



# Public Health England 2014/15 Stakeholder Review

Full report

January 2015

## Background

Public Health England (PHE) is responsible for providing support and evidence-based, expert advice to national government, local authorities, the NHS and other partners on matters affecting the health and wellbeing of the nation. Establishing open and constructive stakeholder relationships is critical to progressing its mission to protect and improve the nation's health and reduce the inequalities experienced in health and wellbeing outcomes.

## Objectives

Ipsos MORI was commissioned to undertake PHE's second wave of research with stakeholders, following on from the baseline wave conducted last year in 2013/14. PHE wanted to **track movement** on the following external perceptions:

- **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

- Immersion meeting with PHE's core project team
- Meeting with PHE's internal Operational Senior Leadership Team
- Three depth interviews with senior directors within PHE

## QUANTITATIVE

Quantitative research completed 26 November to 22 December 2014. Fieldwork was moved forward compared to 2013/14 in order to better allow findings to be considered in PHE's business planning.

- Online questionnaire emailed to 723 key stakeholders
- Telephone interviews conducted with non-responders in final 2.5 weeks
- Response rate of 36% achieved (258 completes)

## QUALITATIVE

16 depth interviews with key external stakeholders

- Fieldwork conducted between 1 – 23 December 2014
- Exploration of issues and themes in more depth
- 5 interviews with Local Authority stakeholders, others spread across different sectors

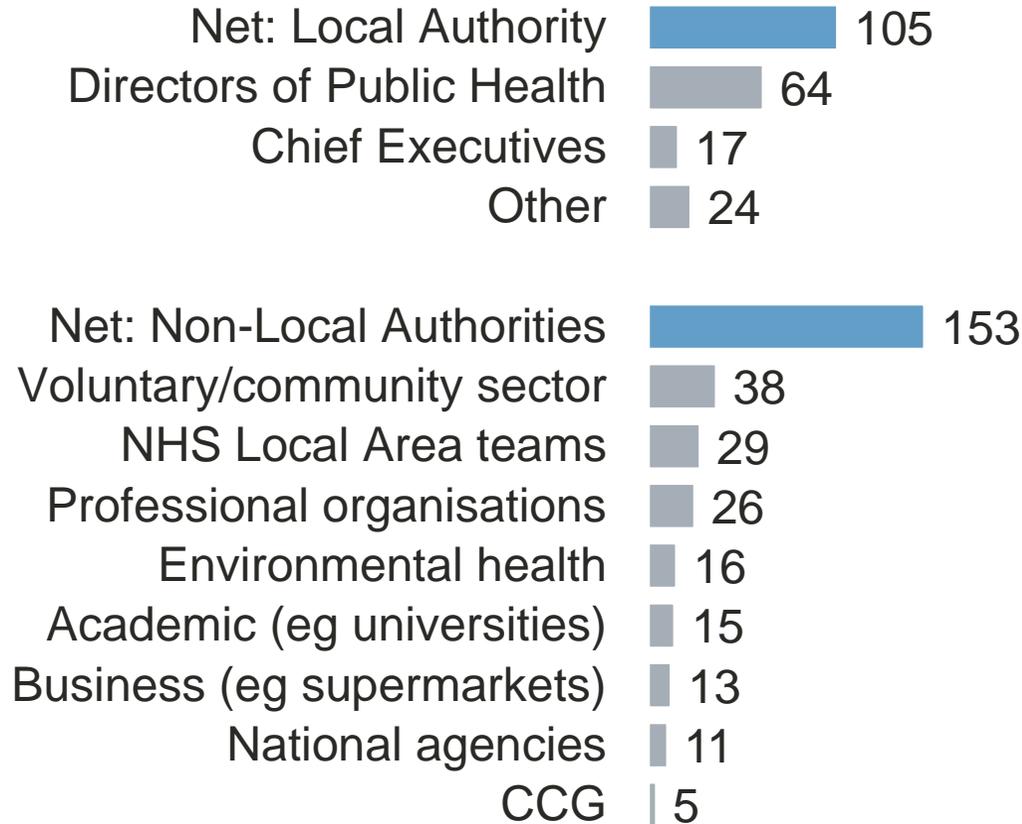
## THIS REPORT

This report brings together findings from the quantitative survey and qualitative depth interviews

- This report is designed as a standalone document to be read, not presented
- A separate condensed slide-deck is available
- Throughout this report, all differences reported on in the text are statistically significant at the 95% confidence interval unless otherwise stated. A dashed grey box within a chart represents a statistically significant difference between the two figures enclosed.
- Throughout, an asterisk (\*) represents a figure that is less than 0.5% but greater than zero.

# Change in stakeholder profile surveyed

*Sample breakdown by stakeholder type (Number)*



Due to an evolving stakeholder profile, this wave a greater proportion of non-Local Authority stakeholders were invited to take part in the survey.

Consequently the proportion of Local Authority completes has declined this wave from 58% to 41%, while the proportion of non-Local Authority stakeholders has increased from 42% to 59%. For this reason, many of the survey results are analysed separately for these two main types of stakeholder.

Source: Ipsos MORI

## Perceptions of PHE and working relationships

- Stakeholders are becoming **more familiar with PHE**, and higher proportions are in frequent contact.
- Compared to 2013/14, **a higher proportion this year would spontaneously speak positively about PHE**. This may, in part, be driven by the more frequent contact stakeholders are having with PHE. However, there is some evidence to suggest that stakeholders are more likely to spontaneously speak positively about PHE irrespective of the frequency of contact they experience.
- Working relationships remain positive, and encouragingly stakeholders tend to feel their **relationships have changed for the better** over the past year citing stronger, closer relationships and better communication and advice.
- **‘Collaborative’**, **‘evidence based’** and **‘credible’** are the words most commonly associated with PHE. The majority also feel that PHE is working in partnership with its stakeholders. Furthermore, during the qualitative interviews, it was felt that PHE had been making greater efforts to engage stakeholders in a more open dialogue.
- However, stakeholders are more divided on whether PHE prioritises their organisation to the same extent that they prioritise PHE, and **only half feel that PHE understands their priorities**.

Continued....

## PHE's role, priorities and focus

- **Overall understanding of PHE's role remains high.** However the qualitative interviews suggested that there is still **a degree of uncertainty and confusion regarding PHE's specific role and purpose.**
- A higher proportion of stakeholders this wave feel **PHE has made an impact on their organisation and work** than in 2013/14. Additionally, around half feel that PHE has had a positive impact on national government, local government and the NHS. However stakeholders are less certain about PHE's impact on the public, the international community or the voluntary and community sector.
- Perceptions regarding PHE's focus remain similar to 2013/14, in that it is seen as being more nationally than locally focused, and tends towards providing information and evidence rather than practical delivery support. Stakeholders continue to **want PHE to have a more balanced role.**
- Awareness of PHE's latest priorities document is high. A high proportion of stakeholders feel PHE is focusing on the right set of priorities in general. However, stakeholders in the qualitative interviews felt that the seven priorities represented **a more traditional approach** than they had hoped for or expected.
- Looking ahead, stakeholders will be judging PHE's performance on whether they see **closer working relationships** being built up with stakeholders, will be looking to see **improved health outcomes** and **improvements in service delivery.** Stakeholders in the qualitative interviews expressed a desire to see PHE become a more authoritative voice for public health nationally.

# Local Authority summary

- As in 2013/14, Local Authority stakeholders are in touch with PHE more frequently than other stakeholder groups. This frequent contact again positively boosts their perceptions of PHE; they are more likely than other stakeholders to say that they would **speak highly of PHE *without being asked***. This proportion has increased since 2013/14.
- Local Authority stakeholders who took part in the qualitative interviews felt that PHE's **understanding of the local government landscape was slowly improving**; however they felt PHE still had some way to go to understand the structures within which local government works.
- They continued to describe **good relations with health protection teams**, but felt that Centres had been slower to develop; relations as a result had been more challenging here. Local Authority stakeholders also described a **disconnection from the national team** and wanted better links forged between national and local agendas.
- Awareness of PHE's priority document is somewhat higher among Local Authority stakeholders, and a similar proportion of Local Authority stakeholders as other types of stakeholder **agree that PHE is prioritising the right areas**. However, participants in the qualitative interviews felt that PHE's focus **did not reflect a shift away from individual lifestyle issues** that had been happening at a local level, and would like to have seen more of a focus on wellbeing and community based approaches.
- Looking ahead, Local Authority stakeholders in the qualitative interviews would like to see PHE working more closely with them to link local working practices to a national agenda.

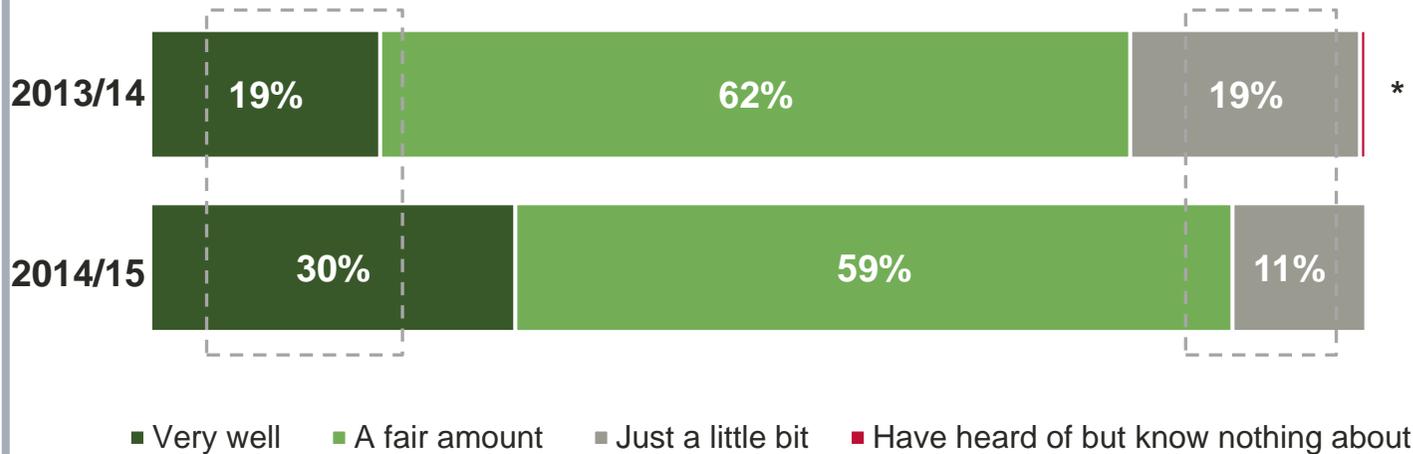
# Familiarity and contact with Public Health England



# 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...

## Overall



On the whole stakeholders show a good awareness of PHE, with the vast majority (89%) saying they know PHE very well or a fair amount.

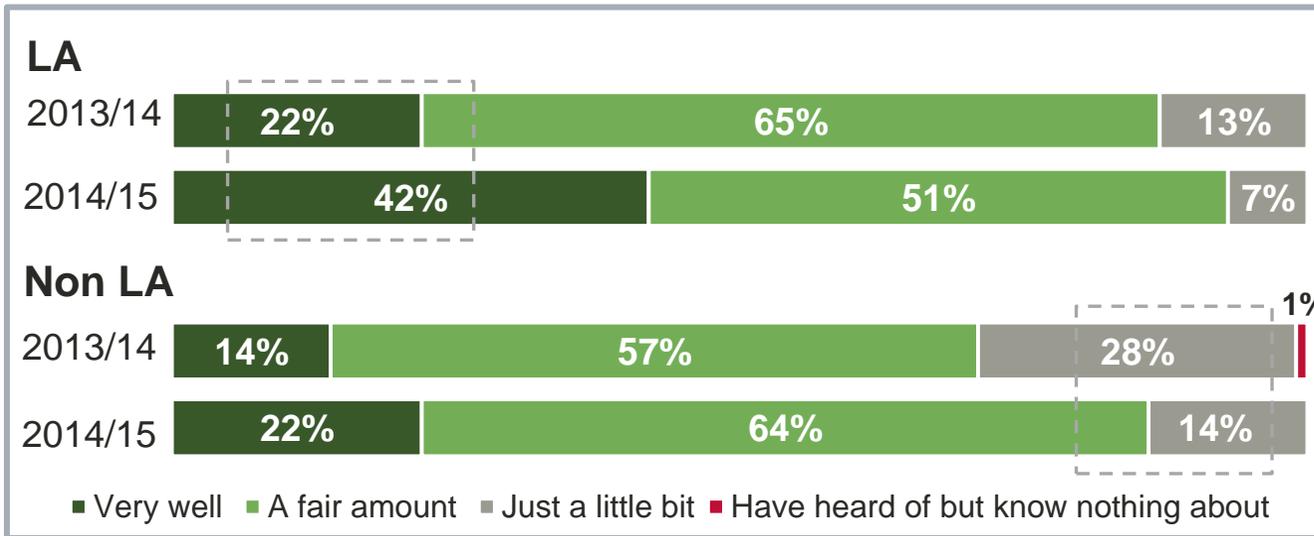
A higher proportion this year say they know PHE 'very well' (30%) compared to 2013/14 (19%), suggesting PHE is becoming more established with its stakeholders.

As can be expected, where stakeholders have less frequent contact (less than once a week) they are more likely than those whose contact is more frequent to say they only know PHE 'just a little' (19% vs 4% respectively).

# Local Authority stakeholders know PHE particularly well

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

An increasing proportion now say they know PHE 'very well' compared with 2013/14 (42% vs. 22%).



A similar proportion of Local Authority stakeholders to other types of stakeholder, feel they know PHE well.

However those in Local Authorities are particularly likely to say they know PHE 'very well'. Around two in five say this (42%) compared to one in five (22%) among other stakeholder groups.

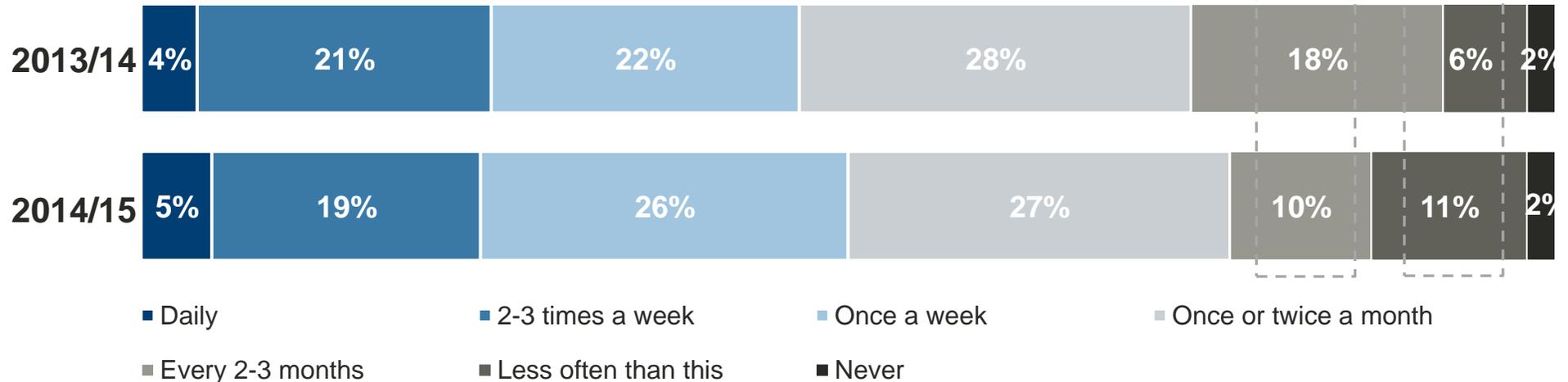
A reduction of fifteen percentage points in the number of Non-Local Authority stakeholders saying they know PHE 'just a little bit' (28% in 2013/14 vs. 14% in 2014/15).

Base: All participants: Local Authority 2014/15 (105) and 2013/14 (174); Non-Local Authority 2014/15 (153) and 2013/14 (125)

Source: Ipsos MORI

# Frequency of contact is varied

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



Stakeholders are equally split between those who are in contact with PHE at least once a week (50%) and those who have less frequent contact (50%).

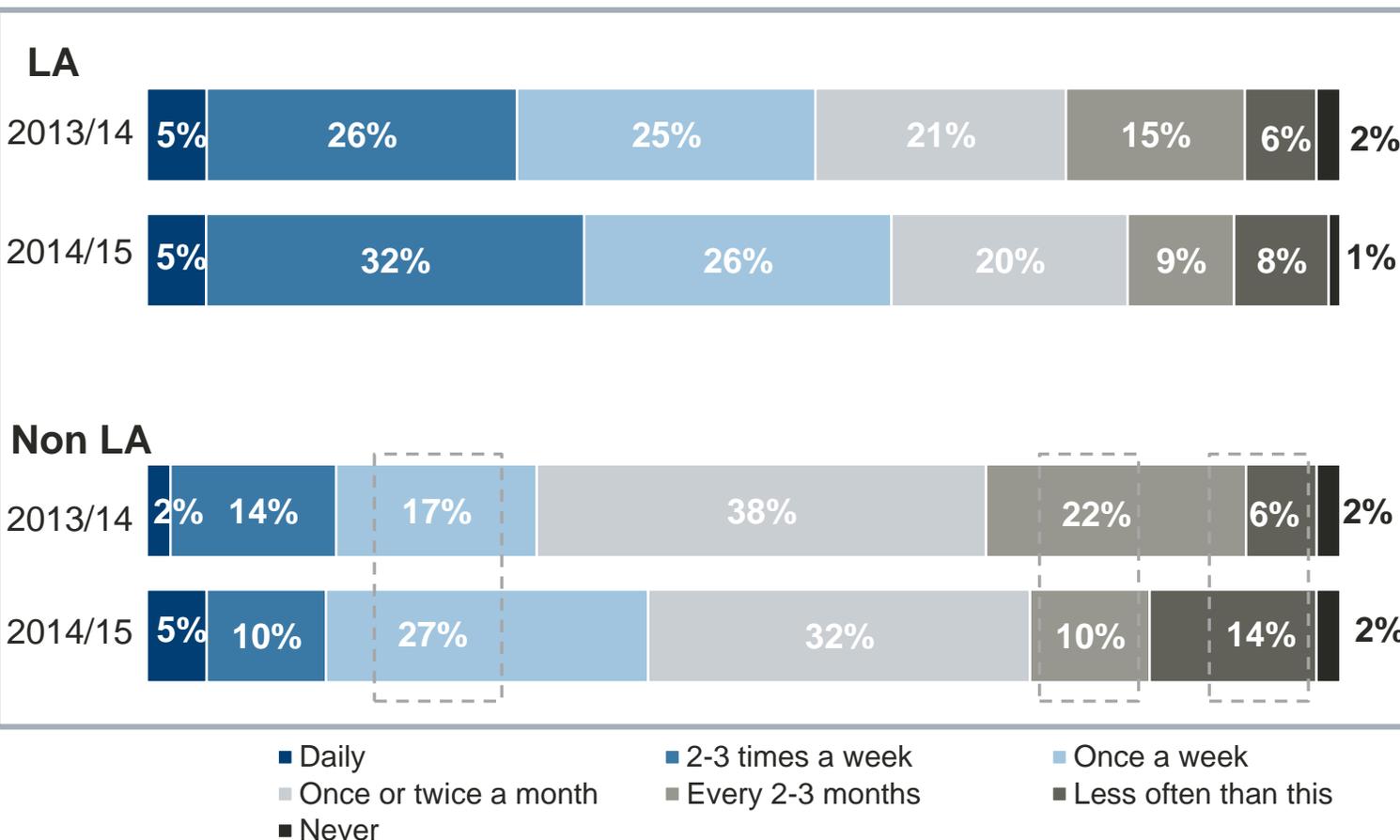
However, a higher proportion, compared to 2013/14, say they are in contact with PHE once a week (26% 2014/15 vs. 22% 2013/14) although this is not statistically significant.

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

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?



Local Authority stakeholders' contact is more frequent than other types of stakeholder, with three in five saying they have contact at least once a week (63%).

Base: All participants: Local Authority 2014/15 (105) and 2013/14 (174); Non-Local Authority 2014/15 (153) and 2013/14 (125)

Source: Ipsos MORI

# Local centres, the health and wellbeing directorate and regional teams are the most commonly interacted with

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)

\* NB: wording previously 'The national executive/Public Health England headquarters'

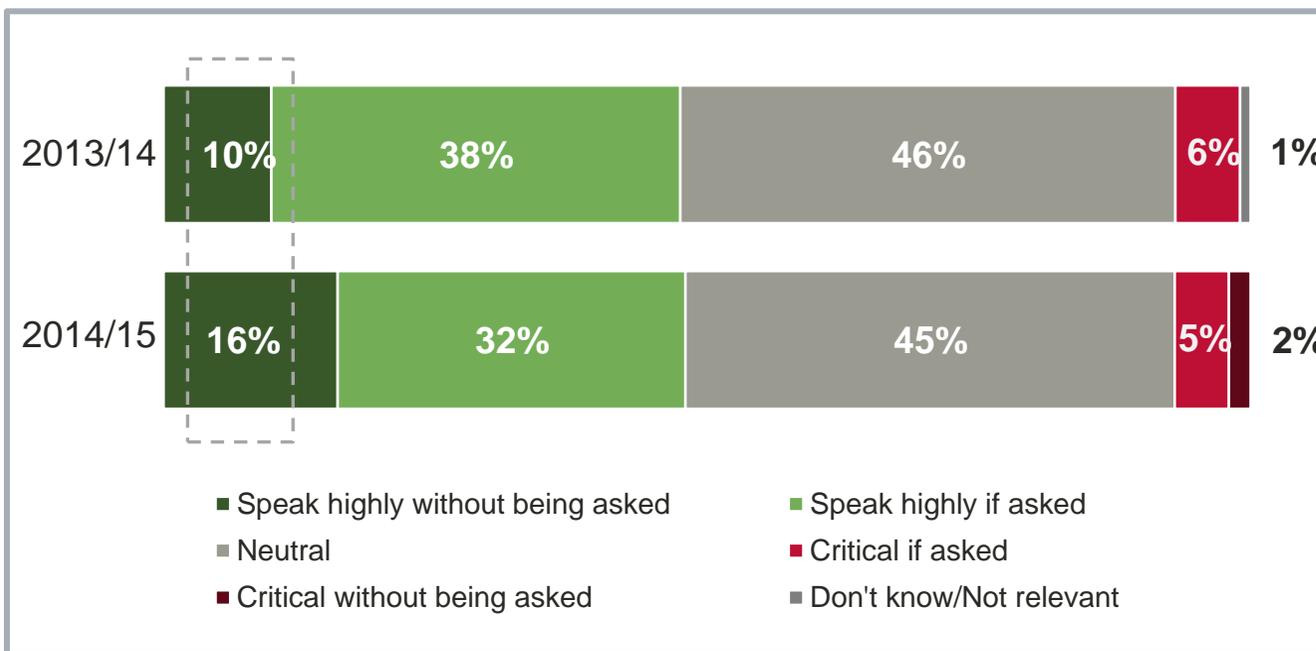
Source: Ipsos MORI

# Perceptions of Public Health England



# 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?



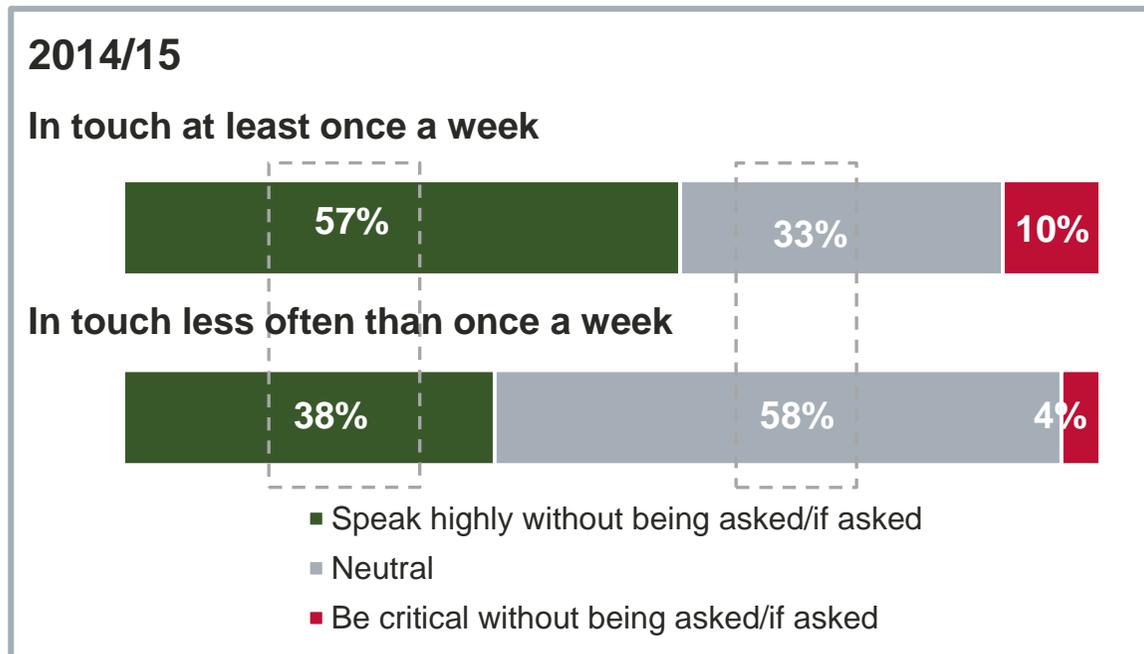
As in 2013/14, half of the stakeholders say they would speak highly of PHE (48%) with a further 45% saying they would remain neutral.

Positively, the proportion of stakeholders who would speak highly of PHE *without being asked* has risen six percentage points from 2013/14, to 16%.

# Stakeholders are seemingly more positive, irrespective of their frequency of contact

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

Stakeholders who say that they have contact with PHE at least once a week are more likely to say they would speak highly of PHE, with almost three in five saying this (57%) compared to just over a third of those in touch less frequently (38%).



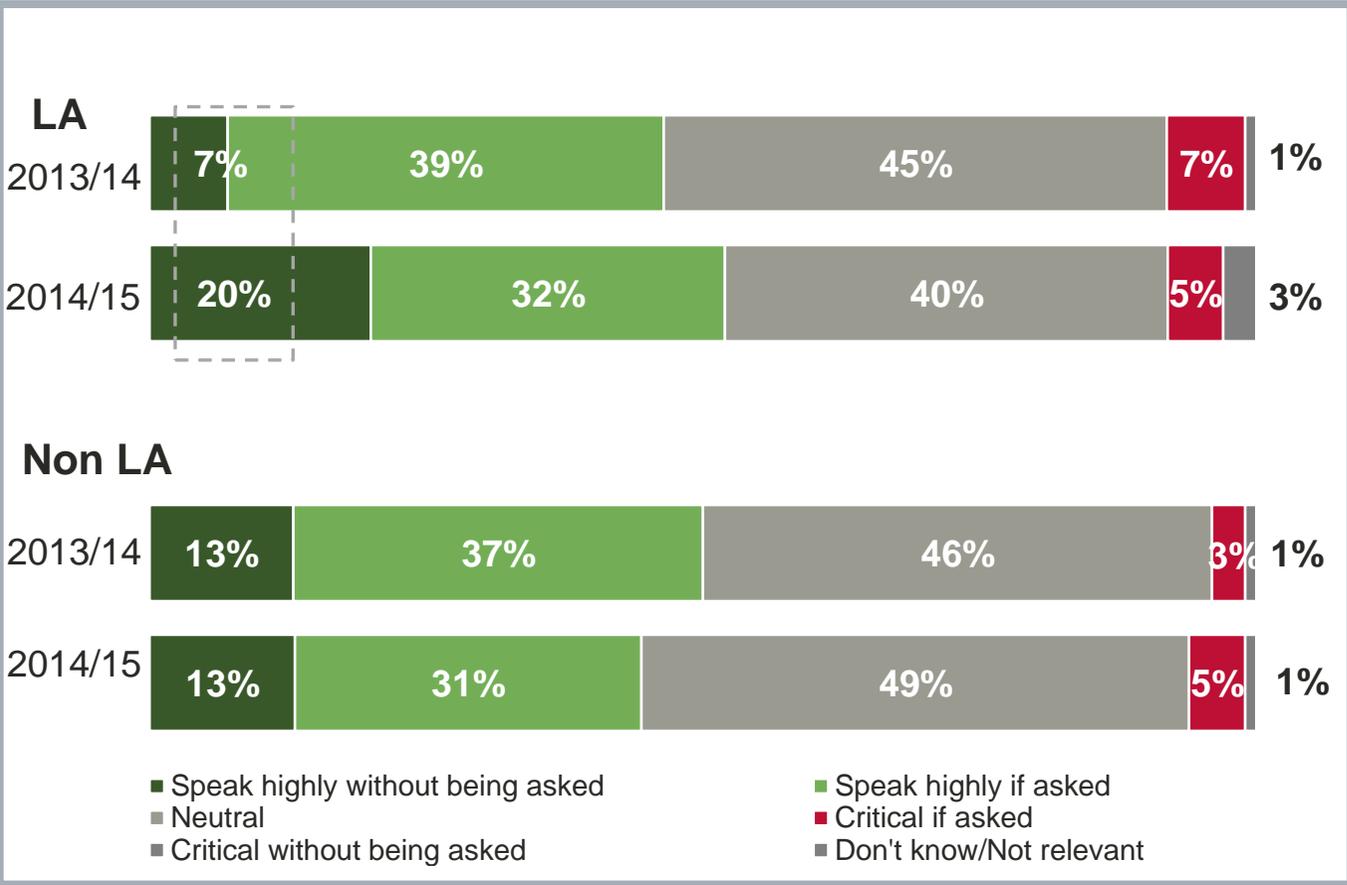
This year, stakeholders have a higher frequency of contact with PHE. It could be theorised that this higher frequency of contact is driving the increase in advocacy seen. However, when comparing stakeholders in touch at least once a week in 2013/14 and 2014/15, it appears there is an increase in those who would spontaneously speak highly of PHE (15% in 2013/14 up to 23% in 2014/15). Though this difference is not considered statistically significant, it does suggest there is a greater level of positivity towards PHE, irrespective of contact frequency.

Base: Participants who contact PHE: at least once a week (130); less often than once a week (128)

Source: Ipsos MORI

# Advocacy has improved among Local Authorities

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



Local Authority stakeholders are more likely to say that they would speak highly of PHE *without being asked* than they were in 2013/14 (a rise of 13 percentage points to 20%).

The proportion of Local Authority stakeholders saying they would speak highly of PHE is now higher compared to other types of stakeholder (52% vs 44% respectively); a reversal of 2013/14.

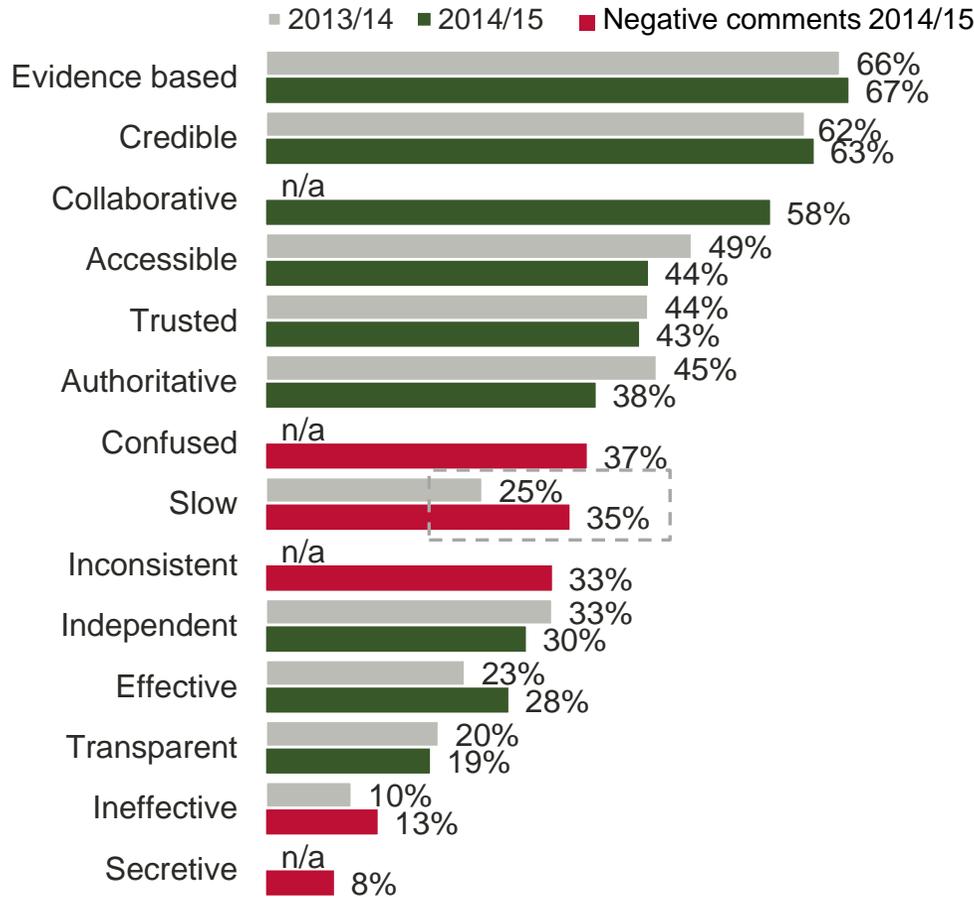
Local Authority stakeholders are more likely to have more frequent contact with PHE, which may partially account for the increase in positivity.

Base: All participants: Local Authority 2014/15 (105) and 2013/14 (174); Non-Local Authority 2014/15 (153) and 2013/14 (125)

Source: Ipsos MORI

# ‘Collaborative’, ‘evidence-based’ and ‘credible’ are the most cited words to describe 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?



As in 2013/14, the most commonly cited words to describe PHE are positive. Nearly three in five (58%) describe PHE as ‘Collaborative’.

However, 2014/15 sees an increased use of the word ‘Slow’ (35% 2014/15 vs. 25% in 2013/14) and around a third say ‘Confused’ (37%) and ‘Inconsistent’ (33%).

As with earlier findings, those stakeholders who feel that PHE does not understand their priorities are more likely to cite negative words such as ‘Confused’ (46%) and ‘Inconsistent’ (44%) than those who feel PHE does understand their priorities (30% and 25% respectively).

Please note: comparisons between 2014/15 and 2013/14 should be interpreted with caution due to an amended list of adjectives in 2014/15.\*

\*Please note that only the response options included in the original survey are shown here; for a full list of responses given, see data tables.

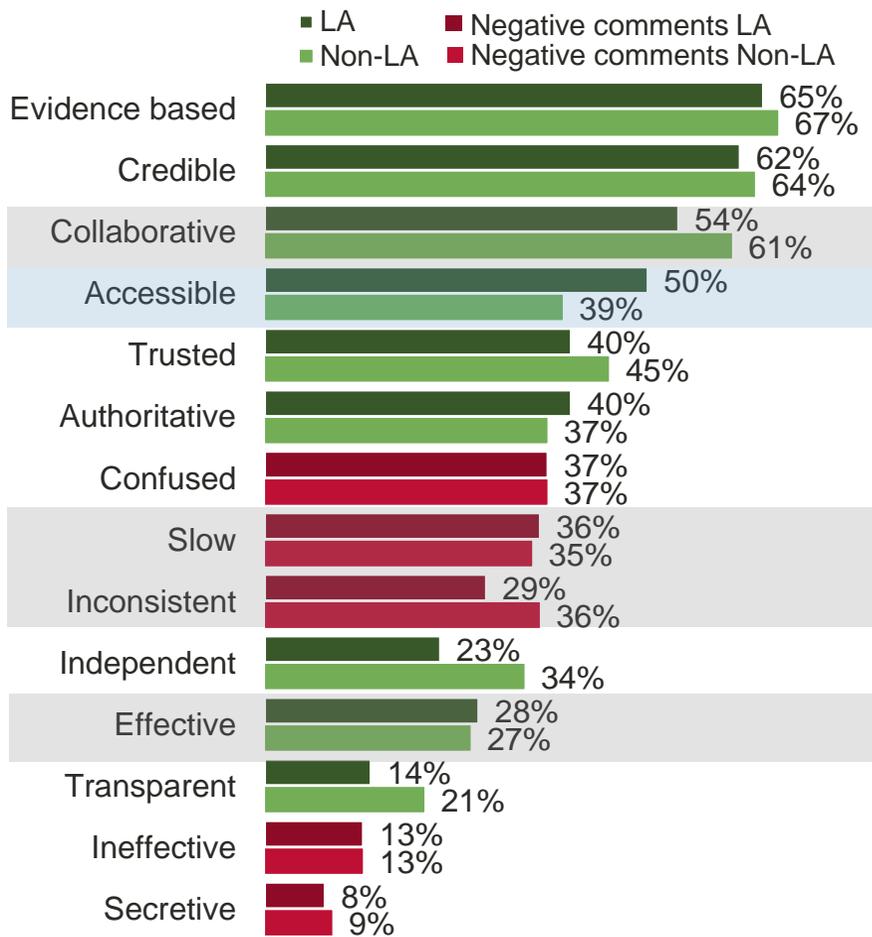
Base: All who have contact with PHE; 2013/14 (293), and 2014/15 (254)

Source: Ipsos MORI

# There are emerging differences between Local Authority stakeholders and others in how they describe 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?

2014/15



Although there are no statistically significant differences, some divergence in opinions is starting to emerge.

When compared to other types of stakeholder, greater proportions of Local Authority stakeholders tend to cite 'Accessible' (50% vs. 39% Non-LA).

On the other hand, higher proportions of Non-Local Authority stakeholders say 'Collaborative' (61% vs. 54% LA), 'Independent' (34% vs. 23% LA) and 'transparent' (21% vs. 14% LA). They are also more likely to describe PHE as 'Inconsistent' (36% vs. 29% LA).\*

Base: All who have contact with PHE: Local Authority (104); Non Local Authority (150)

Source: Ipsos MORI

# PHE's expertise is considered a key strength

## 'Evidence based/credible':

The expertise within PHE was repeatedly highlighted in the qualitative interviews as a strength of PHE, particularly in relation to its evidence and data offering.

*"They have an enormous amount of expertise... There's the potential to really develop good knowledge and intelligence systems which are better at predicting and horizon scanning."*

Local Authority

*"They have expertise by the bucket load and their knowledge and intelligence team is excellent at pulling together complex data on everything you can name across the Public Health field. I don't think we want for anything that comes across in terms of data and knowledge."*

Local Authority

*"Ideally they would have got their act together more quickly.... A director came to our meetings and tried to engage us, and there were some positive signs, but we're not getting it in a timely way - we sat with them 9 months ago."*

Local Authority

Though stakeholders recognised that PHE was still finding its feet, it was suggested that its development had been slower than expected, particularly in setting up productive regional structures. The Centres and health improvement functions were highlighted as a particular challenge; stakeholders discussed issues of staffing as well as a confusion around role and function. Stakeholders wished to see a faster pace of change at the local level.

## 'Slow':

## 'Confused':

Stakeholders also felt that the organisational structure is very complex and called for clarity on how different parts of the organisation link up with each other; particularly how the local and national components work together, as well as how PHE works with other national bodies such as NHS England.

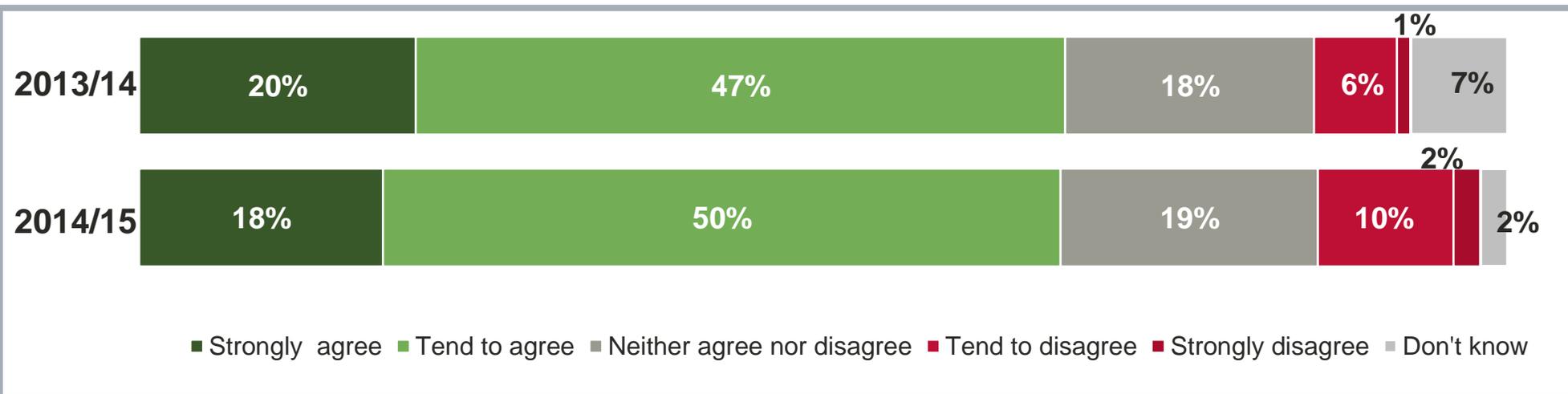
*"The organisation structure is incredibly complex and so it is not clear who is responsible for what and how the different organisations link together... it is not clear what their internal relationship is in terms of what the national, local and regional arrangement is and how they link up."*

Agency

Source: Ipsos MORI

# The advice given by PHE is largely considered to be independent

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



Over two thirds (68%) of stakeholders feel that PHE provides advice which is independent of government, in line with last year. However, a higher proportion of stakeholders now *disagree* with this than in 2013/14.

Reflecting 2013/14, similar proportions of Local Authority stakeholders and those not based in Local Authorities agree that PHE’s advice is independent (67% vs. 69%). Though not statistically significant, stakeholders working in Local Authorities tend to have a higher proportion who feel that PHE does not give independent advice (14% vs. 10%). Those not working in Local Authorities tend to be more neutral, with a larger proportion saying they neither agree nor disagree (20% vs 17%).

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

Source: Ipsos MORI

# But some stakeholders did question how well PHE stands up to government

It was suggested in the qualitative interviews that PHE lacks the confidence and ability to stand up to government. A key issue for these stakeholders was that PHE, as part of government, is answerable to Ministers which constrains what it can and can't say and diminishes its power to contest government decisions.

For these stakeholders this was largely about PHE's external reputation; people working closely with PHE saw evidence of PHE contesting government decisions. Others speculated that PHE was working hard behind the scenes to influence and advise on public health issues, and wanted PHE to be more visible in its efforts here.

*"I think what I detect is that there's a reducing willingness to listen to friendly challenge...they are a Government agency and they're accountable to Ministers...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

*"**People who are close to them see them as independent** - many closer to the situation know they take a different view (from government) - eg. plain packaging for cigarettes or minimum unit pricing for alcohol."*

Agency

*"They seem to be reluctant to advocate issues in a strong way...**They should be more vocal.** Part of their role is to be advising government on public health issues across all departments, not just DH, but I don't see evidence of that happening."*

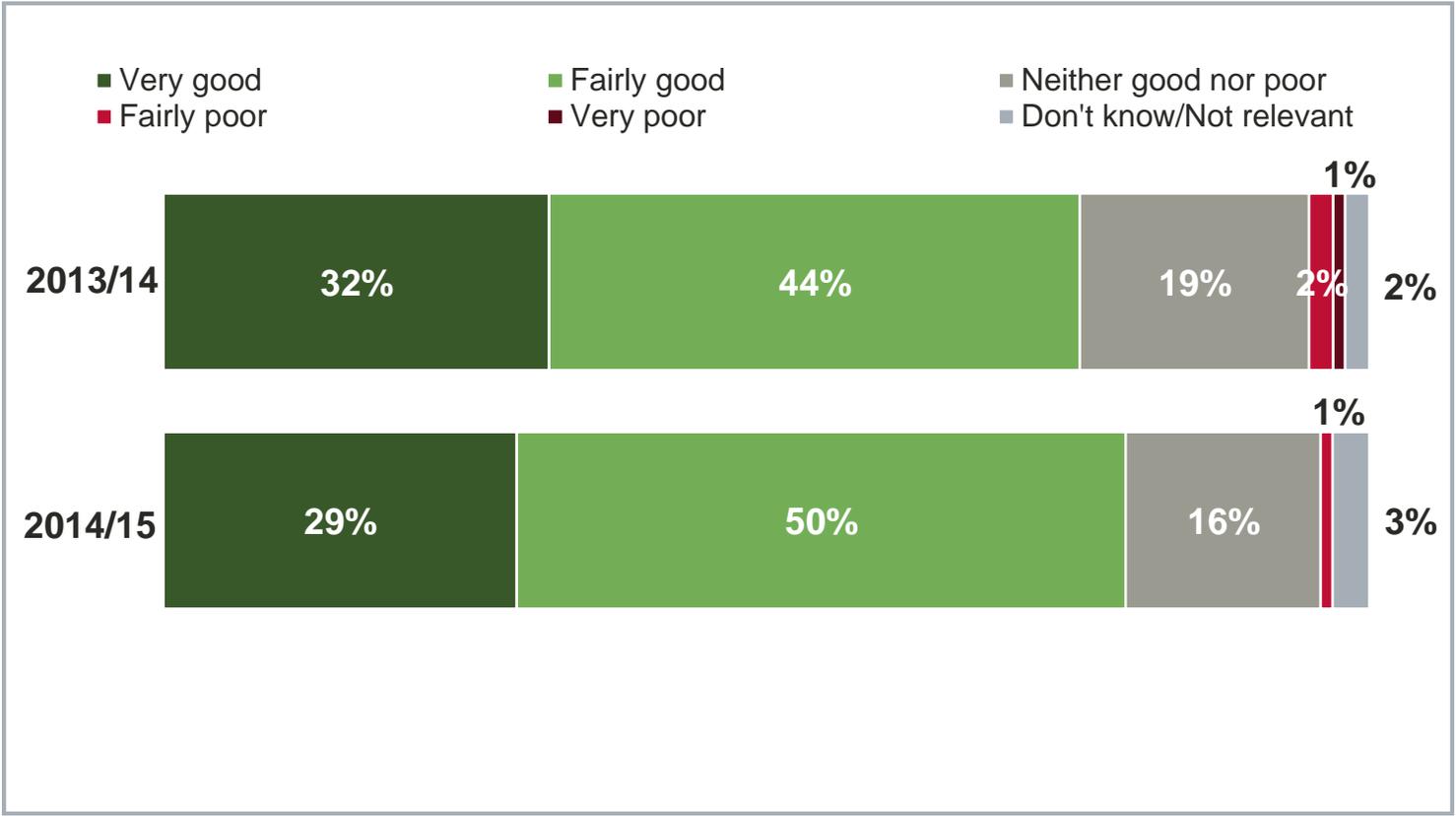
Local Authority

# Working relationships



# Working relationships remain positive

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



Stakeholders continue to report good working relationships with PHE (80%). This compares to 76% who said the same in 2013/14, although this difference is not statistically significant. Again only a very small minority describe their relationship with PHE as being poor (1%).

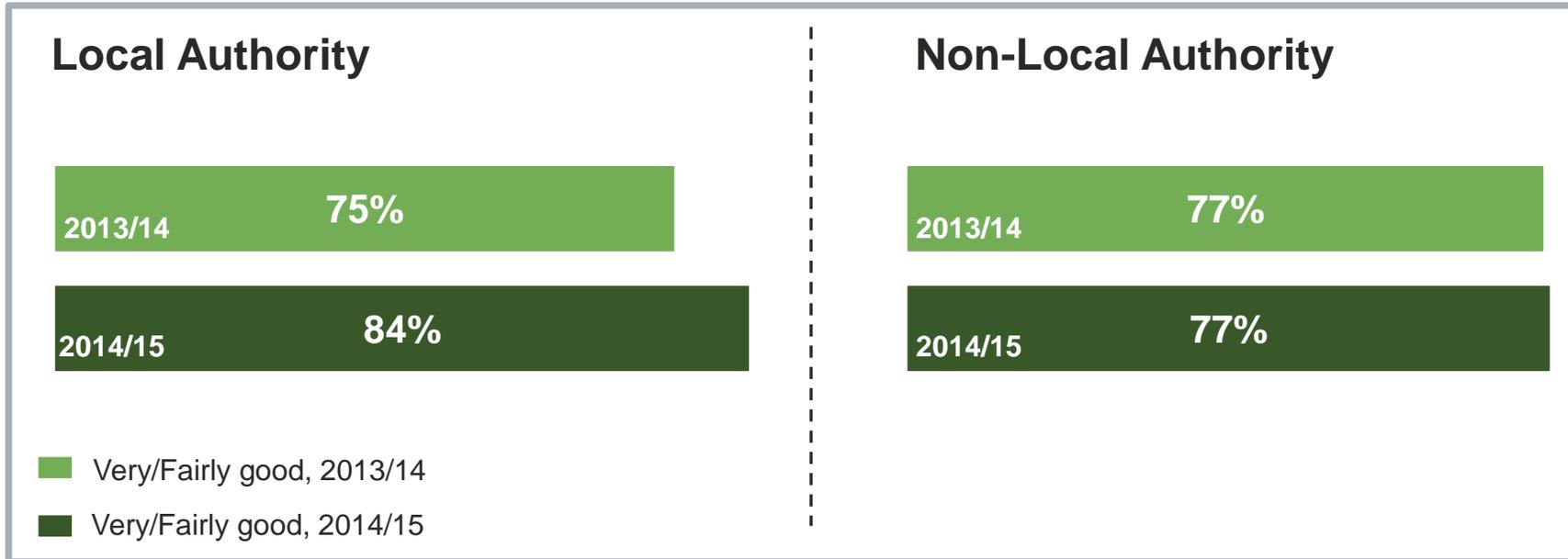
Participants who have more contact with PHE (at least once a week) are more likely to report good working relationships (89% vs. 70% who have less regular contact).

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

Source: Ipsos MORI

# Compared to 2013/14, Local Authority stakeholders are more positive about their working relationship

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



Local Authority stakeholders are more positive about their working relationship with PHE than they were in 2013/14. 84% now report a very/fairly good working relationship, compared to 75% in 2013/14 - though this difference is not considered statistically significant.

Local Authority stakeholders are slightly more likely than other stakeholders to say their working relationship with PHE is very/fairly good (84% vs. 77%).

Base: All participants: Local Authority 2014/15 (105) and 2013/14 (174); Non-Local Authority 2014/15 (153) and 2013/14 (125)

Source: Ipsos MORI

# Local Authorities have felt fairly well supported by PHE, particularly in terms of health protection

In the qualitative interviews, stakeholders emphasised PHE's support to Local Authority stakeholders, saying PHE had been effective in responding to their queries and built up a close relationship with them.

“  
Relationships with the regional director and team are good - they're thoughtful, conscious of the new relationship PHE has with local government, thinking about how to make the system work. Regular interactions are generally very positive.”  
Local Authority

“  
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

Local Authority stakeholders identified their relationship with the **health protection teams** as a particular strength; building on relationships that existed before April 2013. This was in contrast to the Centres; stakeholders were less clear on the role of PHE here, and felt that the organisation was still finding its feet in this area.

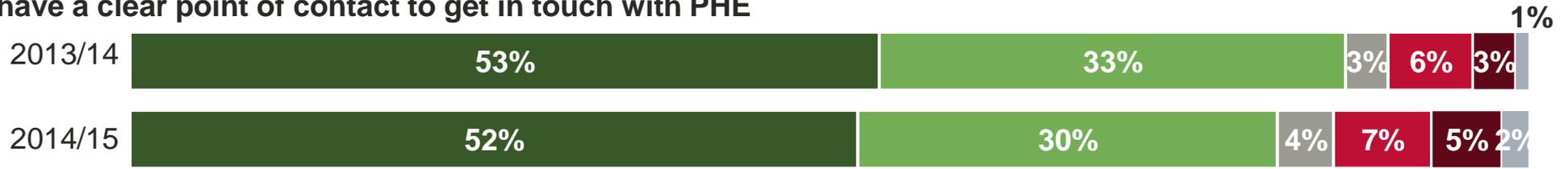
“  
I think the Health Protection Team again does a tremendous job and I think the feedback we have had from our Public Health Teams out in the field has been very positive about the Health Protection Teams.  
Local Authority

“  
Health protection local arrangements are very positive and constructive, based on the former agency set up. 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

# The majority of stakeholders continue to have a clear point of contact at PHE

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

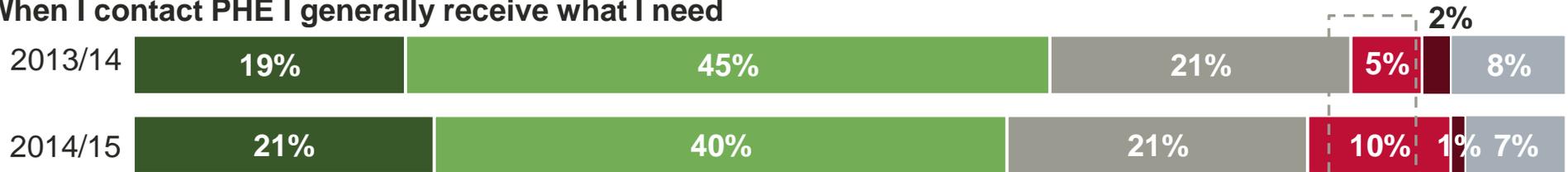
## I have a clear point of contact to get in touch with PHE



## When I contact PHE I generally receive a prompt response



## When I contact PHE I generally receive what I need



- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Don't know/Not relevant
- Tend to disagree
- Strongly disagree

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

Source: Ipsos MORI

# Local Authority stakeholders are more likely to have a clear point of contact with PHE

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

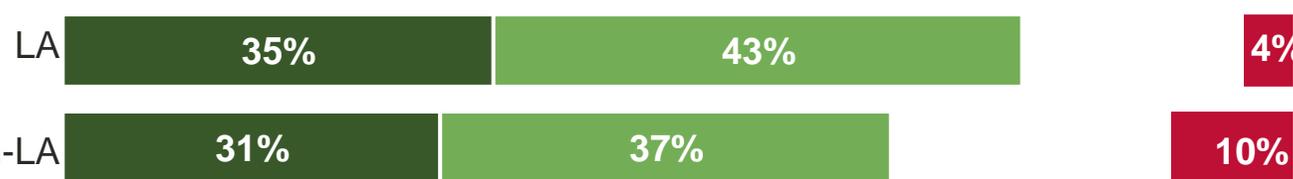
2014/15

## Clear point of contact with PHE



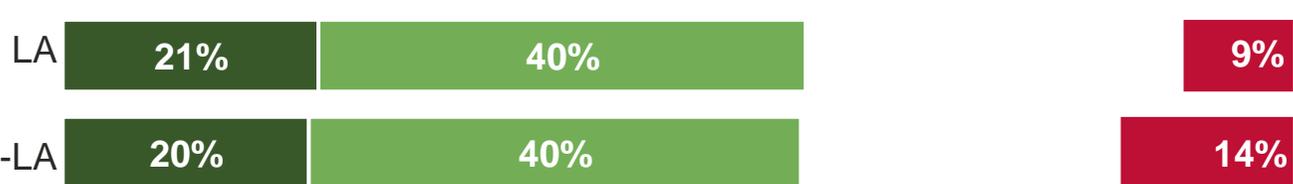
Local Authority stakeholders are more likely than non-Local Authority stakeholders to agree that they have a clear point of contact (90% vs. 76%). Notably, they are particularly more likely to *strongly* agree. This is to be expected, given these stakeholders are more likely to be in regular contact with PHE.

## Receive a prompt response



Local Authority stakeholders are also more likely to agree they receive a prompt response when they contact PHE (78% vs. 67%), even though these stakeholders are also more likely to be in touch with PHE regularly. (Please note that this difference is not statistically significant).

## Receive what I need



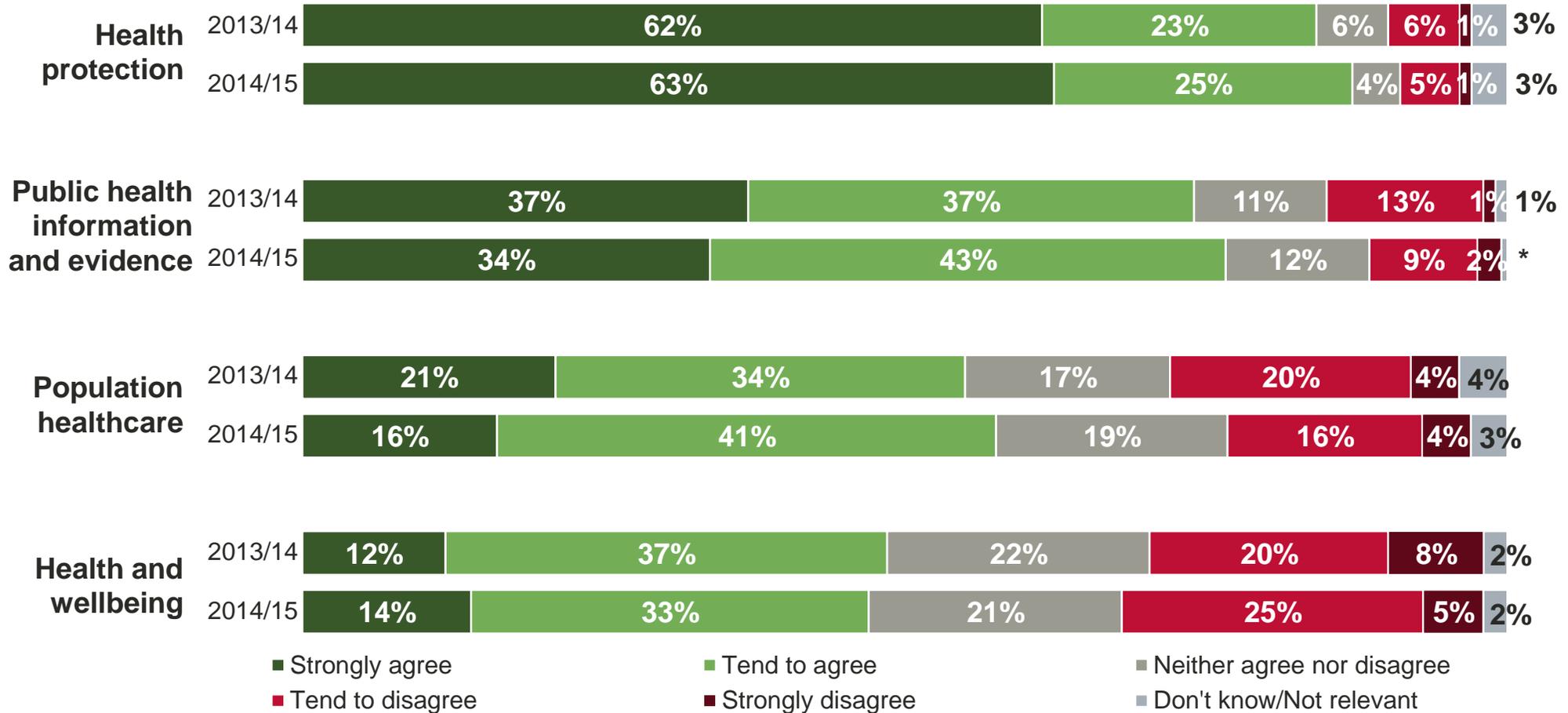
■ Strongly agree ■ Tend to agree ■ Strongly/tend to disagree

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

Source: Ipsos MORI

# PHE continues to be seen primarily as the 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...”



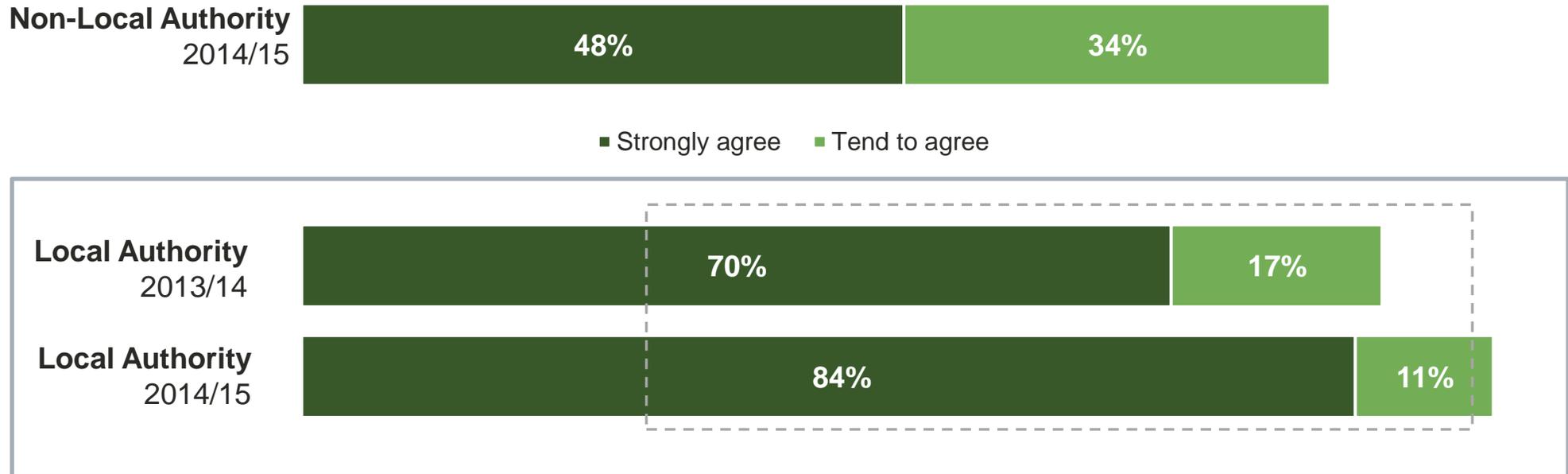
Base: All participants: 2013/14 (299); 2014/15 (258)

Source: Ipsos MORI

# Local Authorities are more likely to see PHE as a key source of health protection advice than they were in 2013/14

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 health protection advice”?

Local Authorities are more likely to turn first to PHE for health protection advice than they were last year. The proportion of Local Authority stakeholders saying this has increased since 2013/14, from 87% to 95%.



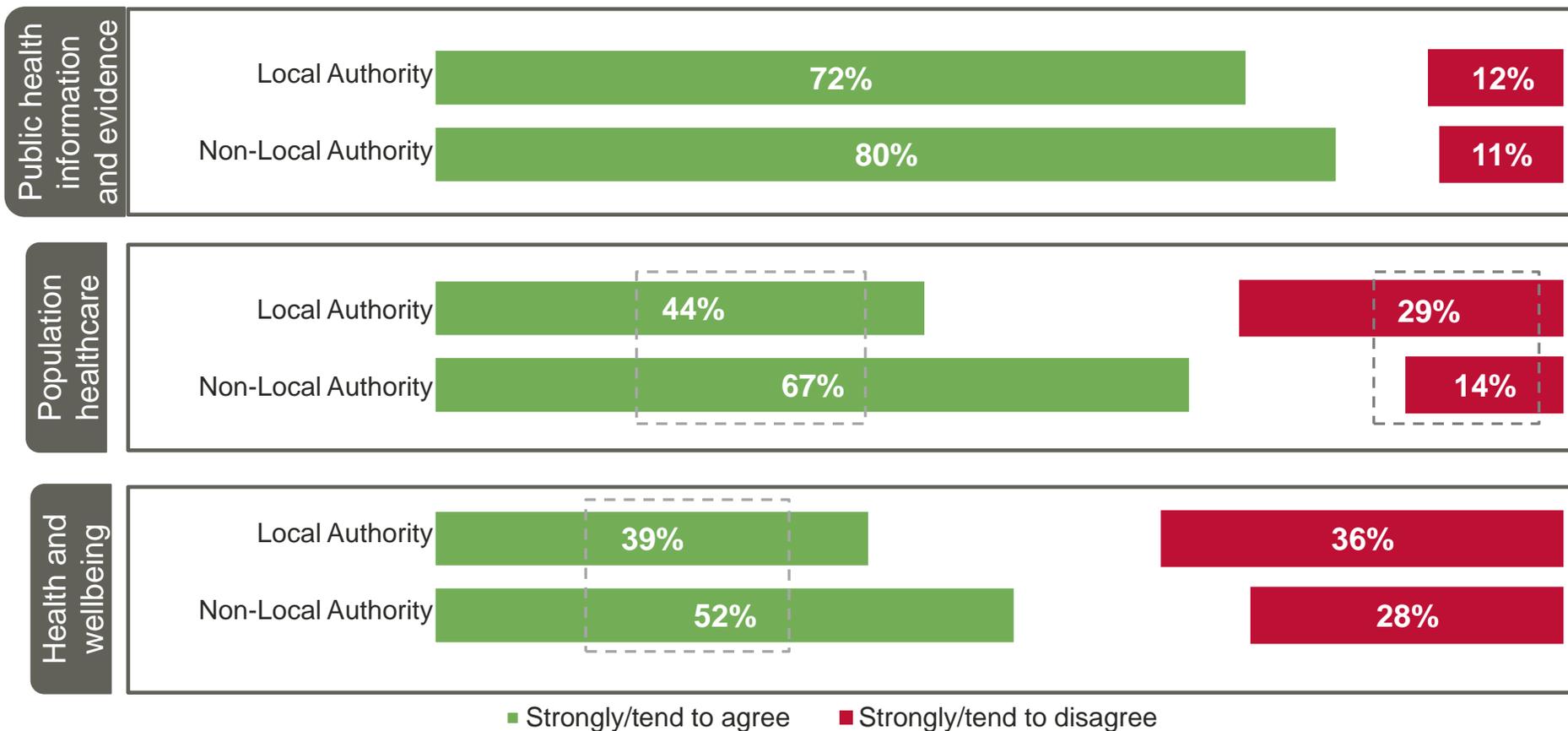
Base: All participants: Local Authority 2014/15 (105); Local Authority 2013/14 (174); Non-Local Authority 2014/15 (153)

Source: Ipsos MORI

# Others are more likely to turn to PHE for advice concerning health and wellbeing, information and evidence, and population healthcare

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...”

## 2014/15



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

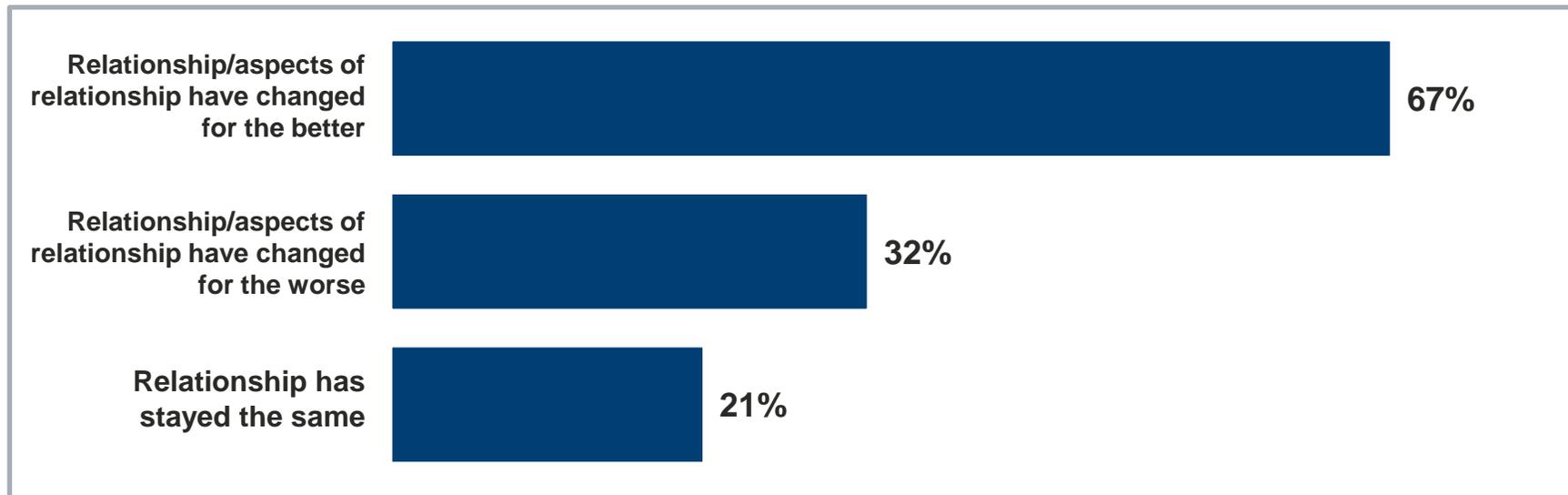
Source: Ipsos MORI

# On the whole, relationships have changed for the better

## Q26 How has your relationship with Public Health England changed over the past year? – Open ended

Positively, the majority of stakeholders feel their relationship with PHE has changed for the better in the past year, with over two-thirds (67%) saying this. A third (32%) have identified a decline in their relationship.

Local Authority stakeholders are more likely than other types of stakeholder to say they have seen positive changes in their relationship with PHE (71% say this compared to 64% of others), although this difference is not considered statistically significant.



Base: All participants (258). Please note these results do not sum to 100% as participants' answers could be coded into more than one category

Source: Ipsos MORI

# There are frequent mentions of a stronger/closer relationship with PHE

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

2014/15



*“PHE has become **more outwards facing** this year and so we have been engaging more frequently.”*  
Business

*“The **communications have improved**, they are more consistent in the quality of communication. Our relationship in relation to health protection remains strong, the local contacts remain positive.”*  
Local Authority

Local Authorities are more likely to say this than other stakeholders (16% vs. 4%).

*“My relationship has improved as staff have come into post in PHE and we each have developed our understanding of our respective roles.”*  
Local Authority

Base: All participants (258). Top 10 mentions shown

Source: Ipsos MORI

# And stakeholders feel better able to have a more open dialogue with PHE



Stakeholders who took part in the qualitative discussions described how the sector has settled, and with it relations with PHE have stabilised and matured. Crucially, stakeholders felt that PHE had been making concerted efforts to build stronger relationships with its stakeholders; it had shifted from an internal facing organisation to an external facing one.

Stakeholders particularly felt that they now had a more open dialogue with PHE than they did a year ago, and that engagement had improved; it had become more timely, more clearly defined, and more systematic. Some spontaneously described their relationship as one of partnership working.

For Local Authority stakeholders, PHE's understanding of Local Government was seen to have improved as a result, as closer ties had been built up between the two sectors.

“ 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

“ (PHE is) slightly **more open to the views of others** than I think it was at the beginning. Engagement last year was more about 'we're going to tell you what we're going to do'...now it's much more back and forth conversation/discussion - we agree on things, **we work on things together.** ”

Agency

“ They are getting **better at understanding local government.** It's not one size fits all, and PHE is better at recognising that there are very different challenges facing different areas. ”

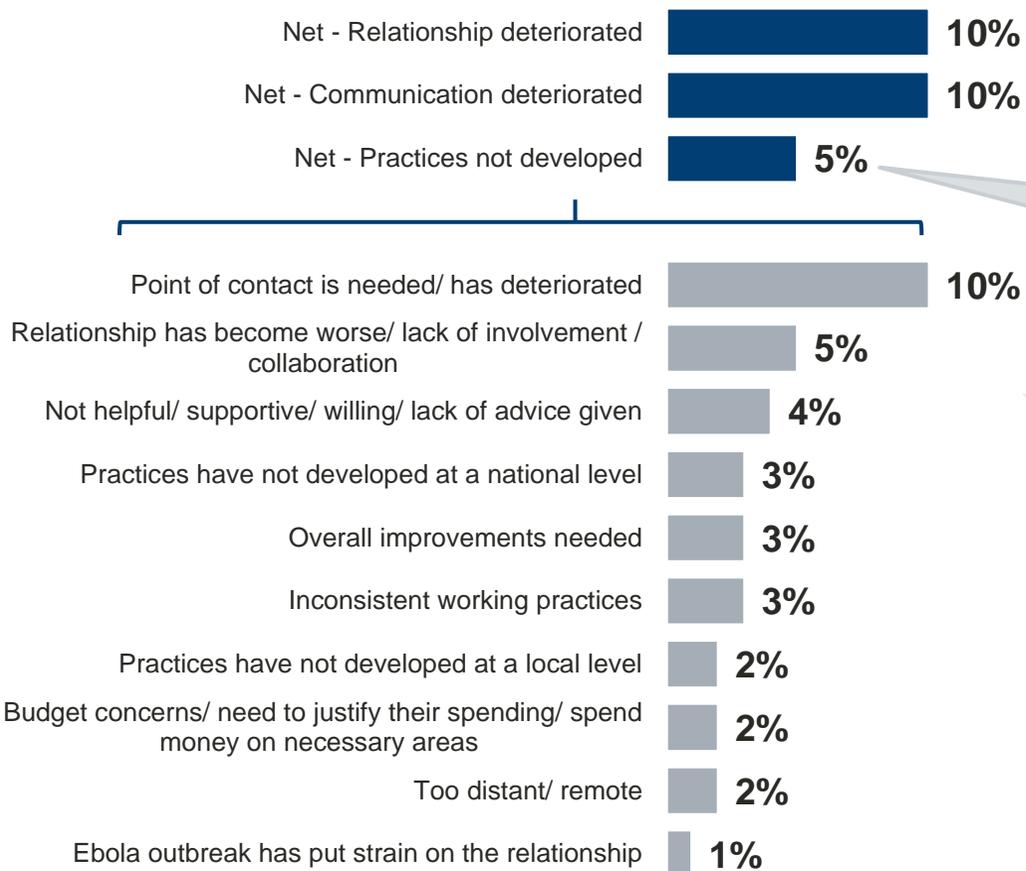
Local Authority

Source: Ipsos MORI

# Less commonly mentioned is a feeling that relationships and communication have deteriorated

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

2014/15



*"I have become increasingly disappointed by the lack of support and leadership nationally by PHE in areas outside of Health protection."*  
Local Authority

Local Authorities are more likely to say this than other stakeholders, particularly of practices at a national level.

*"It's got very much more difficult to progress. Things we had going have ground to a halt....the individual professional people that we work with are generally responsive and competent but the overall organisation, we have strong issues with."*  
Agency

*"At regional level they are not responsive to national priorities. The matrix management structure of the organisation is unworkable and needs to be revised."*  
Voluntary/community sector

Base: All participants (258). Top 10 mentions shown

Source: Ipsos MORI

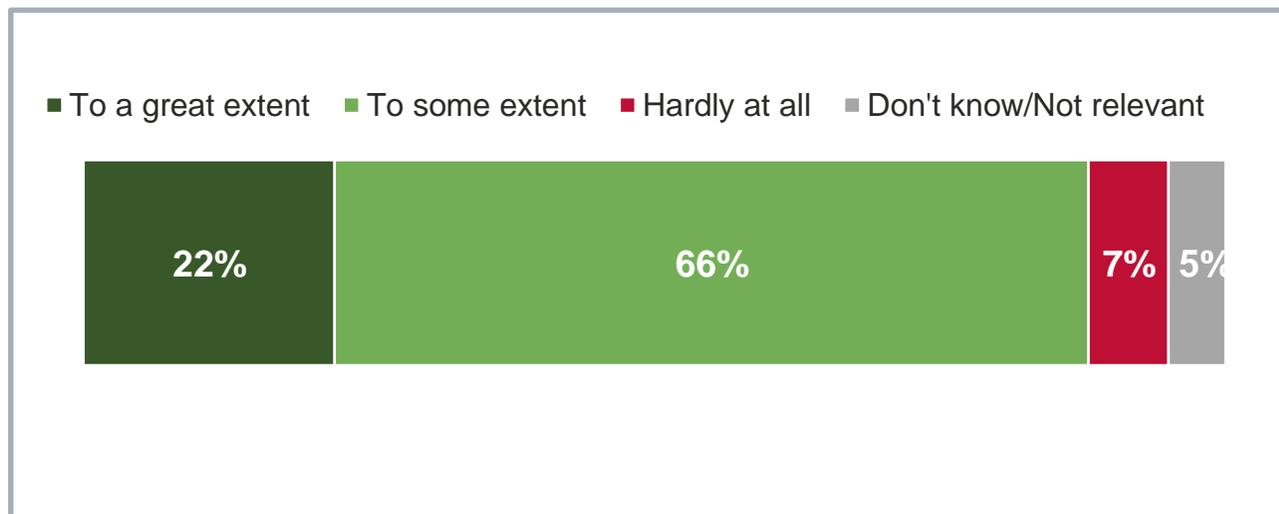
# The majority feel PHE works in partnership with its stakeholders

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

2014/15

The majority of stakeholders feel that PHE works in partnership with its stakeholders (88%).

Local Authority stakeholders are as likely as other stakeholder groups to say that PHE works in partnership with its stakeholders (90% vs. 87% non-Local Authority stakeholders).



Base: All participants: (258)

Source: Ipsos MORI

# And PHE actively demonstrates a willingness to work in partnership

Among those who took part in the qualitative interviews, it was felt that PHE was expressing increasing willingness to work in partnership with stakeholders, and recognised that working closely with stakeholders was an essential part of PHE's role.

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

Agency

*“They are **very good at working in partnership; getting better and better**. They are understanding the nature of different organisations and how they can work with them.”*

Voluntary/community sector

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. In fact, it was stakeholders who worked more closely with the national team who had witnessed greater partnership working. Local Authority stakeholders on the other hand suggested that partnership working was certainly PHE's intention, although they felt this approach was yet to mature.

*“**PHE is very collaborative**. It was very engaged in developing the Five Year Forward View, and open in their manner, well organised in providing their thoughts/input, responsive to follow up questions.”*

Agency

*“They want to work in a cooperative way; they're developing the right ethos. **There's keenness to involve people from local systems** in developing local work plans and processes.”*

Local Authority

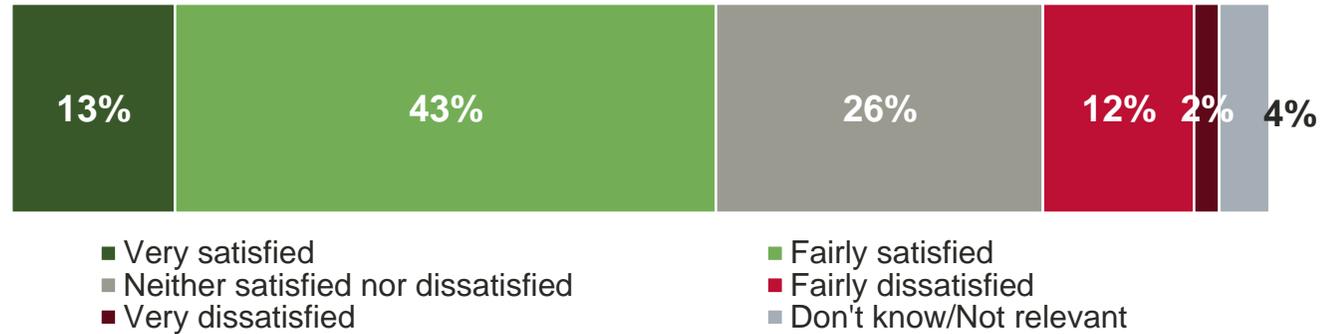
Source: Ipsos MORI

# Most stakeholders feel supported in their work by PHE

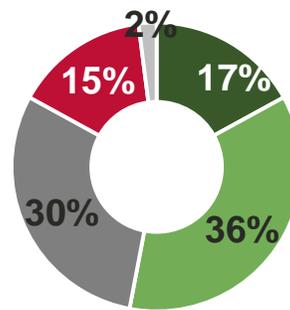
Q20 Overall, to what extent are you satisfied or dissatisfied that Public Health England... supports you in your work?

2014/15

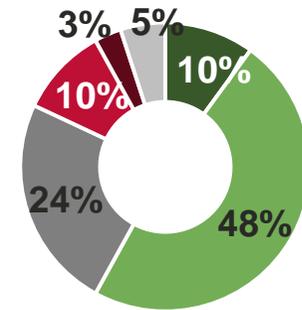
Over half (56%) feel satisfied that PHE supports them in their work. However a sizeable proportion (26%) are neither satisfied nor dissatisfied, and 14% are dissatisfied.



A similar proportion of Local Authority stakeholders and those not based in Local Authorities are satisfied that PHE supports them in their work.



LA stakeholders



Non-LA stakeholders

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

Source: Ipsos MORI

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

However, Local Authority participants in the qualitative interviews felt they could be **better connected to the national team**, and that greater support could be offered here. While they discussed good relations locally, they felt 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, and importantly empower local leaders to drive through change in their area.

*“They’ll say they’ll bring the national teams up to help us but it never materialises to much...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

*“Clearly their purpose is to support and develop local government but there’s **no consistent view of what that means in practice**.”*

Local Authority

*“I think there’s a conflict between them **asserting their leadership of a national public health agenda...and at the same time supporting us to be leaders locally** - or local government to be collective leaders. I’d say there’s a tension there. A lot of the stuff that comes out nationally doesn’t seem to acknowledge the role of local government.”*

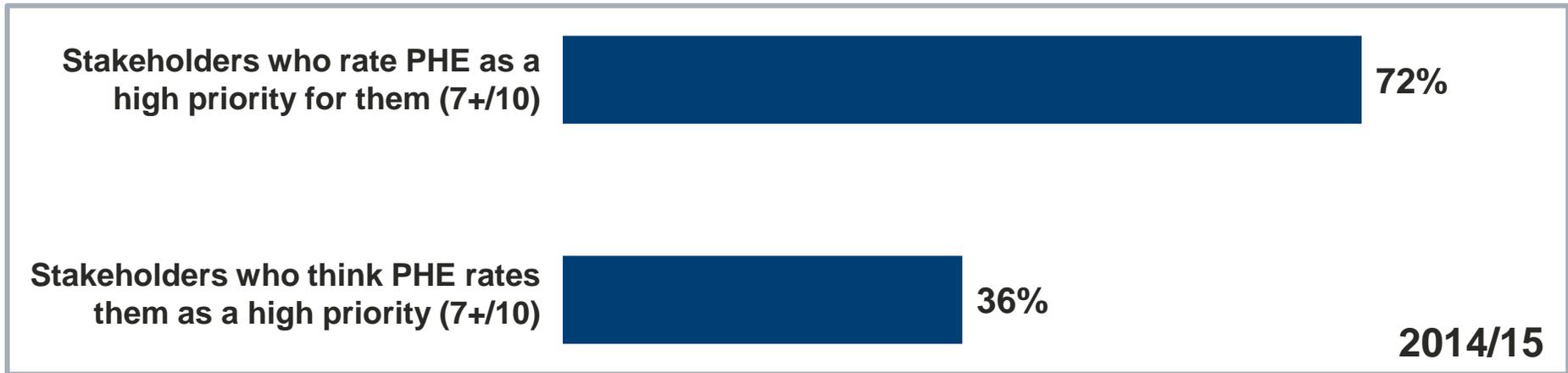
Local Authority

Source: Ipsos MORI

# Stakeholders are more likely to say that PHE is a priority for them

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 Public Health England? 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?

Nearly three quarters of stakeholders (72%) feel PHE will be a high priority for their organisation over the next couple of years (between 7-10 out of 10, where 10 is an extremely high priority). This compares to just over a third (36%) who feel that their organisation will be a high priority for PHE.

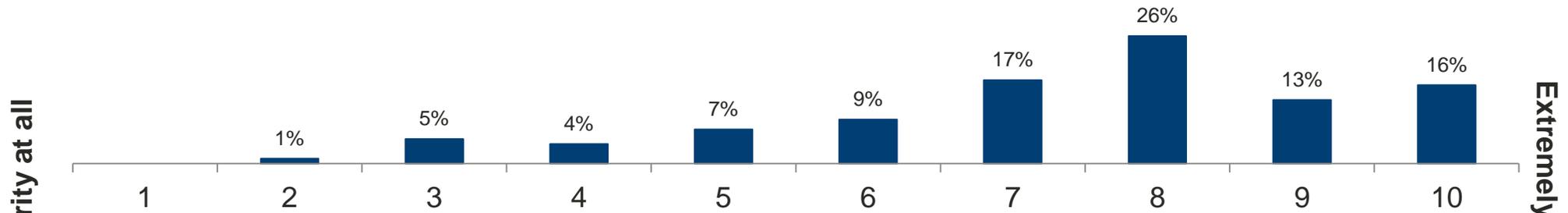


# This suggests stakeholders do not feel as valued by PHE as they would like

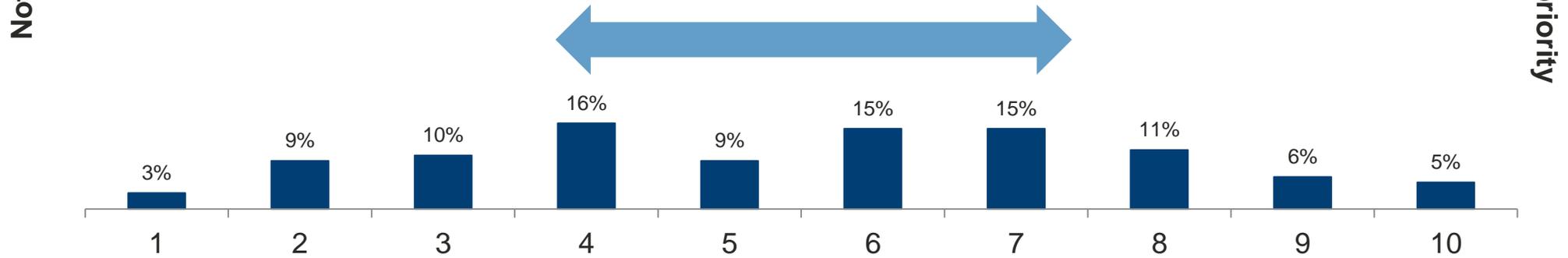
Q24 Thinking about all the organisations that you will be working with over the next couple of years, how much of a priority do you place on your relationship with Public Health England? Q25 And thinking about all of the organisations that PHE will be working with over the next couple of years, how much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

2014/15

## PHE will be a priority for my organisation



## My organisation will be a priority for PHE

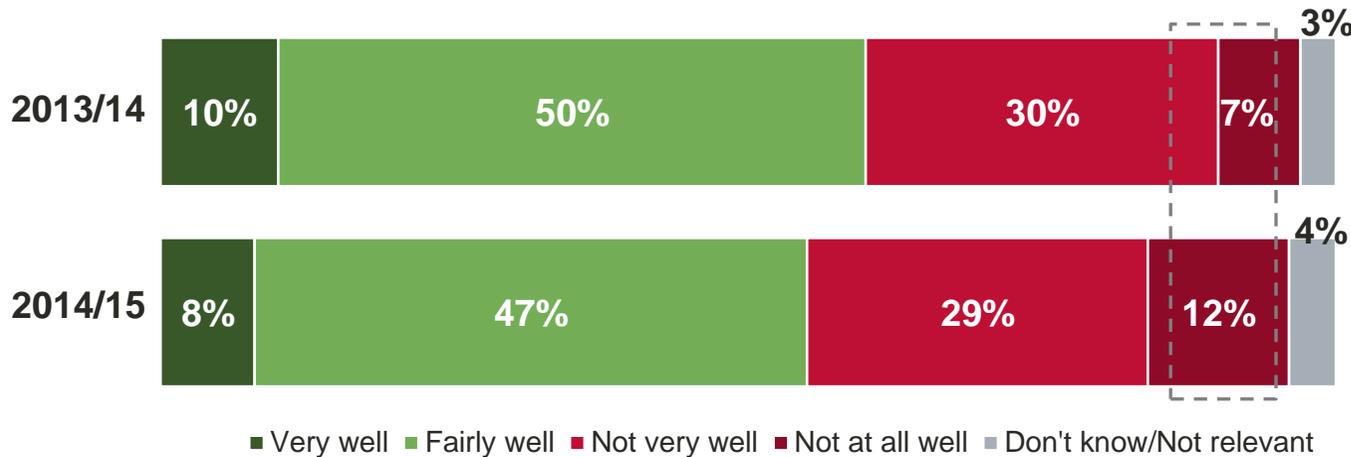


Base: All participants (258)

Source: Ipsos MORI

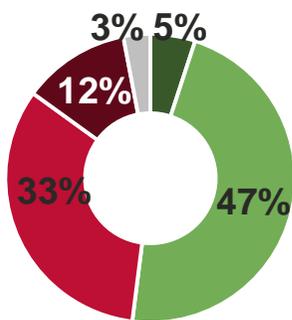
# Around half feel PHE understands the priorities of their organisation

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

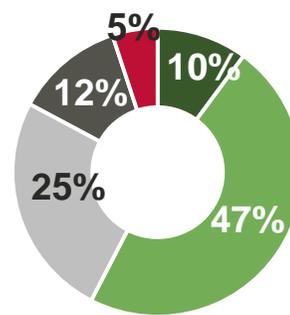


Over half of participants (55%) feel that PHE understands the priorities of their organisation well. However, two in five (41%) feel that PHE does not have a good grasp of their priorities.

2014/15



LA stakeholders



Non-LA stakeholders

Non-Local Authority contacts are slightly more likely than Local Authorities to say that PHE understands their priorities (58% vs. 51%), however this difference is not significant.

# A shared understanding at a national level is still developing locally

During the qualitative interviews, there was a difference between national and local relations. National stakeholders tended to discuss collaborative working arrangements, more open engagement, meeting regularly with their contacts at PHE and goals being aligned which had engendered a shared understanding between the two organisations. Developing a similar relationship locally was felt to be in its infancy.

*“Nationally - we are continuing to see strong support for the right sorts of public health services (e.g. sexual health) and they are vigilant in terms of tackling outbreaks of disease. **Locally - they are setting the right tone for local government and public health working together, but the jury is still out in some local areas.**”*

Local Authority

While Local Authority stakeholders felt PHE had come a long way to understand their priorities, they pointed out that PHE had some way to go to gain a thorough understanding of both *how* local government works and the *issues* in which it is most interested. However, stakeholders recognised that it takes time to build up intelligence about local areas, and it was generally felt that PHE’s understanding of local government was improving.

*They don’t understand local government particularly at junior levels...developing more training for their staff I think would definitely help around **understanding the needs, the drivers, the levers that exist within Local Government.***

Local Authority

Source: Ipsos MORI

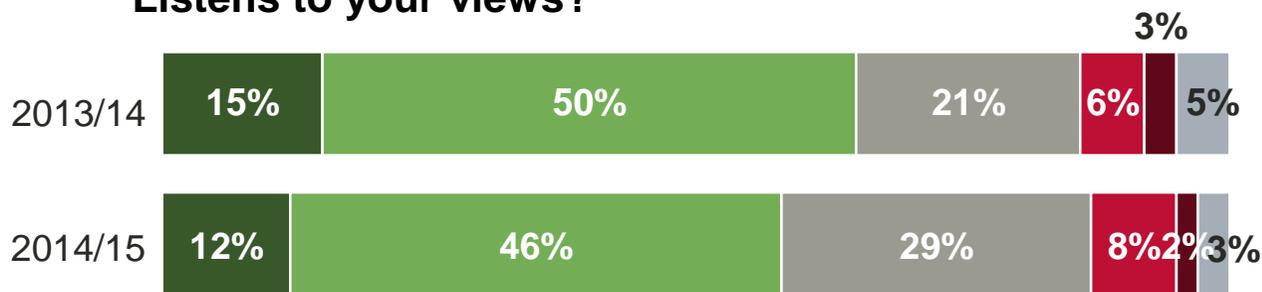
# Just over half believe PHE listens to its stakeholders

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

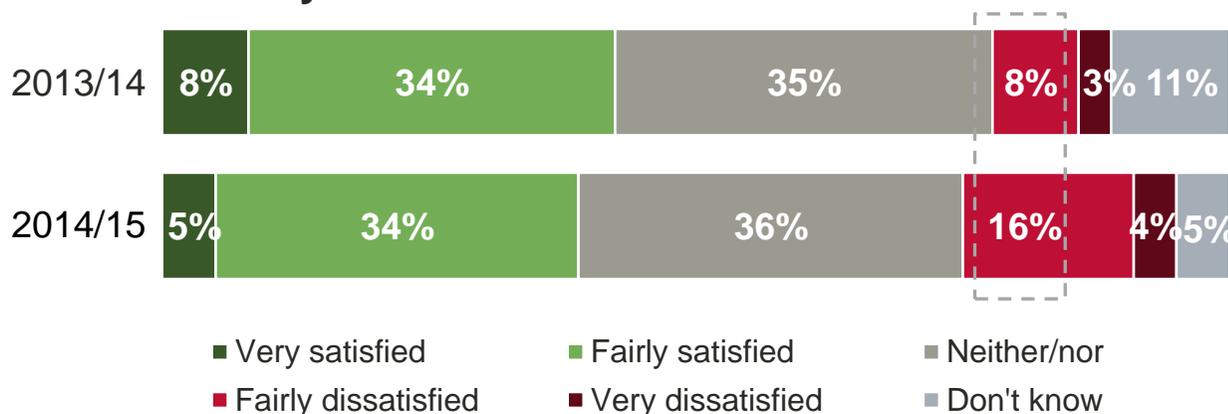
More stakeholders say that PHE listens to their views than acts on their views (57% vs. 40%).

The proportion dissatisfied that PHE acts on their views has increased since 2013/14. One in five (20%) feel their views are not acted upon, compared with 11% in 2013/14.

## Listens to your views?



## Acts on your views?



*“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?”*  
Business

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

Source: Ipsos MORI

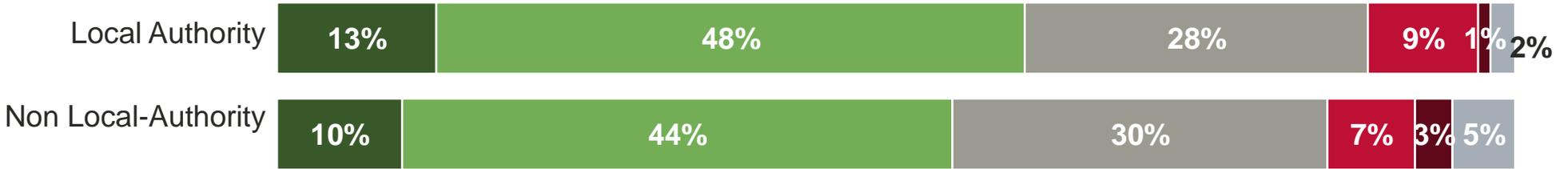
# Local Authority stakeholders are less likely than others to feel PHE acts on their views

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

This is particularly marked among Local Authorities. A third (33%) feel their views are acted upon compared to 44% of other stakeholders. Furthermore they display higher levels of dissatisfaction (22%) compared to other stakeholders (17%) and last wave (15%), although these differences are not statistically significant.

2014/15

## Listens to your views?



## Acts on your views?



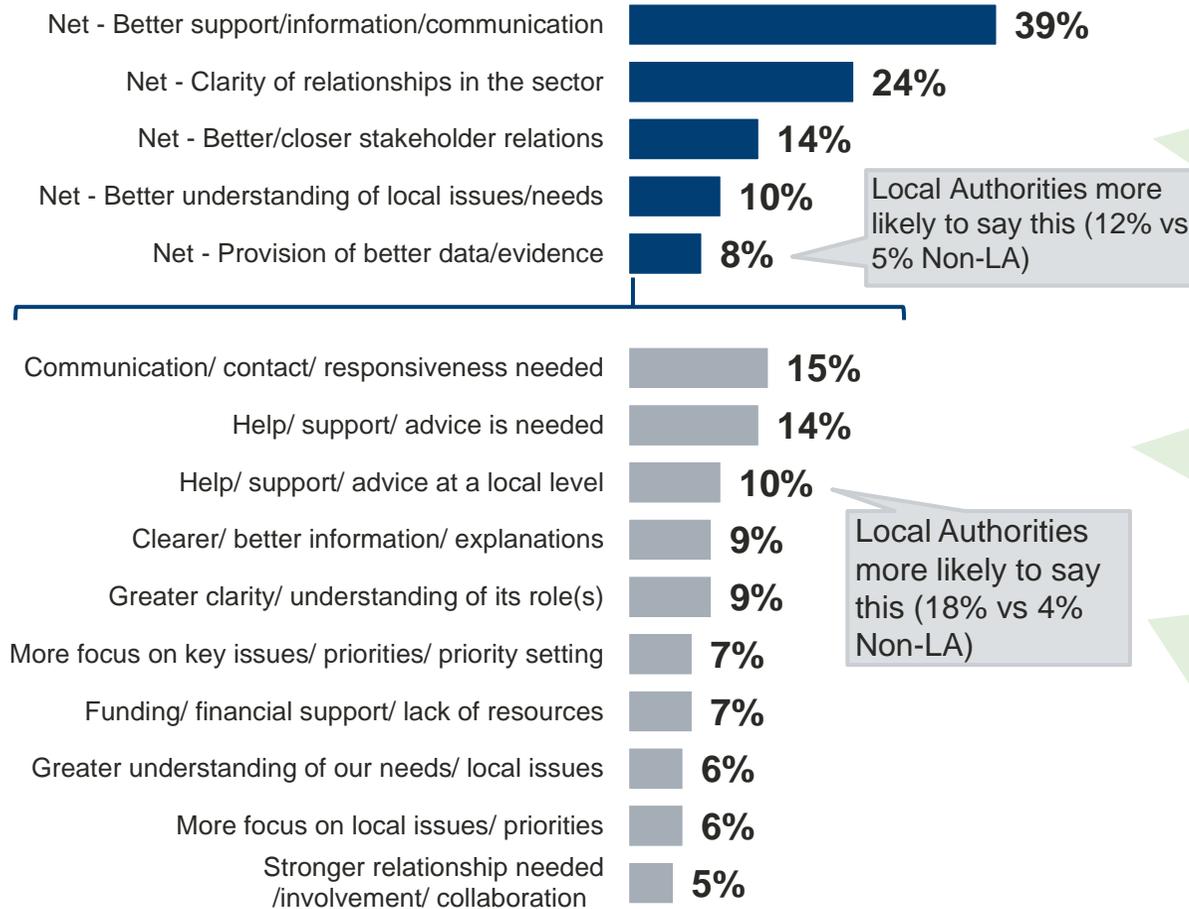
Base: Local Authority (105); Non-Local Authority (153)

Source: Ipsos MORI

# Some stakeholders call for better communication and support

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

2014/15



*“More informal partnering opportunities i.e. genuine two way problem solving workshops and seminars vs. coming along and listening.”*

Business

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

Business

*“They are very stretched. We still need (and get) good health protection advice but the other functions are less well developed. We are still having major problems getting data. That causes major problems!”*

Local Authority

Base: All participants (258). Top 10 mentions shown

Source: Ipsos MORI

# Suggested improvements in the qualitative interviews focused on how PHE could provide more support to Local Authorities

## More practical support and dispersing best practice:

Stakeholders felt that PHE was well placed to offer practice advice on what works and what doesn't work; supporting Local Authorities to share best practice and avoid duplication.

*"I would like PHE to provide **more information about what works and where the returns on investment are...what's worked and what's failed.**"*

Local Authority

*"It could help local government far more by doing much more on **what to do and what not to do.** So to say: 'spending all this money on X, there's no evidence it works. It's a waste of time'... that sort of very practical advice [is] what local government's screaming out for."*

Academic

*"We need to find a better way of **identifying best practice and disseminating, and preventing too many people from reinventing the wheel...PHE has the right structures to enable this to happen.**"*

Agency

## Framing communications better for use locally:

Local Authorities pointed out that the communications PHE provides could be more usable for their organisations to work with. It was felt that communications, while providing expert information, were not appropriately targeted for use and implementation at a local level. It was suggested that more context, explanations, and briefing information would assist Local Authorities better.

*"They presume that we will take what they produce and make it locally relevant. Yes you do need to make it locally relevant - but there is a step in between, which says 'we will put this out in **easily accessible language because that is what will need to happen at local level' rather than having every borough themselves having to do that.**"*

Local Authority

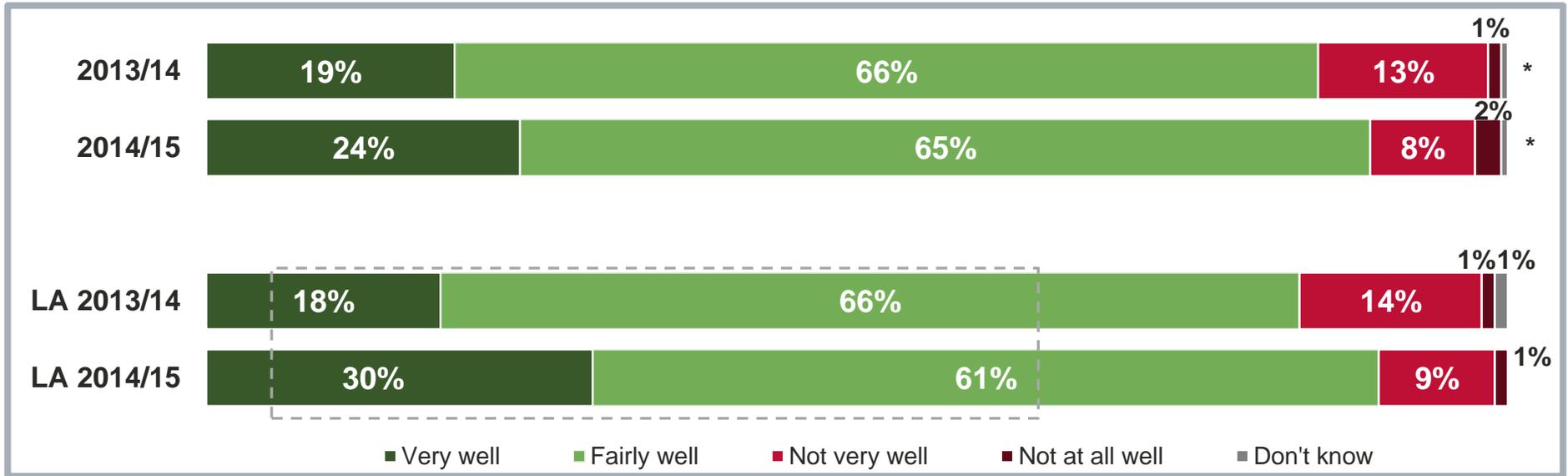
Source: Ipsos MORI

# Public Health England's Role and Functions



# Overall stakeholders have a good understanding of PHE's role – and this has improved among Local Authority stakeholders

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



Understanding of PHE's role remains high across all stakeholder groups; 90% say they understand PHE's role very or fairly well. Local Authority stakeholders are more likely now than they were a year ago to say they understand PHE's role very or fairly well; 91% say this, compared to 84% in 2013/14.

Understanding is unsurprisingly stronger among stakeholders who contact PHE most often: 94% of those who contact PHE at least once a week understand PHE's role very or fairly well, compared to 85% of those who contact PHE less often.

Base: All participants: 2014/15 (258) and 2013/14 (299); Local Authority stakeholders 2014/15 (105) and 2013/14 (174); Contact PHE at least once a week (130); Contact PHE less than once a week (128).

Source: Ipsos MORI

# Although some uncertainty and confusion remains

Although the majority of stakeholders say they understand PHE's role very well, many of those who took part in the qualitative interviews described a **degree of uncertainty and confusion** – both among stakeholders and within PHE itself – regarding its role and priorities. They described PHE as still 'emerging' and finding its feet', as a large organisation formed of numerous separate teams performing a wide array of functions.

*"It's quite fuzzy... I don't think anyone fully understands what PHE is or all its various roles and responsibilities. It's a big nest of people with all sorts of different cultures, roles, backgrounds, expectations."*

Academic

*"The health protection function was pre-existing, the rest of the functions are very much finding their feet, trying to figure out their roles and boundaries."*

Local Authority

In particular, stakeholders described a sense of confusion around PHE's mix of national and local functions and responsibilities. In particular some Local Government stakeholders felt there was room for improvement in PHE's **understanding of their needs and priorities**, and for PHE to work more collaboratively with them to deliver its aims at the local and national level. Others felt that while PHE has had a positive influence at a local level, they would like it to have a **stronger voice in influencing national government and policy**.

*"It is clear their purpose is to support and develop local government but there's no consistent view of what that means in practice. (PHE was) **clearly set up to advise government but appear to lack confidence in doing that.**"*

Local Authority

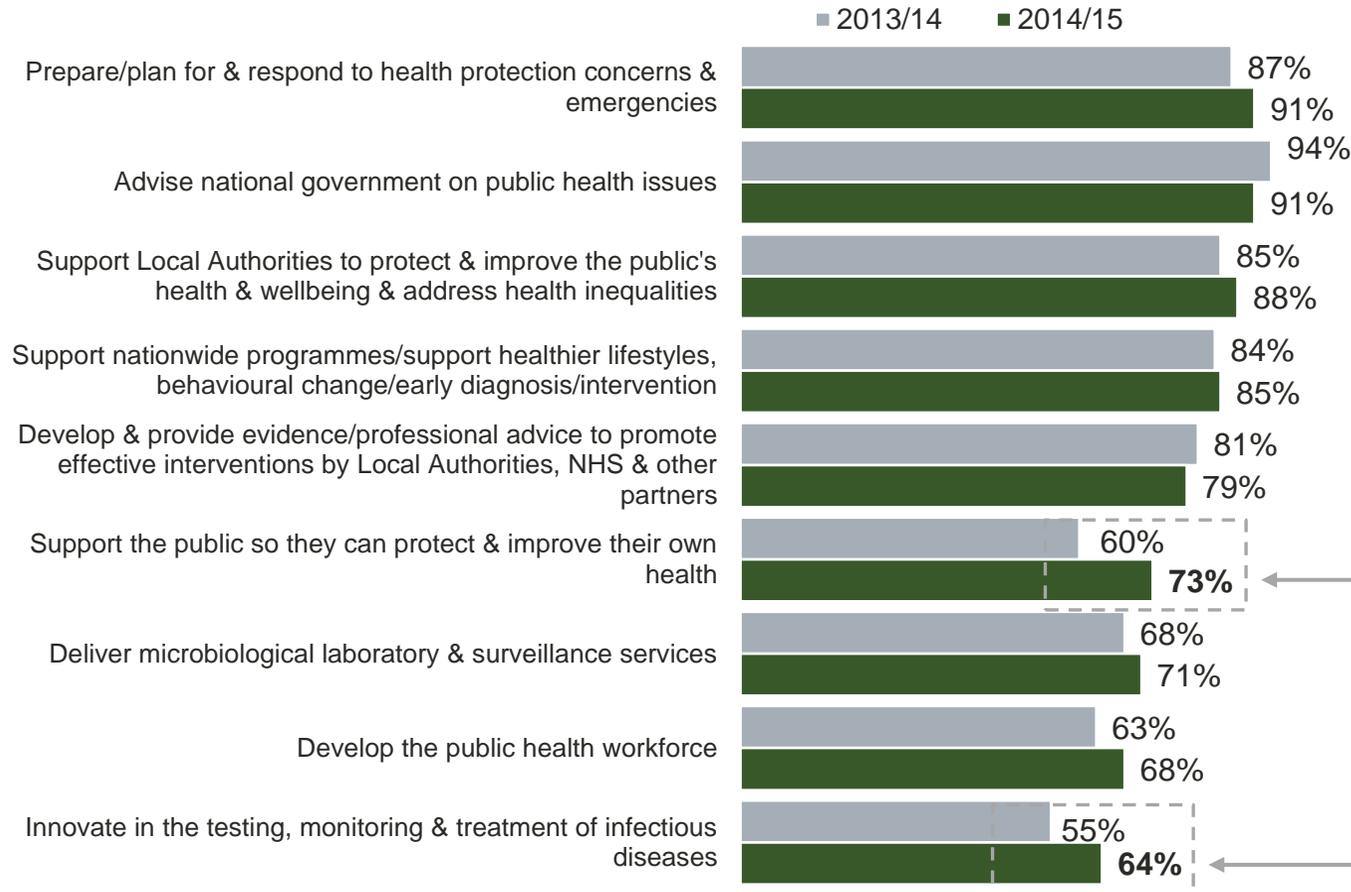
*"Is it primarily about support and local government or challenge to central government? ...There's confusion amongst all of us about where exactly PHE sits in these contested territories."*

Academic

Source: Ipsos MORI

# 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? (Prompted)



Although for the most part descriptions of PHE's functions remain in line with 2013/14, there have been significant increases in the proportions of stakeholders who select 'support the public so they can protect and improve their own health' (+13%) and 'Innovate in the testing, monitoring and treatment of infectious diseases' (+9%).

This is increasingly seen as a function of PHE by both Local Authority stakeholders and other groups, though it is a particular focus for non-Local Authority stakeholders (79% vs. 65% of Local Authorities).

This is increasingly seen as a function of PHE by both Local Authority stakeholders and other groups.

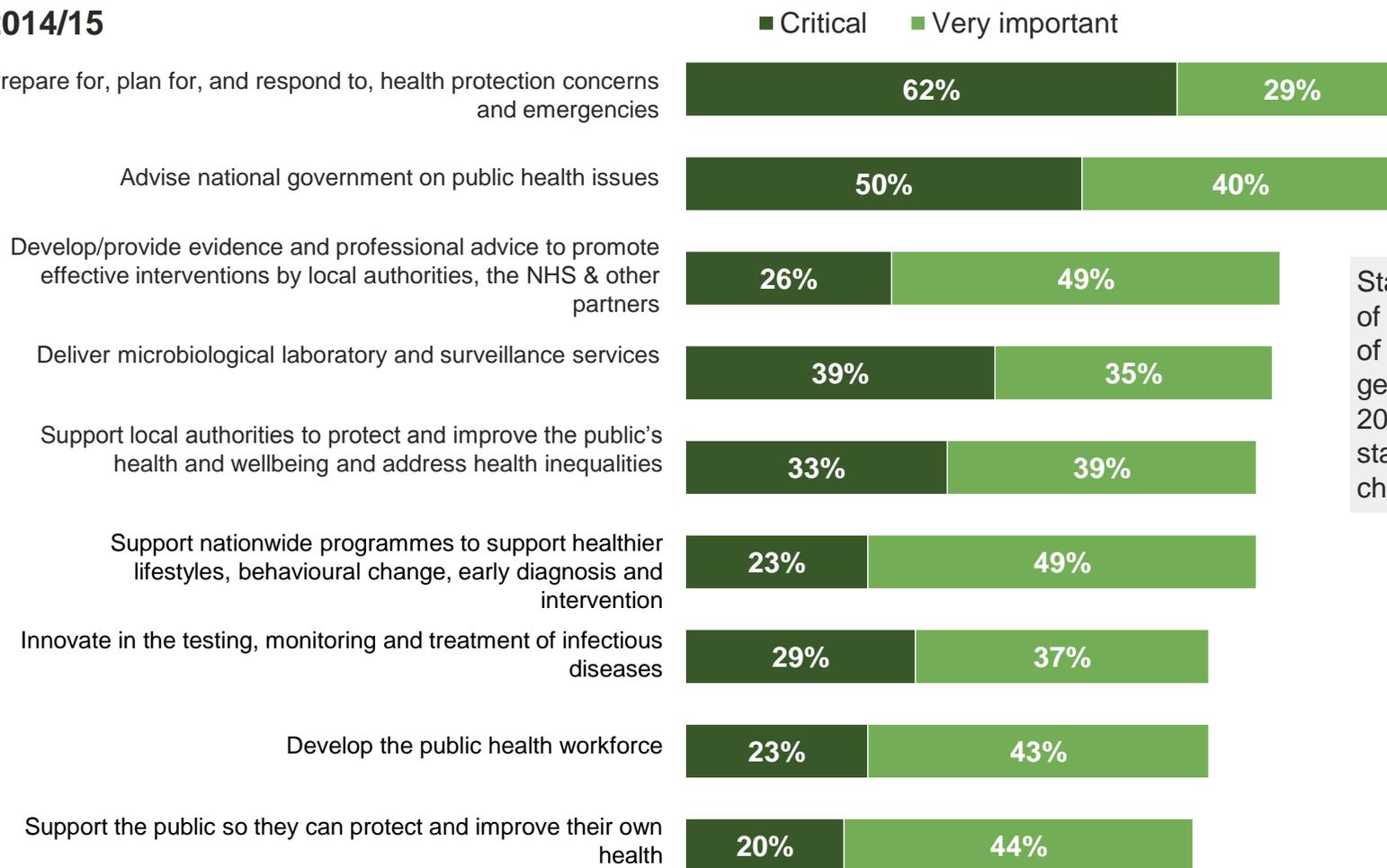
Base: All participants; 2014/15 (258); 2013/14 (299)

Source: Ipsos MORI

# Dealing with health protection emergencies and advising national government are still seen as the most important functions for PHE to perform

## Q11 How important, if at all, is it for Public Health England to perform the following functions?

2014/15



Stakeholder perceptions of the relative importance of PHE's functions remain generally in line with 2013/14 findings, with no statistically significant changes observed.

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

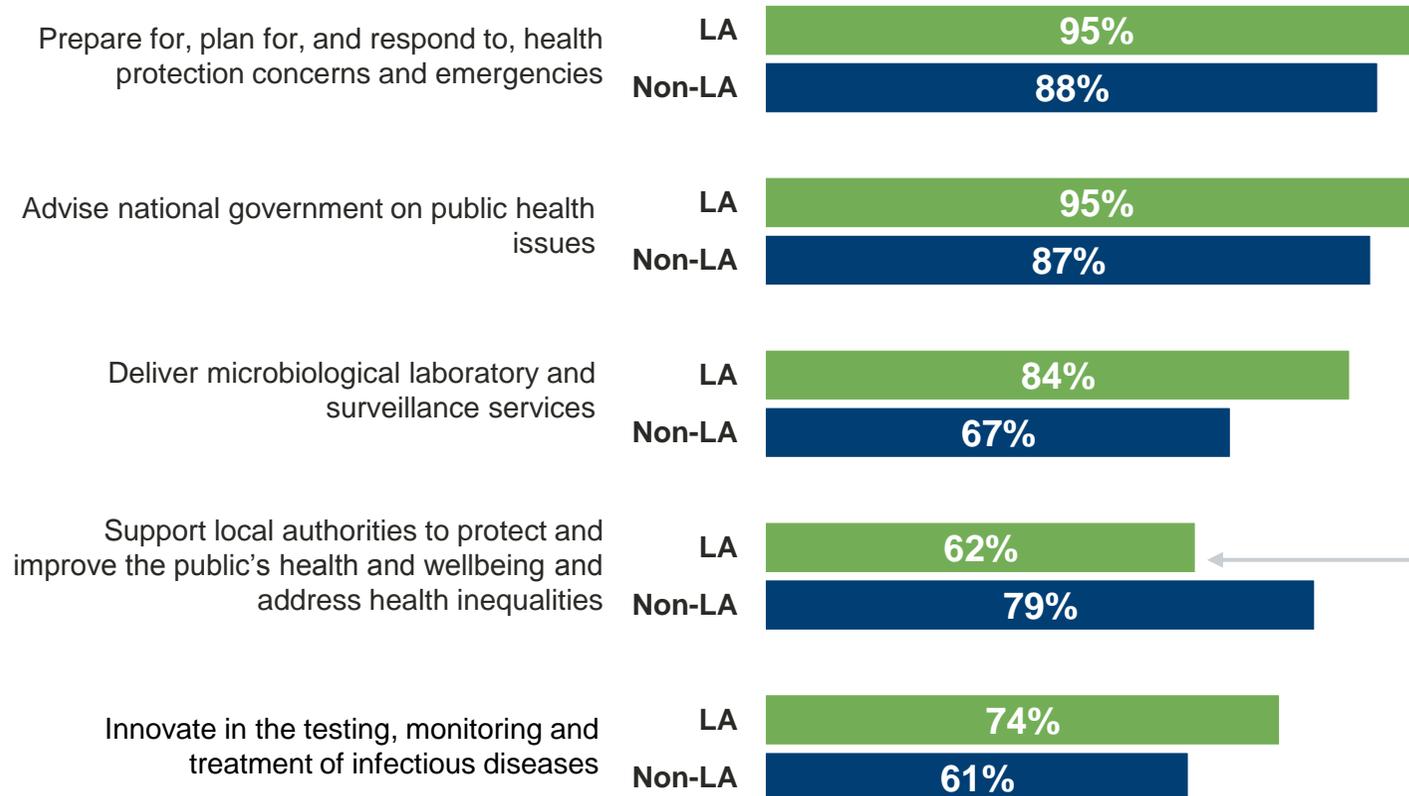
Source: Ipsos MORI

# Local Authority stakeholders have different priorities for PHE to perform

Q11 How important, if at all, is it for Public Health England to perform the following functions?

2014/15

Critical/Very important:



All of the differences highlighted on this page are statistically significant

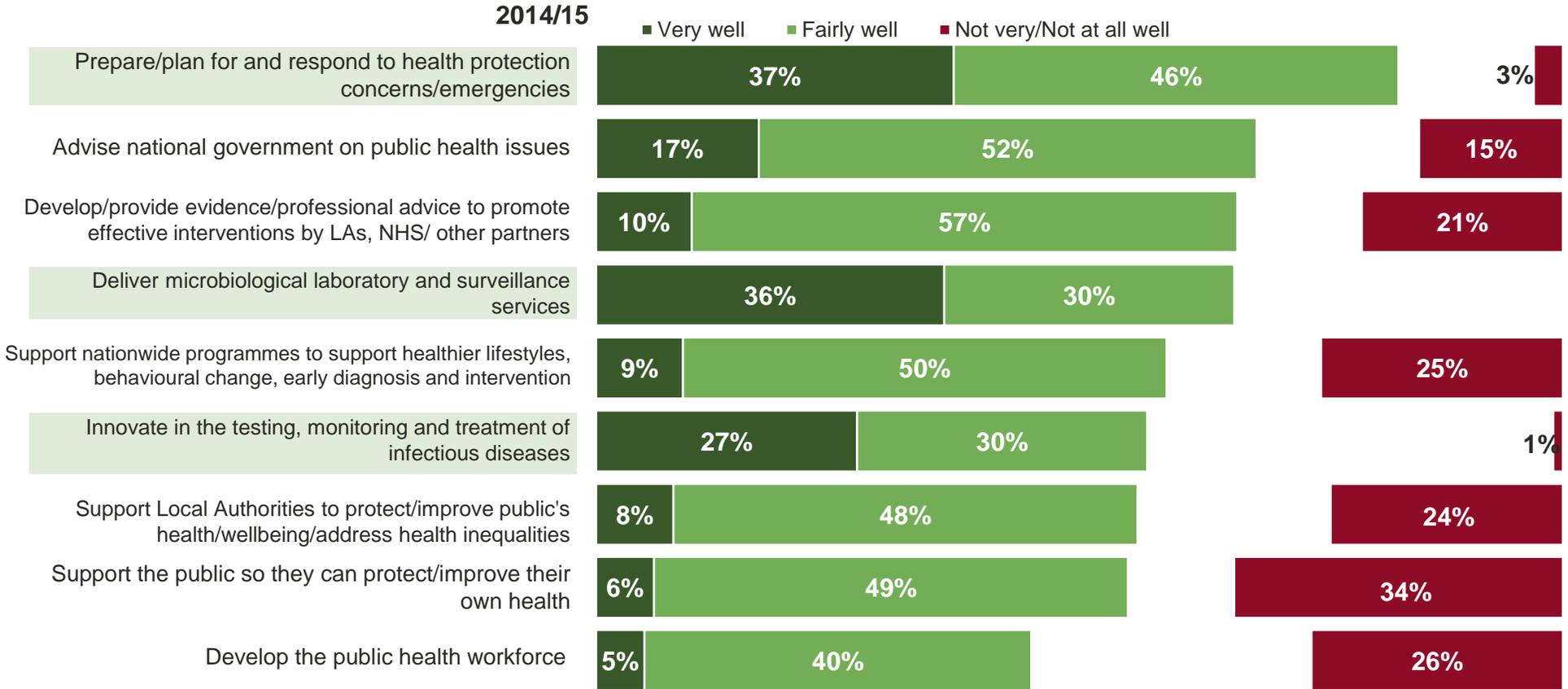
Stakeholders from non-Local Authority organisations give more importance to PHE's role in supporting Local Authorities than Local Authority stakeholders themselves; since 2013/14, there has been a decline, though not statistically significant, in the number of Local Authorities saying this is critical/very important, from 74% to 62%.

Base: Local authority participants (105), Non-Local Authority participants (153)

Source: Ipsos MORI

# The strength of PHE's health protection work is clearly recognised

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



Stakeholders feel PHE is particularly successful in its health protection role, with notably higher proportions saying it performs these functions very well.

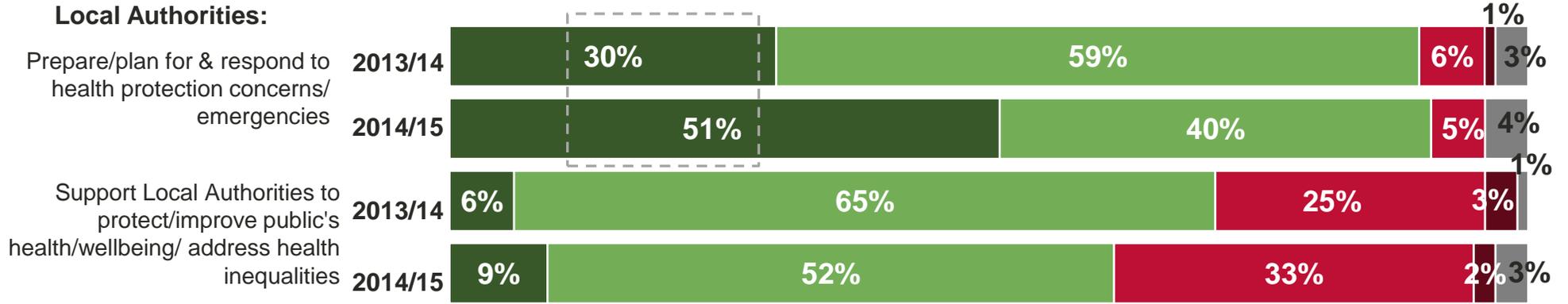
Stakeholder perceptions of PHE's performance remain in line with 2013/14 findings, with no statistically significant changes observed.

Base: All who selected each function as a function of PHE at Q9

Source: Ipsos MORI

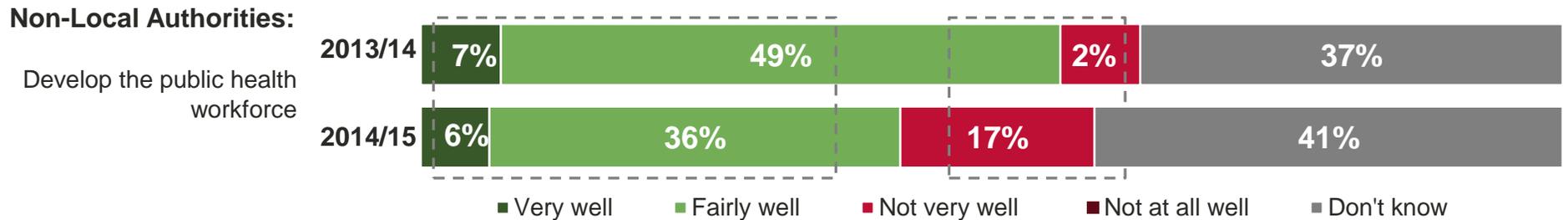
# Local Authority stakeholders are increasingly positive about PHE's performance in health protection

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



Local Authority stakeholders are more positive in 2014/15 about PHE's performance of its health protection role: 51% say PHE does this very well, compared to 30% in 2013/14. They are somewhat less positive about the support PHE provides to local authorities: 61% now say PHE does this very or fairly well, compared to 72% in 2013/14.

Non-Local authorities are less positive about PHE's role in developing the public health workforce; 42% say PHE does this very/fairly well, compared to 56% in 2013/14.



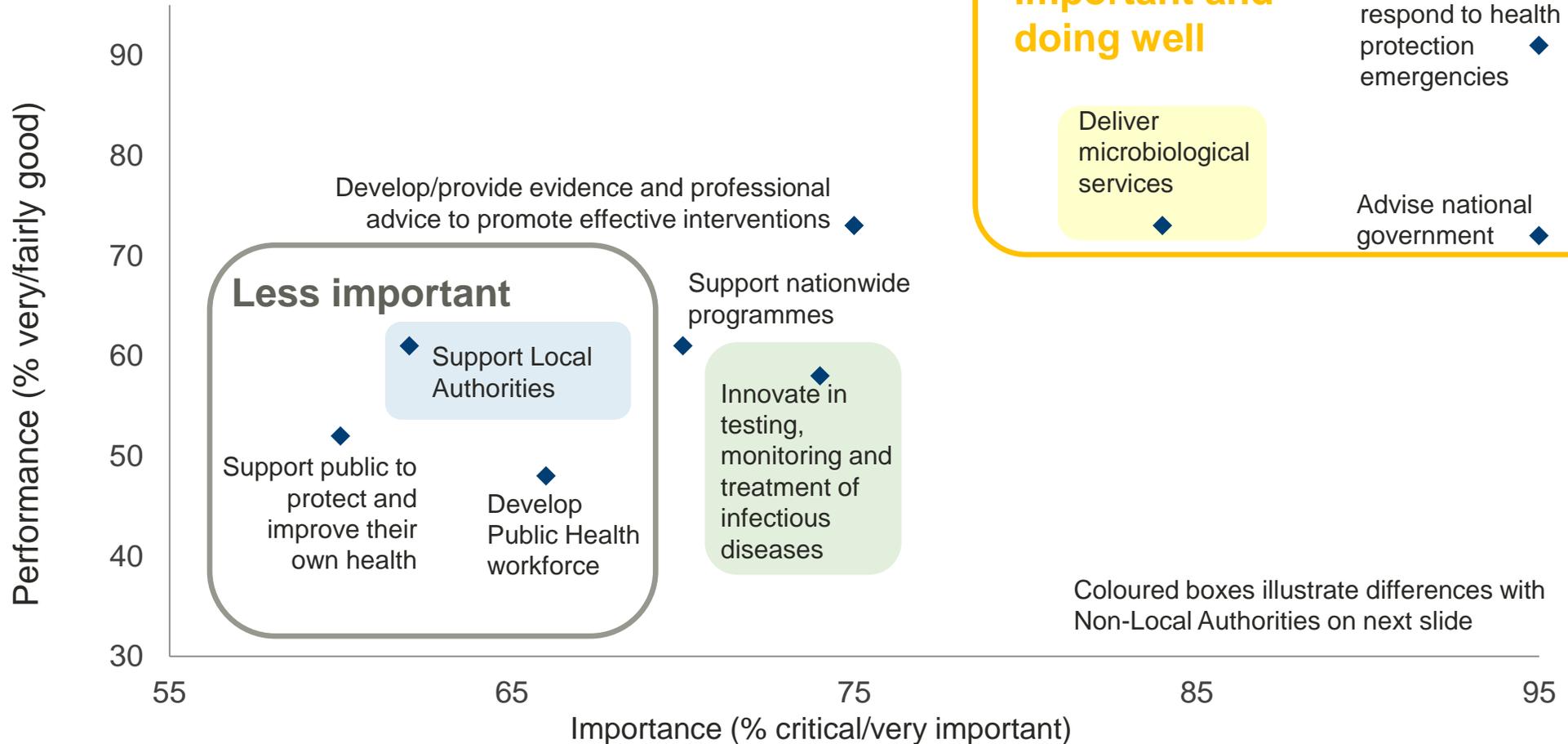
Base: All who selected each function as a function of PHE at Q9

Source: Ipsos MORI

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

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

## Local Authorities



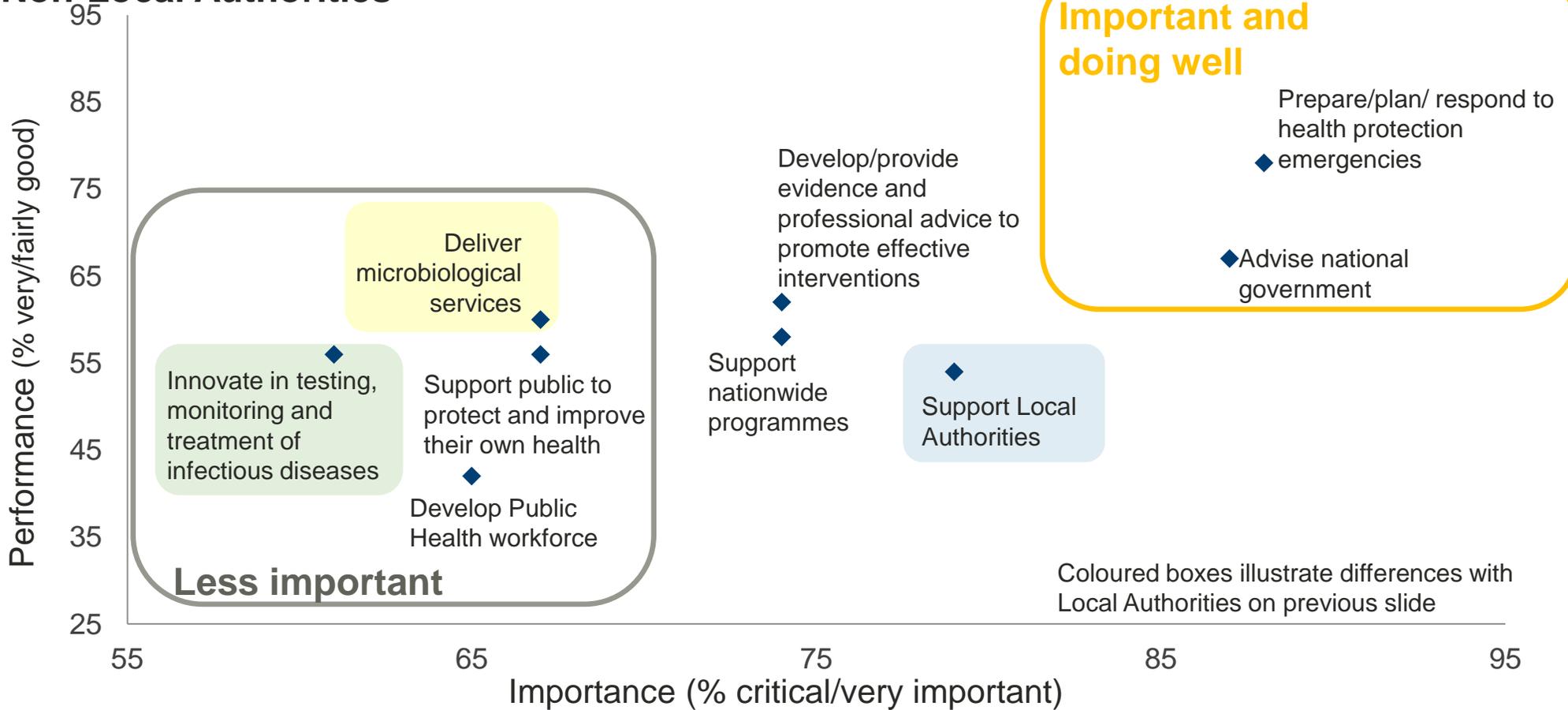
Base: Q10 performance: All Local Authority stakeholders who selected statement as a function of PHE at Q9. Q11 importance: All Local Authorities (105)

Source: Ipsos MORI

# Non-Local Authority stakeholders place less of an emphasis on health protection functions

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

## Non-Local Authorities



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)

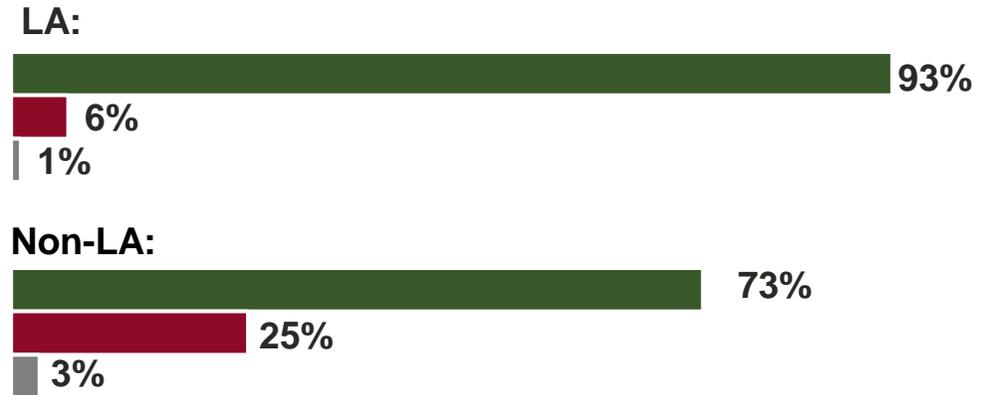
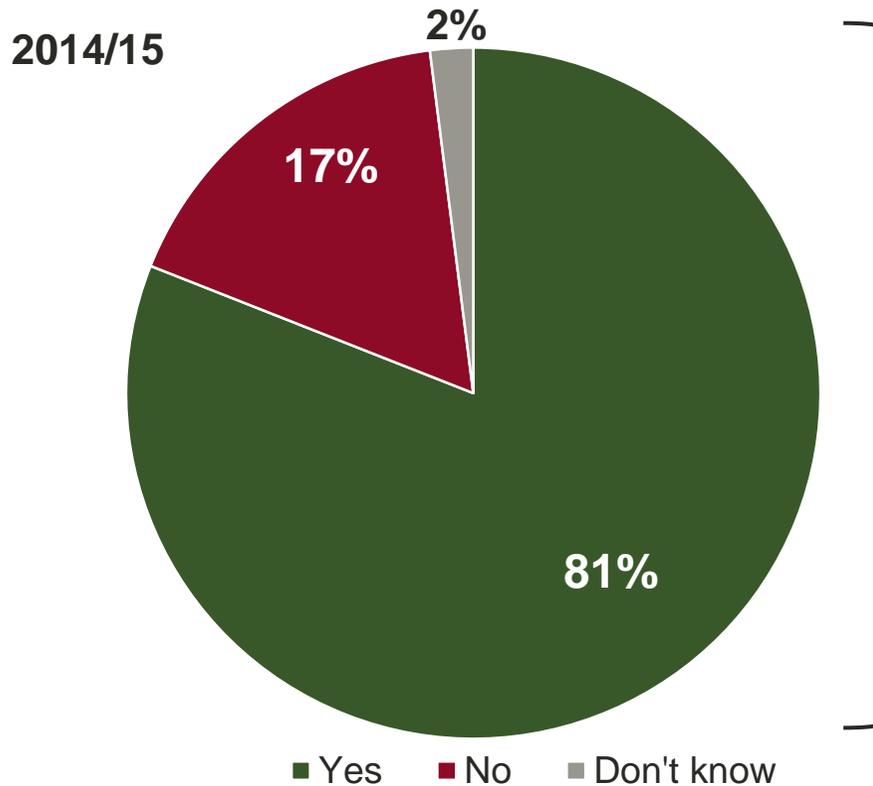
Source: Ipsos MORI

# Public Health England's Priorities



# Awareness of PHE's priorities document is high, particularly among Local Authority stakeholders

Q8a In October 2014/15, Public Health England released a document called 'From evidence into action: opportunities to protect and improve the nation's health'. This document sets out Public Health England's seven key priorities for the coming five to ten years. Before now, were you aware of this document or the contents within it?



Awareness is somewhat higher among Local Authority stakeholders: nine in ten (93%) say they are aware of the document and its contents, compared with three quarters (73%) of stakeholders from other groups.

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

Source: Ipsos MORI

# While the priorities document was well known, it was felt to be overshadowed by the 'Five Year Forward View'

A high proportion of participants in the qualitative interviews said that they had heard of PHE's priority document, with a number saying they had read it. Where the document had been read, stakeholders showed a good understanding of PHE's priorities. However, it was felt that PHE's priorities document had been overshadowed by the 'Five Year Forward View' which was released around the same time. Indeed, some questioned whether PHE had deliberately chosen this date to reduce scrutiny of their priorities.

“ The Five Year Forward View came out with a huge fanfare and loads of media coverage and all the rest of it, and there was nothing for the PHE document which was a shame because it has got some important stuff in it... I just think it's **not perhaps had the impact it could have had** and I don't know what kind of political machinations were going on behind the scenes that it ended up the way it did, really.

Professional organisation

“ 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. I don't know if it was deliberate or not.

Local Authority

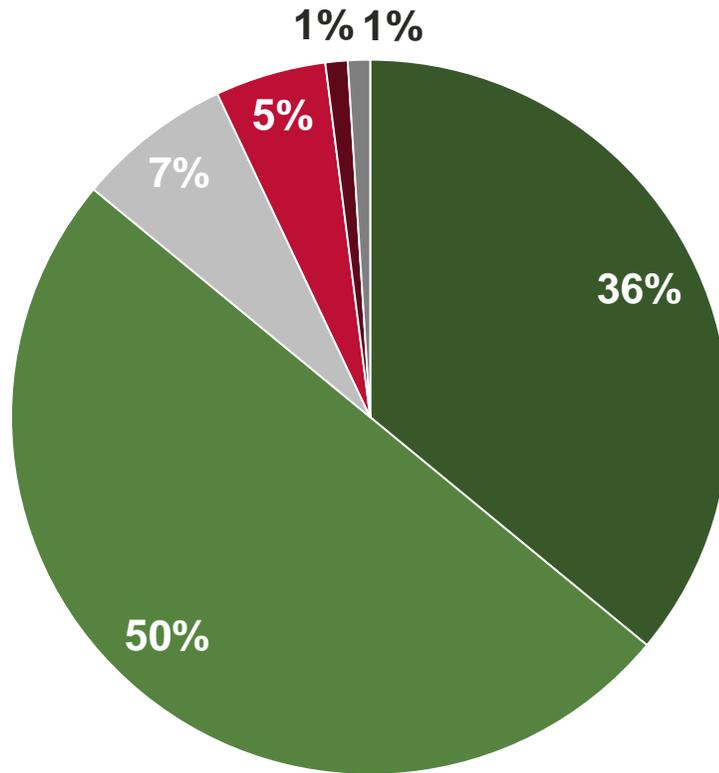
Source: Ipsos MORI

# Objectively stakeholders agree with PHE's priorities...

Q8B Public Health England is focused on securing improvements against the seven following priorities: Tackling obesity; reducing smoking; reducing harmful drinking; giving children the best start in life; reducing the risk of dementia; tackling antimicrobial resistance; reducing tuberculosis

To what extent do you agree or disagree that Public Health England is prioritising the right areas?

2014/15



Almost nine in ten stakeholders (86%) say they strongly agree or tend to agree that PHE has the right priorities. There are no statistically significant differences in agreement between Local Authority stakeholders and those from other types of organisation.

■ Strongly agree ■ Tend to agree ■ Neither agree nor disagree ■ Tend to disagree ■ Strongly disagree ■ Don't know

Base: All participants (258)

Source: Ipsos MORI

# But the qualitative interviews revealed a more nuanced response

Stakeholders felt PHE's seven priorities were **important issues to focus on**, as well as **well evidenced** and **well established**. However, it was suggested that the priority document has done PHE a disservice as they do more than their priorities reflect.

Furthermore, some felt PHE had **taken a traditional approach in the selection of these seven priorities**. For example, one Local Authority stakeholder pointed out that their own focus had shifted away from individual lifestyles, to issues of wellbeing and resilient communities, and felt PHE's priorities did not reflect this shift. It was also suggested that the priorities had **more of an NHS tone** than they would expect from PHE.

Some stakeholders suggested that **the language of the priorities did not go far enough**; one stakeholder suggested that instead of saying they would reduce the number of child smokers they should instead aim to end child smoking.

Some **questioned the inclusion of some priorities**. For example, antimicrobial resistance was seen to have been included because of the current political prevalence of the issue. TB, as a regional issue mainly concerning London, was felt perhaps to have been added as a 'token' health protection goal.

Finally, some stakeholders – in particular Local Authorities – expressed concerns that despite PHE having put a lot of effort into obtaining stakeholder input into the Health and Wellbeing Framework, it had **disregarded their views in the final priorities document**.

*"It doesn't speak to local government, it is too 'NHS-y', antimicrobial resistance is a really important issue for the NHS but in terms of what the public health system can do about it, it's not the priority. It's a bit disappointing, old fashioned."*

Local Authority

*"The priorities meet what has been acknowledged as the priorities at the national and local level and they have **been around for a while**. There is plenty of evidence for why these are a concern; so while everyone knows these should be the priorities I would like to know what they are actually going to do about them."*

Professional organisation

*"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. It needs a **strategic vision... Why these, what's the narrative**, how do they all hang together?"*

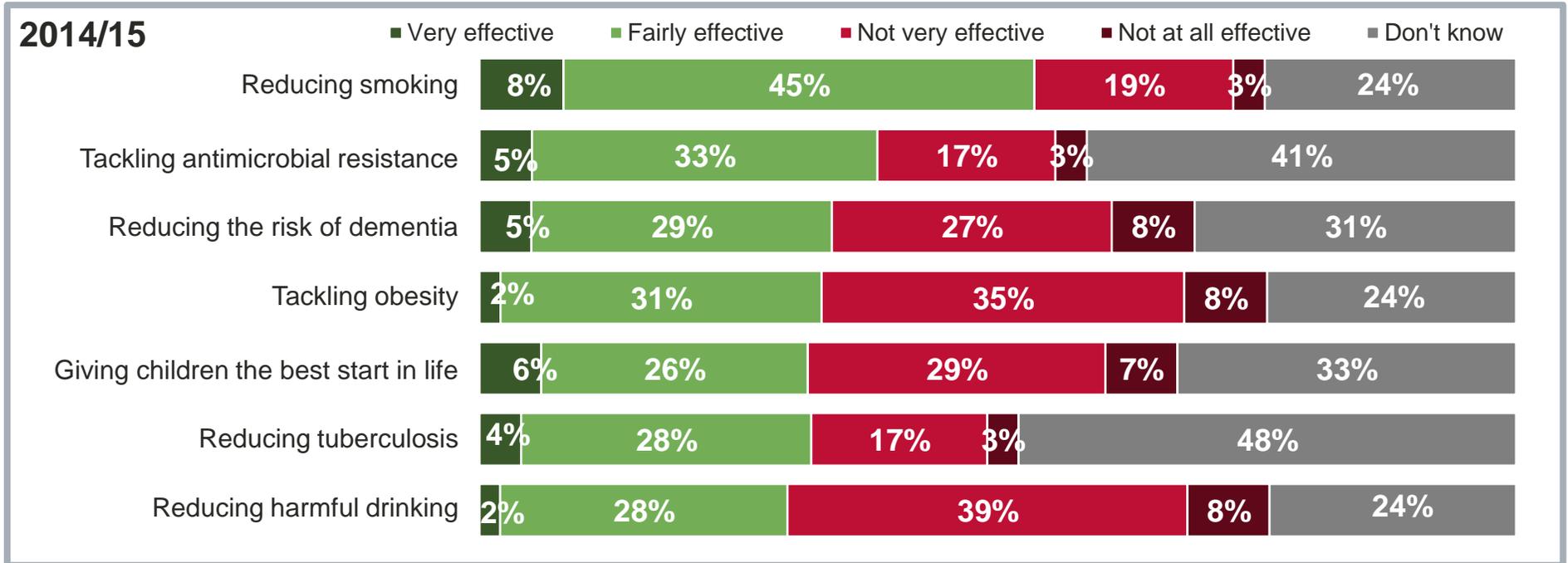
Local Authority

Source: Ipsos MORI

# However, opinion is divided as to how well PHE is performing against these priorities...

Q8c How effective, if at all, do you think Public Health England has been in the past year in relation to... Tackling obesity; reducing smoking; reducing harmful drinking; giving children the best start in life; reducing the risk of dementia; tackling antimicrobial resistance; reducing tuberculosis?

Stakeholders perceive PHE to be performing most effectively in reducing smoking; 53% say it has been very or fairly effective in doing this over the past year. However, they are less positive about PHE's success in reducing obesity and harmful drinking. Opinion is divided around PHE's performance in reducing dementia and giving children the best start in life. Meanwhile, many stakeholders simply do not feel able to comment on PHE's success in reducing TB and tackling antimicrobial resistance - large proportions answer 'don't know' regarding these priorities.



Base: All participants (258).

Source: Ipsos MORI

# And stakeholders felt some would be easier to achieve than others

Among participants in the qualitative interviews, there was a feeling that some of PHE priorities will be easier to deliver on than others. In particular some said that they were confident in PHE's ability to tackle TB and antimicrobial resistance.

However, there was some uncertainty around other priorities – in particular how PHE will make an impact on lifestyle factors such as obesity, as an approach on these had not been clearly communicated.

“  
*Some of them are easier to deliver on than others...there is quite a lot of discussion about the analysis of the problem but they haven't really said much about what is going to happen as a consequence. I think they have given themselves sufficient latitude to work on what that is going to look like. So I don't know.*

Local Authority

“  
*I think they will deliver on TB and probably anti-microbial resistance....I think there is probably a lot that they could do working in partnership with Local Authorities, working in partnership with the NHS to tackle both of those issues.*

Local Authority

Stakeholders pointed out that collaborative working across organisations will be essential in order to deliver on PHE's priorities; buy in is therefore crucial. For example, one stakeholder pointed out that Local Government could make or break the delivery of many of the seven priorities, giving the example of obesity. It was therefore felt that to deliver on its priorities, PHE needs to collaborate effectively with its stakeholders, particularly at a local level.

“  
*They may be well placed but they are not able to achieve them by themselves; they need other organisations to take on these priorities and help them act on them. Power doesn't just sit with PHE; so they need to get ALBs on board. But at the moment I don't feel that they have communicated their priorities enough to get this buy in.*

Local Authority

Source: Ipsos MORI

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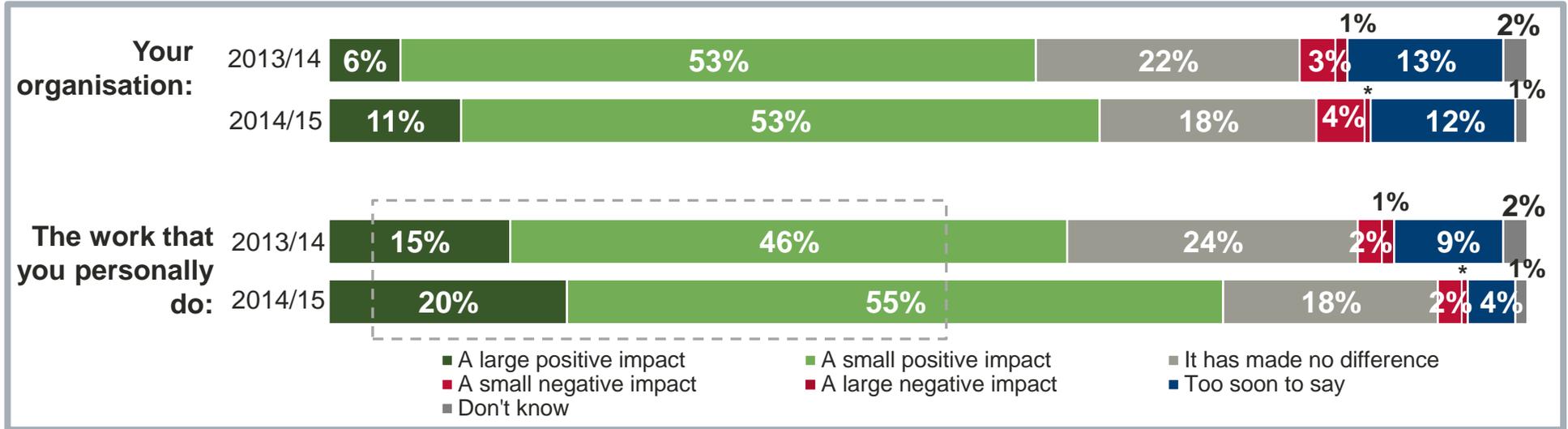
# Public Health England's Impact and focus

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# 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 . . .



Compared with 2013/14, greater proportions of stakeholders now say that Public Health England has had a large or small positive impact upon their organisation (65%, compared to 59% in 2013/14)\* and the work they personally do (74% vs. 61% in 2013/14). In line with 2013/14 findings, only a very small proportion of participants report that PHE has negatively impacted upon their organisation (4% in both 2014/15 and 2013/14) and their work (3% in 2013/14 and 2014/15). A significant proportion (12%) still feel that it is too soon to judge PHE's impact upon their organisation.

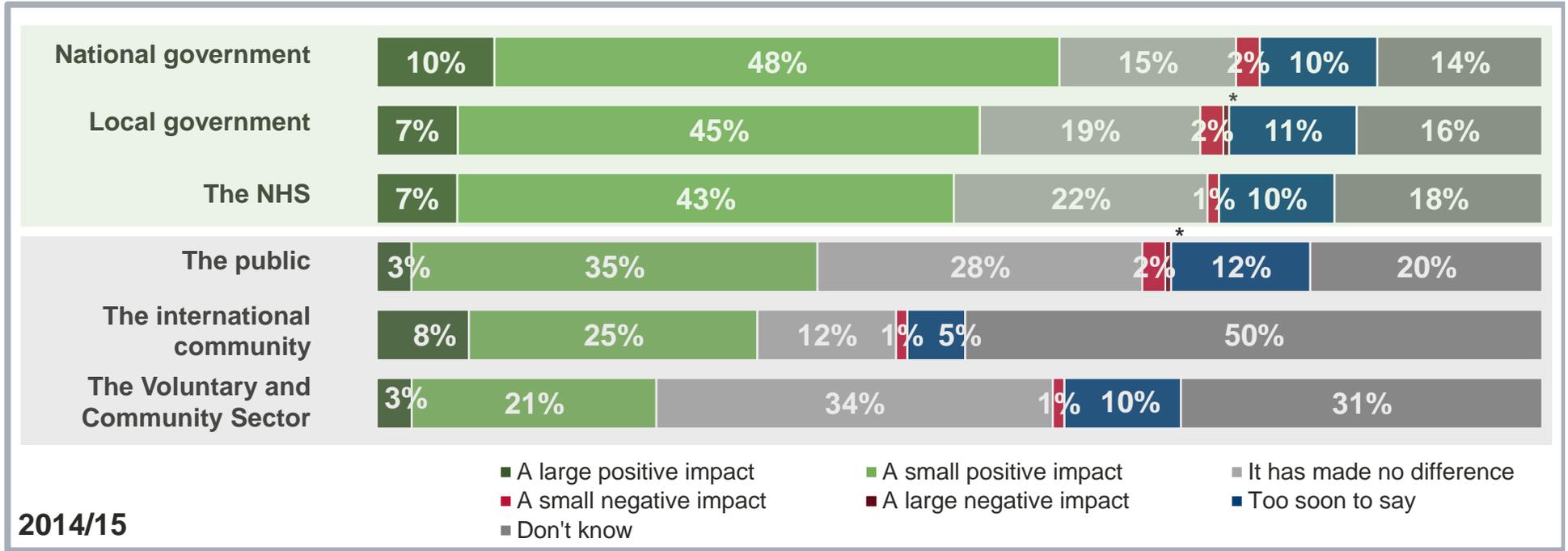
Those who feel PHE has a good understanding of their priorities are more positive about PHE's impact on their organisation; 80% say it has had a positive impact, vs. 48% of those who feel PHE does not understand their priorities well. This group are also more likely to say that PHE has had a positive impact on the work they personally do (87% vs. 59%). Those who contact PHE at least once a week are also more likely to say PHE has positively impacted upon their own work, compared to those who have less contact with PHE (82% vs. 66%).

There are no statistically significant differences in the responses of Local Authority stakeholders compared to those of other stakeholders.

\*Please note that this difference is not statistically significant.

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

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



Over half (58%) of the stakeholders who completed the survey say that PHE has had some degree of positive impact upon national government. Similar proportions say this of local government (52%), and the NHS (50%).

Stakeholders are less positive about PHE's impact upon the public (38% say PHE has had a large or small positive impact), the international community (33%) and the voluntary and community sector (24%). However, for some of these areas, large proportions of participants feel unable to comment, or feel it is too soon to judge PHE's impact – particularly concerning the international community (50%).

# PHE is seen to have an impact on stakeholder organisations

In the qualitative interviews, stakeholders acknowledged that PHE has had an impact on their organisation and the work they personally do; particularly as PHE provides some of their funding, while others have a statutory relationship. PHE's work on the Five Year Forward view was also perceived to be very influential.

However, it was felt that it is still too early to comment fully; with relationships still forming, PHE is yet to make a full impact on individual organisations or on delivering its strategic vision.

*"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

*"They were very influential in the Five Year Forward View. Without Duncan and John, it could have been more traditional in their focus and approach but feels they have been more public focused which is good."*

Agency

Furthermore, it was felt by a number of stakeholders that the influence PHE has been exerting has been done largely under the radar. For many they would like PHE to have a stronger voice, demonstrating to its stakeholders that it is at the forefront of local and national public health issues. As discussed above, stakeholders recognise that PHE has to work within the constraints of government, but wanted to understand more about how and where PHE was influencing decisions impacting on public health.

*"They seem reluctant to advocate for public health issues in a strong enough way [...] If they're doing that under the radar, I'd be very happy to know that - but they should be more vocal. Part of their role is advising government on public health policy across all departments, and I don't see evidence of that happening, for example around alcohol unit pricing and some of the obesity stuff."*

Local Authority

Source: Ipsos MORI

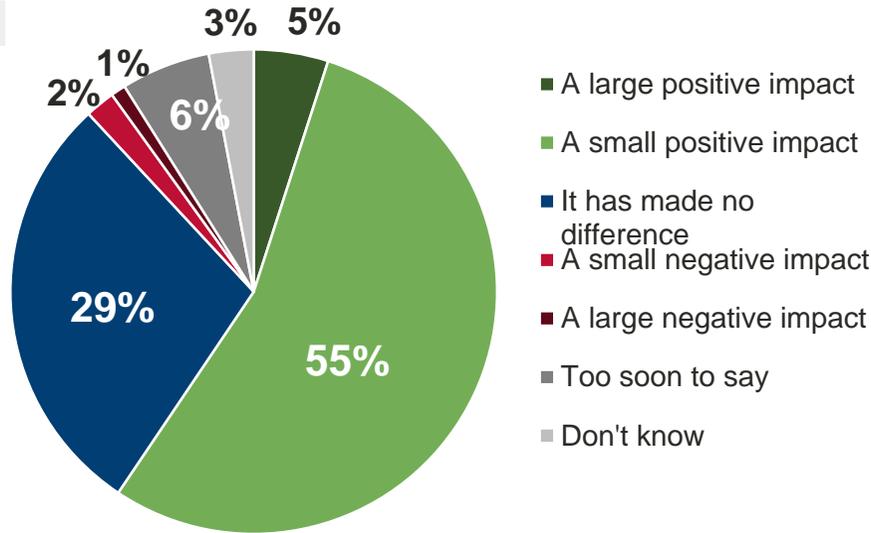
# Perceptions of impact improve when looking just at the views of relevant stakeholder groups

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

2014/15

### Local government:

Local Authority stakeholders



Among Local Authority stakeholders, three in five (60%) say that PHE has had a positive impact upon Local Government. A significant proportion (29%) feel that PHE has made no impact, but only a very small proportion (3%) feel PHE has had a negative impact. Around one in ten feel unable to comment (6% feel it is too soon to judge PHE's impact, while 3% answer 'don't know').

### The NHS:

NHS Local Area Teams are largely very positive about PHE's impact upon the NHS, with 22 out of 29 saying it has made a large or small positive impact, 4 saying it has made no difference, 3 saying it is too soon to say or don't know, and none saying that PHE has had a negative impact.\*

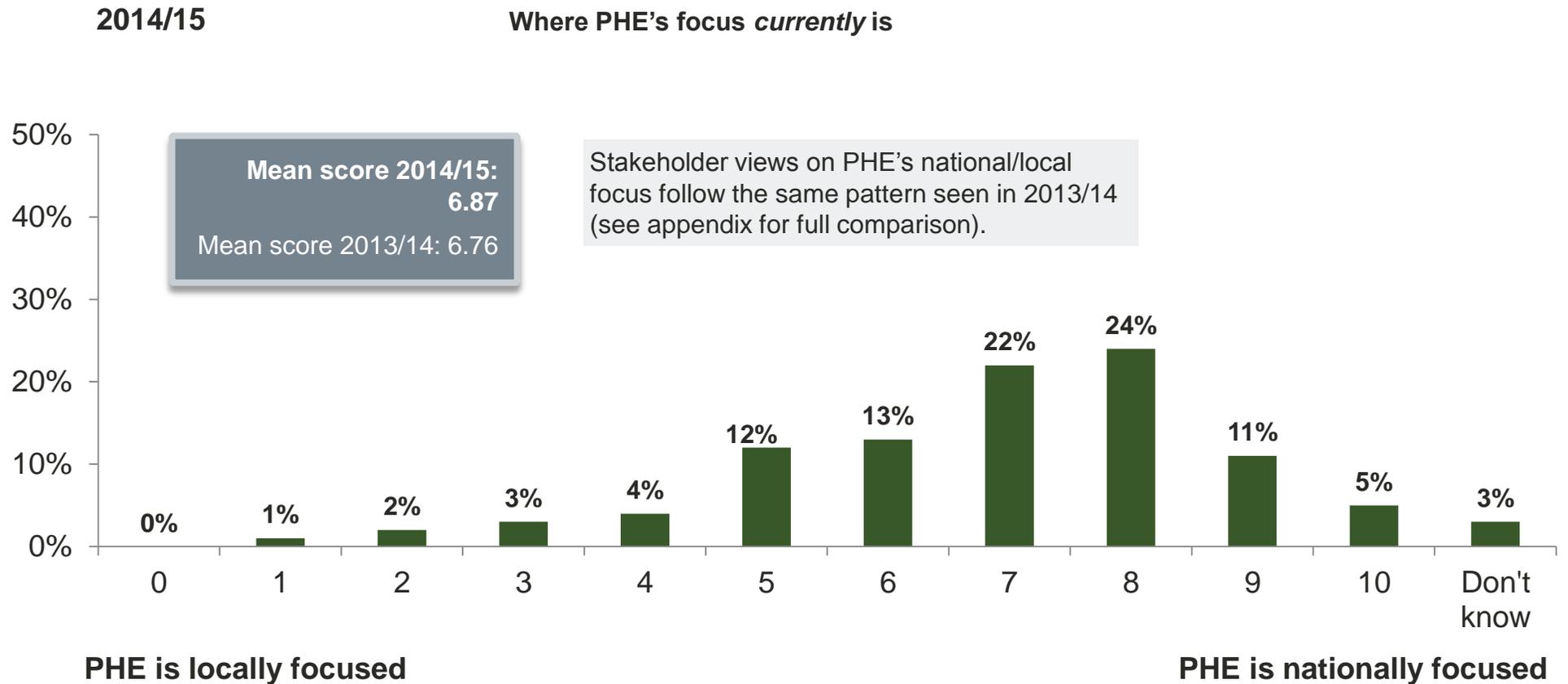
### The Voluntary and Community Sector:

Although 22 out of 38 Voluntary and Community Sector stakeholders say PHE has had a positive impact on their sector, many feel unable to judge this yet, with 4 answering don't know and 6 saying it is too soon to say. Meanwhile, 5 say that PHE has made no difference.\*

\*Please note that findings are reported as figures rather than percentages due to very small base sizes, and thus should be considered indicative only

# PHE continues to be seen as more nationally focused than locally focused

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.

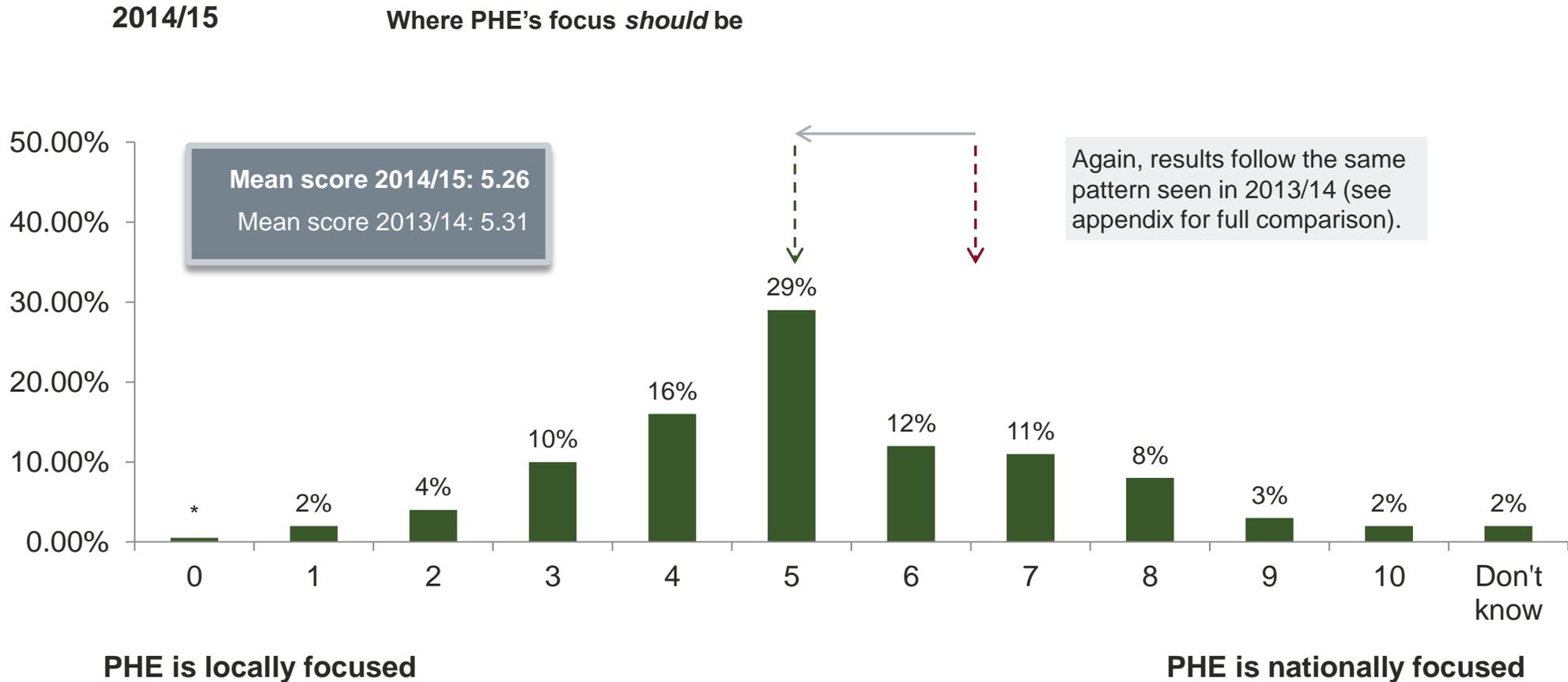


Base: All participants (258).

Source: Ipsos MORI

# As in 2013/14, stakeholders would prefer PHE to have a more balanced focus between local and national interests

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



Base: All participants (258)

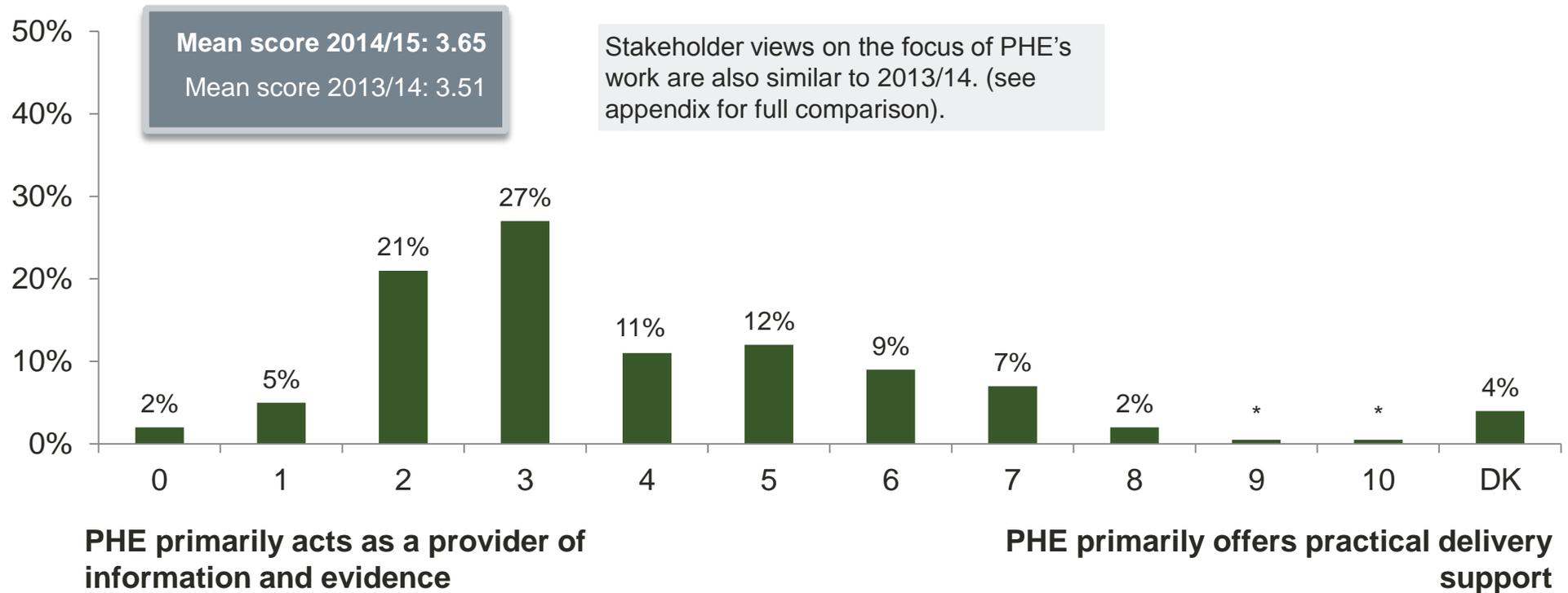
Source: Ipsos MORI

# As in 2013/14, stakeholders perceive PHE's work to be primarily focused on information and evidence provision

Q17a 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.

2014/15

Where PHE's focus *currently* is

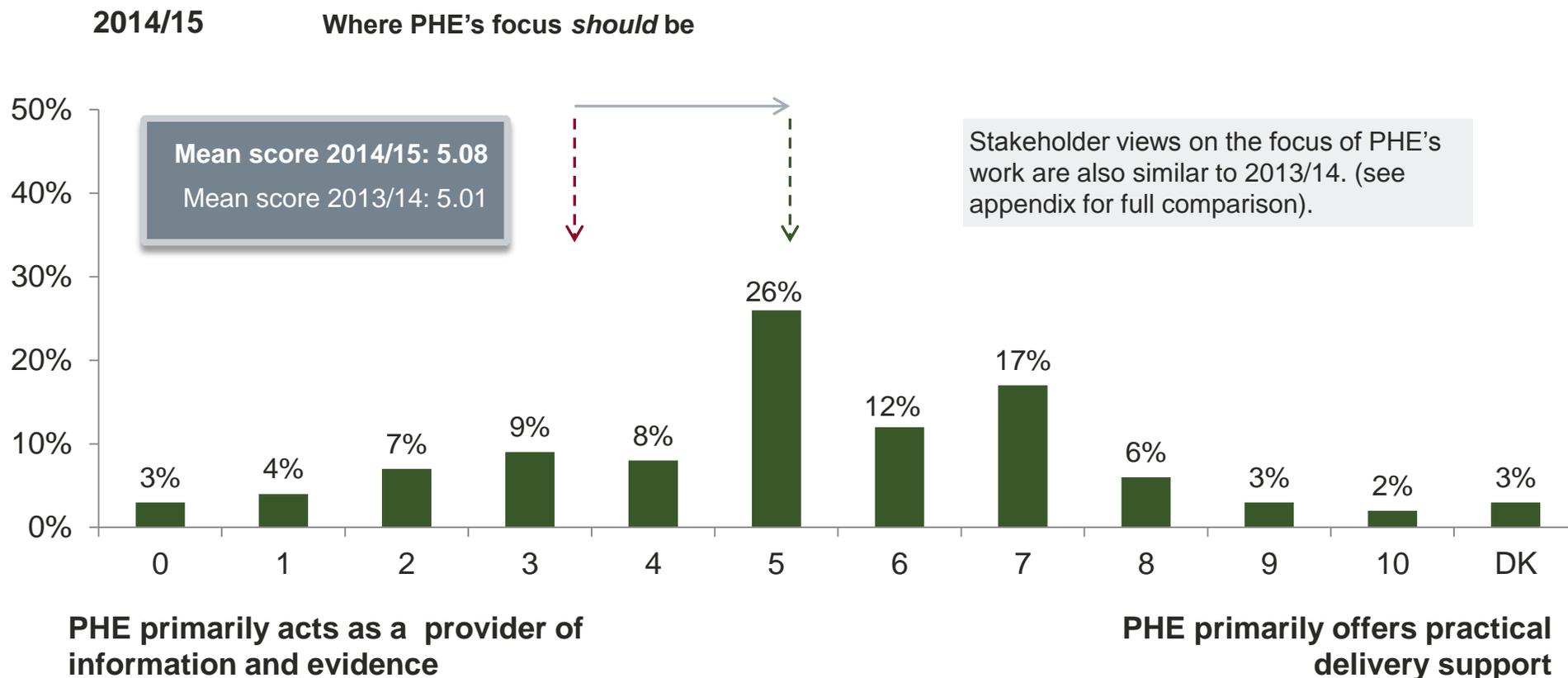


Base: All participants (258)

Source: Ipsos MORI

# The majority of stakeholders would like PHE to play a more balanced role

Q17b Below are two statements representing either end of a scale from 0 to 10... using the same scale, please tell us where you think Public Health England's focus should be



Base: All participants (258)

Source: Ipsos MORI

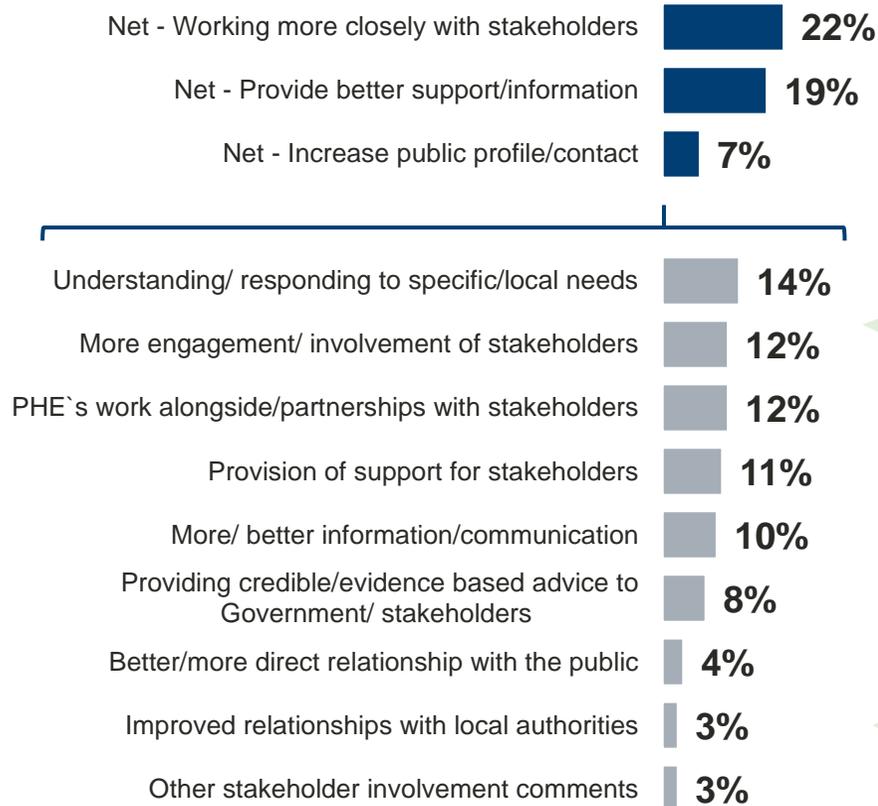
# Judging PHE's performance in the next few years



# Stakeholders want to work more closely with PHE in the next few years...

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

## Stakeholder involvement (mentioned by 56% of participants):



*"I value the **personal relationship** with people in PHE and will base their performance on how well I interact with PHE as a whole, across wider areas."*  
Voluntary/community sector

Non-LA stakeholders are more likely to say this (27% vs 19% LA)

*"The **level of engagement** and the **promptness** of that engagement and the **relevance of the information guidance** that is supplied. The capacity of them to **understand the financial pressures** faced by local authorities and coupled with that is a clear articulation of what Public Health England can do with **value for money services** to local authorities."*  
Local Authority Environmental Health

*"I would look for **agreeing joint work**. I would look for some clear contribution at a local level that we can measure somehow. In terms of communication I would look for Public Health England to be communicating with us on issues around health protection, e.g. informing us of cases."*  
Local Authority

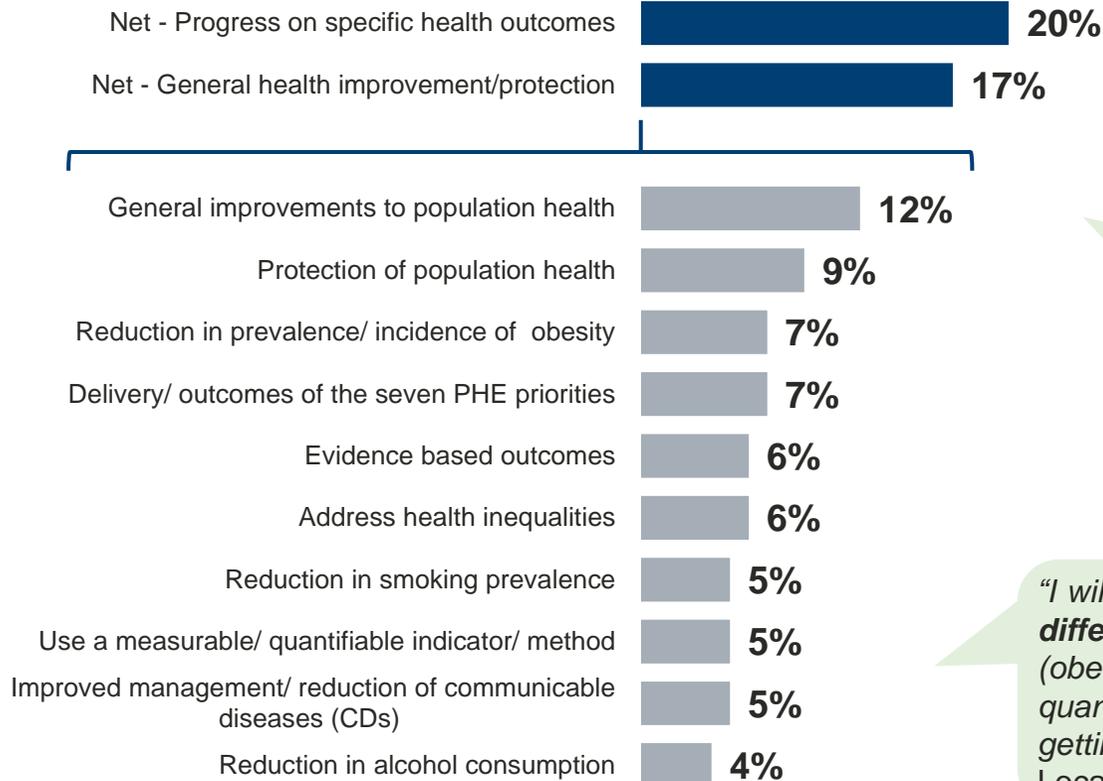
Base: All participants (258). Top 10 mentions shown

Source: Ipsos MORI

# ...they want to see improved and demonstrable 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

## Improving health outcomes (mentioned by 50% of participants):



*“Examples where it alone, or in conjunction with other agencies demonstrates a **positive change** in aspects of public health - particularly social problems.”*

LA Environmental Health

*“Whether they're making a difference, particularly on **health and wellbeing**. And supporting the population to be healthier.”*

Voluntary/community sector

*“Effective action to **reduce obesity and reduce diabetes risk**, including the implementation of the **NHS Health Check** on a local basis with clear leadership from Public Health England.”*

Voluntary/community sector

*“I will look to see whether they are making a **demonstrable difference to our strategies and implementation plans** (obesity, smoking, physical activity, etc) and I will need to quantify what this is and whether it is any better than just getting the latest NICE guidance from the NICE website.”*

Local Authority

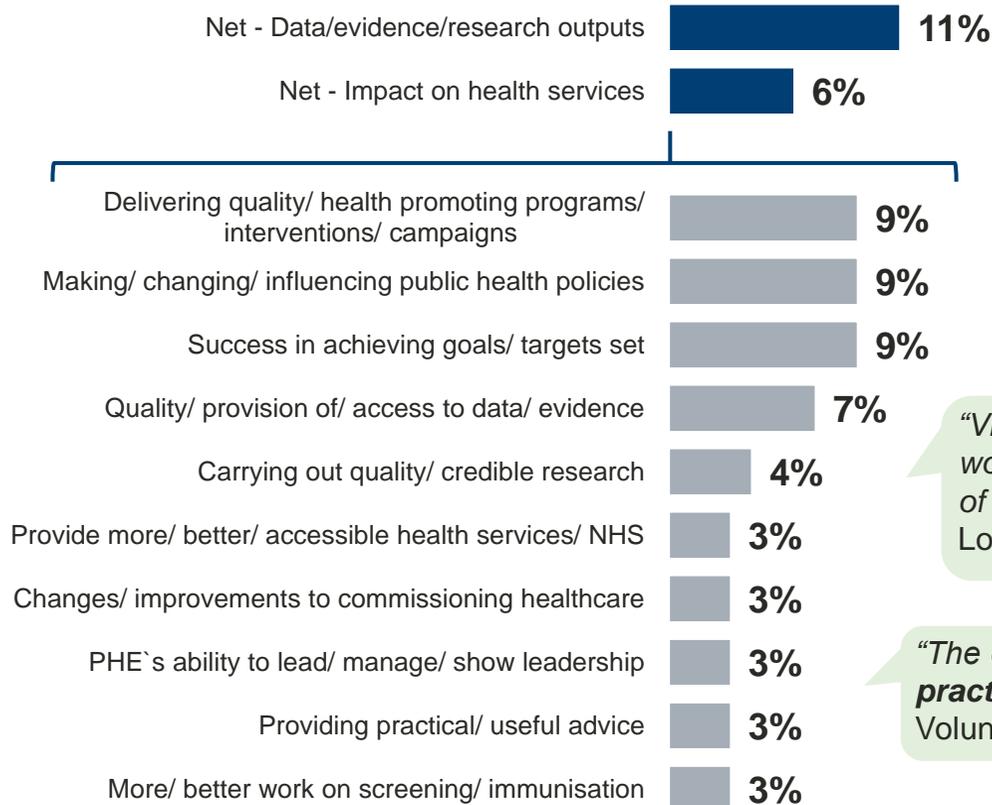
Base: All participants (258). Top 10 mentions shown

Source: Ipsos MORI

# ...and improvements in service delivery

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

## Service delivery (mentioned by 45% of participants):



“I’ll be looking for them to make sure they provide the **evidence base** for public health as traditionally Public Health England and its predecessors have done.”  
Academic

“I’ll judge them on how **access to healthcare improves** and **health inequalities improve**, how the **NHS bill reduces** and how they **evolve their commissioning models for healthcare in the UK.**”  
Business

“Visible influence on **national policy**. The forthcoming election would be a good platform for PHE to be promoting the right types of health and social care policy.”  
Local Authority

“The development of **evidence based changes to policy in practice** nationally and locally in our field.”  
Voluntary/community sector

Base: All participants (258). Top 10 mentions shown

Source: Ipsos MORI

# Stakeholders want to see collaboration, a strong national voice and progress on priorities

## Closer, more collaborative working – in particular with Local Government

Where positive relationships already exist, stakeholders who participated in the qualitative interviews were keen to see PHE maintain these. Others, particularly Local Authority stakeholders, wanted to see PHE working more closely with Local Government and becoming more responsive to their needs. They called for a more inclusive approach involving a wider range of individuals and organisations (for example within Social Care and Housing) in discussions about the population's health. Many stakeholders also stressed the importance of sharing information more freely and more widely, and learning from best practice.

*"I think there's quite a big cultural thing about really understanding what's become of the key strengths of Local Government and how to work with those [...] Sometimes you get the impression that it seems to be a very, very difficult world but it's not a very difficult world it's just a different world to what we've been used to previously.*

Agency

*"They need to demonstrate pace and new ways of working that fully involve local authorities. They need to show that they have the courage to lead and make bold decisions, to take people on the journey with them.*

Local Authority

## Establishing a strong national voice

Stakeholders expressed a desire to see PHE establish a stronger narrative, and become a more authoritative voice for public health. They have already begun to see this with PHE's influence on the 'Five Year Forward View'. However, in light of PHE's relationship with the Department of Health, they wanted to see PHE make more visible and bolder decisions. PHE was generally considered to be well-placed to take on this role, with stakeholders emphasising the increasing importance of the Public Health agenda.

*"I would like to see Public Health England move from out of the shadow of DH (to become) really a robust evidence based organisation that isn't playing second best to NHS England [...] To find a place for itself within the Public sector as an authoritative voice for public health, that the local government public health community can fully support.*

Local Authority

## Evidence of progress on priorities

Many stakeholders said they would also look for evidence of action being taken to deliver against PHE's key priorities; in particular, they were keen to see evidence of reduced health inequalities within local populations.

*"Longer-term success will be judged by seeing the profile of health inequalities within places reduced. I would like to see life expectancy profiles starting to be addressed, gaps being narrowed.*

Local Authority

Source: Ipsos MORI

# Conclusion and implications



Overall, 2014/15's findings are encouraging; the **majority of stakeholders speak positively about PHE**, with a higher proportion saying they would speak highly of PHE without being asked than in 2013/14. Furthermore, many have seen their relationships improve over the past year, and feel able to have a more open dialogue. There is a perception that PHE actively demonstrates a desire for partnership.

As in 2013/14, positivity towards PHE increases with frequency of contact. More stakeholders report that they are in contact with PHE at least once a week than they did in 2013/14, and encouragingly, among these stakeholders **a greater proportion say they would spontaneously speak positively about PHE**. This is reflected in the qualitative findings, where stakeholders have witnessed a greater willingness on behalf of PHE to work in partnership with them and in an open dialogue.

However, some stakeholders, in particular those in Local Government, feel there is still room for improvement and would **like PHE to develop a stronger understanding of their needs and priorities** going forward.

Continued....

**PHE's role is generally well understood**, and in particular has improved among Local Authority stakeholders since last year. PHE is considered to be performing its health protection role particularly well; this is judged to be the most important of PHE's functions so this finding is promising.

However stakeholders continue to see PHE as **more nationally focused**, and would like to see it take a more balanced position regarding its local and national responsibilities. Similarly, stakeholders still see PHE's work as **predominantly providing advice and evidence** and, as in 2013/14, would like to see this balanced with the provision of more practical delivery support.

PHE's **priorities are well known and broadly supported**. However, in the qualitative interviews, Local Authority stakeholders felt the priorities did not reflect the greater emphasis on community health and wellbeing at a local level.

Opinion is **divided on how well PHE is delivering on these priorities** at this early stage. This will be important to track as time progresses. The qualitative interviews suggest that some of these priorities are considered more achievable than others; particularly with regards to lifestyle issues such as obesity, smoking and drinking, stakeholders recognise that PHE can not achieve its priorities alone.

Going forward, stakeholders – in particular Local Authorities - would like PHE to **continue to improve its stakeholder engagement**, with more personal relationships being developed between organisations. Stakeholders will also be looking to see progress on **specific health outcomes**, improvements in **service delivery**, and for PHE to be more **vocal in advocating and communicating its role and impact** to stakeholders.



# Appendix

# Stakeholder organisations interviewed qualitatively

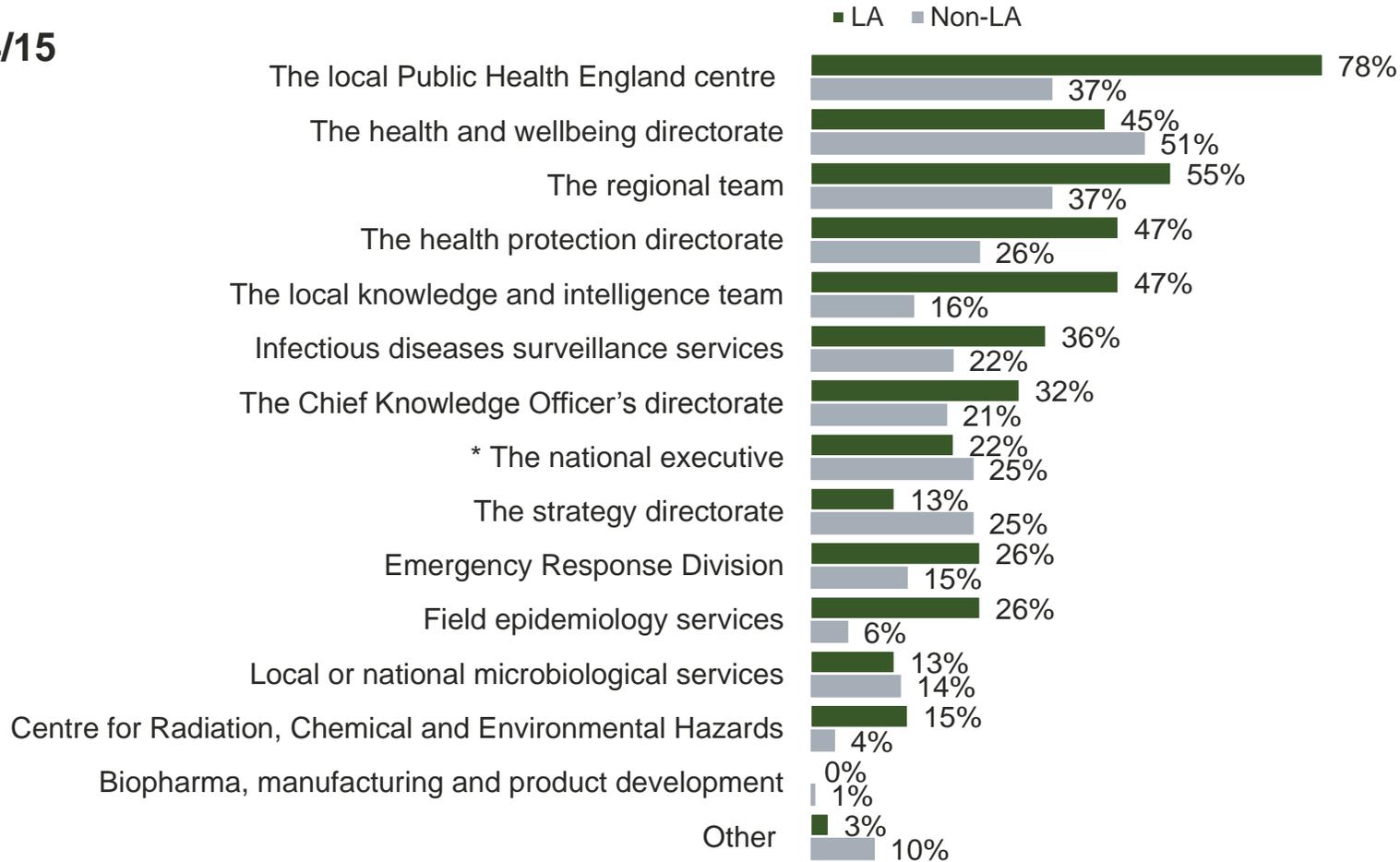


Stakeholder organisation	Sector
2 x DPH, Local Authority	Local Authority
2 x Chief Executive, Local Authority	
Department of Health	Agency
NHS England	
2 x Health Education England	
Association of Directors of Public Health	Professional organisation
Undisclosed organisation	
National Pharmacy Association	
Royal Society of Public Health	
Faculty of Public Health	
The Health Foundation	Academic
The King's Fund	
UK Health Forum	Voluntary/community sector

# 1. Interaction within Public Health England – Local Authority vs. non-Local Authority stakeholders

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

2014/15

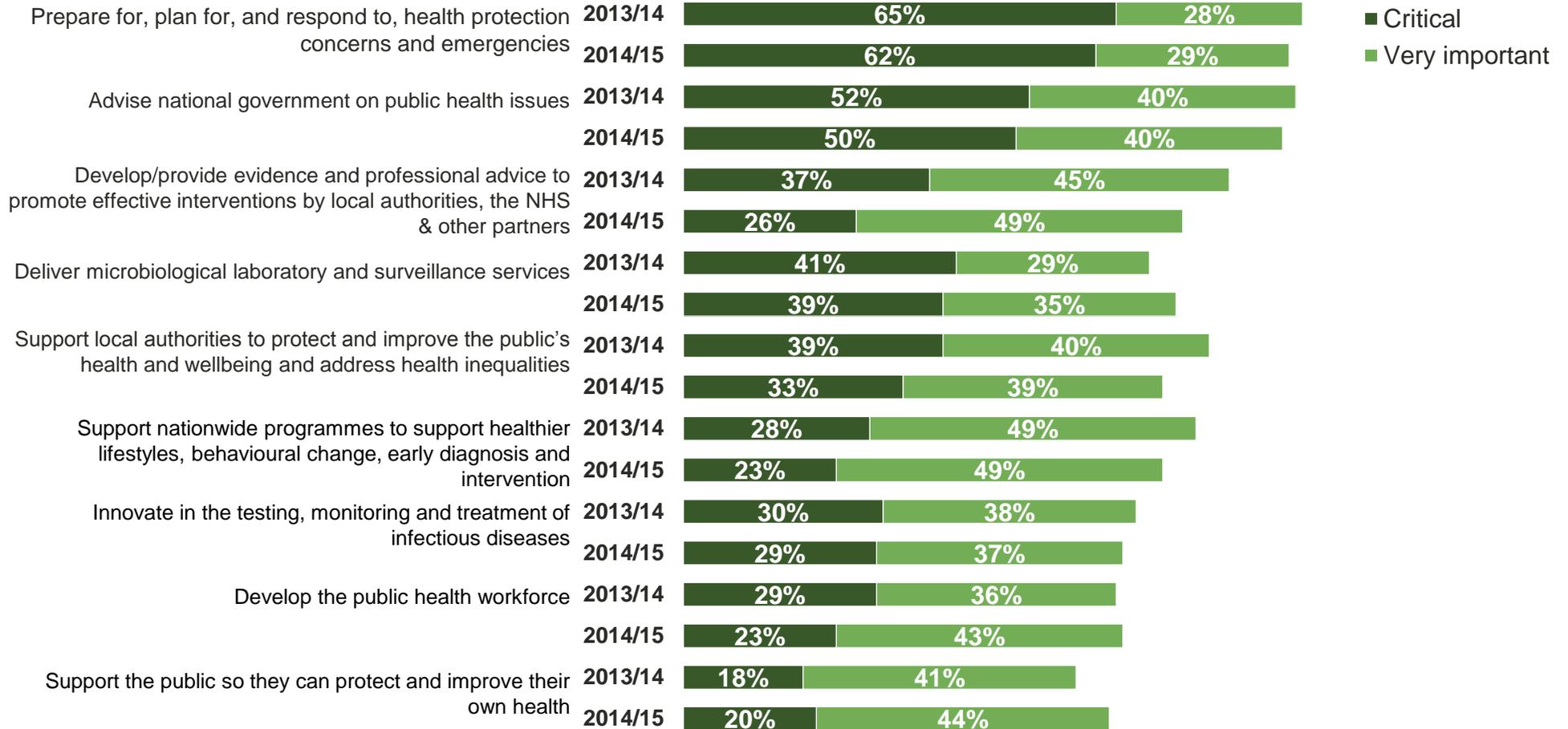


Base: All who contact PHE: Local Authority (104); Non-Local Authority (150)

Source: Ipsos MORI

# 3. Importance of PHE's functions - 2013/14 & 2014/15

Q11 How important, if at all, is it for Public Health England to perform the following functions?

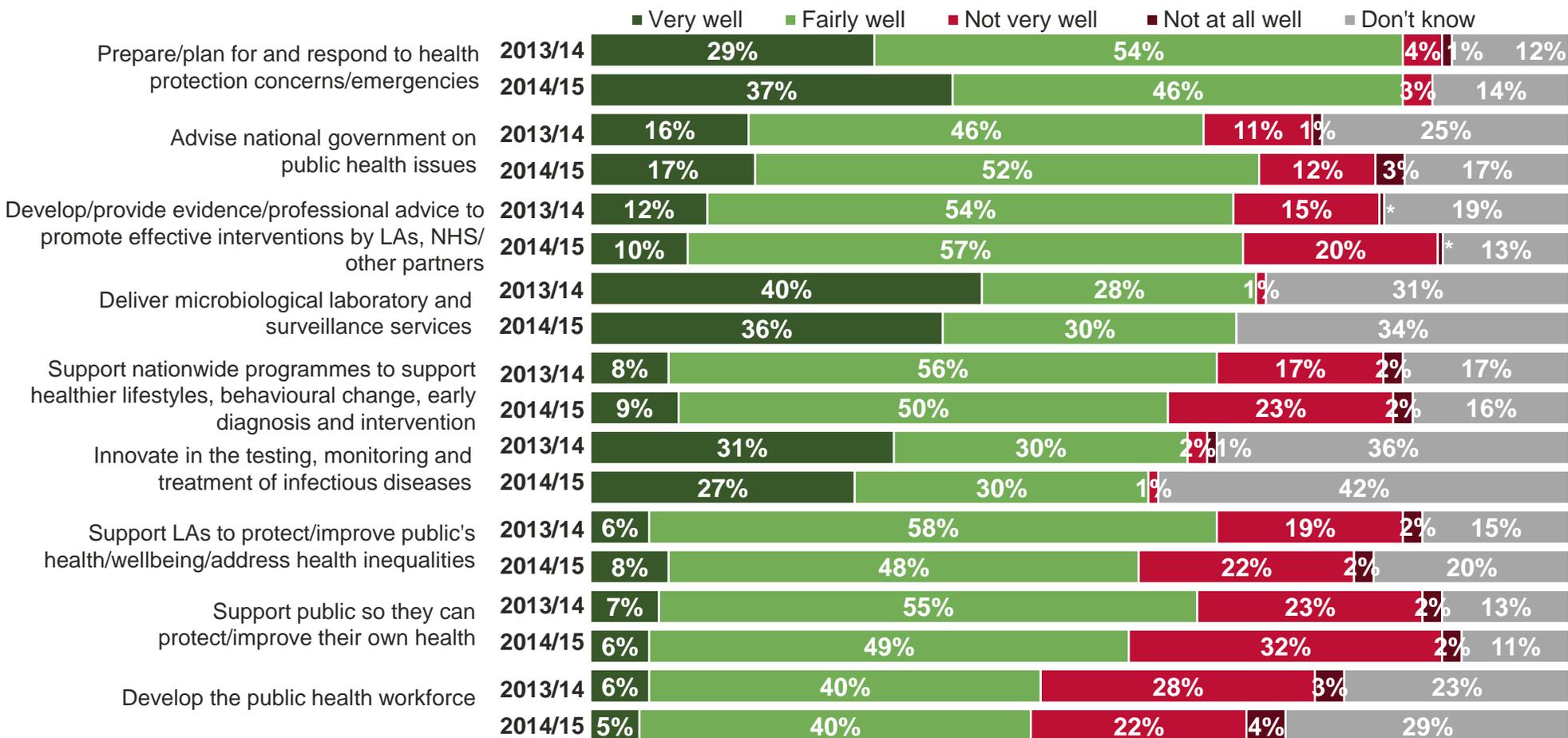


Base: All participants: 2014 (258); 2013 (299)

Source: Ipsos MORI

# 4. PHE's performance of functions – 2013/14 vs. 2014/15 (overall)

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

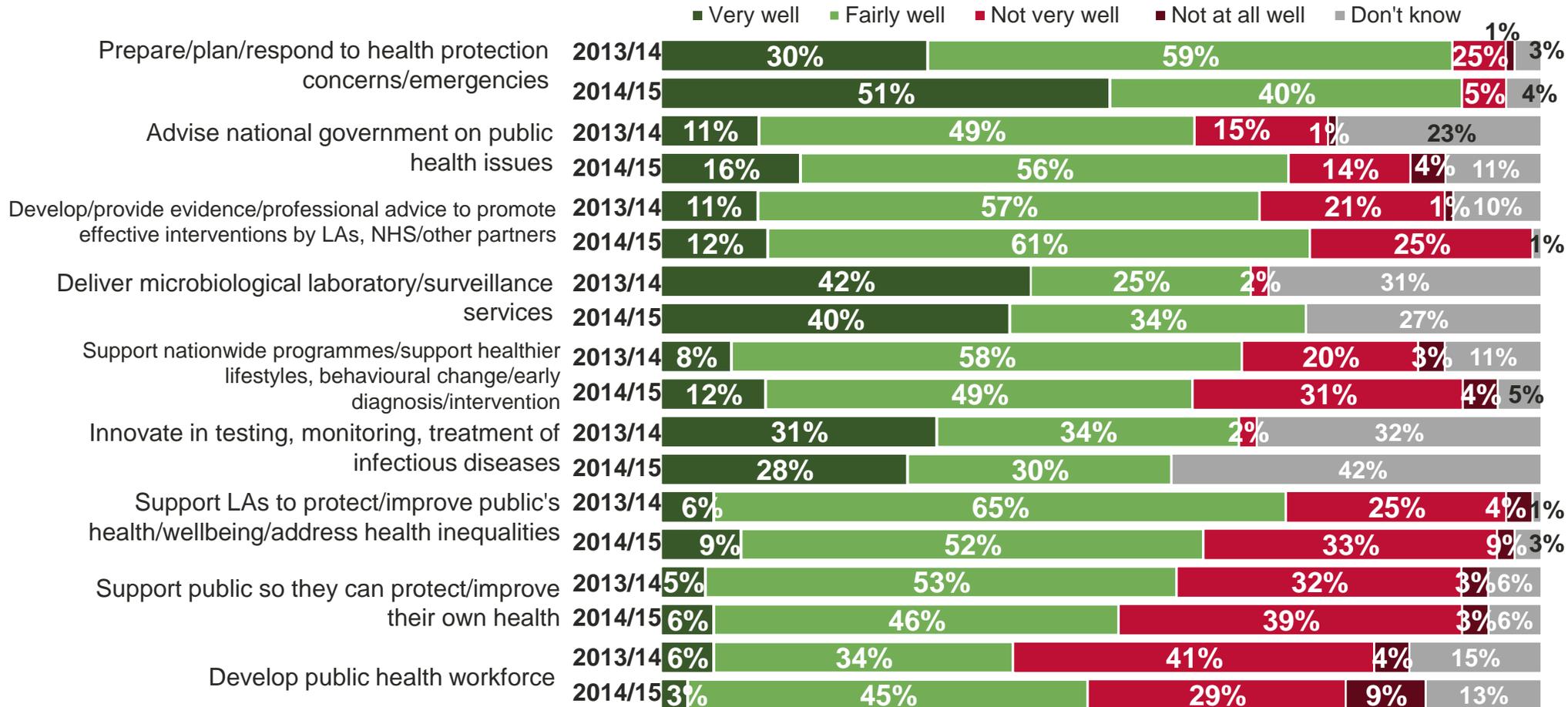


Base: All participants who selected each function as a function of PHE at Q9

Source: Ipsos MORI

# 5. PHE's performance of functions – Local Authorities

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

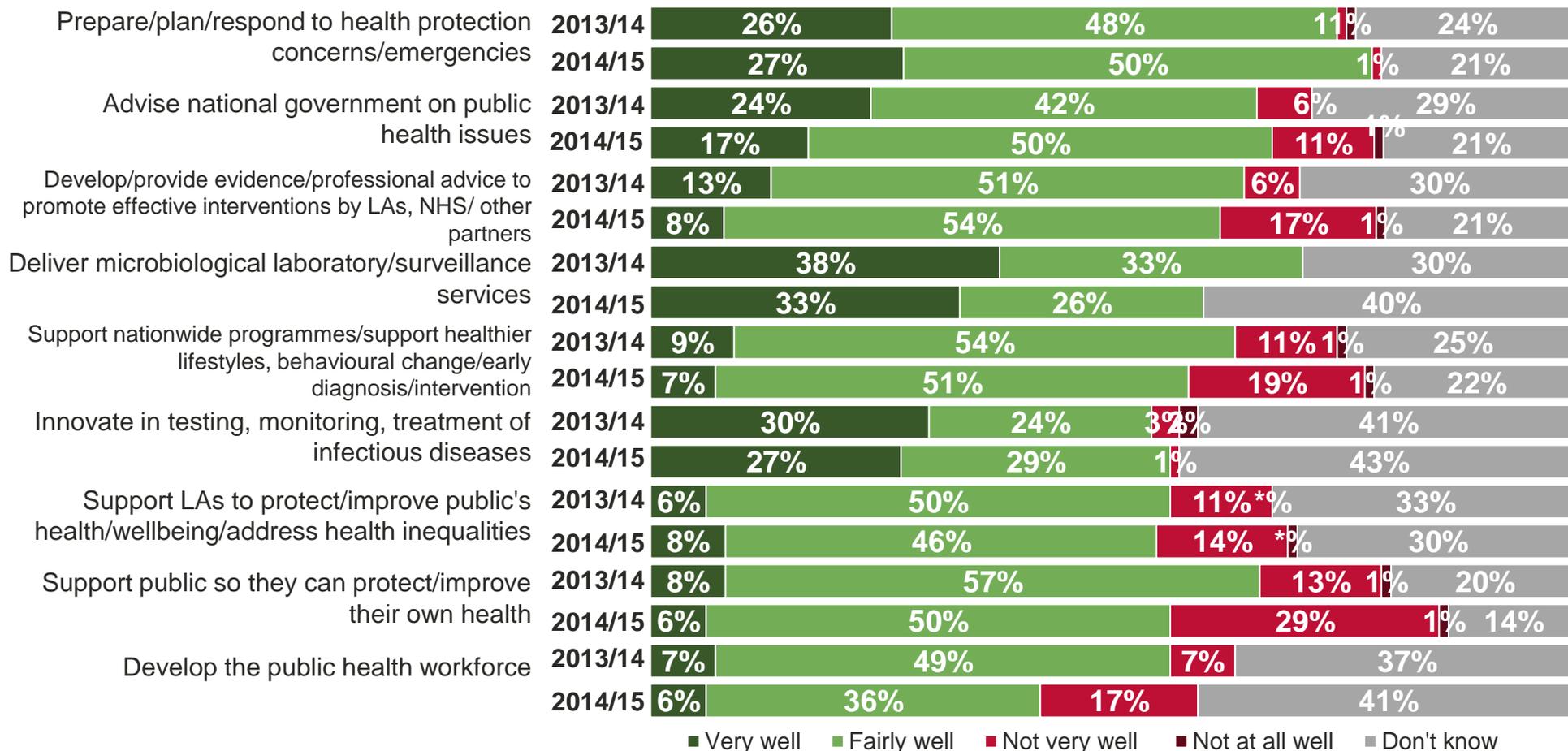


Base: Local Authorities who selected each function as a function of PHE at Q9.

Source: Ipsos MORI

# 6. PHE's performance of functions – Non-Local Authority stakeholders

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

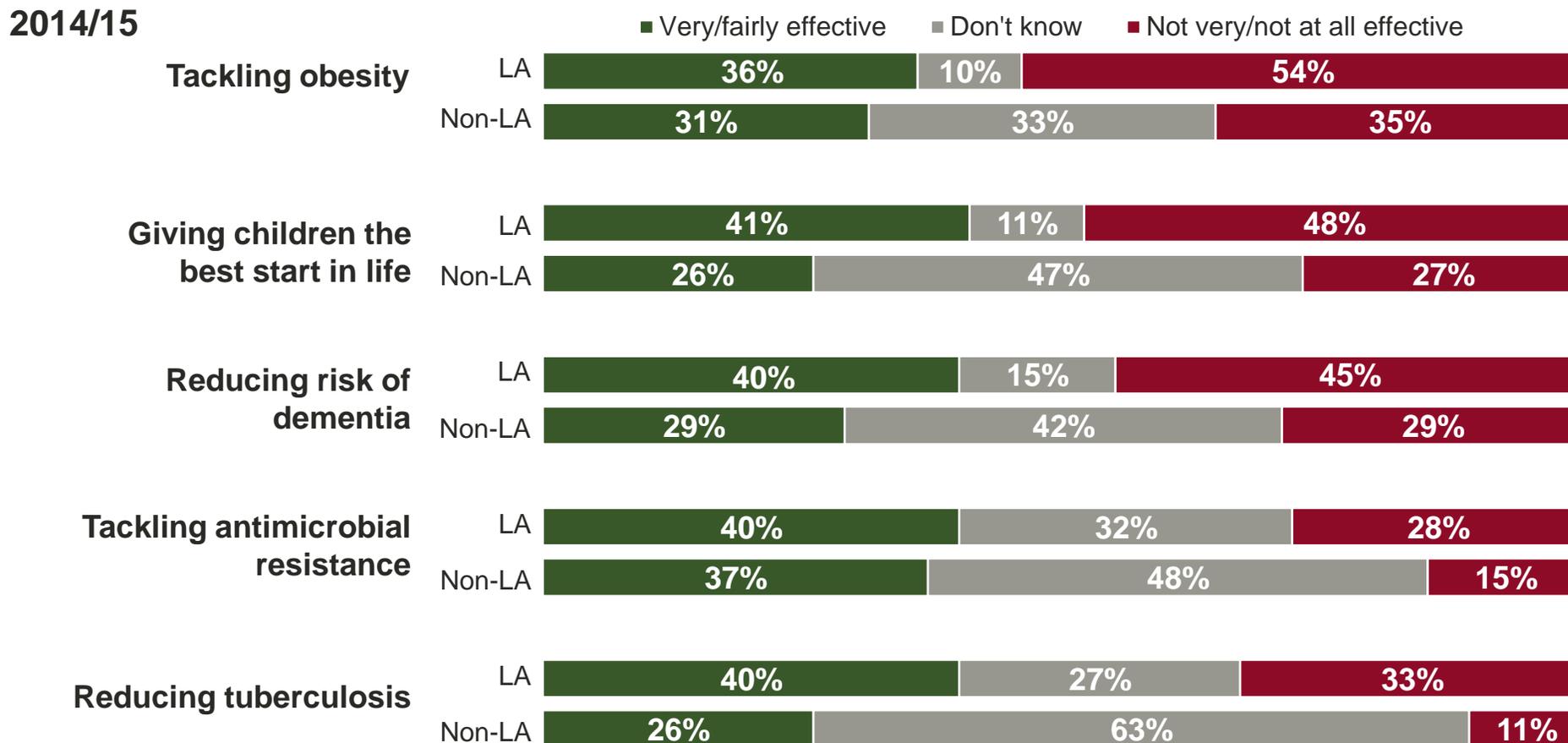


Base: All non-Local Authority stakeholders who selected each function as a function of PHE at Q9

Source: Ipsos MORI

# 7. PHE's effectiveness against priorities: Local Authority vs. non-Local Authority stakeholders

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



Base: Local Authority participants (105); Non-Local Authority participants (153).

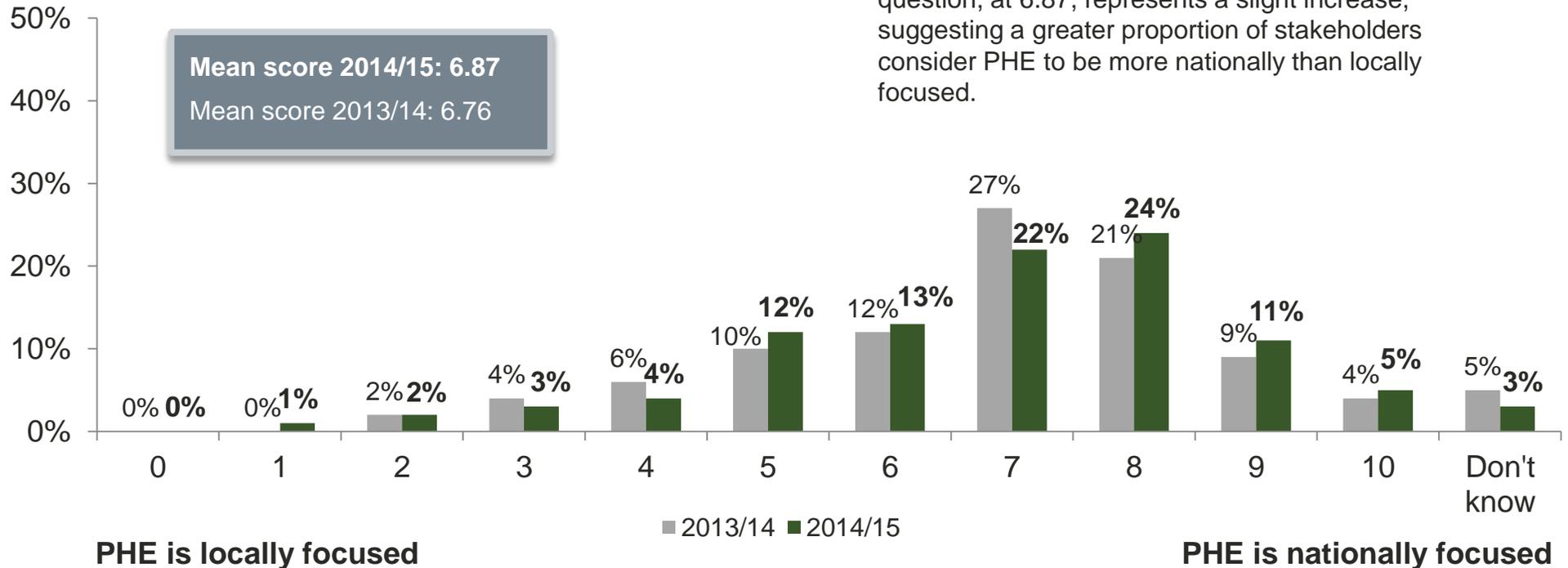
Source: Ipsos MORI

# 9. PHE's current local/national focus: 2013/14 vs. 2014/15

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

2014/15

## Where PHE's focus currently is



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

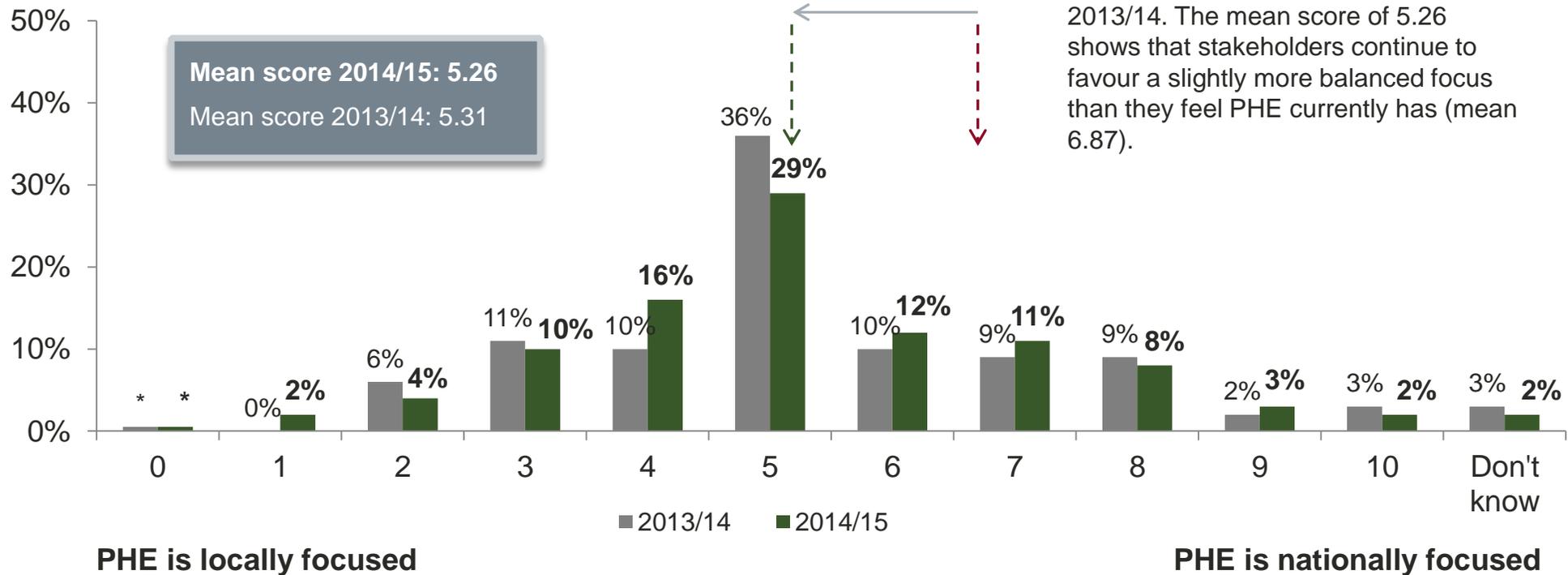
Source: Ipsos MORI

# 10. Where PHE's focus *should be* (local/national): 2013/14 vs. 2014/15

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

2014/15

## Where PHE's focus should be



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

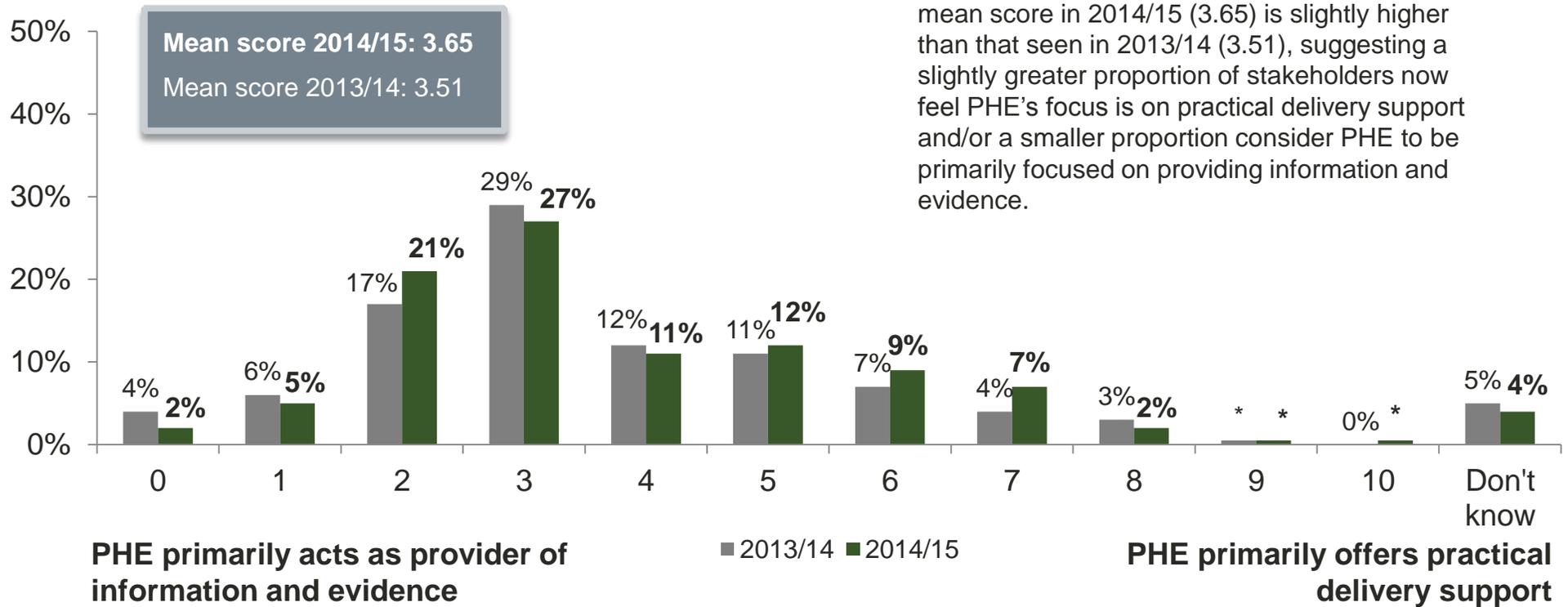
Source: Ipsos MORI

# 11. Current focus of PHE's work: 2013/14 vs. 2014/15

Q17a 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.

## 2014/15

### Where PHE's focus currently is



Stakeholder perceptions regarding PHE's work remain very similar to 2013/14. However, the mean score in 2014/15 (3.65) is slightly higher than that seen in 2013/14 (3.51), suggesting a slightly greater proportion of stakeholders now feel PHE's focus is on practical delivery support and/or a smaller proportion consider PHE to be primarily focused on providing information and evidence.

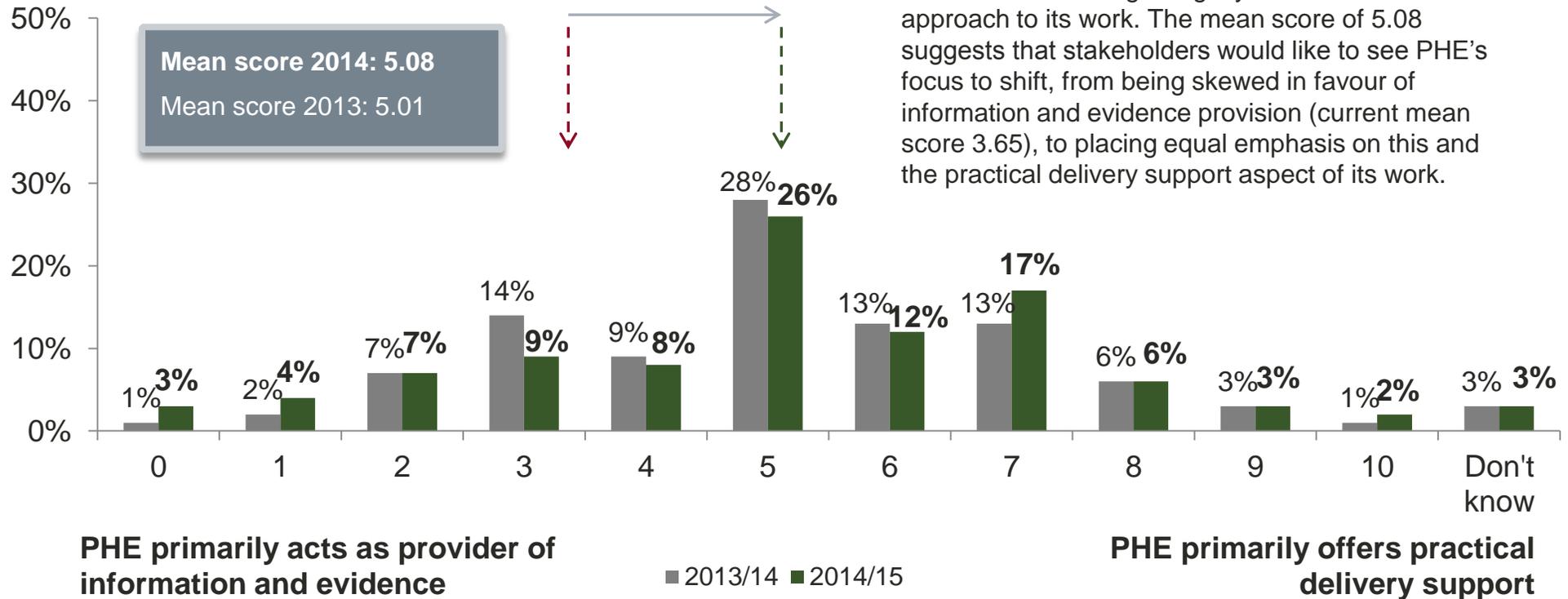
Base: All participants 2013/14 (299); 2014/15 (258)

Source: Ipsos MORI

# 12. Where the focus of PHE's work *should be*: 2013/14 vs. 2014/15

Q17b Below are two statements representing either end of a scale from 0 to 10... using the same scale, please tell us where you think Public Health England's focus should be

## Where PHE's focus should be



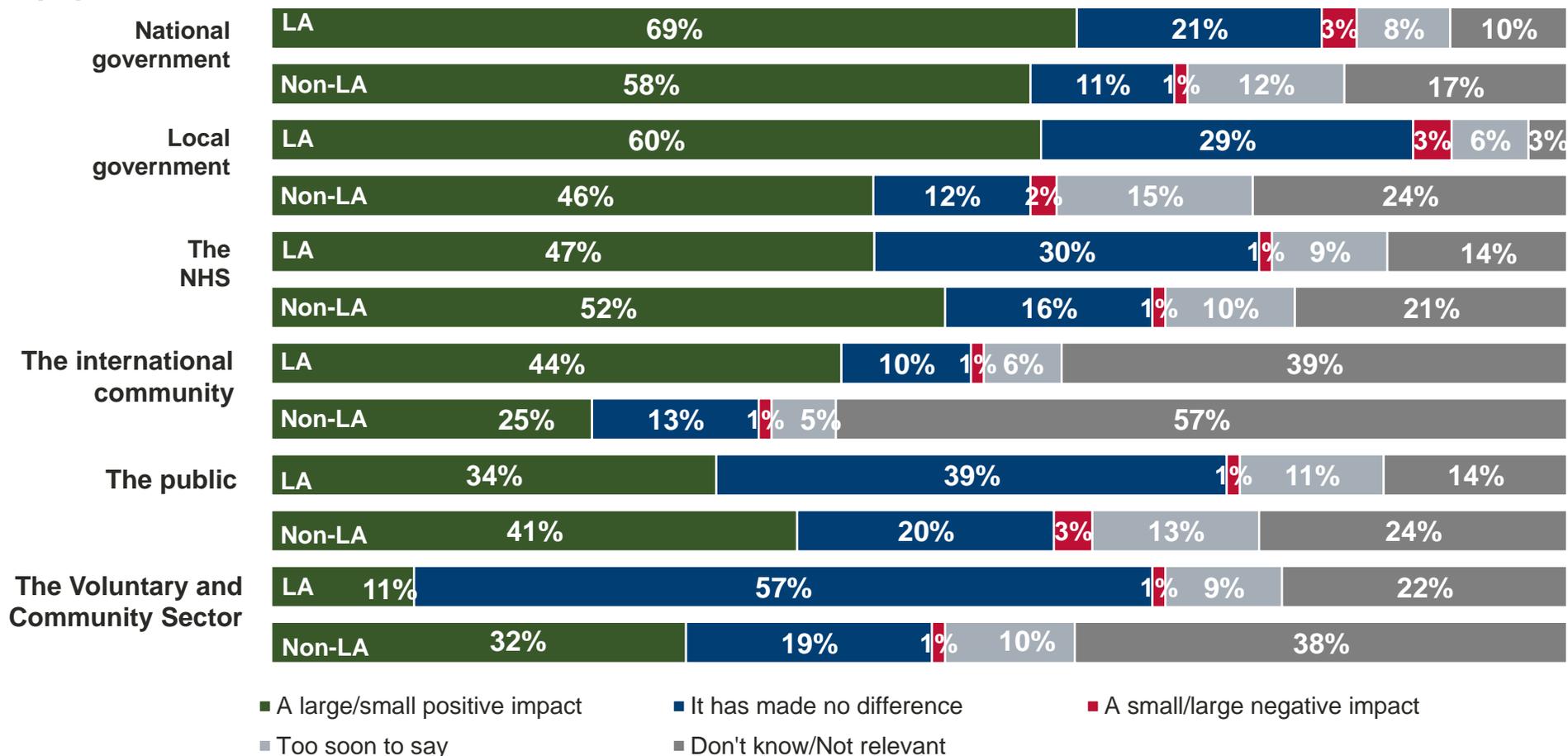
Base: All participants :2013/14 (299); 2014/15 (258)

Source: Ipsos MORI

# 13. PHE's impact: Local Authority vs. non-Local Authority

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

2014/15



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

Source: Ipsos MORI