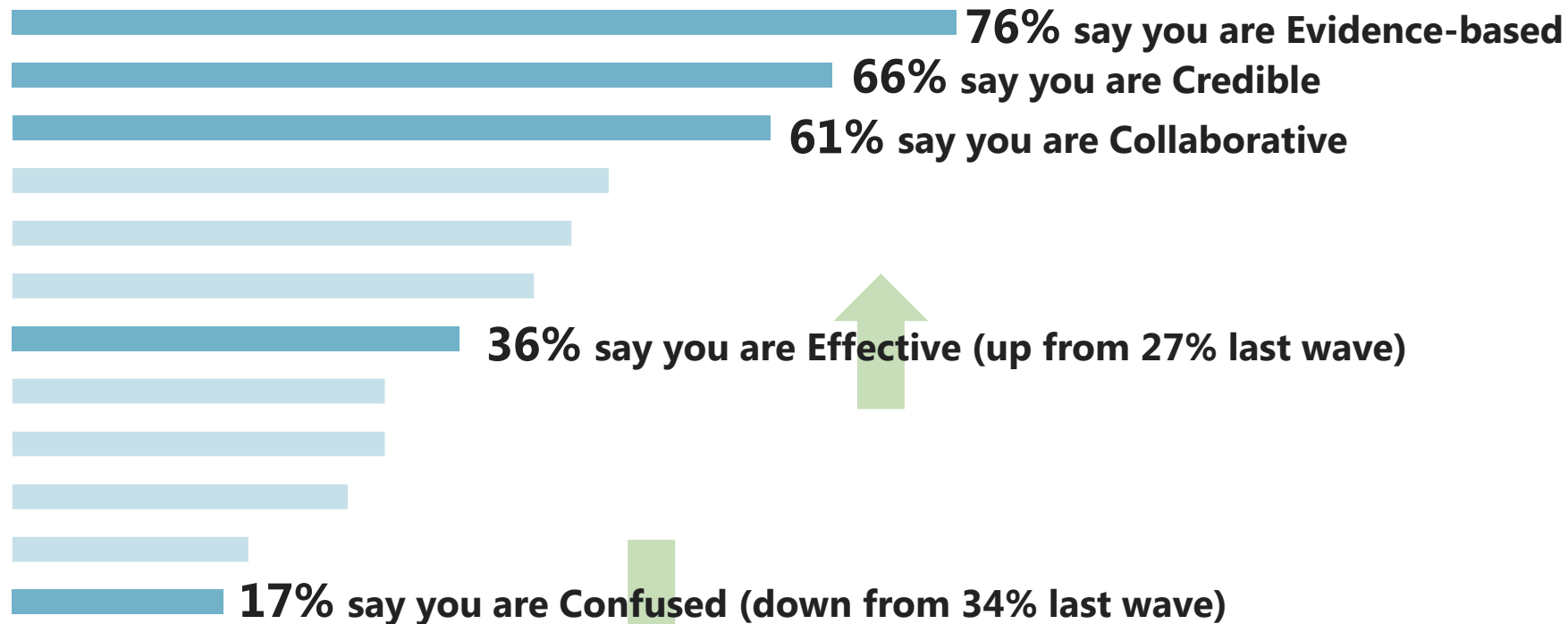
# Stakeholders feel PHE is maturing

**A key word stakeholders used to describe PHE this wave was 'maturing'**

**This is having a positive impact on relationships with stakeholders**

*"Overall PHE needs to be congratulated for how they have developed and are developing and the impact they are making. **This year has been one of maturing, maturing in the way they do their business.**"*

**Which of the following words/phrases would you use to describe PHE as an organisation?**



Base: All those who have contact with PHE (233)

# You are demonstrating empathy and listening

**PHE has clearly demonstrated that it is a listening organisation**

**It has taken on board criticisms and made changes to the way it works with stakeholders**

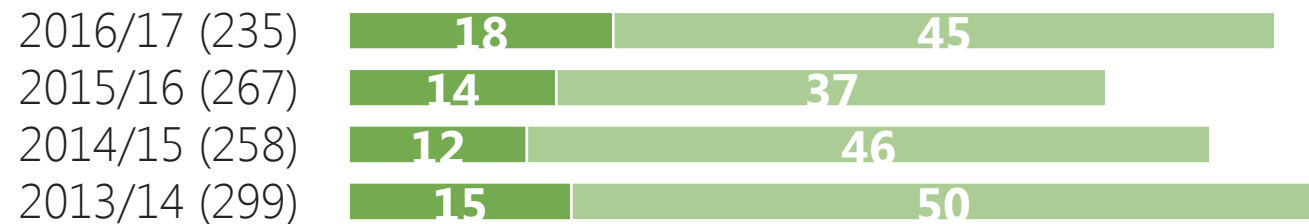
“Has improved - evidence that **PHE is a learning organisation**, who take their failures on board.”  
Professional Body

“[PHE seeks stakeholder input] better than they did, they do seek it **more than other organisations.**”  
Professional Body

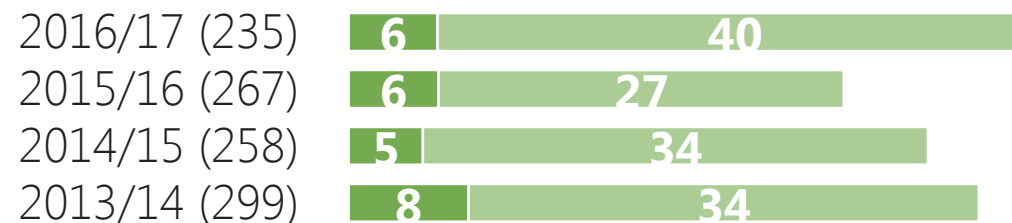
**Overall, to what extent are you satisfied or dissatisfied that PHE listens/acts on your views?**

**Stakeholders are increasingly satisfied that PHE...**

## ...listens to their views



## ...acts on their views?

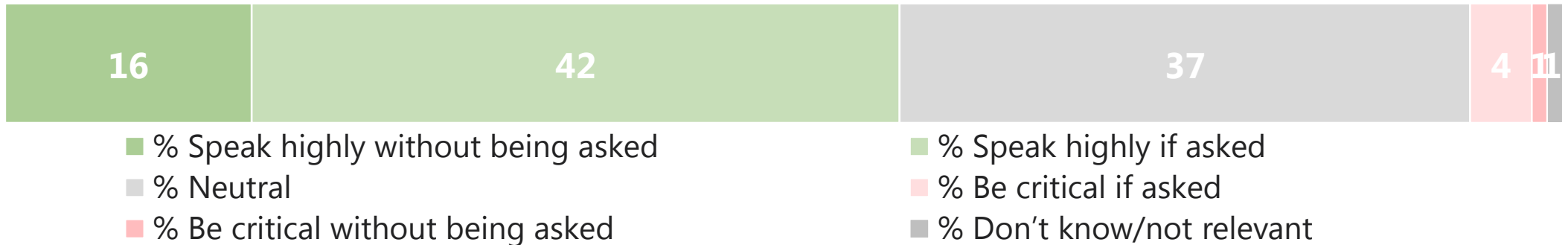


■ % Very satisfied    ■ % Fairly satisfied

# Advocacy of PHE is rising

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

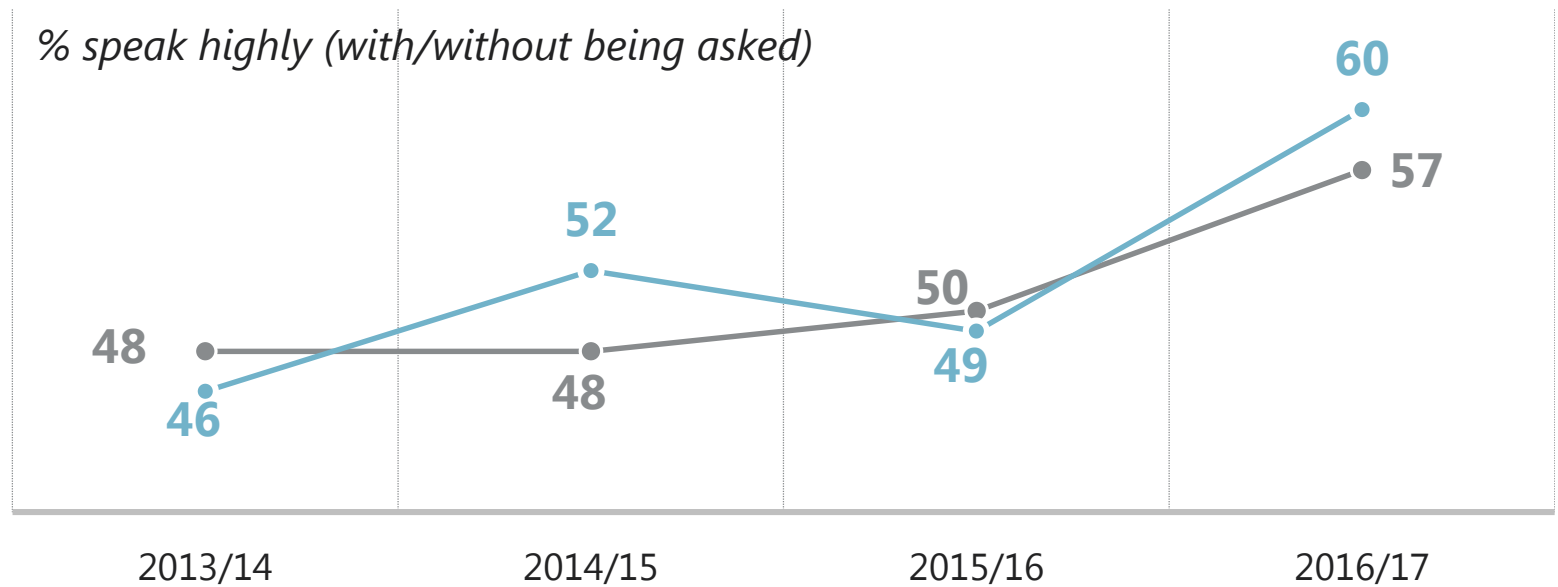
**57%** would speak positively about you to others



## Positive upwards trend!

% speak highly (with/without being asked)

● Overall  
● LA

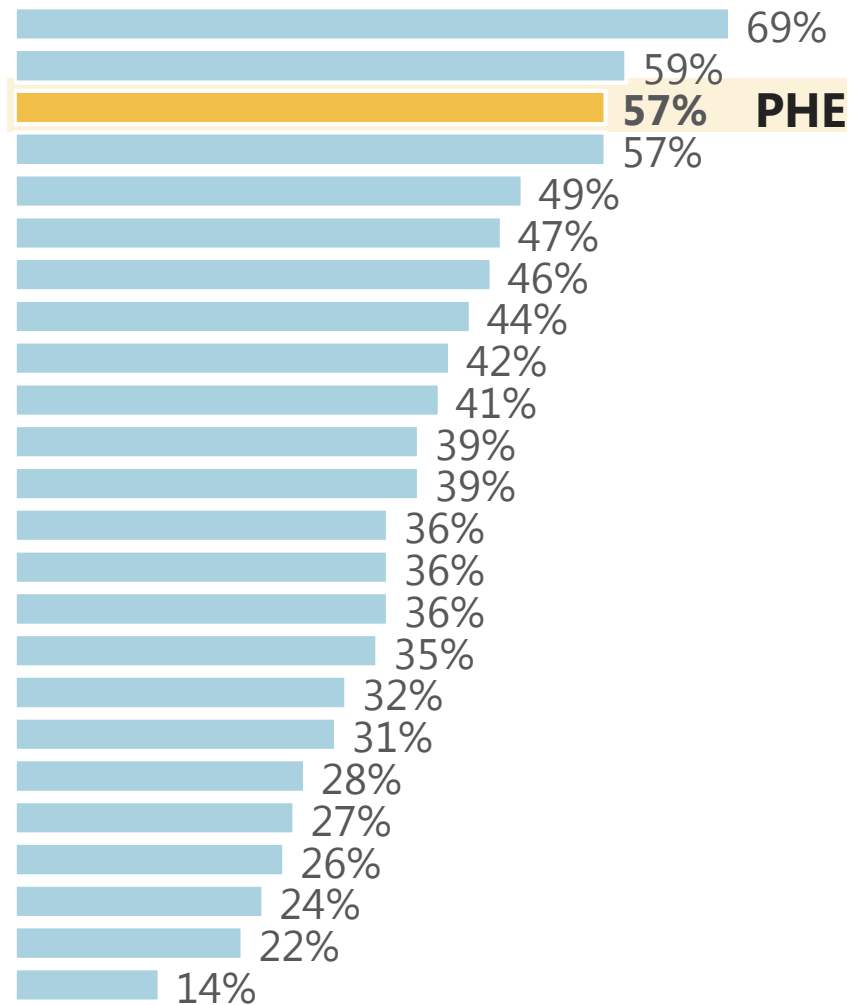


Base: (All stakeholders) 2015/16: 235 (overall), 110 (LA); 2016/17: 267 (overall), 117 (LA); 2014/15: 258 (overall), 105 (LA); 2013/14: 299 (overall), 174 (LA).

# ...which compares favourably to other public

## sector organisations

**Proportion saying they would speak highly without being asked/if asked**

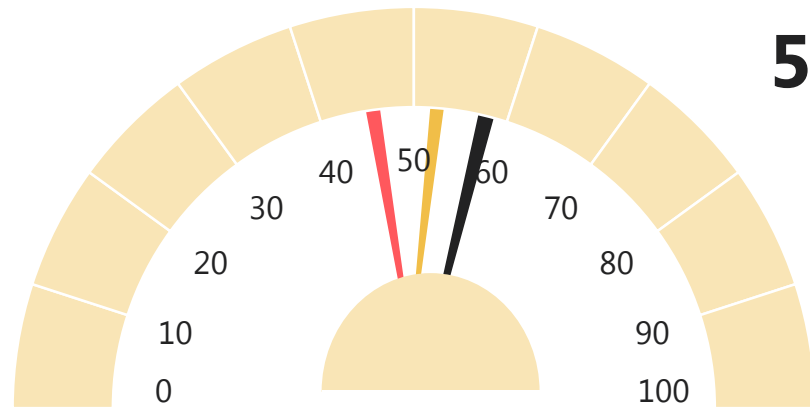


Base: Various public sector stakeholder surveys since 2008, includes multiple waves



# You have re-established good connections

*To what extent do you agree or disagree...I have a clear point of contact to get in touch with PHE?*



**58%** strongly agree they have a clear point of contact

Compared to **45%** last wave and **52%** in 2014/15

Currently **63%** among LAs

Base: (All stakeholders) 2016/17 235, 2015/16 267, 2014/15 258, LA 2016/17 110

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

## Frequency of contact back to previous levels

*% in contact at least once a week*



# PHE seen as having key role in a challenging climate

## Stakeholders depend on PHE for...

- Bringing together evidence and knowledge
- Maintaining a system focus on prevention
- LAs rely on PHE's health protection function

*"They play a **very important role in data gathering/ analysis/ dissemination/ evidence reviews** which is pretty essential to the system right now particularly when we are trying to put our bucks where we get the biggest return."*  
Agency

*"Where they're seen as **really valuable has been dealing with health protection issues.**"*  
LA - DPH

## Stakeholders are invested in PHE's success...against the backdrop of significant challenges

- Constrained budgets will limit PHE's ability to reach its full potential
- Local government also feel they are having a limited impact on public health due to budget restraints

*"Funding [is their biggest challenge]; having the resource to do what they need to be doing and they are probably **the most vulnerable organisation in terms of funding** because they are not funding direct care."*  
Agency

*"What's had a negative impact is the grants and the sheer level of austerity that's hit the council. So the council is very, very focussed on the bigger picture so history will say **this is a missed opportunity because of the cuts to Local Authorities.**"*  
LA - DPH

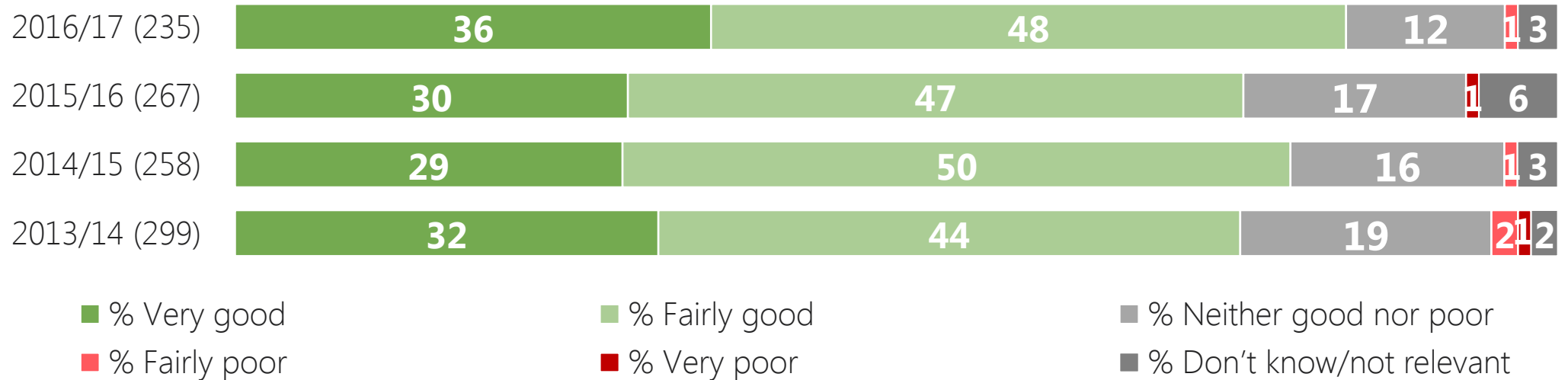


# What are you like to work with?



# Highest proportion yet say relationship 'very good'

*How would you describe your working relationship with PHE?*



## Some describe their relationship as exemplary

💬 *"Extremely collegial, it's an excellent relationship. People are very professional and very highly trained, very polite. **For me it's a joy.** PHE is a cracker of an organisation."*

🗺️ Particularly at a local or regional level

...less so with the national level



💬 *"At the local level, **very strong, lot of respect for the local office...** a really strong feeling of a good strong local partner, who we can do business with."*  
 LA - Chief Exec


# Stakeholders report valuable partnerships with PHE

*To what extent, if at all, do you think PHE works in partnership with stakeholders?*



*% To a great extent/to some extent*

**Good recognition of the different roles PHE and stakeholder organisations play**

 *"Feels like **we can work together on that while recognising our different positions...** having a robust conversation about what we both can do and keeping that conversation constructive."*

Voluntary and Community Sector

Base: (All stakeholders) 235

**But views are split on whether PHE allows adequate autonomy to local government**

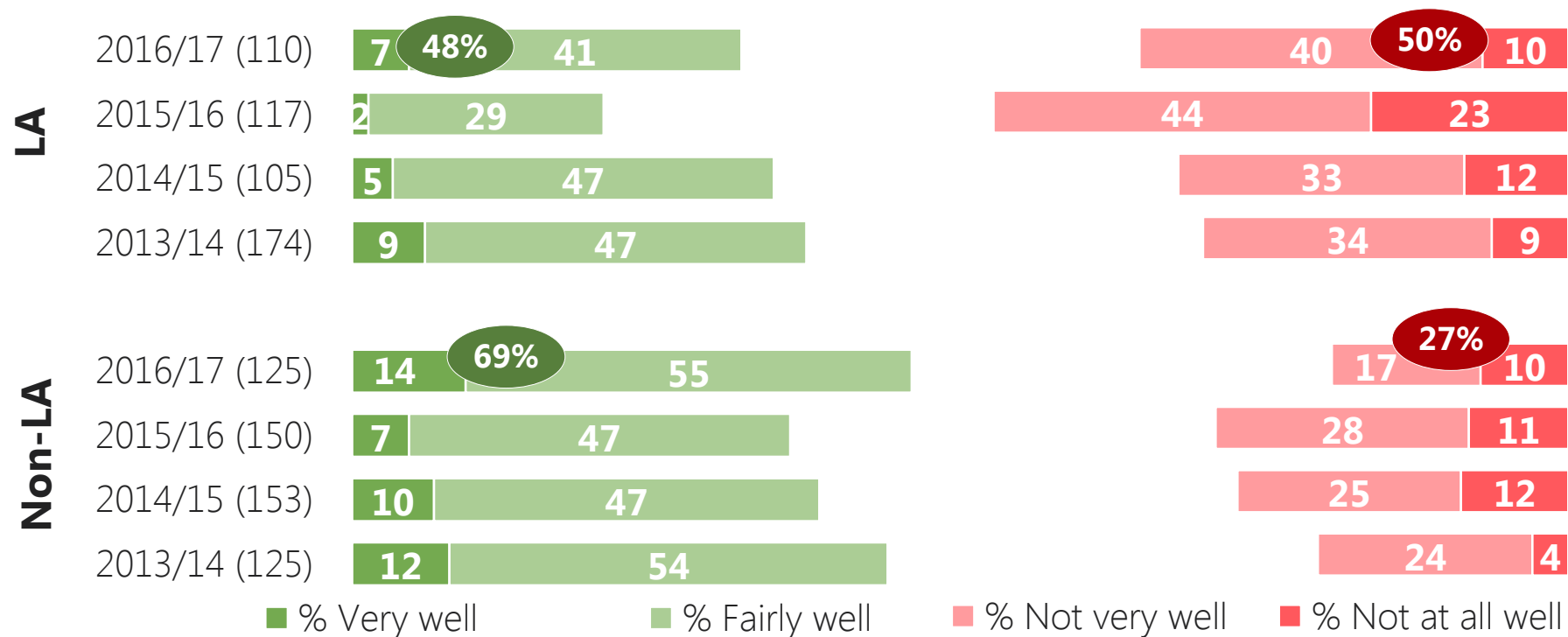
*"Very **respectful of local government's independence** - better than any other government department. They recognise the sovereignty of local government which is the way it should be."*

*"There is still **a tendency for PHE to try and steer the system, which it is not equipped to do.** PHE's role should be to follow and support [local government's] lead, not to try and direct them."*

Non-LA (taken from survey)

# PHE better understands stakeholders' priorities

*How well do you think PHE understands the priorities of your organisation?*



## PHE could have a better understanding of the range of work LAs carry out

*"They **don't have a good understanding of the range of responsibilities** and therefore the capacity and capability that we can bring to bear on public health problems."*

LA - DPH

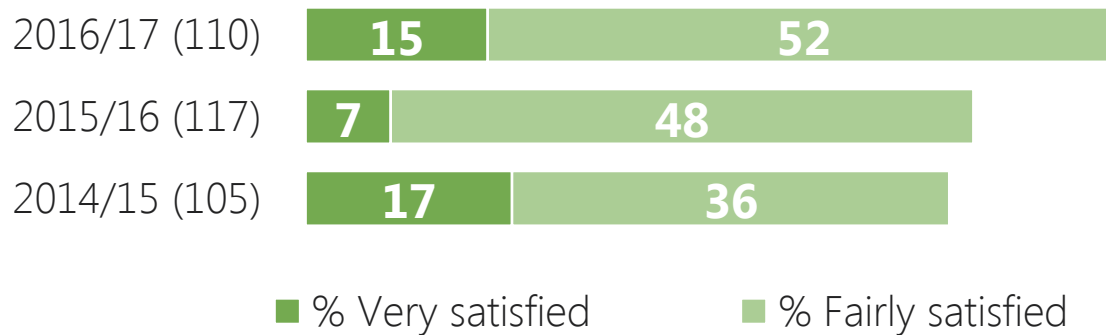
*"They're still pushing a medical model and not necessarily encouraging LAs that **health and wellbeing is featured in all the work that we do**. So one example would be how you put public health into planning."*

LA - DPH

# Demand for PHE to broaden its support to LAs

**Overall, to what extent are you satisfied or dissatisfied that PHE supports you in your work?**

## PHE is an increasingly supportive partner for LAs



*"We always see **PHE as part of our network** and not a body that's invited in when we would like to see them. PHE is very much part of the public health system in our area...they're our colleagues."*  
LA - DPH

## But there is demand for PHE to broaden its support to LAs, looking at the 'bigger picture'

LAs want support to embed public health in the changing delivery landscape (e.g. new models of care/STPs)

They are also looking for PHE to have a more active role in shaping the future workforce

And they would like support in how best to use their existing wider resources to improve public health

*"What we need [is] **help and support around fundamentally new models of care** - staffing roles, locality working, integrated teams - how you build health improvement into that rather than adding it on round the edges."*

LA - DPH

*"PHE is very wedded to particular interventions and methods of interventions rather than trying **to look flexibly at how we might use a broader resource to achieve an objective.**"*

LA - Chief Exec

A photograph of a person standing on a rocky mountain peak. The person is wearing a dark jacket and blue pants. The background shows a vast landscape with a dense forest of trees in shades of brown and green, and a sky with large, white, fluffy clouds. The sun is visible in the upper left corner, creating a bright glow.

**Do you have an impact?**



# PHE's perceived impact is rising

**What impact, if any, has PHE had on...**

■ % A large positive impact    ■ % small positive impact

## Both on the sector...

### National government



### Local government



### The public



## And individually...

### Your organisation



### The work that you personally do



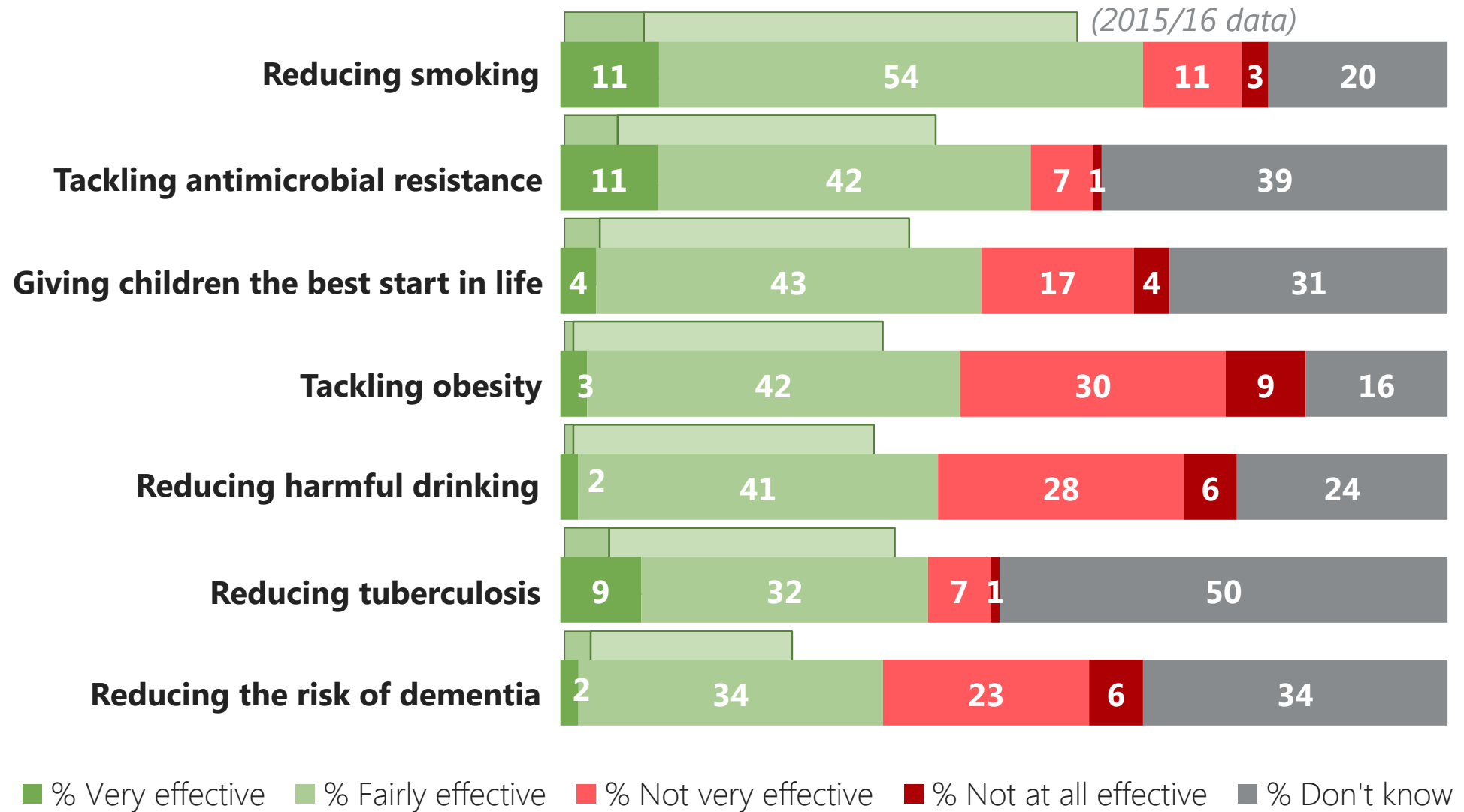
*"PHE is very influential – **public health is now much better understood within government.** Prevention is always going to be the Cinderella issue but having an agency dedicated to it will always allow it to have a better sway."*

Agency

*"I think it's done very well in its work on childhood obesity, I think there is some **lovely work they've been doing around the evidence reviews** - they've been enormously helpful but have also been very impactful."*

# And PHE is seen to be increasingly effective

*How effective, if at all, do you think PHE has been in the past year in relation to each of these areas?*




Base: (All stakeholders) 2016/17: 235; 2015/16: 267

# But there are limits to how effective PHE can be

## PHE can struggle to be at the 'top table'


Difficult for PHE to be part of the top level conversations when the focus is on operational priorities of the NHS

 "One of the **problems of trying to get traction in this area is you've got a crying baby in the system** - the hospital/NHS sector - everybody is thinking short term and it's all about the NHS and I think that's a problem for PHE."

Professional Body

## Not enough focus on 'doing'


PHE is good at highlighting problems through evidence reviews for example, but not as effective at being action-orientated

 "They're very good at writing reports and giving you insight into a particular issue...but they're **less keen about then putting that in action...**They're good at telling people what to do but less good at doing it."

Agency

## Help stakeholders understand what work is happening 'behind the scenes'

PHE could communicate its role more vocally to reassure stakeholders that PHE is doing all it can to influence government – what are the 3-5 things EVERYONE should know?

 "PHE could do a little more with its stakeholder community **to say 'look hang on guys this is what we're doing, this is our role, this is how we're going to hold people to account'...**if you're close you know that but if you're a bit removed this is a bit hazy."

Voluntary and Community Sector



# What next?

# Relationship with LAs set to be redefined

Stakeholders can see a **clear role for PHE in the future** despite imminent changes to LA funding arrangements

But, with changes to local government financing PHE may need to **redefine its relationships with LAs**

## There are clear aspects for PHE to maintain

1. Being a **listening organisation** – stakeholder relationships have benefitted from this over the past year
2. Keeping **clear points of contact** and making **frequent contact** – known to drive positivity
3. Focusing on **health protection** – a unique and highly valued role for PHE which LAs in particular do not want to see diminished

# In conclusion

**Positive shifts** in key metrics and relationships have **matured**

3 key ways for PHE to improve further:

1. Be **around the top table more consistently** than at present – on issues such as integration, social care, STPs
2. Be more **proactive in engagement with non-LA** stakeholders – they are looking for a closer relationship with you
3. **Broaden the support offered** to LAs:
  - Can you have a more active role in **shaping the workforce?**
  - Support LAs to embed public health within **new models of care and changing delivery landscapes**
  - Be **flexible and creative** in helping LAs best **use their existing resources** to improve the public's health – as you know money is tight

## For more information

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