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# CCG 360° stakeholder survey 2018/19

**National report**

Publication approval number: 000767

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Visit the **NHS England** website to [view the report](#) from 2017/18\*.

The **Case Study Annex**, which describes good practice by CCGs achieving high scores in the 2018/19 survey is available [here](#)\*\*.

\*<https://www.england.nhs.uk/publication/ccg-360-stakeholder-survey-national-report-2017-18/>

\*\*<https://www.england.nhs.uk/commissioning/regulation/ccg-assess/ccg-360-stakeholder-survey/>



## Headline findings

Nearly nine in ten stakeholders (88%) rate the **effectiveness of their working relationship** with their CCG as 'very good' or 'fairly good'.

**88%**  
'very good' or 'fairly good'



Around three in four stakeholders (74%) think their CCG is 'very effective' or 'fairly effective' at **improving the quality of local health services**.

However, only six in ten (63%) think their CCG is 'very effective' or 'fairly effective' at **reducing health inequalities**.

**+79%**

'strongly agree' or 'tend to agree'

Nearly eight in ten stakeholders (79%) 'strongly agree' or 'tend to agree' that their CCG **considers the benefits to the whole health and care system** when taking a decision.

Just over eight in ten stakeholders (82%) 'strongly agree' or 'tend to agree' that their CCG **works collaboratively with other system partners on the vision to improve the future health of the population** across the whole system.

However, only six in ten stakeholders (64%) 'strongly agree' or 'tend to agree' that their CCG **actively avoids passing on problems to another system partner**.



Around three in four stakeholders (74%) think their CCG is 'effective' as a **local system leader** i.e. as part of an Integrated Care System or Sustainable Transformation Partnership.

**74%**  
'very effective' or 'fairly effective'



Nearly seven in ten stakeholders (66%) 'strongly agree' or 'tend to agree' that their CCG **involves the right individuals and organisations** when making commissioning decisions.

However, less than three in ten (27%) 'strongly disagree' or 'tend to disagree' that their CCG **asks the right questions at the right time** when commissioning/decommissioning services.



## 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 also be viewed from this 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.

There have been **significant changes to the survey** this year, such as the removal, rewording and reordering of several questions. This includes the removal of the “neutral” answer code.

Additionally, the online format of the survey has changed this year, introducing the **ability for stakeholders to answer on behalf of multiple CCGs at the same time**. This is a new feature designed to make participation easier and less time-consuming.

**These changes mean that we are unable to report on trend data, even where questions appear similar.**

**7,682**  
stakeholders from  
across the country  
responded



**60%**  
national  
response rate

(Individual CCG  
response rates  
varied from 96%  
to 30%)



Stakeholders were invited from the 195 CCGs in place in January 2019. However, for the two groups of CCGs merging in April 2019, stakeholders were invited to respond about the group of CCGs as one. Therefore 191 CCG reports were produced. For more details, please see the appendix.

This report shows the results for **each question**. There is also overall information on the **differences across stakeholder groups and regions**.

Each question also shows the range of results between the lowest performing and highest performing CCG for each question. **These results are statistically significantly different from one another.**

The appendix contains details about the **background and purpose of the research**, as well as the survey **methodology**.

**Where results do not sum to 100%**, or where individual responses (e.g. ‘strongly agree’ or ‘tend to agree’) do not sum to combined responses (e.g. ‘agree’) this is **due to rounding**.

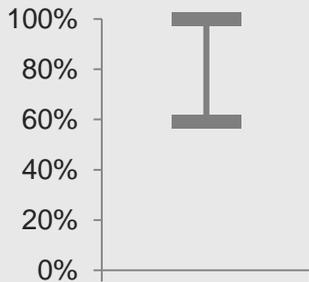
## How effective are stakeholders' working relationships with their CCG?

Nearly nine in ten stakeholders (88%) rate the effectiveness of their working relationship with their CCG as either 'very good' or 'fairly good'. Almost four in ten (38%) rate the effectiveness of their working relationship as 'very good' and half (50%) say it is 'fairly good'.

Around one in ten stakeholders (12%) rate the effectiveness of their working relationship with their CCG as either 'very poor' or 'fairly poor'. Only 2% rate the effectiveness of the relationship as 'very poor'.

In 14 CCGs, all stakeholders rate the effectiveness of their working relationship with their CCG as 'fairly good' or 'very good'.

**100%**  
Highest score

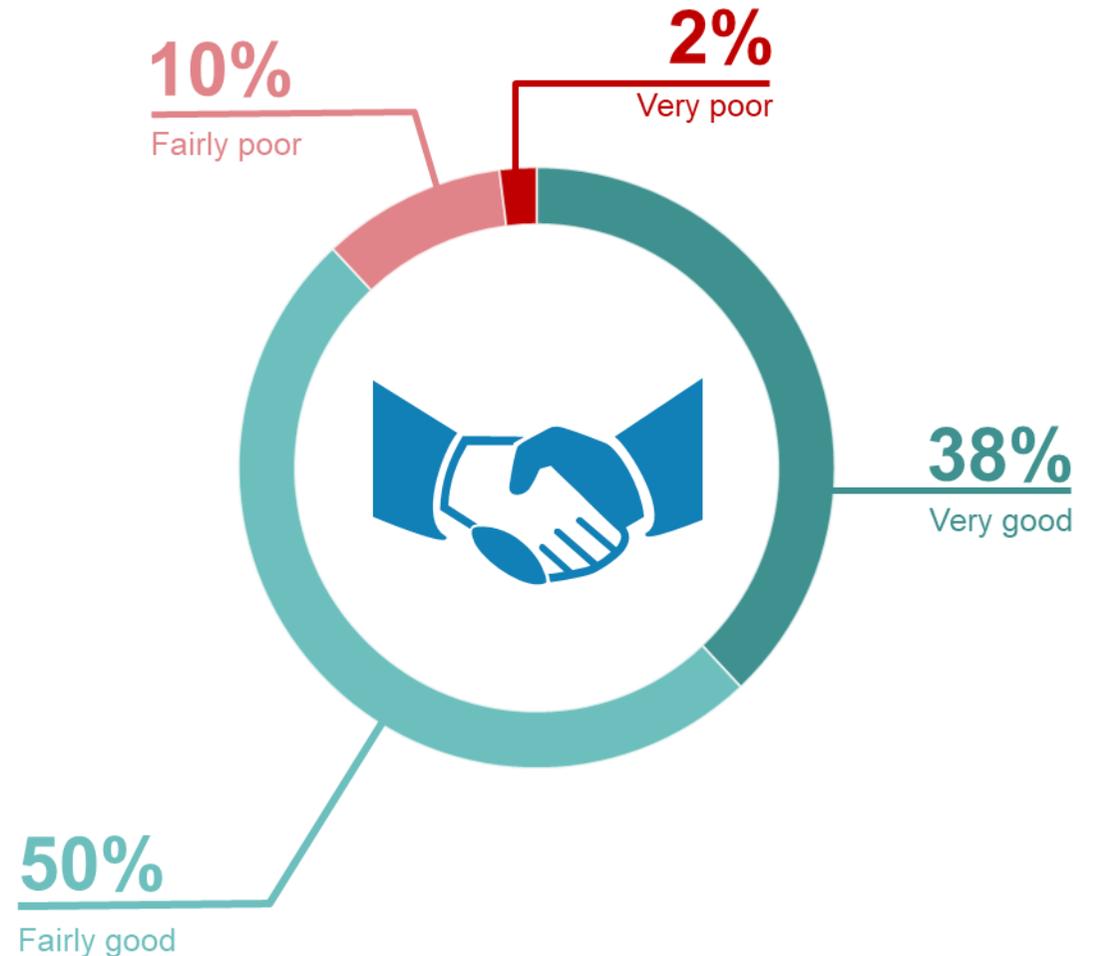


'Very good' or 'Fairly good'

**59%**  
Lowest score

### Working relationships

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



Base: All stakeholders (7,682)

## How do stakeholders rate the effectiveness of their CCGs as local system leaders?

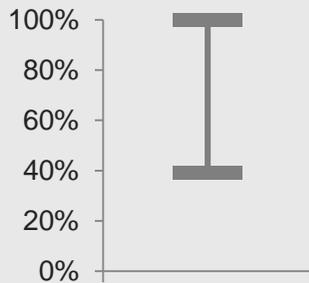
Over seven in ten stakeholders (74%) think their CCG is either 'very effective' or 'fairly effective' as a local system leader. Just over two in ten (22%) feel that their CCG is 'very effective' in this regard.

Only 14% of stakeholders think their CCG is 'not very effective' as a local system leader; just 3% rate their CCG as 'not at all effective'.

Across the CCGs, scores are very wide-ranging, from 100% in the highest performing CCGs to 39% in the lowest performing CCG.

### CCG ranges

**100%**  
Highest score

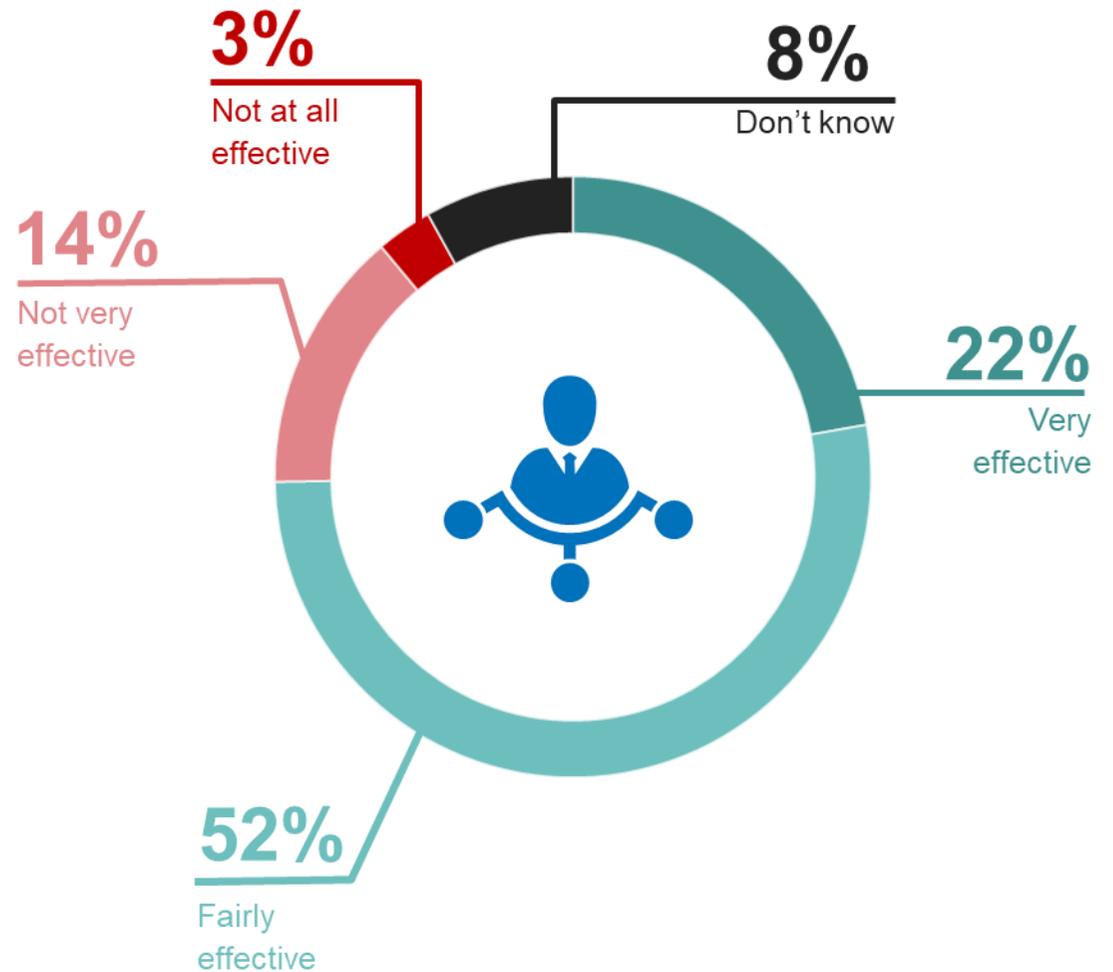


**39%**  
Lowest score

'Very effective' or 'Fairly effective'

### Local system leadership

*'Overall, how would you rate the CCG's effectiveness as a local system leader, i.e. as part of an Integrated Care System (ICS)/Sustainable Transformation Partnership (STP)?'*



Base: All stakeholders (7,682)

## Do stakeholders think the CCG considers wider system benefits when taking a decision?

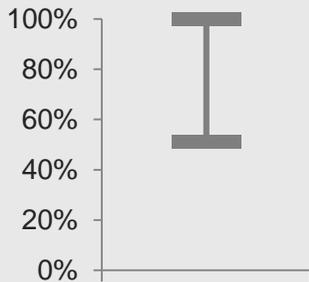
Just under eight in ten stakeholders (79%) 'strongly agree' or 'tend to agree' that their CCG considers benefits to the whole health and care system when taking a decision. Over a quarter (26%) strongly agree with this statement.

Just 16% 'tend to disagree' or 'strongly disagree' that their CCG considers these wider benefits.

Across the CCGs, scores of those who 'strongly agree' or 'tend to agree' vary from 100% in the highest performing CCGs to 51% in the lowest performing CCG.

### CCG ranges

100%  
Highest score



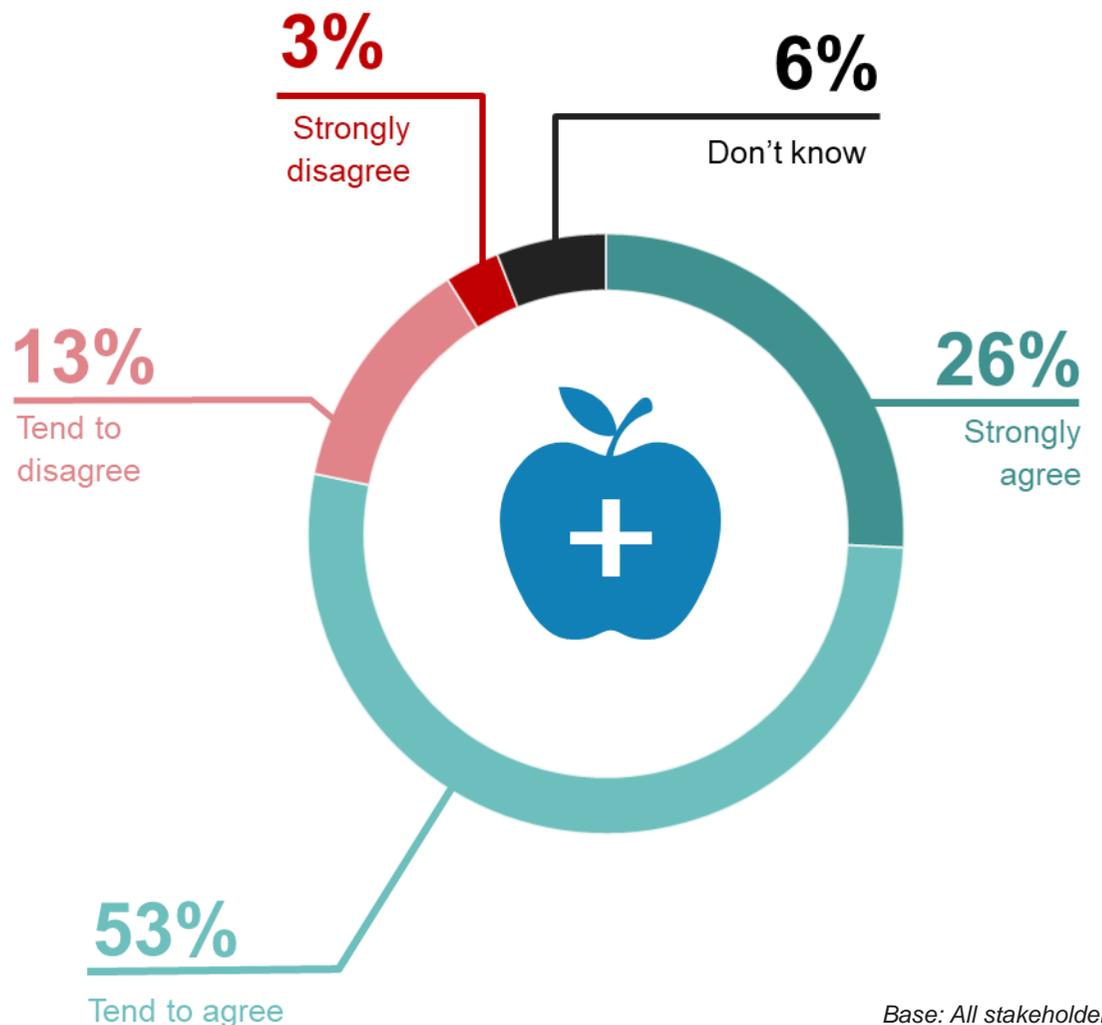
51%  
Lowest score

'Strongly agree' or 'Tend to agree'

## Collaboration/system working

To what extent do you agree or disagree with the following statement:

*'The CCG considers the benefits to the whole health and care system when taking a decision.'*



Base: All stakeholders (7,682)

## Do stakeholders think that the CCG avoid passing on problems?

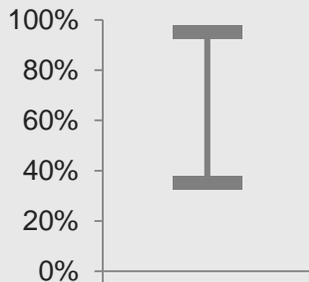
Just under two thirds of stakeholders (64%) 'strongly agree' or 'tend to agree' that their CCG actively avoids passing on problems to another system partner. One in five stakeholders (22%) 'strongly agree' with the statement.

One in five stakeholders (20%) 'strongly disagree' or 'tend to disagree' that their CCG avoids passing on problems.

Across the CCGs, the percentage of stakeholders saying that they 'strongly agree' or 'tend to agree' ranges widely, from 95% in the highest performing CCG to 35% in the lowest performing CCG.

### CCG ranges

95%  
Highest score



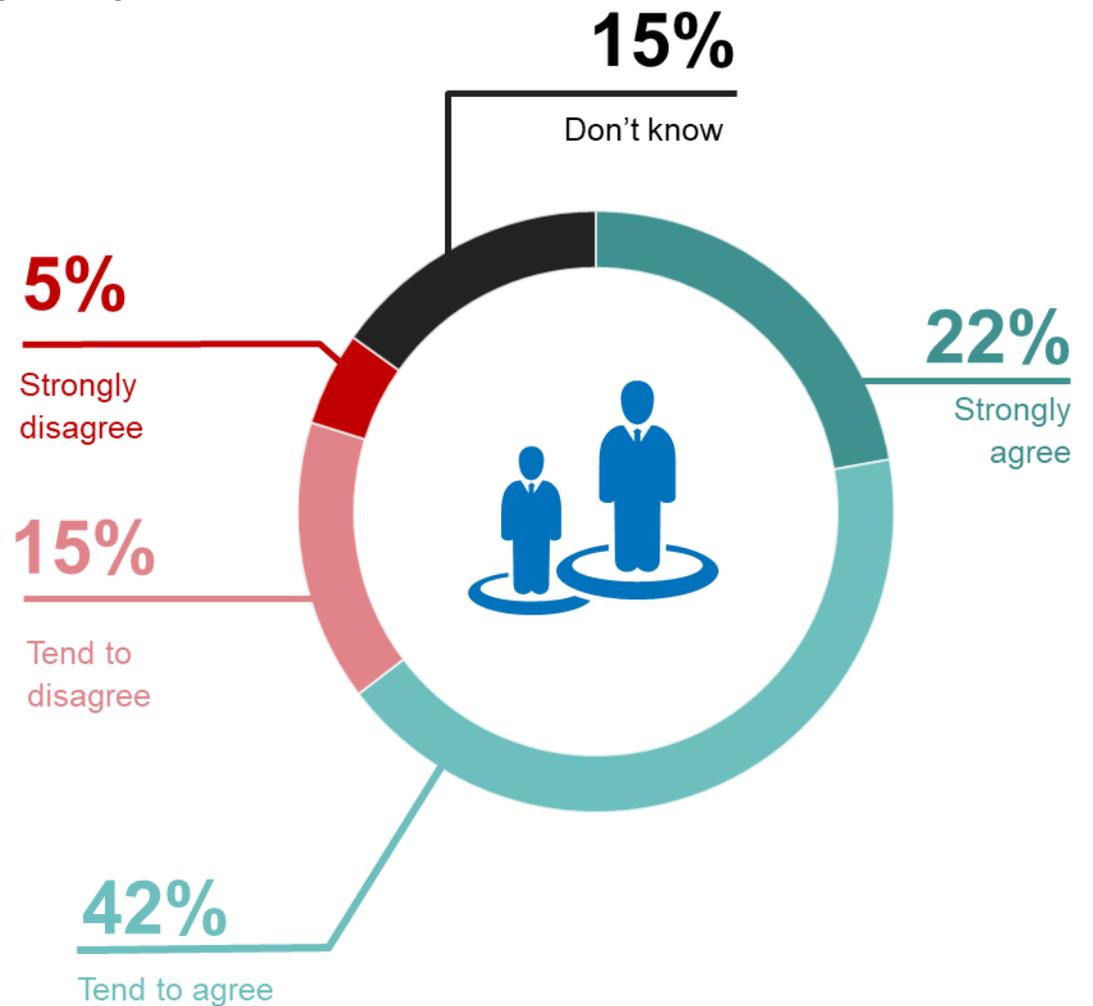
35%  
Lowest score

'Strongly agree' or 'Tend to agree'

### Collaboration/system working

To what extent do you agree or disagree with the following statement:

**'The CCG actively avoids passing on problems to another system partner.'**



Base: All stakeholders (7,682)

## Do stakeholders think that their CCG works collaboratively to improve population health?

Over eight in ten stakeholders (82%) 'strongly agree' or 'tend to agree' that their CCG works collaboratively to improve population health, with over a third (34%) strongly agreeing.

Over one in ten stakeholders (13%) 'strongly disagree' or 'tend to disagree' that their CCG works collaboratively to improve population health.

Across the CCGs, the percentage of stakeholders saying that they 'strongly agree' or 'tend to agree' is wide-ranging, from 100% in the highest performing CCGs, to 47% in the lowest performing CCG.

### CCG ranges

**100%**  
Highest score



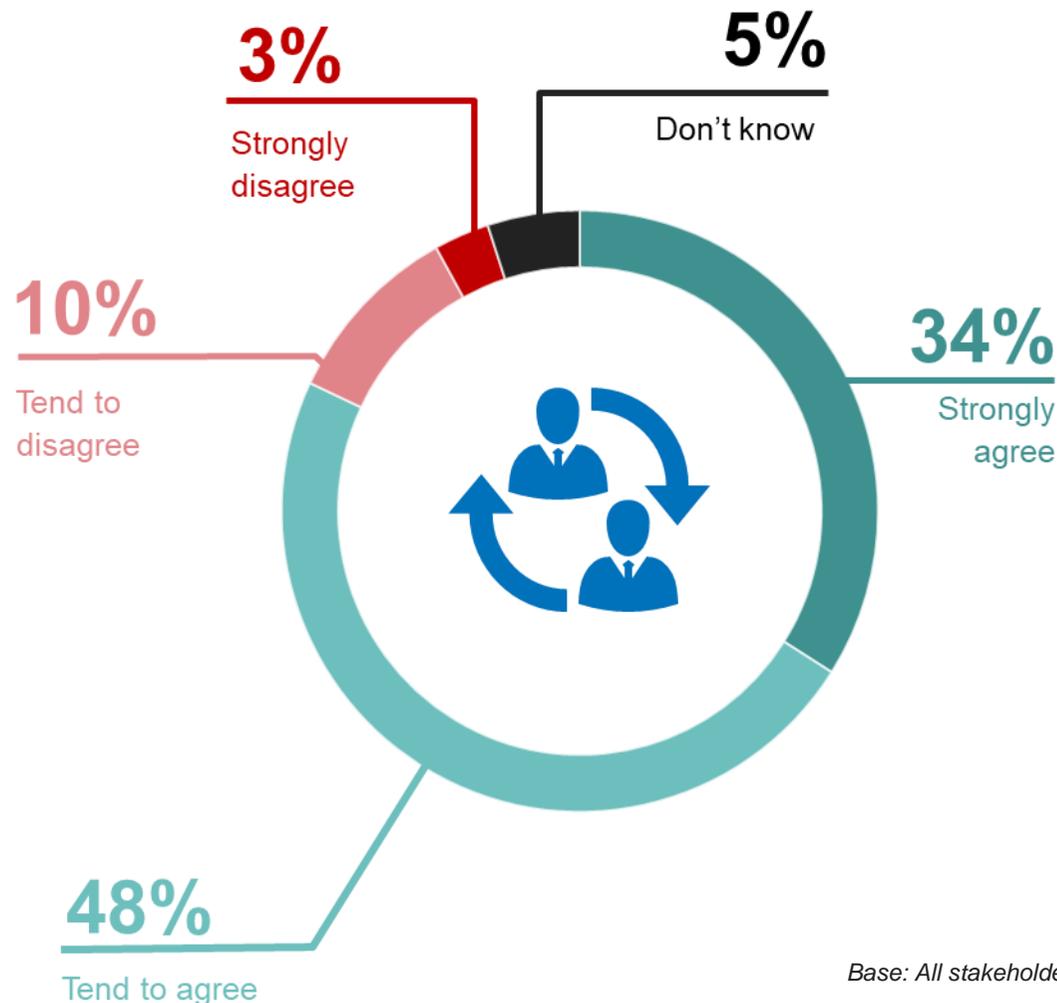
**47%**  
Lowest score

'Strongly agree' or 'Tend to agree'

## Collaboration/system working

To what extent do you agree or disagree with the following statement:

*'The CCG works collaboratively with other system partners on the vision to improve the future health of the population across the whole system.'*



Base: All stakeholders (7,682)

## How effective do stakeholders think their CCG is at improving health outcomes for its population?

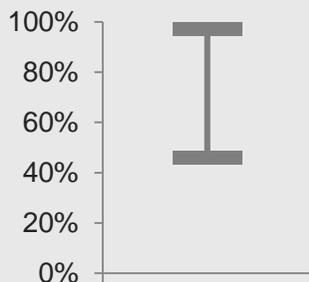
Just over three quarters of stakeholders (76%) think that their CCG is 'very effective' or 'fairly effective' at improving the health outcomes for its population.

However, 17% of stakeholders think that their CCG is 'not at all effective' or 'not very effective' at improving health outcomes for its population.

Scores for individual CCGs range from 97% of stakeholders describing their CCG as either 'very effective' or 'fairly effective' in the highest performing CCG, to 46% of stakeholders in the lowest performing CCG.

### CCG ranges

**97%**  
Highest score



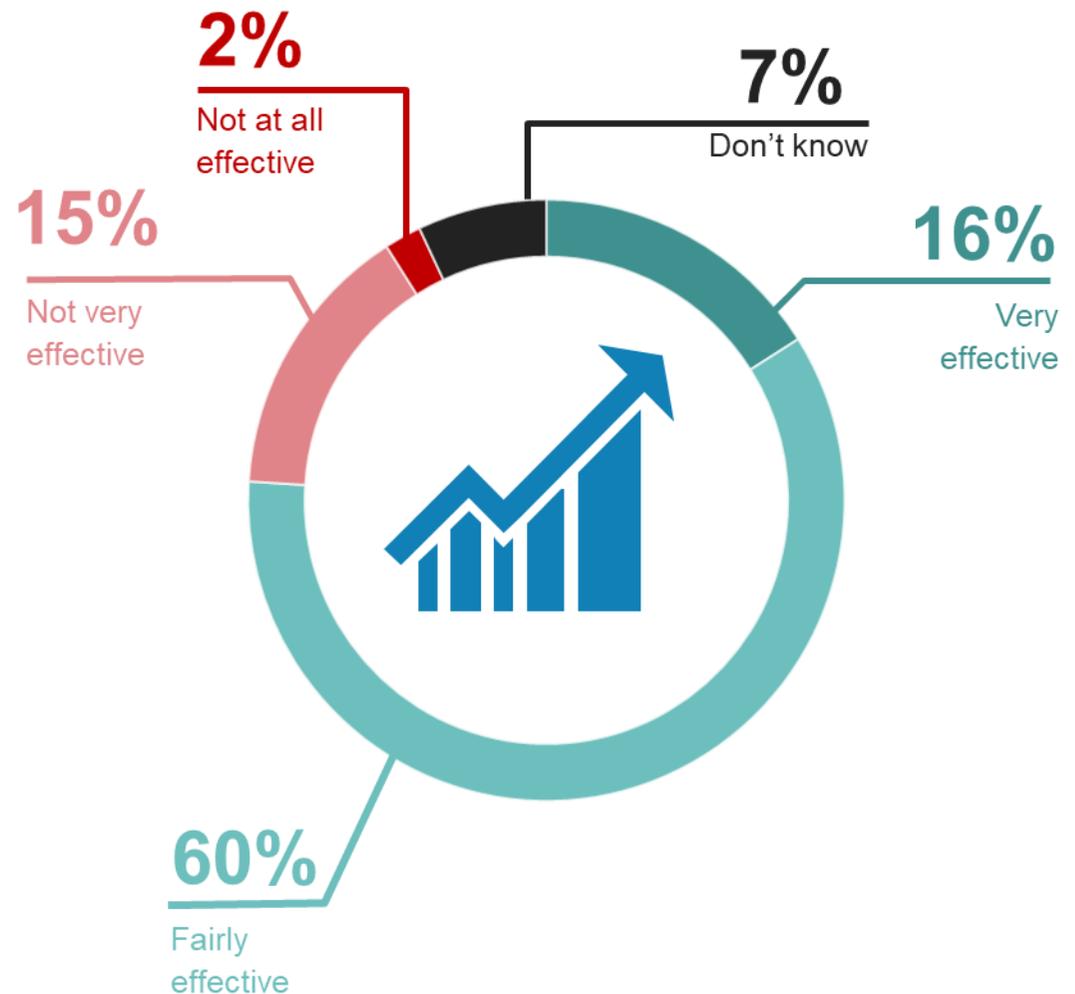
**46%**  
Lowest score

'Very effective' or 'Fairly effective'

### Effectiveness

How would you rate the effectiveness of the CCG at doing the following:

*'Improving health outcomes for its population.'*



Base: All stakeholders (7,682)

## How effective do stakeholders think their CCG is at reducing health inequalities?

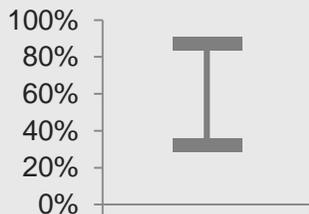
Over six in ten stakeholders (63%) think that their CCG is 'very effective' or 'fairly effective' at reducing health inequalities.

However, 26% think that their CCG is 'not at all effective' or 'not very effective' at reducing health inequalities. In addition, over one in ten stakeholder (11%) 'don't know' how effective the CCG is at reducing health inequalities, suggesting there may be more CCGs can do to promote their work in this area.

Across the CCGs, the percentage of stakeholders saying that their CCG is 'very effective' or 'fairly effective' is wide-ranging, from 87% in the highest performing CCGs to 32% in the lowest performing CCG. These scores are also generally lower than other questions' scores, suggesting that this is an area for future focus.

### CCG ranges

**87%**  
Highest score



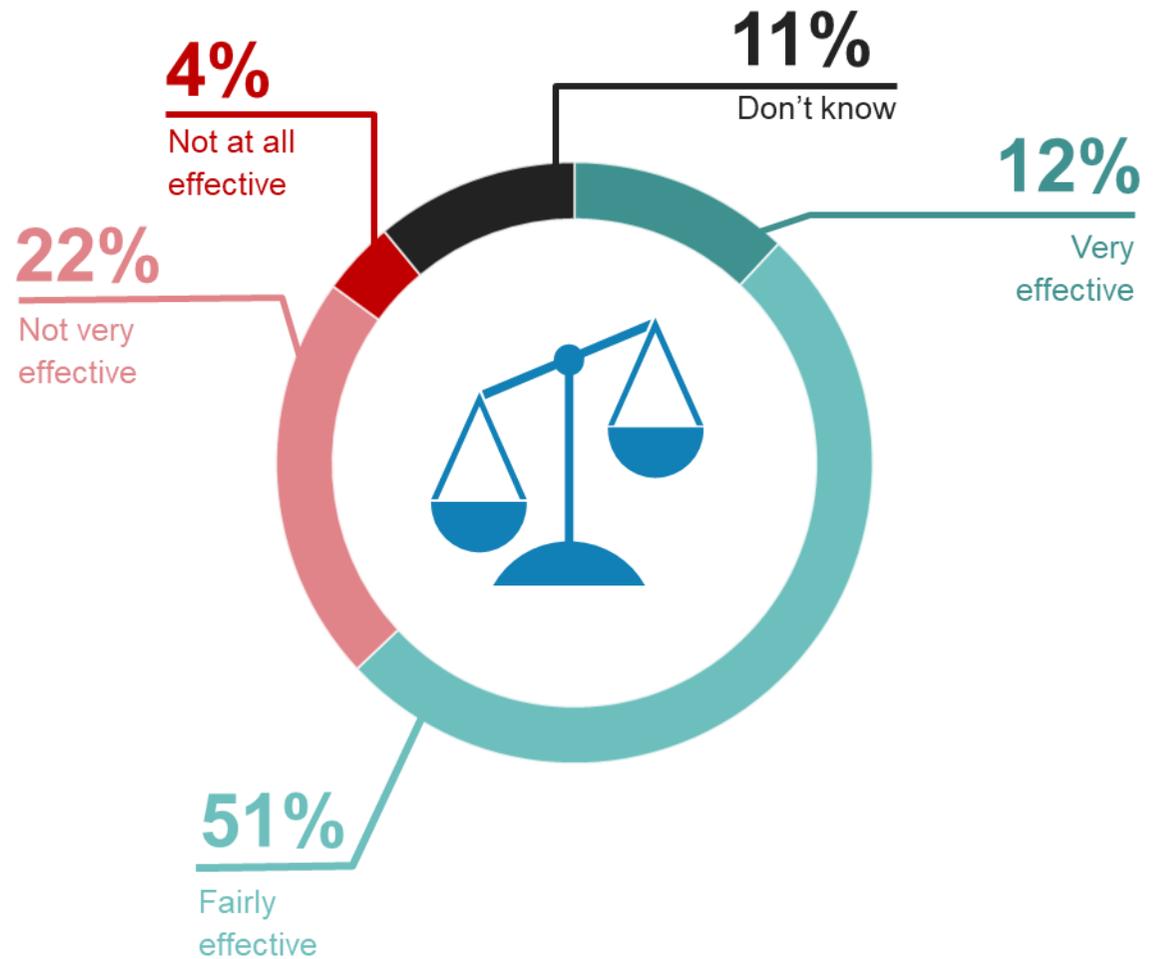
**32%**  
Lowest score

'Very effective' or 'Fairly effective'

## Effectiveness

How would you rate the effectiveness of the CCG at doing the following:

'Reducing health inequalities.'



Base: All stakeholders (7,682)

## How effective do stakeholders think their CCG is at improving the quality of local health services?

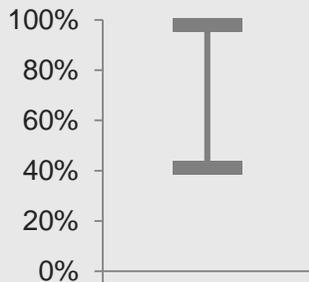
Around three quarters of stakeholders (74%) think that their CCG is 'very effective' or 'fairly effective' at improving the quality of local health services, with 19% describing their CCG as 'very effective'.

One in five stakeholders (20%) think that their CCG is 'not at all effective' or 'not very effective' at improving the quality of local health services.

Across the CCGs, the percentage of stakeholders saying that their CCG is 'very effective' or 'fairly effective' ranges from 98% in the highest performing CCG to 41% in the lowest performing CCG.

### CCG ranges

**98%**  
Highest score



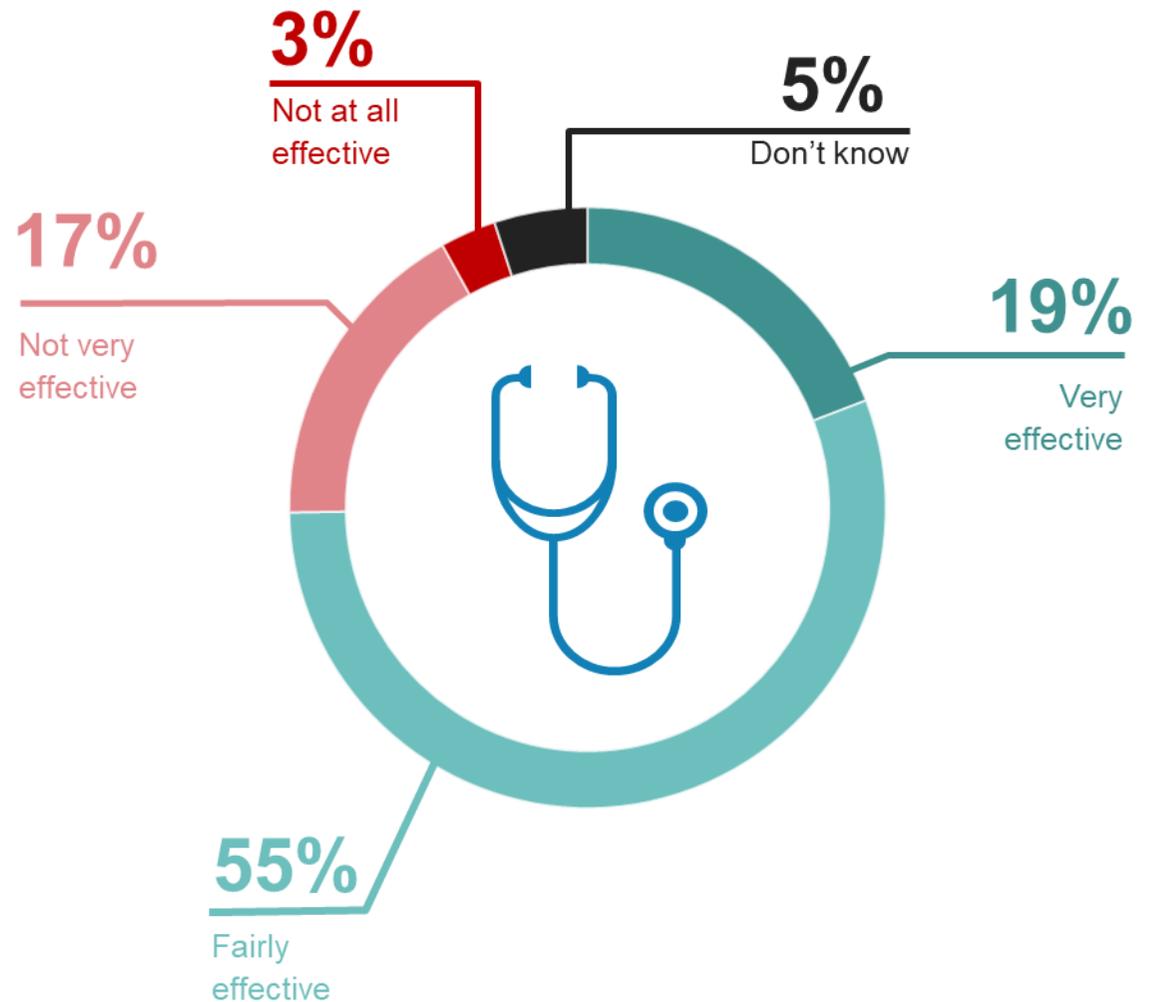
**41%**  
Lowest score

'Very effective' or 'Fairly effective'

## Effectiveness

How would you rate the effectiveness of the CCG at doing the following:

'Improving the quality of local health services.'



Base: All stakeholders (7,682)

## How effective do stakeholders think their CCG is at delivering value for money?

Around two thirds of stakeholders (65%) think that their CCG is 'very effective' or 'fairly effective' at delivering value for money.

One in five stakeholders (20%) think that their CCG is 'not at all effective' or 'not very effective' at delivering value for money. In addition, 15% of stakeholders 'don't know' how effective their CCG is at delivering value for money. Again, this may be an area CCGs could do more to promote the work they are doing.

Across the CCGs, the percentage of stakeholders saying that their CCG is 'very effective' or 'fairly effective' in this area is very wide-ranging, from 93% in the highest performing CCG to 30% in the lowest performing CCG.

**93%**  
Highest score

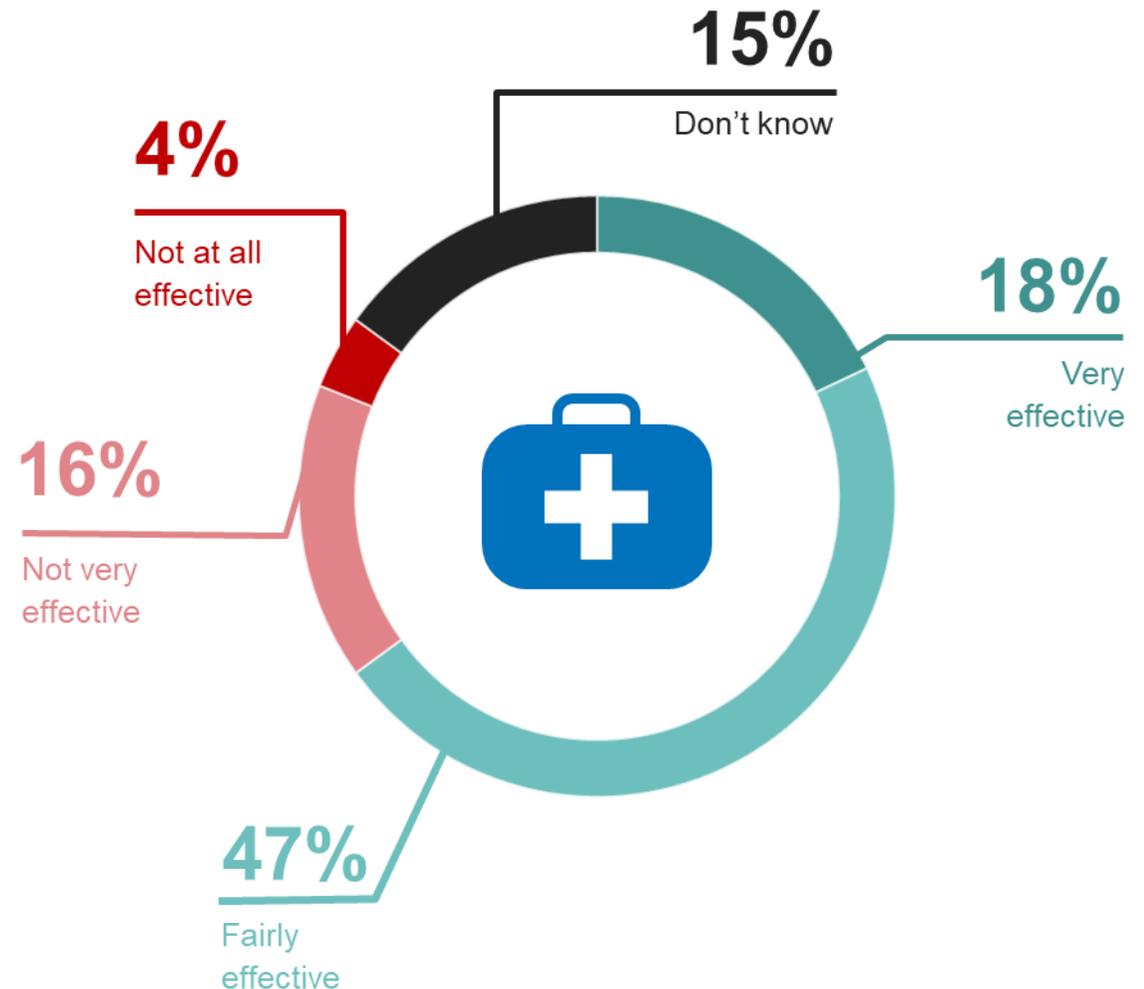


'Very effective' or 'Fairly effective'

## Effectiveness

How would you rate the effectiveness of the CCG at doing the following:

'Delivering value for money.'



Base: All stakeholders (7,682)

## Do stakeholders think their CCG involves the **right individuals and organisations** during commissioning/decommissioning of services?

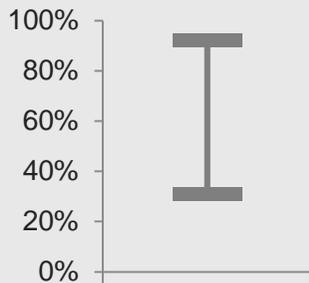
Two in three stakeholders (66%) either 'strongly agree' or 'tend to agree' that CCGs involve the right individuals and organisations when making commissioning decisions.

However, nearly a quarter (23%) either 'strongly disagree' or 'tend to disagree' that the right people and organisations are involved. Over one in ten stakeholders (11%) 'don't know' whether their CCG involves the right individuals.

Individual CCG scores vary widely, from 92% in the highest performing CCG to 31% in the lowest performing CCG.

### CCG ranges

**92%**  
Highest score



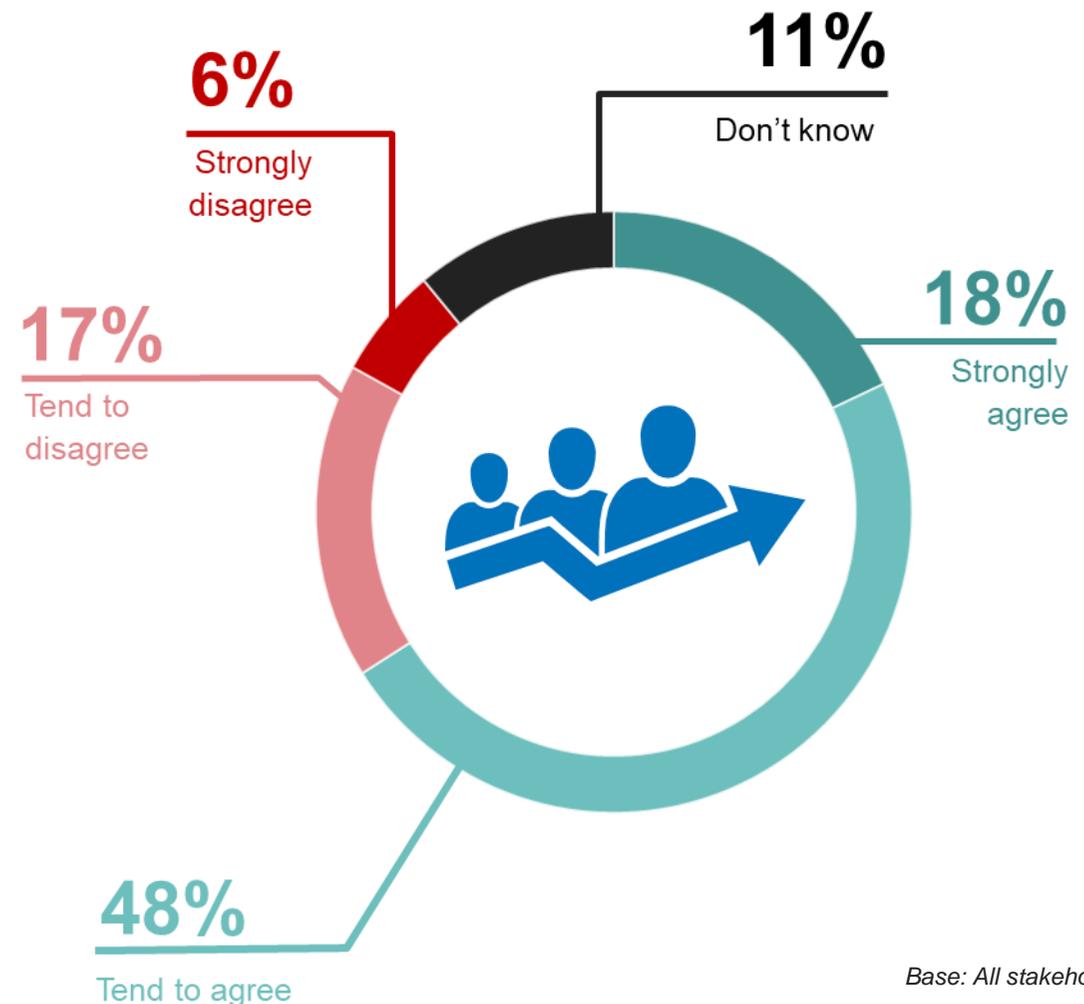
**31%**  
Lowest score

'Strongly agree' or 'Tend to agree'

## Commissioning/decommissioning services

To what extent do you agree or disagree with the following statement about the way in which the CCG commissions/decommissions services?

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



Base: All stakeholders (7,682)

## Do stakeholders think their CCG asks the **right questions at the right time** when making commissioning decisions?

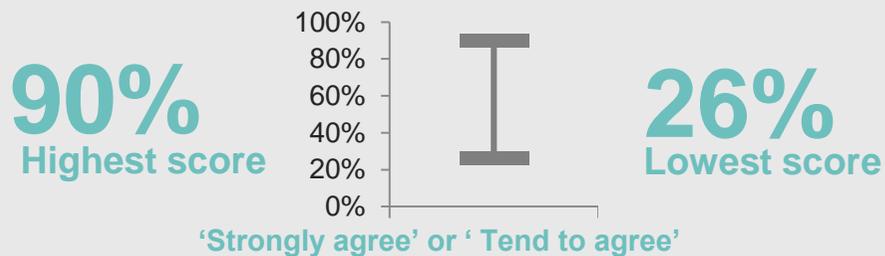
Nearly three in five stakeholders (58%) either 'strongly agree' or 'tend to agree' that CCGs asks the right questions at the right time when commissioning or decommissioning services.

However, a significant minority (27%) either 'strongly disagree' or 'tend to disagree' that the right questions are asked when they need to be.

Over one in ten stakeholders (14%) 'don't know' whether their CCG asks the right questions at the right time. Therefore, CCGs may need to review their engagement practice in this area.

CCG scores range from 90%, in the highest performing CCG, to 26% in the lowest performing CCG.

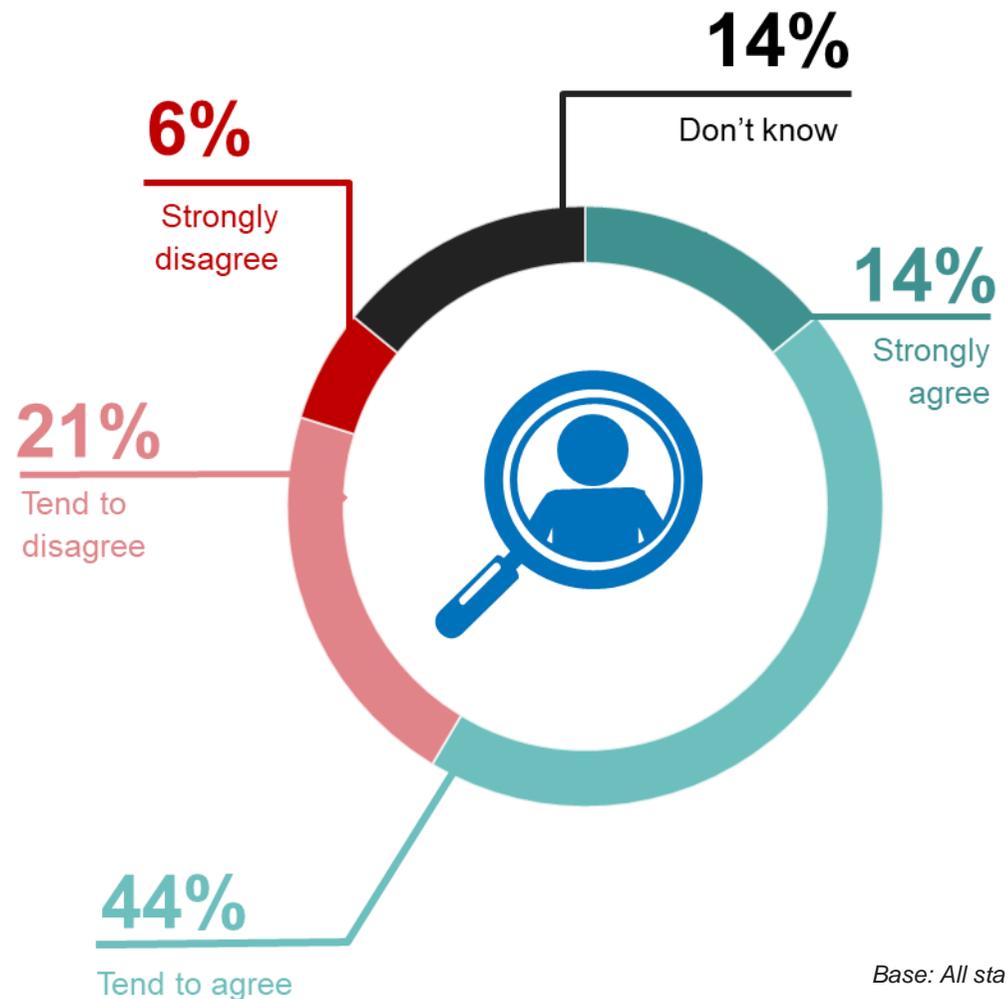
### CCG ranges



## Commissioning/decommissioning services

To what extent do you agree or disagree with the following statement about the way in which the CCG commissions/decommissions services?

*'The CCG asks the right questions at the right time when commissioning/decommissioning services.'*

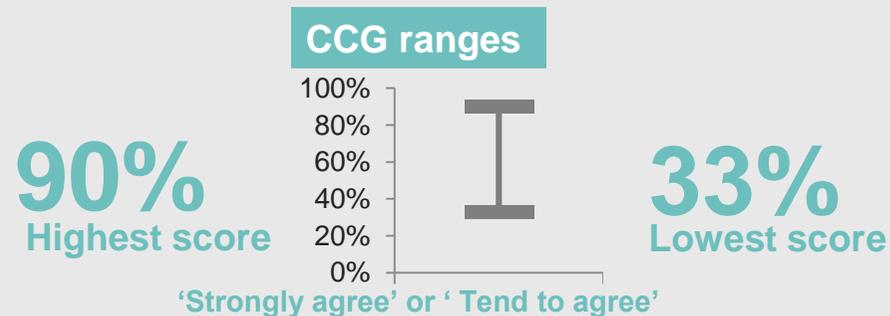


Base: All stakeholders (7,682)

## Do stakeholders think their CCG are effective at **engaging with patients and the public** when commissioning/decommissioning services?

Just over three in five stakeholders (62%<sup>1</sup>) either 'strongly agree' or 'tend to agree' that CCGs engage effectively with patients and the public (including those at risk of experiencing poorer health outcomes) when making commissioning decisions. More than one in five (21%<sup>1</sup>) either 'strongly disagree' or 'tend to disagree' that their CCG engages with the public effectively.

However, 17% say they 'don't know', suggesting there may be more that CCGs can do to communicate about the work they are doing with patients and the public. The percentage of stakeholders saying they 'don't know' is highest among wider stakeholders (21%) and NHS providers (20%). Those from Healthwatch and patient groups/ organisations/ representatives are least likely to say they 'don't know' (11%).

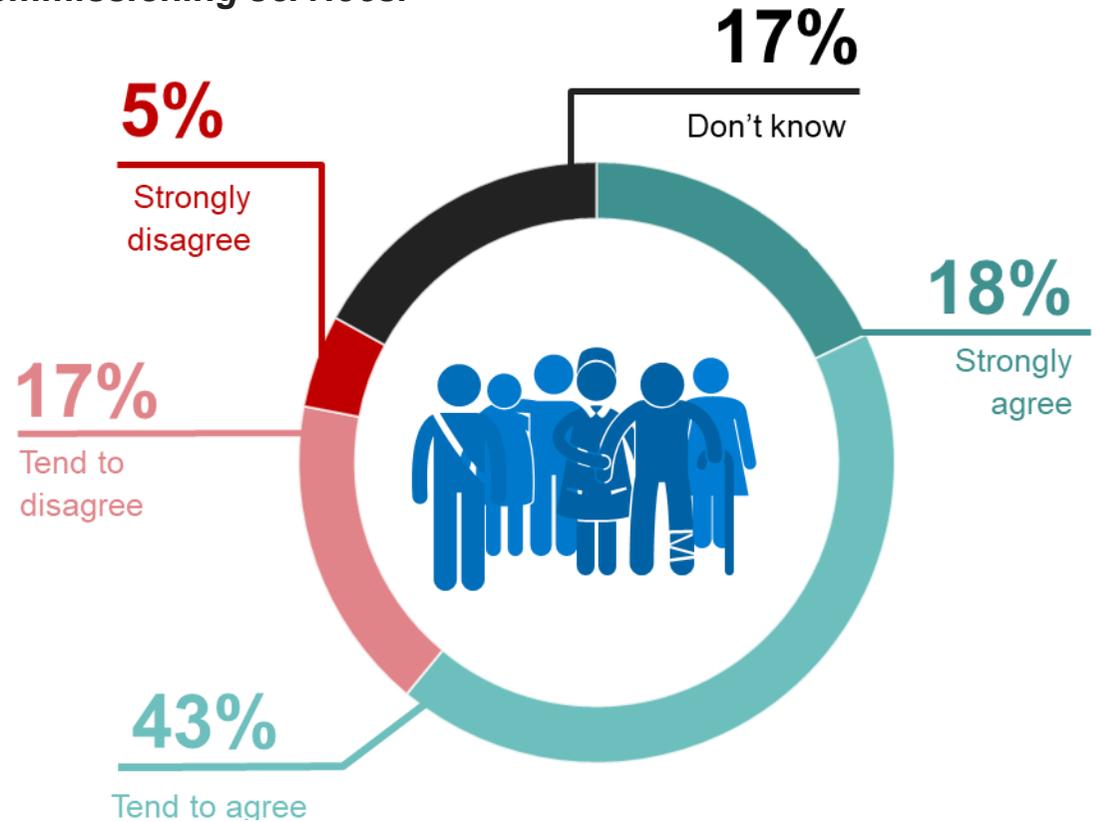


<sup>1</sup>This figure is different from the sum of its parts due to rounding.

## Commissioning/decommissioning services

To what extent do you agree or disagree with the following statement about the way in which the CCG commissions/decommissions services?

**'The CCG engages effectively with patients and the public, including those groups within the local population who are at risk of experiencing poorer health outcomes\* when commissioning/decommissioning services.'**



\* CCGs need to pay particular attention to understanding the needs and wishes of those groups within their local population which experience poorer health outcomes and/or barriers to accessing health and care. Possible examples of such groups are:- elderly people living alone, homeless people, black and minority ethnic (BME) groups, Gypsies and Travellers, lesbian, gay, bisexual and trans (LGBT) people, asylum seekers, and young carers. (WORDING INCLUDED IN QUESTIONNAIRE)

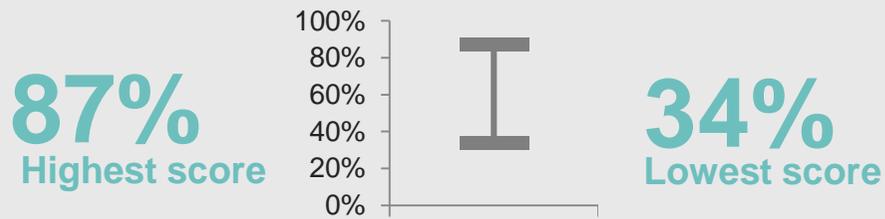
## Do stakeholders think their CCG considers the views of patients and the public when making commissioning decisions?

Just over three in five stakeholders (62%<sup>1</sup>) either 'strongly agree' or 'tend to agree' that CCGs demonstrate they have considered the views of patients and the public when making commissioning or decommissioning services. This mirrors their reaction when asked about engagement with the public.

One in five (20%) either 'strongly disagree' or 'tend to disagree' that their CCG demonstrates that they have considered patient and public views.

As with the previous question, 17% say they 'don't know', suggesting that CCGs could do more to demonstrate how they take into account what patients and the public tell them they need and want.

### CCG ranges



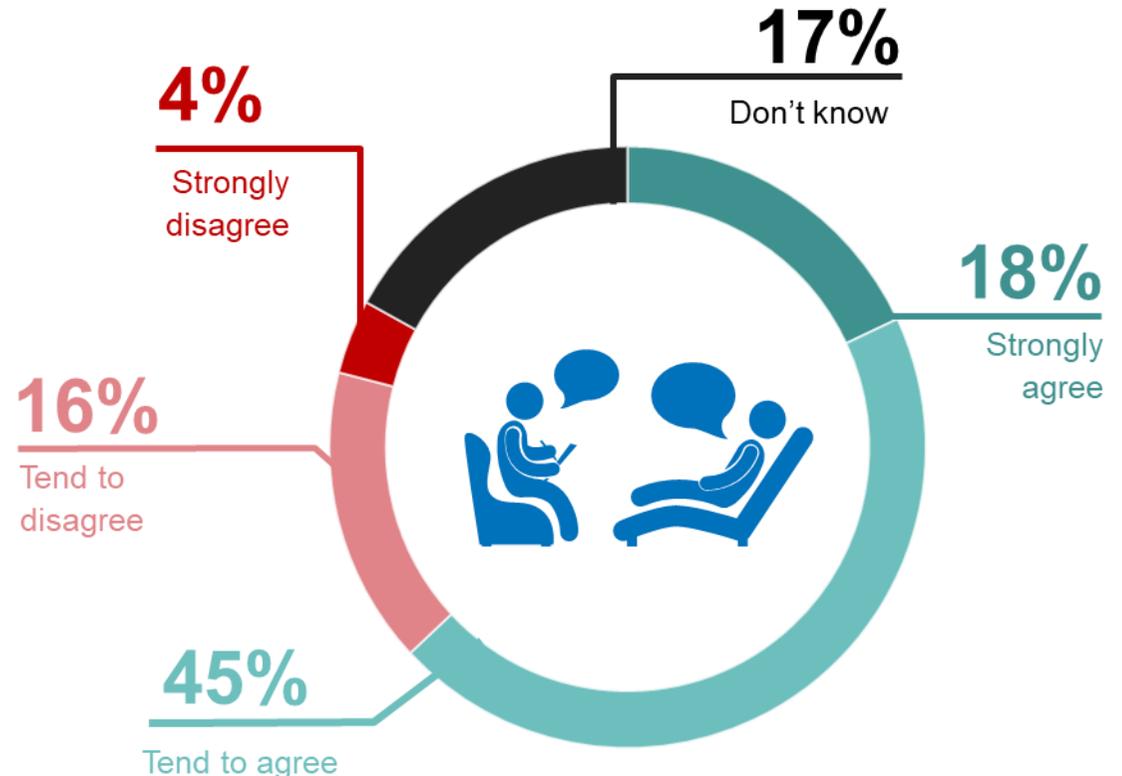
**'Strongly agree' or 'Tend to agree'**

<sup>1</sup>This figure is different from the sum of its parts due to rounding.

## Commissioning/decommissioning services

To what extent do you agree or disagree with the following statement about the way in which the CCG commissions/decommissions services?

**'The CCG demonstrates that it has considered the views of patients and the public, including those groups which experience poorer health outcomes and/or barriers to accessing health and care,\* when it is commissioning/decommissioning services.'**



\* CCGs need to pay particular attention to understanding the needs and wishes of those groups within their local population which experience poorer health outcomes and/or barriers to accessing health and care. Possible examples of such groups are: elderly people living alone, homeless people, black and minority ethnic (BME) groups, Gypsies and Travellers, lesbian, gay, bisexual and trans (LGBT) people, asylum seekers, and young carers. (WORDING INCLUDED IN QUESTIONNAIRE)

Base: All stakeholders (7,682)

# Variation by stakeholder type

## How did different stakeholder groups respond to key questions?

The reaction from ‘other CCGs’, local authorities and in Health and Wellbeing Boards are generally positive in regards to the relationship CCGs have built up. ‘Other CCG’ stakeholders are most positive: their results are higher across the board.

Stakeholders from GP member practices are the most negative of all stakeholders, with a lower than average score on all questions. It should be noted that, as GP member practices make up the majority of the sample, they have the largest impact on the overall results.

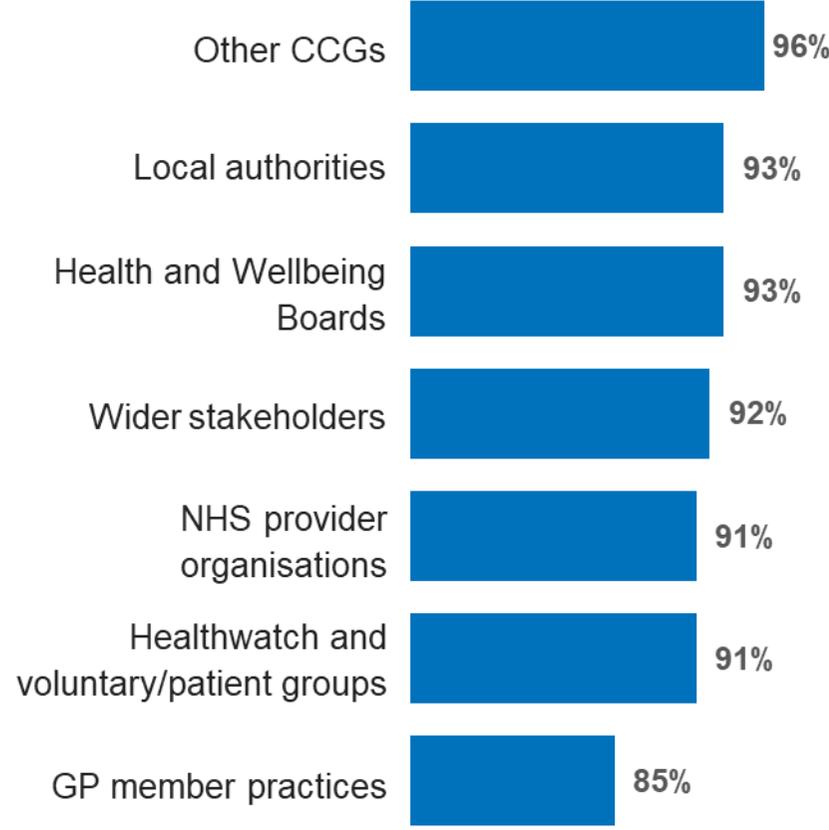
This pattern of responses is broadly consistent across questions. For example, 96% of stakeholders from other CCGs describe the effectiveness of their working relationship with their CCG as ‘very good’ or ‘fairly good’, compared with 85% of stakeholders from GP member practices.

The smallest variation between stakeholder groups is in the question on working collaboratively with system partners (10% percentage points) with 79% of GP member practice stakeholders saying their CCG is effective, compared to 89% of ‘other CCG’ stakeholders. The largest variation is on the survey question about whether the CCG asks the right questions at the right time when commissioning/decommissioning services (28% percentage points) with 53% of GP member practice stakeholders agreeing, compared to 81% of ‘other CCG’ stakeholders.

This pattern of responses is broadly consistent with previous years. Breakdowns of all the survey questions by stakeholder group are available on request from [england.ccg360survey@nhs.net](mailto:england.ccg360survey@nhs.net).

### Working relationships

**‘Overall, how would you rate the effectiveness of your working relationship with the CCG?’**  
 Percentage of stakeholders who answered ‘very good’ or ‘fairly good’.



Base: All stakeholders (7,682)

# Variation by geographical region

## How do stakeholder views vary by geographical region<sup>1</sup>?

Across all questions, scores are generally higher in London and North regions, and lower in the Midlands and East, South East and South West regions. For example, 90% of stakeholders in London and the North describe the effectiveness of their working relationship with their CCG as ‘very good’ or ‘fairly good’, compared to 86% in the Midlands and East. This pattern is maintained across questions and is consistent with previous years.

The rating of the overall effectiveness of the working relationship shows the narrowest variation between regions (4% percentage points). The question with the widest variation between regions is effectiveness at reducing health inequalities, with a 16% percentage points gap between London (70%) and the South West (54%).

However, these observed differences between the regions may be caused by factors that are not measured by this survey. For example, level of urbanisation or population demographics of the region could have an impact, which may explain these differences in results.

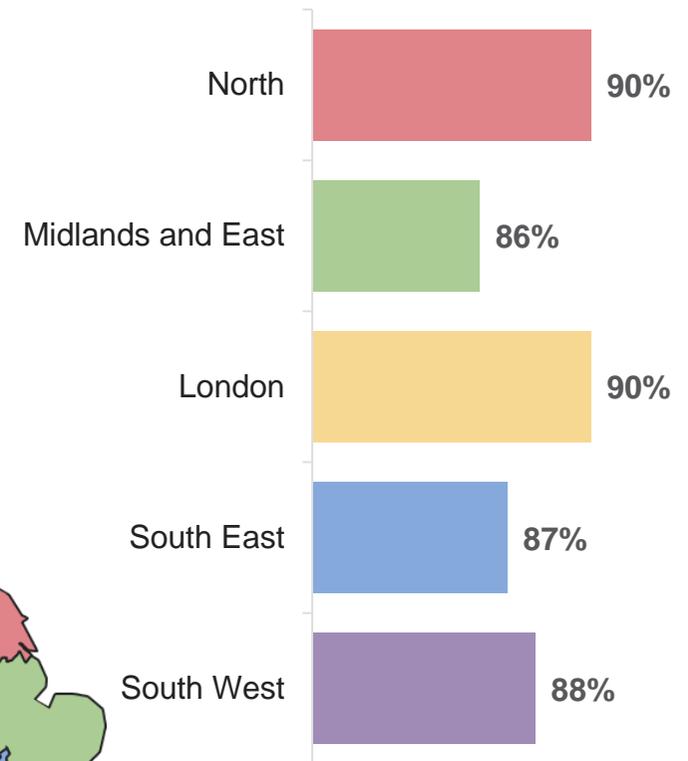
There is also significant variation among CCGs within regions. For example, some CCGs in the South West and South East outperform CCGs in London. There are also CCGs in London which fall within the lowest quartile of CCGs on key questions.

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.

### Working relationships

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

Percentage of stakeholders who answered ‘very good’ or ‘fairly good’.



<sup>1</sup> Regions as of 2018/19

## Appendix: Background and purpose

The CCG (clinical commissioning group) 360° stakeholder survey was initially commissioned by the Department of Health and Social Care (then 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. The results of this survey are used to inform this assessment under the [CCG Improvement and Assessment Framework](#).<sup>1</sup> 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 2018/19, local health and care systems (sustainability and transformation partnerships (STPs) and integrated care systems (ICSs)), and CCGs' role within them, have continued to develop significantly. The NHS Long Term Plan set out in January 2019 the aim that by April 2021 all STPs would develop into ICSs. All CCGs have an important role to play in working with each other and with other partner organisations to achieve this. This survey provides insight to support them to do this.

<sup>1</sup> <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 2018/19 was conducted by Ipsos MORI on behalf of NHS England, and all CCGs in England took part. Fieldwork was conducted between 14 January 2019 – 28 February 2019. In total, 12,776 stakeholders were invited to take part and 7,682 of these stakeholders completed the survey. Consequently, the final overall national response rate was 60.1%.

It was the responsibility of each CCG to provide a list of their stakeholders to be invited to take part in the survey. In total, 195 CCGs took part and 191 individual CCG reports of survey results were produced. Six CCGs were preparing to merge in April 2019 to form two new CCGs. The two groups of existing CCGs collaborated with each other to produce and submit a single stakeholder list, for the production of a single report for their new CCG.

CCGs were provided with a specification of core stakeholder organisations to be included in their stakeholder list. Beyond this, however, CCGs had the flexibility to determine which individual within each organisation was the most appropriate to nominate. CCGs were also given the opportunity to add up to ten additional stakeholders they wanted to include locally (they are referred to in this report as ‘wider stakeholders’).

Stakeholders who were nominated by more than one CCG or to represent more than one organisation had the opportunity to complete the questionnaire in a ‘grid’ format. They could choose to give the same responses for each CCG that asked them to take part and the organisations they represent, or to give different answers for each CCG and each organisation.

Stakeholders were sent an email inviting them to complete the survey online. Stakeholders who did not respond to the email invitation, and stakeholders for whom an email address was not provided, were telephoned by an Ipsos MORI interviewer who encouraged response and offered the opportunity to complete the survey by telephone. Non-responding stakeholders were sent reminder emails and called to encourage participation.

Within the survey, stakeholders were asked a series of questions about their working relationship with the CCG. All stakeholders were asked the same questions in this year’s survey, with no bespoke CCG questions.

There have been substantial changes to the questionnaire this year, including in question wording. For example, many questions had the “Neither agree nor disagree” option removed. **These changes mean that we are unable to report on trend data, even where questions appear similar.**

### Stakeholder types

GP member practices

Health and Wellbeing Boards

Local Healthwatch

Other patient groups and voluntary sector organisations or representatives

NHS Providers

Other CCGs

Upper tier or unitary local authorities

Wider stakeholders