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**To:**

CCG Accountable Officers  
CCG Chairs

15 August 2016

Dear Sir/Madam

**CCG 360° stakeholder survey 2016**

I am writing to highlight the publication of the report on the national findings of the CCG 360° stakeholder survey 2016.

Every CCG will have received their CCG-level report providing detailed analysis of this year's stakeholder responses and longitudinal data showing how stakeholders' views have changed over the three years that the survey has been conducted.

In addition to the CCG-level reports, the national-level report provides an overview of findings across all 209 CCGs, highlighting the areas where CCGs are performing well overall and outlining areas where relationships could be strengthened. The attached chart summarises the results of the stakeholder survey at a national level providing the comparative scores since 2014.

With the recent publication of the new CCG Improvement and Assessment framework 16/17, there is a continued commitment to ensure a greater focus on assisting improvement alongside NHS England's statutory assessment function.

Given the wealth of comparative and longitudinal data that the survey provides, we have an opportunity to use this information to learn from examples of successful engagement and focus on the key areas for improvement in relationships with stakeholders.

The overall performance of CCGs remains high with some indicators showing in excess of 80 per cent satisfaction. However, results show that satisfaction has fallen in some areas which in the majority of cases is caused by a shift in feedback from GPs only and is not reflected in the positions of other stakeholder groups. Whilst disappointing, it needs to be set in the context of a challenging year for the NHS and a recognised growing burden on GPs.

The report highlights in more detail the key findings of the survey and various aspects of stakeholder engagement where improvements can be made.

There are some clear areas of focus that need to be drawn from the results of the survey. In broad terms, partners are very impressed by the way CCGs engage and listen to their concerns, but are less impressed about the way action is taken afterwards. Over time, a lack of confidence in CCGs' ability to act will undermine their credibility as valuable partners.

For example, there is a real opportunity to engage with stakeholders and the wider system on a positive basis in the development of the sustainability and transformation plans, working together to create meaningful plans.

### **Overall engagement**

CCGs received very high scores in relation to overall engagement, for instance 98% of stakeholders felt they had been engaged by their CCG in the last 12 months which is most positive – this remains consistent with perceptions of engagement in 2015. The positive trend continued in this area with the majority of stakeholders (71%) being satisfied with the way in which engagement has taken place.

There has been a fall in satisfaction since 2015 on measures where stakeholders feel that CCGs have listened to their views and suggestions (60%) and whether CCGs have taken on board their suggestions which only half of stakeholders feel that this is so.

It is also evident that attention needs to be given to GP member practice feedback who in particular indicated they feel they have little influence over their CCGs.

### **Monitoring and reviewing services**

The majority of stakeholders (83%) are positive about the extent to which they feel able to raise concerns with their CCG about the quality of local services. However, there is a distinct gap in satisfaction on how it acts on feedback it receives about the quality of services (66%).

Please review the report along with your CCG-level report, to establish those key areas that require support and improvement and continue to work with your GP member practices and stakeholders to strengthen those relationships through what is a very challenging time for the NHS.

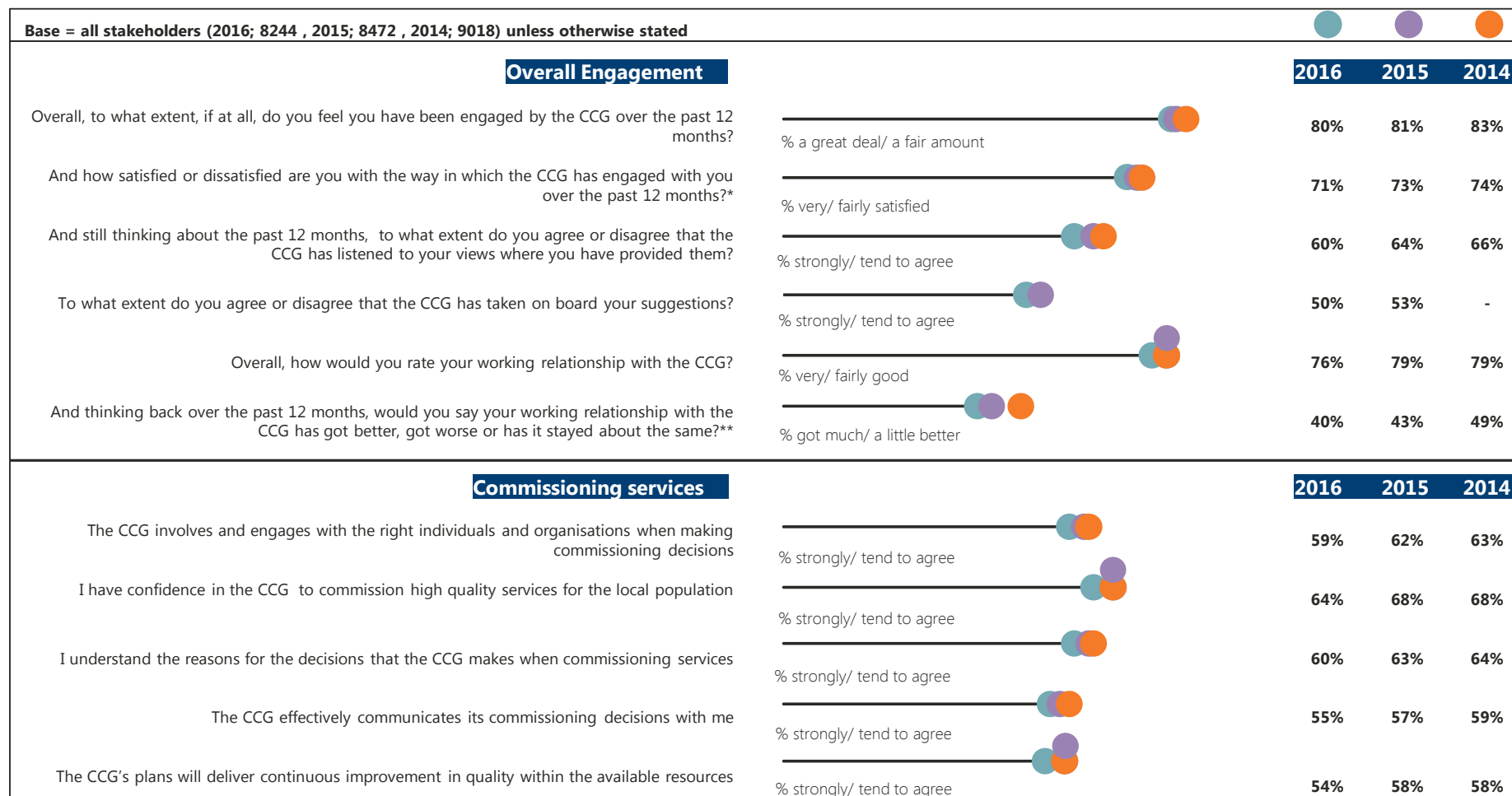
Yours sincerely



**Matthew Swindells**  
**National Director: Operations and Information**

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The following chart presents the summary findings across the CCG for the questions asked of all stakeholders. This provides the percentage of stakeholders responding positively to the key questions, including year-on-year comparisons where the question was also asked in 2015 and 2014.



\*Base = all who feel they have some level of engagement with CCG (2016; 8046, 2015; 8320, 2014; 8852)

\*\*Base = all who feel they have a working relationship with CCG (2016; 8136, 2015; 8363, 2014; 8881)

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<b>Overall leadership of the CCG</b>		<b>2016</b>	<b>2015</b>	<b>2014</b>
The leadership of the CCG has the necessary blend of skills and experience		64%	68%	70%
There is clear and visible leadership of the CCG		72%	76%	78%
I have confidence in the leadership of the CCG to deliver its plans and priorities		62%	67%	69%
The leadership of the CCG is delivering continued quality improvements		57%	60%	60%
I have confidence in the leadership of the CCG to deliver improved outcomes for patients		59%	64%	65%
<b>Clinical leadership of the CCG</b>		<b>2016</b>	<b>2015</b>	<b>2014</b>
There is clear and visible clinical leadership of the CCG		71%	74%	76%
I have confidence in the clinical leadership of the CCG to deliver its plans and priorities		62%	67%	68%
The clinical leadership of the CCG is delivering continued quality improvements		56%	60%	61%
<b>Monitoring and reviewing services</b>		<b>2016</b>	<b>2015</b>	<b>2014</b>
I have confidence that the CCG effectively monitors the quality of the services it commissions		61%	63%	63%
If I had concerns about the quality of local services I would feel able to raise my concerns with the CCG		83%	85%	86%
I have confidence in the CCG to act on feedback it receives about the quality of services		66%	69%	71%
<b>Plans and priorities</b>		<b>2016</b>	<b>2015</b>	<b>2014</b>
How much would you say you know about the CCG's plans and priorities?		76%	78%	78%
I have been given the opportunity to influence the CCG's plans and priorities		57%	61%	63%
When I have commented on the CCG's plans and priorities I feel that my comments have been taken on board		49%	52%	53%
The CCG has effectively communicated its plans and priorities to me		62%	66%	-
The CCG's plans and priorities are the right ones		52%	57%	59%

Base = all stakeholders (2016; 8244 , 2015; 8472 , 2014; 9018)

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