



Ipsos MORI
Social Research Institute



CCG 360° stakeholder survey 2017/18

National report

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Visit the [NHS England website to view the report from 2016/17*](#).

*www.england.nhs.uk/publication/ccg-360-stakeholder-survey-national-report

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Headline findings

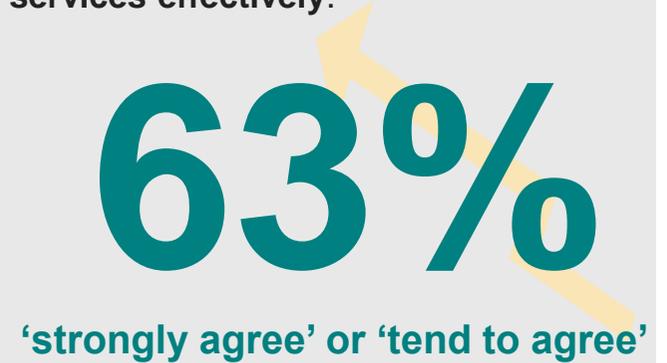
Three in four stakeholders (76%) rate the **effectiveness of their working relationship** with their CCG as 'good'. This is consistent with 2015/16 and 2016/17.



Three in five stakeholders (61%) either 'tend to agree' or 'strongly agree' that **the leadership of their CCG will improve patient outcomes**. This proportion has increased by five percentage points since 2016/17 (from 56%).



Almost two in three stakeholders (63%) either 'tend to agree' or 'strongly agree' that their CCG **monitors the quality of services effectively**.



Four in five stakeholders (78%) **know about their CCG's plans and priorities**.

However, only half (53%) feel they have had the **opportunity to influence these**.



Two in three stakeholders (64%) are **satisfied with the way in which their CCG engages with patients and the public**.

However, only two in five (41%) report that their **CCG has engaged well with hard to reach groups**.



Three in five stakeholders either 'tend to agree' or 'strongly agree' they are confident their CCG **commissions and decommissions services appropriately** (60%) and that their CCG's plans will **deliver high quality services, which provide value for money** (59%).

Interpreting the data

NHS England is committed to ensuring that the process of assessment, and the key sources of information which inform it, continue to develop and mature in the spirit of ongoing co-production with CCGs. The CCG 360° stakeholder survey should be viewed from this same perspective. The findings of the survey provide a **'snapshot' at a particular point in time** to inform how CCGs can continue to build and improve relationships with stakeholders in the future.

Where percentages do not add up to 100% or where a combined figure does not match the sum of the individual figures, **this is due to rounding**.

Where insightful and appropriate (i.e. where there is consistent question wording across surveys), comparisons with the 2016/17 and 2015/16 CCG 360° stakeholder surveys have been included.

7,884
stakeholders from
across the country
responded



Throughout the report, wherever a change across years is referred to, this indicates that **the change is statistically significant** (unless otherwise specified).

Strictly speaking, however, the significance testing used throughout the report applies only to random samples where the population size is known, so references to statistically significant changes should be treated as indicative only.

59%
national
response rate



Throughout the report, insight from case study interviews with high performing, or greatly improved, CCGs have been included. These findings are drawn from a small number of interviews, and are intended to be **illustrative only**.

Further detail on these case studies can be found in the annex to this report.

Working relationships: Key Findings

The proportion of stakeholders who either ‘tend to agree’ or ‘strongly agree’ they have an effective working relationship with their CCG has remained consistent this year. However, looking at specific aspects of CCGs’ working relationships reveals evidence that relationships may have weakened in some areas. For example, fewer GP member practices feel able to influence their CCG’s decision making process, fewer Health and Wellbeing Board representatives agree that their CCG is an active member, and fewer NHS provider organisations feel involved in discussions about service design and quality.

Around three in four stakeholders rate the **effectiveness of their working relationship** with their CCG as ‘very good’ or ‘fairly good’.



76%
‘very good’ or ‘fairly good’

This is consistent with 2016/17 and 2015/16.

Fewer than one in three GP member practices say that they are **able to influence their CCG’s decision making process**.



28%
‘a great deal’ or ‘a fair amount’

This has fallen since 2016/17 and 2015/16 (32% and 33% respectively).

More NHS provider organisations than ever say that they are **working either ‘fairly well’ or ‘very well’ with their CCG to develop long-term plans**.



8%
‘very well’ or ‘fairly well’

In 2016/17, this was 74%. However, the proportions involved in service quality and design discussions have fallen.

How effective are stakeholders' working relationships with their CCG?

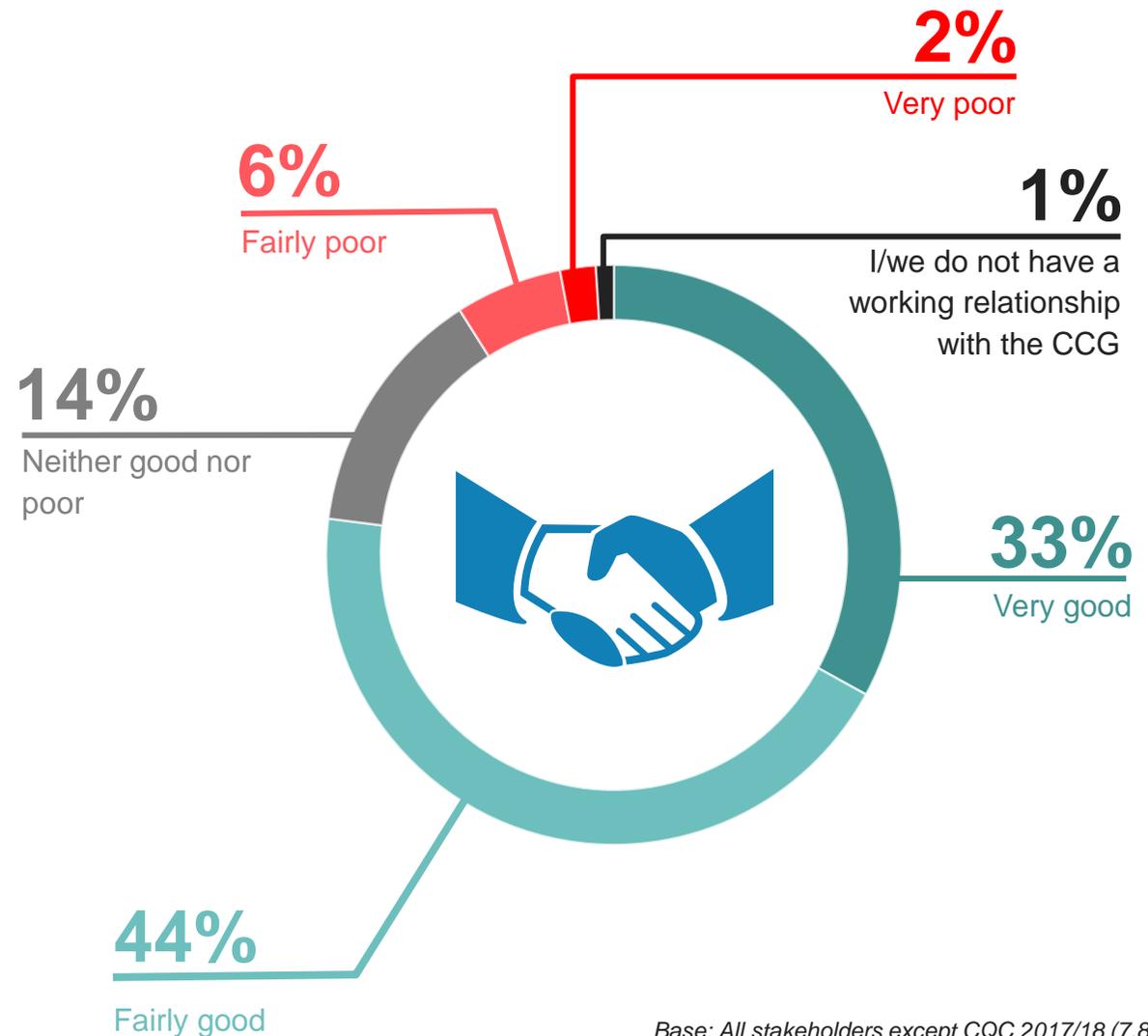
Around three in four stakeholders (76%) rate the effectiveness of their working relationship with their CCG as either 'fairly good' or 'very good'. One third (33%) rate the effectiveness of the relationship as 'very good'.

Less than one in ten stakeholders (8%) rate the effectiveness of their working relationship with their CCG as either 'fairly poor' or 'very poor', with only 2% rating the effectiveness of the relationship as 'very poor'.

Just 1% of stakeholders report that they do not have a working relationship with their CCG.

Working relationships

Overall, how would you rate the effectiveness of your working relationship with the CCG?



Base: All stakeholders except CQC 2017/18 (7,881)

Have stakeholders' working relationships with CCGs improved?

The proportion of stakeholders (76%) who rate the effectiveness of their working relationship with their CCG as either 'fairly good' or 'very good' has remained unchanged since 2015/16 (76%) and 2016/17 (75%).

However, the proportion of stakeholders (8%) who rate the effectiveness of their relationship as either 'fairly poor' or 'very poor' has increased from 2015/16 (7%).

Case study findings: Salford CCG saw an increase in the percentage of stakeholders rating their working relationship as 'good'; from 76% last year, to 92% this year. Over the last year, Salford CCG has ensured it is meeting regularly with stakeholders, both formally and informally. This consistency has led to it's relationships becoming more mature and stable over the last year. The CCG is also engaging stakeholders with bigger picture strategy talks, to ensure they feel involved. "We are seeing the incremental effect of having a really clear vision that we are all bought into."

Working relationships

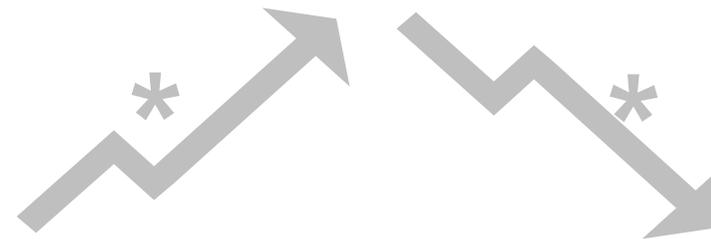
Overall, how would you rate the effectiveness of your working relationship with the CCG?

13

CCGs increased their scores

6

CCGs decreased their scores

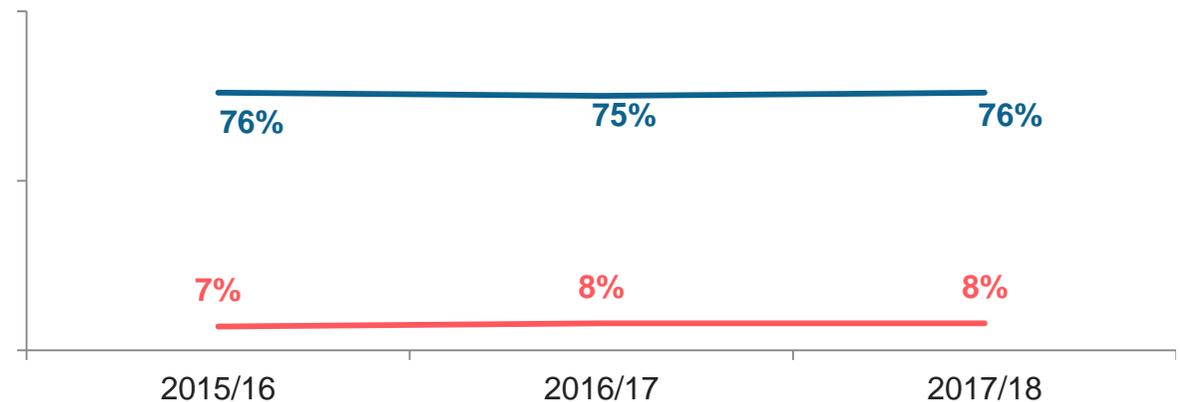


An additional 90 CCGs saw an increase that was not statistically significant, and 70 CCGs saw a decrease that was not statistically significant.

Nine CCGs received the same score and 19 CCGs did not have data comparable to last year due to merges in April 2017 and April 2018.

— Very/Fairly good

— Very/Fairly poor



Base: all stakeholders except CQC: 2017/18 (7,881), 2016/17 (8,512), 2015/16 (8,244)

How effective are CCGs at working with others to improve health outcomes?

Three in four stakeholders (74%) report that their CCG is either 'fairly effective' or 'very effective' at working with others to improve health outcomes.

One in five (19%) report that their CCG is 'very effective' at working with others to improve health outcomes. A similar proportion of stakeholders (16%) report that their CCG is 'not very effective' or 'not at all effective'.

This question was asked for the first time in 2017/18 so there is no trend data available.

Case study findings: Nearly nine in ten (87%) of Merton CCG's stakeholders say the CCG are 'very effective' or 'fairly effective' at working with others to improve health outcomes. For example, it has been working with the GP practices in their area to understand and address the reasons behind variation in things like diagnostic tests and referrals across practices. This has involved meeting with the practices to understand from their perspective why there is variation and to help the CCG understand how they could commission services differently to better support practices and address this together.

Working relationships

How effective is the CCG at working with others to improve health outcomes?



Base: All stakeholders (7,884)

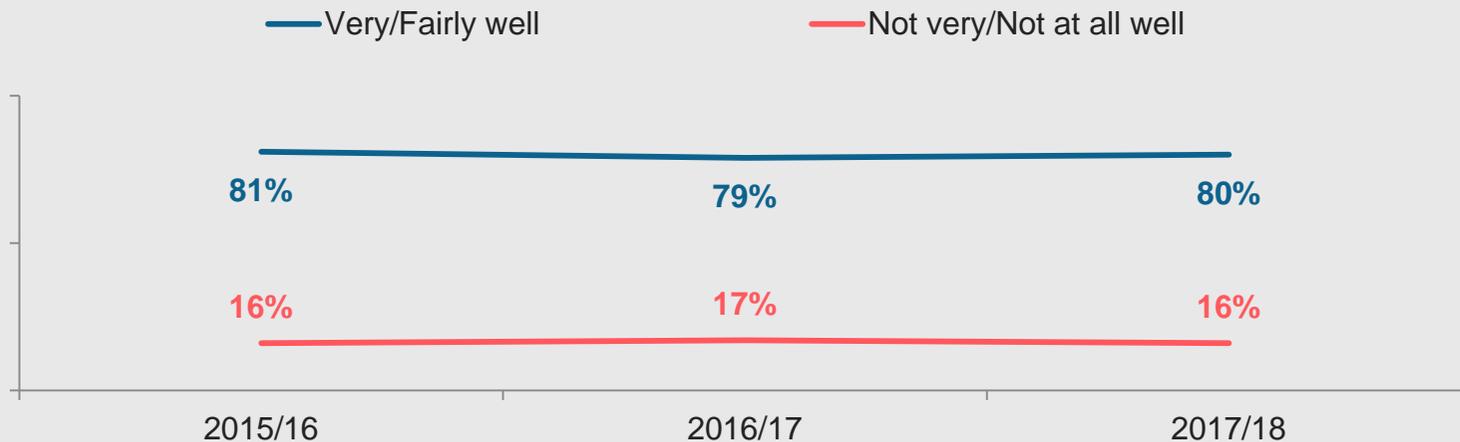
Do local authorities feel that CCGs are working well with them to plan and deliver integrated commissioning?

Four in five local authority stakeholders (80%) say their CCG and local authority are working either 'fairly well' or 'very well' together to plan and deliver integrated commissioning. Similar proportions of local authority stakeholders said the same in 2015/16 (81%) and 2016/17 (79%).

Similarly, the proportion of local authority stakeholders who say their CCG and local authority are working 'not very well' or 'at all well' together has remained consistent since 2015/16 (16%) and 2016/17 (17%).

Working relationships

How well, if at all, would you say the CCG and your local authority are working together to plan and deliver integrated commissioning?



Base: All local authority stakeholders 2017/18 (486), 2016/17 (602), 2015/16 (629)

80%

Feel that their CCG and local authority are working either 'fairly well' or 'very well' together to plan and deliver integrated commissioning.



Case study findings: Salford CCG has found that formalising the relationship with the local council, pooling resources and making joint decisions when commissioning adult services, has not only helped ensure it is working better with the local authority, but also improved service delivery. Although Salford CCG had worked closely with the local council in the past, by making this official, it has seen improvements in outcomes such as halving the number of delayed transfer of care cases in the last year.

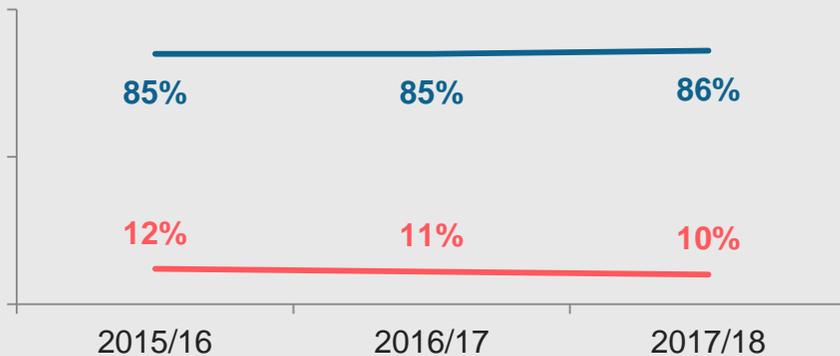
Do Health and Wellbeing Board members feel that CCGs are working well with local authorities to plan and deliver integrated commissioning?

A specific group of stakeholders – Health and Wellbeing Board members – were asked for their views on integrated commissioning.

Nearly nine in ten Health and Wellbeing Board members (86%) say that their CCG and local authority are working together either ‘fairly well’ or ‘very well’ to plan and deliver integrated commissioning. Two in five (40%) say they are working together ‘very well’ and around half (46%) say they are working together ‘fairly well’.

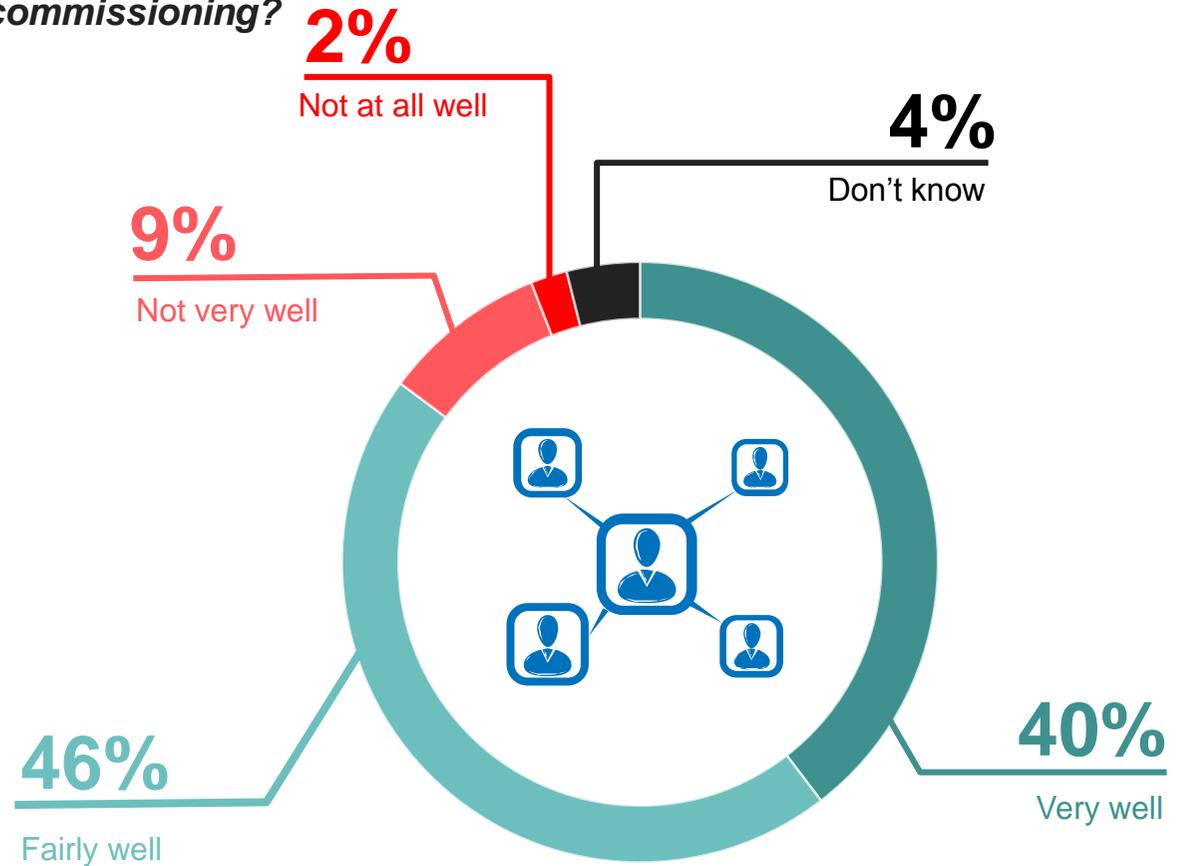
These figures have remained consistent since 2015/16 and 2016/17 (85%) and 2016/17 (85%).

— Very/Fairly well — Not very/Not at all well



Working relationships

How well, if at all, would you say the CCG and your local authority are working together to plan and deliver integrated commissioning?



Base: All Health and Wellbeing Board members 2017/18 (198), 2016/17 (235), 2015/16 (250)

Case study finding: East and North Hertfordshire CCG identified a gap between what district councils expected from the CCG, and what it felt it was realistically able to deliver. The CCG worked with the councils to reach a stage where, while it might not be meeting all the councils’ needs, the CCG and councils had agreed actions to move towards more positive outcomes for the wider population.

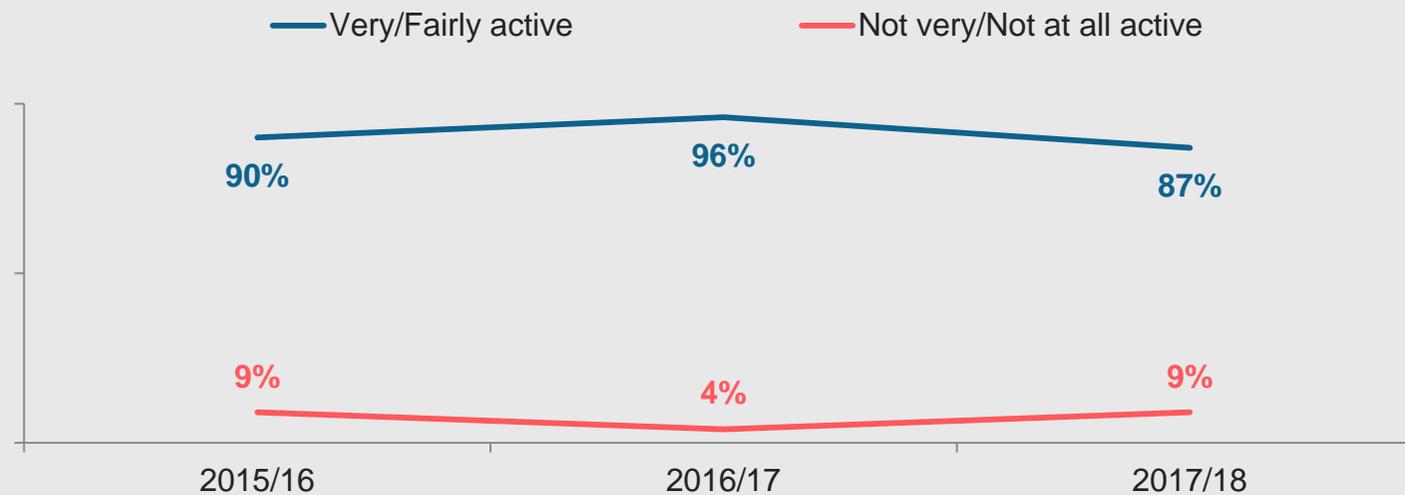
How active are CCGs as members of the Health and Wellbeing Board?

Nearly nine in ten Health and Wellbeing Board representatives (87%) say that their CCG is either a 'fairly active' or 'very active' member of the Health and Wellbeing Board.

While this is similar to the proportion of Health and Wellbeing Board members who said the same in 2015/16 (90%), it is lower than in 2016/17 (96%).

Working relationships

How active, if at all, would you say the CCG is as a member of the Health and Wellbeing Board?



Base: All Health and Wellbeing Board members 2017/18 (198), 2016/17 (235), 2015/16 (250)

87%

Feel that their CCG is either a 'fairly active' or 'very active' member of the Health and Wellbeing Board.



9%

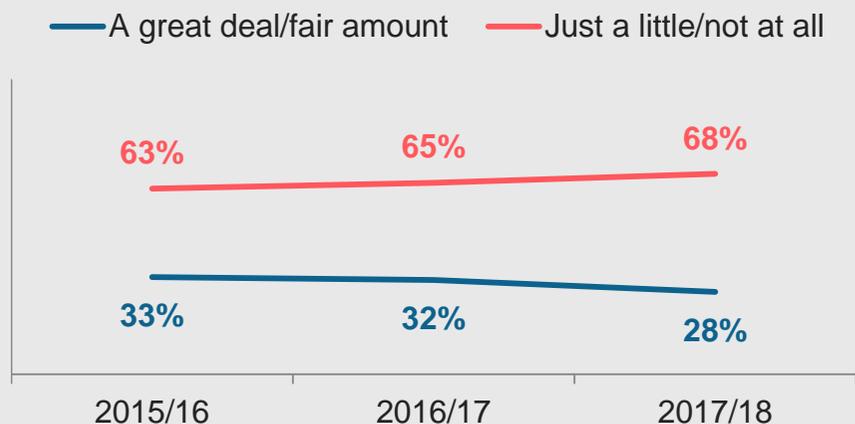
Feel that their CCG is a 'not very active' or 'not at all active' member of the Health and Wellbeing Board.



Do GP member practices feel able to influence their CCG's decision making process?

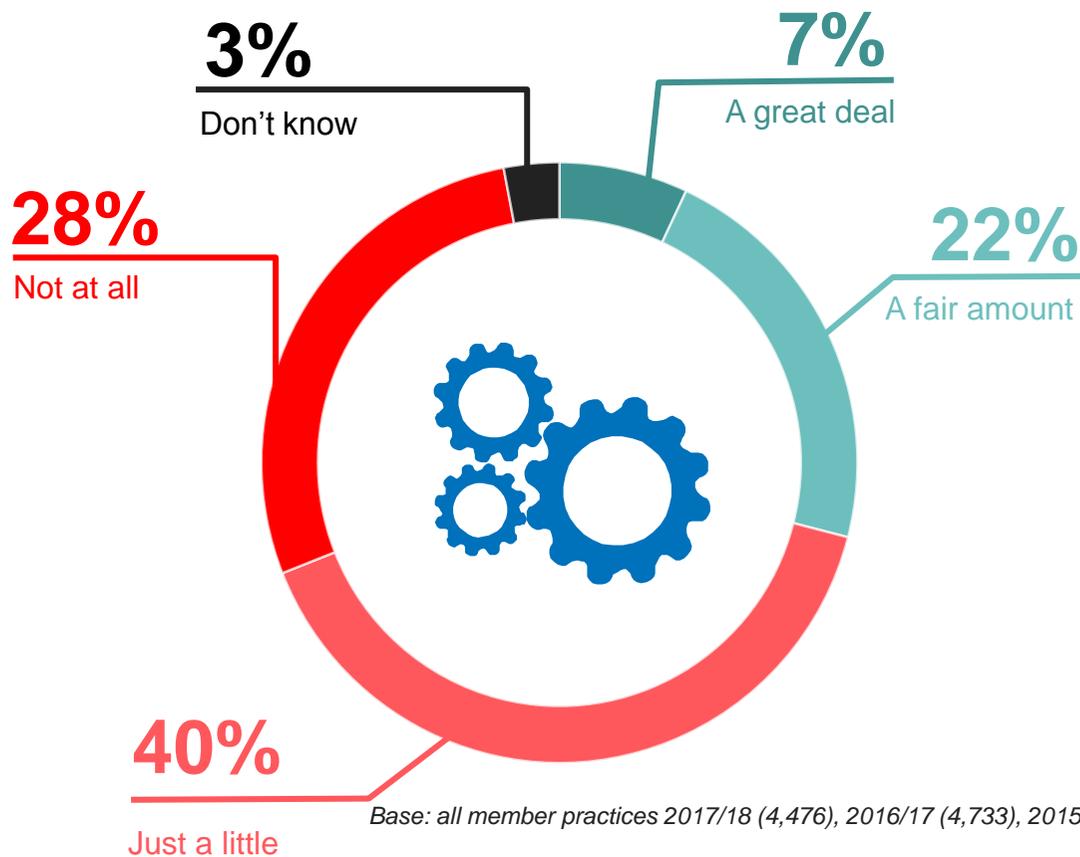
Overall, GP member practices do not feel very able to influence their CCG's decision making process. Two in three stakeholders (68%) feel able to influence their CCG's decision making process 'just a little' or 'not at all'.

The proportion of GP member practices (28%) who say that they are able to influence their CCG's decision making process 'a great deal' or 'a fair amount' has decreased since 2016/17 (from 32%).



Working relationships

To what extent, if at all, do you feel able to influence the CCG's decision making process?



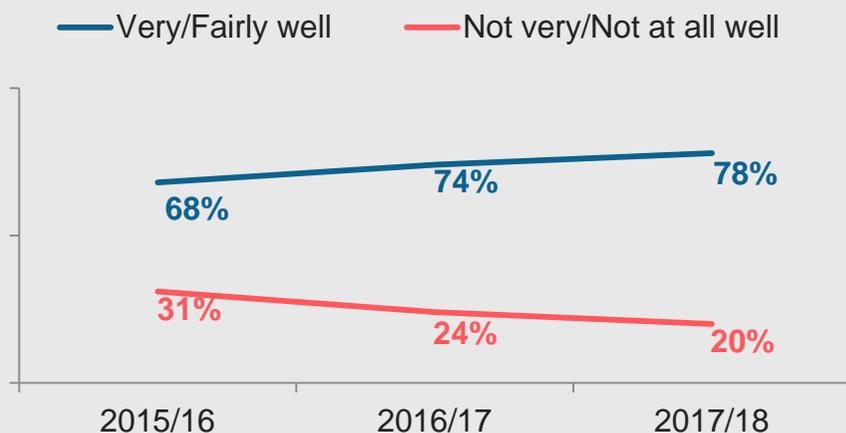
Case study finding: Greater Huddersfield CCG has tailored the way it engages with GP member practices to better meet their needs. For example, it has streamlined meeting agendas to allow more time for GPs to feed back on service plans. The CCG reports that this has allowed for a more collaborative approach to problem solving between GPs and the CCG.

How well are CCGs working with NHS provider organisations to develop long-term strategies and plans?

Four in five NHS provider organisations (78%) feel that their CCG and their organisation are working together either 'fairly well' or 'very well' to develop long-term strategies and plans.

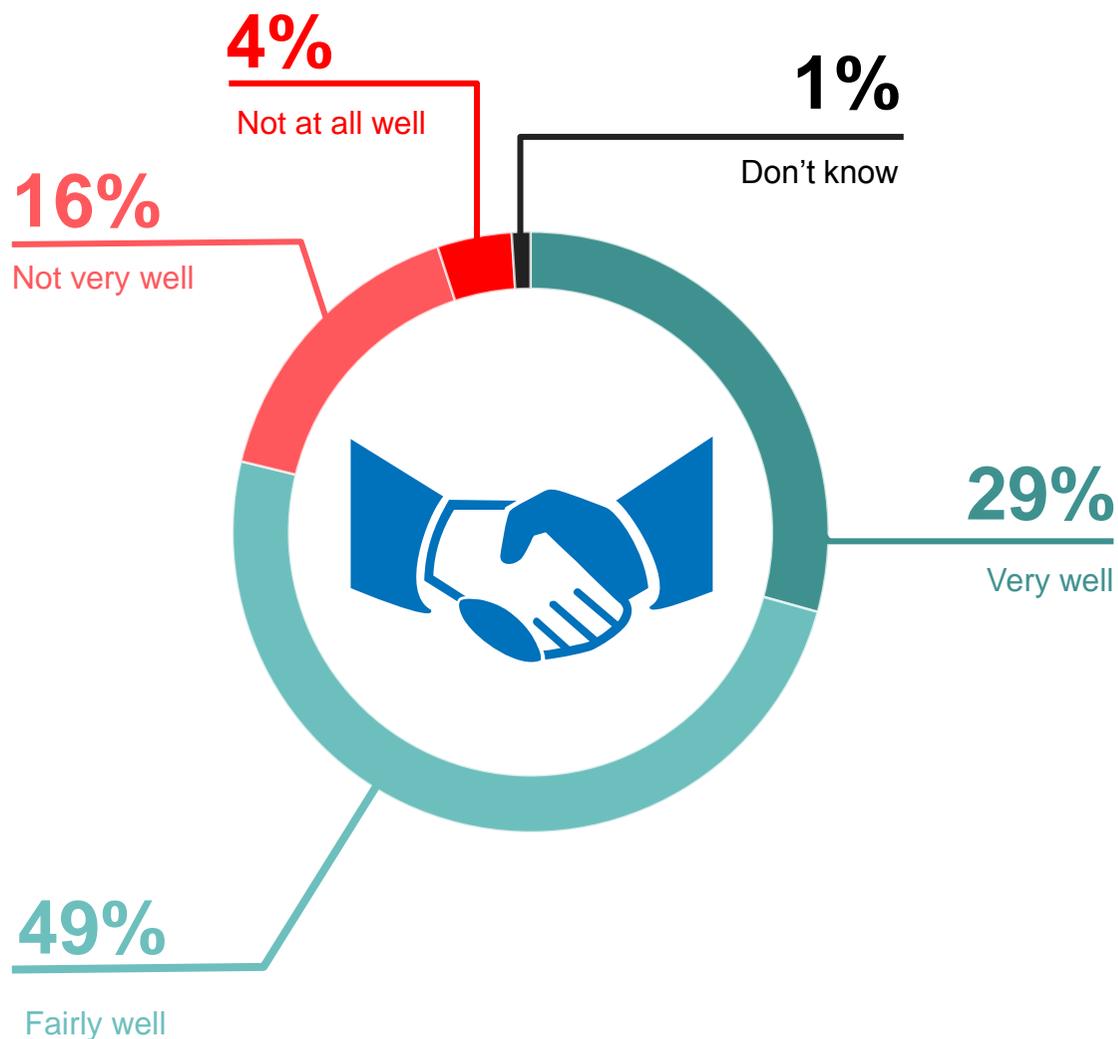
Overall, NHS provider organisations have become more positive on this measure since 2016/17 (74%).

Just one in five (20%) say their CCG and their organisation are working together either 'not very well' or 'not at all well'. This has fallen since 2015/16 (31%).



Working relationships

How well, if at all, would you say the CCG and your organisation are working together to develop long-term strategies and plans?

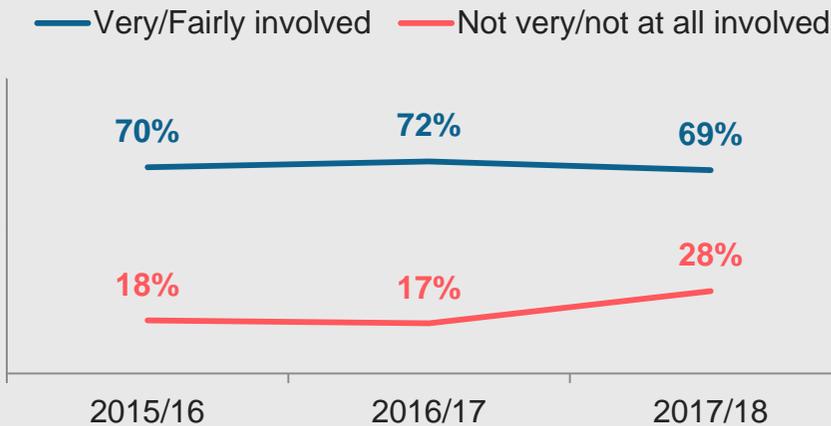


Base: NHS provider organisations 2017/18 (596), 2016/17 (653), 2015/16 (746)

How involved are CCG clinicians in discussions with NHS provider organisations about quality?

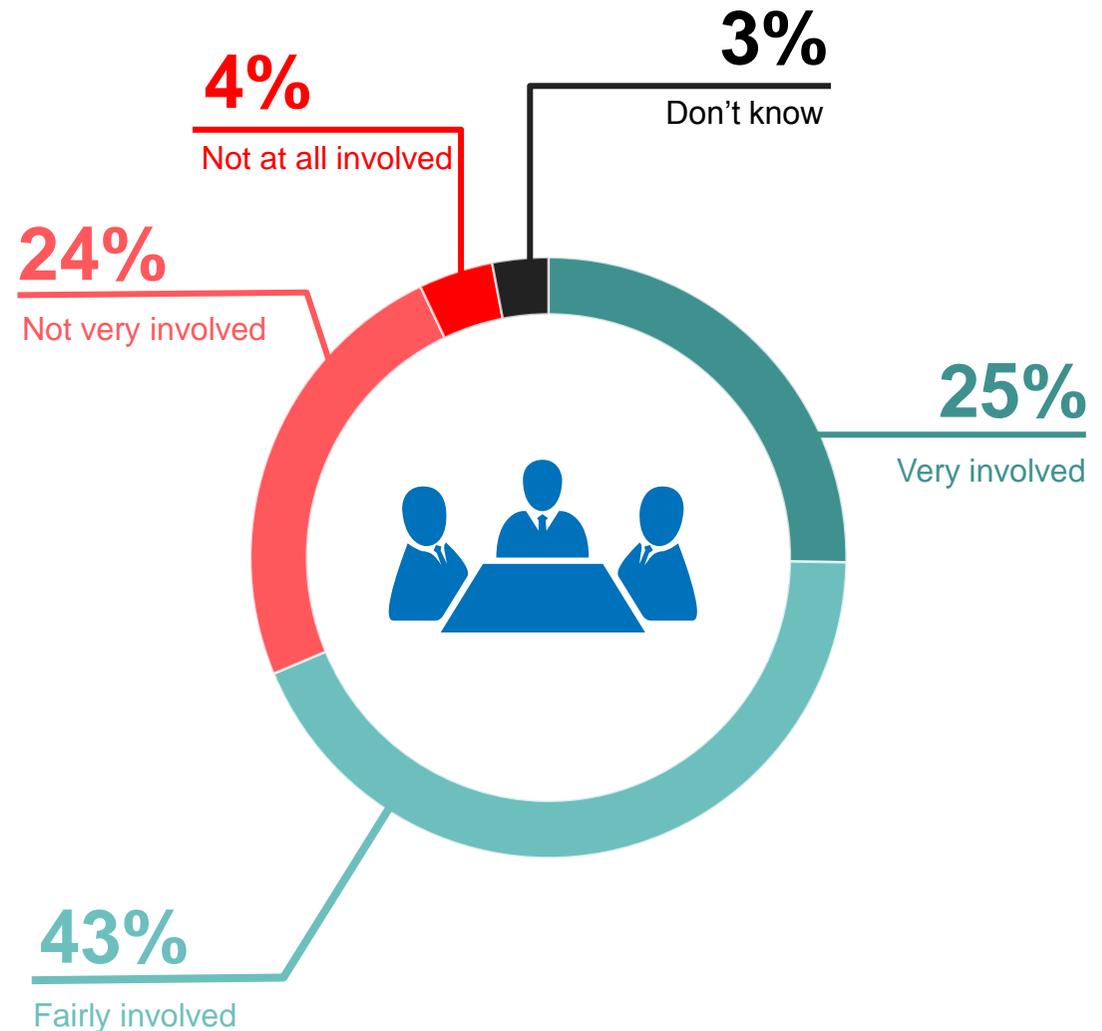
Over two in three NHS provider organisations (69%) feel that clinicians from their CCG are either 'fairly involved' or 'very involved' in discussions with their organisation about quality. NHS provider organisations most commonly feel that the clinicians are 'fairly involved' (43%).

The proportion of NHS provider organisations who feel that the clinicians are 'not very involved' or 'not at all involved' has increased since 2015/16 (18%) and 2016/17 (17%) to 28%.



Working relationships

How involved, if at all, would you say clinicians from the CCG are in discussions with your organisation about quality?

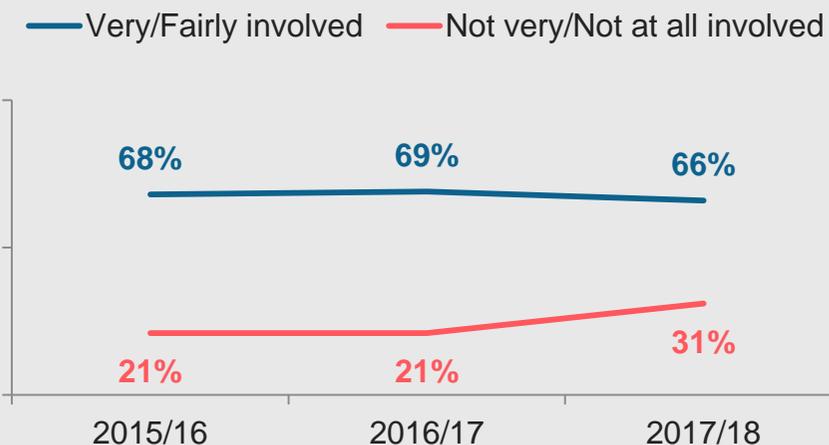


Base: NHS provider organisations 2017/18 (596), 2016/17 (653), 2015/16 (746)

How involved are CCG clinicians in discussions with NHS provider organisations about service redesign?

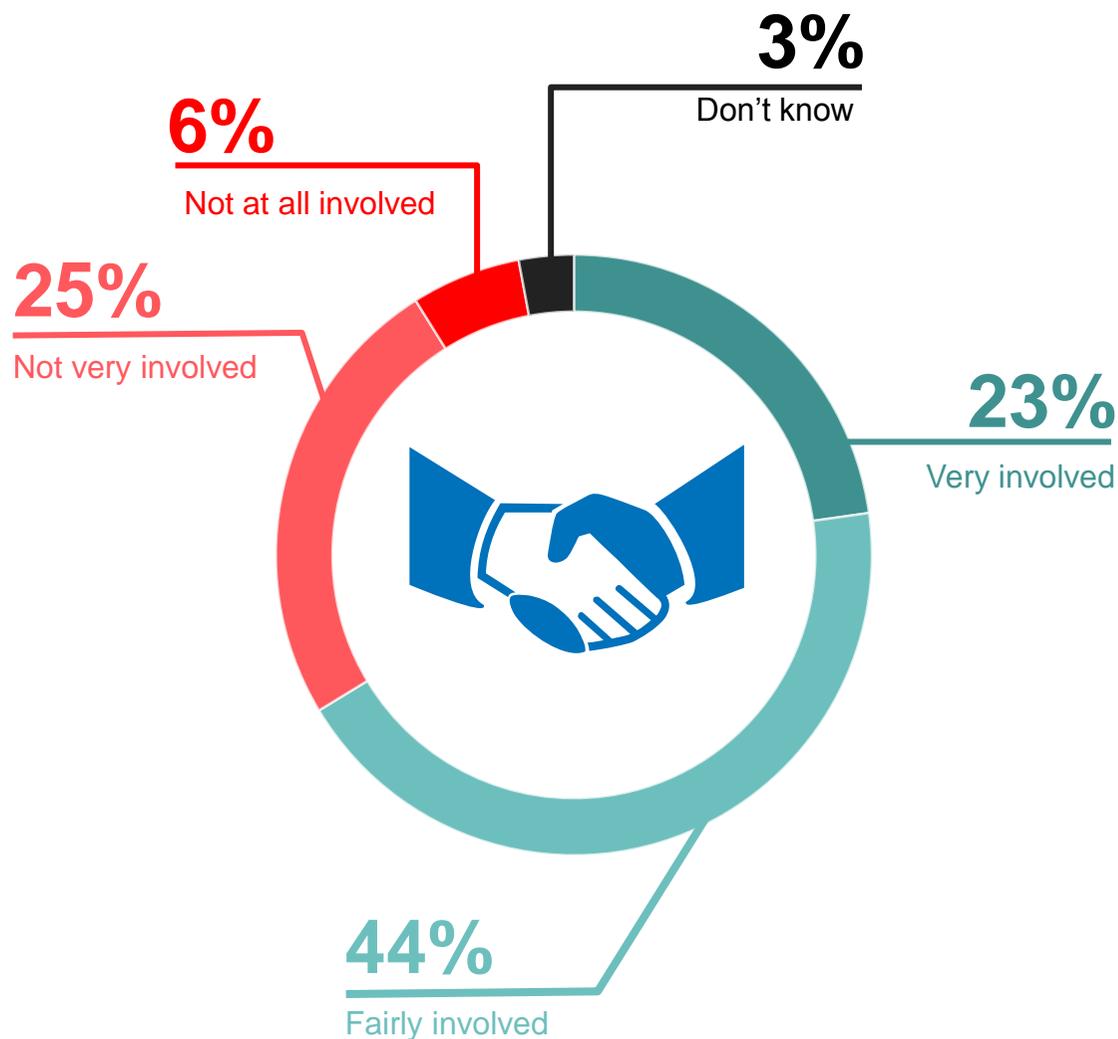
Two thirds of NHS provider organisations (66%) feel that clinicians from their CCG are either ‘fairly involved’ or ‘very involved’ in discussions with them about service redesign. As was the case with quality, stakeholders most commonly feel that the clinicians are ‘fairly involved’ (44%).

Again, the proportion of NHS provider organisations who feel that the clinicians are ‘not very involved’ or ‘not at all involved’ has increased since 2015/16 and 2016/17 (both 21%) to 28%.



Working relationships

How involved, if at all, would you say clinicians from the CCG are in discussions with your organisation about service redesign?



Base: NHS provider organisations 2017/18 (596), 2016/17 (653), 2015/16 (746)

Leadership: Key findings

The proportion of stakeholders who are confident that their CCG’s leadership will deliver improved patient outcomes has increased since 2016/17, and the proportion who have confidence in the leadership to deliver their plans and priorities has remained high. However, looking closely at the results reveals a more mixed picture. The proportion who agree the leadership of their CCG is clear and visible has fallen, as has the proportion who think the leadership has the necessary blend of skills and experience.

Three in five stakeholders are confident **the leadership of their CCG will improve patient outcomes.**



61%
‘strongly agree’ or ‘tend to agree’

This proportion has increased by five percentage points since 2016/17 (56%).

The proportion who agree the leadership of their CCG has **the necessary skills and experience** has fallen since 2016/17 (65%).



59%
‘strongly agree’ or ‘tend to agree’

The proportion who agree the leadership is **clear and visible** has also fallen.

However, the proportion who have confidence in the leadership to **deliver their plans and priorities** has remained consistent over the past two years.



62%
‘strongly agree’ or ‘tend to agree’

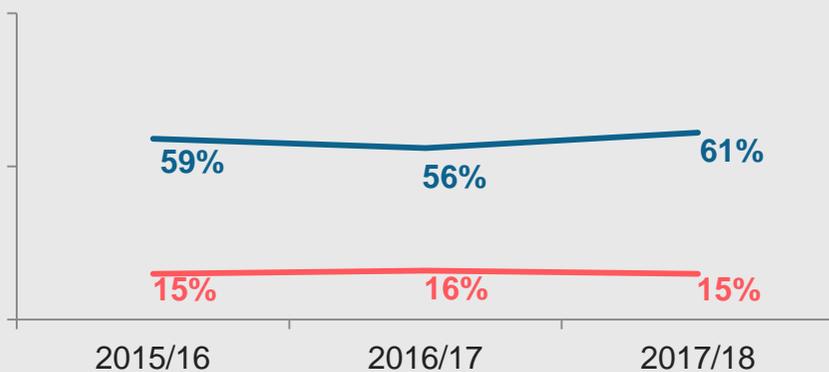
Do stakeholders have confidence in the leadership of their CCG to improve patient outcomes?

More than three in five stakeholders (61%) either 'tend to agree' or 'strongly agree' they have confidence in the leadership of their CCG to deliver improved outcomes for patients, with one in five (22%) saying they 'strongly agree'.

Around one in seven (15%) either 'tend to disagree' or 'strongly disagree' that they have confidence in the leadership of their CCG.

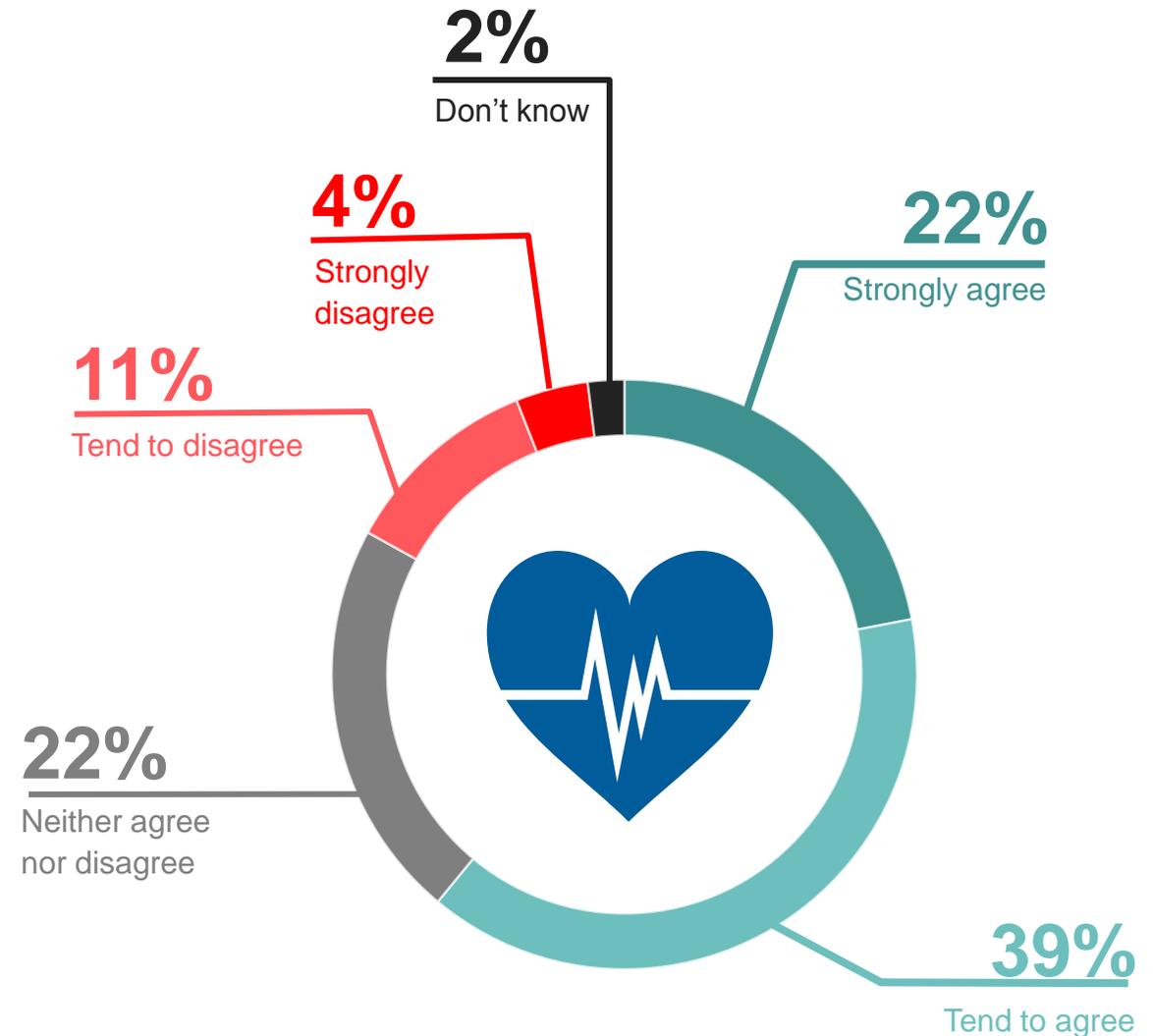
The proportion that either 'tend to agree' or 'strongly agree' has increased since 2016/17 (56%). However, the proportion that either 'tend to disagree' or 'strongly disagree' that they have confidence in the leadership of their CCG has remained unchanged (15%).

— Strongly/Tend to agree — Strongly/Tend to disagree



Leadership

I have confidence in the leadership of the CCG to deliver improved outcomes for patients.



Base: All stakeholders: 2017/18 (7,884), 2016/17 (8,516), 2015/16 (8,244)

Do stakeholders have confidence in their CCG's leadership to deliver its plans and priorities?

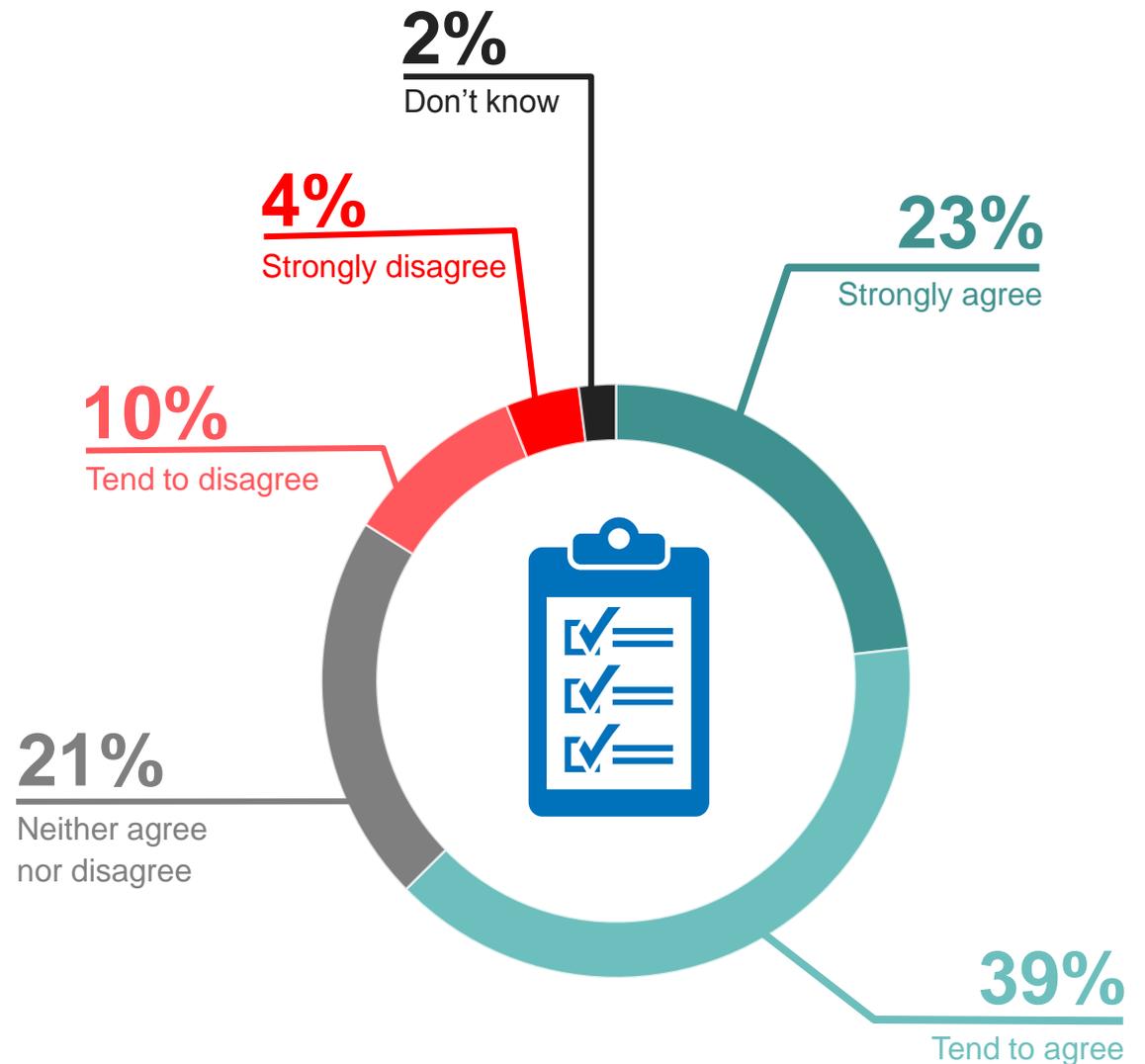
A similar proportion of stakeholders (62%) either 'tend to agree' or 'strongly agree' that they have confidence in the leadership of their CCG to deliver its plans and priorities, with one in four (23%) saying they 'strongly agree'.

Again, around one in seven (14%) either 'tend to disagree' or 'strongly disagree' that they have confidence in the leadership of their CCG.

This finding has remained fairly consistent since 2015/16 (62%) and 2016/17 (60%).

Leadership

I have confidence in the leadership of the CCG to deliver its plans and priorities



Base: All stakeholders: 2017/18 (7,884), 2016/17 (8,516), 2015/16 (8,244)

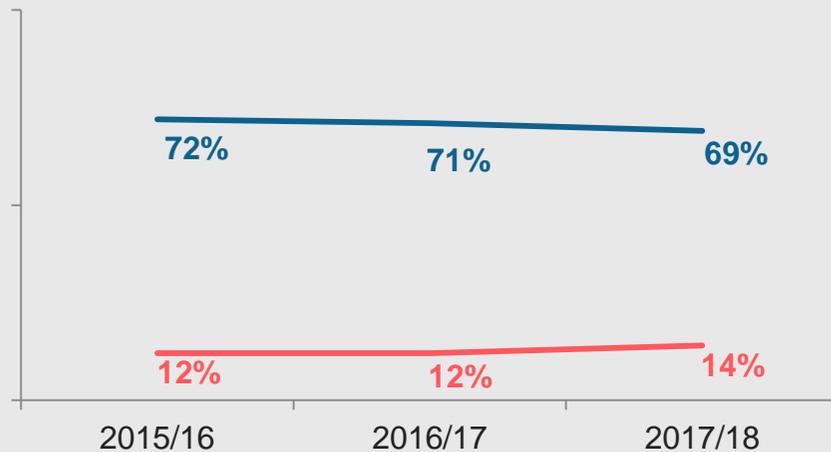
Do stakeholders think their CCG's leadership is clear and visible?

More than two in three stakeholders (69%) either 'tend to agree' or 'strongly agree' that there is clear and visible leadership in their CCG, with nearly one in three (31%) saying they 'strongly agree'.

Around one in seven (14%) either 'tend to disagree' or 'strongly disagree' that the leadership of their CCG is clear and visible.

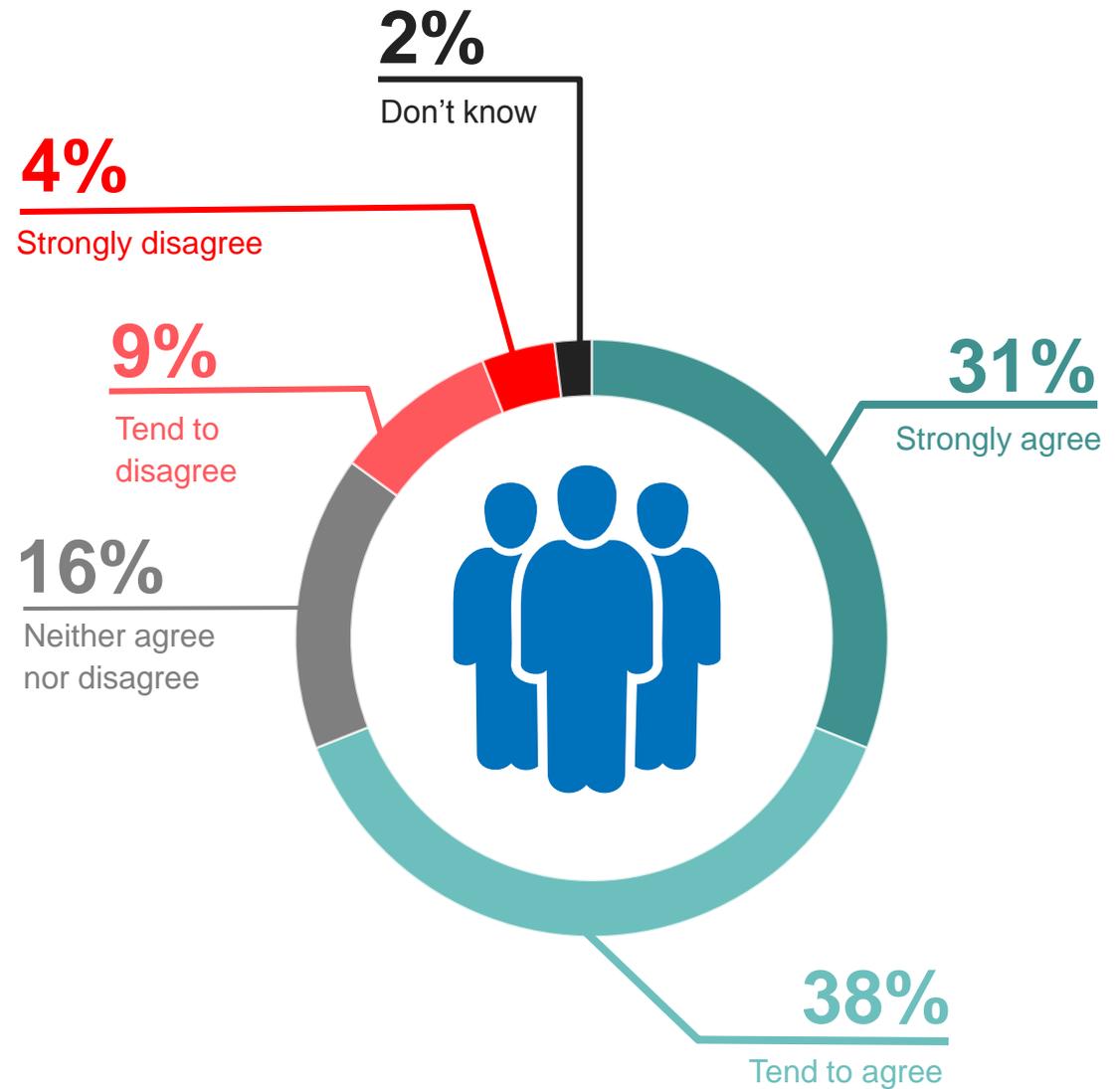
The proportion that either 'tend to agree' or 'strongly agree' has decreased since 2016/17 (from 71%), while the proportion that either 'tend to disagree' or 'strongly disagree' has increased (from 12% to 14%).

— Strongly/Tend to agree — Strongly/Tend to disagree



Leadership

There is clear and visible leadership of the CCG



Base: All stakeholders: 2017/18 (7,884), 2016/17 (8,516), 2015/16 (8,244)

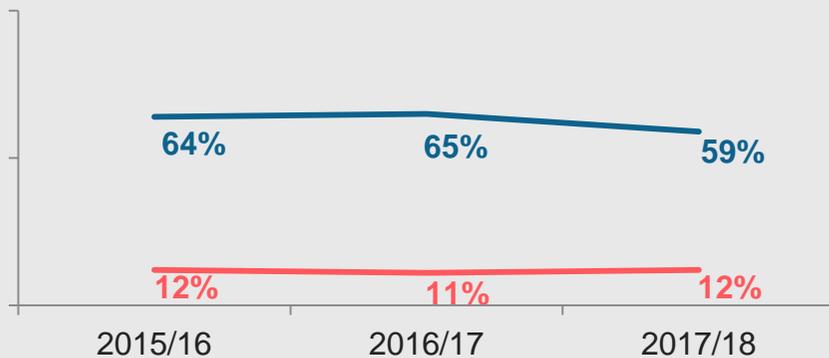
Do stakeholders think their CCG's leadership has the necessary blend of skills and experience?

Three in five stakeholders (59%) either 'tend to agree' or 'strongly agree' that the leadership of their CCG has the necessary blend of skills and experience, with one in five (22%) saying they 'strongly agree'.

Just over one in ten (12%) either 'tend to disagree' or 'strongly disagree' that their CCG's leadership has the necessary blend of skills and experience. A relatively high proportion (9%) are unable to answer the question.

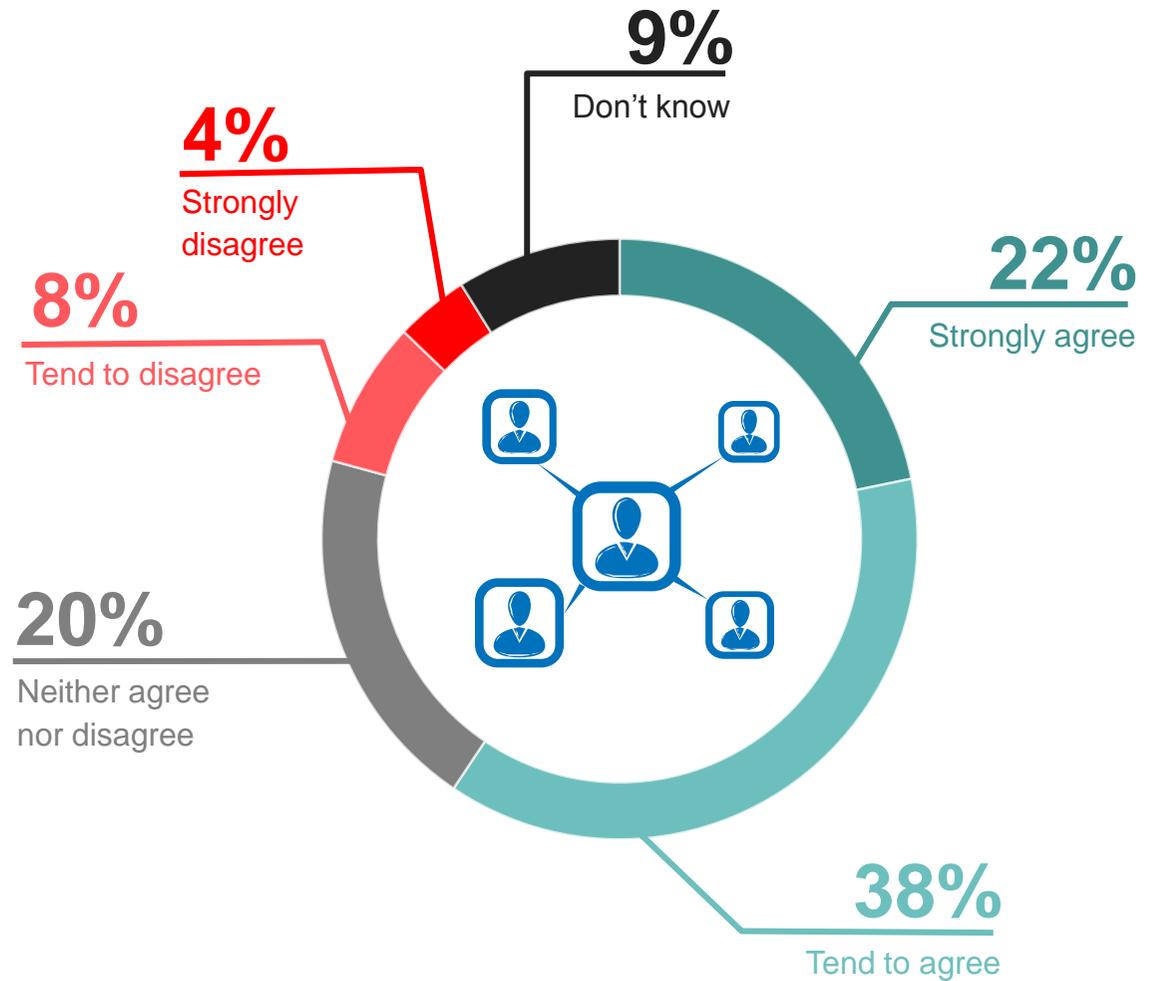
However, these proportions represent a decline since 2016/17, when 65% of stakeholders agreed.

— Strongly/Tend to agree — Strongly/Tend to disagree



Leadership

The leadership of the CCG has the necessary blend of skills and experience



Base: All stakeholders: 2017/18 (7,884), 2016/17 (8,516), 2015/16 (8,244)

Do stakeholders think CCG leadership is delivering high quality services within the available resources?

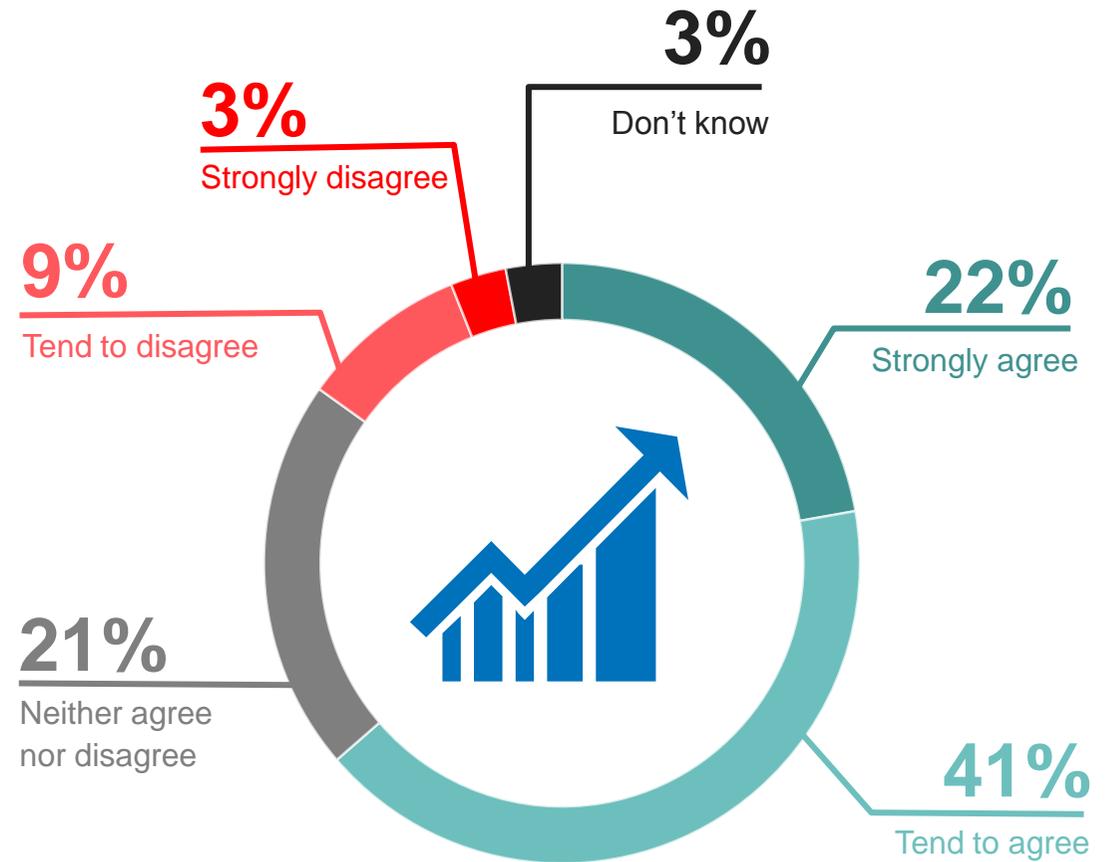
Almost two in three stakeholders (63%) either 'tend to agree' or 'strongly agree' that the leadership of their CCG is delivering high quality services within the available resources. One in five (22%) 'strongly agree'.

Just over one in ten (13%) either 'tend to disagree' or 'strongly disagree' with the statement.

As this question was asked for the first time in 2017/18, there is no trend data available.

Leadership

The leadership of the CCG is delivering high quality services within the available resources



Base: all stakeholders (7,884)

Do stakeholders think their CCG’s leadership is contributing effectively to local partnership arrangements?

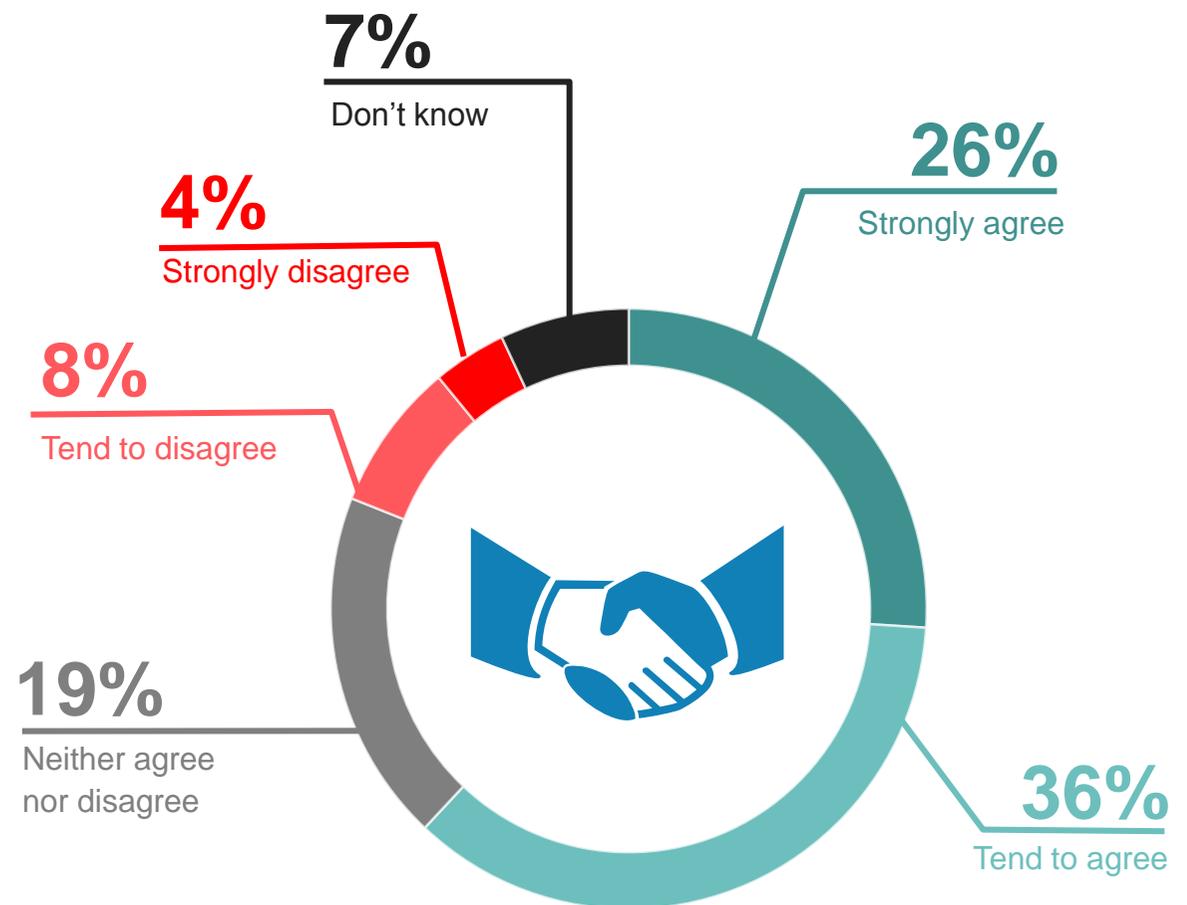
More than six in ten stakeholders (62%) either ‘tend to agree’ or ‘strongly agree’ that the leadership of their CCG is contributing effectively to local partnership arrangements, while around one in ten (12%) either ‘tend to disagree’ or ‘strongly disagree’.

As this question was asked for the first time in 2017/18, there is no trend data available.

It is worth noting that the question asked about Sustainable Transformation Partnerships (STPs) – which all CCGs are part of – and Accountable Care Systems (ACSs) – which was the terminology in use at the time of the survey – for a particular partnership model, which applied to some CCGs. However, the terminology of ACSs has now been replaced by Integrated Care Systems (ICSs) and there are also a variety of other local partnership arrangements in place across England.

Leadership

The leadership of the CCG is contributing effectively to local partnership arrangements (including Sustainability Transformation Partnerships (STPs), Accountable Care Systems (ACSs) where applicable and/or other local partnership arrangements).



Base: All stakeholders (7,884)

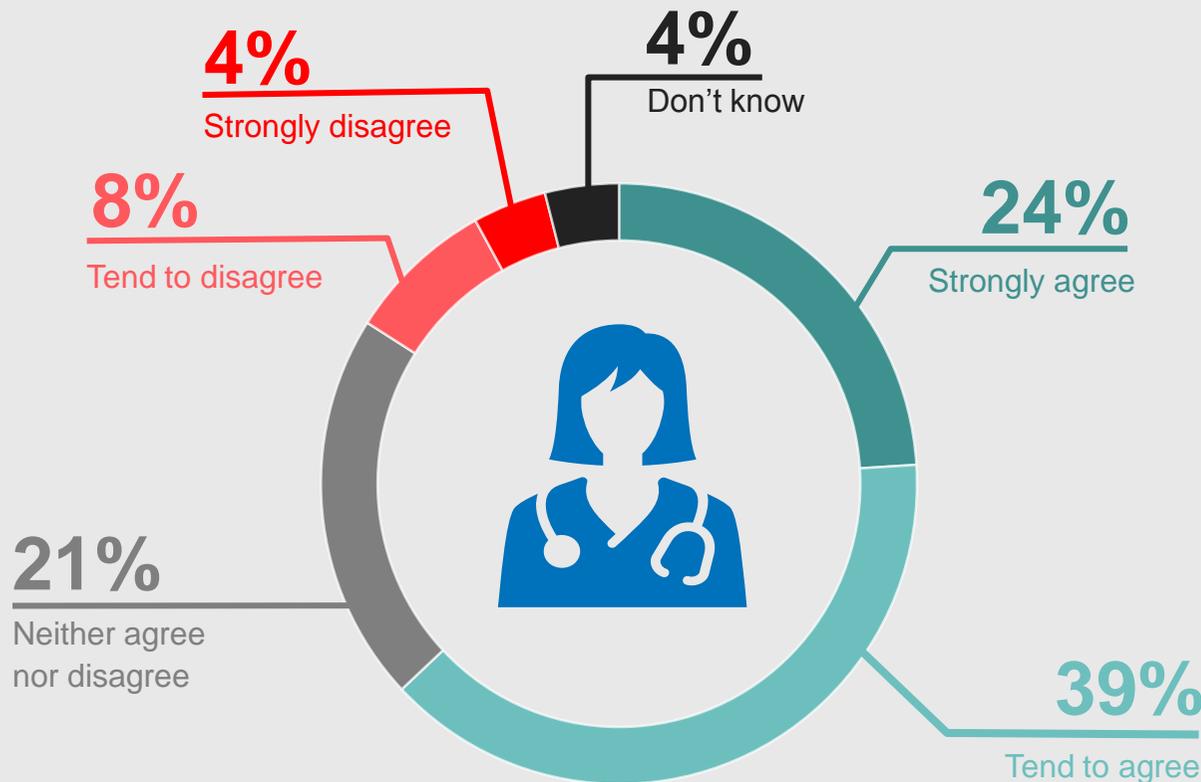
What do GP stakeholders think about the clinical leadership of their CCG?

GP member practices were more positive about their CCG's clinical leadership than about the overall leadership. Nearly two in three (63%) either 'tend to agree' or 'strongly agree' that they had confidence in their CCG's clinical leadership. This is consistent with 2016/17 (63%).

Leadership

p

I have confidence in the clinical leadership of the CCG



Base: All GP practice stakeholders: 2017/18 (4,476), 2016/17 (4,733), 2015/16 (4341)

69%

'tend to agree' or 'strongly agree' there is clear and visible clinical leadership of their CCG.



53%

'tend to agree' or 'strongly agree' that the clinical leadership of their CCG has effective influence within local partnerships, such as STPs or ACSs.



Commissioning and decommissioning services: Key findings

Across questions relating to commissioning and decommissioning decisions, stakeholders' opinions are fairly consistent. Around three in five stakeholders are confident that their CCG commissions services appropriately, agree that their CCG involves the right people in commissioning decisions and agree that their CCG has put plans in place to deliver high quality services. However, slightly lower proportions agree that their CCG has provided adequate information to explain reasons for commissioning decisions.

Three in five stakeholders either 'tend to agree' or 'strongly agree' they are confident their CCG commissions and decommissions services appropriately.



60%

'strongly agree' or 'tend to agree'

Although around one in five disagree.

A similar proportion either 'tend to agree' or 'strongly agree' that their CCG **involves the right people when making commissioning decisions.**



57%

'strongly agree' or 'tend to agree'

Although again, a significant proportion disagree.

And nearly three in five 'strongly agree' or 'tend to agree' that their CCG's plans will **deliver high quality services, which provide value for money.**



59%

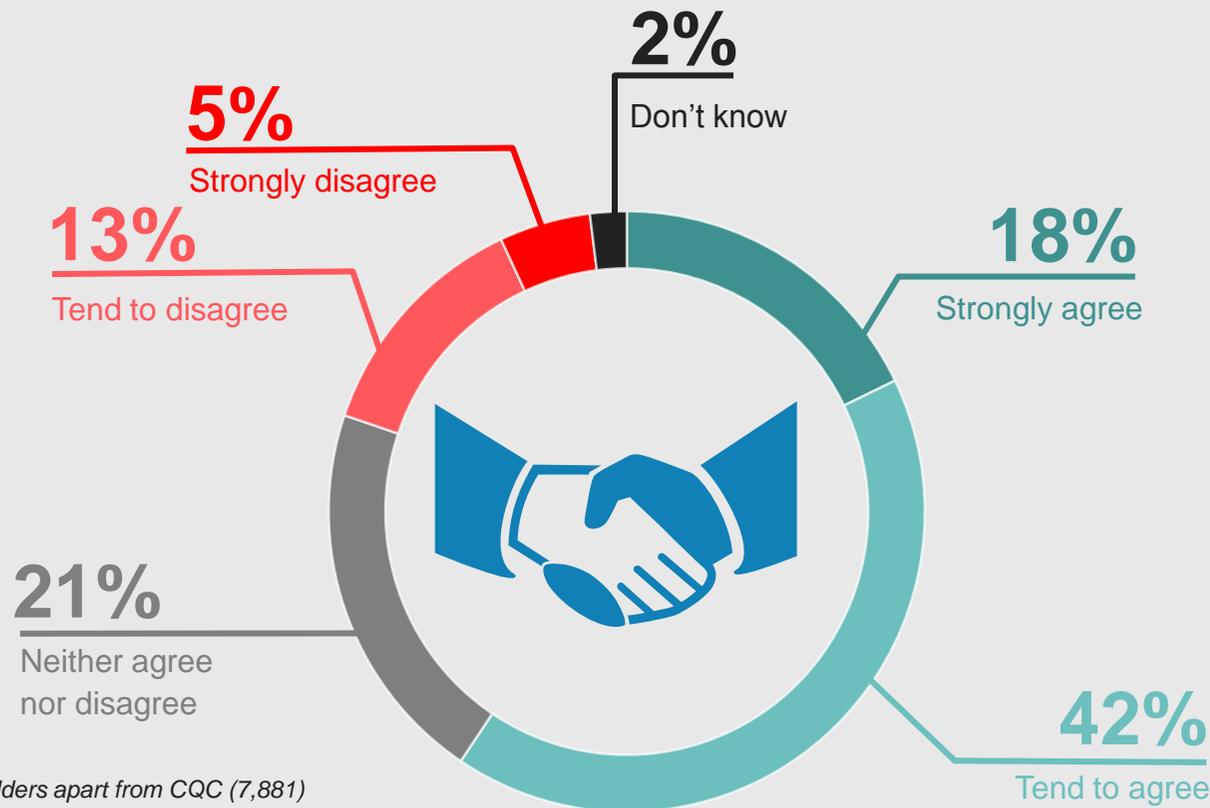
'strongly agree' or 'tend to agree'

What do stakeholders think about how their CCG commissions and decommissions services?

Overall, three in five stakeholders (60%) either 'tend to agree' or 'strongly agree' that they have confidence in their CCG to commission and decommission services appropriately, while around one in five (17%) either 'tend to disagree' or 'strongly disagree'. This question was asked for the first time in 2017/18, so there is no trend data available.

Commissioning/decommissioning services

I have confidence in the CCG to commission/decommission services appropriately



Base all stakeholders apart from CQC (7,881)

55%

'tend to agree' or 'strongly agree' that their CCG provides adequate information to explain reasons for commissioning decisions.



22%

'tend to disagree' or 'strongly disagree' they have adequate information provided by their CCG to explain their reasons for commissioning decisions.



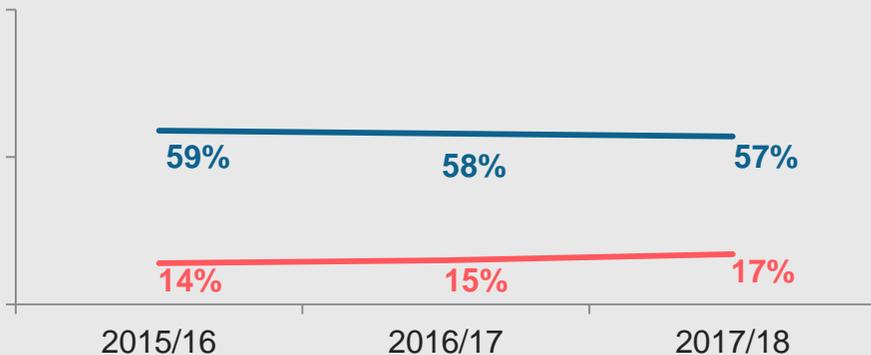
Do stakeholders think their CCG involves the right individuals and organisations when making commissioning decisions?

Just under three in five stakeholders (57%) either 'tend to agree' or 'strongly agree' that the right individuals and organisations are involved by their CCG during commissioning decisions. Fewer than one in five (17%) 'strongly agree'.

Around one in five (17%) either 'tend to disagree' or 'strongly disagree' that their CCG involves the right people when making commissioning decisions.

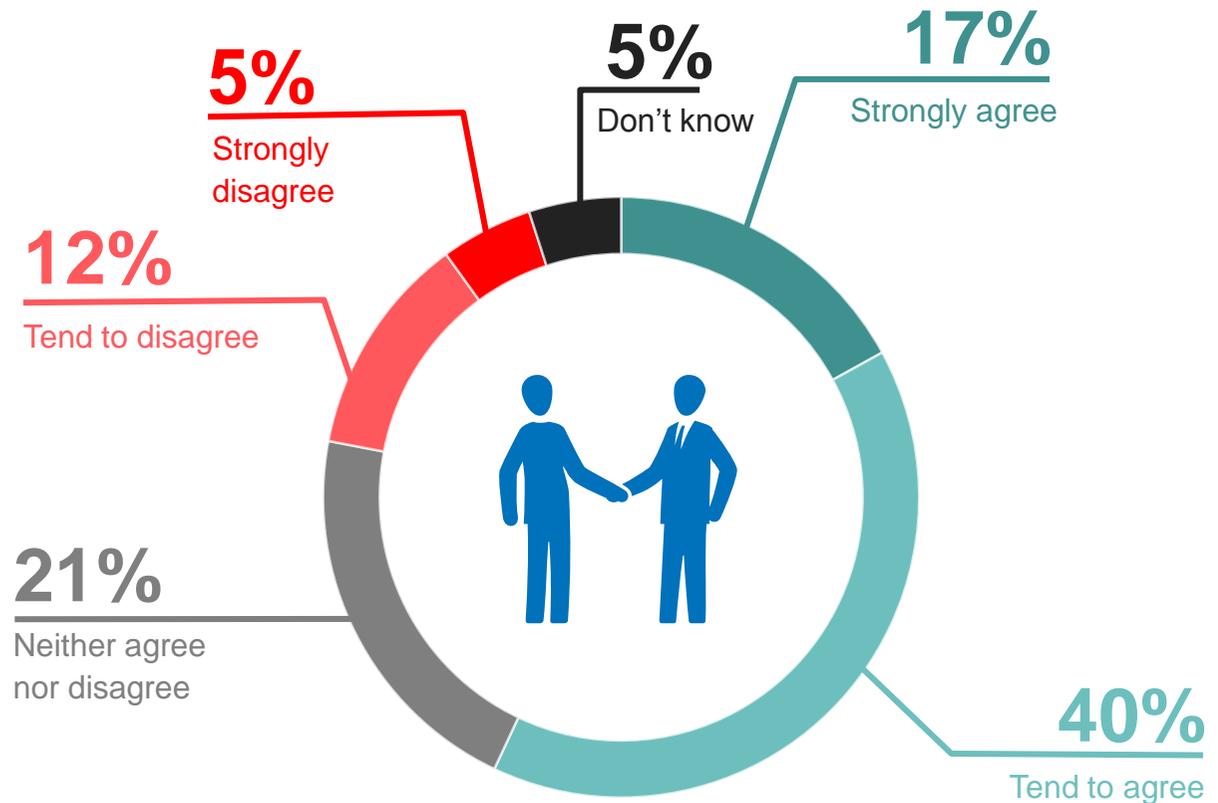
The proportion that either 'tend to agree' or 'strongly agree' has decreased since 2015/16, from 59%, while the proportion that either 'tend to disagree' or 'strongly disagree' has increased from 14%.

— Strongly/Tend to agree — Strongly/Tend to disagree



Commissioning/decommissioning services

The CCG involves the right individuals and organisations when commissioning/decommissioning services



Base: all stakeholders apart from CQC: 2017/18 (7,881), 2016/17 (8,512), 2015/16 (8,244)

Case study finding: When East and North Hertfordshire CCG was re-commissioning services, rather than approaching GPs once decisions had already been made, the CCG sought GPs' input at a formative stage. Although this meant that some changes took longer to implement, this approach enabled the CCG to develop a more constructive relationship with their GP member practices.

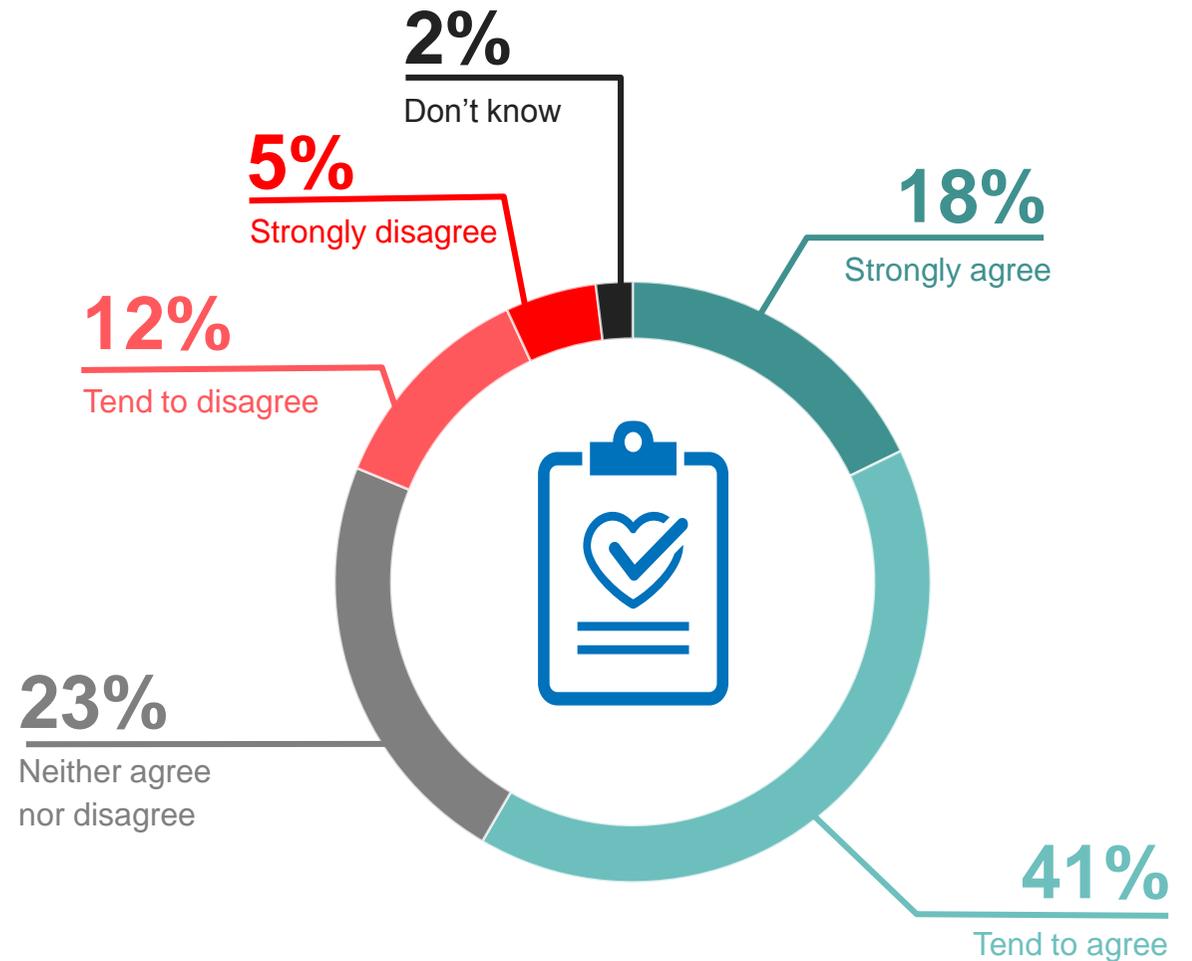
Do stakeholders think their CCG's plans will deliver high quality services, which provide value for money?

In line with opinions on other aspects of commissioning, nearly three in five stakeholders (59%) either 'tend to agree' or 'strongly agree' that they have confidence their CCG's plans will deliver services that are high quality and value for money. Around one in five (16%) either 'tend to disagree' or 'strongly disagree' with this statement.

As this question was asked for the first time in 2017/18, there is no trend data available.

Commissioning/decommissioning services

I have confidence the CCG's plans will deliver high quality services that demonstrate value for money

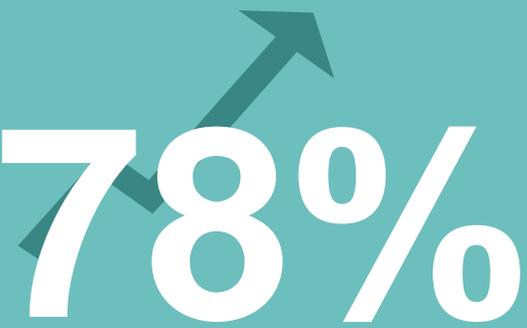


Base: all stakeholders apart from CQC (7,881)

Plans and priorities: Key findings

Although the proportion of stakeholders who feel informed about their CCG’s plans and priorities remains high, there is evidence that increasing numbers of stakeholders are not being given the level of information, or input, that they require. For example, only half of stakeholders feel they have had the opportunity to influence their CCG’s plans and priorities. It is also clear that GP member practices feel particularly disengaged, with decreasing proportions agreeing that they understand the implications of their CCG’s plans for finances, service improvement, and referral.

Around four in five stakeholders **know about their CCG’s plans and priorities.**

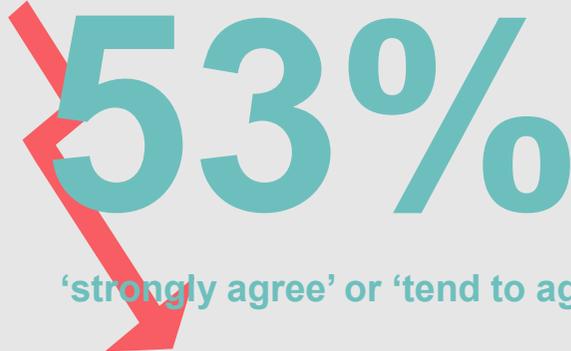


78%

‘a great deal’ or ‘a fair amount’

This is consistent with 2016/17 (77%) and higher than in 2015/16 (76%).

However, just over half feel they have had the **opportunity to influence their CCG’s plans and priorities.**



53%

‘strongly agree’ or ‘tend to agree’

This is consistent with 2016/17 (54%) but has fallen since 2015/16 (57%).

And fewer stakeholders agree that their CCG **effectively communicates its plans and priorities** to them, than in 2016/17 (63%).



62%

‘strongly agree’ or ‘tend to agree’

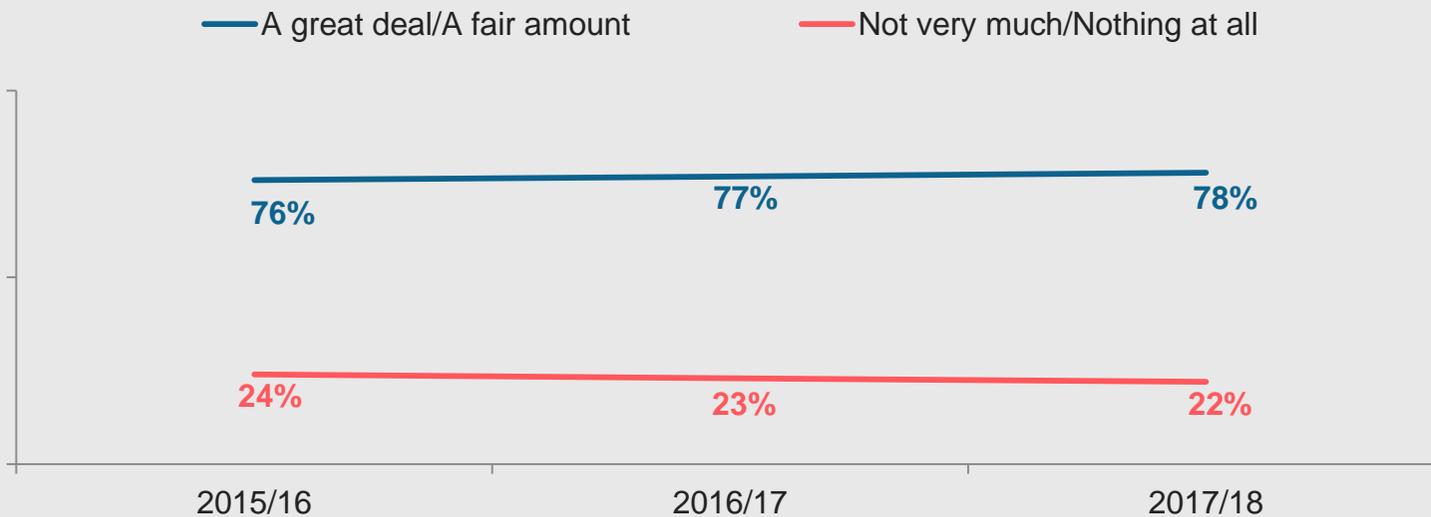
How much do stakeholders feel they know about their CCG's plans and priorities?

Four in five stakeholders (78%) say they know 'a great deal' or 'a fair amount' about their CCG's plans and priorities. This figure has remained consistent since 2016/17 (77%) but is higher than in 2015/16 (76%).

One in five (22%) say they know 'not very much' or 'nothing at all' about their CCG's plans and priorities. This figure has decreased since 2015/16 (24%).

Plans and priorities

How much would you say you know about the CCG's plans and priorities?



Base: all stakeholders except CQC 2017/18 (7881), 2016/17 (8512), 2015/16 (8244)

59%

Feel that they know a 'fair amount' about their CCG's plans and priorities.



21%

Feel that they know 'not very much' about their CCG's plans and priorities.



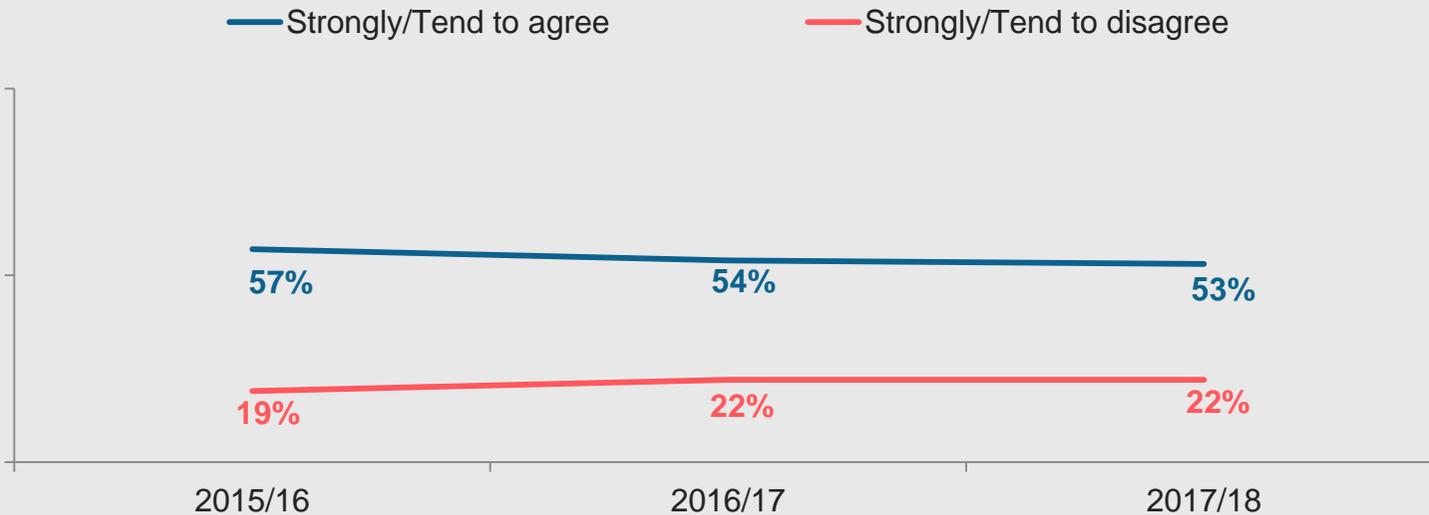
Do stakeholders feel they have been given the opportunity to influence their CCG's plans and priorities?

Half of stakeholders (53%) either 'tend to agree' or 'strongly agree' that they have been given the opportunity to influence their CCG's plans and priorities. This has decreased since 2015/16 (57%).

One in five stakeholders (22%) either 'tend to disagree' or 'strongly disagree' that they have been given the opportunity to influence their CCG's plans and priorities. This has increased since 2015/16 (19%).

Plans and priorities

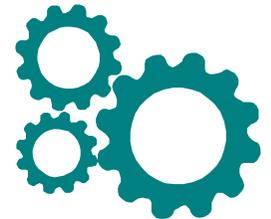
I have been given the opportunity to influence the CCG's plans and priorities



Base: All stakeholders except CQC 2017/18 (7881), 2016/17 (8512), 2015/16 (8244)

23%

Say that they **'neither agree nor disagree'** that they have been given the opportunity to influence their CCG's plans and priorities.



7%

Say that they **'strongly disagree'** that they have been given the opportunity to influence their CCG's plans and priorities.



Do stakeholders feel that their comments about plans and priorities are considered by their CCG?

Unlike their feelings about being able to influence their CCG's plans and priorities, half of stakeholders (53%) either 'tend to agree' or 'strongly agree' that when they have commented on their CCG's plans and priorities, their comments are considered. This percentage has increased since 2015/16 (49%) and 2016/17 (48%).

The proportion of stakeholders who felt like their comments about plans and priorities were not considered by their CCG has fallen since 2016/17 (from 18% to 16%). It is now the same as the proportion of stakeholders who said the same in 2015/16 (16%).

Case study finding: Greater Huddersfield CCG has improved the way it feeds back to stakeholders about the actions it has taken on the basis of their comments: *"We have tried to embed a culture of feeding back and saying 'right, this is what you've told us, and this is what we're doing about it'"*.

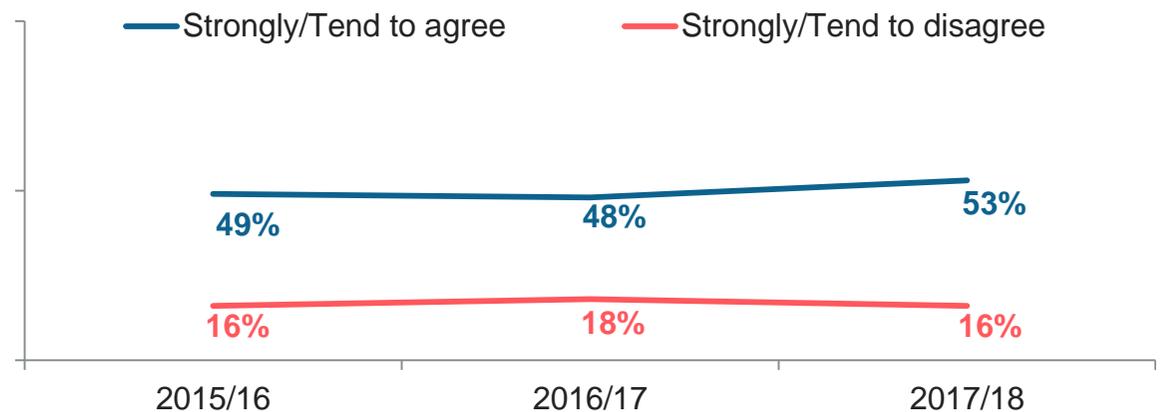
Plans and priorities

When I have commented on the CCG's plans and priorities I feel that my comments have been considered (even if the CCG has not been able to act on them)



An additional 108 CCGs saw an increase that was not statistically significant, and 54 CCGs saw a decrease that was not statistically significant.

Nine CCGs received the same score and 19 CCGs did not have data comparable to last year due to merges in April 2017 and April 2018.



Base: all stakeholders except CQC 2017/18 (7,881), 2016/17 (8,512), 2015/16 (8,244)

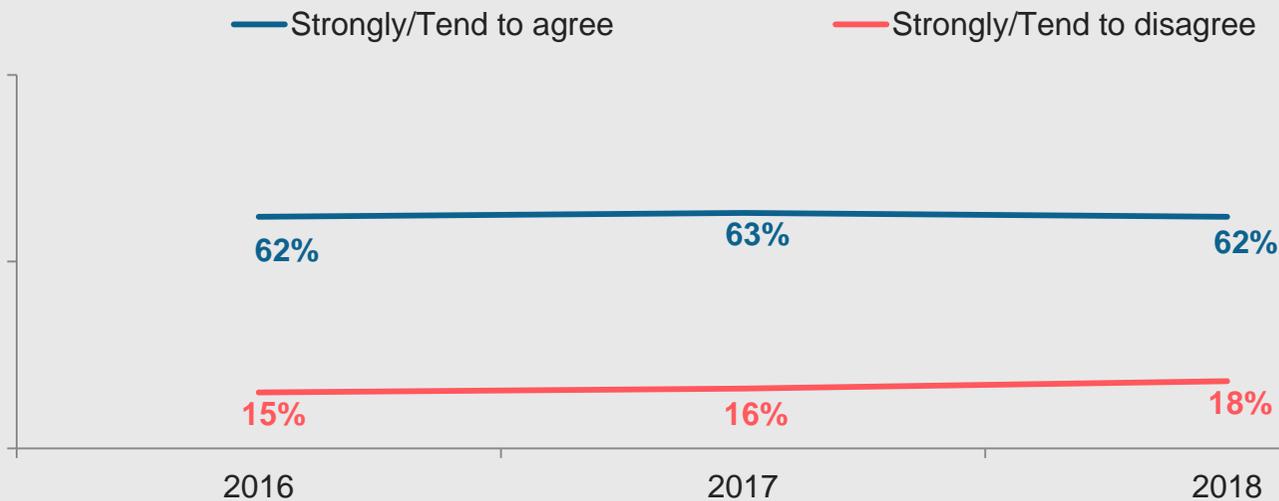
Do stakeholders feel that their CCG effectively communicates its plans and priorities to them?

Three in five stakeholders (62%) either 'tend to agree' or 'strongly agree' that their CCG effectively communicates its plans and priorities to them. This has decreased since 2016/17 (63%), but is the same proportion of stakeholders who said this in 2015/16 (62%).

One in five (18%) either 'tend to disagree' or 'strongly disagree' that their CCG effectively communicates its plans and priorities to them. This has increased since 2016/17 (16%) and 2015/16 (15%).

Plans and priorities

The CCG has effectively communicated its plans and priorities to me.



Base: all stakeholders except CQC 2017/18 (7881), 2016/17 (8512), 2015/16 (8244)

62%

'tend to agree' or 'strongly agree' that their CCG effectively communicates its plans and priorities to them



18%

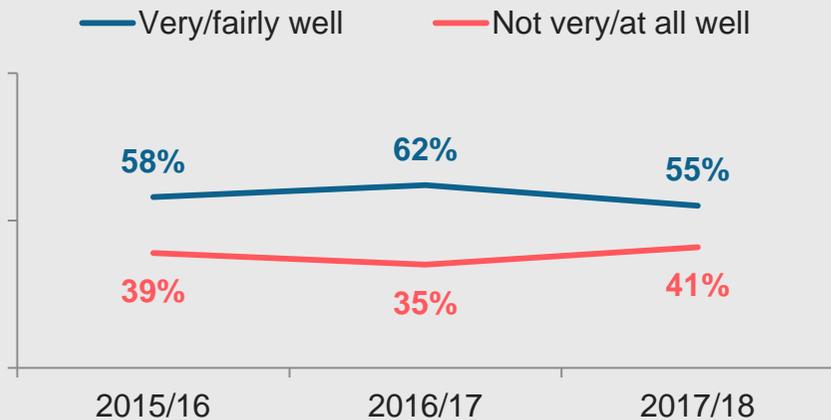
'tend to disagree' or 'strongly disagree' that their CCG effectively communicates its plans and priorities to them.



How well do GP member practices feel they understand the financial implications of their CCG's plans?

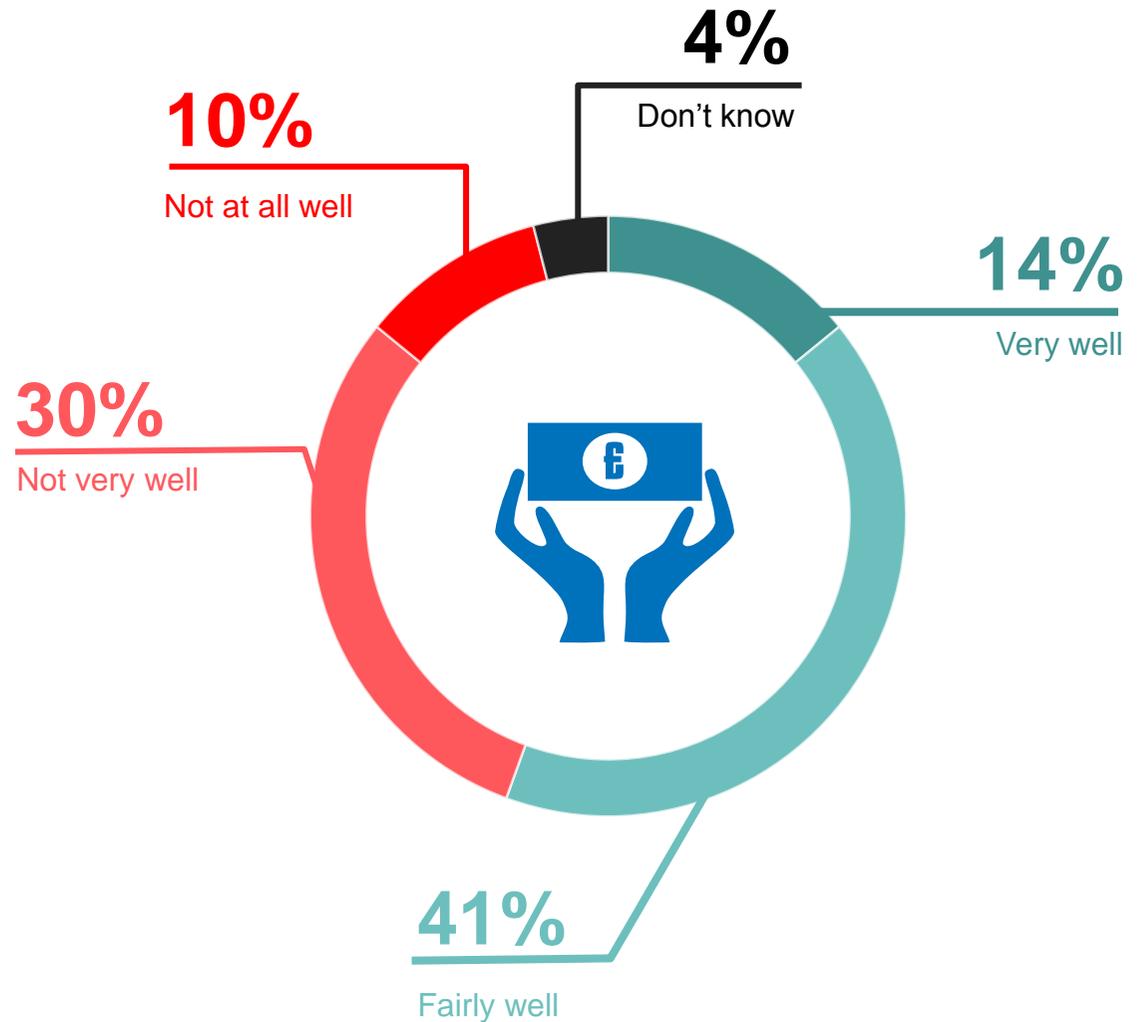
Just over half of GP member practices (55%) say they understand the financial implications of their CCG's plans either 'fairly well' or 'very well'. This has decreased since 2015/16 (58%) and 2016/17 (62%).

Two in five (41%) say they understand the financial implications of their CCG's plans, 'not very well' or 'not at all well.' This represents an increase since 2016/17 (35%).



Plans and priorities

How well, if at all, would you say that you understand the financial implications of the CCG's plans?



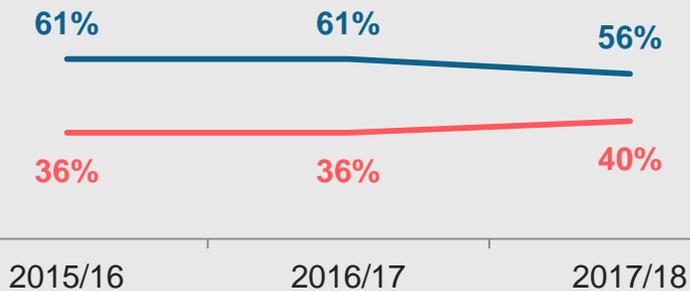
Base: All member practices 2017/18 (4,476), 2016/17 (4,733), 2015/16 (4,341)

How well do GP member practices feel they understand the implications of their CCG's plans for service improvement?

Again, more than half of GP member practices (56%) say they understand the implications of their CCG's plans for service improvement either 'fairly well' or 'very well'. This has decreased since 2015/16 (61%) and 2016/17 (61%).

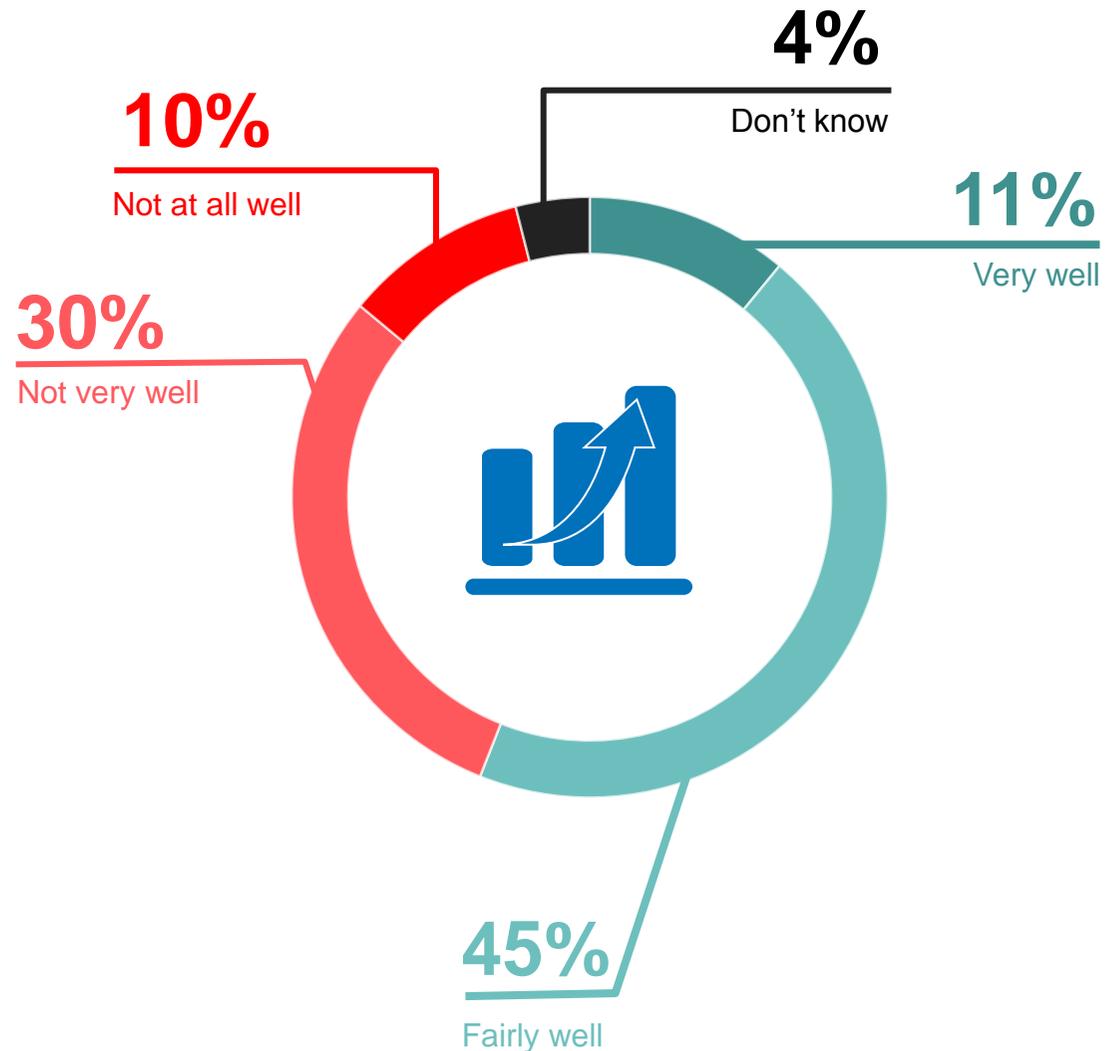
Two in five (40%) say they understand the implications of their CCG's plans for service improvement, 'not very well' or 'not at all well.' This represents an increase since 2015/16 (36%) and 2016/17 (36%).

— Very/Fairly well — Not very/Not at all well



Plans and priorities

How well, if at all, would you say that you understand the implications of the CCG's plans for service improvement



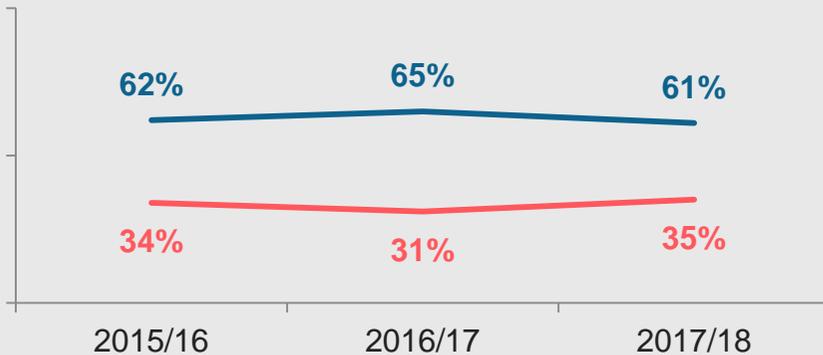
Base: all member practices 2017/18 (4,476), 2016/17 (4,733), 2015/16 (4,341)

How well do GP member practices understand the referral and activity implications of their CCG's plans?

Three in five (61%) say they understand the referral and activity implications of their CCG's plans either 'fairly well' or 'very well'. This is lower than in 2016/17 (65%), but similar to the proportion who said the same in 2015/16 (62%).

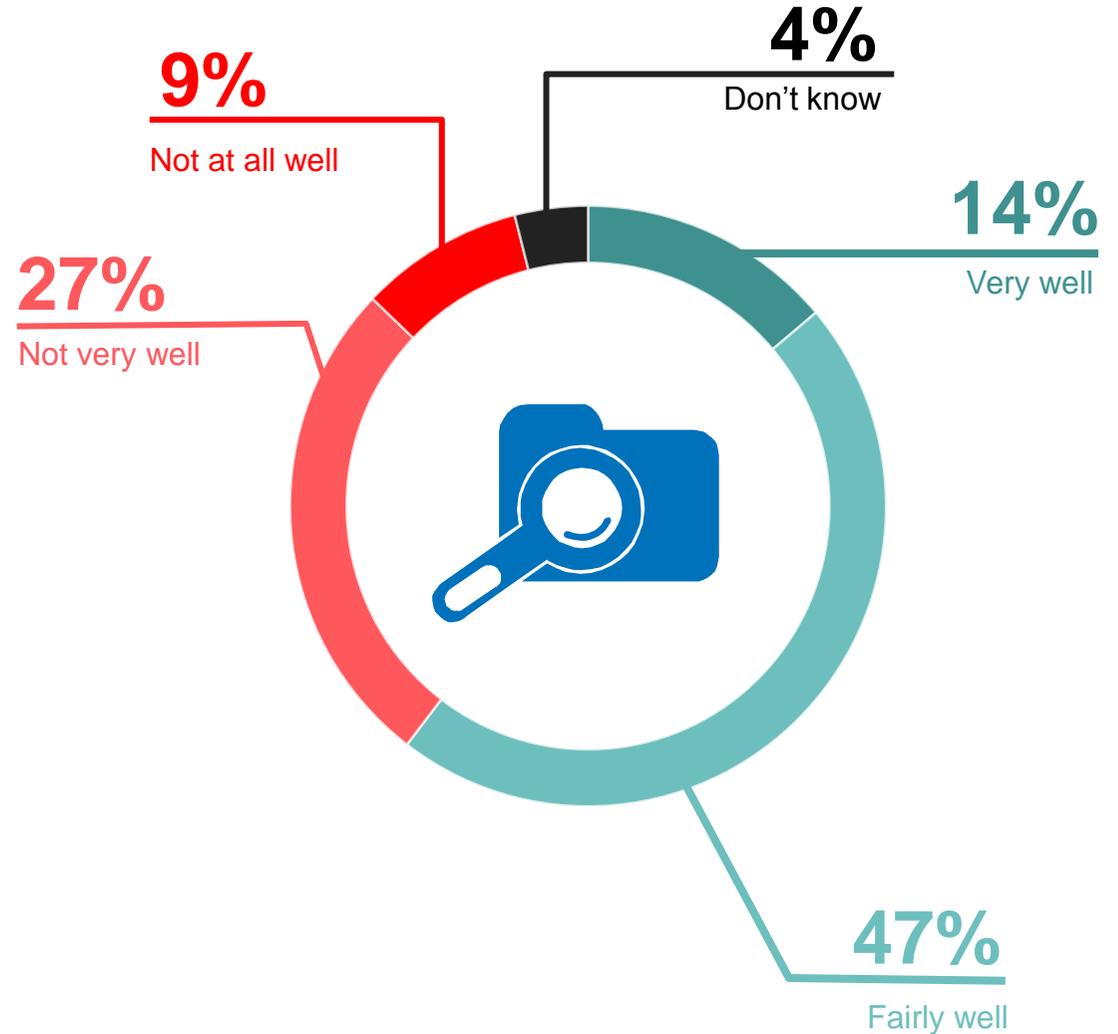
Three in ten (35%) say they understand the referral and activity implications 'not very well' or 'not at all well'. This is higher than in 2016/17 (31%), but similar to the proportion who said the same in 2015/16 (34%).

— Very/Fairly well — Not very/Not at all well



Plans and priorities

How well, if at all, would you say that you understand the referral and activity implications of the CCG's plans?



Base: all member practices 2017/18 (4,476), 2016/17 (4,733), 2015/16 (4,341)

How well do GP member practices understand their CCG's plans to improve the health of the local population and reduce health inequalities?

Again, three in five stakeholders (60%) say they understand their CCG's plans to improve the health of the local population and reduce health inequalities either 'fairly well' or 'very well'. While around two in five (36%) say they understand their CCG's plans 'not very well' or 'not at all well'.

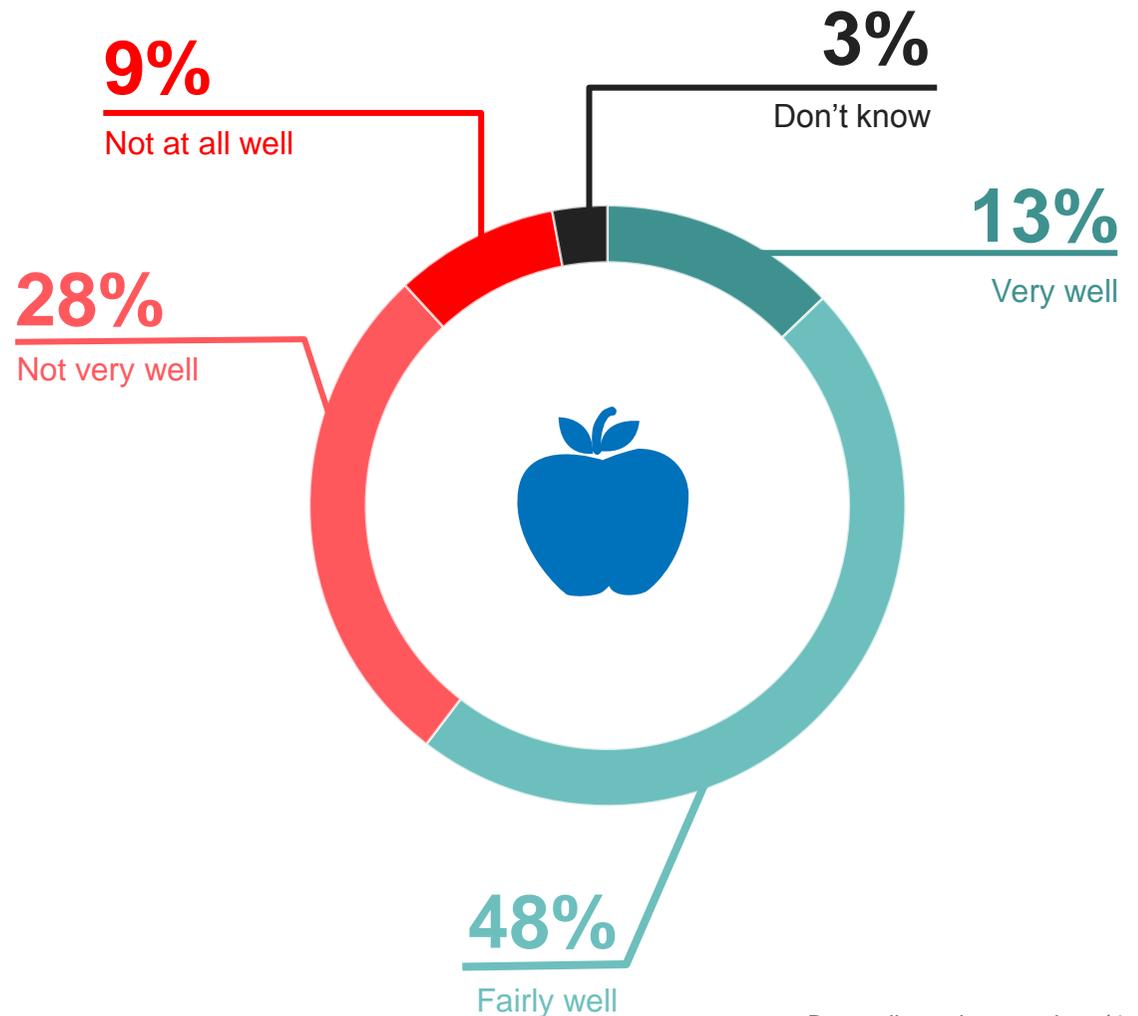
GP member practices most commonly feel that they understand it's CCG's plans 'fairly well' (48%).

This question was asked for the first time in 2017/18 so there is no trend data available.

Case study finding: Greater Huddersfield CCG has made efforts to improve their communications with GP practices. It has restructured and simplified their fortnightly newsletter, by splitting the content into clinical and managerial sections and reducing the amount of text. The CCG feel this makes it easier to follow for those who have limited time to read it.

Plans and priorities

How well, if at all, would you say that you understand the CCG's plans to improve the health of the local population and reduce health inequalities?



Base: all member practices (4,476)

Do stakeholders think that money is a key factor in decision-making when CCGs formulate their plans and priorities?

Four in five GP member practices (75%) either 'tend to agree' or 'strongly agree' that money is a key factor in decision-making when formulating their CCG's plans and priorities. This shows a decrease since 2016/17 (78%).

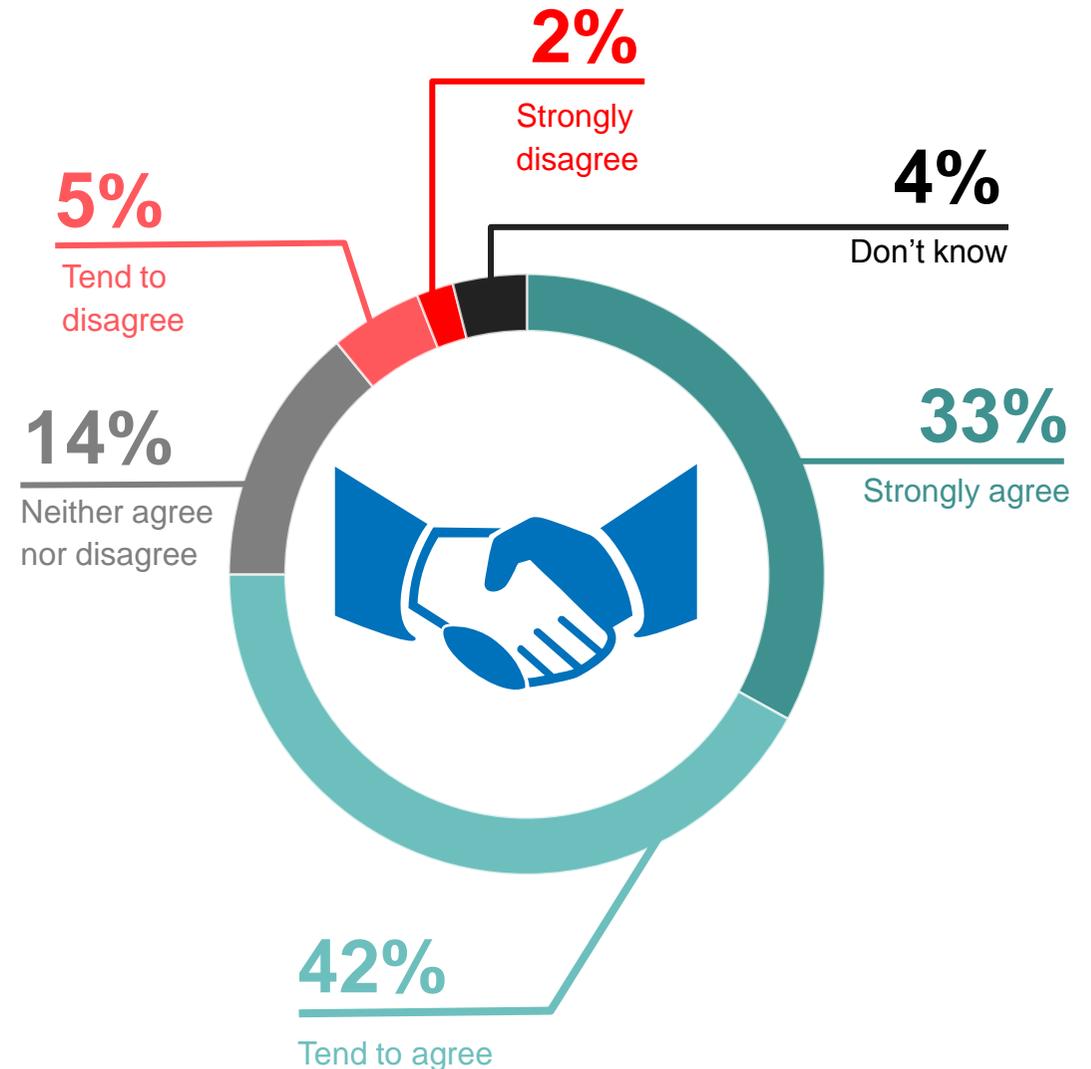
The proportion of those who 'strongly agree' (33%) has decreased since 2016/17 (37%). Similarly, the proportion of those who 'tend to agree' (42%) has decreased since 2015/16 (45%).

— Strongly/Tend to agree — Strongly/Tend to disagree



Plans and priorities

To what extent do you agree or disagree that value for money is a key factor in decision-making when formulating the CCG's plans and priorities?



Base: All member practices 2017/18 (4,476), 2016/17 (4,733), 2015/16 (4,341)

Engagement with patients and the public: Key findings

Although the majority of stakeholders are satisfied with the way their CCG engages with patients and the public, only two in five report that their CCG has engaged well with hard to reach groups (see slide 40 for an explanation of hard to reach groups). Furthermore, the proportion of stakeholders who agree that their CCG responds appropriately to issues raised by patients and the public has declined since 2016/17. It is notable however, that across all these questions there are relatively high proportions of stakeholders who give a neutral response or are unable to answer the question. This may indicate a lack of knowledge about the actions their CCG is taking to engage patients and the public.

Nearly two in three stakeholders are either 'fairly satisfied' or 'very satisfied' with **how their CCG has engaged patients and the public.**



64%

'very satisfied' or 'fairly satisfied'

Fewer than one in ten (7%) are dissatisfied.

And three in five either 'tend to agree' or 'strongly agree' that their CCG **responds appropriately to issues raised by patients and the public.**



59%

'strongly agree' or 'tend to agree'

However, this has fallen since 2015/16 (70%).

Relatively large proportions of stakeholders responded that they either '**neither agree nor disagree**' or '**don't know**', for example when asked about how their CCG engaged with hard to reach groups.



25%

'neither agree nor disagree' or 'don't know'

This suggests communicating with stakeholders about how they engage with the public could be done better by CCGs.

How satisfied are stakeholders with how their CCG involves patients and the public?

Nearly two in three stakeholders (64%) are either 'fairly satisfied' or 'very satisfied' with how their CCG involves patients and the public.

However, one in five (20%) are 'neither satisfied nor dissatisfied' and around one in ten (8%) do not know enough to answer the question. This suggests that some CCGs could do more to communicate with stakeholders about how they are involving patients and the public.

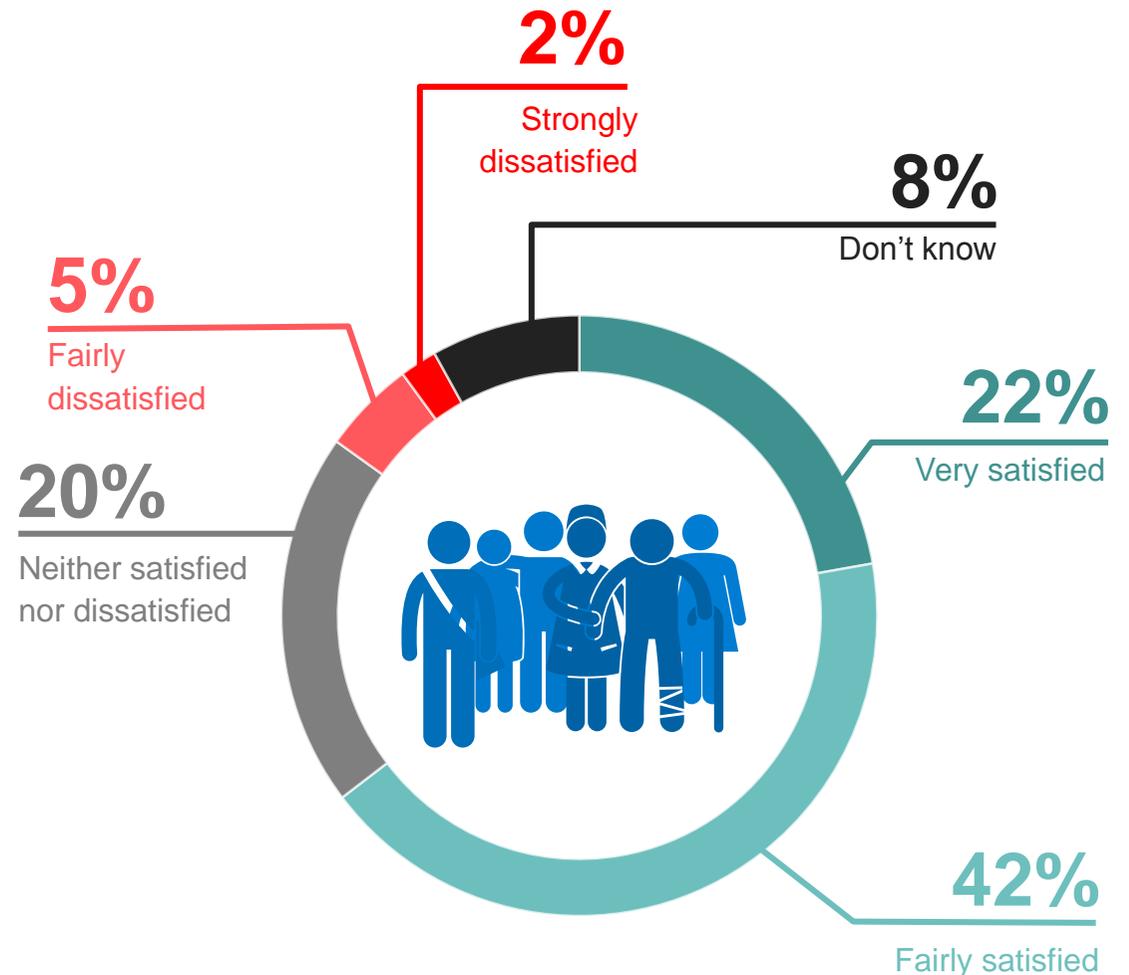
As this question was asked for the first time in 2017/18 there is no trend data available.

Case study finding: To support their policy of putting patient engagement at the centre of their activities, Surrey Heath CCG runs regular public meetings, which it has worked hard to ensure are as engaging and useful as possible. To do this, it has:

- Invited relevant stakeholders along;
- Ensured all CCG staff attend and are accessible – as part of their ethos that patient engagement is everyone’s responsibility;
- Fed back about issues raised at previous events, and;
- Used technology to allow them to conduct polls and receive questions from participants.

Engagement with patients and the public

How satisfied or dissatisfied are you with how the CCG involves patients and the public?



Base: All stakeholders (7,884)

To what extent do stakeholders think their CCG has engaged with 'hard to reach' groups?

'Hard to reach' groups are those who may experience barriers to accessing services or who are under-represented in healthcare decision making, for example, black and minority ethnic (BME) groups, Gypsies and Travellers, lesbian, gay, bisexual and trans (LGBT) people, asylum seekers, and young carers.

Just over two in five stakeholders (41%) think that their CCG has engaged with hard to reach groups 'a great deal' or 'a fair amount', compared with just over one in three (34%) who think that their CCG has engaged 'just a little' or 'not at all'.

These findings are in line with those from 2016/17 when 44% of stakeholders thought that their CCG had engaged and 33% thought that it hadn't.

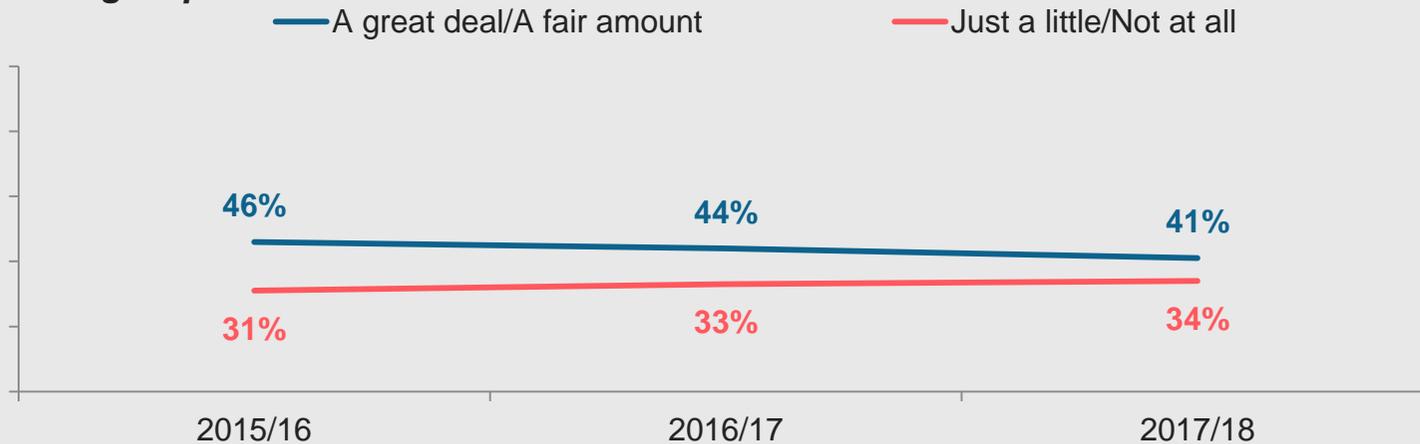
41%

think that their CCG has engaged with 'hard to reach' groups 'a great deal' or 'a fair amount'



Engagement with patients and the public

To what extent, if at all, do you feel that the CCG has engaged with 'hard to reach' groups?



Base: Healthwatch and voluntary/patient groups: 2017/18 (968), 2016/17 (798), 2015/16 (799)

Case study finding: As a small CCG, Surrey Heath CCG has worked on building relationships across local CCGs, to help support engagement with all service users. This has included working with Community Reps and local voluntary groups from neighbouring CCGs as well as their own, and talking with local CCGs about what they have found in their own engagement activities.

Do stakeholders think their CCG has listened to patients and the public when making commissioning decisions?

Just over half of stakeholders (56%) either 'tend to agree' or 'strongly agree' that their CCG has listened to patients and the public when making commissioning decisions.

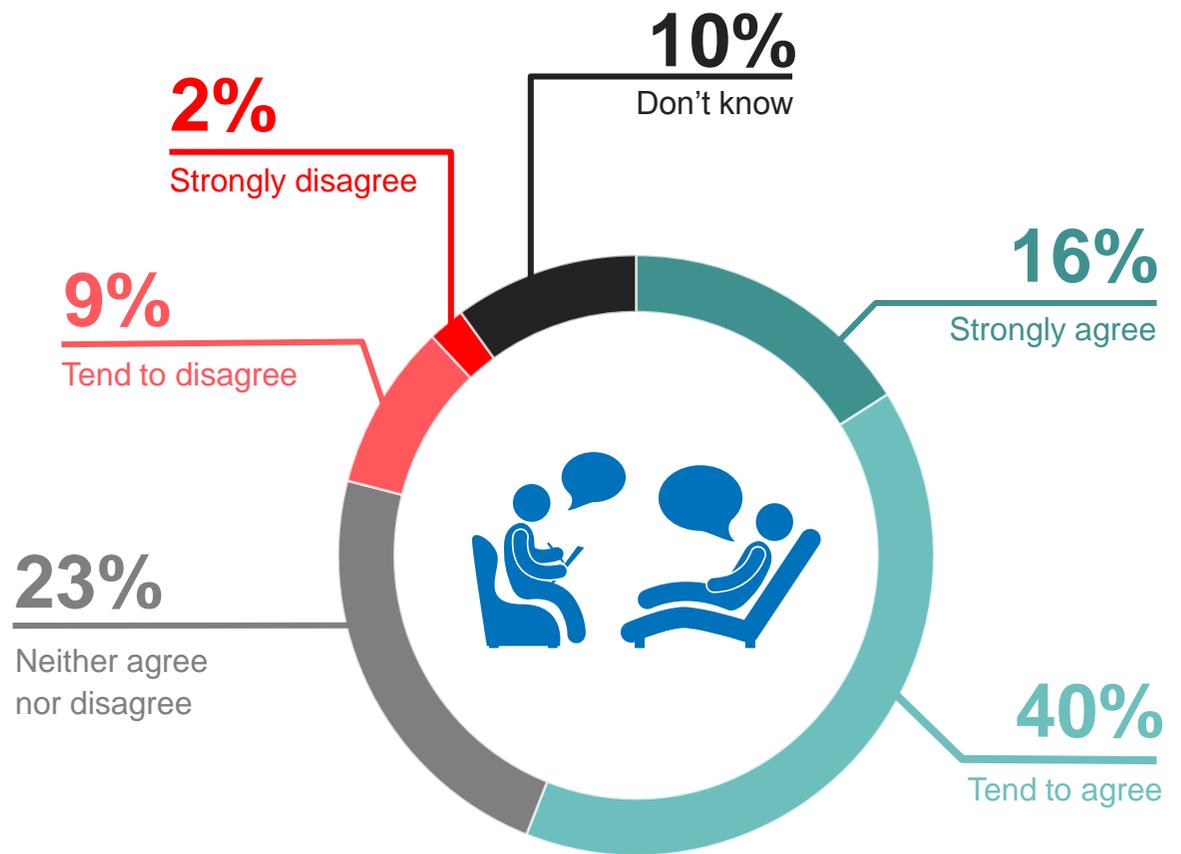
However, just under one in four (23%) 'neither agree nor disagree' and one in ten (10%) do not know enough to answer the question. Again, this suggests that some CCGs could do more to communicate with stakeholders about how they are responding to the views of patients and the public.

Slightly over one in ten (11%) either 'tend to disagree' or 'strongly disagree' that their CCG has demonstrated they have considered the views of patients and the public.

As this question was asked for the first time in 2017/18, there is no trend data available.

Engagement with patients and the public

To what extent do you agree or disagree that the CCG demonstrates it has considered the views of patients and the public when making commissioning decisions?



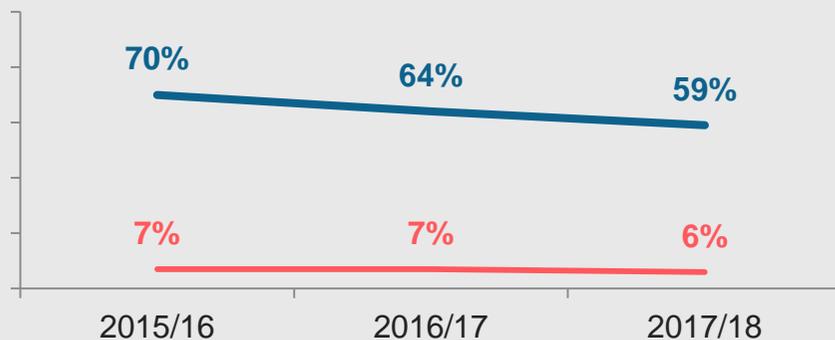
Base: All stakeholders (7,884)

Do stakeholders think their CCG responds appropriately to issues raised by patients and the public?

Three in five stakeholders (59%) either 'tend to agree' or 'strongly agree' that their CCG demonstrates that they consider and act appropriately in response to concerns, complaints and issues raised by the public. This proportion has decreased since 2015/16, when 70% agreed.

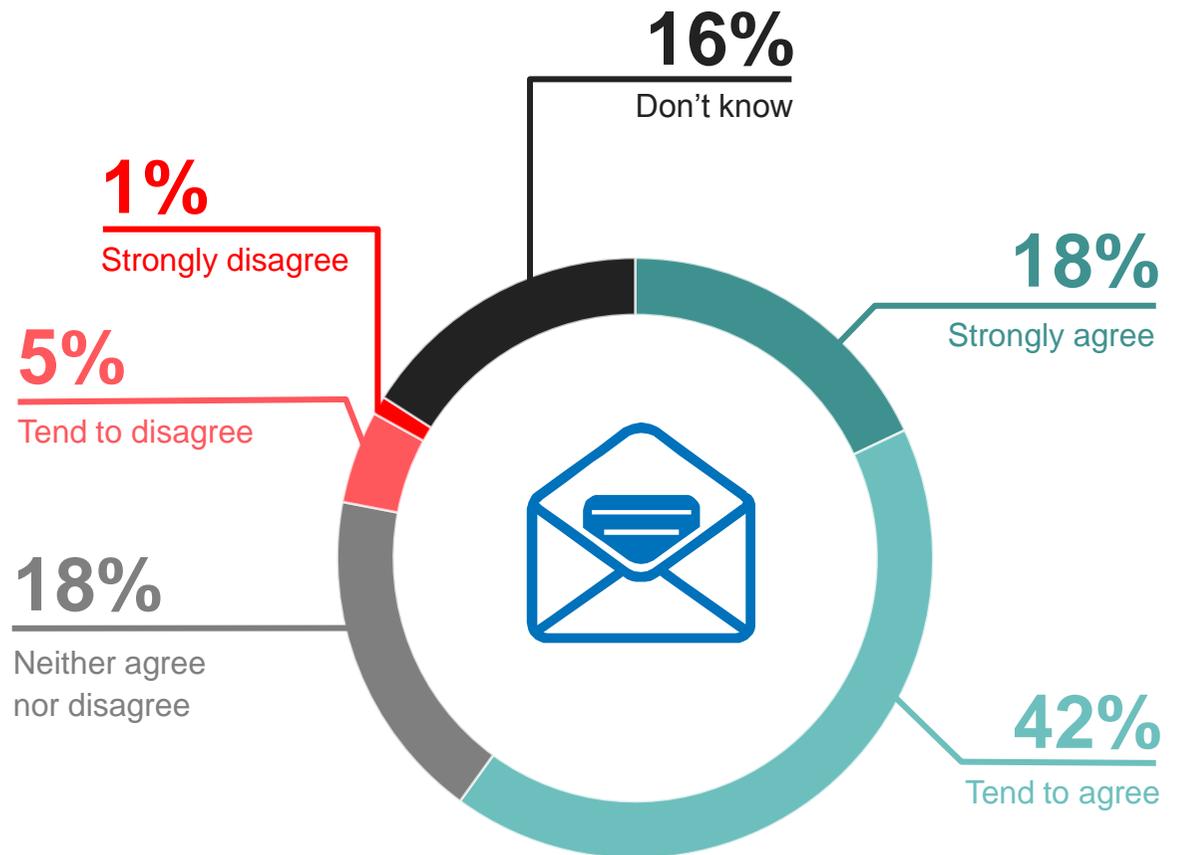
Just under one in five (18%) 'neither agree nor disagree' and a similar proportion (16%) are unable to answer the question. Again, this indicates that CCGs' processes for handling issues raised by patients and the public are not always clear to stakeholders.

— Strongly/Tend to agree — Strongly/Tend to disagree



Engagement with patients and the public

To what extent do you agree or disagree that the CCG demonstrates that it considers and acts appropriately in response to concerns, complaints or issues raised by patients and the public?



Base: Healthwatch and voluntary/patient groups: 2017/18 (968), 2016/17 (798), 2015/16 (799)

Monitoring and reviewing services: Key findings

The majority of stakeholders are confident that their CCG monitors services effectively. They also agree that they feel able to raise concerns about service quality, and are confident that their CCG acts on feedback it receives about services (although the proportion of negative responses to these statements has increased since 2016/17). NHS provider organisations are particularly positive. The majority feel that their CCG monitors services an appropriate amount. An increasing proportion agree that their CCG understands the challenges their organisation faces.

Around two in three stakeholders either 'tend to agree' or 'strongly agree' that their CCG **monitors the quality of services effectively**.



63%
'strongly agree' or 'tend to agree'

This is a higher proportion than in 2016/17 (61%).

Around two in three NHS provider organisations either 'tend to agree' or 'strongly agree' that the **amount of monitoring their CCG conducts on services** is about right.



68%
'about right'

This finding is consistent with 2016/17 (67%).

However, there has been an increase in the proportion of stakeholders who either 'tend to disagree' or 'strongly disagree' that they **feel able to raise concerns about service quality** and that they are **confident their CCG will act on their concerns**.



+2%

Both have increased by 2 percentage points since 2016/17 (from 7% to 9% and 14% to 16%).

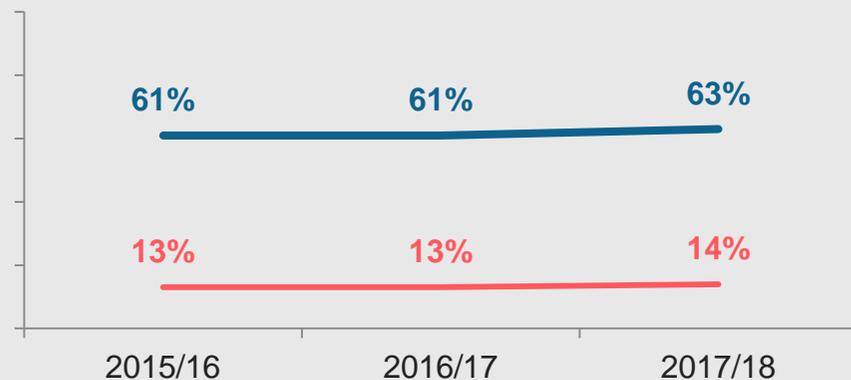
Do stakeholders have confidence in their CCG to effectively monitor service quality?

Just under two in three stakeholders (63%) either 'tend to agree' or 'strongly agree' that their CCG effectively monitors the quality of the services it commissions.

Around one in seven (14%) either 'tend to disagree' or 'strongly disagree' that their CCG effectively monitors services in this respect.

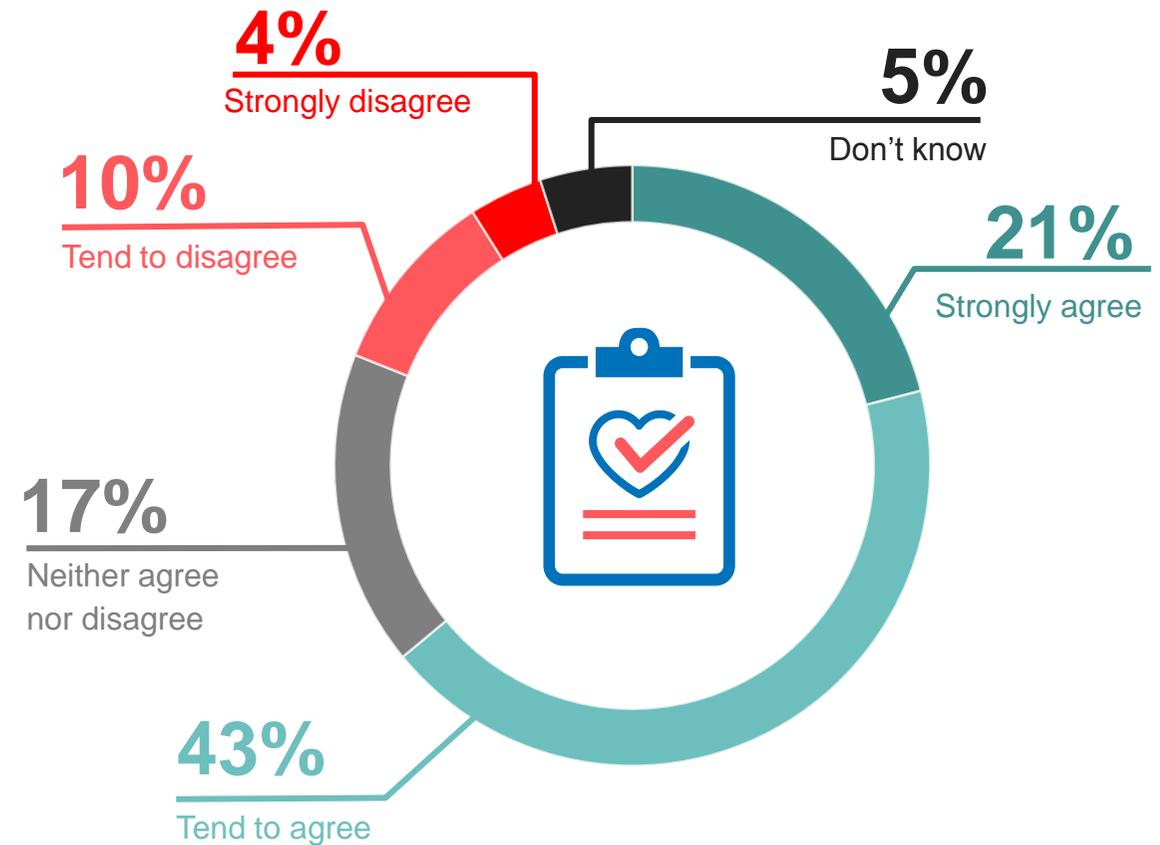
The proportion who either 'tend to agree' or 'strongly agree' has risen by two percentage points from 61% in 2016/17 to 63% in 2017/18. The proportion who either 'tend to disagree' or 'strongly disagree' has remained consistent since 2016/17 (13%).

— Strongly/Tend to agree — Strongly/Tend to disagree



Monitoring and reviewing services

I have confidence that the CCG monitors the quality of the services it commissions in an effective manner.



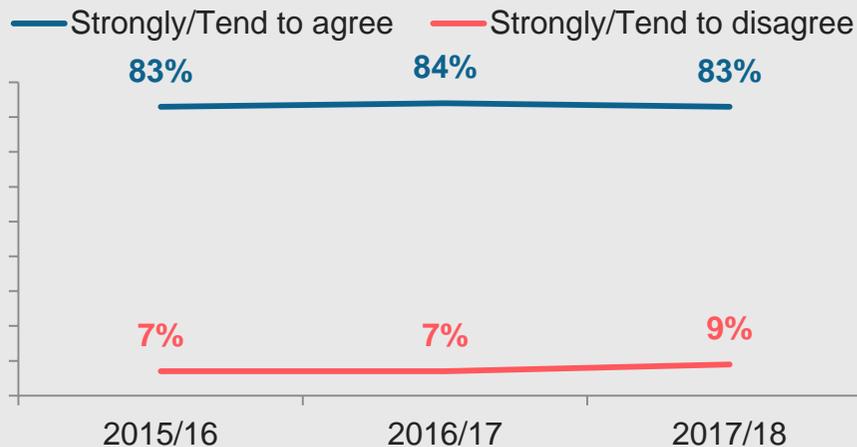
Base: All stakeholders except CQC: 2017/18 (7881), 2016/17 (8512), 2015/16 (8244)

Do stakeholders feel able to raise concerns with their CCG?

Over eight in ten stakeholders (83%) either 'tend to agree' or 'strongly agree' that if they had concerns about the quality of local services they would feel able to raise these concerns with their CCG.

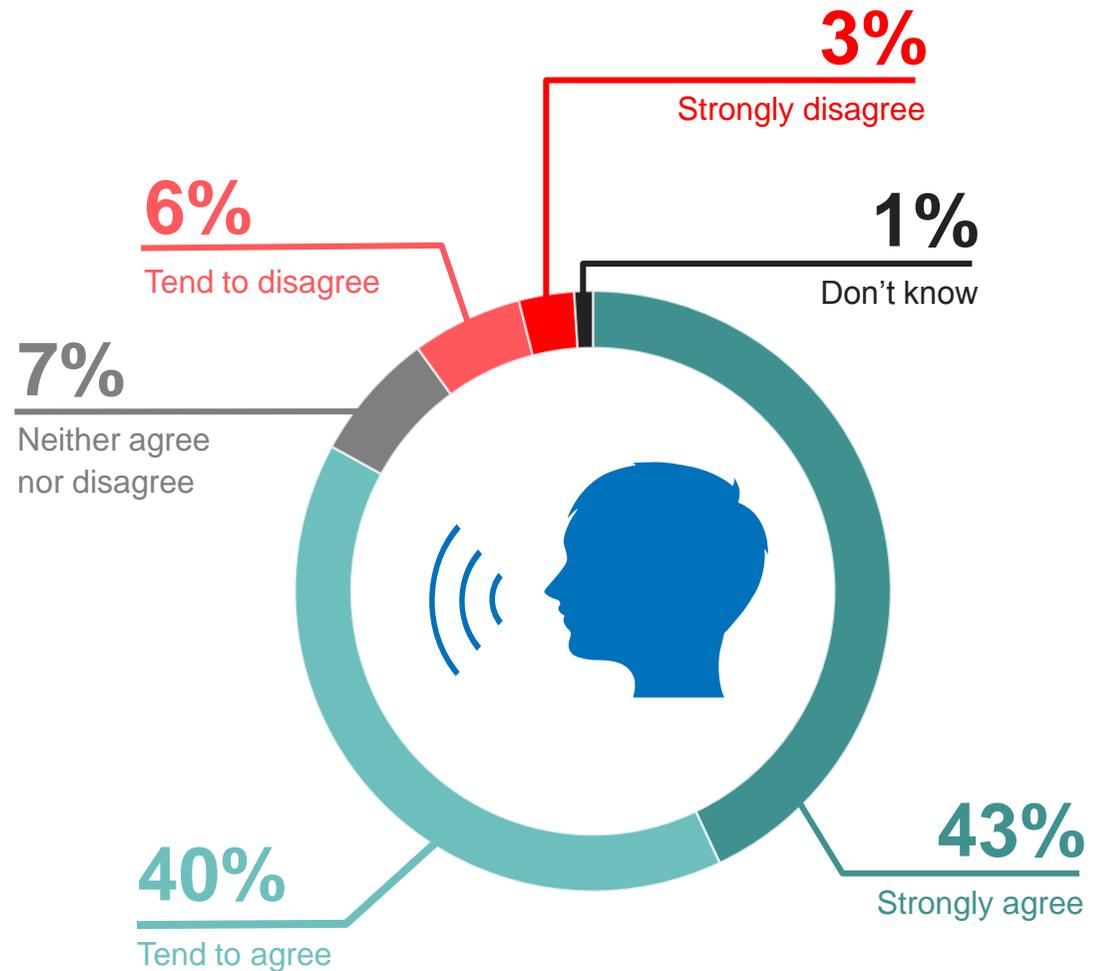
Just under one in ten (9%) disagree that they would feel able to raise concerns in this circumstance.

The proportion who either 'tend to disagree' or 'strongly disagree' has risen by two percentage points from 7% in 2016/17 to 9% in 2017/18. The proportion who either 'tend to agree' or 'strongly agree', however, hasn't changed since 2016/17.



Monitoring and reviewing services

If I had concerns about the quality of local services I would feel able to raise my concerns with the CCG.



Base: All stakeholders except CQC: 2017/18 (7,881), 2016/17 (8,512), 2015/16 (8,244)

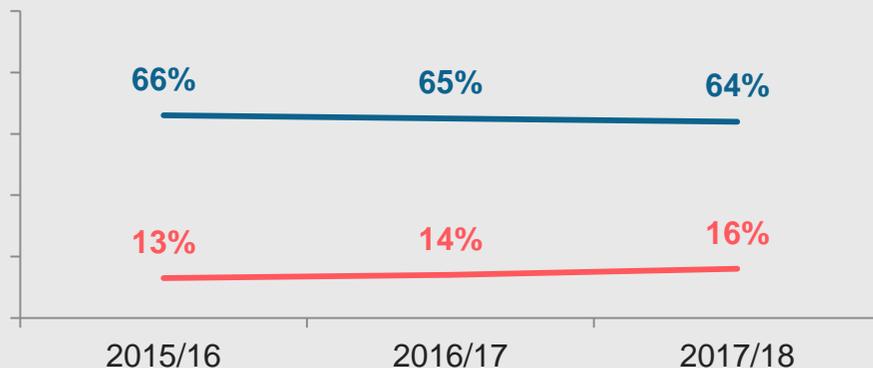
Do stakeholders have confidence in their CCG to act on feedback about service quality?

Nearly two in three stakeholders (64%) either 'tend to agree' or 'strongly agree' they have confidence in their CCG to act on feedback it receives about service quality.

However, just under one in six (16%) either 'tend to disagree' or 'strongly disagree'.

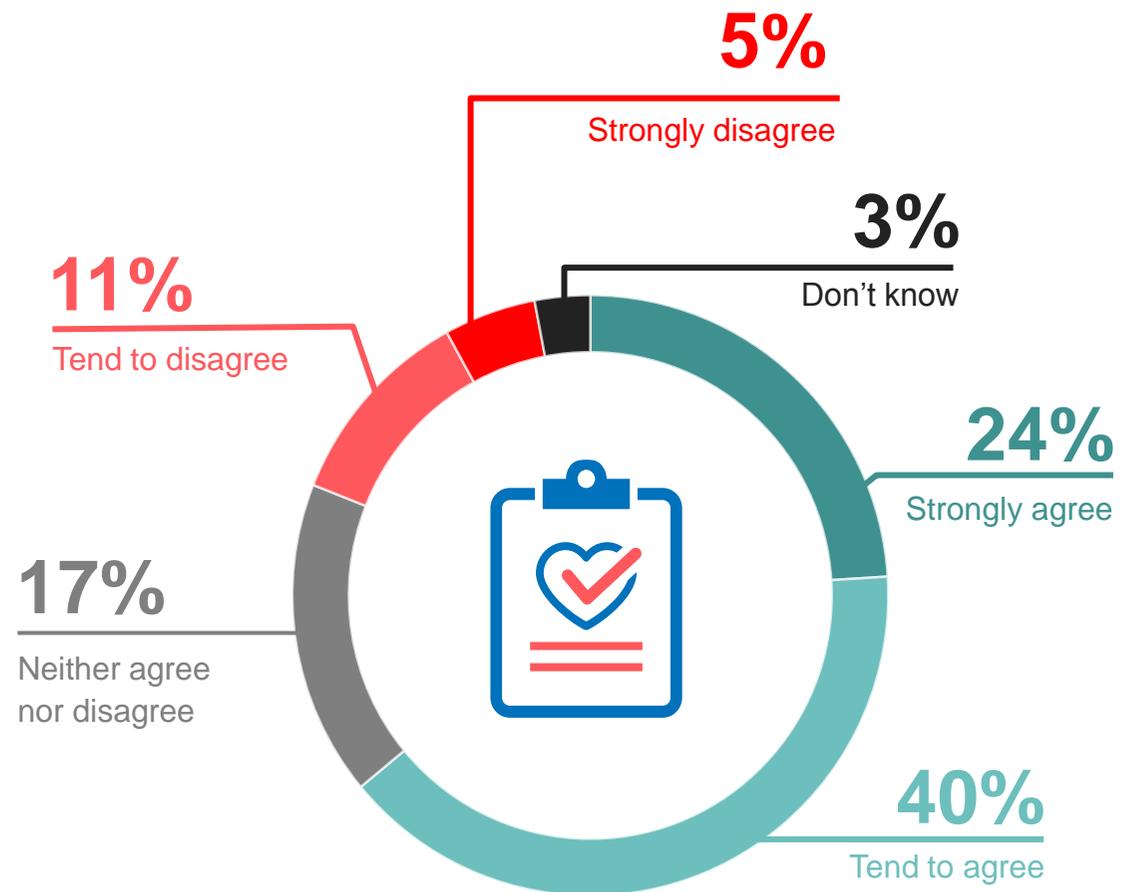
The proportion who either 'tend to disagree' or 'strongly disagree' has increased over the last two years, from 13% in 2015/16 to 16% in 2017/18. Similarly, the proportion who either 'tend to agree' or 'strongly agree', has decreased since 2015/16, from 66% to 64%.

— Strongly/Tend to agree — Strongly/Tend to disagree



Monitoring and reviewing services

I have confidence in the CCG to act on feedback it receives about the quality of services.



Base: all stakeholders except CQC 2017/18 (7,881), 2016/17 (8,512), 2015/16 (8,244)

Are NHS provider organisations satisfied with the amount of monitoring their CCG carries out on the quality of services?

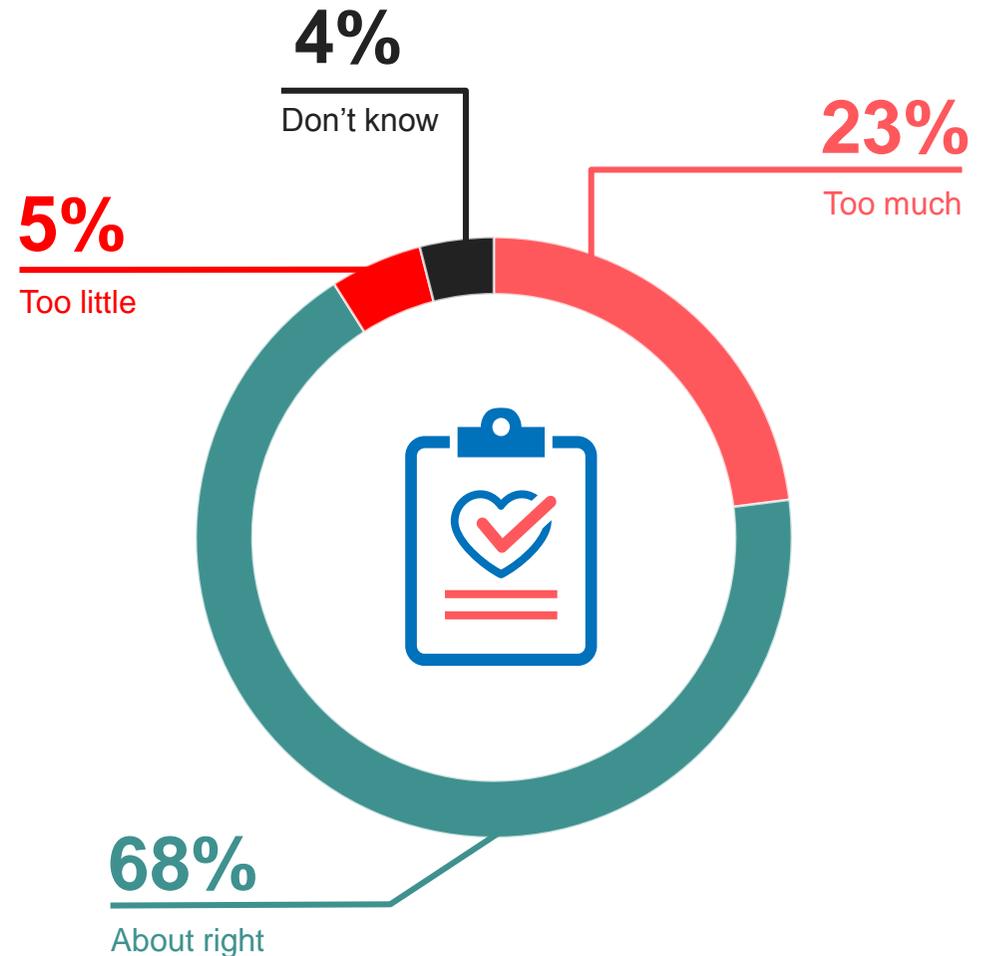
Around two in three (68%) stakeholders feel that the amount of monitoring their CCG carries out is 'about right'.

Just under one in four (23%) think it is 'too much' and only one in twenty (5%) think that it is 'too little'.

These findings are in line with those from 2016/17 (when 67% thought the amount of monitoring was 'about right').

Monitoring and reviewing services

Would you say that the amount of monitoring the CCG carries out on the quality of your services is too much, too little or about right?



Base: NHS provider organisations: 2017/18 (596), 2016/17 (653)

Do NHS provider organisations think their CCG responds to issues with services proportionately and fairly?

Over two in three stakeholders (68%) either 'tend to agree' or 'strongly agree' that, when there is an issue with the quality of services, the response of their CCG is proportionate and fair.

Just over one in ten (11%) either 'tend to disagree' or 'strongly disagree' that the response is proportionate and fair.

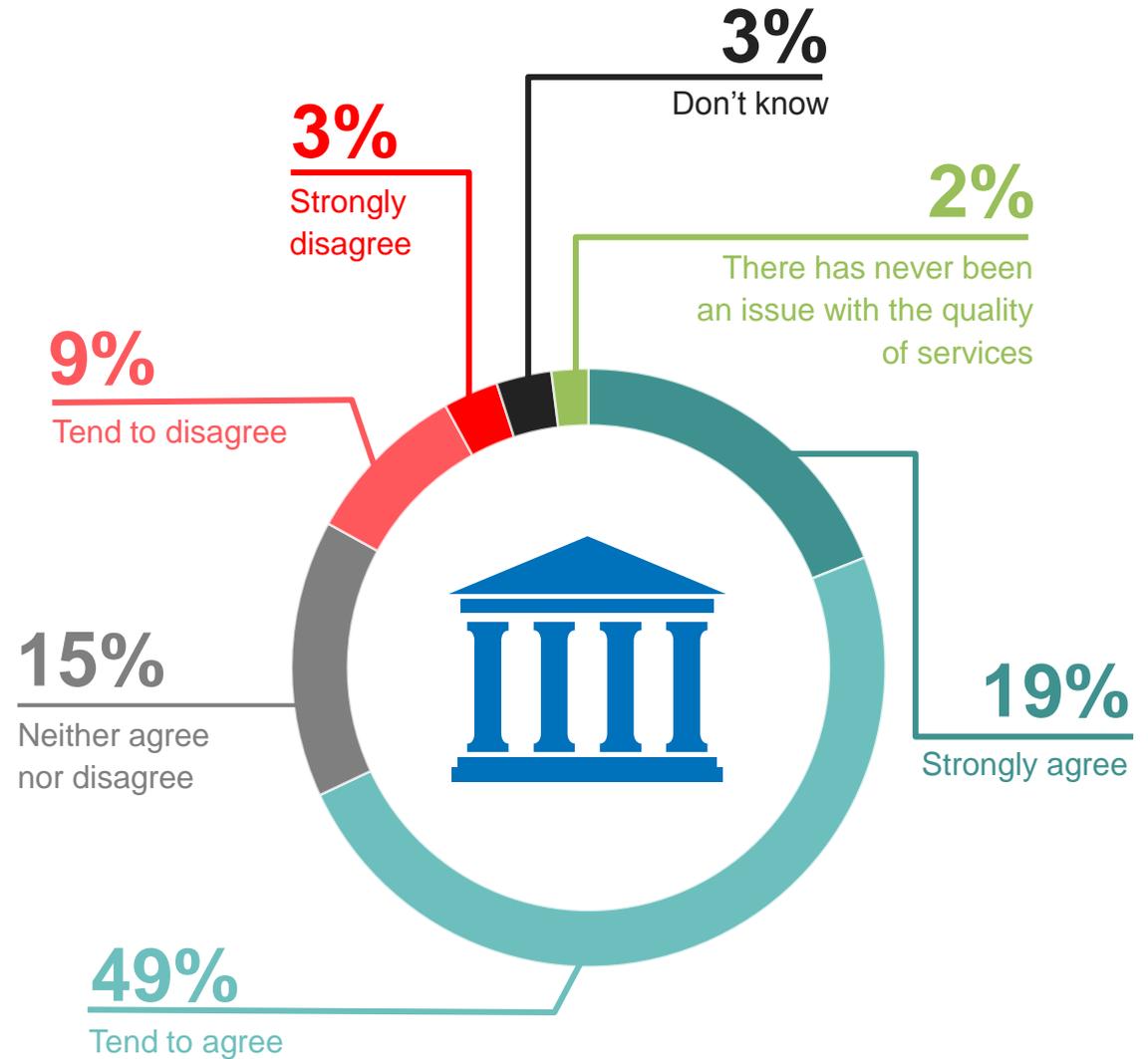
A very small proportion of stakeholders (2%) say that there has never been an issue with the quality of services.

These findings are in line with 2016/17 (when 66% agreed and 14% disagreed), although they have increased since 2015/16 (when 62% agreed and 16% disagreed).

Case study findings: Merton CCG addressed a specific issue around delayed transfers of care at their main acute provider by visiting the site, speaking with patients and making quick decisions on how to move people on. The CCG say it has made a particular effort to move away from a culture of blame and are “trying to create the sense that ‘we’re in the public sector together’.”

Monitoring and reviewing services

To what extent do you agree or disagree that when there is an issue with the quality of services, the response of the CCG is proportionate and fair?



Base: NHS provider organisations: 2017/18 (596), 2016/17 (653), 2015/16 (746)

Do stakeholders think that their CCG understands the challenges facing provider organisations?

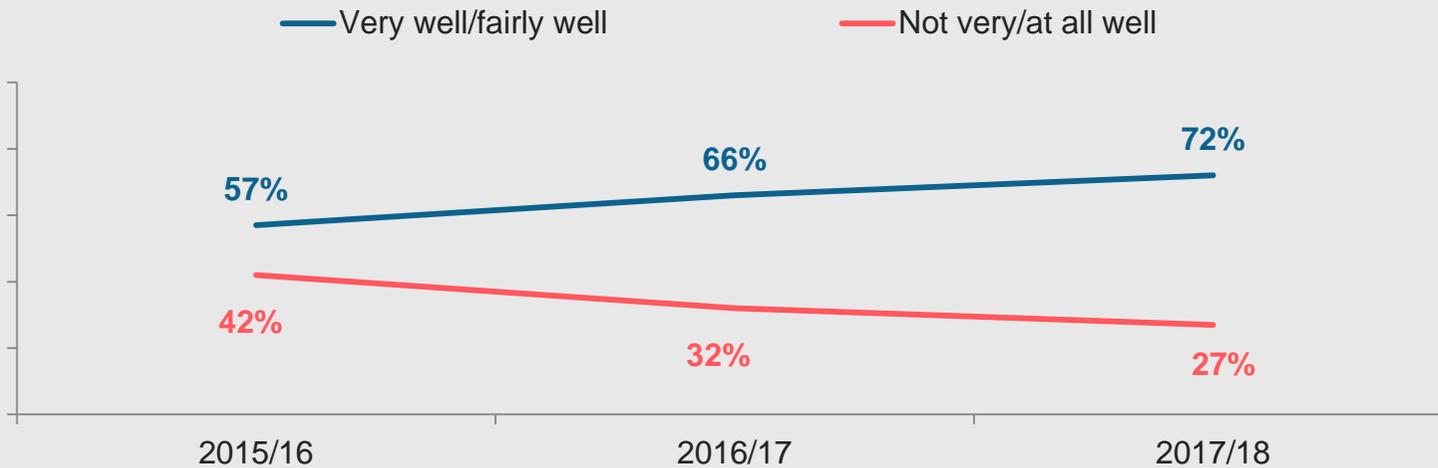
The majority of NHS provider organisations (72%) say that their CCG understands the challenges facing their organisation 'fairly well' or 'very well'. In particular, one in five (20%) think that their CCG is doing 'very well', while half (51%) think that it is doing 'fairly well'.

A smaller proportion (21%) say that their CCG understands these challenges 'not very well' and a very small proportion (6%) say 'not at all well'.

The proportion who think their CCG understands their challenges well has increased from 66% in 2016/17 to 72% in 2017/18. The proportion who either 'tend to disagree' or 'strongly disagree' has not changed since 2016/17.

Monitoring and reviewing services

How well, if at all, would you say the CCG understands the challenges facing your provider organisation?



Base: NHS provider organisations: 2017/18 (596), 2016/17 (653), 2015/16 (746)

72%

Feel that their CCG understands the challenges facing their provider organisation 'fairly well' or 'very well'.



27%

Feel that their CCG understands the challenges facing their provider organisation 'not very' or 'not at all well'.



Variation by stakeholder type

How did different stakeholder groups respond to key questions?

Stakeholders from other CCGs, local authorities and Health and Wellbeing Boards were more positive across all, or all but one, of the questions asked of all stakeholder groups. Other CCG stakeholders were most positive, with an average score 16 percentage points higher than the overall figures, across all questions.

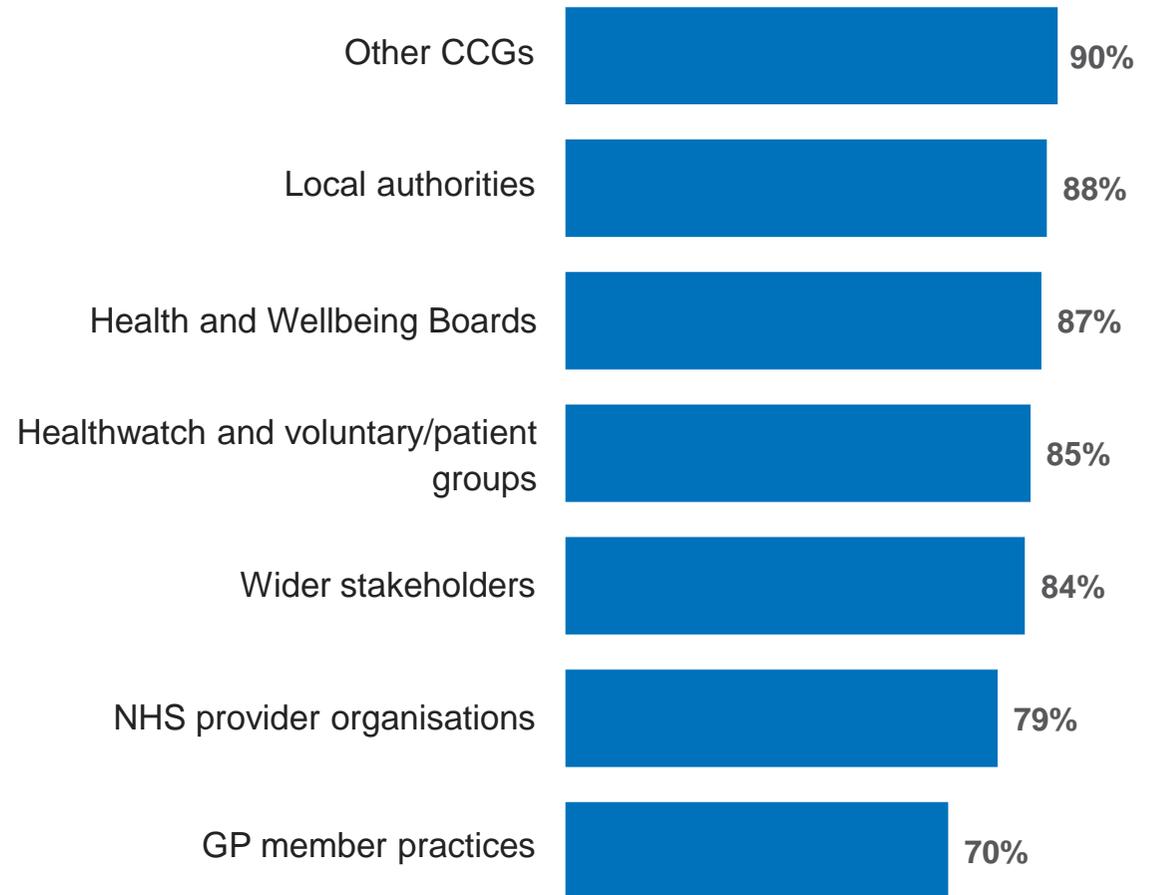
Stakeholders from GP member practices were among the most negative of all stakeholders, giving lower than average positive scores for all questions asked of all stakeholders. On average, their scores were five percentage points lower than the overall scores, across all questions.

However, it should be noted that as the majority of stakeholders were from GP member practices, their responses had the largest impact on the overall score.

This pattern of responses is broadly consistent with previous years.

Overall working relationships

Overall, how would you rate the effectiveness of your working relationship with the CCG? (% good)



Base: all stakeholders apart from CQC (7,881)

Variation by geographical region

How do stakeholder views vary by geographical region?

For those questions that were asked of all stakeholders, a positive pattern emerges among stakeholders in London and the North, more than those in the South West, South East or Midlands and East. For example, 65% of stakeholders in London have confidence that their CCG will deliver high quality services that are good value for money compared with 47% of stakeholders in the South West.

This pattern is maintained across a number of other measures, and is consistent with the pattern of regional differences that was observed in 2016/17 and 2015/16.

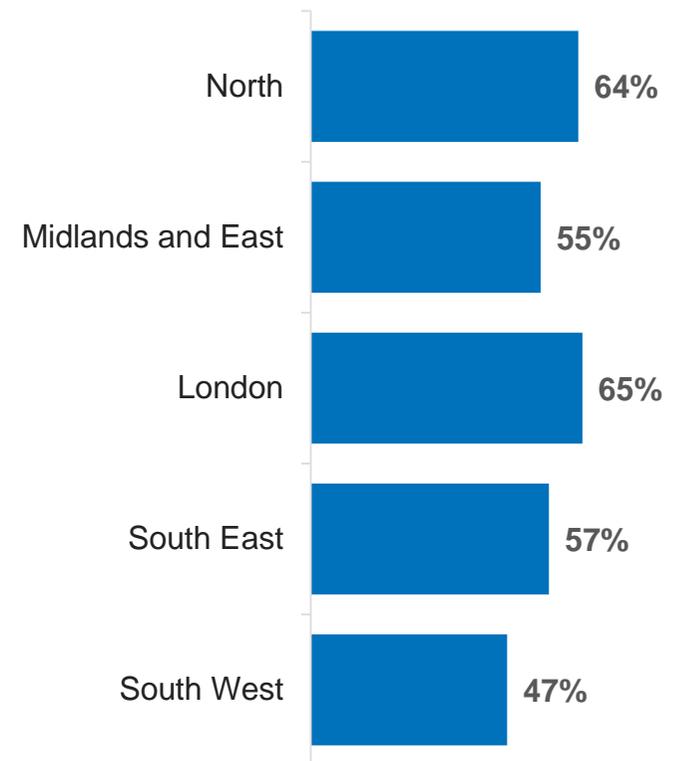
It should be noted, however, that the observed differences between the regions may be caused by factors that are not measured by this survey. This could include, for example, level of urbanisation or population demographics of the region.

There is also significant variation among CCGs within regions. For example, some CCGs in the South West and South East outperform CCGs in London. There are also CCGs in London which fall within the lowest quartile of CCGs on key questions.

As such, rather than implying that a particular region is performing better or worse than another, these results should serve to aid identification of specific issues for improvement, along with best practice to be shared across regions.

Commissioning/decommissioning services

I have confidence the CCG's plans will deliver high quality services that demonstrate value for money (% agree)



Base: all stakeholders apart from CQC (7,881)

Appendix: Background and purpose

The CCG (clinical commissioning group) 360° stakeholder survey was initially commissioned by the Department of Health on behalf of NHS England (then the NHS Commissioning Board) in 2012 as part of the authorisation process for aspiring CCGs. It has been carried out on an annual basis thereafter.

NHS England has a statutory duty to conduct an annual assessment of each CCG and, specifically, to consult each relevant Health and Wellbeing Board on CCGs’ contributions to the delivery of any joint health and wellbeing strategy. The results of this survey are used to inform this assessment under the [CCG Improvement and Assessment Framework](#).¹ They help to identify how effectively CCGs are operating in partnership with key organisations in their local health and care system to commission safe, high-quality and sustainable services within their resources, delivering better health outcomes and reducing health inequalities.

In addition to informing the NHS England assessment of CCGs, the results from the survey also provide all CCGs with a valuable tool to evaluate their progress and inform future development. Each CCG has already been provided with its individual results for internal analysis and action planning purposes.

In 2017/18, local health and care systems, and CCGs’ role within them, have developed significantly, with the evolution of more formal partnerships between organisations. All CCGs are part of ‘sustainability and transformation partnerships’ (STPs), and at the end of March 2018, around 20% were working together to prepare to become ‘integrated care systems’ (ICSs) – previously referred to as ‘accountable care systems’ (ACSs). There has been a growth of collaborative working between CCGs, with an increase in shared accountable officers and committees in common, and in the course of the year, 18 CCGs prepared for a total of six formal organisational mergers, to take effect from 1 April 2018.

¹ <https://www.england.nhs.uk/wp-content/uploads/2017/11/ccg-improvement-and-assessment-framework-2017-18.pdf>

Appendix: Methodology

The CCG 360° stakeholder survey 2017/18 was conducted by Ipsos MORI on behalf of NHS England, and all CCGs in England took part. Fieldwork was conducted between 15 January 2018 – 1 March 2018. In total, 13,102 stakeholders were invited to take part in the survey and 7,884 of these stakeholders completed it. Consequently, the final overall national response rate was 59.4% compared with 62.5% for 2016/17. Whilst this represents a slight decrease since last year, it is still a very robust response rate.

Each CCG provided Ipsos MORI with a list of stakeholders to be contacted for the survey. The stakeholder groups included in each list are detailed in the table to the right.

The 18 CCGs which were proposing to merge in April 2018 were asked to work together within their new CCG groups and submit a single stakeholder list across the group of merging CCGs, enabling a single report of findings for each new CCG to be produced.

11 CCGs (in various groupings) which were at the time considered to be working particularly closely together chose to take a ‘grouped’ approach in managing their stakeholders. This meant that they identified those stakeholders that they had in common and asked for their views about the group of CCGs, but also identified those stakeholders which were unique to them, meaning that each CCG in the group received their own set of results from the survey.

The survey was primarily conducted online. Nominated stakeholders were initially invited to participate via email, with up to six reminder emails sent to those who did not respond to the survey. Two weeks after the initial invitations, those stakeholders who had not responded were telephoned by Ipsos MORI interviewers over a further four-week period, in order to encourage response and offer the opportunity to complete the survey by telephone.

Within the survey questionnaire, stakeholders were asked a series of questions about their working relationships with their CCG. In addition, as stakeholder groups had different areas of experience and knowledge, they were presented with a number of questions specific to them (except those classed as ‘wider stakeholders’ or ‘other CCGs’).

Stakeholder types
GP member practices
Health and Wellbeing Boards
Healthwatch and voluntary/patient groups
NHS provider organisations
Other CCGs
Local authorities