

2016 Stakeholder Audit: research report

DECEMBER 2016

Populus



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Methodology

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Methodology

Stakeholders (cohorts 5-10*)



- 35 stakeholders†
- Interviewed online
- Between 31 October and 25 November 2016

The PHSO's Policy and Public Affairs Team provided Populus with email addresses for a targeted list of 130 stakeholders. Participating stakeholders were asked 30 questions.

MPs



- 106 Members of Parliament
- Data has been weighted to be politically representative of the House of Commons
- Between 7 October and 21 November 2016

Populus interviews around 100 MPs six times a year. The PHSO included 10 questions on the November 2016 MP Panel omnibus.

Where % results do not sum to 100, this may be the result of rounding or the exclusion of 'don't know' categories.

Populus is a member of the British Polling council and abides by its rules. For more information please go to www.populus.co.uk

Stakeholder survey methodology

Populus interviewed 35 PHSO stakeholders online between 31 October and 25 November.

Populus interviewed stakeholders from the PHSO's cohorts 5-10. Stakeholders were defined in-line with the PHSO's research portfolio which outlines ten stakeholder categories:

- Advocacy groups and charities (cohort 5)
- Regulators and Non-Departmental Public Bodies (cohort 6)
- Protection & membership organisations (cohort 7)
- Government Departments & Agencies (cohort 8)
- Ombudsmen (cohort 9)
- Academic, Policy & other organisations (cohort 10)

While results are analysed by each stakeholder group (cohort) base sizes are small and results should be seen as indicative rather than definitive.

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MP survey methodology

Populus interviewed 106 Members of Parliament on the Populus MP Panel between 7 October and 21 November.

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Participating organisations

- British Medical Association (BMA)
- Care Quality Commission
- Centre for Policy Scrutiny
- Children and Family Court Advisory and Support Service
- Citizens Advice
- Department for Transport
- Department of Health
- Drivers and Vehicle Standards Agency
- General Medical Council
- Healthwatch England
- HM Courts & Tribunals Service
- HM Treasury
- Independent Complaint Resolution Service
- MacMillan Cancer Support
- Medical Defence Union
- Medical Protection Society (MPS)
- National Autistic Society
- NHS Providers
- Northern Ireland Ombudsman
- Ombudsman Association
- Planning Inspectorate
- Public Health England
- Public Services Ombudsman for Wales
- Royal College of Nursing
- Rural Payments Agency
- Scottish Ombudsman
- SEAP
- Valuation Office Agency

Overall summary

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Key findings

Positivity

- **Less than half** of all stakeholders (cohorts 5-10) and MPs are **positive** about the PHSO

Perceptions

- Most stakeholders (cohorts 5-10) and MPs see the PHSO as **impartial** and **independent** but not as **visible** and **influential**

Contact and communication

- **The majority** of stakeholders (cohorts 5-10) think the PHSO's **contact and communication** with them is **good**
- **Only one-third** of MPs think the same



Key findings

Usefulness of materials

- Most stakeholders (cohorts 5-10) and MPs say the PHSO's **published reports and case summaries are useful**

Service Charter

- Most stakeholders (cohorts 5-10) **are aware** of the Service Charter and **agree it is clear**
- **Only one-third** of stakeholders (cohorts 5-10) say the Service Charter is **useful**

Reforms

- **Over half** of all MPs **would support** reforms to allow direct complaints
- **Two-thirds** of MPs are **unaware** of the proposals to join the PHSO and LGO together
- **Half** of all MPs **would support** the proposals

Recommendations



- **Publicise** the work the PHSO does, within the industry and in the mainstream media
- **Emphasise the improvements** that are made to public services as the result of PHSO investigations – **inform the public of the important role the PHSO fulfils**

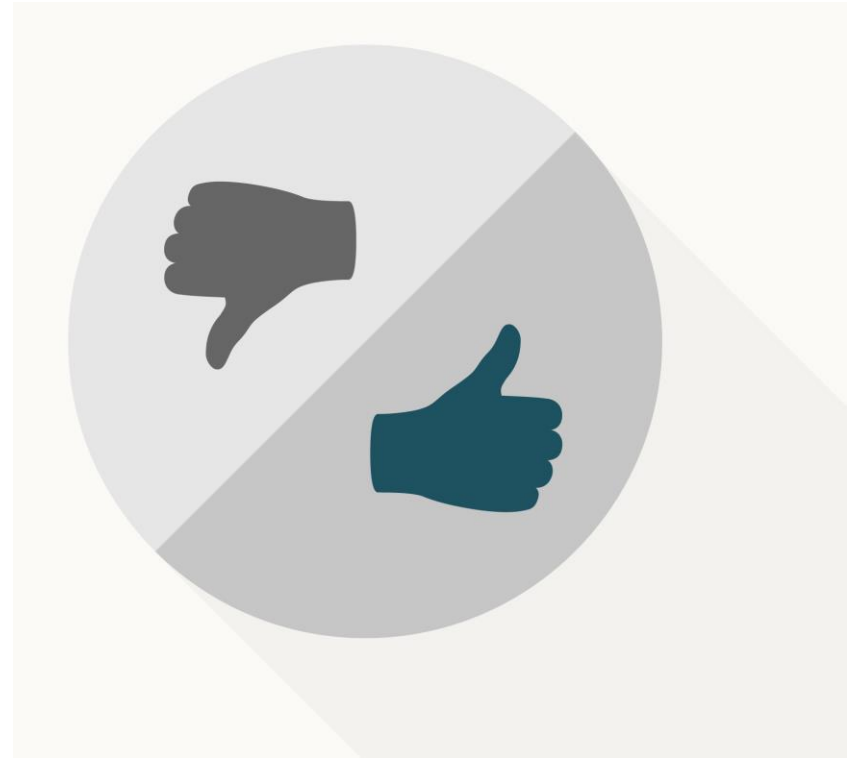


- **Increase resources** to enable **more efficient handling** of cases. Or, where this is not possible, engage more closely with organisations to inform them of the status of cases
- **Tailor information or communications** for organisations or sectors



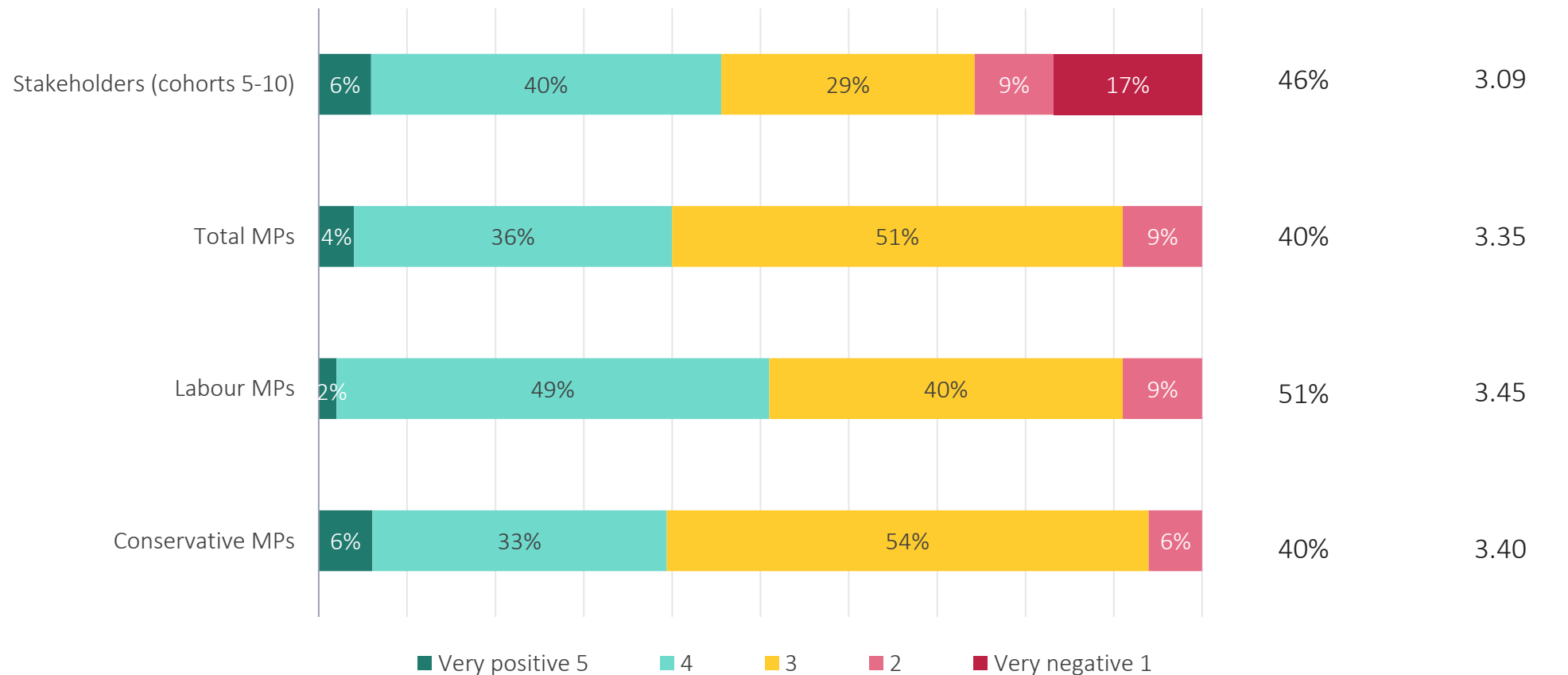
- **Collaborate**, and be seen to collaborate, more **actively and openly** with other organisations to improve public services
- **Take a lead** in tackling the challenges for ombudsmen and implementing changes – e.g. champion the PHSO/LGO proposals, **own the changes**

Positivity



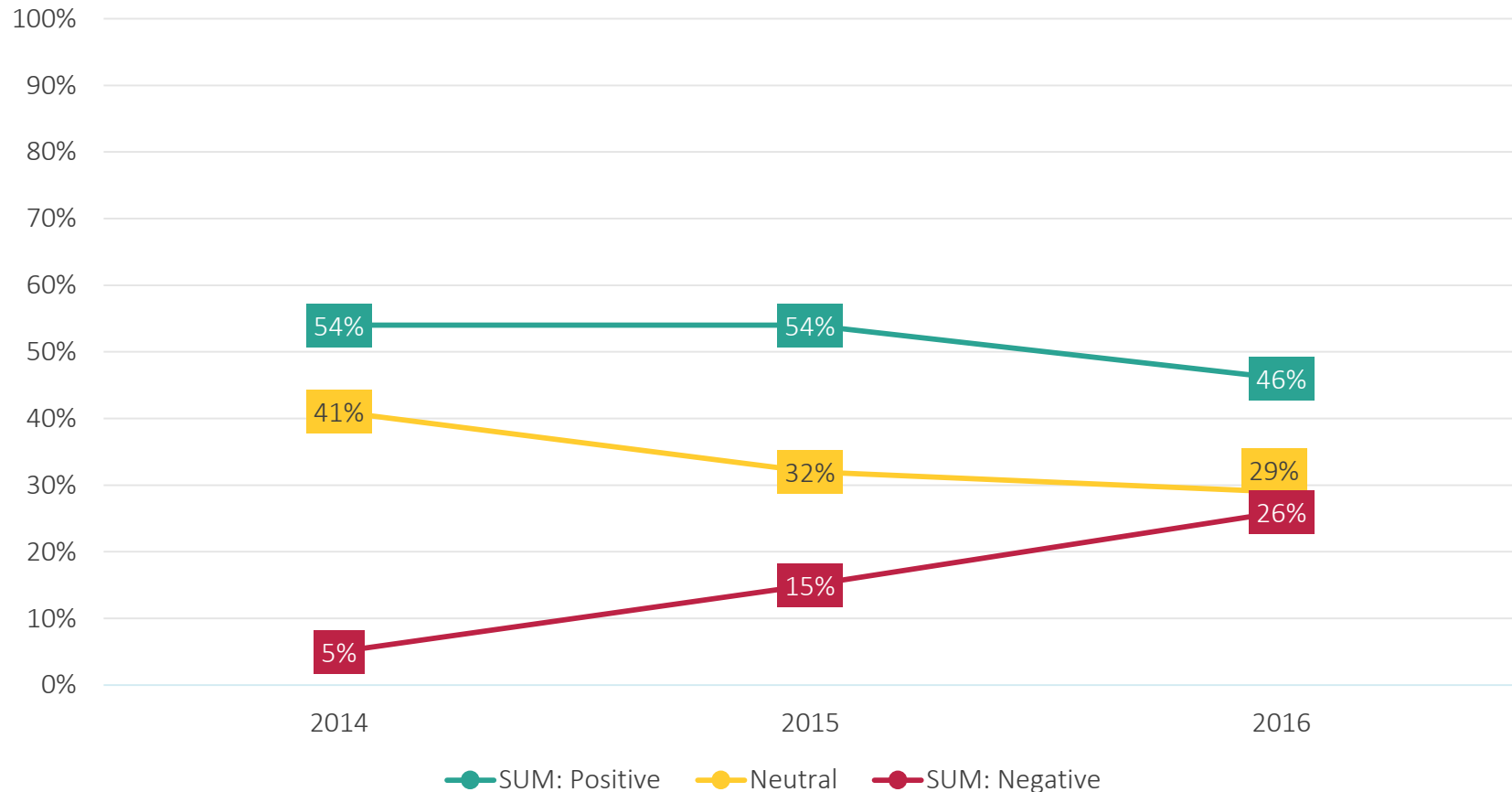
Positivity: less than half of all stakeholders are positive about the PHSO

Q. Thinking about your overall perception of the PHSO, would you say your perception is positive or negative?



Positivity: stakeholders are less likely to be positive towards the PHSO than they were in 2015, they are more likely to be negative

Q. Thinking about your overall perception of the PHSO, would you say your perception is positive or negative?



1. Base: Stakeholders (cohorts 5-10) 2016 (35), 2015 (41), 2014 (59)

2. Note, methodological and sample changes mean year-on-year results are not directly comparable

Positivity: reasons for positivity

Q. You indicated that, overall, you are positive towards the PHSO. Please provide details on why you are positive towards the PHSO.

Fair

“Outcomes of investigations are fair. Investigations are sufficiently robust and an understanding of our role is undertaken.”
Government Department Agency

Improving

“I feel that feedback from those involved in the process has been more positive over the last few months.” *Protection & Membership Organisation*

Fulfil an important role

“The PHSO fulfils a very important role. It offers the necessary independent scrutiny of public services that the public need.” *Independent Complaint Resolution Service*

Positivity: reasons for negativity

Q. You indicated that, overall, you are not positive towards the PHSO. Please provide details on why you are not positive towards the PHSO.

Pace of change

“There has been too much talk about things and too little action, or at least too slow action.” *Government Department Agency*

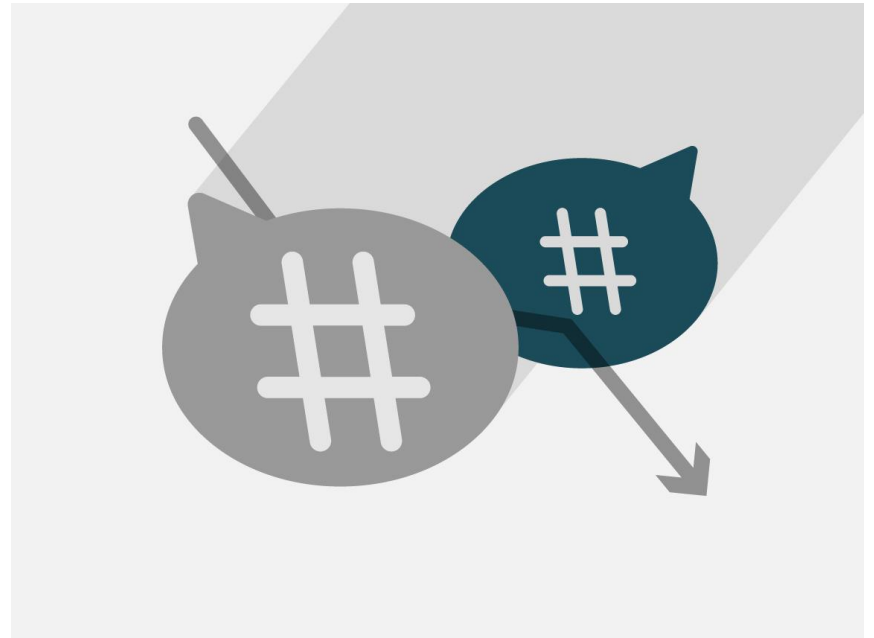
Efficiency

“In previous years the PHSO has been able to investigate concerns promptly. The PHSO has been looking into a complaint now for more than 18 months.” *Regulator NDPB*

Lack of strategy

“Poor leadership, lacking focus, direction and strategy. Poor customer and stakeholder management. Inability to see how the world has moved on from 1967.” *Ombudsman*

Perceptions

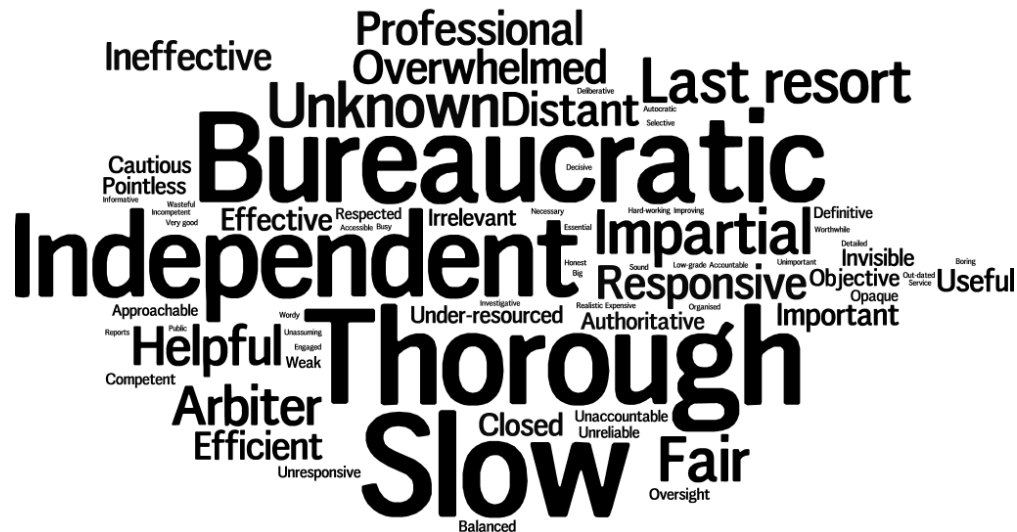


Perceptions

Q. What THREE words or phrases would you use to describe the PHSO?

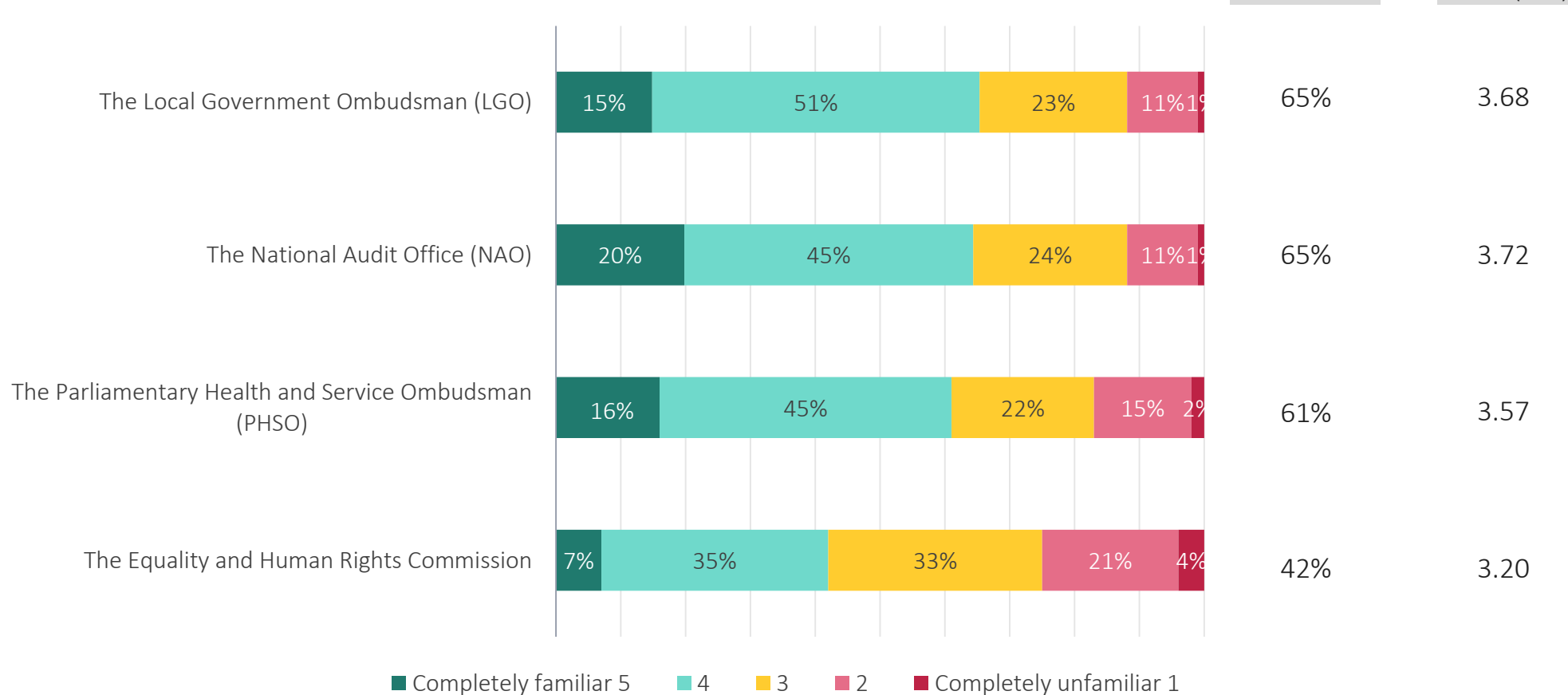
Stakeholders (cohorts 5-10)

MPs



Familiarity: the majority of MPs are familiar with the role of the PHSO

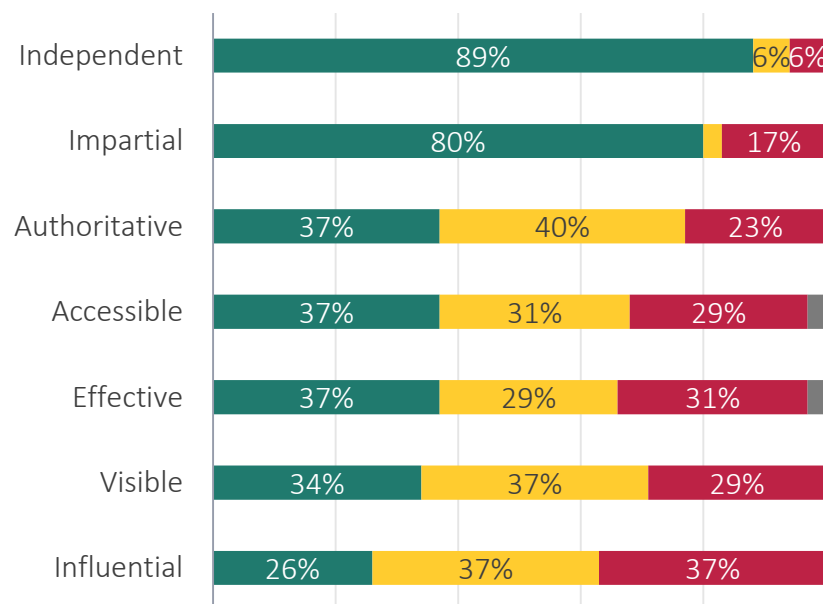
Q. How familiar or unfamiliar would you say you are with the role of each of the following organisations?



Perceptions: most stakeholders and MPs associate the PHSO with ‘independent’ but not ‘influential’ or ‘visible’

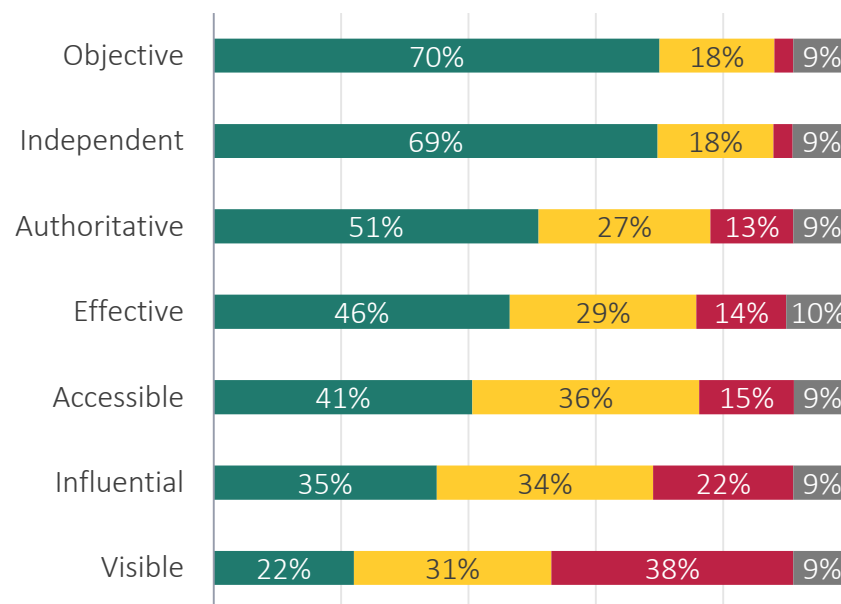
Q. To what extent, if at all, do you associate the following words with the PHSO?

Stakeholders (cohorts 5-10)



■ SUM: Associate with the PHSO
 ■ Neutral
 ■ SUM: Do not associate with the PHSO
 ■ Don't know

MPs



■ SUM: Associate with the PHSO
 ■ Neutral
 ■ SUM: Do not associate with the PHSO
 ■ Don't know

Perceptions: improving public services

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

Visibility

“By letting people and MPs know what they do.” *Conservative MP*

“There’s low awareness of the PHSO, including its role.” *Advocacy Charity*

“It seems to be a very mysterious body.”
Labour MP

“Publicise information about changes made in response to PHSO recommendations.” *Ombudsmen*

Influence

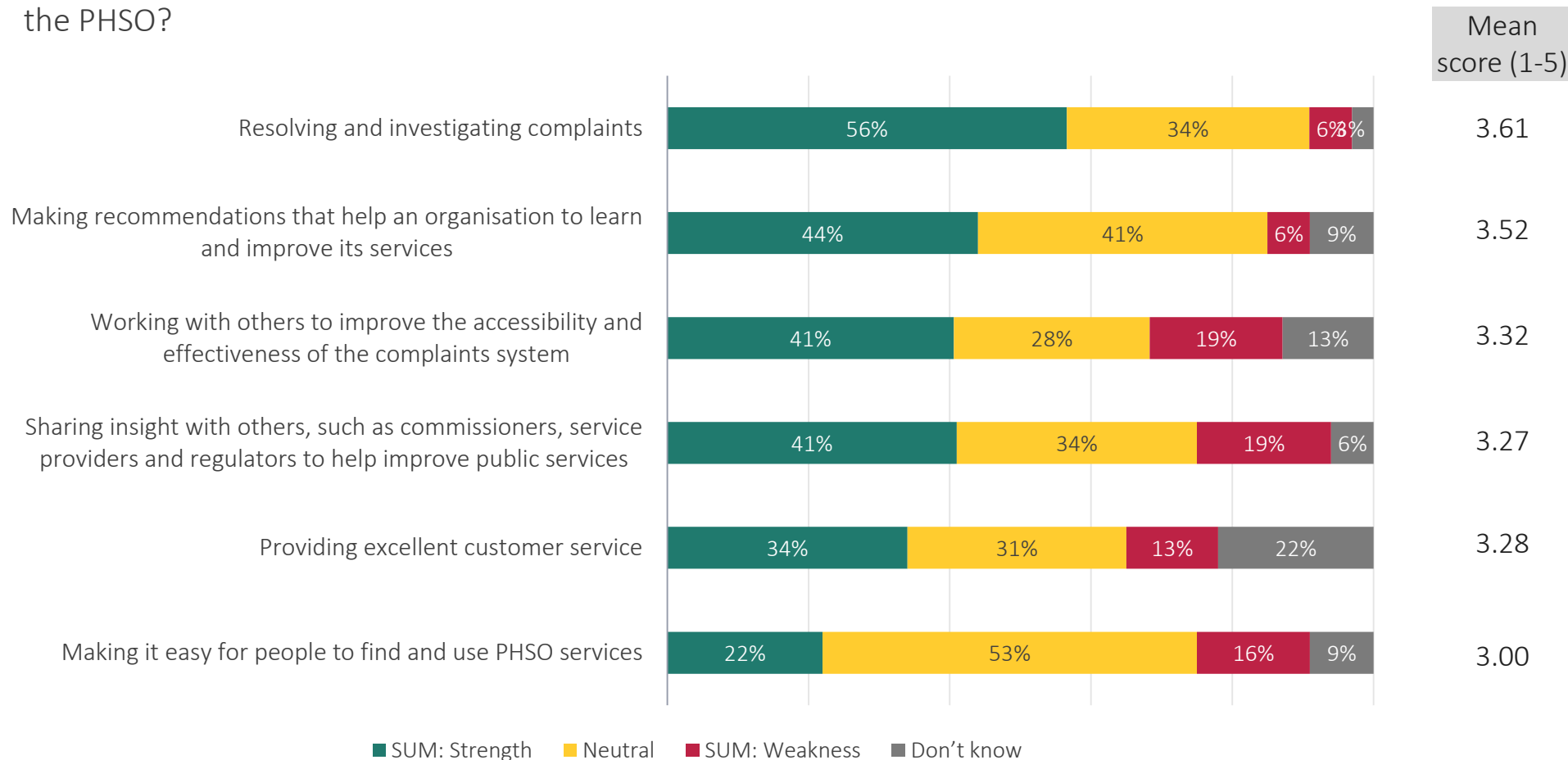
“Publicising fines and criticisms. Give the appearance of having some power!”
Labour MP

“Follow up action when they find failures in the system. They need teeth.”
Conservative MP

“Be a catalyst for driving learning from events and complaints.” *Advocacy Charity*

Strengths and weaknesses: The majority of stakeholders think that resolving and investigating complaints is a strength of the PHSO. Just one in five think a strength of the PHSO is making it easy for people to find and use its services

Q. Thinking about the following, please indicate to what extent you think each is a strength or weakness of the PHSO?

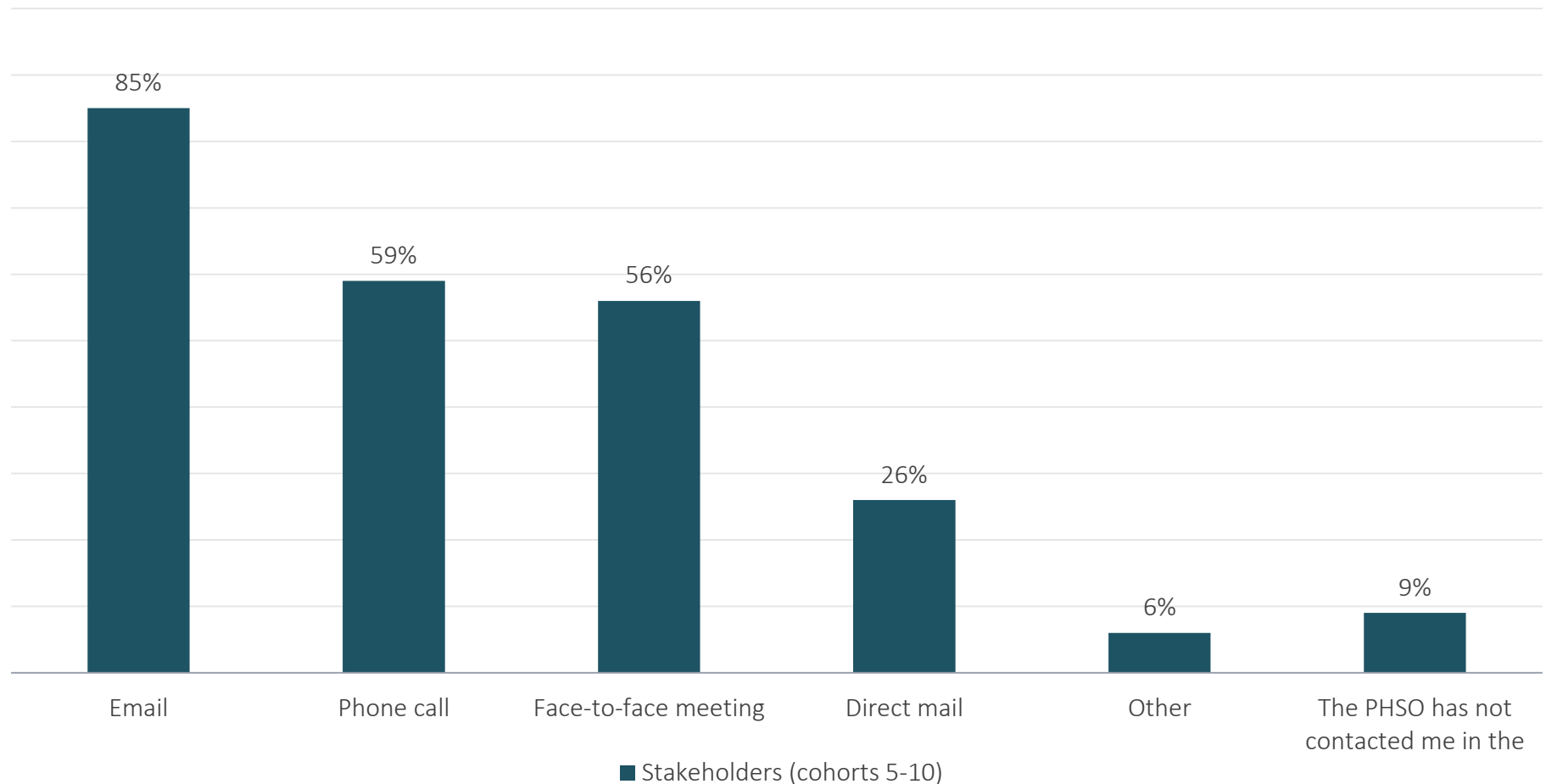


Contact and communication



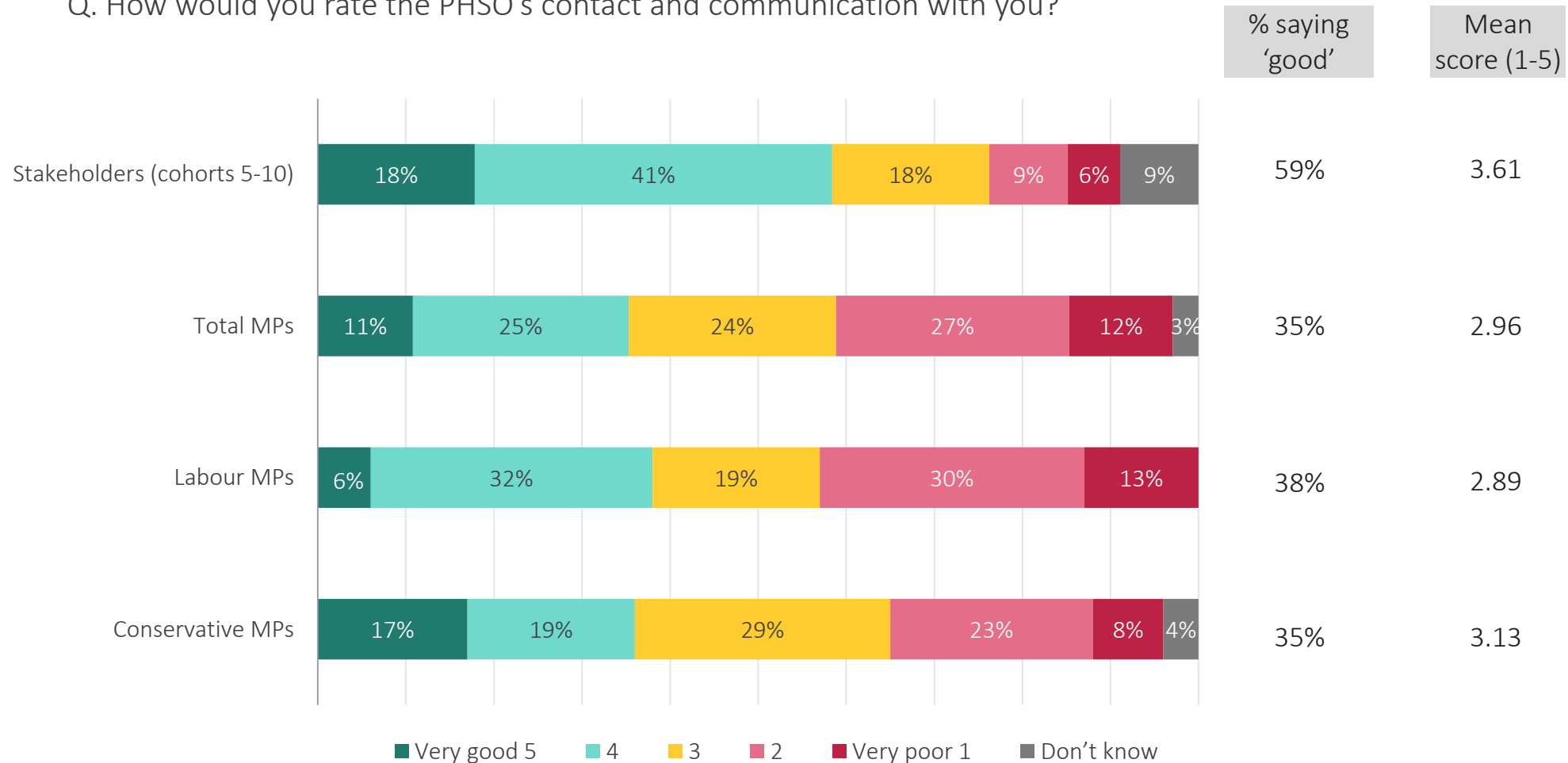
Contact and communication: most stakeholders have received an email from the PHSO in the last 12 months. One in ten have had no contact

Q. In the past 12 months, in which of the following ways, if any, has the PHSO contacted you?



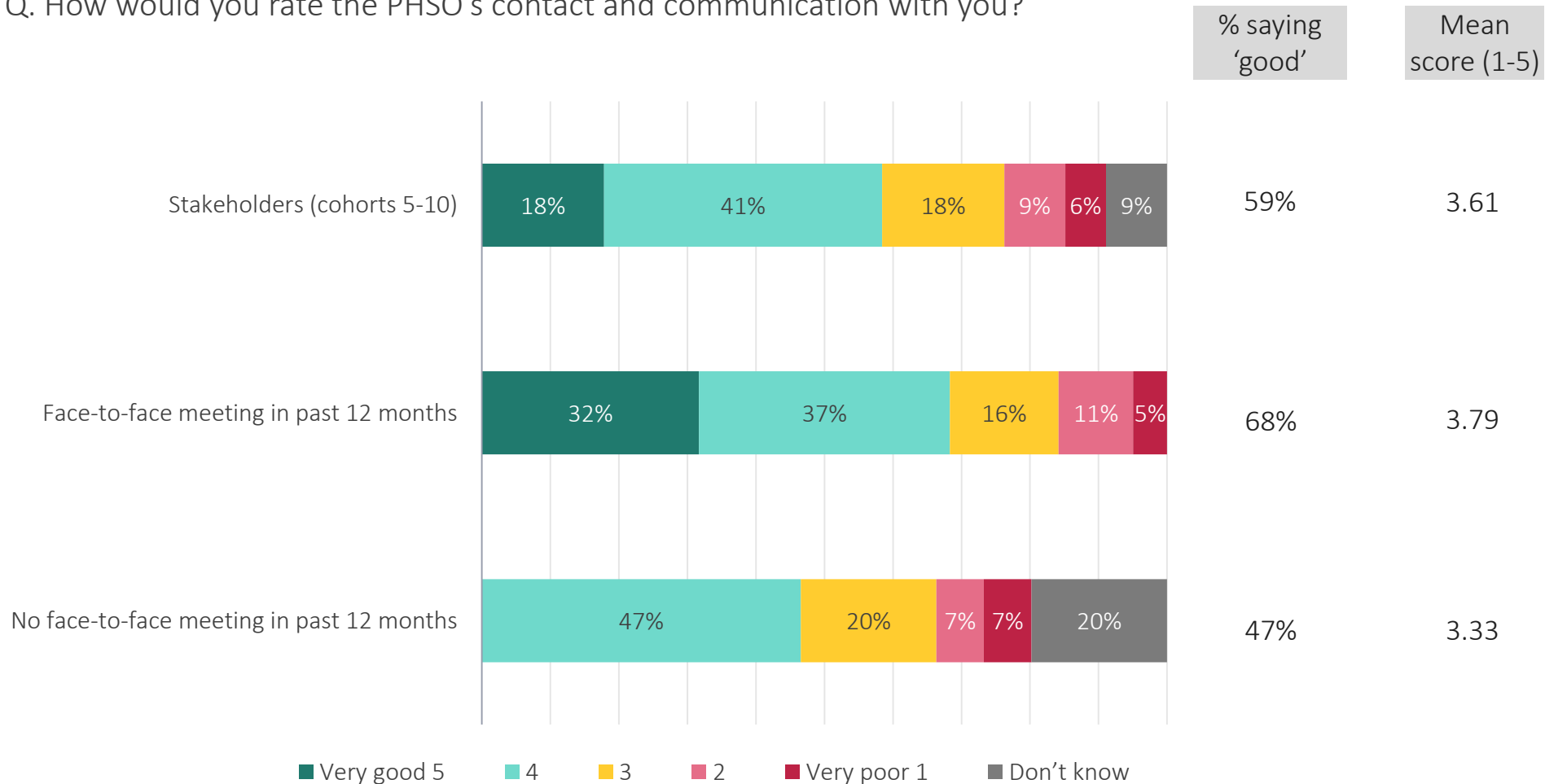
Contact and communication: Most stakeholders rate the PHSO's contact and communication with them as 'good'. Only one-third of MPs rate the PHSO's contact and communication with them as 'good'

Q. How would you rate the PHSO's contact and communication with you?



Contact and communication: Stakeholders who have had a face-to-face meeting with the PHSO in the past 12 months are much more positive about the PHSO's contact and communication

Q. How would you rate the PHSO's contact and communication with you?



Contact and communication: Stakeholders who have had a face-to-face meeting with the PHSO in the past 12 months are less positive about the PHSO generally

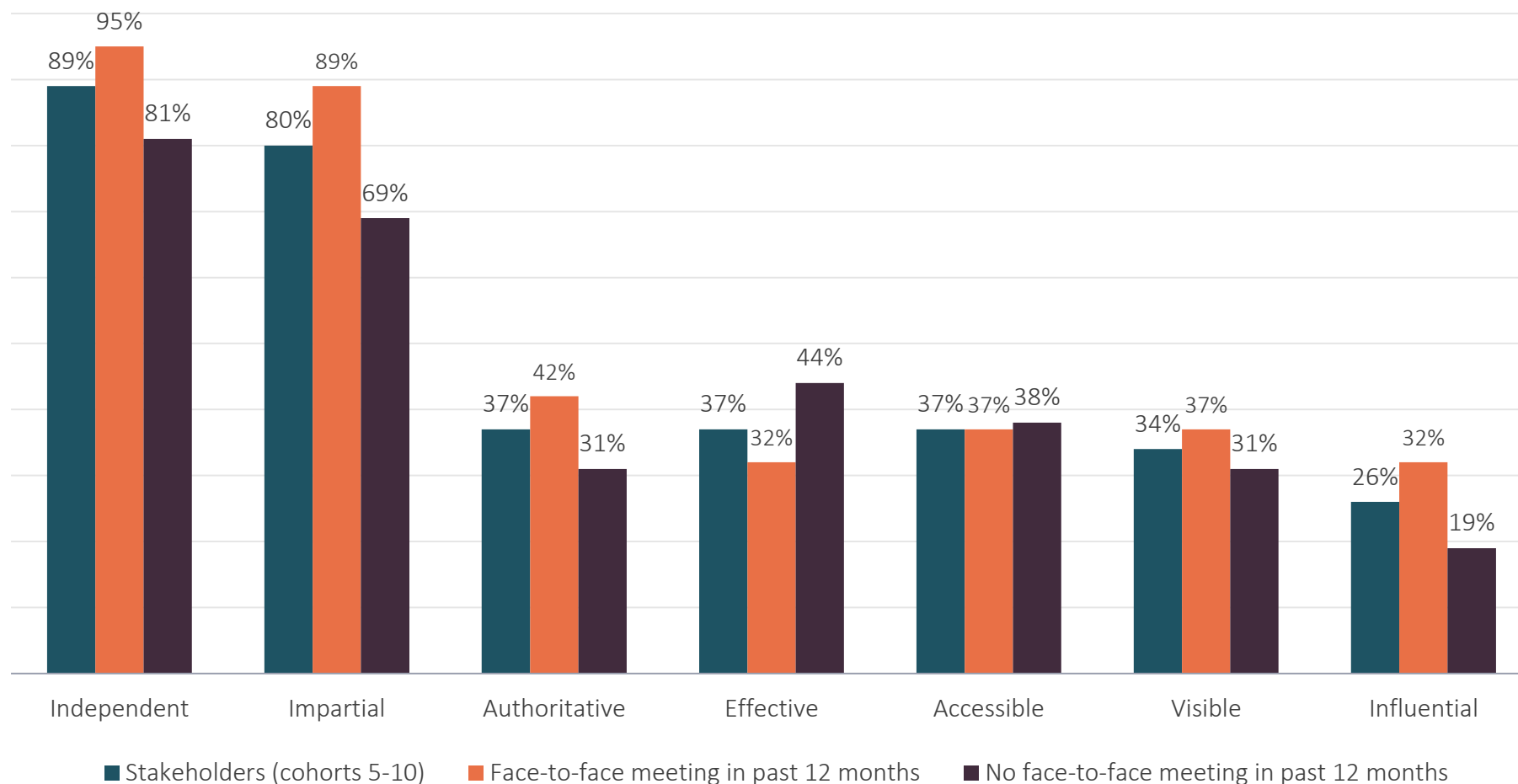
Q. Thinking about your overall perception of the PHSO, would you say your perception is positive or negative?

Mean
score (1-5)



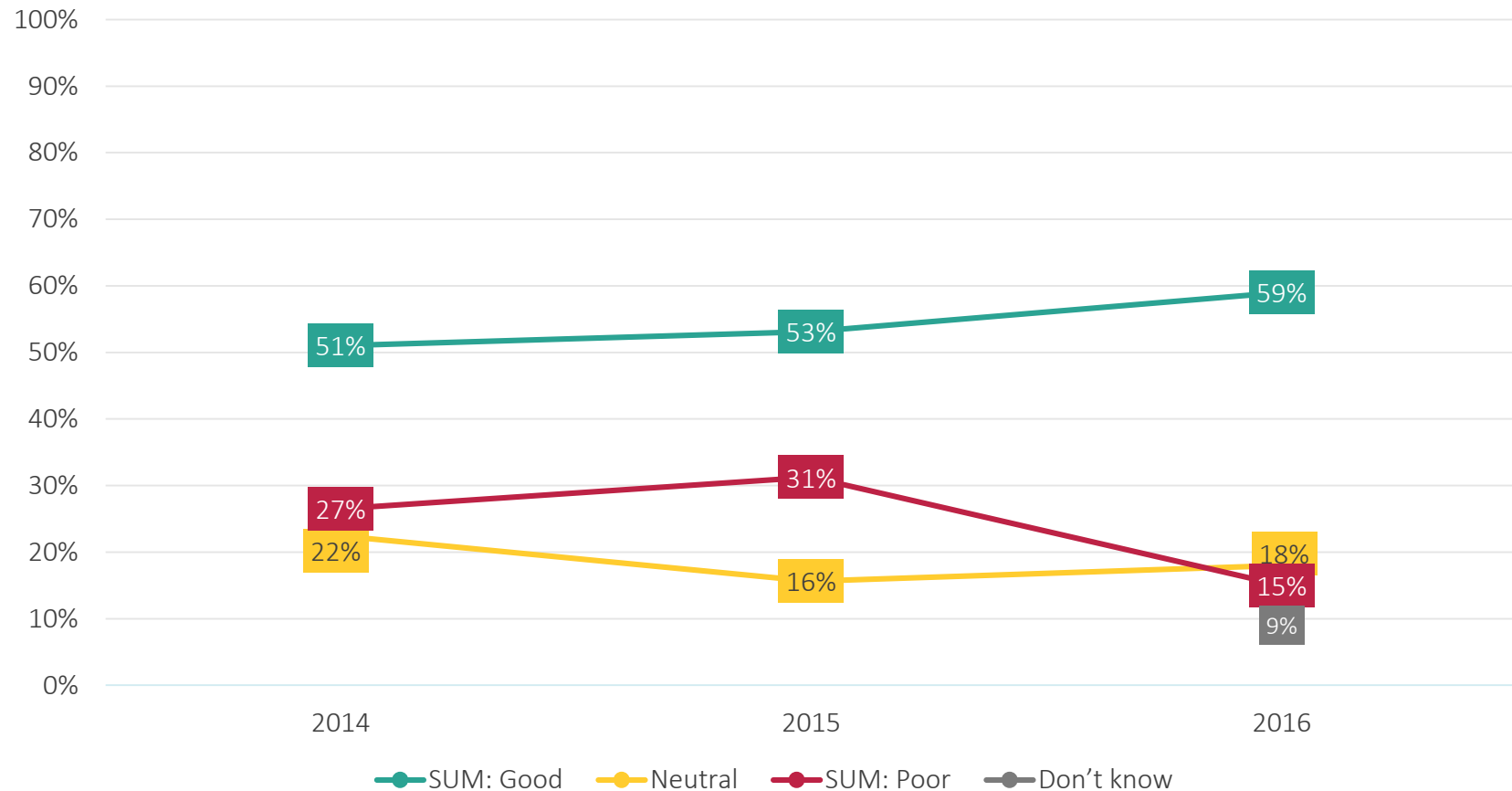
Contact and communication: stakeholders who have had a face-to-face meeting with the PHSO in the past 12 months are more likely to associate the PHSO with ‘independent’, ‘impartial’, and ‘authoritative’

Q. To what extent, if at all, do you associate the following words with the PHSO?



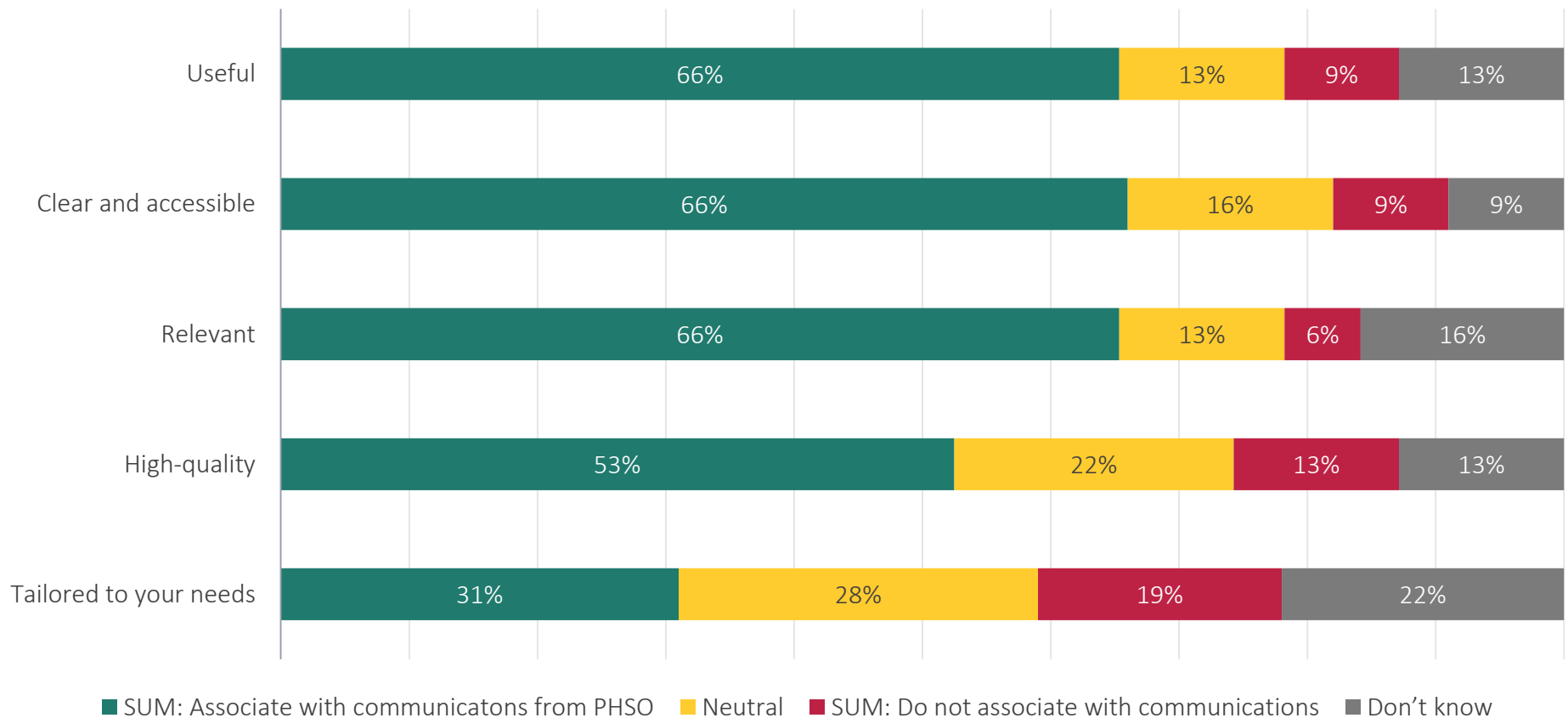
Contact and communication: stakeholders are more positive about the PHSO's contact and communication than they were a year ago

Q. How would you rate the PHSO's contact and communication with you?



Contact and communication: most stakeholders think the PHSO's communications are useful, clear and accessible, relevant and high-quality, but only a third think they are tailored to their needs

Q. Thinking about the communication you receive from the PHSO, to what extent, if at all, do you associate the following words with the PHSO's communication and engagement with you?



Contact and communications: examples to learn from

Q. Thinking about other organisations you engage with, are there any that stand out for their communications with you? If so please provide some relevant details about what the PHSO can learn from this organisation below.

TheKingsFund
nuffieldtrust

“Health and care think tanks (King’s Fund and Nuffield Trust) are very good at providing, tailored, informative updates on their work and the work of other organisations in the wider health and care sector.” *Advocacy Charity*

 **CareQuality
Commission**

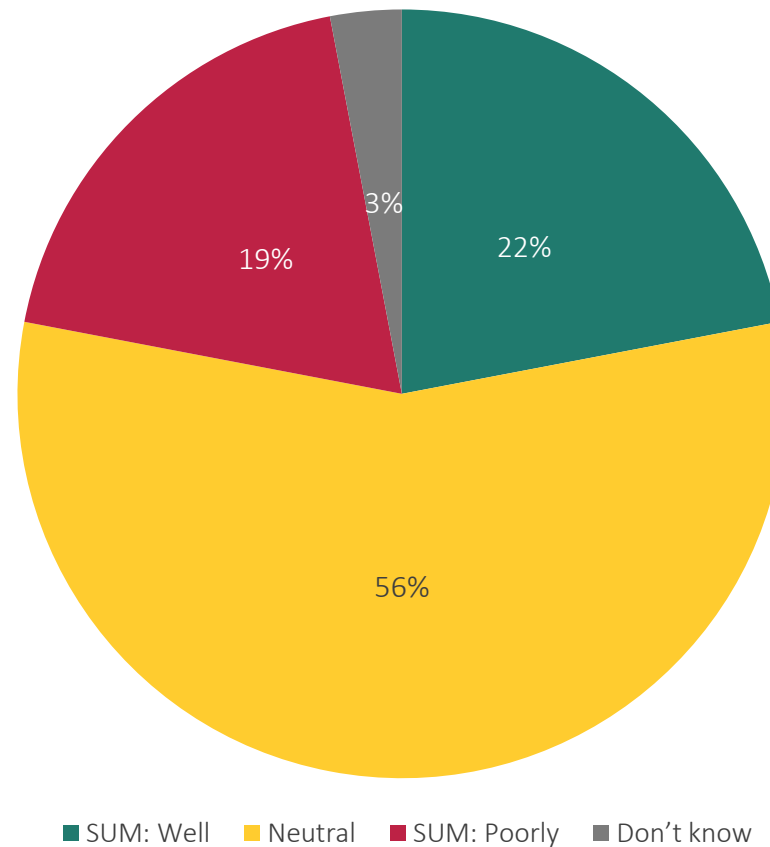
“CQC have a dedicated engagement officer for contact with my organisation. They are proactive and, while not always consistent, they try very hard to keep us informed of relevant developments and be accessible if we have queries. We feel valued as a stakeholder.” *Protection and Membership Organisation*

**General
Medical
Council**

“Stand out communications from GMC employer liaison service. Willingness to support each organisation with their work and GMC guidance is very good and clear to a wide variety of stakeholders.” *Ombudsman*

Contact and communication: only one-fifth of all stakeholders think the PHSO effectively communicates its role and work to the public

Q. Thinking about the PHSO's public communication, how well or poorly would you say the PHSO communicates its role and work to the general public?



Contact and communications: areas for improvement

Q. What improvements, if any, do you think the PHSO could make to its communications with the public and how it communicates its role.

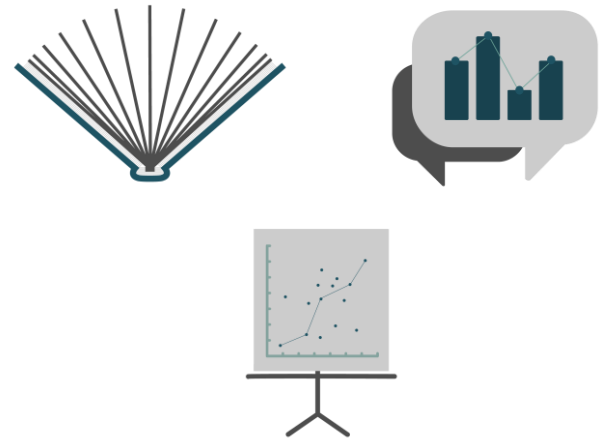
“Build up the profile of the smaller bits of work to demonstrate the breadth of how you are helping the public.” *Healthwatch England*

Increase awareness

“If it were clearer not only what improvements have been recommended to services, but afterwards what has actually changed as a result that the public could measure as a success.” *Government Department Agency*

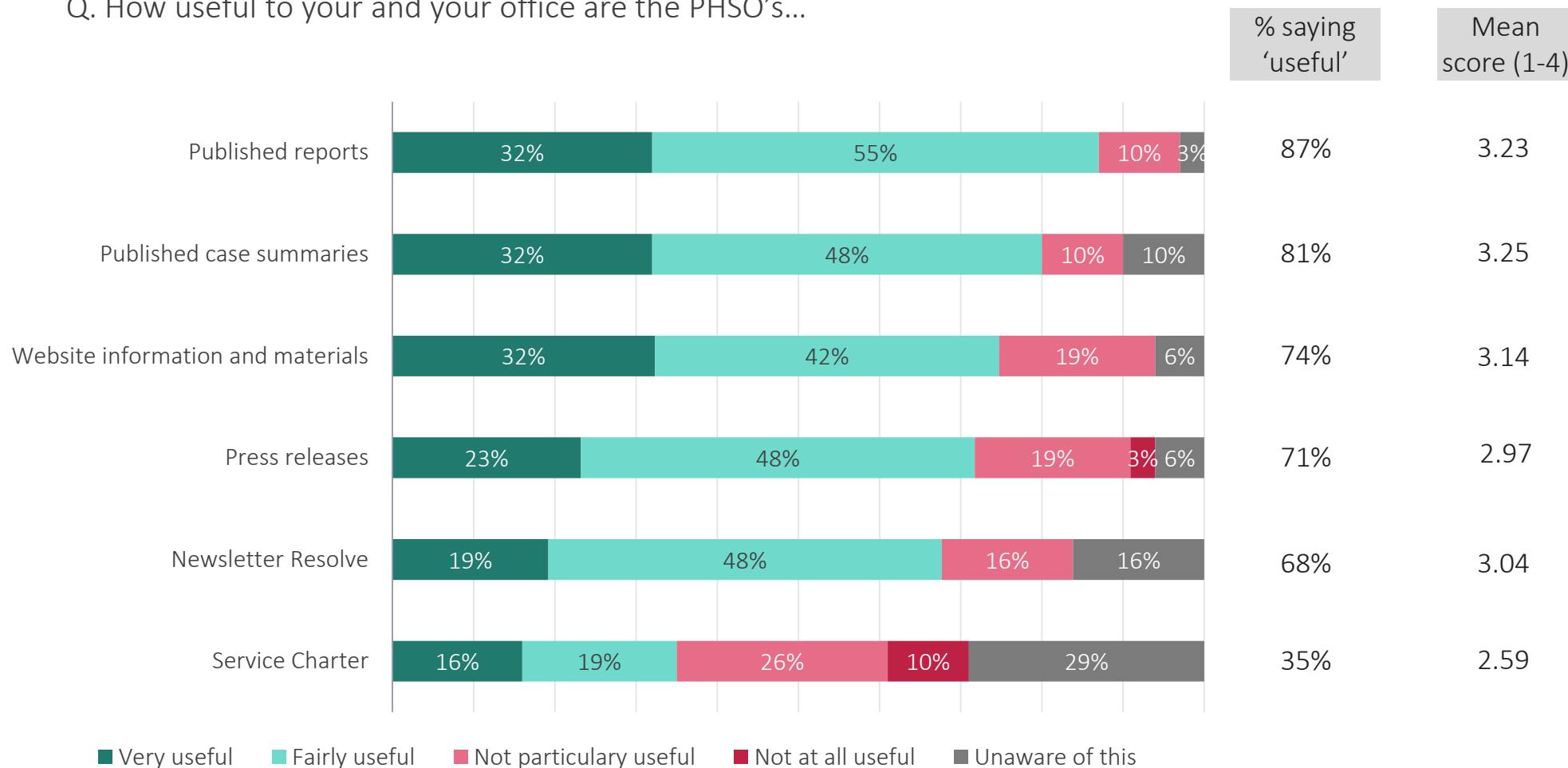
“More regular public information about its work with examples of real cases in order to raise public interest and awareness.” *Independent Complaint Resolution Service*

Usefulness of materials



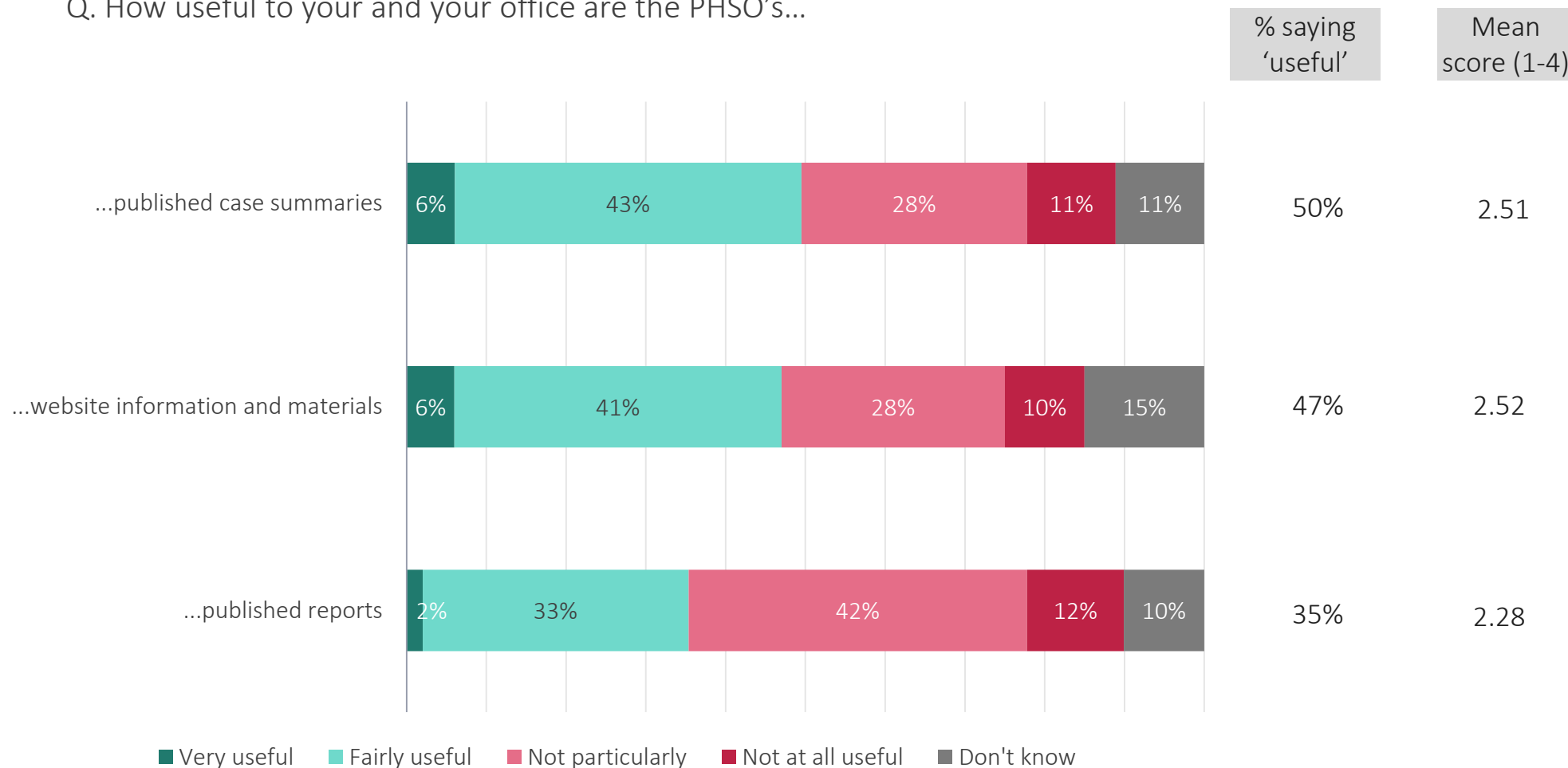
Usefulness of materials: The vast majority of stakeholders think the PHSO's published reports are useful

Q. How useful to your and your office are the PHSO's...



Usefulness of materials: half of all MPs think the PHSO's published case summaries are useful

Q. How useful to your and your office are the PHSO's...

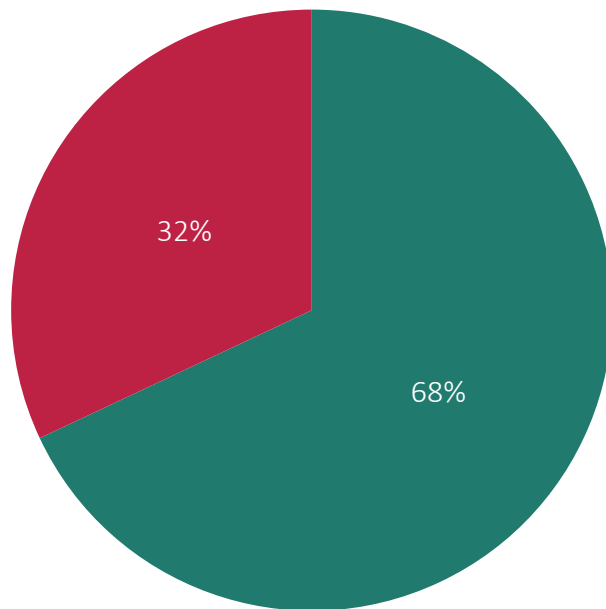


Service Charter



Service Charter: most stakeholders are aware of the Service Charter, over half of all stakeholders agree that it clearly explains what organisations and individuals can expect from the PHSO

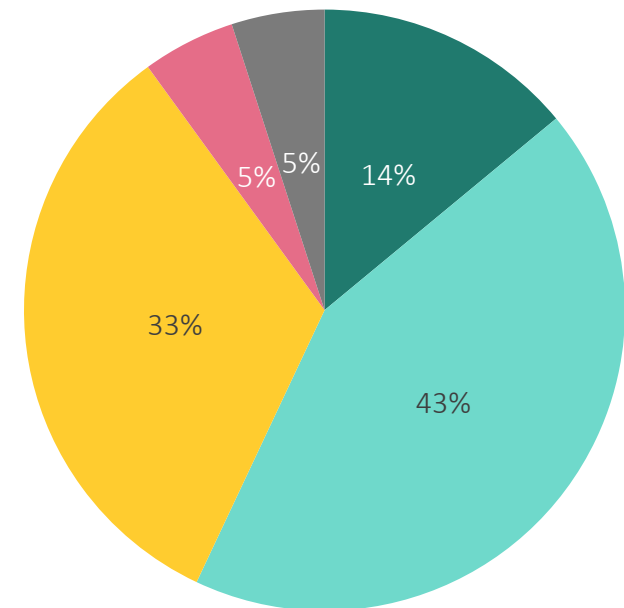
Q. Are you aware of the PHSO's new Service Charter?



■ Yes ■ No

1. Base: Stakeholders (cohorts 5-10) (31)

Q. To what extent do you agree or disagree that the PHSO's new Service Charter clearly explains what organisations and individuals can expect from the PHSO when it looks into a complaint?



■ Strongly agree 5 ■ 4
■ 3 ■ 2
■ Strongly disagree 1 ■ Don't know

1. All stakeholders who are aware of the Service Charter (21)

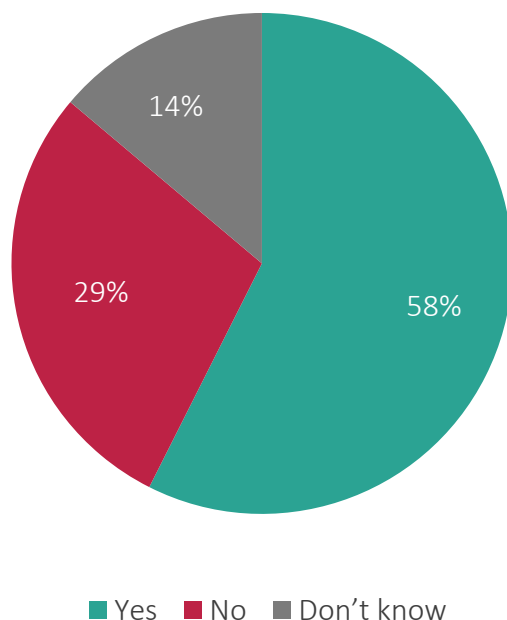
Reforms



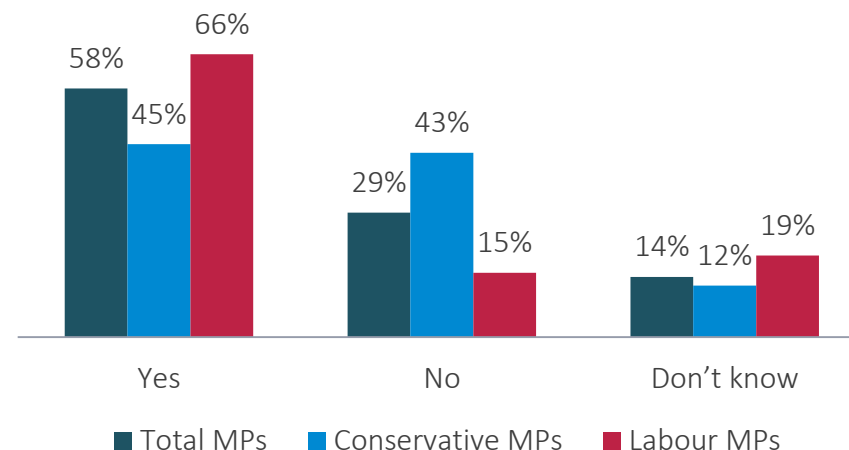
Reforms: Most MPs would support reform that does away with MP referrals

Q. Would you support reform which would give constituents the option of complaining directly to the PHSO about government departments and agencies, without an MP referral?

Support amongst all MPs



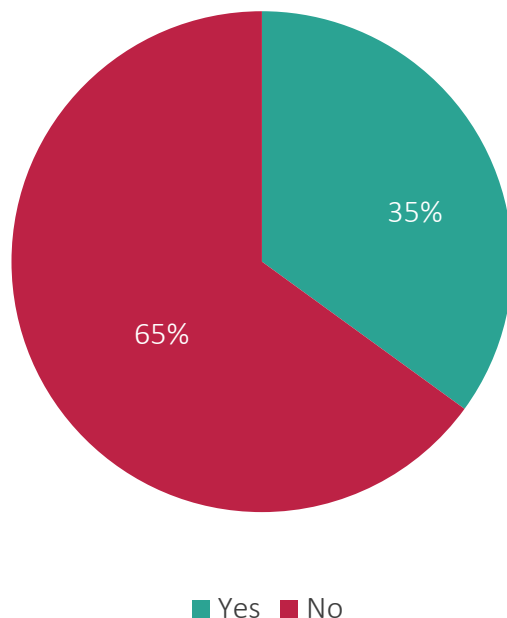
Support by party



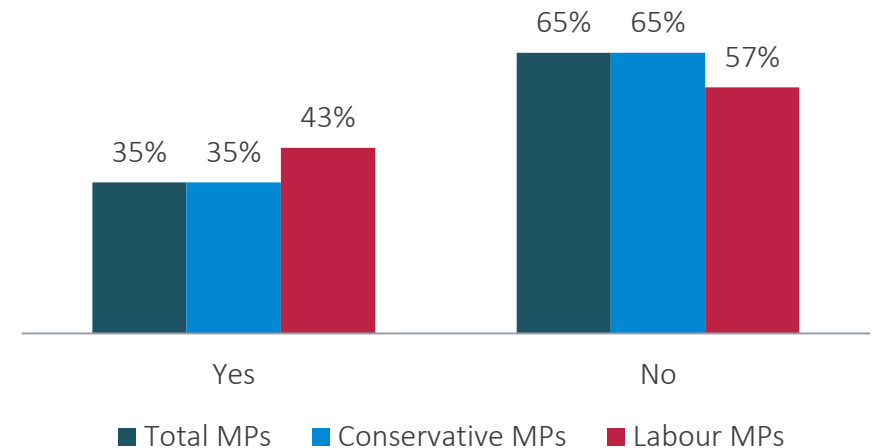
Reforms: The majority of MPs are unfamiliar with the proposals to join the PHSO and the LGO together

Q. Are you familiar with the proposals to create a Public Ombudsman Service by joining together the PHSO and the LGO in order to create a service that is more accessible for citizens, better placed to support Parliament in holding government to account and better value for money?

Awareness amongst all MPs

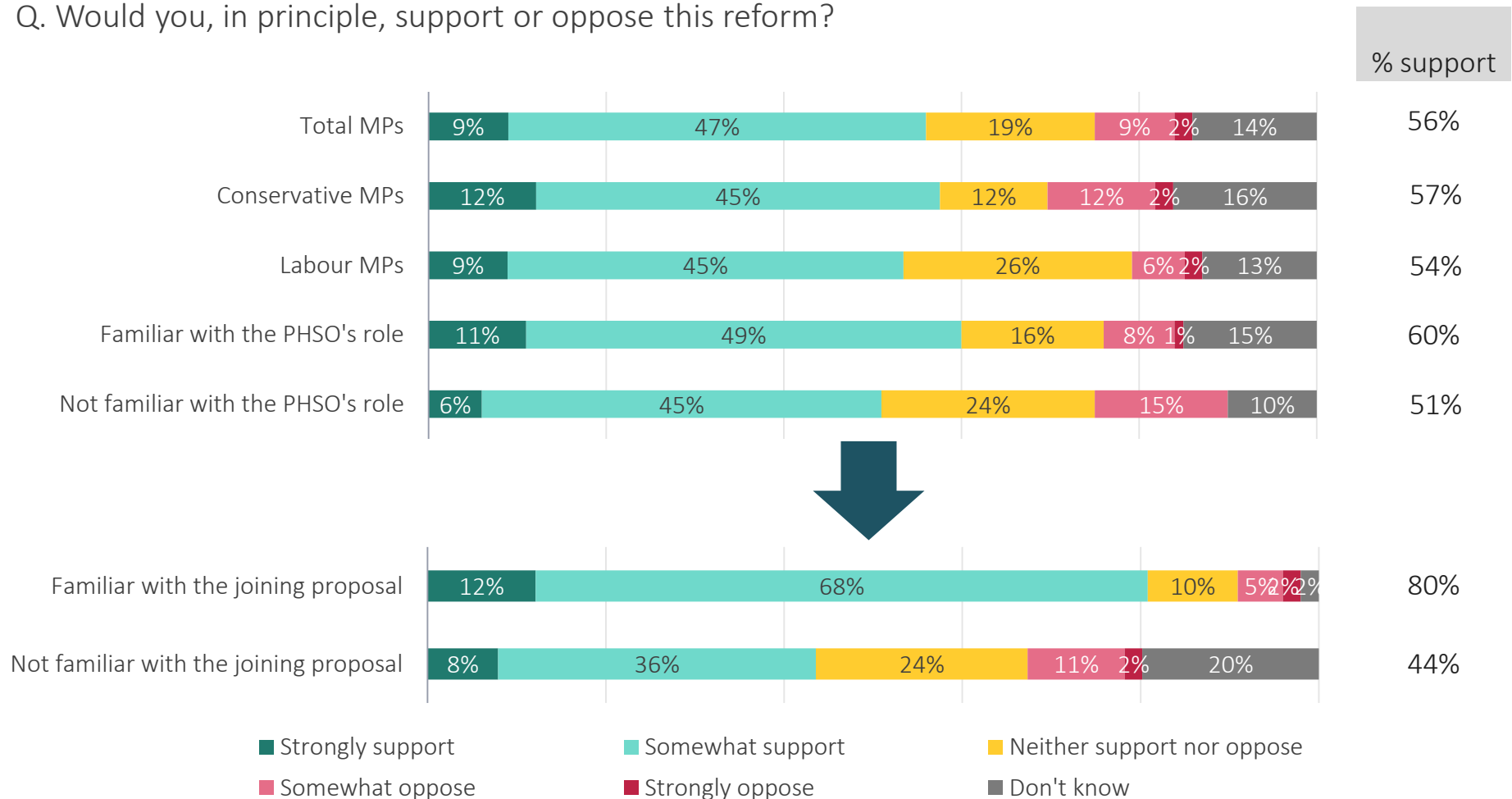


Awareness by party



Reforms: The majority of MPs would support joining the PHSO/LGO together. Support is higher amongst Conservative MPs and MPs who are familiar with the proposal

Q. Would you, in principle, support or oppose this reform?



Suggestions for improvements



Suggestions for improvement: Cohorts 5-10

Q. Is there anything specific that you feel the PHSO could do to improve the way it works with your organisation over the next 12 months?

Transparency

“Become more open and transparent in the way that bodies like the GMC and CQC are and engage with an open mind.”

Protection & Membership Organisation

Engage

“Engage with Ombudsman Association activities to a greater extent. Turnover of staff has meant building collegiate relationships has become difficult.”

Ombudsman

Collaborate

“The PHSO could work together to support organisations to understand what happened and what improvement they should expect to see as a result of the PHSO decision.”

Healthwatch England

Suggestions for improvement: MPs

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

Communications

“Clearer recommendations on lessons learned and a route to help make or implement the changes.” *Conservative MP*

Resources

“Better resourcing and increased staffing to speed the handling of cases.” *Labour MP*

Visibility

“Publishing their recommendations following investigations in the press.” *Labour MP*

Stakeholder survey findings

Stakeholder survey methodology

Populus interviewed 35 PHSO stakeholders online between 31 October and 25 November.

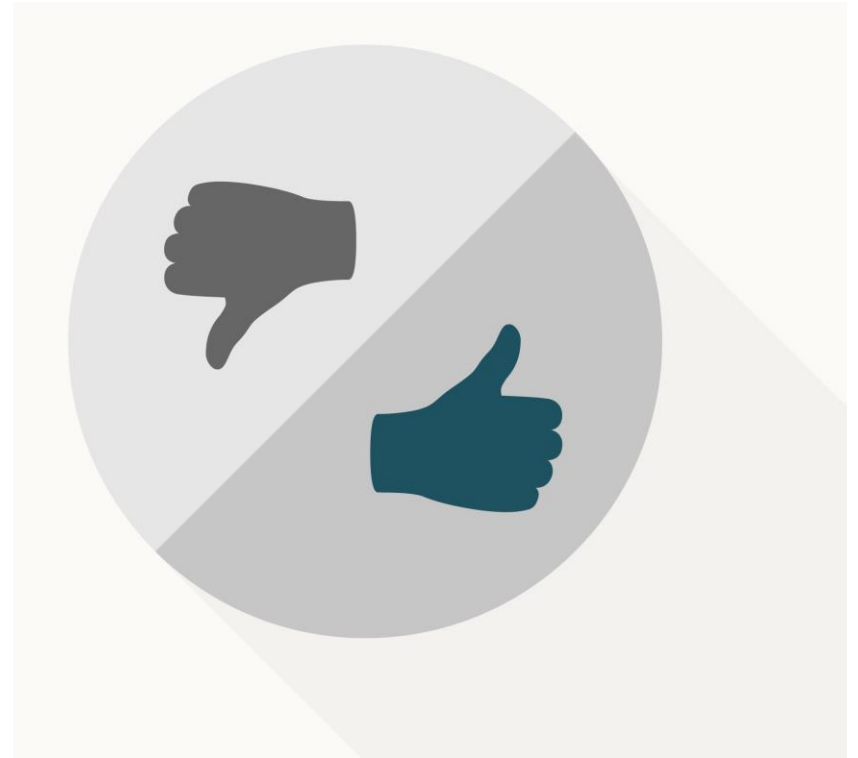
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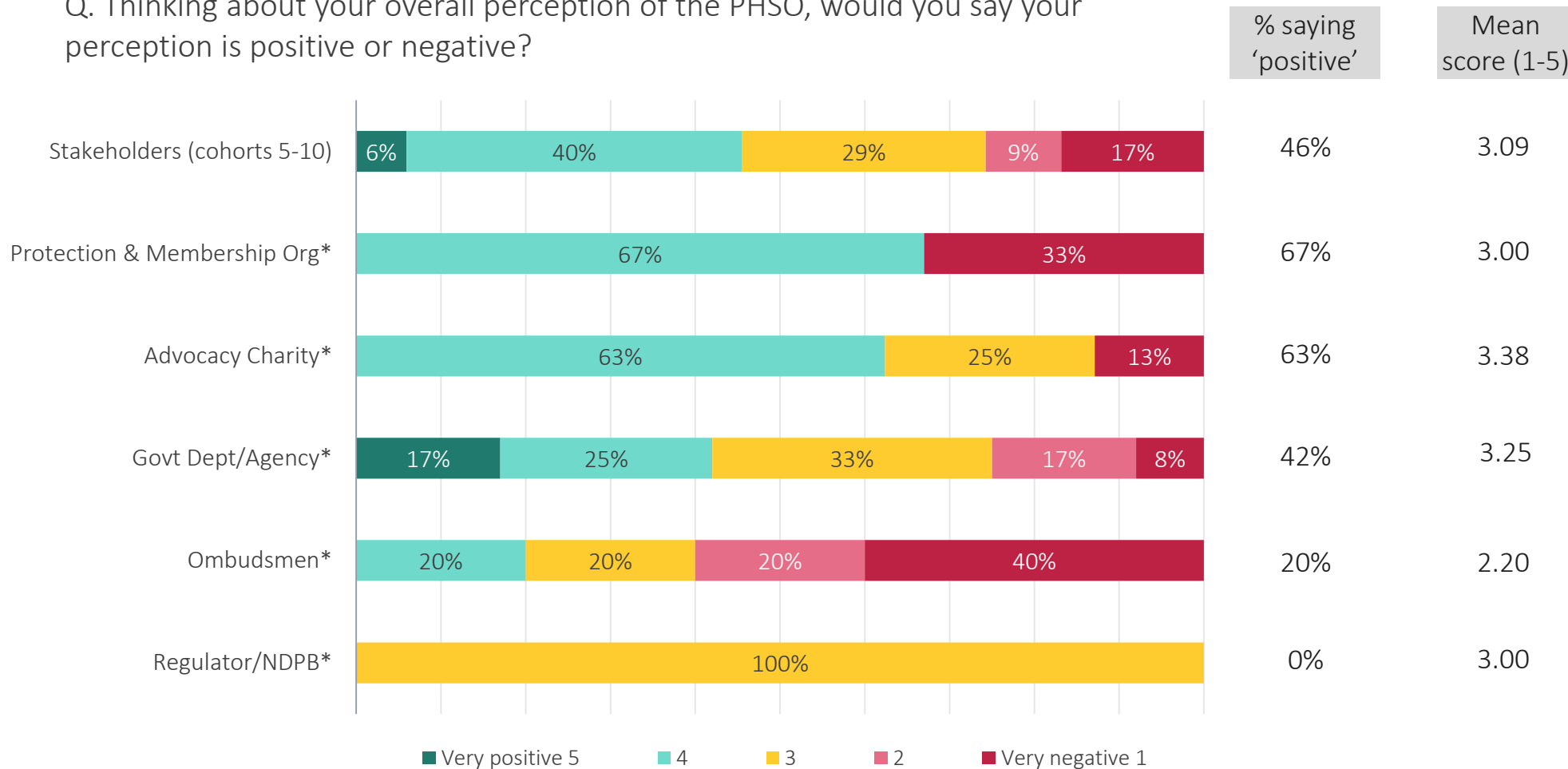
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Positivity



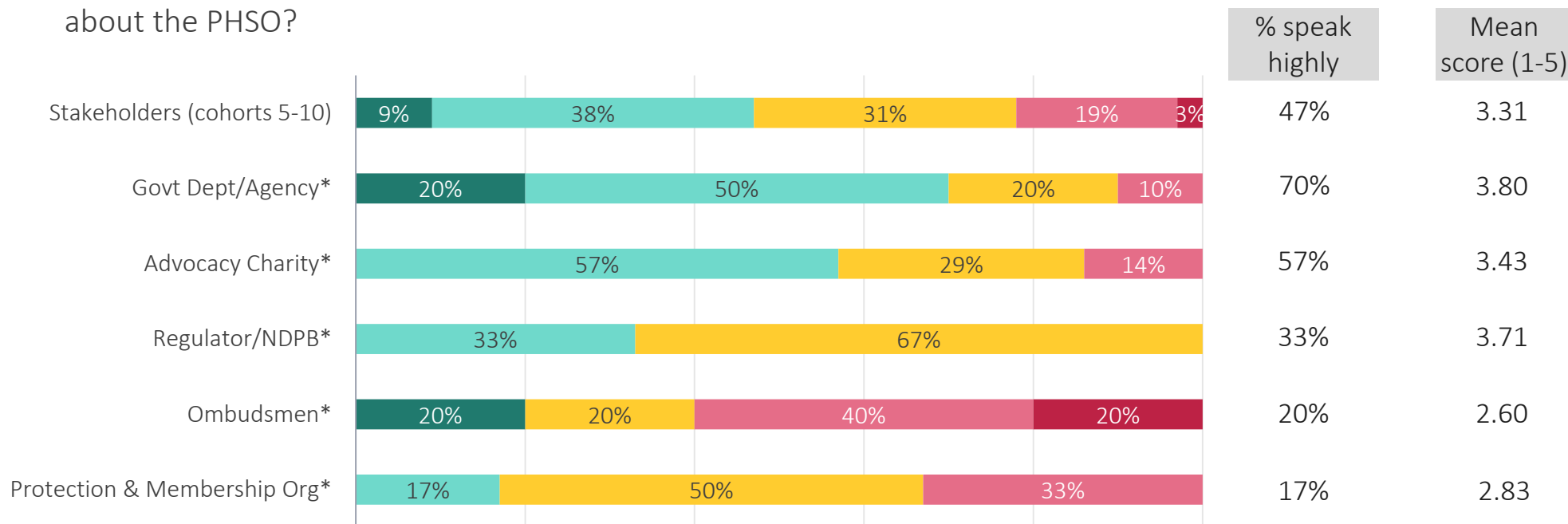
Positivity: less than half of all stakeholders are positive about the PHSO

Q. Thinking about your overall perception of the PHSO, would you say your perception is positive or negative?



Reputation: Less than half of all stakeholders would speak highly of the PHSO

Q. Thinking about your experiences with the PHSO, to what extent would you speak highly or critically about the PHSO?



- I think so highly of them that I would speak highly of them without being asked
- I would definitely speak highly of them if someone asked my opinion
- I would be neutral if someone asked my opinion
- I would be critical of them if someone asked my opinion
- I would be critical of them without being asked

Reasons for positivity





Reasons for positivity

Q. You indicated that, overall, you are positive towards the PHSO. Please provide details on why you are positive towards the PHSO in the text box below.

“I have had the pleasure of working with the PHSO on a number of projects over the last year - in particular on primary care complaints and on hospital discharge. Not only have you taken on board our comments and suggestions in these pieces of work but the PHSO colleagues I have worked with have been outstanding. In particular Verity Comley (who has now moved on) deserves special mention for having maintained an incredibly positive relationship with us and I look forward to continuing our work with the PHSO.” *Healthwatch England*

“Recent feedback from complained against organisations has been more positive with regard to the handling of case and accessibility of staff.” *Protection & Membership Organisation*

“I believe there are some very talented people there, relationships rely on respect and working together which I feel is pretty good. Some improvements are still being worked on mutually but there is not an unwillingness to assist.” *Citizens Advice*

“I feel that feedback from those involved in the process has been more positive over the last few months.” *Protection & Membership Organisation*

“Outcomes of investigations are fair. Investigations are sufficiently robust and an understanding of our role is undertaken. Staff are professional to deal with. Communication between PHSO and my organisation is reasonable.” *Government Department/Agency*

“Contact with PHSO has been very swift and documents and letters have made it clear on what is expected. Case workers are identified at the beginning of the process and can be contacted if needed.” *Government Department/Agency*



Reasons for positivity

Q. You indicated that, overall, you are positive towards the PHSO. Please provide details on why you are positive towards the PHSO in the text box below.

“PHSO fulfils a very important role in the administrative justice landscape. It offers the necessary independent scrutiny of public service that members of the public need when the service they receive has been poor and has resulted in unfairness.” *Ombudsmen*

“The engagement I have had with the PHSO has been minimal and infrequent but on each occasion PHSO colleagues were constructive and supportive and professional.” *Protection & Membership Organisation*

“I have contact with members of PHSO staff at various levels and am generally impressed by their more open , more collaborative approach (compared to more historical performance). I think there is a genuine desire to work more closely on reaching a shared outcome and an understanding of challengers - and opportunities this delivers.” *Government Department/Agency*

“The PHSO endeavour to be an objective organisation which can uphold health complaints where they see appropriate. This gives client closure and in some cases financial compensation for the failings of many NHS organisations. Also, their involvement forces NHS organisations to look at their failings and to progress their services to a better standard.” *Advocacy Charity*

“PHSO is a significant part of the accountability framework for government departments and health services. PHSO operates on behalf of people who use and pay for services.” *Academic, Policy & Other*



Reasons for positivity

Q. You indicated that, overall, you are positive towards the PHSO. Please provide details on why you are positive towards the PHSO in the text box below.

“The PHSO has and continues to play an important role in ensuring that deaths of people with a learning disability in the NHS are investigated, failings identified, and that learning takes place. The PHSO also plays an important role in addressing serious concerns that family carers have about the treatment their loved ones with a learning disability have experienced in the NHS which have not resulted in tragic outcomes, but are nonetheless very serious.” *Advocacy Charity*

“Well needed organisation-driven learning as well as investigations.” *Advocacy Charity*

Reasons for negativity





Reasons for negativity

Q. You indicated that, overall, you are not positive towards the PHSO. Please provide details on why you are not positive towards the PHSO in the text box below.

“The organisation has lost its status as the leading ombudsman scheme. It seems to have disengaged from the wider ombudsman and administrative justice sector and rarely attends conferences, seminars or meetings. Whereas the PHSO once led the way, it has fallen behind other ombudsmen schemes, but as it is rarely ‘in the room’, the organisation does not seem to be aware of positive developments elsewhere. Rightly or wrongly the impression is created of an arrogant institution that is unwilling to learn from others.” *Ombudsmen*

“We welcome moves to combine the LGO and the PHSO as we think current public service complaints systems are too complicated and can deter people from raising a concern. We do, however, appreciate the role the PHSO has played in encouraging the creation of a single Public Service Ombudsman.” *Citizens Advice*

“Deadlines feel erratic and it is not clear why some cases are progressed when others are not. Difficult to build relationships with a high turnover of staff who feel increasingly under pressure.” *Government Department/Agency*

“The PHSO can threaten to fine practices in an unreasonable and unfair way without any ability for practices to resist this. They do not seem to understand the pressures practices are under and the other regulatory burdens practices have to contend with.” *Protection & Membership Organisation*

“There has been too much talk about things and too little action, or at least too slow action.” *Government Department/Agency*

“I feel the organisation has lost its way and lacks focus . Also some parts are dysfunctional and there is a lack of consistency in decision making.” *Ombudsmen*



Reasons for negativity

Q. You indicated that, overall, you are not positive towards the PHSO. Please provide details on why you are not positive towards the PHSO in the text box below.

“Lost reputation for a number of reasons at the top of the organisation which also negatively impacts other ombudsman schemes. In the past the PHSO was a stalwart in participating and contributing to the ombudsman community - staff simply do not engage now in the way they did in the past. I suspect that staff are operating in a difficult climate and trying to do their best for individual complainants.” *Ombudsmen*

“Lots of changes in the PHSO office has meant inconsistencies with reports and messages from their office. Investigation reports are not always balanced and can lack any evidence to support the decision making. However, I am positive about the engagement at a working level, and the ability to discuss reports in an open manner.” *Government Department/Agency*

“In previous years the PHSO has been able to investigate concerns promptly. The PHSO has been looking into a complaint now for more than 18 months. Given the nature of the particular complaint, the delay has been reputationally damaging the this organisation.” *Regulator/NDPB*

“I am impressed by the PHSO's reports and reviews and it seems as if the organisation has significantly increased their influence of this work. I also appreciate the difficulties that come with the PHSO's role and the fact that criticisms are inevitable. I would perhaps grade the organisation more highly if we had worked more closely or collaborated on specific projects, something which I think we could do more of in future.” *Regulator/NDPB*

“I cannot be confident that PHSO will give a fair hearing.” *Government Department/Agency*

“IT difficulties with Egress have caused frustration and additional work.” *Government Department/Agency*



Reasons for negativity

Q. You indicated that, overall, you are not positive towards the PHSO. Please provide details on why you are not positive towards the PHSO in the text box below.

“In recent investigations there is the perception that in order to show that an ombudsman investigation has made a difference, recommendations have been made that only slightly build on the remedies originally offered (e.g. offering a £100 or so more for frustration to the customer). Investigations therefore become more about money being offered than anything else.” *Government Department/Agency*

“Because the PHSO's office has consistently refused to engage in constructive dialogue over the whole period the current incumbent has been PHSO. Individual staff can be helpful but the overall impression is not one of an open and transparent organisation that genuinely wishes to engage with stakeholders. This is in sharp contrast to the many other public bodies with which we deal - regulatory bodies and others - which are all willing to listen and engage from the highest level down.” *Protection & Membership Organisation*

“PHSO has not always appeared willing to listen to our point of view.” *Government Department/Agency*

“Poor leadership, lacking focus, direction and strategy. Poor customer and stakeholder management. inability to see how the world has moved on from 1967.” *Ombudsmen*



Reasons for negativity: particular experiences

Q. Is the fact you feel negative towards the PHSO been caused by a particular experience you have had with the PHSO? If so, please provide details of this experience in the text box below.

"A culmination of experiences." Government Department/Agency

"Yes the PHSO withdrawing a service from my office and being inconsistent in promises made by its staff." Ombudsmen

"I dispute that I feel negative towards PHSO, I don't. I feel like there has been so much change in the last 18 months or so that the messages and strategic direction of PHSO has been confusing and has prevented us from learning valuable lessons in a timely manner which would improve the service we give towards our customers." Government Department/Agency

"Yes, the delays with a number of PHSO assessments of concerns raised has been unhelpful." Regulator/NDPB

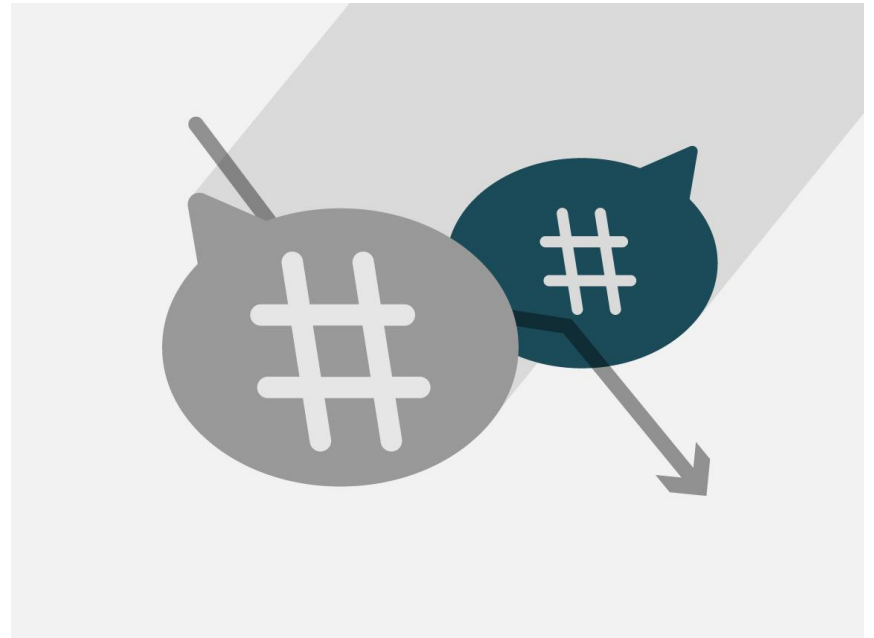
"Neither positive nor negative. Not much direct engagement with PHSO in last twelve months, following departure of direct contacts within organisation." Advocacy Charity

"No it is a set of experiences and an attitude that has been sustained over a considerable period and that still exists." Protection & Membership Organisation

"We had been directed by Ministers to take a particular course of action (adhere to the letter of regulations) which a customer did not like and complained to the PHSO and PHSO found against us." Government Department/Agency

"No. Based on regular contact and close working over a good few years in the same field." Ombudsmen

Perceptions



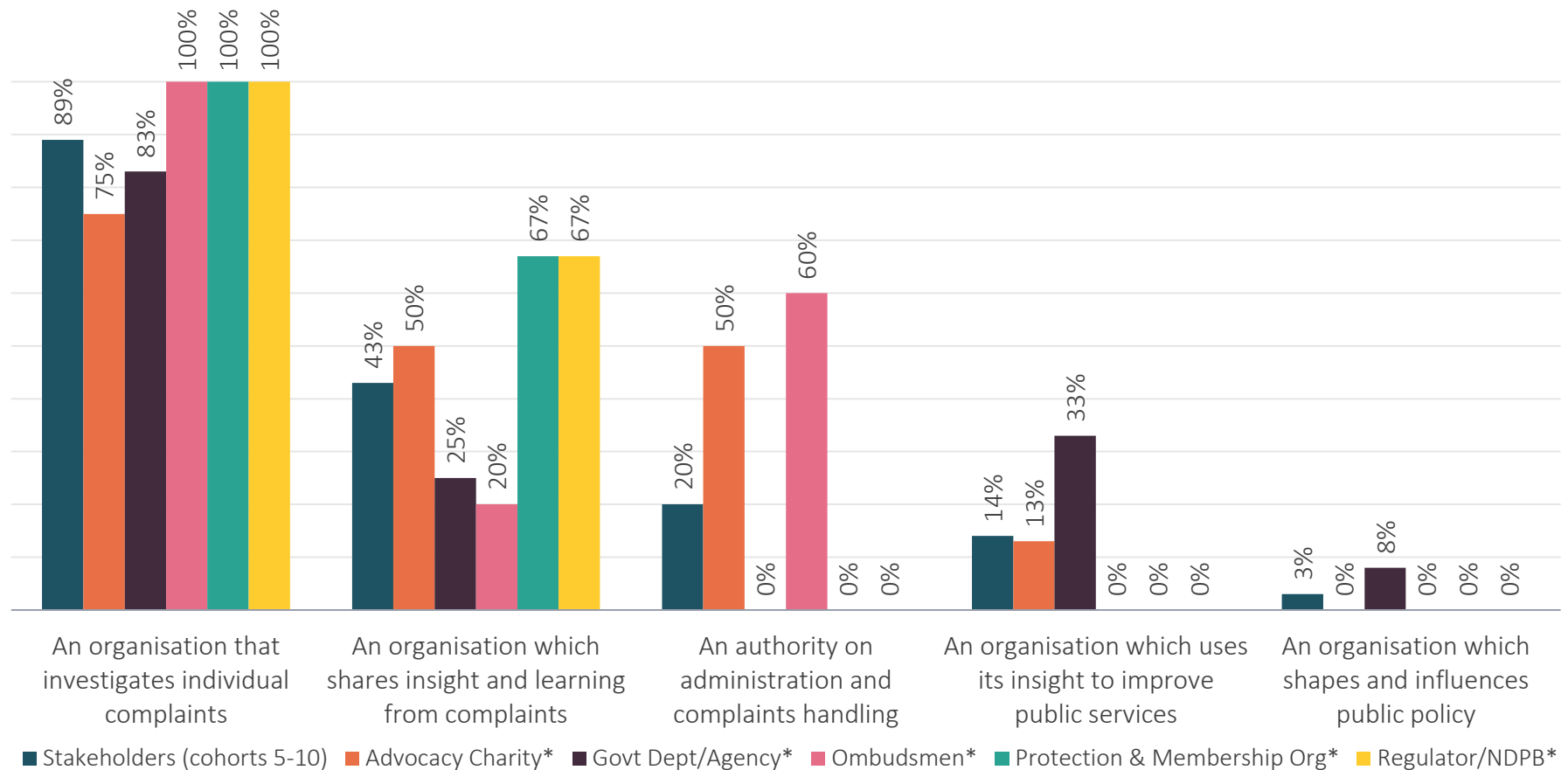
Perceptions

Q. What THREE words or phrases would you use to describe the PHSO?



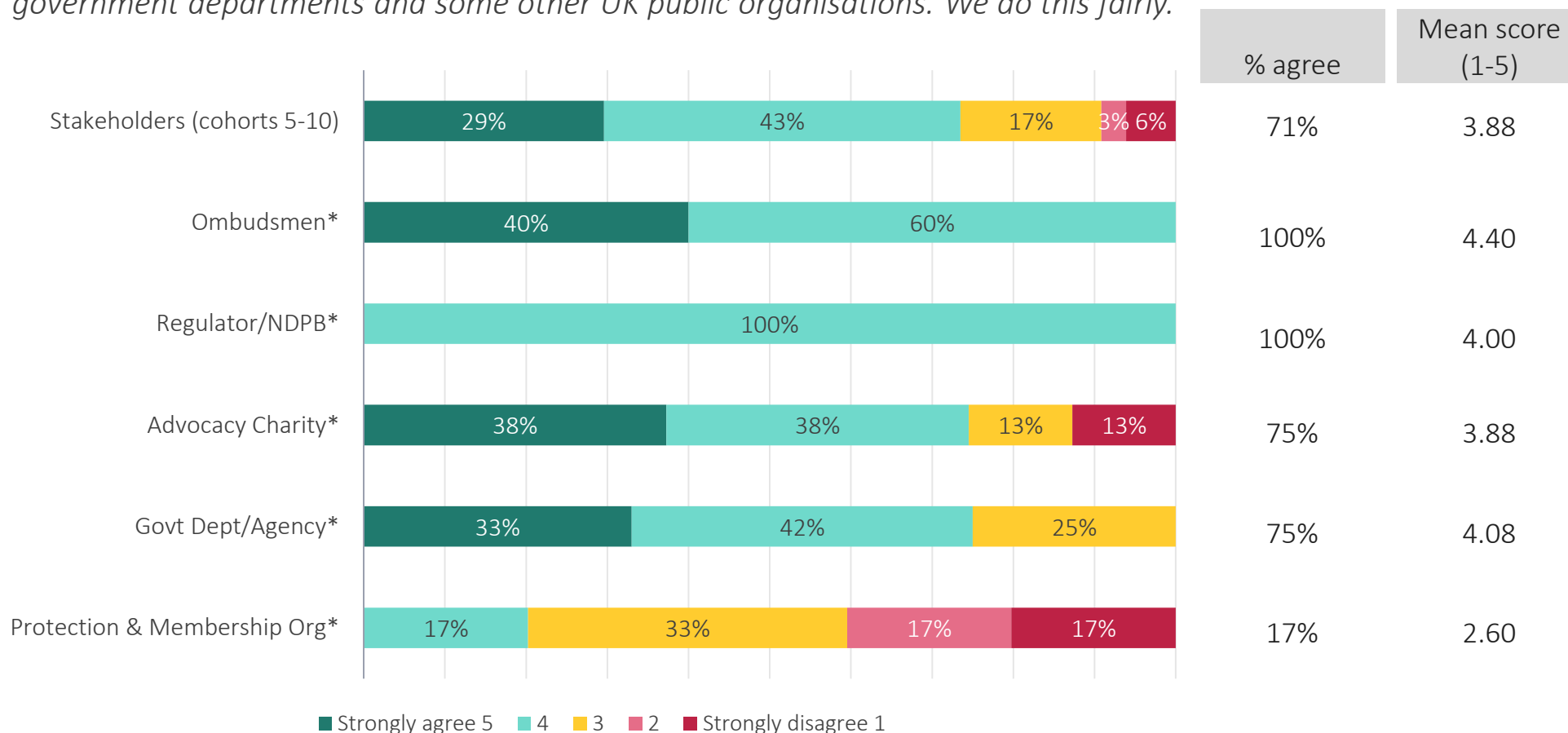
Perceptions: most stakeholders see the PHSO as an organisation that investigates individual complaints, fewer say it shares insight or uses insight to improve public services

Q. Which of the following statements, if any, best describe the PHSO's role? You can select up to two statements.



Perceptions: stakeholders from ombudsmen or regulators are most likely to agree that the PHSO carries out its role fairly

Q. To what extent do you agree or disagree the following statement accurately reflects the PHSO's role?
"The PHSO makes final decisions on complaints that have not been resolved by the NHS in England, UK government departments and some other UK public organisations. We do this fairly."



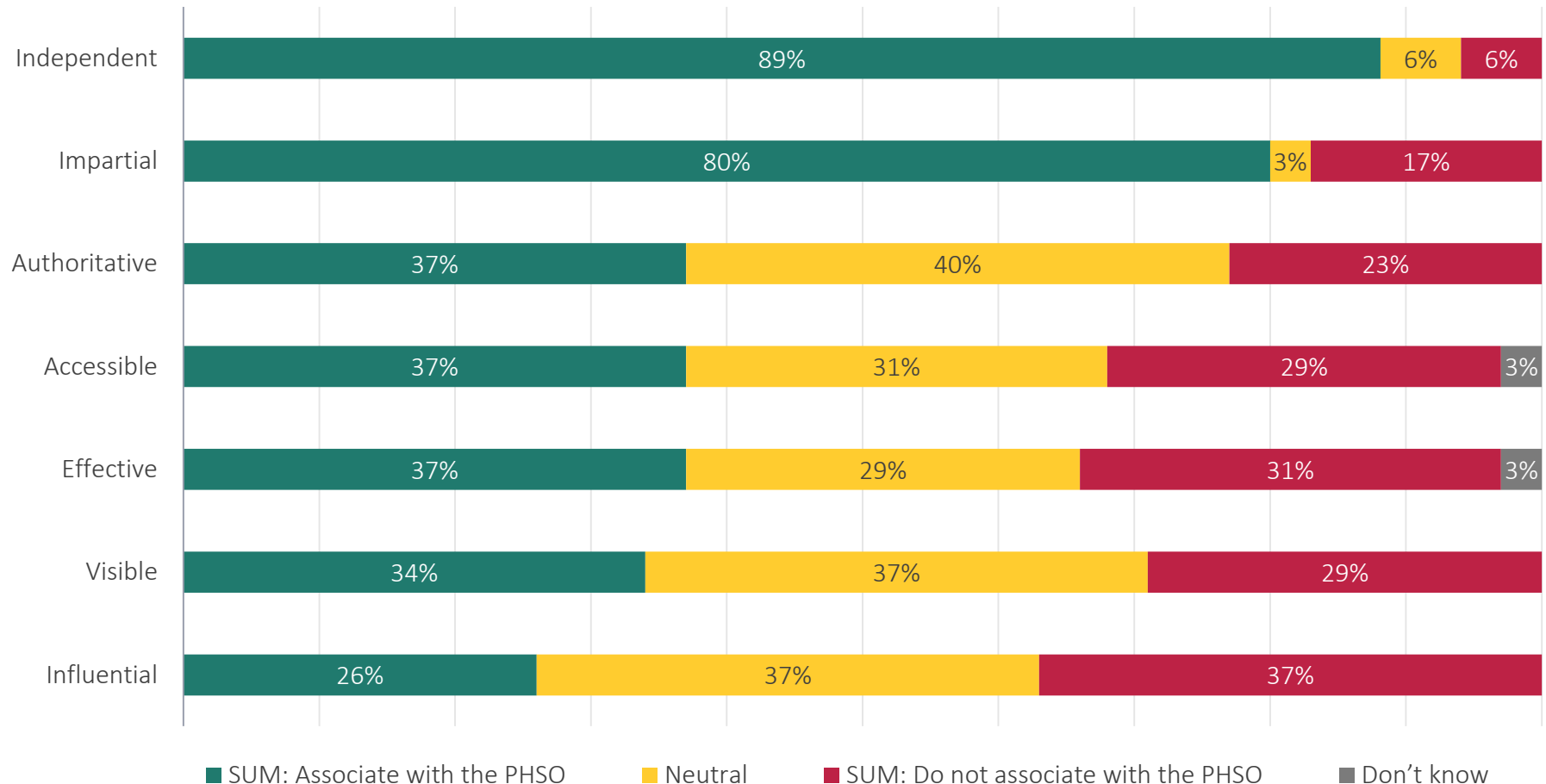
Strengths and weaknesses: The majority of stakeholders think that resolving and investigating complaints is a strength of the PHSO. Just one in five think a strength of the PHSO is making it easy for people to find and use its services

Q. Thinking about the following, please indicate to what extent you think each is a strength or weakness of the PHSO?



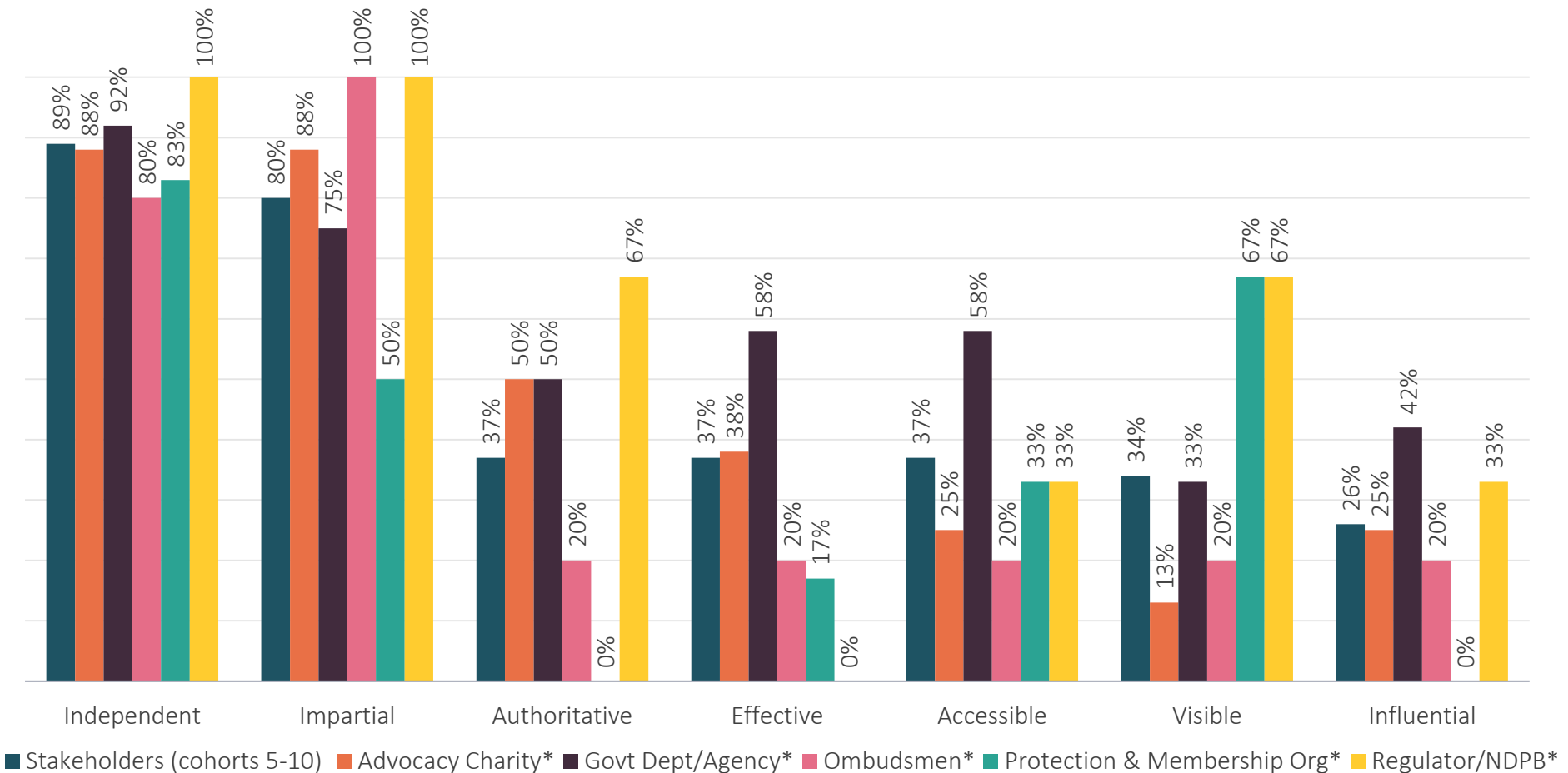
Associations: most stakeholders associate the PHSO with the words ‘independent’ and ‘impartial’

Q. To what extent, if at all, do you associate the following words with the PHSO?



Associations: Government Departments/Agencies are more likely than other stakeholders to say the PHSO is ‘effective’, ‘accessible’ and ‘influential’

Q. To what extent, if at all, do you associate the following words with the PHSO?

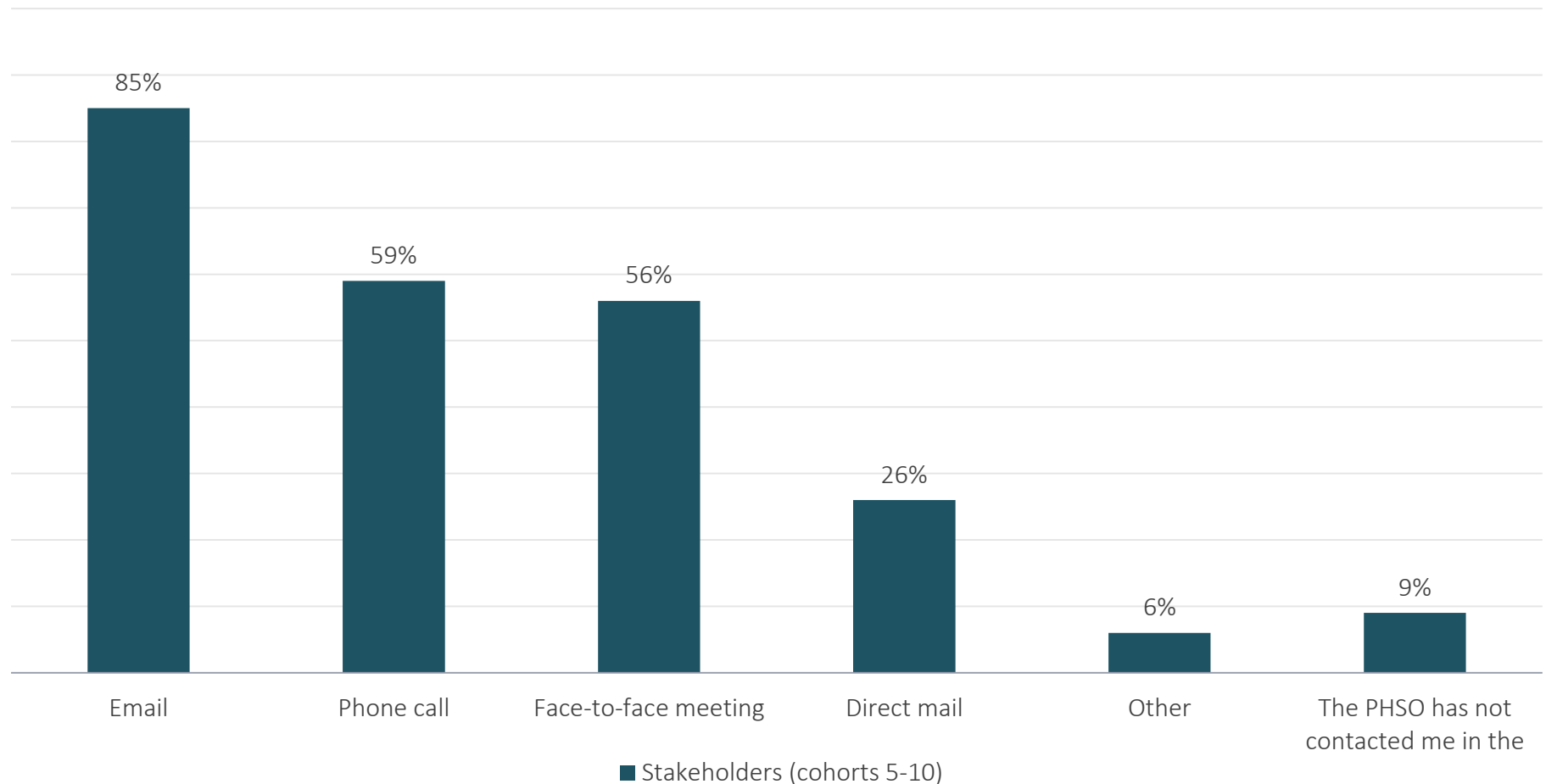


Contact and communication



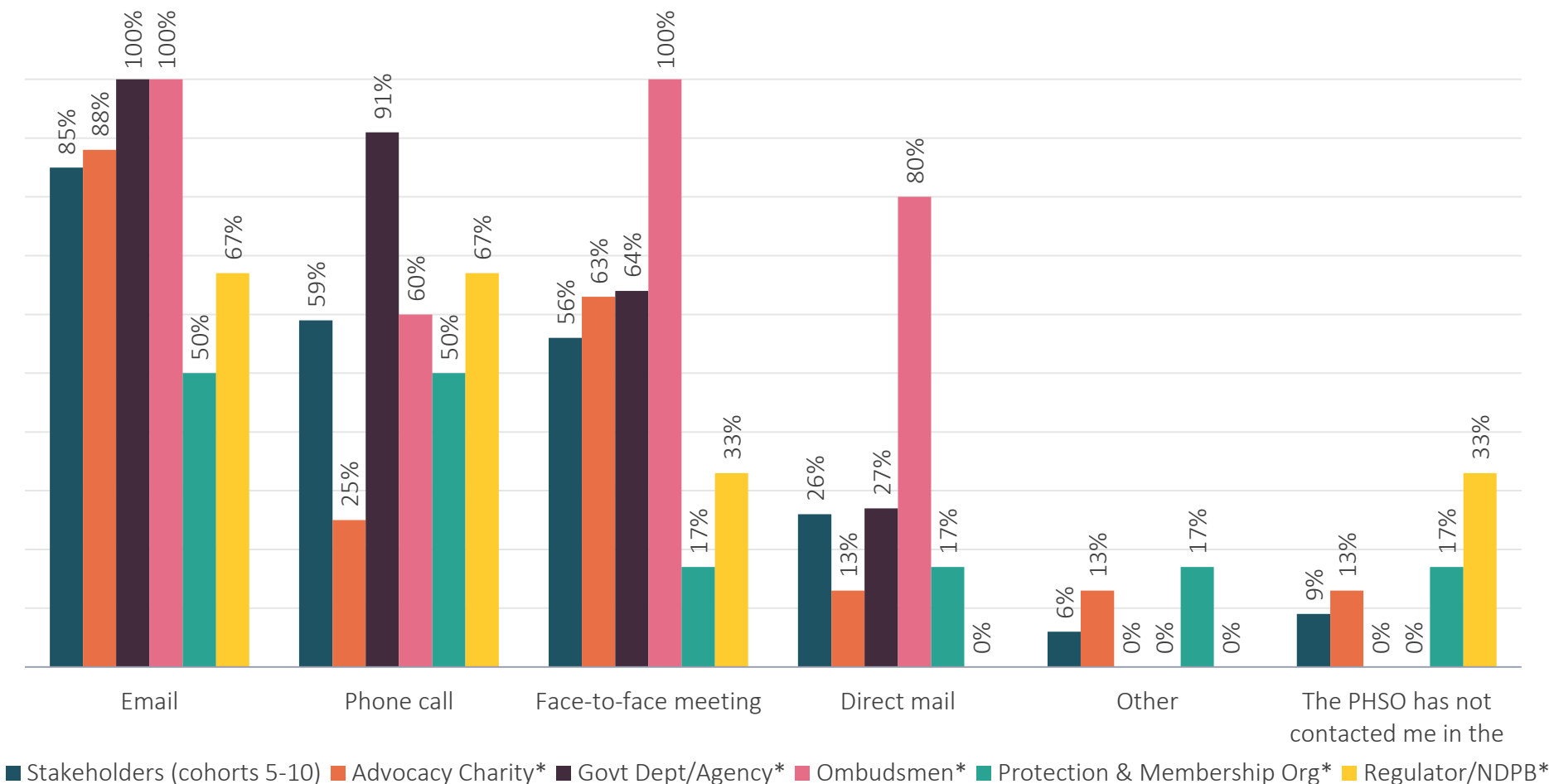
Contact and communication: most stakeholders have received an email from the PHSO in the last 12 months. One in ten have had no contact

Q. In the past 12 months, in which of the following ways, if any, has the PHSO contacted you?



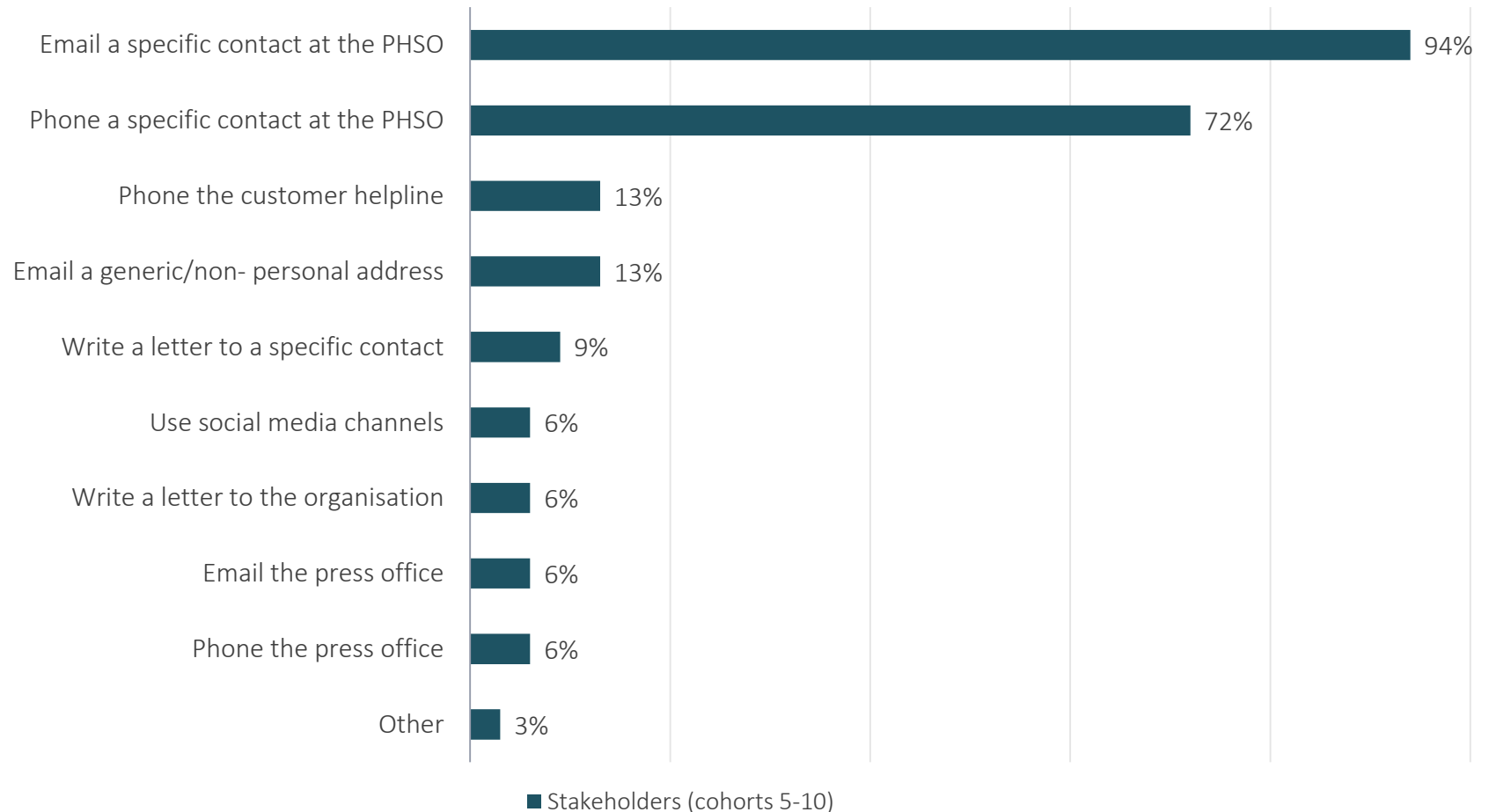
Contact and communication: Protection and Membership organisations are least likely to have had a face-to-face meeting in the past 12 months

Q. In the past 12 months, in which of the following ways, if any, has the PHSO contacted you?



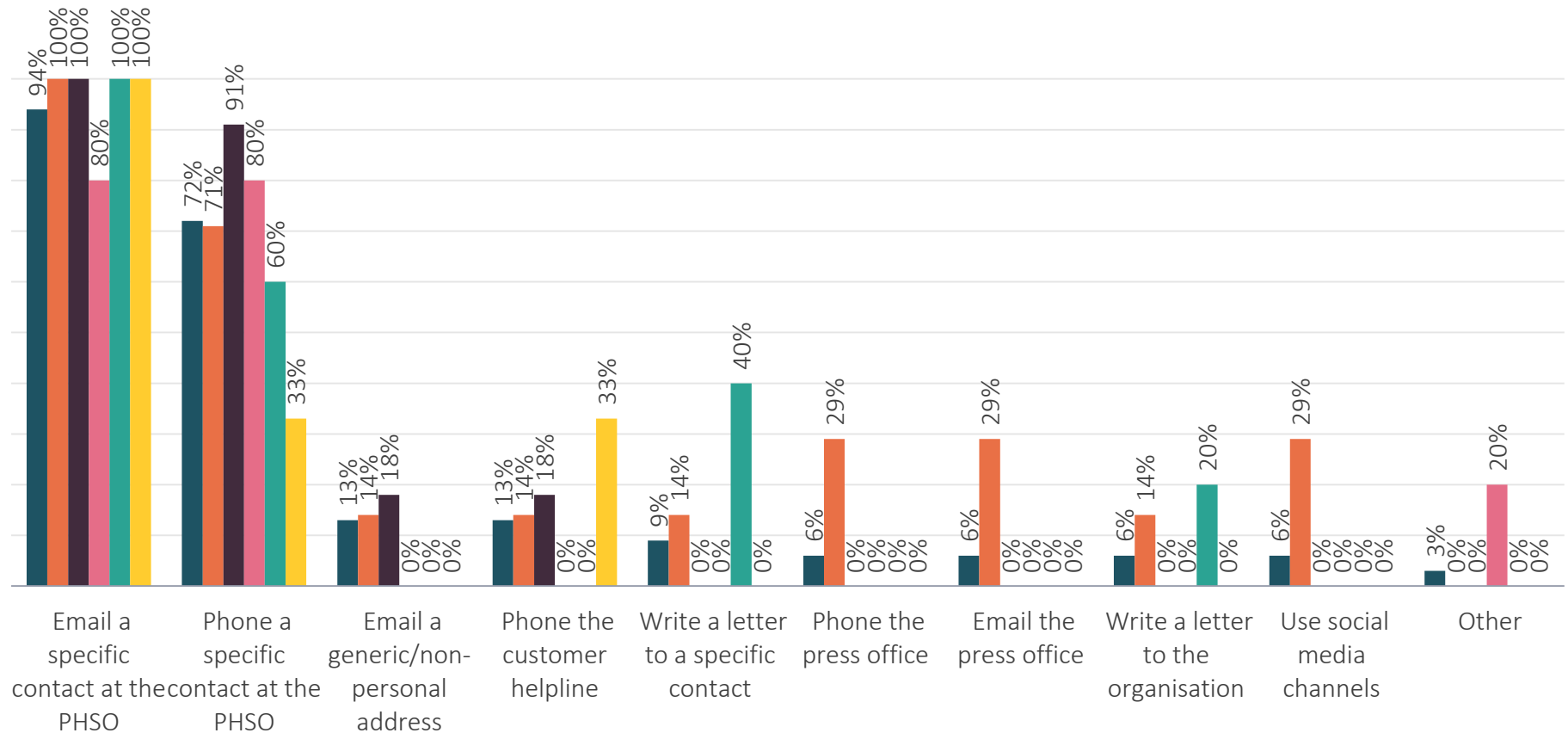
Contact and communication: most stakeholders email or phone a specific contact when they need to contact the PHSO

Q. Thinking about when you need to contact the PHSO directly, how would you typically do this?



Contact and communication: The majority of stakeholders email or phone a specific contact when they need to contact the PHSO. Around a third of Advocacy charity stakeholders contact the press office or use social media

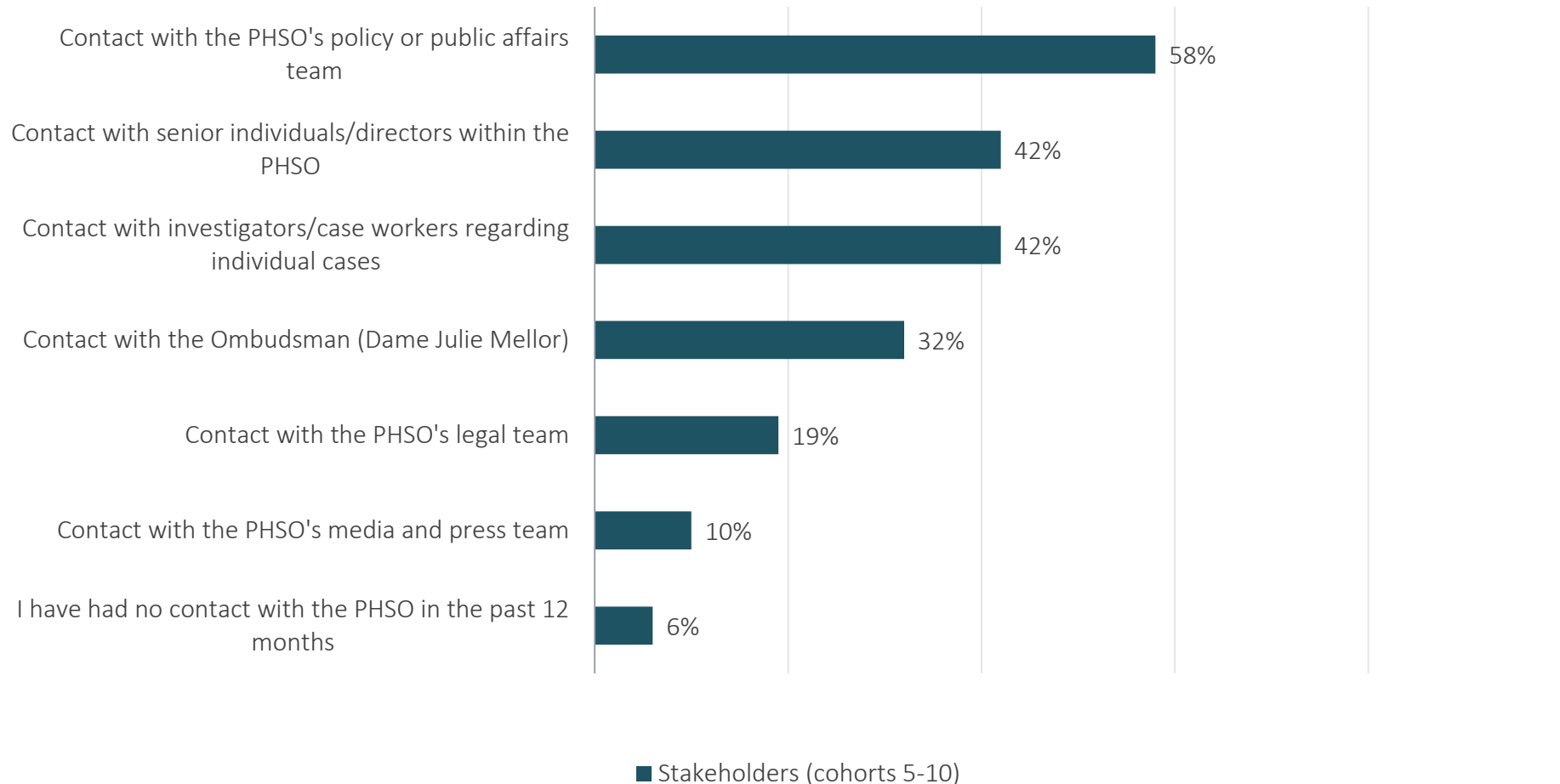
Q. Thinking about when you need to contact the PHSO directly, how would you typically do this?



■ Stakeholders (cohorts 5-10) ■ Advocacy Charity* ■ Govt Dept/Agency* ■ Ombudsmen* ■ Protection & Membership Org* ■ Regulator/NDPB*

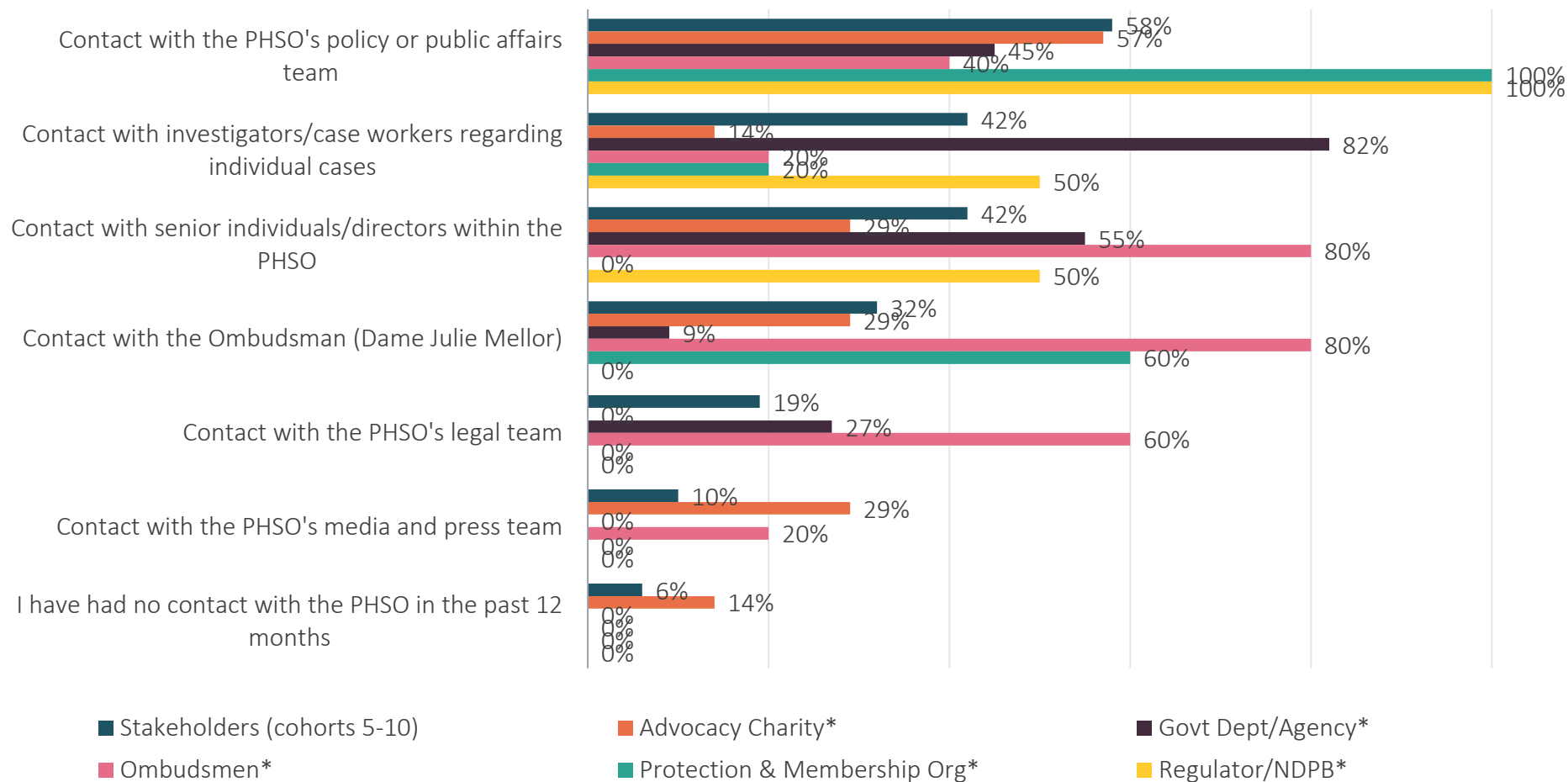
Contact and communication: Over half of all stakeholders have had personal contact with the PHSO's public affairs team in the past 12 months

Q. What sort of contact have you personally had with the PHSO over the past 12 months?



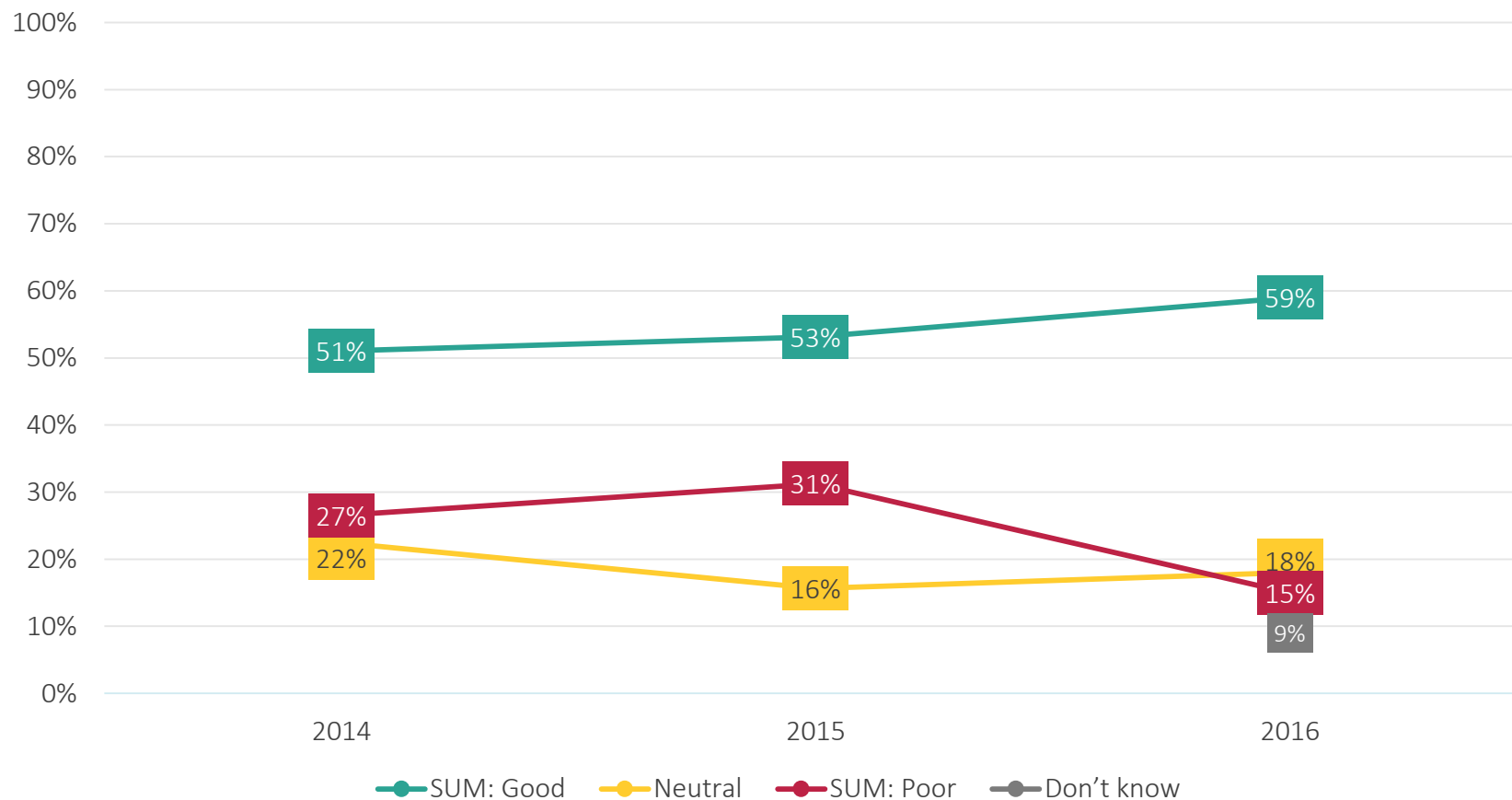
Contact and communication:

Q. What sort of contact have you personally had with the PHSO over the past 12 months?



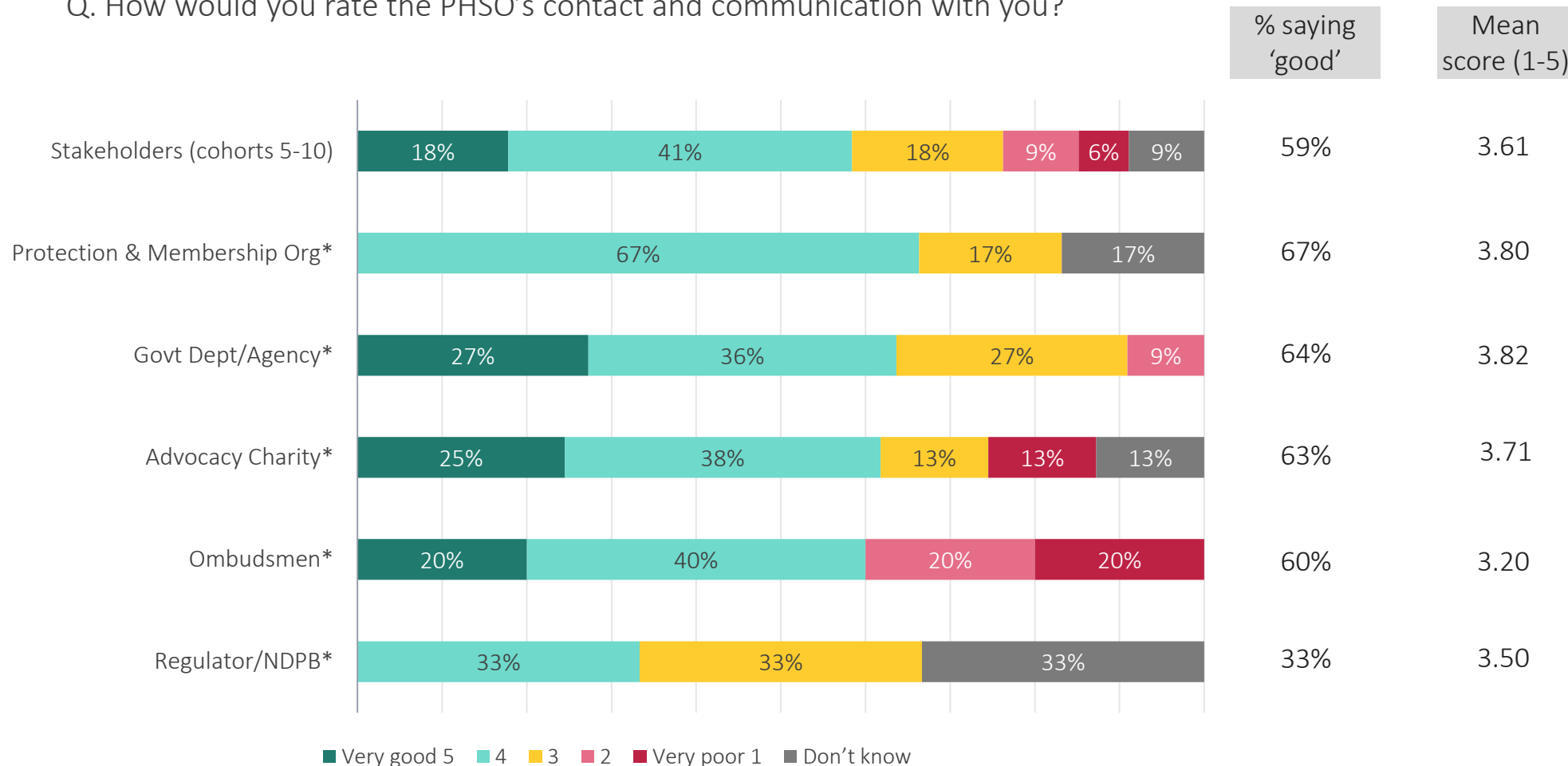
Contact and communication by year

Q. How would you rate the PHSO's contact and communication with you?



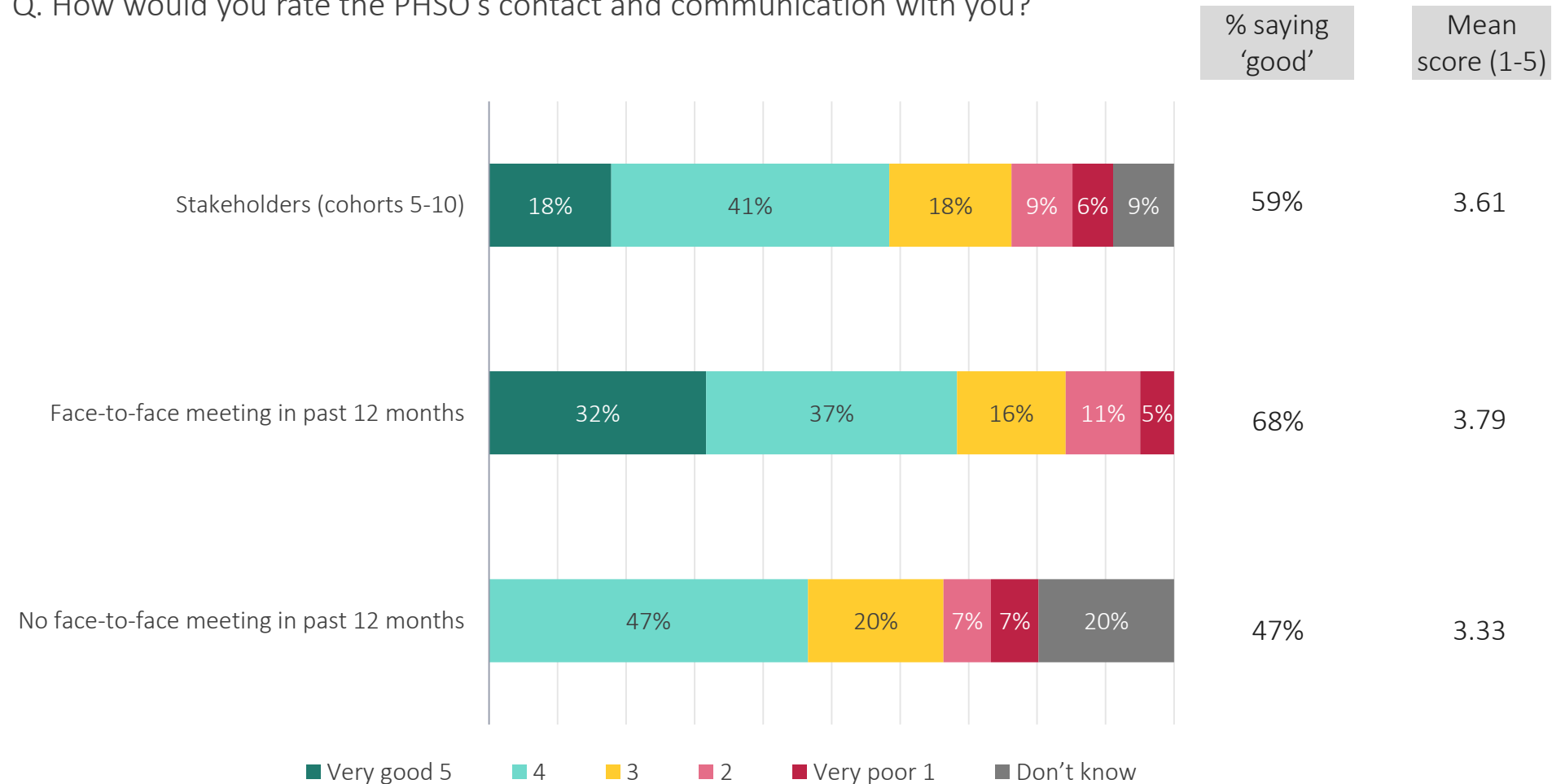
Contact and communication: stakeholders from Protection & Membership organisations and Government Departments/Agencies are most positive about the PHSO's contact with them

Q. How would you rate the PHSO's contact and communication with you?



Contact and communication: Stakeholders who have had a face-to-face meeting with the PHSO in the past 12 months are much more positive about the PHSO's contact and communication

Q. How would you rate the PHSO's contact and communication with you?



Contact and communication: Stakeholders who have had a face-to-face meeting with the PHSO in the past 12 months are less positive about the PHSO generally

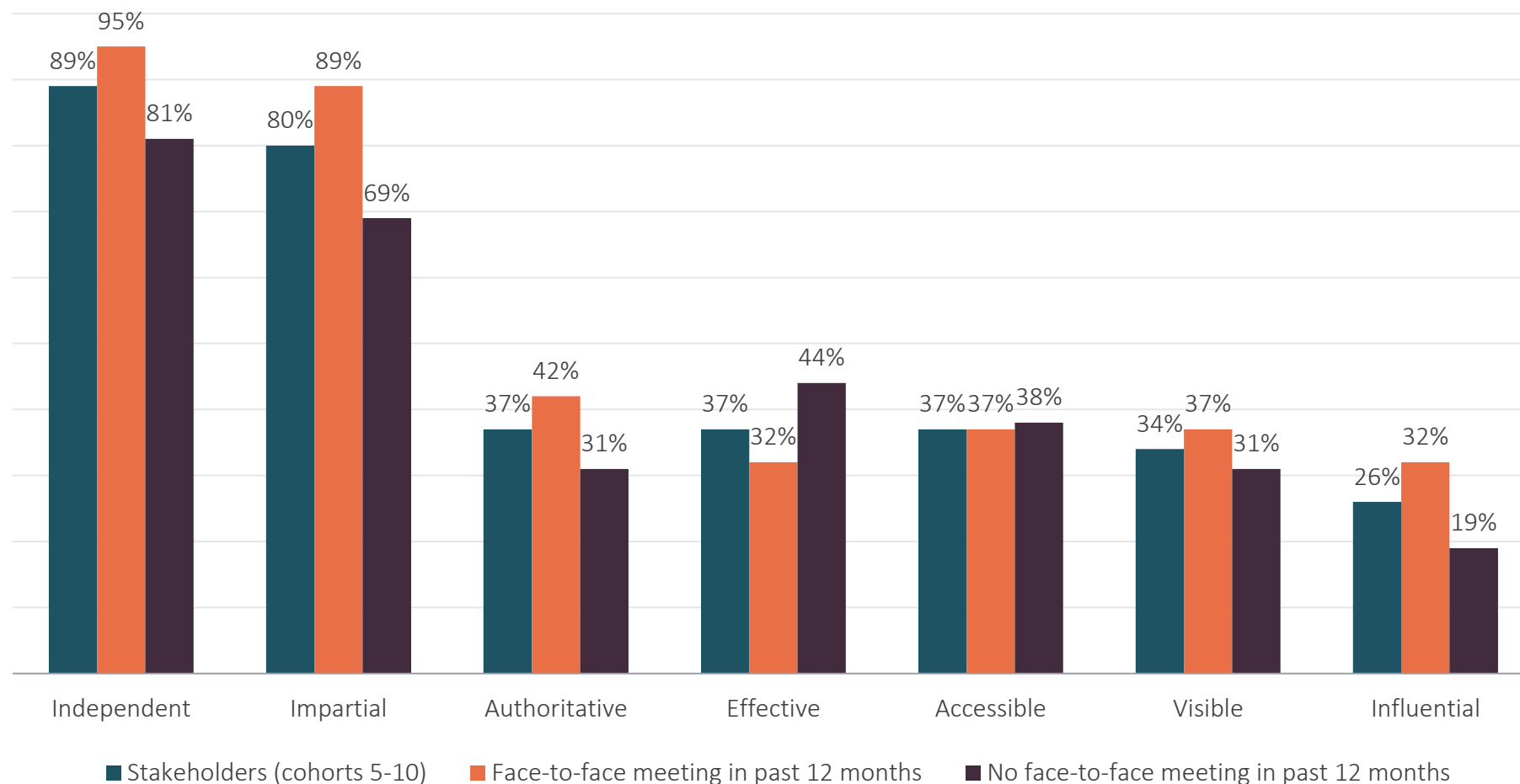
Q. Thinking about your overall perception of the PHSO, would you say your perception is positive or negative?

Mean
score (1-5)



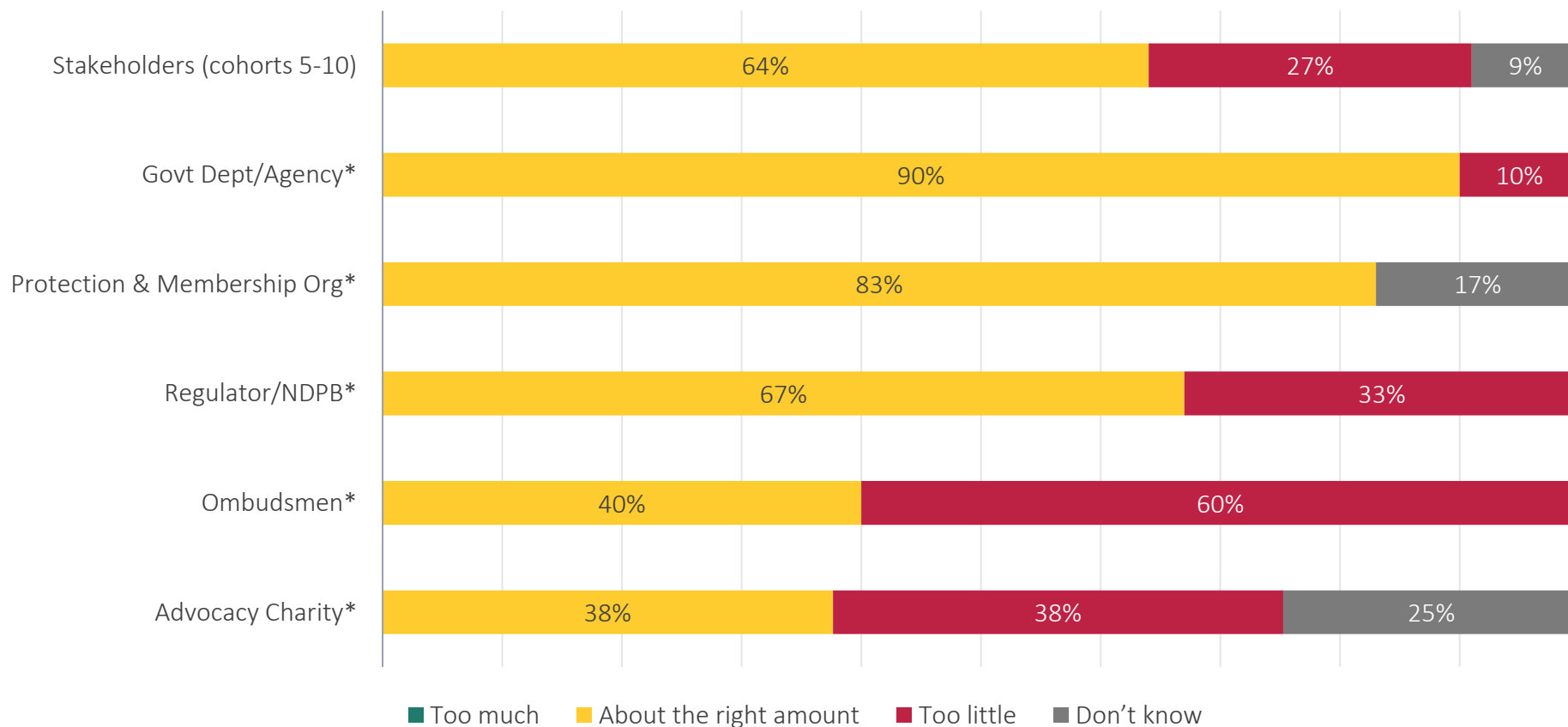
Contact and communication: stakeholders who have had a face-to-face meeting with the PHSO in the past 12 months are more likely to associate the PHSO with ‘independent’, ‘impartial’, and ‘authoritative’

Q. To what extent, if at all, do you associate the following words with the PHSO?



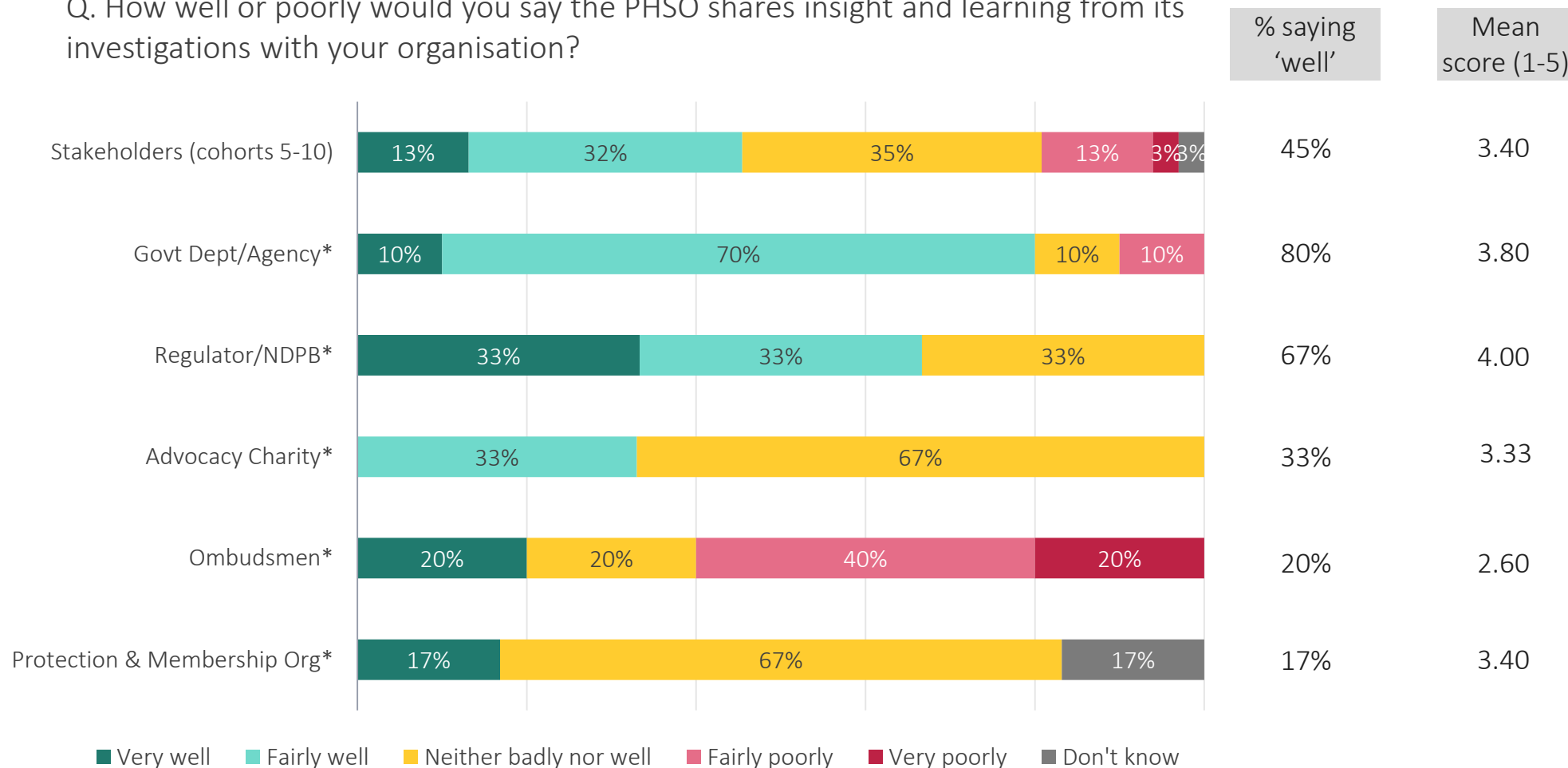
Contact and communication: no stakeholders say the PHSO communicates with them too much, one-quarter say too little

Q. In general, do you feel that the PHSO communicates with you too much, too little, or the right amount?



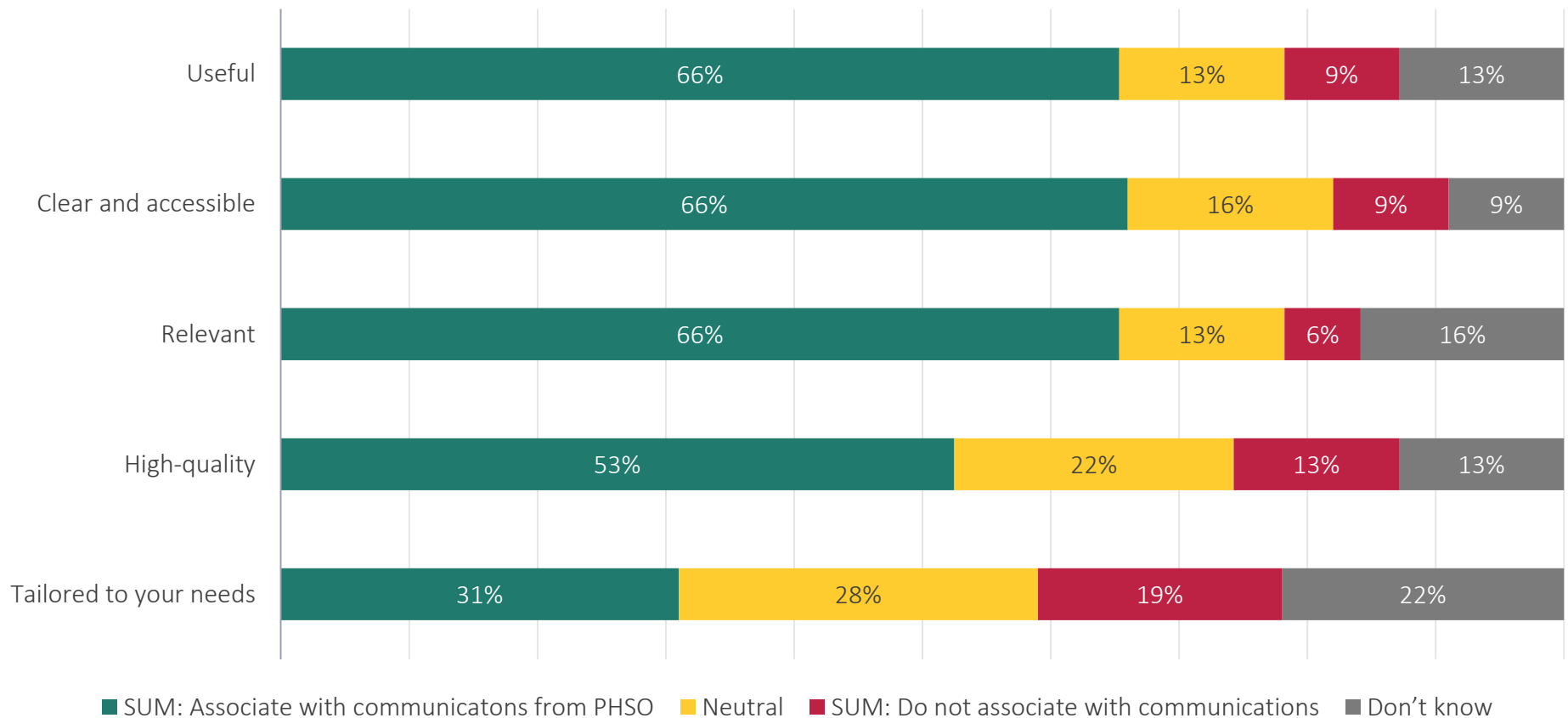
Reputation: less than half of all stakeholders say the PHSO shares insight and learning well

Q. How well or poorly would you say the PHSO shares insight and learning from its investigations with your organisation?



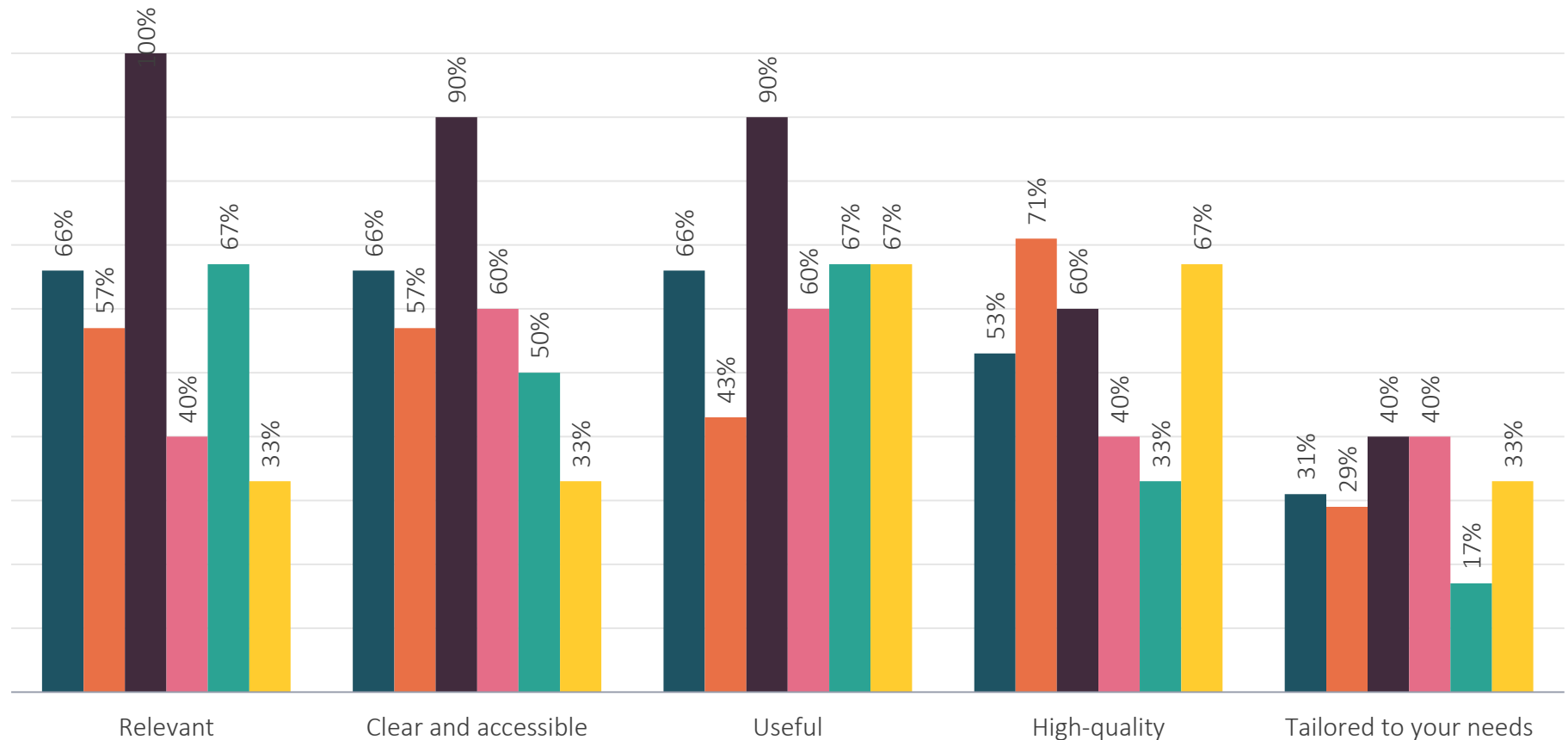
Contact and communication: most stakeholders think the PHSO communications are useful, clear and accessible, relevant and high-quality, only a third think they are tailored to their needs

Q. Thinking about the communication you receive from the PHSO, to what extent, if at all, do you associate the following words with the PHSO's communication and engagement with you?



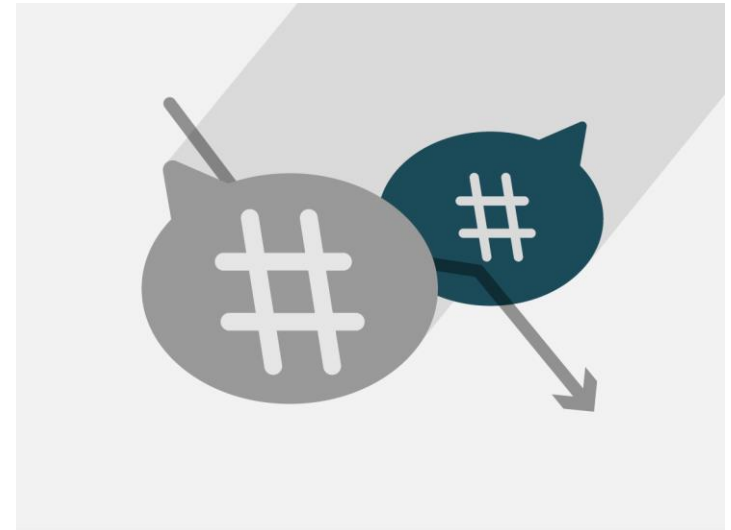
Contact and communication: Government Departments and Agencies are more likely than the average to associate the PHSO's communications with desired qualities

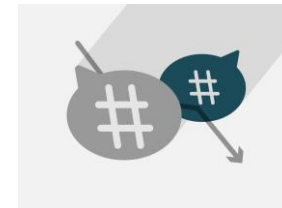
Q. Thinking about the communication you receive from the PHSO, to what extent, if at all, do you associate the following words with the PHSO's communication and engagement with you?



■ Stakeholders (cohorts 5-10) ■ Advocacy Charity* ■ Govt Dept/Agency* ■ Ombudsmen* ■ Protection & Membership Org* ■ Regulator/NDPB*

Reasons for good communication ratings





Reasons for good communication ratings

Q. You indicated that the PHSO's communication with you is **good**. Please provide details on why the PHSO's communication with you is **good** in the text box below.

"Usually pretty timely and we have regular catch-ups on key pieces of work. It could be improved when giving us advance notice of issues we may not have worked with on but are definitely within our area of interest." *Healthwatch England*

"More accessible staff for case and policy work. Able to build rapport." *Protection & Membership Organisation*

"Always available to contact if I need to, provides information and updates regularly, contacted about investigations and outlines clearly what they need so it can be provided to benefit the complainant/citizen who is primary recipient of the PHSO service. They are invited to update staff within this department and its various delivery bodies handling complaints which they do at least twice a year, are open to suggestions that improve communications and joint ways of working."
Government Department/Agency

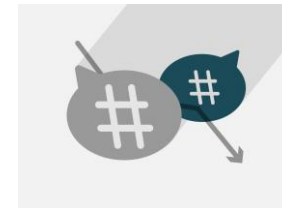
"Timely and responsive when I get in touch." *Citizens Advice*

"Able to build rapport." *Protection & Membership Organisation*

"Regular communications emails such as Resolve. Attendance to the Cross Government-Complaint Forum. Emails regarding pilots and seeking views." *Government Department/Agency*

"The initial letter is clear and states what the complaint is about. This gives me time to investigate and pass the relevant information or contact back to the PHSO within a short timeframe." *Government Department/Agency*

"I find senior staff to be courteous, responsive and knowledgeable." *Independent Complaint Resolution Service*



Reasons for good communication ratings

Q. You indicated that the PHSO's communication with you is good. Please provide details on why the PHSO's communication with you is good in the text box below.

"General encounters/meetings are good with individual members of staff." *Ombudsmen*

"Discussion over disputed legal advice with the Ombudsman. Dame Julie was very open and listened constructively." *Ombudsmen*

"I have found PHSO colleagues to be professional, constructive, supportive." *Protection & Membership Organisation*

"Receive prompt replies and also get relevant information." *Protection & Membership Organisation*

"I have met with the PHSO at their offices in London and they also attended our focus group and gave an excellent presentation to our staff." *Advocacy Charity*

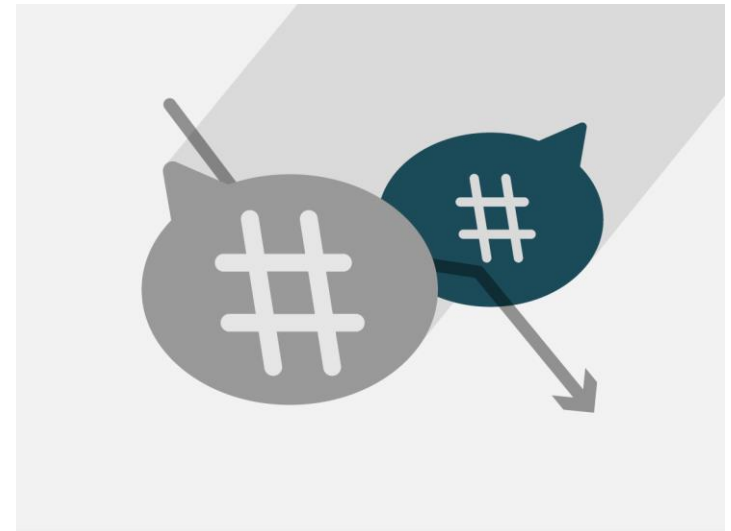
"The team (who are the first point of contact with the Ombudsman on all of their enquiries) have good relationship with the investigators and we also meet quarterly with our PHSO SPOCs. These meetings are very productive." *Government Department/Agency*

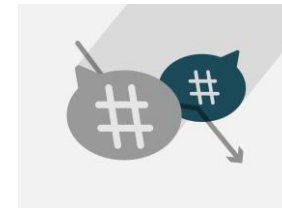
"Communications have been timely and helpful." *Government Department/Agency*

"It's improved over time with a lot of commitment now to make it work." *Regulator/NDPB*

"We have a long history of working with the PHSO in relation to families seeking answers about deaths of their loved ones with a learning disability in the NHS, and we continue to have positive engagement with PHSO staff around cases." *Advocacy Charity*

Suggested improvements for communications





Suggested improvements for communications

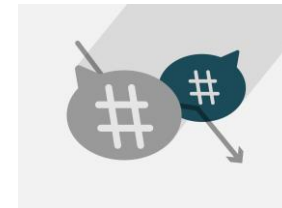
Q. You indicated that the PHSO's communication with you is poor. Please provide details on how the PHSO can improve how they work with you in the text box below.

"Engage openly with stakeholders rather than 'manage' them in a damage limitation style." *Ombudsmen*

"Timely responses. Consistent points of contact." *Government Department/Agency*

"As an organisation that promotes effective public scrutiny of services, we would value a closer relationship with the PHSO to share knowledge in potential areas for collaboration. We would like the PHSO reports to include references to how others in accountability frameworks can use information from the PHSO." *Academic, Policy & other*

"The PHSO doesn't listen to others and is wholly focussed on its own agenda and pressing concerns. It is neither collegiate or aware of the impact its behaviours are having on its reputation and standing." *Ombudsmen*



Suggested improvements for communications

Q. What improvements, if any, do you think the PHSO could make to its communication with you?

“Template letters are often not adjusted for individual circumstances. More accessibility by phone to avoid need for ring back.” *Protection & Membership Organisation*

“Perhaps consistency, it would be helpful to agree a protocol when we are working on setting out mutual timescales, and ways to inform given the structure of the department and its 10+ delivery bodies.” *Government Department/Agency*

“Needs to amend some letters to members based on a case by case basis rather than be too prescriptive.” *Government Department/Agency*

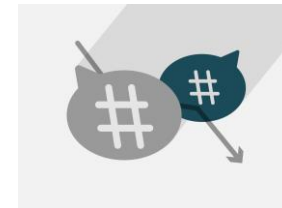
“I would like to know more about any conferences/events being delivered, if there are any.” *Government Department/Agency*

“Timely responses and consistent points of contact.” *Government Department/Agency*

“Once the initial contact has been made there is no further information if the case is going to proceed. There seems to be a bit of “not knowing” on our part if we need to be prepared for further action until the final letter has been received some months later.” *Government Department/Agency*

“Ensure that we are informed about all complaints received that are relevant to ICR office, having been through this process prior to referral to PHSO or that should have been.” *Ombudsmen*

“Generally reach out more to staff in other ombudsman schemes and participate to a greater extent in Ombudsman Association activities.” *Ombudsmen*



Suggested improvements for communications

Q. What improvements, if any, do you think the PHSO could make to its communication with you?

“More contact with the ombudsman and also the PHSO Board seem invisible to me.” *Ombudsmen*

“Investigation reports could be clearer and more consistent. Regular face to face meetings would be helpful.” *Government Department/Agency*

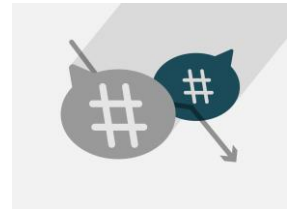
“The PHSO should dedicate some resources to clear the backlog of outstanding cases that are older than 12 months.” *Regulator/NDPB*

“We asked for feedback from our staff who said that communication could be improved by updating clients more regularly.” *Advocacy Charity*

“It would be useful to have a more regular face to face dialogue about trends in the work of the PHSO, learning and impact.” *Academic, Policy & Other*

“I am aware of the PHSO work through my position working at another national healthcare organisation and through our monitoring services and through media coverage. I am not aware however of the PHSO making proactive contact with my organisation about specific matters where we could collaborate more. It would of course be a fair comment to say we too could make that contact.” *Regulator/NDPB*

“Be more visible; be clearer on its role within the health and care sector; be more visible in terms of its achievements and positive contributions to patients, the public and wider health and care sector.” *Advocacy Charity*



Suggested improvements for communications

Q. What improvements, if any, do you think the PHSO could make to its communication with you?

“The problem is not about the generic PSHO communications as an organisation but with the approach taken in respect of its work.” *Protection & Membership Organisation*

“I would stop the requirement to share information through the Egress system; it is awkward, time consuming and very unhelpful.” *Government Department/Agency*

Examples to learn from





Examples to learn from

Q. Thinking about other organisation you engage with, are there any that stand out for their communications with you? If so, please provide some relevant details about what the PHSO can learn from this organisation below.

“Organisations that communicate well do so because of mutual respect, acknowledging that insight can be gained from others, no matter how large or small the organisation might be, or which territory or sector they operate in. They have to be self aware of their own strengths and weaknesses and open to learning from others.” *Ombudsmen*

“Independent Age are pretty good - always send us relevant stuff with clear action of what to do with it. NICE are similarly good, although do tend to bombard us with a bit too much at times.” *Healthwatch England*

“There is no need for PHSO to add to the burden of communications GPs already received from various organisations.” *Protection & Membership Organisation*

“Stand out communications from GMA employer liaison service. Willingness to engage and support each organisation with their work and GMC guidance is very good and very clear to a wide variety of stakeholders.” *Ombudsmen*

“CQC have a dedicated engagement officer for contact with my organisation. They are proactive and, while not always consistent, generally - compared with the volume of work they produce - try very hard to keep us informed of relevant developments and be accessible if we have queries. We feel valued as a stakeholder.” *Protection & Membership Organisation*

“The organisations we deal with vary in their communication standards, there are no organisations that particular stand out for good communication.” *Advocacy Charity*



Examples to learn from

Q. Thinking about other organisation you engage with, are there any that stand out for their communications with you? If so, please provide some relevant details about what the PHSO can learn from this organisation below.

“NHS England communicates in a variety of ways - through email and face to face meetings to support mutual projects. The LGO includes questions about local scrutiny in it's reports. CQC communicates in a variety of ways - through email and face to face meetings to support mutual projects.” Academic, Policy & Other

“I have been very impressed with the way that the CQC have improved their communications in recent years, being much more open in inviting people to engage with their work and also in proactively going out to engage with others.” Regulator/NDPB

“Health and care think tanks (King's Fund and Nuffield Trust) are very good at providing tailored, informative updates on their work and the work of other organisations in the wider health and care sector. ADASS is very good at communicating useful information on an infrequent basis.” *Advocacy Charity*

“CQC send useful updates about what they are doing that are relevant.” *National Autistic Society*

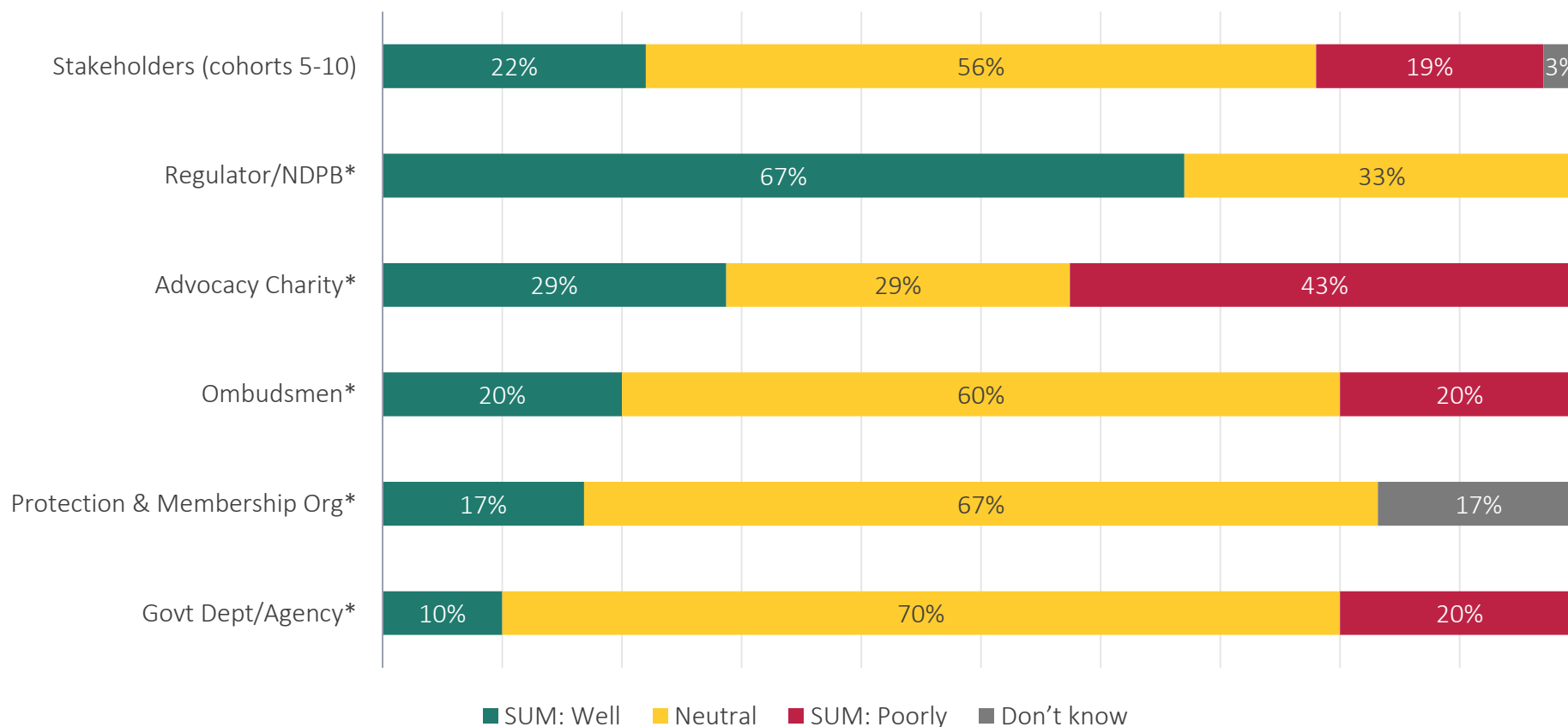
“The GMC and CQC are exemplars in this field.” *Protection & Membership Organisation*

“Nuffield Trust. King's Fund. HIN.” *Advocacy Charity*

“The Equality and Human Rights Commission has recently revamped its stakeholder engagement and improved communications. They reached out to organisations, renewed relationships, following a period of significant organisational change, and set out to engage stakeholders in relevant and interesting work that was being taken forward.” *Advocacy Charity*

Contact and communication: only one fifth of all stakeholders think the PHSO effectively communicates its role and work to the public

Q. Thinking about the PHSO's public communication, how well or poorly would you say the PHSO communicates its role and work to the general public?



Suggested improvements for public communications





Suggested improvements for public communications

Q. What improvements, if any, do you think the PHSO could make to its communication with the public and how it communicates its role?

“I think the PHSO has a really tough job in that it only deals with certain cases and that the outcome does not always satisfy the parties involved. However, I think one way the PHSO could do more to communicate on a daily basis how many cases it’s handling, how many people its helped etc. Build up the profile of the smaller bits of work you do to demonstrate the breadth of how you are helping the public. Also worth doing more to communicate how the findings of the PHSO have led to action being taken and improvements - although not strictly in your remit this would give public more confidence that taking something to the Ombudsman is worthwhile.” *Healthwatch England*

“I guess it’s a struggle to get through the work they do to the general public, I am conscious about what they do, but if I asked any of my acquaintances they would likely say 'who are they', and 'what do they do', along possibly with 'and does it make a difference?' Perhaps it would be good if it were clearer not only what improvements have been recommended to services (departments & NHS), but afterwards what has actually changed as a result that the public could measure as success.” *Government Department/Agency*

“There's low awareness of the PHSO - including its role, support offer and when the right moment to get in touch is. The new Public Service Ombudsman will need to think about how it raises awareness of its role - especially amongst certain groups such as those in lower income brackets who are currently underrepresented in complaints data.” *Citizens Advice*

“It could better at setting out what it can and cannot achieve to manage patient expectations.” *Protection & Membership Organisation*

“Greater awareness of role to members of the public.” *Government Department/Agency*



Suggested improvements for public communications

Q. What improvements, if any, do you think the PHSO could make to its communication with the public and how it communicates its role?

“We don't think a lot of people know about the PHSO.” *Government Department/Agency*

“A better understanding of the realities of general practice.” *Protection & Membership Organisation*

“More regular public information about its work, with examples of real cases in order to raise public interest and awareness.” *Ombudsmen*

“Regional centres where complainants can meet with PHSO staff.” *Ombudsmen*

“Perhaps the public could be made more aware of the PHSO role by advertising, posters and leaflets.” *Advocacy Charity*

“The PHSO could be more visible through the organisations and services it covers and through independent complaint advocacy services.” *Academic, Policy & Other*

Suggestions on how the
PHSO could make more of
an impact on improving
public services



Suggestions on how the PHSO could make more of an impact on improving public services



Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

“Until they improve their standing and have credible leadership it will be difficult for the good work they do to have more impact.” *Ombudsmen*

“I think it is about chasing up where your recommendations have led to change and highlighting how these have improved things. This is important for staff running services as they see a PHSO investigation has a positive outcome for them and shows the public it is worthwhile raising cases with you. There could also be a role of the PHSO looking at complaints data about the NHS and where they find services with a similar complaints 'profile' as a service they may have looked at they could suggest possible improvements before cases are even referred to the Ombudsman. Then you could show how you are contributing to wider agenda around sharing learning and preventing incidents in the first place.” *Healthwatch England*

“By showing how they have not only sorted out one or two complaints and the complainants have been satisfied but crucially how the services concerned have changed. I think too building strong relationships of trust and challenge with those they investigate so that they don't just 'comply' with investigations, but are genuinely persuaded to improve services. How about going back on some of the significant poor service issues revealed a few years ago and reviewing what's changed?” *Government Department/Agency*

“There are also lots of opportunities to make better use of existing complaints data (and exploring, for example, how it might link to other datasets on public services).” *Citizens Advice*

“Working closer with organisations and senior leaders within organisations to promote better complaint handling and better administration practices.” *Government Department/Agency*

Suggestions on how the PHSO could make more of an impact on improving public services



Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

“Work more effectively with organisations to encourage improvement.” *Government Department/Agency*

“A better understanding of the pressures GPs are under and to reflect that in their pronouncements.” *Protection & Membership Organisation*

“Public information about changes and improvements made to public services in response to PHSO recommendations and feedback.” *Ombudsmen*

“Closer working relationships and information sharing with regulators.” *Ombudsmen*

“Fair and balanced investigations. Useful recommendations to Government Departments.” *Government Department/Agency*

“Working in partnership with other organisations on issues creating problems as well as potential solutions.” *Protection & Membership Organisation*

“I think that generally the PHSO do a good job on improving public services. However, there has been feedback from some clients that that their complaints have not been upheld as PHSO have felt that the trusts involved have followed NICE guidelines which clients feel is unsatisfactory.” *Advocacy Charity*

“Do more to publicise trends and learning from complaints - don't just focus on complaints handling but what organisations can learn and change about services - work more proactively with council scrutiny and with local authorities.” *Academic, Policy & Other*

Suggestions on how the PHSO could make more of an impact on improving public services



Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

“Make sure that public service, in particular health and care stakeholders, are clear about what impact the PHSO has had, and can have on improving public services.” *Advocacy Charity*

“Greater publicity for good and bad examples.” *Government Department/Agency*

“Using the data you hold to do reports on systemic issues. Highlighting issues to other organisations, so that they can make a fuss of something even if you cant!” *Advocacy Charity*

“Possibly following up on recommendations after 6-12 months to see if changes made are holding.” *Government Department/Agency*

“Be a catalyst for driving learning from events and complaints.” *Advocacy Charity*

Suggestions to improve the way the PHSO works with organisations





Suggestions to improve the way the PHSO works with organisations

Q. Is there anything specific that you feel the PHSO could do to improve the way it works with your organisation over the next 12 months? If so, please provide your answer in the text box below.

“The PHSO needs to acknowledge that they are behind much of the rest of the ombudsman and administrative justice sector with regards to best practice. It is only once that is understood and accepted that genuinely open and respectful engagement can take place.” *Ombudsmen*

“I think improving the links between the PHSO and local healthwatch when a case relating to a local service has been resolved. The PHSO and HWE could work together to support LHW to understand what happened and what improvement they should expect to see as a result of the PHSO decision.” *Healthwatch England*

“Regular stakeholder meetings at strategic level.” *Protection & Membership Organisation*

“The Charter is largely generic and one sided - separate agreement as to how the mechanics of working together and response timescales and so on would be helpful.” *Government Department/Agency*

“Welcome opportunity to explore ways of working together and linking insights from our data.” *Citizens Advice*

“Invite to regular stakeholder meeting at strategic level.” *Protection & Membership Organisation*

“More external public affairs work with government organisations.” *Government Department/Agency*

“Provide a consistent point of contact and manage work programmes to avoid spikes in workload.” *Government Department/Agency*



Suggestions to improve the way the PHSO works with organisations

Q. Is there anything specific that you feel the PHSO could do to improve the way it works with your organisation over the next 12 months? If so, please provide your answer in the text box below.

“Scheduled meetings with ICRs to discuss ways of co-operative working.” *Independent Complaint Resolution Service*

“Engage with Ombudsman Association activities to a greater extent. There has been a significant change over in staff over recent years and building good collegiate relationships has become difficult in a number of areas.” *Ombudsmen*

“Revisit the decision to remove the specialist advice service.” *Ombudsmen*

“Dedicated case workers to develop a mutually beneficial understanding of roles and responsibilities.” *Regulator/NDPB*

“More communication with clients and advocates/clients need more time to respond to PHSO.” *Advocacy Charity*

“Collaborate on project to share learning between the PHSO and council scrutiny.” *Academic, Policy & Other*

“As stated previously, I am not aware of our organisation receiving any proactive communication from the PHSO about specific reviews you are conducting where we could collaborate. It seems as if there would however be plenty of scope to work together more and this is something for us to reflect on as much as it is for the PHSO.” *Regulator/NDPB*

“Develop new relationships with HWE staff following the departure of former PHSO colleagues who held these relationships; provide updates on PHSO's various policy work streams.” *Advocacy Charity*

“Specify timescales and be more specific in their requests.” *Government Department/Agency*



Suggestions to improve the way the PHSO works with organisations

Q. Is there anything specific that you feel the PHSO could do to improve the way it works with your organisation over the next 12 months? If so, please provide your answer in the text box below.

“Provide copy for us to share on our website and through social. Run sessions with staff and volunteers on the issues that can be referred to you and best ways to do that.” *National Autistic Society*

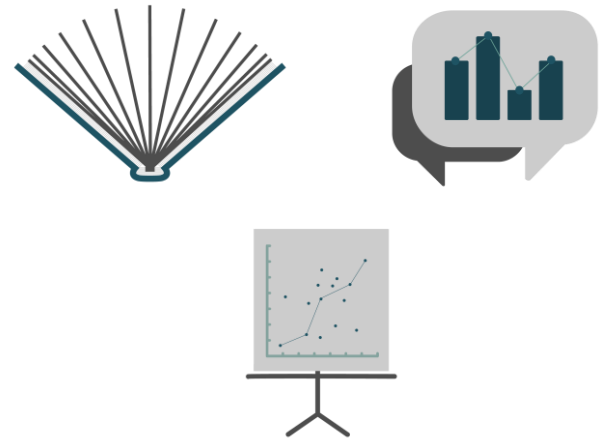
“Meeting with PHSO spocs have worked well - more senior Management at PHSO have been invited to these meetings but on 3 occasions have sent their apologies at the last minute. There are some issues that would benefit from a discussion at a more senior level.” *Government Department/Agency*

“Become more open and transparent in the way that bodies like the GMC and CQC are and engage with an open mind.” *Protection & Membership Organisation*

“Engage.” *Ombudsmen*

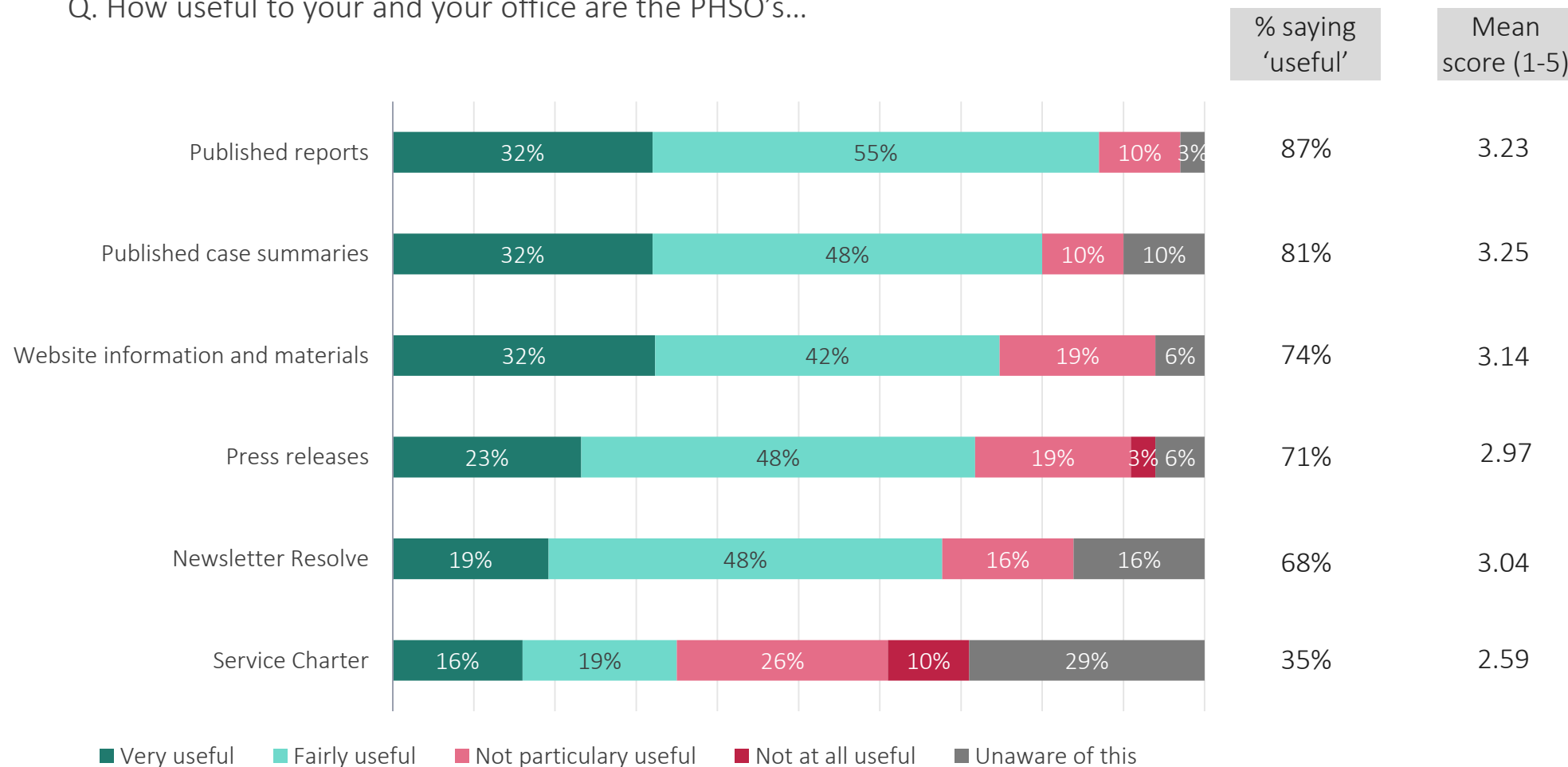
“End the use of fines on practices. Be better at reflecting and understanding the pressures practices are under at the moment.” *Protection & Membership Organisation*

Usefulness of materials



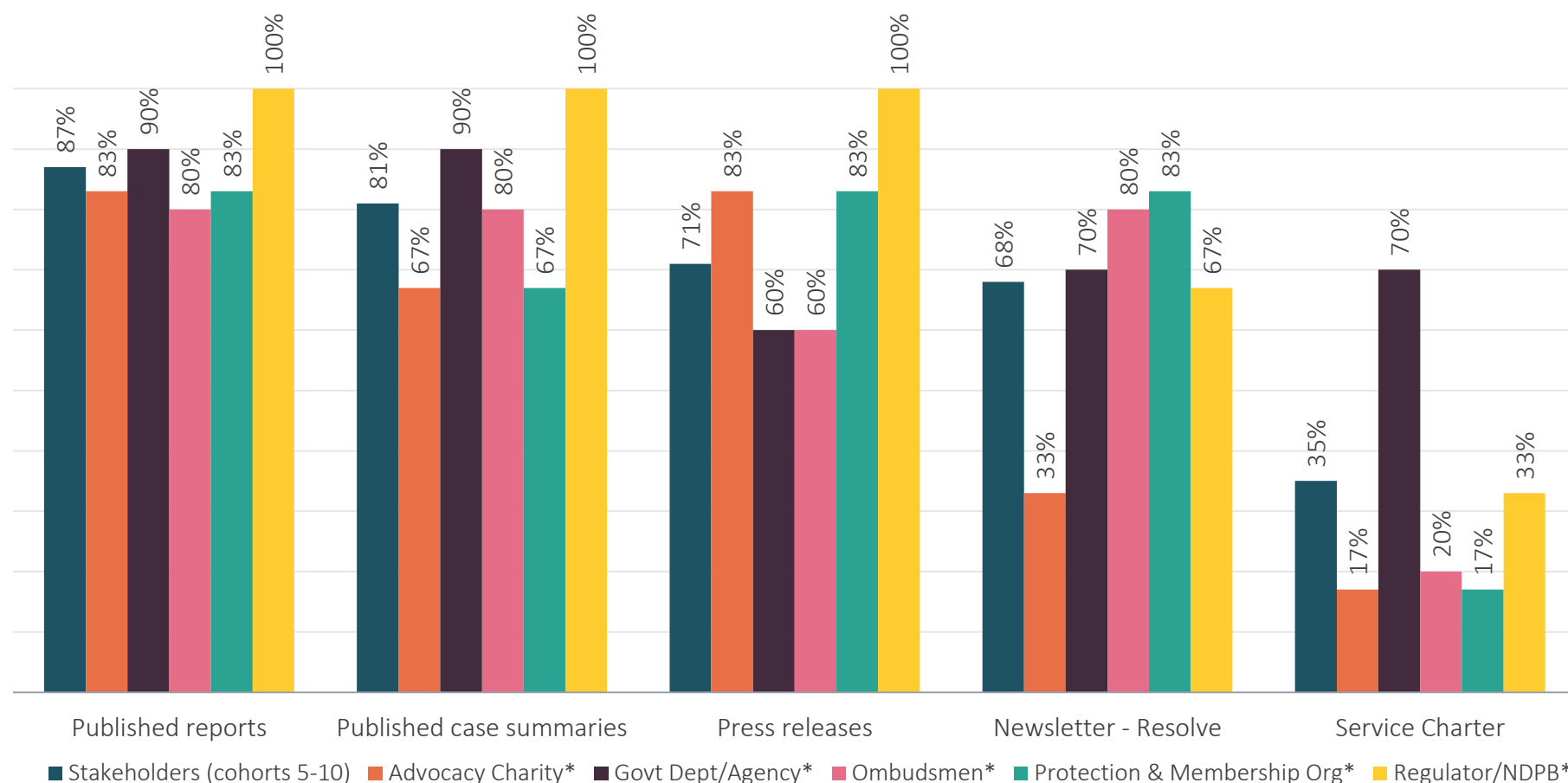
Usefulness: The vast majority of stakeholders think the PHSO's published reports are useful

Q. How useful to your and your office are the PHSO's...



Usefulness: Government Departments and Agencies are far more likely than the average stakeholder to describe the PHSO's Service Charter as useful

Q. How useful to you and your office are the PHSO's... [% saying useful]

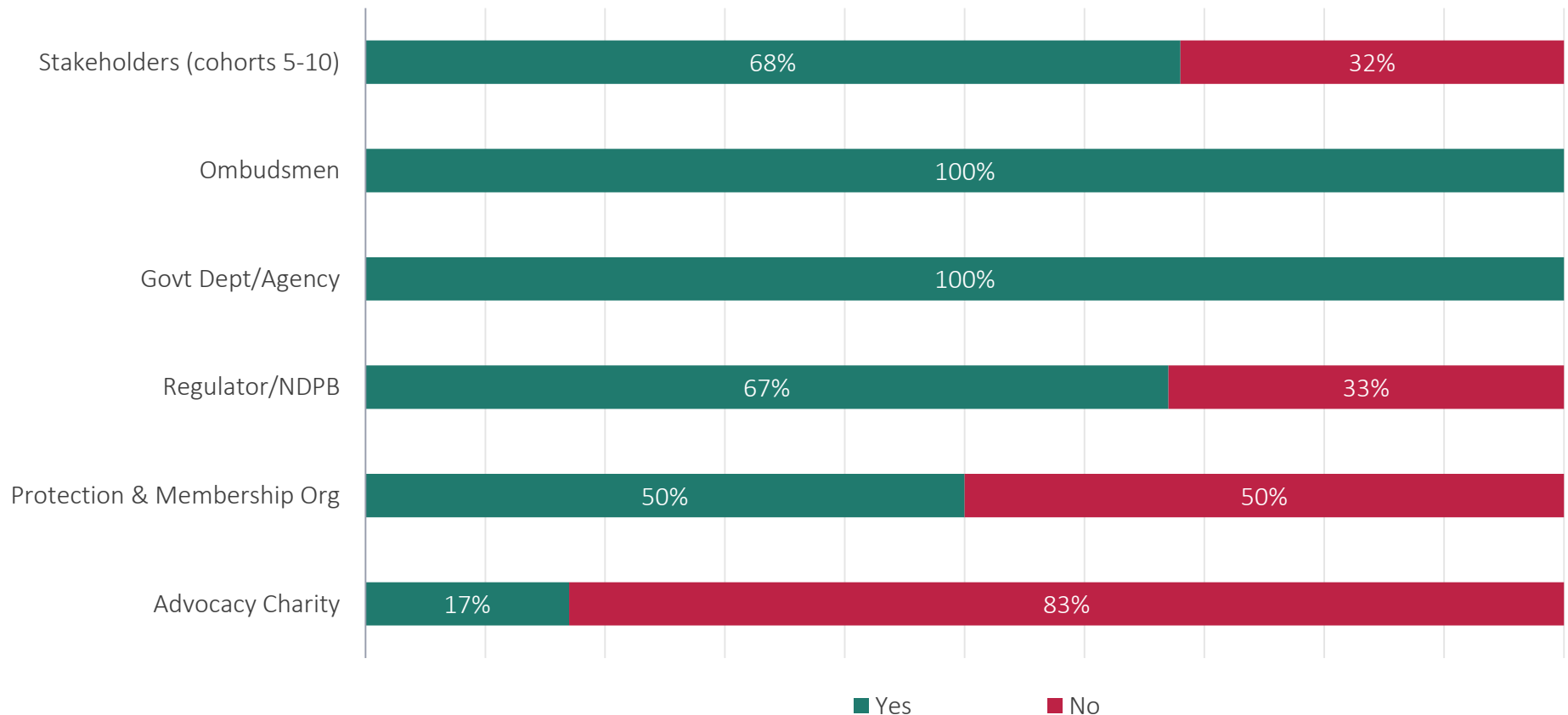


Service Charter



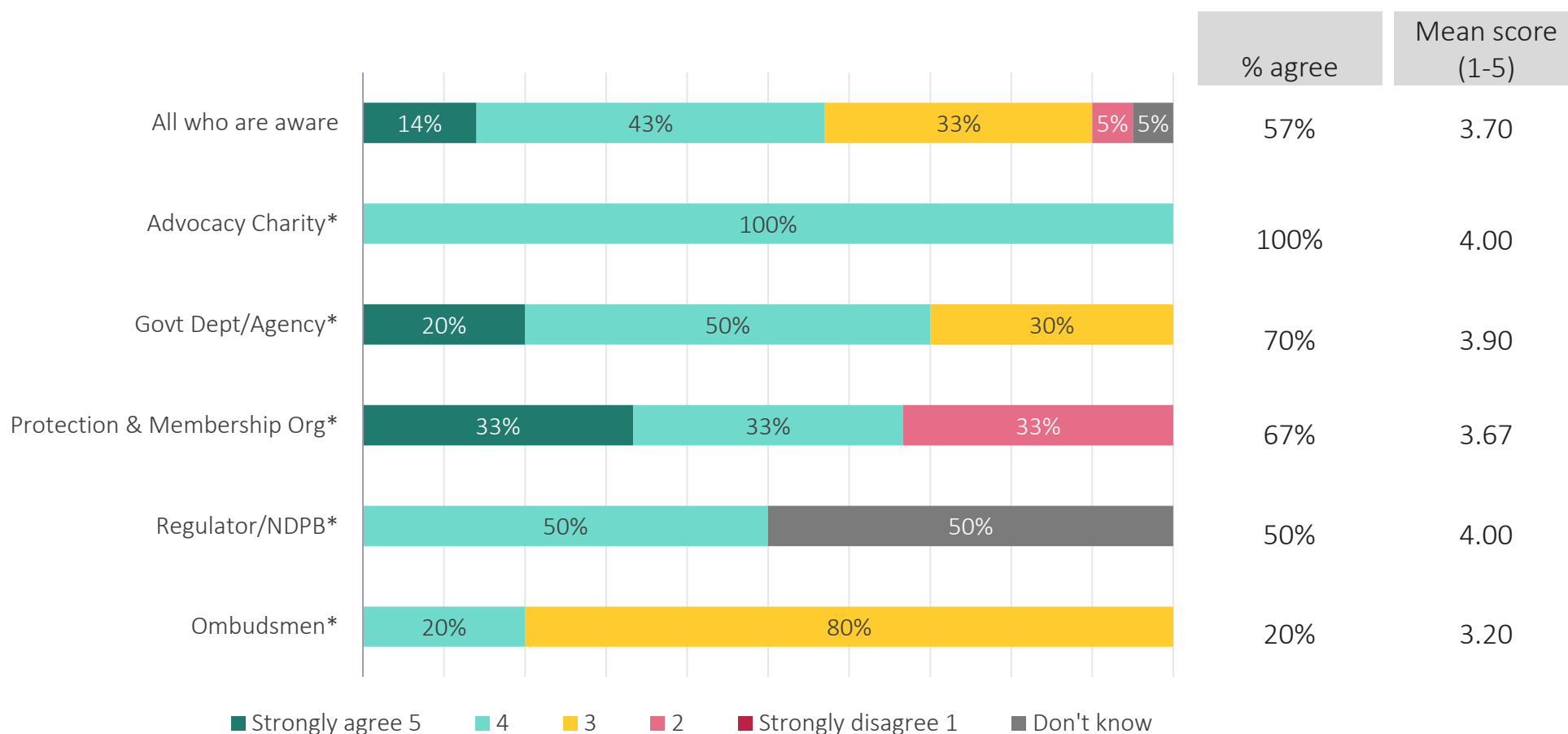
Service Charter: most stakeholders are aware of the Service Charter. Awareness is lowest amongst stakeholders from Advocacy Charities

Q. Are you aware of the PHSO's new Service Charter?



Service Charter: less than half of all stakeholders say the Service Charter clearly explains what individuals can expect

Q. To what extent do you agree or disagree that the PHSO's new Service Charter clearly explains what organisations and individuals can expect from the PHSO when it looks into a complaint?



MP survey findings

MP survey methodology

Populus interviewed 106 Members of Parliament on the Populus MP Panel between 7 October and 21 November.

Data has been weighted to be politically representative of the House of Commons.

Where % results do not sum to 100, this may be the result of rounding or the exclusion of 'don't know' categories.

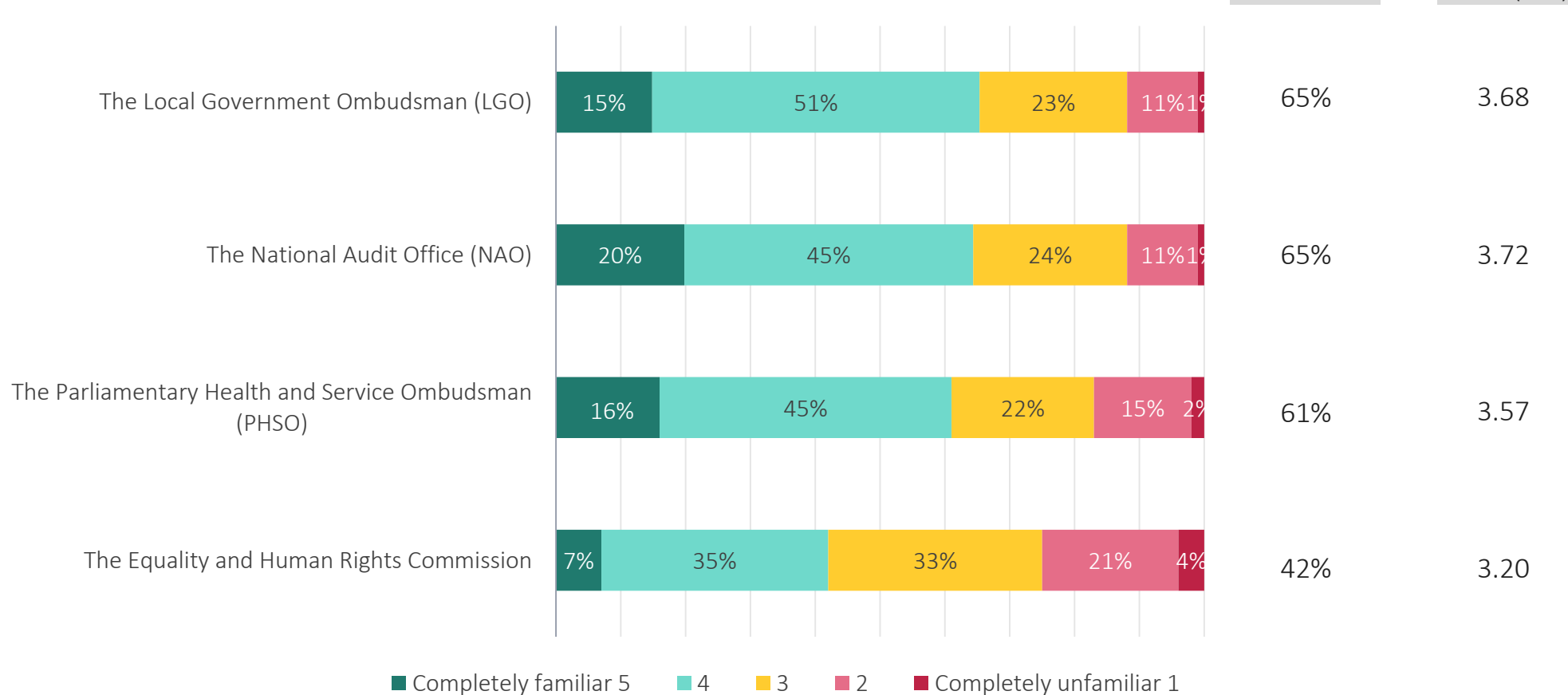
Populus is a member of the British Polling Council and abides by its rules. For more information please go to www.populus.co.uk

Familiarity



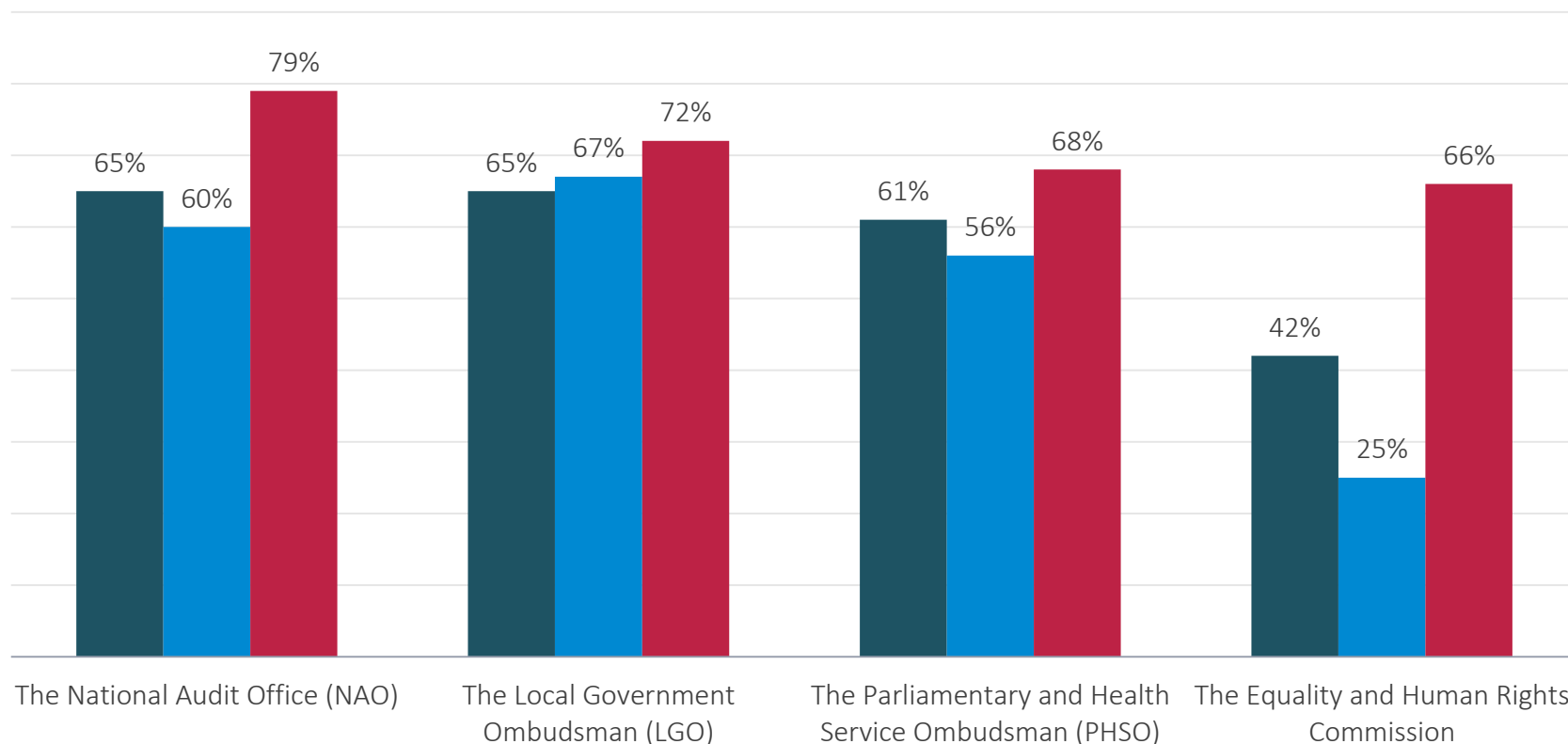
Familiarity: the majority of MPs are familiar with the role of the PHSO

Q. How familiar or unfamiliar would you say you are with the role of each of the following organisations?



Familiarity: Labour MPs are more familiar with the role of the PHSO than Conservatives

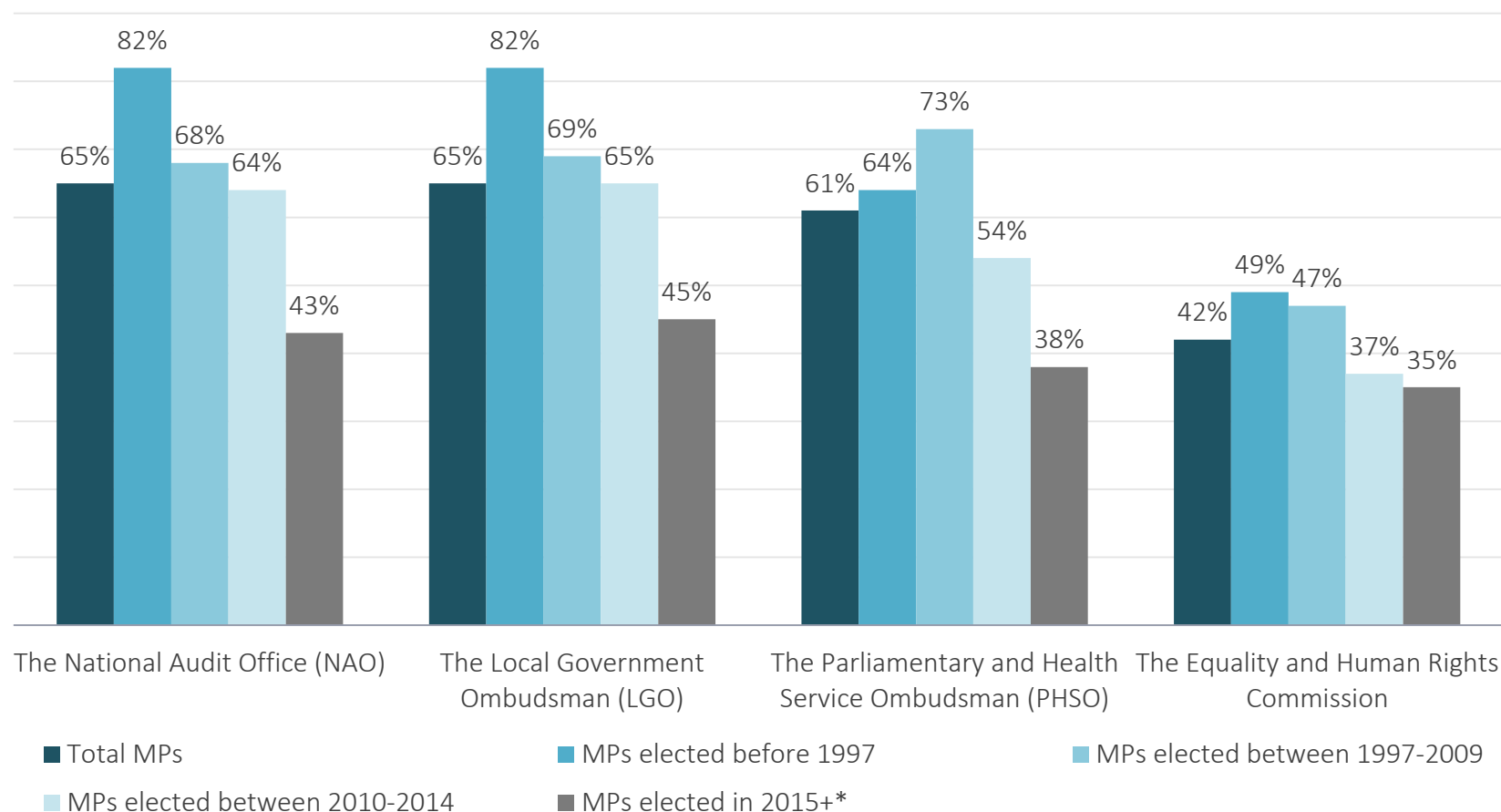
Q. How familiar or unfamiliar would you say you are with the role of each of the following organisations? [% familiar]



■ Total MPs ■ Conservative MPs ■ Labour MPs

Familiarity: MPs elected after 2010 are less familiar with the PHSO than their more experienced colleagues

Q. How familiar or unfamiliar would you say you are with the role of each of the following organisations? [% familiar]

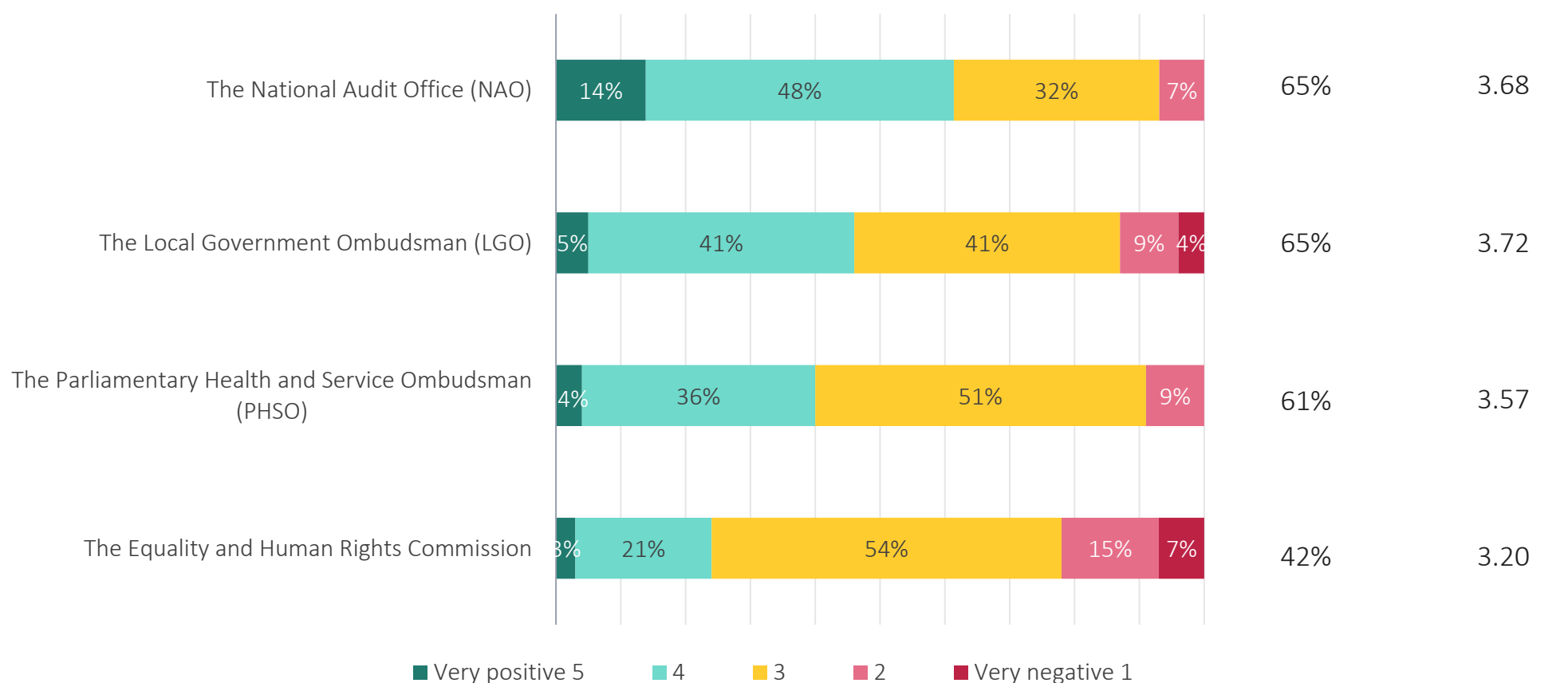


Positivity



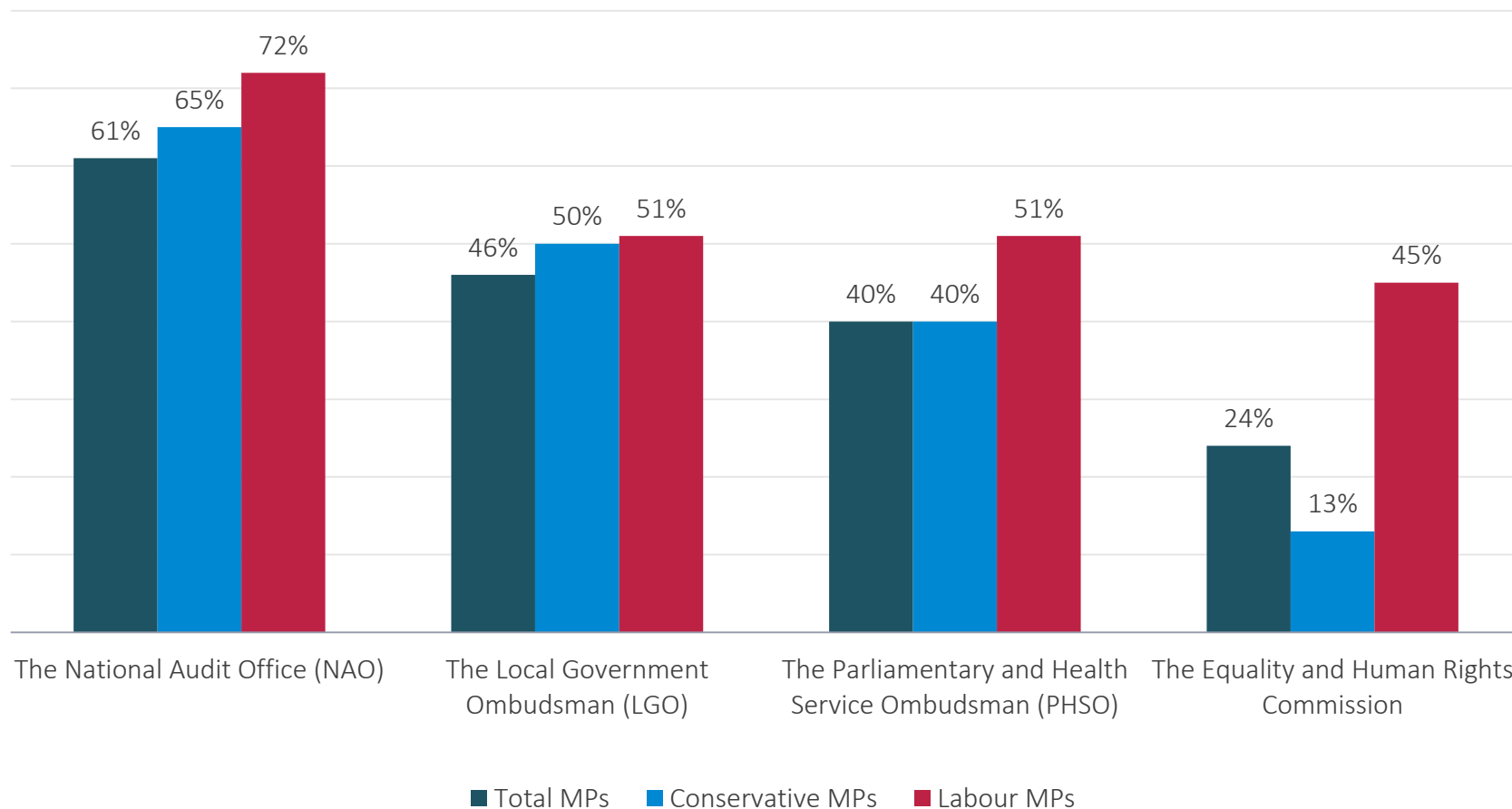
Positivity: the majority of MPs are indifferent towards the PHSO, four in ten are positive

Q. Before exploring your views in more detail, overall, how positive or negative are you towards each of the following organisations?



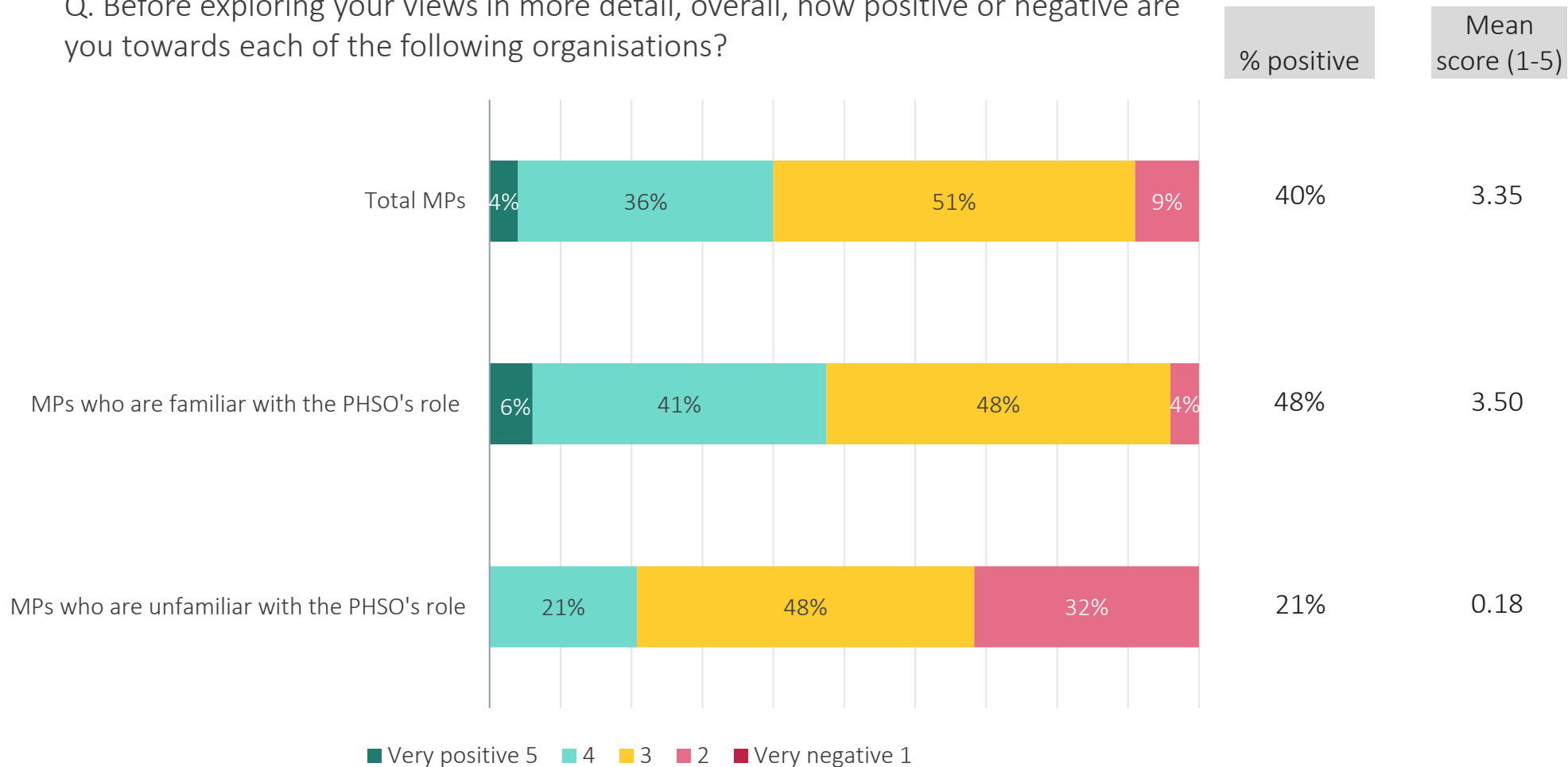
Positivity: Labour MPs are more likely to be positive about the PHSO than Conservative MPs

Q. Before exploring your views in more detail, overall, how positive or negative are you towards each of the following organisations? [% positive]

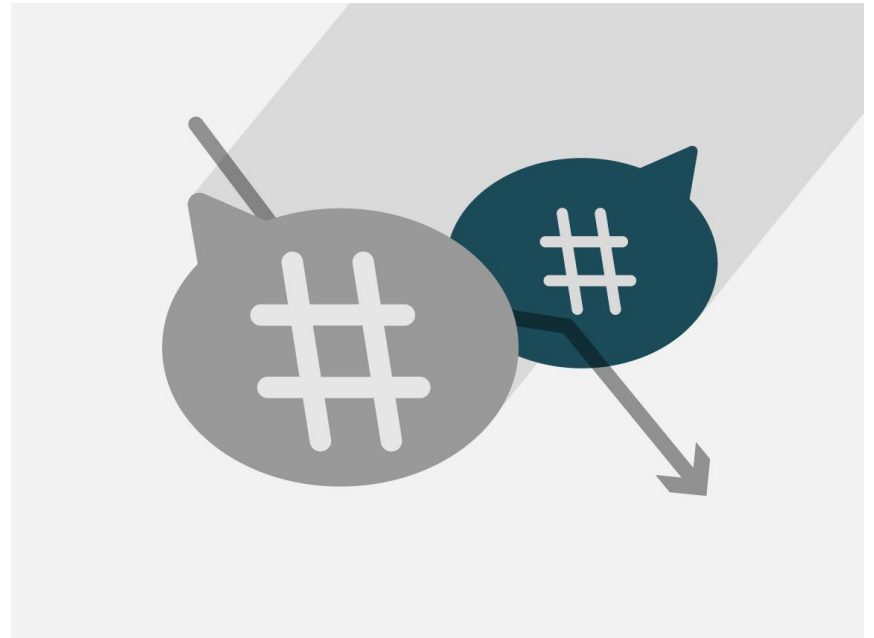


Positivity: MPs who are familiar with the role of the PHSO are twice as positive towards the PHSO than MPs who are unfamiliar with the role

Q. Before exploring your views in more detail, overall, how positive or negative are you towards each of the following organisations?

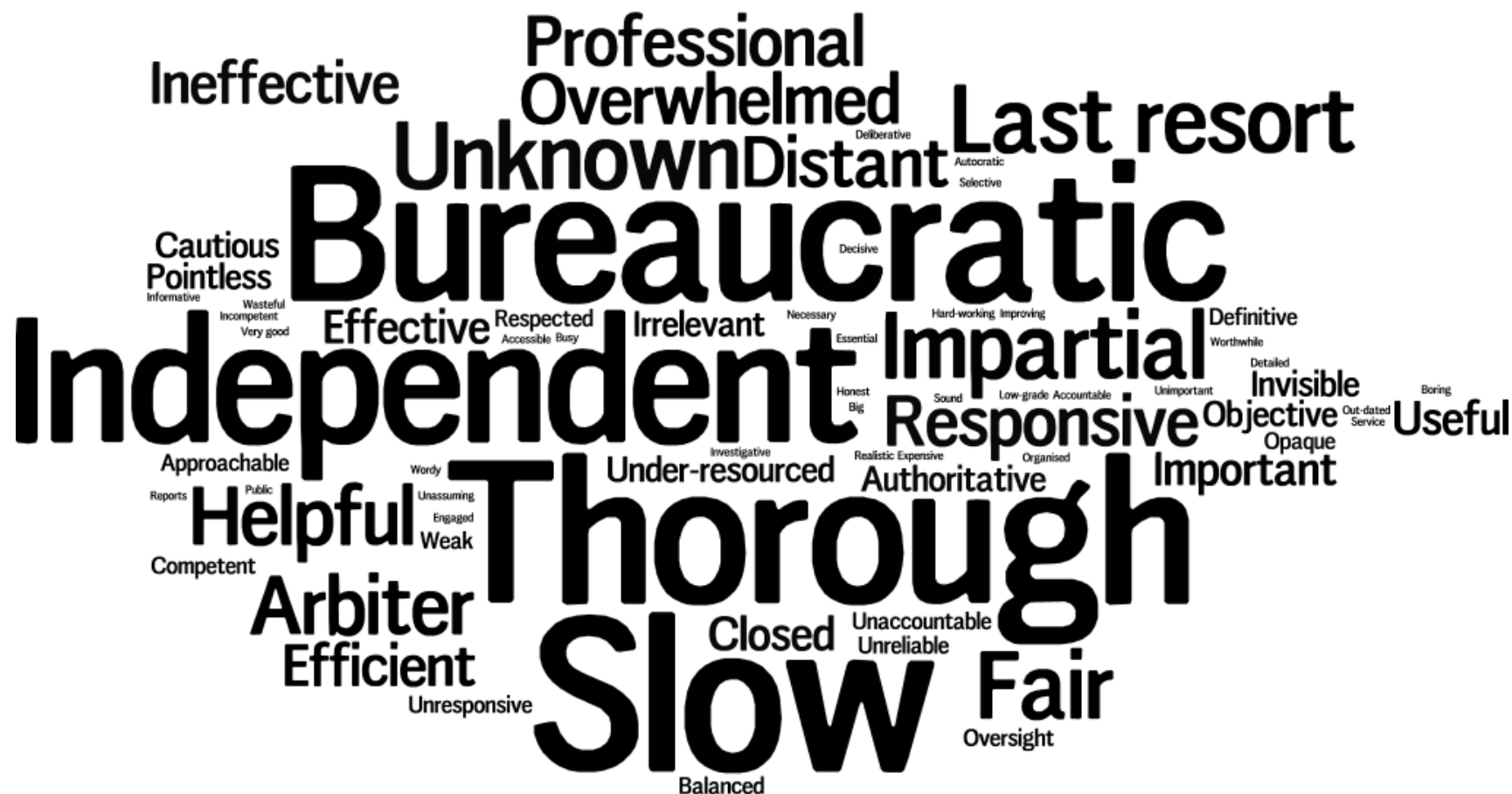


Perceptions



Perceptions

Q. What THREE words or phrases would you use to describe the PHSO?



Perceptions

Q. What THREE words or phrases would you use to describe the PHSO?

Conservative MPs



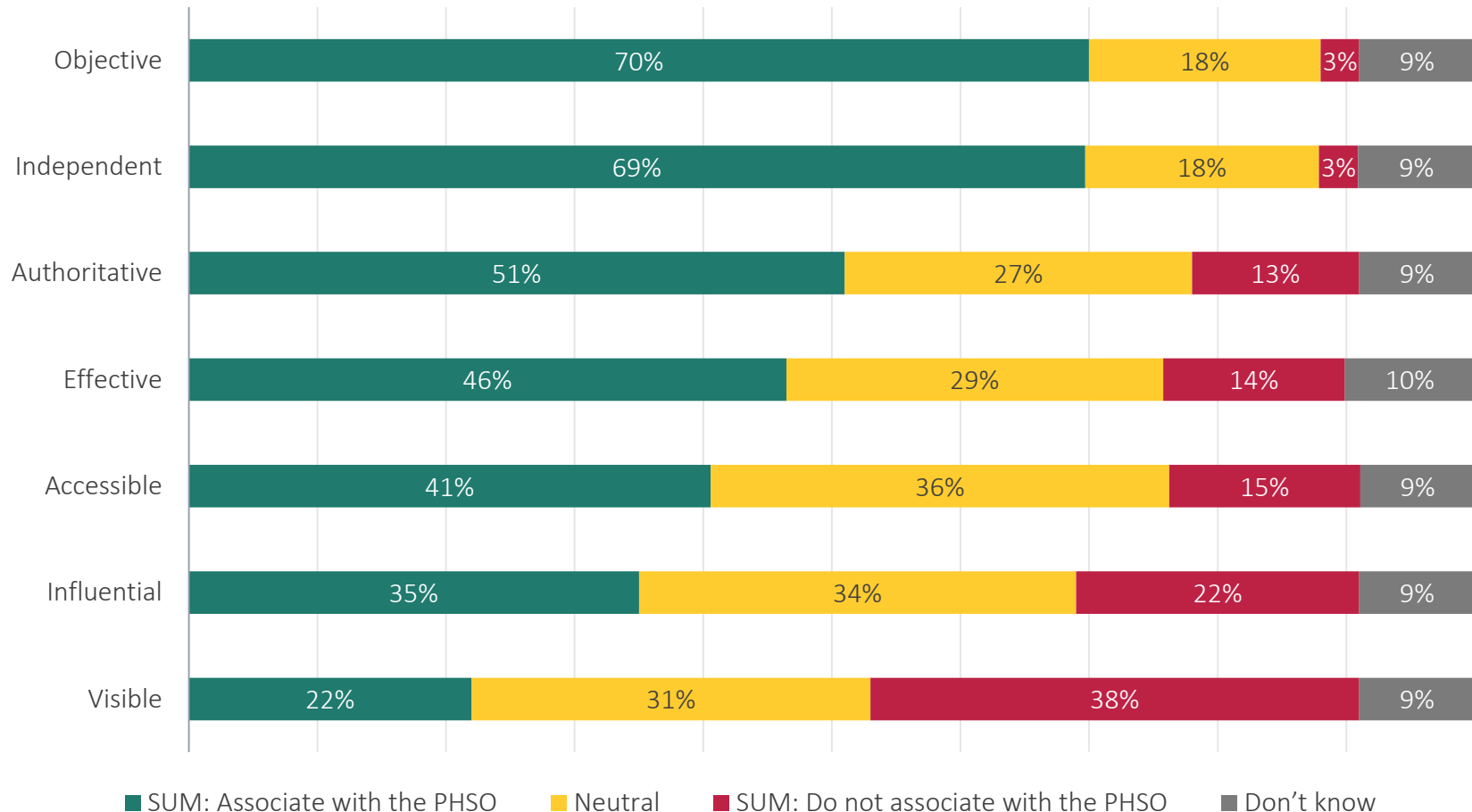
Labour MPs



1. Base: Conservative MPs (49), Labour MPs (47)
2. The bigger the word, the more respondents mentioned that word

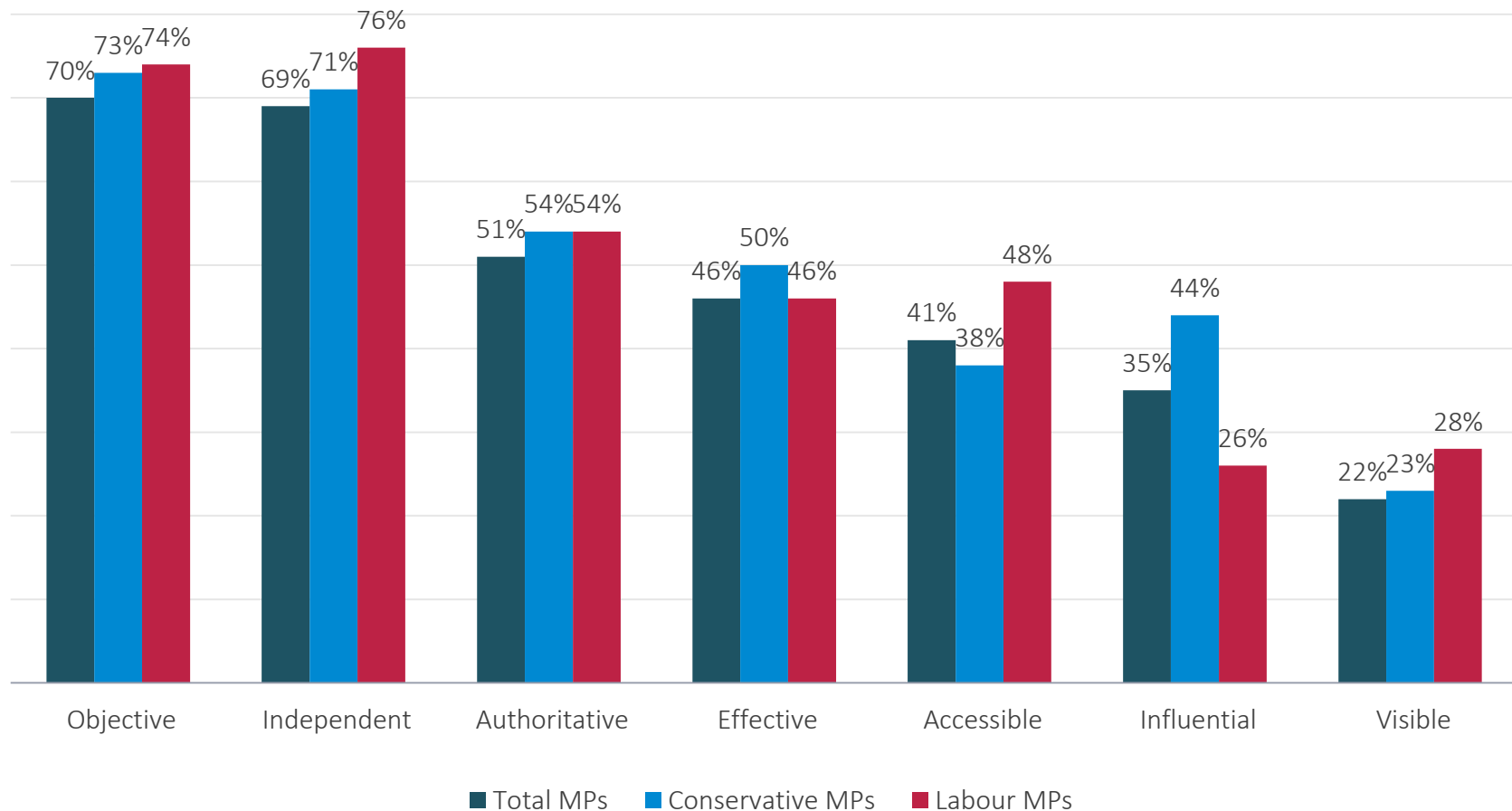
Associations: most MPs associate ‘objective’ and ‘independent’ with the PHSO. Four in ten do not associate the word ‘visible’ with the PHSO

Q. To what extent, if at all, do you associate the following words with the PHSO?



Associations: a higher proportion of Labour MPs associate the PHSO with the words ‘independent’ and ‘objective’. A higher proportion of Conservative MPs associate the PHSO with the word ‘influential’

Q. To what extent, if at all, do you associate the following words with the PHSO? [% who associate]

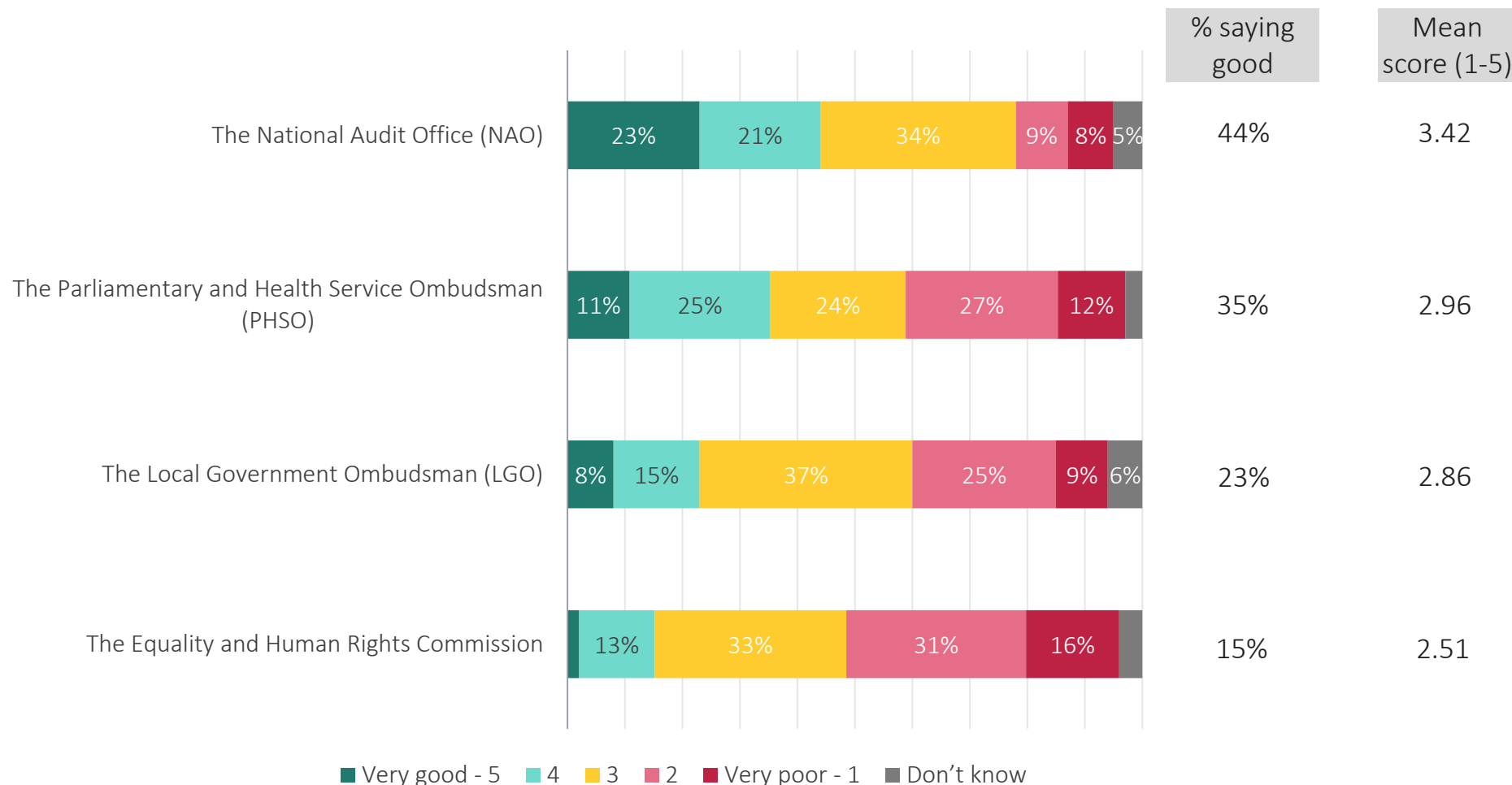


Contact and communication



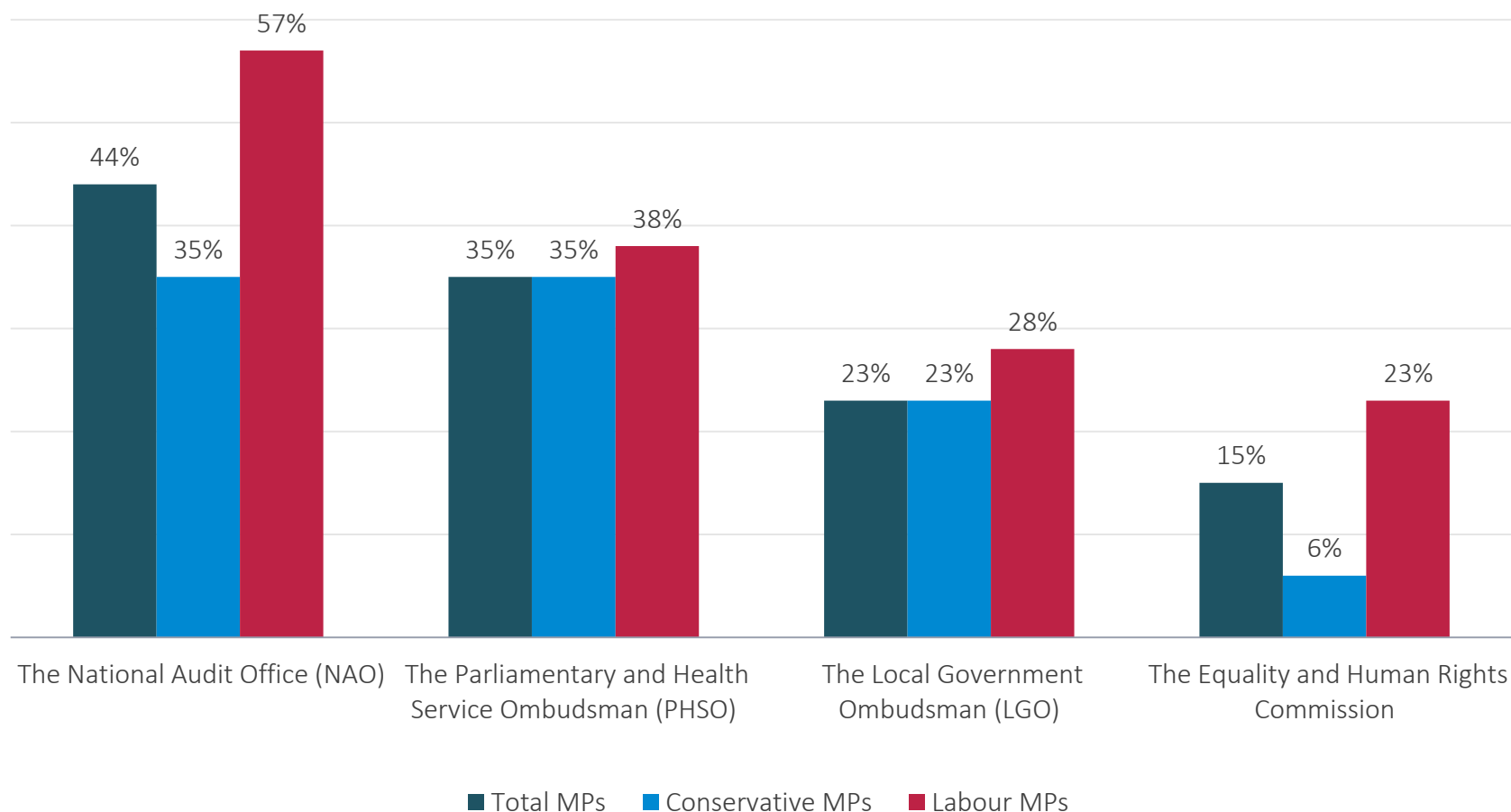
Contact and communication: one-third of MPs rate the PHSO's contact as good, but a similar proportion rate it as poor

Q. How would you rate each of the following organisation's contact and communication with you?



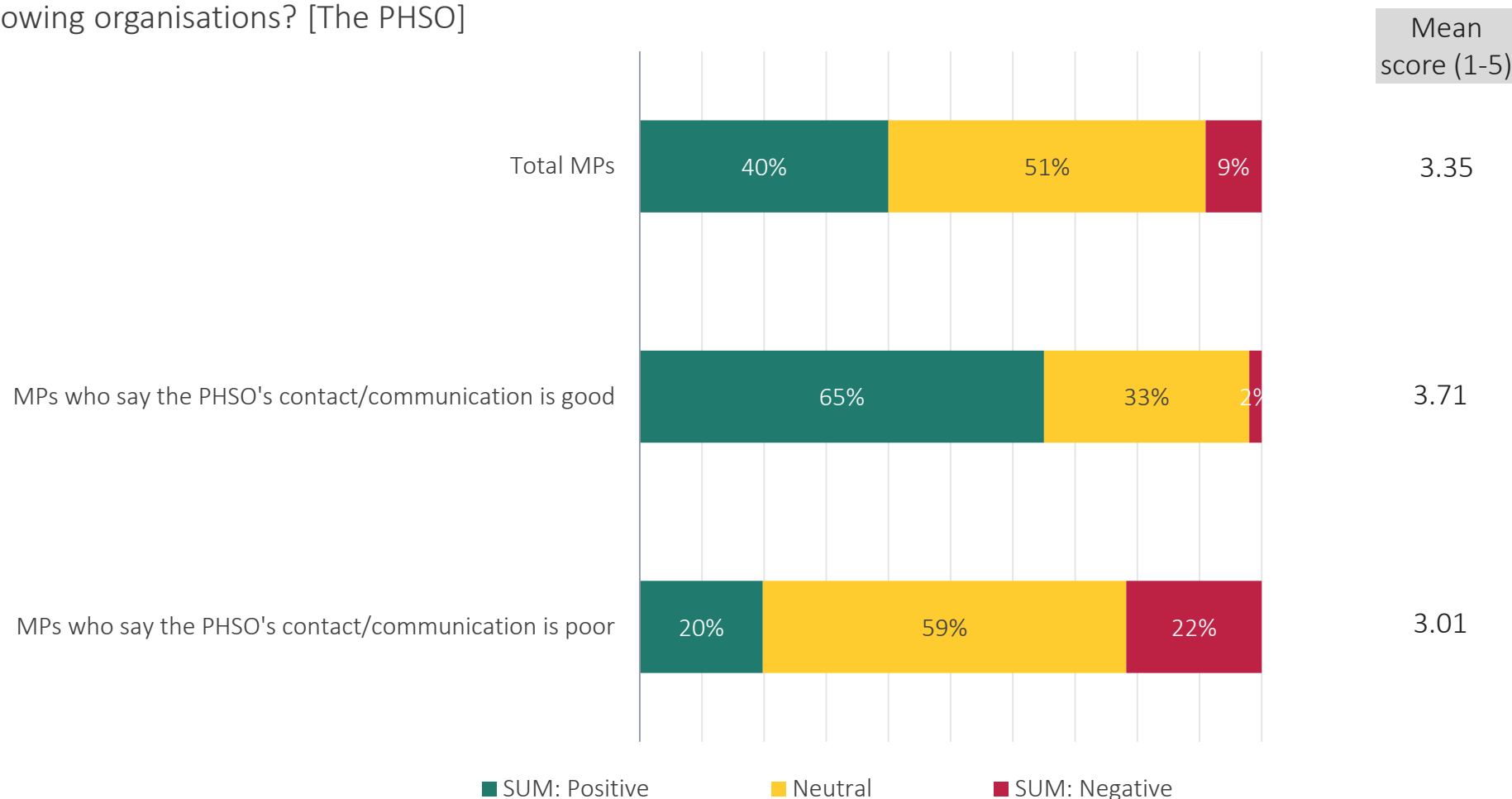
Contact and communication: Labour MPs rate the PHSO's contact and communications with them slightly more favourably than Conservative MPs

Q. How would you rate each of the following organisation's contact and communication with you?
[% saying 'good']

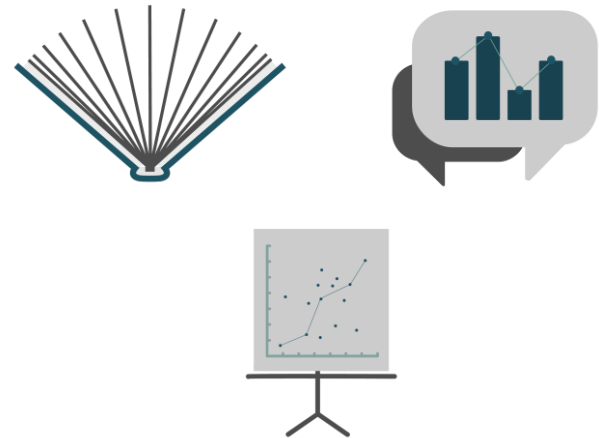


Contact and communication: MPs who rate the PHSO's contact and communication with them as good are far more likely to be positive towards the PHSO

Q. Before exploring your views in more detail, overall, how positive or negative are you towards each of the following organisations? [The PHSO]

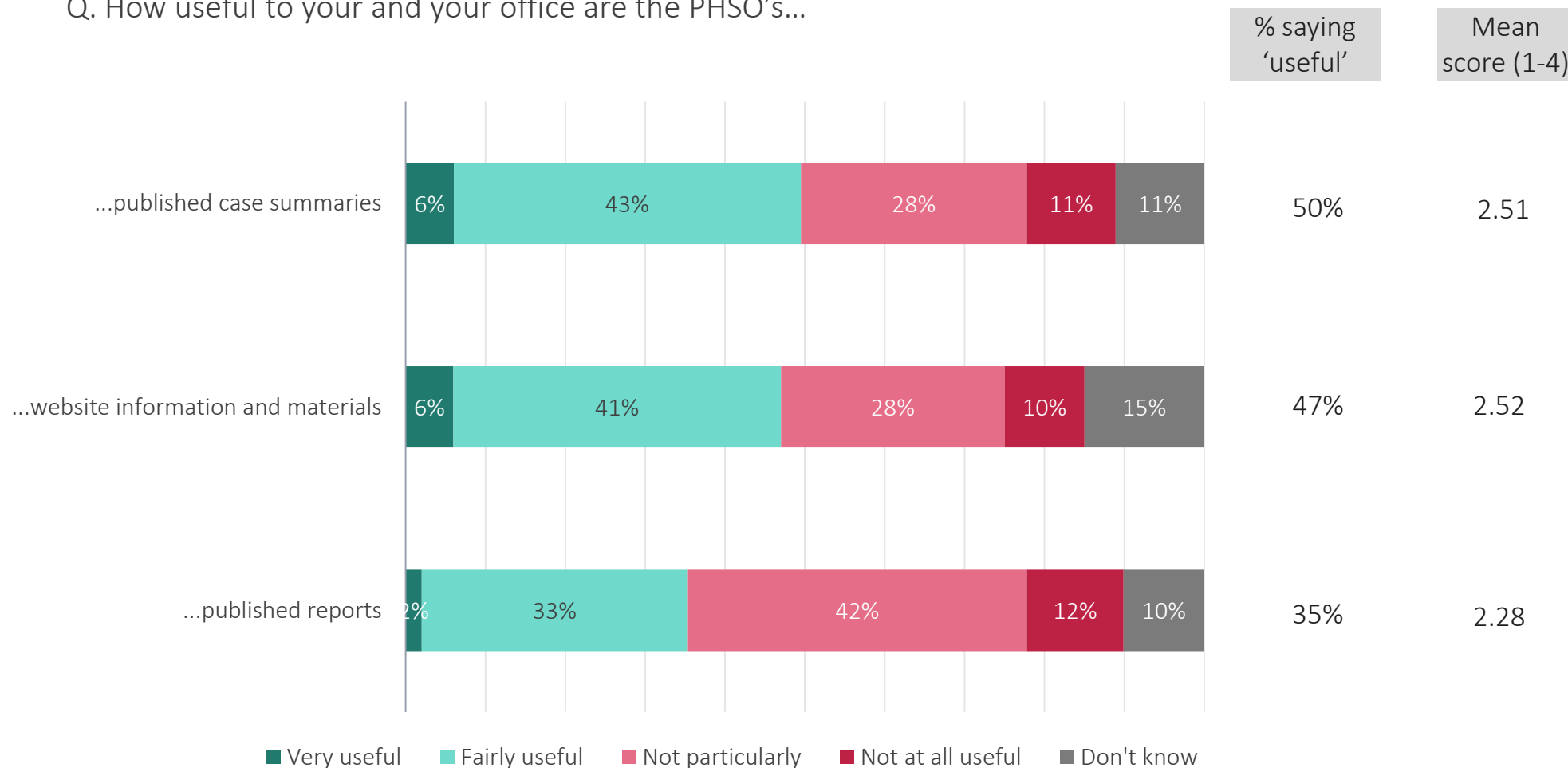


Usefulness of materials



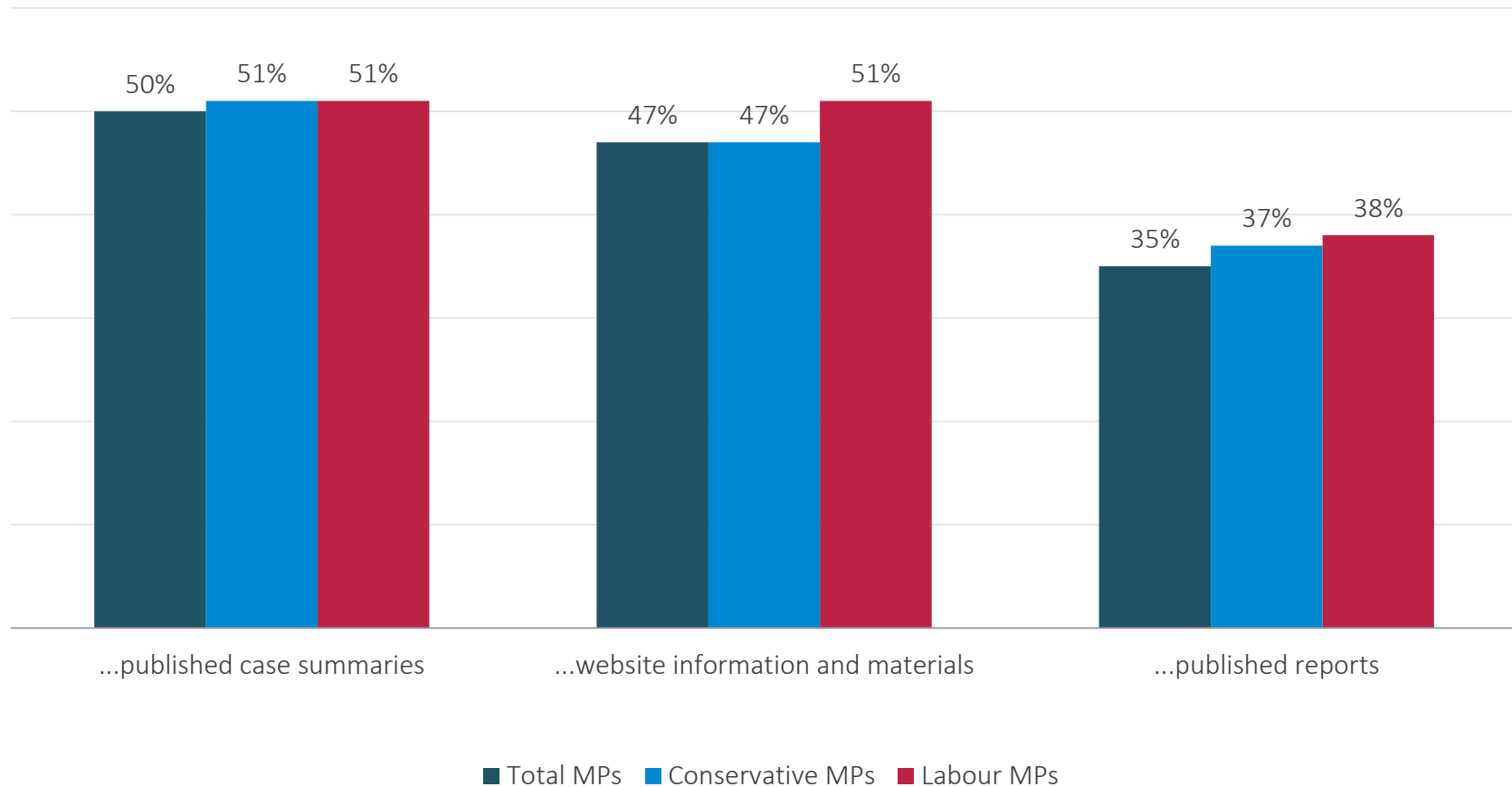
Usefulness: half of all MPs think the PHSO's published case summaries are useful

Q. How useful to your and your office are the PHSO's...



Usefulness: there is little difference between party affiliation and how useful MPs view the PHSO's materials

Q. How useful to you and your office are the PHSO's... [% saying 'useful']



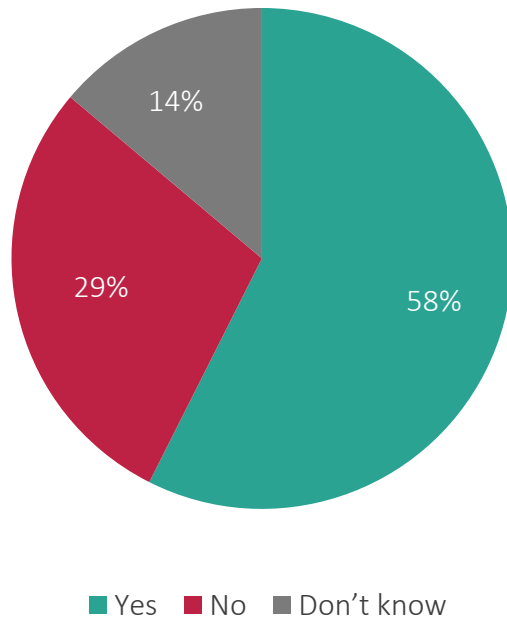
Reforms



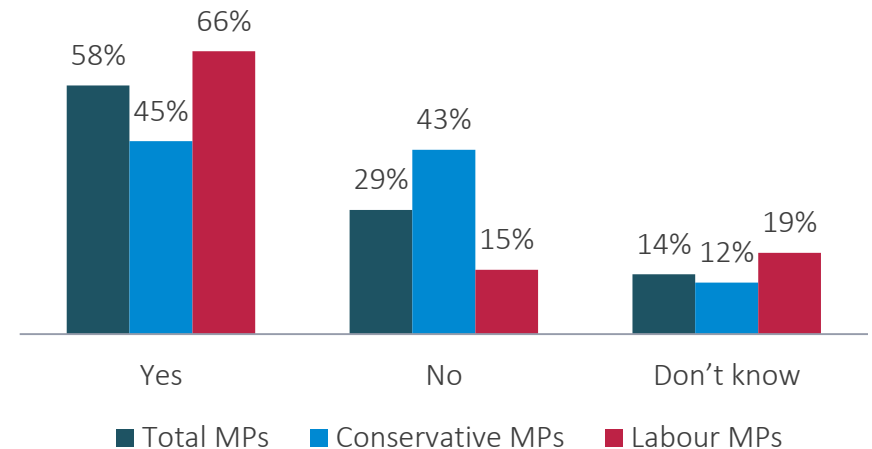
Reforms: Most MPs would support reform that does away with MP referrals

Q. Would you support reform which would give constituents the option of complaining directly to the PHSO about government departments and agencies, without an MP referral?

Support amongst all MPs



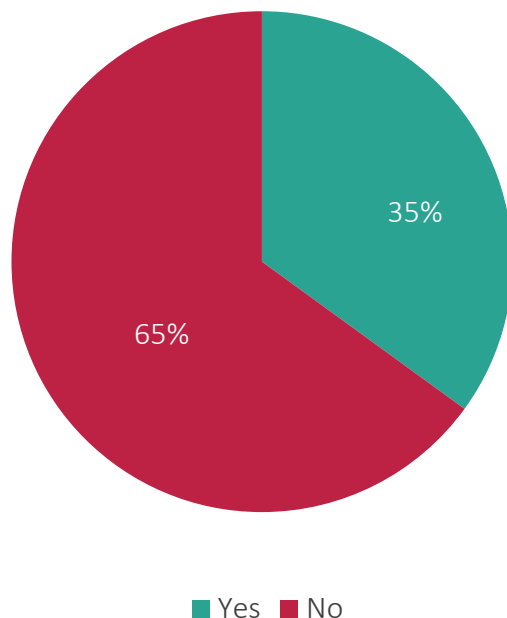
Support by party



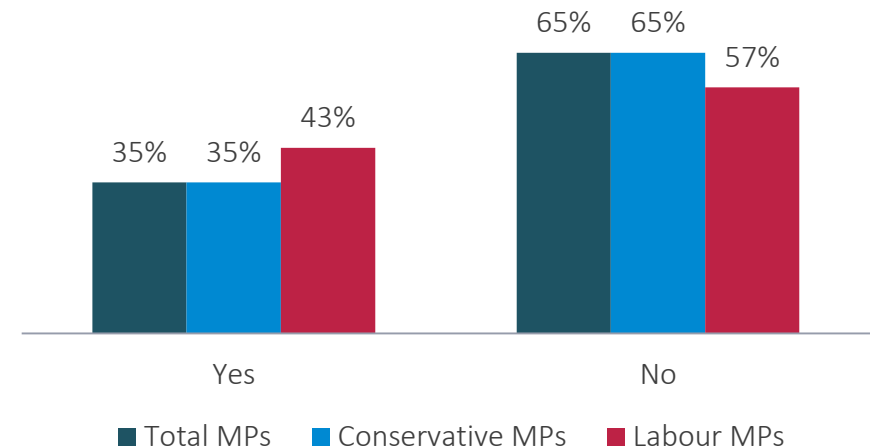
Reforms: The majority of MPs are unfamiliar with the proposals to join the PHSO and the LGO together

Q. Are you familiar with the proposals to create a Public Ombudsman Service by joining together the PHSO and the LGO in order to create a service that is more accessible for citizens, better placed to support Parliament in holding government to account and better value for money?

Awareness amongst all MPs

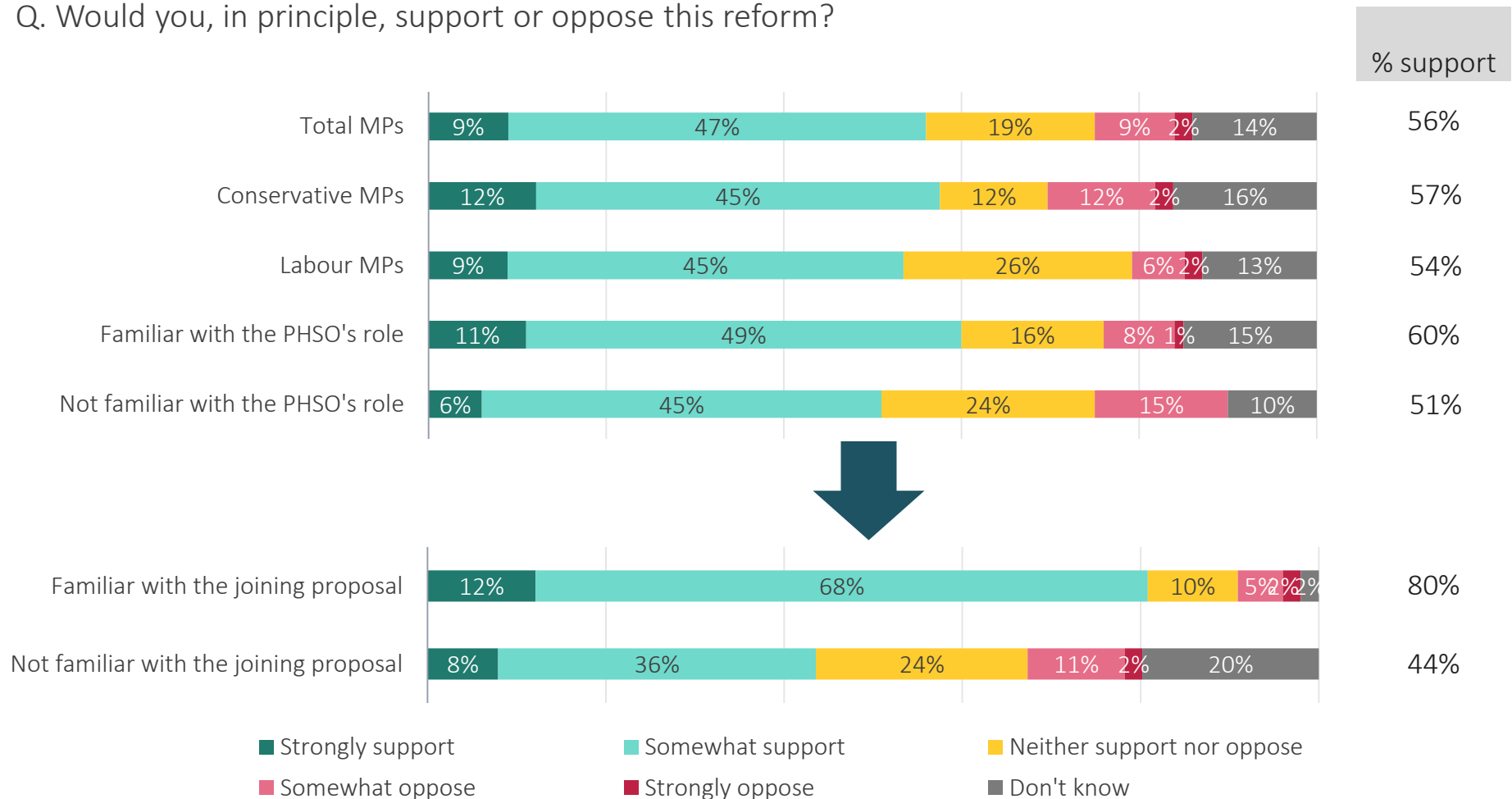


Awareness by party



Reforms: The majority of MPs would support joining the PHSO/LGO together. Support is higher amongst Conservative MPs and MPs who are familiar with the proposal

Q. Would you, in principle, support or oppose this reform?



Suggestions for improvements



Suggested improvements: MPs suggestions for improvements break down into five general themes

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

Authority

Visibility

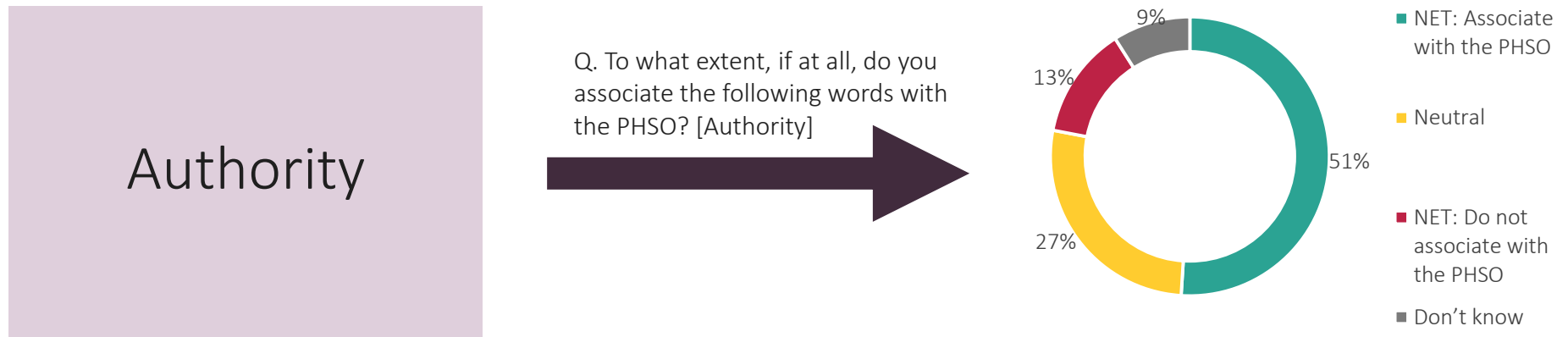
Communications

Resources

Efficiency

Suggested improvements: some MPs call for the PHSO to be given more power and for it to exercise more authority in its role

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?



MPs' verbatim suggestions

"Be given more authority."
Other MP

"By commanding more respect from
government."
Conservative MP

"Give the appearance of having some power!"
Labour MP

"Given greater powers of redress."
Conservative MP

"Be tougher on public bodies."
Conservative MP

"Scrutinising failed contracts."
Labour MP

"More willing to recommend action."
Conservative MP

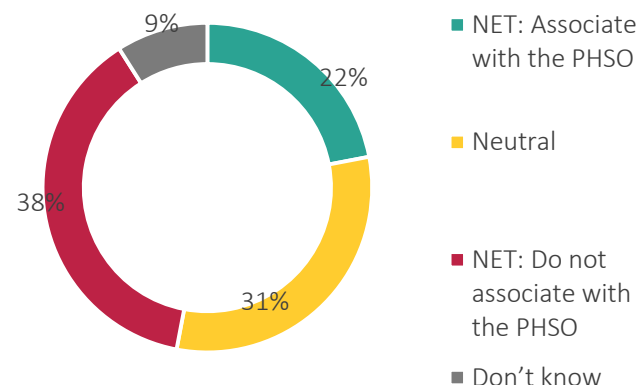
"Tighter guidelines, displaying strength."
Other MP

Suggested improvements: some MPs call for the PHSO to be actively seen carrying out its role, including publicising its work to raise awareness

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

Visibility

Q. To what extent, if at all, do you associate the following words with the PHSO? [Visible]



MPs' verbatim suggestions

"Being more visible." *Plaid*
Other MP

"Publish their recommendations following investigations in the press." *Labour MP*

"By letting people and MPs know what they do." *Labour MP*

"By being more open." *Conservative MP*

"Looking at test cases and publishing results." *Conservative MP*

"Higher profile, timely investigations that are visible." *Labour MP*

"By increasing public awareness of their role." *Conservative MP*

"By being less remote." *Labour MP*

"Increasing public awareness of their work." *Other MP*

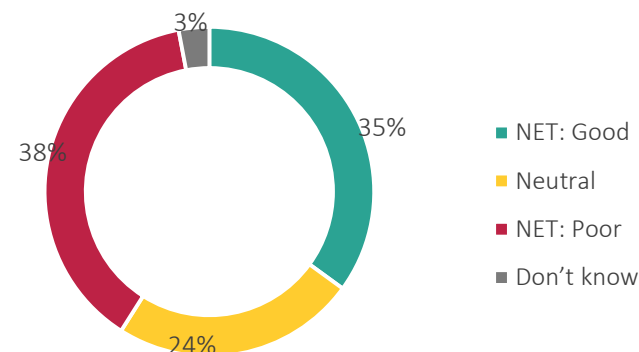
"More visibility." *Conservative MP*

Suggested improvements: some MPs think the PHSO could improve its communications with its stakeholders and the organisations it works closely with

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

Communications

Q. How would you rate each of the following organisation's contact and communication with you?
[The PHSO]



MPs' verbatim suggestions

"Better communication."
Labour MP

"Have contact with MPs about their findings."
Labour MP

"Sharing analysis of casework and trends with relevant government departments."
Conservative MP

"Where maladministration is found it may be useful for the PHSO to talk directly to service providers."
Labour MP

"Working more closely with the Public Administration Committee."
Conservative MP

"Clearer recommendations on lessons learned and a route to help make or implement the changes."
Conservative MP

Suggested improvements: In order to improve its handling of cases, including speeding up the process, some MPs feel the PHSO needs greater resources

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

Resources

MPs' verbatim suggestions

"Better quality staff – more experienced, better educated, older." *Conservative MP*

"The PHSO needs more resources."
Labour MP

"More resources to allow faster investigations." *Conservative MP*

"Needs more staff to expedite cases." *Conservative MP*

"Better resourcing and increased staffing to speed the handling of cases."
Labour MP

Suggested improvements: some MPs call for the PHSO to increase its level of efficiency when handling cases which may involve simplifying the process

Q. In what way or ways do you think the PHSO could make more of an impact on improving public services?

Efficiency

MPs' verbatim suggestions

"More streamlined procedure for dealing with issues and bringing them to public attention following a complaint." *SNP MP*

"Speedier responses." *Labour MP*

"Simplify complaint escalation process."
Labour MP

"Working more quickly and providing more satisfactory responses to my constituents."
Labour MP

"Speed up and become more transparent – especially in developing its role as being on the side of the citizen." *Labour MP*

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