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To:

CCG Accountable Officers

CCG Chairs

Dear Colleague,

CCG 360° stakeholder survey 2017

I am writing to highlight publication of the report on the national findings of the CCG 360⁰ stakeholder survey 2017. This is available [here](#). The report provides an overview of the findings across all 209 CCGs. Annex A summarises the headline results of the survey for 2017, providing the comparative scores for 2016 and 2015. The report annex provides a breakdown of the findings by stakeholder group and region, and for selected questions, at an individual CCG level.

The survey provides a very useful resource to help us identify examples of successful engagement and areas for improvement. As CCGs develop their relationships with partner organisations within Sustainability and Transformation Partnerships (STPs) and accountable care systems (ACSs) stakeholder relations have never been more important. Partnerships are critical to the successful delivery of the transformational service changes that we are seeking for patients and communities.

Findings

Overall, the survey findings are very positive (79% of stakeholders feel that they have been engaged by their CCG a great deal/a fair amount and 70% are satisfied with that engagement). This is a credit to CCGs in what has been a challenging year. I would like to congratulate you on the way that you have engaged with your stakeholders, notably local authorities, the vast majority (88%) of which feel that they are engaged by their CCG a great deal or a fair amount and around four in five (78%) of which are satisfied with the way in which that engagement has taken place. As we move towards accountable care systems, it is also encouraging to see that the proportion of providers saying that their CCG understands the challenges they face has increased from 57% in 2016 to 66% in 2017.

The majority of stakeholders (84%) report they feel able to raise concerns with their CCG about the quality of local services but only two in three (65%) are confident that their CCG acts on the feedback it receives.

It is important to look beneath the high level information to understand the variations in performance between CCGs. There are significant differences between the top performing and least well performing CCGs. It is important that those CCGs with the least positive results learn from those which are engaging their stakeholders successfully, so that they can make improvements.

In addition, the overall findings mask specific stakeholders feel about CCGs. Despite the challenges of the past year, across most metrics, health and wellbeing boards, Healthwatch, local authorities and wider stakeholders rate CCGs very highly. It is important that CCGs use these good relationships to bring the discussions around Delayed Transfers of Care (DTCs) and the Better Care Fund (BCF) to a mutually satisfactory conclusion, and to help the STPs build partnerships with local authorities, patients and the public. On the other hand, responses from GPs and providers are less positive. It is important that CCGs maintain and improve relationships with these groups as we try to address complex challenges or big service changes through system partnerships.

Action please

1. In a spirit of openness and transparency, CCGs are strongly encouraged to publish their individual survey reports on their websites if they haven't already done so. The expectation that these reports would be publicly available was set out in the 2016/17 CCG Improvement and Assessment Framework (IAF) in March 2016.
2. Alongside these reports, CCGs should ideally publish the actions that they are taking to improve their results over the next year. The survey results feed into the leadership indicator of the CCG IAF on an annual basis.
3. CCGs should make full use of available guidance and resources to strengthen engagement with stakeholders, notably the recent [patient and public participation statutory guidance](#). This highlights the importance of having a clear purpose for engagement and defining parameters; also, the need to feed back to stakeholders following engagement, explaining how their views have been acted on, and, where necessary, explaining why it has not been possible to do so.
4. CCGs should share their learning and experience of strengthening stakeholder engagement with each other, for example through [The Learning Environment](#).
5. I would urge CCGs to redouble their efforts to engage their GPs and to be seen as organisations which listen and then act.

I hope that you find the national survey report of interest and a useful tool to strengthen partnership working to deliver the transformational change that we seek.

Yours sincerely

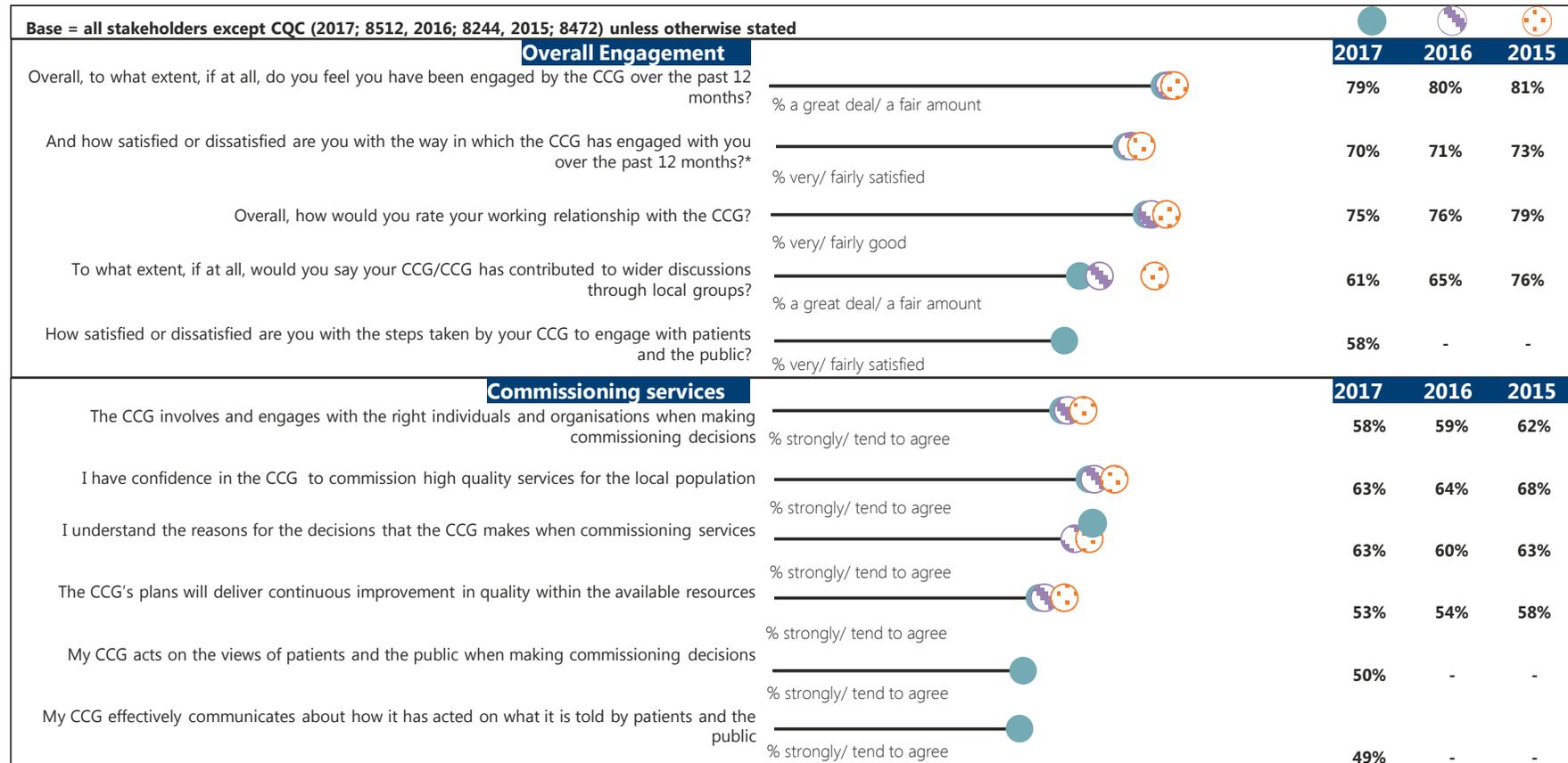


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Annex A

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 2016 and 2015.



*Base = all who feel they have some level of engagement with CCG (2017; 8297, 2016; 8046, 2015; 8320)

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Leadership of the CCG		2017	2016	2015
How effective, if at all, do you feel your CCG is as a local system leader?		73%	74%	-
	% very/fairly effective			
The leadership of the CCG has the necessary blend of skills and experience*		65%	64%	68%
	% strongly/ tend to agree			
There is clear and visible leadership of the CCG*		71%	72%	76%
	% strongly/ tend to agree			
There is clear and visible clinical leadership of the CCG*		70%	71%	74%
	% strongly/ tend to agree			
I have confidence in the leadership of the CCG to deliver its plans and priorities*		60%	62%	67%
	% strongly/ tend to agree			
The leadership of the CCG is delivering continued quality improvements		55%	57%	60%
	% strongly/ tend to agree			
I have confidence in the leadership of the CCG to deliver improved outcomes for patients*		56%	59%	64%
	% strongly/ tend to agree			
Monitoring and reviewing services		2017	2016	2015
I have confidence that the CCG effectively monitors the quality of the services it commissions		61%	61%	63%
	% strongly/ tend to agree			
If I had concerns about the quality of local services I would feel able to raise my concerns with the CCG		84%	83%	85%
	% strongly/ tend to agree			
I have confidence in the CCG to act on feedback it receives about the quality of services		65%	66%	69%
	% strongly/ tend to agree			
Plans and priorities		2017	2016	2015
How much would you say you know about the CCG's plans and priorities?		77%	76%	78%
	% a great deal/fair amount			
I have been given the opportunity to influence the CCG's plans and priorities		54%	57%	61%
	% strongly/ tend to agree			
When I have commented on the CCG's plans and priorities I feel that my comments have been taken on board		48%	49%	52%
	% strongly/ tend to agree			
The CCG has effectively communicated its plans and priorities to me		63%	62%	66%
	% strongly/ tend to agree			
The CCG's plans and priorities are the right ones		50%	52%	57%
	% strongly/ tend to agree			
Improving patient outcomes is a core focus for my CCG		79%	81%	85%
	% strongly/ tend to agree			

*Base = all stakeholders (2017; 8516, 2016; 8244, 2015; 8472)

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