

IPPR – System leaders polling on health priorities, Jan 2021

Methodology: Savanta ComRes surveyed 172 healthcare system leaders in the UK online between 11th December 2020 and 22nd January 2021. Savanta ComRes is a member of the British Polling Council and abides by its rules. Full tables at www.comresglobal.com.

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BASE: All respondents	

SPUC - IPPR - System Leaders Poll

Q1. How would you rate the impact of the Covid-19 crisis on the task of delivering the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
It has made it much more difficult	101 59%	63 64%	36 51%	2 50%	22 55%	23 55%	47 71% hijlm	23 62%	15 58%	13 50%	15 71%	40 53%	17 47%	23 52%	18 58%	28 53%
It has made it a little more difficult	38 22%	20 20%	17 24%	1 25%	7 18%	9 21%	9 14%	6 16%	5 19%	6 23%	4 19%	18 24%	7 19%	10 23%	6 19%	12 23%
It has made no difference	3 2%	3 3%	- -	- -	- -	- -	1 2%	2 5% h	- -	- -	- -	- -	- -	- -	- -	2 4%
It has made it a little easier	21 12%	11 11%	10 14%	- -	10 25% k	8 19%	8 12%	4 11%	4 15%	5 19%	1 5%	11 14%	8 22%	8 18%	2 6%	8 15%
It has made it much easier	4 2%	1 1%	2 3%	1 25%	1 3%	2 5%	1 2%	2 5%	2 8%	1 4%	1 5%	3 4%	2 6%	2 5%	2 6%	2 4%
Don't know	5 3%	- -	5 7% a	- -	- -	- -	- -	- -	1 4%	- -	4 5%	2 6%	1 2%	3 10% abc	3 5%	1 2%
SUM: More difficult	139 81%	83 85%	53 76%	3 75%	29 73%	32 76%	56 85% i	29 78%	20 77%	19 73%	19 90%	58 76%	24 67%	33 75%	24 77%	40 75%
SUM: Easier	25 15%	12 12%	12 17%	1 25%	11 28%	10 24%	9 14%	6 16%	6 23%	6 23%	2 10%	14 18%	10 28%	10 23%	4 13%	10 19%

SPUC - IPPR - System Leaders Poll

Q1. How would you rate the impact of the Covid-19 crisis on the task of delivering the NHS Long Term Plan?

BASE: All respondents

		Role						Region												
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other													
	Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1	
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
It has made it much more difficult	101	46	3	-	23	11	24	2	16	9	10	1	13	9	12	16	10	7	-	
	59%	70% df	50%	-	47%	58%	51%	67%	59%	69%	71%	100%	57%	53%	71%	73%	77%	27%	-	
It has made it a little more difficult	38	12	2	-	14	5	9	-	7	2	3	-	7	3	2	5	1	8	-	
	22%	18%	33%	-	29%	26%	19%	-	26%	15%	21%	-	30%	18%	12%	23%	8%	31%	-	
It has made no difference	3	2	-	-	1	-	-	-	-	-	-	-	-	1	-	1	-	1	-	
	2%	3%	-	-	2%	-	-	-	-	-	-	-	-	6%	-	5%	-	4%	-	
It has made it a little easier	21	6	1	-	9	2	6	-	2	1	1	-	2	2	2	-	2	9	-	
	12%	9%	17%	-	18%	11%	13%	-	7%	8%	7%	-	9%	12%	12%	-	15%	35%	-	
It has made it much easier	4	-	-	-	2	1	3	-	1	-	-	-	1	-	1	-	-	1	-	
	2%	-	-	-	4%	5%	6% a	-	4%	-	-	-	4%	-	6%	-	-	4%	-	
Don't know	5	-	-	-	-	-	5	1	1	1	-	-	-	2	-	-	-	-	1	
	3%	-	-	-	-	-	11% ad	33%	4%	8%	-	-	-	12%	-	-	-	-	100%	
SUM: More difficult	139	58	5	-	37	16	33	2	23	11	13	1	20	12	14	21	11	15	-	
	81%	88% f	83%	-	76%	84%	70%	67%	85%	85%	93%	100%	87%	71%	82%	95%	85%	58%	-	
SUM: Easier	25	6	1	-	11	3	9	-	3	1	1	-	3	2	3	-	2	10	-	
	15%	9%	17%	-	22% a	16%	19%	-	11%	8%	7%	-	13%	12%	18%	-	15%	38%	-	

SPUC - IPPR - System Leaders Poll

Q2. The Covid-19 crisis has both amplified existing challenges and created new ones for the health and care system. What do you believe are the most important challenges to overcome?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Staff burnout and attrition	76 44%	54 55% b	20 29%	2 50%	19 48% h	20 48% h	37 56% hijl	17 46% h	11 42%	13 50%	13 62%	20 26%	12 33%	13 30%	11 35%	24 45% h
Rise in mental health problems	75 44%	40 41%	34 49%	1 25%	11 28%	12 29%	29 44%	10 27%	10 38%	13 50%	5 24%	33 43%	17 47% abd	22 50%	14 45%	18 34%
Growing population health inequalities	70 41%	32 33%	38 54% a	- -	21 53% c	19 45%	20 30%	14 38%	10 38%	10 38%	11 52%	38 50% c	17 47%	27 61% cdm	16 52% c	21 40% c
Social care funding	68 40%	21 21%	45 64% a	2 50%	22 55% c	19 45%	18 27%	16 43%	14 54%	14 54%	8 38%	47 62% cm	22 61% c	25 57% c	19 61% c	23 43% c
Growing backlog of care	64 37%	45 46% b	17 24%	2 50%	11 28%	13 31%	29 44% jl	15 41% j	7 27%	7 27%	5 24%	23 30%	9 25%	8 18%	8 26%	18 34% 14 23%
Capacity to provide care in the community	45 26%	24 24%	19 27%	2 50%	11 28%	14 33%	18 27%	8 22%	11 42%	7 27%	5 24%	23 30%	13 36%	13 30%	9 29%	15 28% 19 31%
Incompatible IT systems	29 17%	23 23% b	6 9%	- -	5 13%	9 21% k	14 21% hk	5 14%	3 12%	3 12%	4 19%	7 9%	3 8%	5 11%	1 3%	9 17% 8 13%
Tight finances	25 15%	16 16%	9 13%	- -	4 10%	7 17%	8 12%	7 19% j	2 8%	1 4%	3 14%	10 13%	2 6%	2 5%	4 13%	7 13% 4 7%
Hospital bed occupancy	20 12%	9 9%	10 14%	1 25%	4 10%	5 12%	4 6%	6 16%	4 15%	4 15%	1 5%	11 14%	4 11%	5 11%	4 13%	9 17% 9 15%
Outdated estates	18 10%	15 15% b	3 4%	- -	5 13%	3 7%	6 9%	8 22% h	2 8%	2 8%	4 19%	5 7%	3 8%	3 7%	3 10%	9 17% 5 8%
Low diagnostic capacity	4 2%	3 3%	1 1%	- -	1 3%	- -	3 5%	- -	- -	- -	- -	1 1%	- -	1 2%	1 3%	- - 1 2%

SPUC - IPPR - System Leaders Poll

Q2. The Covid-19 crisis has both amplified existing challenges and created new ones for the health and care system. What do you believe are the most important challenges to overcome?

BASE: All respondents

Significance Level: 95%

Weighted Total

Other, please specify

Don't know

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172	98	70	4	40	42	66	37	26	26	21	76	36	44	31	61	53
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
9	6	3	-	1	2	4	3	1	1	1	3	1	1	1	2	3
5%	6%	4%	-	3%	5%	6%	8%	4%	4%	5%	4%	3%	2%	3%	3%	6%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SPUC - IPPR - System Leaders Poll

Q2. The Covid-19 crisis has both amplified existing challenges and created new ones for the health and care system. What do you believe are the most important challenges to overcome?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
76 44%	33 50%	3 50%	- -	21 43%	3 16%	18 38%	- -	6 22%	8 62%	3 21%	- -	9 39%	11 65%	6 35%	13 59%	7 54%	14 54%	- -	
75 44%	30 45%	3 50%	- -	21 43%	7 37%	23 49%	2 67%	10 37%	5 38%	7 50%	- -	10 43%	8 47%	11 65%	7 32%	7 54%	8 31%	- -	
70 41%	23 35%	3 50%	- -	18 37%	12 63%	19 40%	2 67%	15 56%	8 62%	5 36%	- -	8 35%	5 29%	4 24%	9 41%	6 46%	12 46%	1 100%	
68 40%	19 29%	2 33%	- -	20 41%	10 53%	26 55%	1 33%	13 48%	4 31%	6 43%	1 100%	12 52%	6 35%	8 47%	8 36%	4 31%	5 19%	- -	
64 37%	25 38%	3 50%	- -	20 41%	7 37%	16 34%	2 67%	11 41%	8 62%	7 50%	1 100%	9 39%	1 6%	6 35%	7 32%	6 46%	8 31%	1 100%	
45 26%	17 26%	2 33%	- -	10 20%	10 53%	12 26%	1 33%	11 41%	1 8%	6 43%	1 100%	10 43%	3 18%	4 24%	5 23%	1 8%	5 19%	1 100%	
29 17%	14 21%	2 33%	- -	6 12%	3 16%	4 9%	- -	1 4%	2 15%	5 36%	- -	2 9%	5 29%	2 12%	3 14%	3 23%	7 27%	- -	
25 15%	9 14%	- -	- -	10 20%	1 5%	8 17%	- -	6 22%	1 8%	2 14%	- -	5 22%	3 18%	3 18%	2 9%	1 8%	3 12%	- -	
20 12%	7 11%	- -	- -	9 18%	- -	5 11%	- -	3 11%	1 8%	- -	- -	2 9%	5 29%	2 12%	4 18%	1 8%	2 8%	- -	
18 10%	7 11%	- -	- -	7 14%	- -	4 9%	1 33%	4 15%	1 8%	1 7%	- -	- -	3 18%	- -	2 9%	1 8%	5 19%	- -	
4 2%	2 3%	- -	- -	1 2%	1 5%	1 2%	- -	1 4%	- -	- -	- -	- -	1 6%	- -	1 5%	- -	1 4%	- -	
9 5%	4 6%	- -	- -	4 8%	1 5%	- -	- -	- -	- -	- -	- -	2 9%	- -	1 6%	2 9%	2 15%	2 8%	- -	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

SPUC - IPPR - System Leaders Poll

Q3. In some places, the Covid-19 crisis has accelerated positive changes in the health and care system. What do you believe are the most important changes to maintain?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	c	a	b	c	d	e	f	g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
95 55%	68 69% b	26 37%	1 25%	22 55% h	27 64% hijkl	43 65% hijkl	18 49%	12 46%	14 54%	9 43%	27 36%	14 39%	17 39%	11 35%	26 43%	28 53%
	38 39% b	11 16%	- -	11 28%	13 31% j	23 35% hijl	9 24%	6 23%	10 38%	8 38%	15 20%	5 14%	5 11%	5 16%	10 16%	16 30% j
	13 13%	34 49% a	2 50%	15 38%	15 36%	15 23%	14 38%	10 38%	11 42%	7 33%	37 49% c	17 47% c	21 48% c	13 42%	29 48% c	18 34%
47 27%	13 13%	32 46% a	2 50%	7 18%	13 31%	16 24%	6 16%	5 19%	8 31%	7 33%	33 43% acdm	15 42% adm	19 43% acdm	11 35% m	23 38% adm	8 15%
46 27%	40 41% b	6 9%	- -	7 18%	8 19%	25 38% abhijl	12 32% hijl	7 27%	8 31%	3 14%	8 11%	4 11%	5 11%	6 19%	5 8%	16 30% hijl
40 23%	29 30% b	11 16%	- -	9 23% dk	9 21% dk	24 36% dhijklm	2 5%	3 12%	1 4%	5 24%	11 14%	4 11%	6 14%	1 3%	12 20% k	5 9%
30 17%	23 23% b	6 9%	1 25%	6 15%	7 17%	10 15%	10 27% hkl	4 15%	3 12%	5 24%	7 9%	6 17%	6 14%	2 6%	6 10%	12 23% h
27 16%	17 17%	9 13%	1 25%	8 20%	6 14%	7 11%	10 27% c	4 15%	2 8%	5 24%	10 13%	5 14%	5 11%	8 26%	9 15%	13 25% c

SPUC - IPPR - System Leaders Poll

Q3. In some places, the Covid-19 crisis has accelerated positive changes in the health and care system. What do you believe are the most important changes to maintain?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
27 16%	8 8%	18 26% a	1 25%	8 20%	5 12%	9 14%	6 16%	7 27%	5 19%	3 14%	18 24%	9 25%	10 23%	8 26%	14 23%	8 15%
24 14%	10 10%	14 20%	- -	7 18%	7 17%	9 14%	2 5%	2 8%	2 8%	3 14%	12 16%	7 19%	9 20%	6 19%	12 20%	4 8%
23 13%	14 14%	8 11%	1 25%	3 8%	3 7%	7 11%	5 14%	5 19%	5 19%	2 10%	10 13%	3 8%	4 9%	5 16%	6 10%	9 17%
22 13%	10 10%	12 17%	- -	7 18% c	3 7%	3 5%	7 19% c	2 8%	- -	2 10%	13 17% c	7 19% c	5 11%	3 10%	10 16% c	8 15%
9 5%	4 4%	4 6%	1 25%	3 8%	2 5%	1 2%	5 14% c	6 23%	5 19%	2 10%	6 8%	5 14% c	5 11% c	5 16% c	6 10% c	8 15% c
3 2%	2 2%	1 1%	- -	- -	1 2%	- -	1 3%	- -	- -	- -	1 1%	- -	- -	- -	1 2%	1 2%
5 3%	1 1%	4 6%	- -	2 5%	2 5%	1 2%	2 5%	2 8%	1 4%	- -	4 5%	2 6%	2 5%	1 3%	3 5%	2 4%
1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 2%	1 3%	1 2%	- -

SPUC - IPPR - System Leaders Poll

Q3. In some places, the Covid-19 crisis has accelerated positive changes in the health and care system. What do you believe are the most important changes to maintain?

BASE: All respondents

	Role							Region											
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Digital consultations (including telephone and video)	95 55%	44 67%	2 33%	- -	28 57%	11 58%	16 34%	3 100%	12 44%	8 62%	6 43%	- -	11 48%	6 35%	9 53%	16 73%	7 54%	17 65%	1 100%
Flexible, remote working for managerial and clinical staff	49 28%	19 29%	4 67%	- -	13 27%	7 37%	9 19%	1 33%	3 11%	7 54%	5 36%	1 100%	4 17%	5 29%	5 29%	11 50%	4 31%	6 23%	1 100%
Improved data sharing within and between NHS and local authority bodies	49 28%	17 26%	1 17%	- -	17 35%	4 21%	17 36%	- -	11 41%	3 23%	7 50%	- -	8 35%	7 41%	1 6%	5 23%	5 38%	2 8%	- -
Community support networks and use of volunteers	47 27%	14 21%	1 17%	- -	8 16%	3 16%	23 49%	1 33%	9 33%	4 31%	4 29%	1 100%	6 26%	4 24%	4 24%	3 14%	6 46%	5 19%	1 100%
Lighter-touch regulation (e.g. from CQC, NHS England and Improvement)	46 27%	25 38%	2 33%	- -	13 27%	4 21%	5 11%	1 33%	6 22%	4 31%	4 29%	1 100%	4 17%	3 18%	5 29%	4 18%	5 38%	9 35%	- -
Greater collaboration between GP practices	40 23%	23 35%	- -	- -	6 12%	5 26%	9 19%	- -	5 19%	3 23%	1 7%	- -	10 43%	5 29%	6 35%	4 18%	2 15%	6 23%	- -
Suspension of financial incentives and simplified contracting	30 17%	12 18%	1 17%	- -	9 18%	2 11%	8 17%	- -	3 11%	3 23%	1 7%	- -	5 22%	5 29%	2 12%	5 23%	- -	7 27%	- -
Greater remote self-monitoring and self-management tools	27 16%	9 14%	- -	- -	9 18%	5 26%	4 9%	- -	5 19%	2 15%	2 14%	- -	2 9%	4 24%	1 6%	3 14%	2 15%	8 31%	- -
Outreach services for vulnerable patients	27 16%	10 15%	- -	- -	6 12%	3 16%	11 23%	- -	4 15%	- -	3 21%	- -	1 4%	4 24%	5 29%	3 14%	2 15%	5 19%	- -
Increased electronic prescribing	24 14%	6 9%	1 17%	- -	6 12%	4 21%	10 21%	- -	7 26%	3 23%	2 14%	- -	5 22%	1 6%	2 12%	4 18%	2 15%	- -	- -

SPUC - IPPR - System Leaders Poll

Q3. In some places, the Covid-19 crisis has accelerated positive changes in the health and care system. What do you believe are the most important changes to maintain?

BASE: All respondents

		Role						Region												
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other													
	Total	a	*b	*c	d	*e	f	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
Significance Level: 95%																				
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
Reformed triage services (e.g. 24/7 mental health triage, digital triage, '111 First')	23 13%	8 12%	3 50%	- -	10 20%	2 11%	6 13%	1 33%	2 7%	2 15%	3 21%	- -	3 13%	2 12%	4 24%	1 5%	1 8%	4 15%	- -	
Changes to hospital discharge process (including 'discharge to assess' model)	22 13%	4 6%	1 17%	- -	7 14%	3 16%	8 17%	- -	6 22%	- -	3 21%	- -	2 9%	- -	4 24%	4 18%	2 15%	2 8%	- -	
Specialisation of clinical services across hospitals (e.g. hot/cold sites, specialist service networks)	9 5%	2 3%	- -	- -	5 10%	2 11%	4 9%	1 33%	3 11%	- -	- -	- -	2 9%	1 6%	- -	2 9%	1 8%	- -	- -	
Shared waiting lists and clinical staff across sites	3 2%	1 2%	- -	- -	1 2%	- -	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	1 5%	- -	2 8%	- -	
Other, please specify	5 3%	1 2%	1 17%	- -	2 4%	1 5%	1 2%	- -	2 7%	- -	- -	- -	1 4%	1 6%	- -	- -	- -	1 4%	- -	
Don't know	1 1%	- -	- -	- -	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	1 6%	- -	- -	- -	- -	- -	

SPUC - IPPR - System Leaders Poll

Q4. In your work, has the Covid-19 crisis accelerated or stalled integrated working between: Summary table

BASE: All respondents

Significance Level: 95%

Primary, community and hospital care

NHS bodies and local authorities

Total	Scale				
	Accelerated	Stalled	Neither accelerated nor stalled	Not applicable	Don't know
	*a	*b	*c	*d	*e
172	88	34	41	-	9
100%	51%	20%	24%	-	5%
172	90	22	48	2	10
100%	52%	13%	28%	1%	6%

SPUC - IPPR - System Leaders Poll

Q4_1. Primary, community and hospital care: In your work, has the Covid-19 crisis accelerated or stalled integrated working between:

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Accelerated	88 51%	50 51%	35 50%	3 75%	25 63%	21 50%	30 45%	25 68% c	15 58%	15 58%	11 52%	41 54%	23 64%	25 57%	14 45%	33 54%
Stalled	34 20%	24 24%	9 13%	1 25%	6 15%	7 17%	21 32% dhijlm	4 11%	6 23%	5 19%	5 24%	10 13%	4 11%	5 11%	6 19%	8 15%
Neither accelerated nor stalled	41 24%	24 24%	17 24%	- -	9 23%	14 33%	15 23%	8 22%	5 19%	5 19%	5 24%	18 24%	6 17%	11 25%	8 26%	11 18%
Not applicable	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Don't know	9 5%	- -	9 13% a	- -	- -	- -	- -	- -	1 4%	- -	7 9% bc	3 8% c	3 7% c	3 10% abc	7 11% abcdm	1 2%

SPUC - IPPR - System Leaders Poll

Q4_1. Primary, community and hospital care: In your work, has the Covid-19 crisis accelerated or stalled integrated working between:

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other												
	Total	a	b	c	d	e	f	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	b	c	d	e	f	a	b	c	d	e	f	g	h	i	j	k	l
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Accelerated	88	31	3	-	31	9	24	1	14	5	7	-	11	9	13	8	5	19	-
	51%	47%	50%	-	63%	47%	51%	33%	52%	38%	50%	-	48%	53%	76%	36%	38%	73%	-
Stalled	34	19	1	-	6	5	7	1	3	1	1	-	6	4	2	8	4	4	1
	20%	29%	17%	-	12%	26%	15%	33%	11%	8%	7%	-	26%	24%	12%	36%	31%	15%	100%
Neither accelerated nor stalled	41	14	2	-	11	5	10	1	8	5	6	1	6	-	2	6	4	2	-
	24%	21%	33%	-	22%	26%	21%	33%	30%	38%	43%	100%	26%	-	12%	27%	31%	8%	-
Not applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Don't know	9	2	-	-	1	-	6	-	2	2	-	-	-	4	-	-	-	1	-
	5%	3%	-	-	2%	-	13% ad	-	7%	15%	-	-	-	24%	-	-	-	4%	-

SPUC - IPPR - System Leaders Poll

Q4_2. NHS bodies and local authorities: In your work, has the Covid-19 crisis accelerated or stalled integrated working between:

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Accelerated	90 52%	39 40%	47 67% a	4 100%	21 53%	24 57%	27 41%	18 49%	18 69%	15 58%	9 43%	53 70% cdm	26 72% cdm	31 70% cd	17 55% acdm	27 51%
Stalled	22 13%	18 18% b	4 6%	- -	6 15%	5 12%	14 21% hjl	3 8%	2 8%	3 12%	2 10%	5 7%	3 8%	3 7%	2 6%	5 8% 9%
Neither accelerated nor stalled	48 28%	30 31%	18 26%	- -	11 28%	11 26%	18 27%	13 35%	6 23%	8 31%	7 33%	17 22%	6 17%	9 20%	11 35%	18 34%
Not applicable	2 1%	2 2%	- -	- -	1 3%	- -	1 2%	1 3%	- -	- 5%	1 5%	- -	- -	- -	- -	1 2%
Don't know	10 6%	9 9% b	1 1%	- -	1 3%	2 5%	6 9% h	2 5%	- -	- 10%	2 10%	1 1%	1 3%	1 2%	1 3%	2 4%

SPUC - IPPR - System Leaders Poll

Q4_2. NHS bodies and local authorities: In your work, has the Covid-19 crisis accelerated or stalled integrated working between:

BASE: All respondents

		Role						Region												
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands		East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%	Total	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
Accelerated	90 52%	28 42%	2 33%	- -	30 61% a	10 53%	31 66% a	2 67%	17 63%	6 46%	8 57%	- -	13 57%	8 47%	9 53%	9 41%	6 46%	15 58%	- -	
Stalled	22 13%	12 18% f	1 17%	- -	5 10%	3 16%	2 4%	1 33%	3 11%	1 8%	1 7%	- -	4 17%	3 18%	3 18%	3 14%	1 8%	2 8%	1 100%	
Neither accelerated nor stalled	48 28%	17 26%	3 50%	- -	14 29%	5 26%	12 26%	- -	6 22%	5 38%	4 29%	1 100%	5 22%	5 29%	4 24%	8 36%	5 38%	6 23%	- -	
Not applicable	2 1%	2 3%	- -	- -	- -	- -	- -	- -	- -	- -	1 7%	- -	- -	- -	- -	- -	- -	1 4%	- -	
Don't know	10 6%	7 11% d	- -	- -	- -	1 5%	2 4%	- -	1 4%	1 8%	- -	- -	1 4%	1 6%	1 6%	2 9%	1 8%	2 8%	- -	

SPUC - IPPR - System Leaders Poll

Q5. How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications? Summary table

BASE: All respondents

	Total	Importance								
		Very important	Fairly important	Neither important nor unimportant	Not very important	Not important at all	Don't know	SUM: Important	SUM: Unimportant	Net: Important
Significance Level: 95%		*a	*b	*c	*d	*e	*f	*g	*h	*i
Interoperable IT systems (across primary, community and mental health services)	172	125	44	-	-	-	3	169	-	169
	100%	73%	26%	-	-	-	2%	98%	-	98%
More GP trainees	172	87	56	17	5	-	7	143	5	138
	100%	51%	33%	10%	3%	-	4%	83%	3%	80%
More non-GP clinical staff (e.g. physiotherapists)	172	77	65	19	6	1	4	142	7	135
	100%	45%	38%	11%	3%	1%	2%	83%	4%	78%
More core funding (capitated)	172	85	56	18	7	-	6	141	7	134
	100%	49%	33%	10%	4%	-	3%	82%	4%	78%
Upgraded estate and equipment	172	75	62	19	9	-	7	137	9	128
	100%	44%	36%	11%	5%	-	4%	80%	5%	74%
Legislative changes to free up clinical time (e.g. fit note certification)	172	62	70	25	6	1	8	132	7	125
	100%	36%	41%	15%	3%	1%	5%	77%	4%	73%
More non-clinical staff (e.g. link workers)	172	51	79	23	13	2	4	130	15	115
	100%	30%	46%	13%	8%	1%	2%	76%	9%	67%
More performance-based funding	172	20	46	37	36	25	8	66	61	5
	100%	12%	27%	22%	21%	15%	5%	38%	35%	3%

SPUC - IPPR - System Leaders Poll

Q5A. SUM Important: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Interoperable IT systems (across primary, community and mental health services)	169 98%	98 100%	67 96%	4 100%	39 98%	41 98%	65 98%	36 97%	25 96%	25 96%	20 95%	73 96%	34 94%	43 98%	30 97%	52 97%
More GP trainees	143 83%	77 79%	62 89%	4 100%	32 80%	36 86%	53 80%	34 92%	22 85%	24 92%	19 90%	65 86%	31 86%	38 86%	30 97%	45 85%
More non-GP clinical staff (e.g. physiotherapists)	142 83%	76 78%	62 89%	4 100%	33 83%	34 81%	53 80%	30 81%	22 85%	20 77%	20 95%	66 87%	31 86%	38 86%	28 90%	43 81%
More core funding (capitated)	141 82%	80 82%	58 83%	3 75%	32 80%	35 83%	58 88%	29 78%	22 85%	23 88%	16 76%	63 83%	31 86%	34 77%	28 90%	43 81%
Upgraded estate and equipment	137 80%	78 80%	57 81%	2 50%	33 83%	35 83%	57 86%	25 68%	20 77%	19 73%	15 71%	62 82%	28 78%	33 75%	25 81%	39 74%
More non-clinical staff (e.g. link workers)	130 76%	68 69%	58 83%	4 100%	32 80%	35 83%	50 76%	28 76%	18 69%	22 85%	19 90%	62 82%	31 86%	39 89%	26 84%	40 75%
More performance-based funding	66 38%	36 37%	29 41%	1 25%	19 48%	19 45%	25 38%	18 49%	11 42%	11 42%	10 48%	32 42%	15 42%	19 43%	11 35%	23 43%
Legislative changes to free up clinical time (e.g. fit note certification)	132 77%	80 82%	51 73%	1 25%	27 68%	33 79%	55 83%	27 73%	21 81%	19 73%	16 76%	52 68%	24 67%	31 70%	22 71%	40 75%

SPUC - IPPR - System Leaders Poll

Q5A. SUM Important: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Total	Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Interoperable IT systems (across primary, community and mental health services)	169 98%	65 98%	6 100%	- -	49 100%	19 100%	45 96%	2 67%	26 96%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	12 92%	26 100%	- -
More GP trainees	143 83%	54 82%	3 50%	- -	41 84%	16 84%	42 89%	2 67%	23 85%	8 62%	8 57%	1 100%	21 91%	16 94%	11 65%	19 86%	12 92%	23 88%	- -
More non-GP clinical staff (e.g. physiotherapists)	142 83%	53 80%	3 50%	- -	39 80%	18 95%	42 89%	1 33%	26 96%	10 77%	10 71%	1 100%	19 83%	14 82%	16 94%	19 86%	9 69%	21 81%	1 100%
More core funding (capitated)	141 82%	54 82%	4 67%	- -	41 84%	16 84%	39 83%	2 67%	21 78%	9 69%	12 86%	1 100%	19 83%	14 82%	14 82%	16 73%	11 85%	24 92%	1 100%
Upgraded estate and equipment	137 80%	53 80%	5 83%	- -	39 80%	16 84%	37 79%	2 67%	23 85%	12 92%	12 86%	1 100%	20 87%	15 88%	10 59%	16 73%	9 69%	21 81%	1 100%
More non-clinical staff (e.g. link workers)	130 76%	47 71%	3 50%	- -	35 71%	14 74%	41 87% a	- -	24 89%	10 77%	12 86%	1 100%	17 74%	12 71%	11 65%	14 64%	11 85%	22 85%	- -
More performance-based funding	66 38%	20 30%	3 50%	- -	22 45%	8 42%	18 38%	- -	6 22%	5 38%	6 43%	- -	10 43%	7 41%	7 41%	10 45%	6 46%	12 46%	- -
Legislative changes to free up clinical time (e.g. fit note certification)	132 77%	53 80%	4 67%	- -	40 82%	13 68%	32 68%	1 33%	24 89%	11 85%	9 64%	1 100%	17 74%	16 94%	11 65%	14 64%	11 85%	21 81%	1 100%

SPUC - IPPR - System Leaders Poll

Q5B. SUM Unimportant: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

		Primary work area			Setting/area of work												
					Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
	Total	NHS (local or national)	Local government	Both equally													
Significance Level: 95%		a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
More performance-based funding	61 35%	37 38%	21 30%	3 75%	11 28%	16 38%	26 39%	12 32%	8 31%	7 27%	5 24%	23 30%	12 33%	14 32%	10 32%	22 36%	18 34%
More non-clinical staff (e.g. link workers)	15 9%	11 11%	4 6%	- -	4 10%	3 7%	5 8%	3 8%	4 15%	2 8%	- -	6 8%	2 6%	4 9%	2 6%	5 8%	5 9%
Upgraded estate and equipment	9 5%	6 6%	3 4%	- -	1 3%	1 2%	2 3%	2 5%	- -	- -	1 5%	3 4%	1 3%	4 9%	- -	2 3%	2 4%
More core funding (capitated)	7 4%	3 3%	4 6%	- -	1 3%	2 5%	1 2%	1 3%	- -	- -	- -	4 5%	1 3%	3 7%	1 3%	4 7%	1 2%
More non-GP clinical staff (e.g. physiotherapists)	7 4%	6 6%	1 1%	- -	2 5%	3 7%	4 6%	- -	1 4%	1 4%	- -	2 3%	1 3%	2 5%	- -	2 3%	1 2%
More GP trainees	5 3%	5 5%	- -	- -	- -	1 2%	5 8%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
							hlm										
Interoperable IT systems (across primary, community and mental health services)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Legislative changes to free up clinical time (e.g. fit note certification)	7 4%	5 5%	2 3%	- -	1 3%	2 5%	2 3%	2 5%	- -	1 4%	1 5%	2 3%	1 3%	1 2%	- -	2 3%	2 4%

SPUC - IPPR - System Leaders Poll

Q5B. SUM Unimportant: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	Region		South-West	South-East	Eastern	London	Islands
													West Midlands	East Midlands					
Significance Level: 95%	Total	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
More performance-based funding	61 35%	29 44%	2 33%	- -	15 31%	6 32%	15 32%	2 67%	13 48%	4 31%	3 21%	1 100%	8 35%	6 35%	4 24%	7 32%	5 38%	8 31%	1 100%
More non-clinical staff (e.g. link workers)	15 9%	6 9%	1 17%	- -	6 12%	2 11%	2 4%	2 67%	- -	1 8%	2 14%	- -	1 4%	3 18%	- -	5 23%	1 8%	- -	- -
Upgraded estate and equipment	9 5%	6 9%	- -	- -	1 2%	1 5%	1 2%	1 33%	1 4%	1 8%	1 7%	- -	- -	1 6%	1 6%	1 5%	1 8%	1 4%	- -
More core funding (capitated)	7 4%	2 3%	- -	- -	3 6%	1 5%	2 4%	1 33%	1 4%	1 8%	- -	- -	- -	- -	1 6%	2 9%	1 8%	- -	- -
More non-GP clinical staff (e.g. physiotherapists)	7 4%	3 5%	- -	- -	3 6%	- -	1 2%	1 33%	- -	1 8%	- -	- -	2 9%	1 6%	- -	- -	- -	2 8%	- -
More GP trainees	5 3%	4 6%	1 17%	- -	- -	- -	- -	- -	1 4%	1 8%	1 7%	- -	- -	- -	- -	- -	- -	2 8%	- -
Interoperable IT systems (across primary, community and mental health services)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legislative changes to free up clinical time (e.g. fit note certification)	7	5	-	-	1	2	-	-	-	-	-	-	1	-	1	2	1	2	-
	4%	8%	-	-	2%	11%	-	-	-	-	-	-	4%	-	6%	9%	8%	8%	-

SPUC - IPPR - System Leaders Poll

Q5_1. More core funding (capitated): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
85 49%	48 49%	35 50%	2 50%	17 43%	22 52%	35 53%	14 38%	10 38%	15 58%	8 38%	35 46%	18 50%	20 45%	17 55%	28 46%	25 47%
56 33%	32 33%	23 33%	1 25%	15 38%	13 31%	23 35%	15 41%	12 46%	8 31%	8 38%	28 37%	13 36%	14 32%	11 35%	20 33%	18 34%
18 10%	12 12%	5 7%	1 25%	5 13%	4 10%	7 11%	5 14%	4 15%	3 12%	5 24%	6 8%	3 8%	6 14%	2 6%	7 11%	7 13%
7 4%	3 3%	4 6%	-	1 3%	2 5%	1 2%	1 3%	-	-	-	4 5%	1 3%	3 7%	1 3%	4 7%	1 2%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 3%	3 3%	3 4%	-	2 5%	1 2%	-	2 5%	-	-	-	3 4%	1 3%	1 2%	-	2 3%	2 4%
141 82%	80 82%	58 83%	3 75%	32 80%	35 83%	58 88%	29 78%	22 85%	23 88%	16 76%	63 83%	31 86%	34 77%	28 90%	48 79%	43 81%
7 4%	3 3%	4 6%	-	1 3%	2 5%	1 2%	1 3%	-	-	-	4 5%	1 3%	3 7%	1 3%	4 7%	1 2%
134 78%	77 79%	54 77%	3 75%	31 78%	33 79%	57 86%	28 76%	22 85%	23 88%	16 76%	59 78%	30 83%	31 70%	27 87%	44 72%	42 79%

SPUC - IPPR - System Leaders Poll

Q5_1. More core funding (capitated): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1	
100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
85	29	2	-	26	11	28	1	16	5	6	1	16	7	7	8	8	11	1	
49%	44%	33%	-	53%	58%	60%	33%	59%	38%	43%	100%	70%	41%	41%	36%	62%	42%	100%	
56	25	2	-	15	5	11	1	5	4	6	-	3	7	7	8	3	13	-	
33%	38%	33%	-	31%	26%	23%	33%	19%	31%	43%	-	13%	41%	41%	36%	23%	50%	-	
18	9	2	-	3	1	3	-	3	3	2	-	3	3	1	3	-	2	-	
10%	14%	33%	-	6%	5%	6%	-	11%	23%	14%	-	13%	18%	6%	14%	-	8%	-	
7	2	-	-	3	1	2	1	1	1	-	-	-	-	1	2	1	-	-	
4%	3%	-	-	6%	5%	4%	33%	4%	8%	-	-	-	-	6%	9%	8%	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6	1	-	-	2	1	3	-	2	-	-	-	1	-	1	1	1	-	-	
3%	2%	-	-	4%	5%	6%	-	7%	-	-	-	4%	-	6%	5%	8%	-	-	
141	54	4	-	41	16	39	2	21	9	12	1	19	14	14	16	11	24	1	
82%	82%	67%	-	84%	84%	83%	67%	78%	69%	86%	100%	83%	82%	82%	73%	85%	92%	100%	
7	2	-	-	3	1	2	1	1	1	-	-	-	-	1	2	1	-	-	
4%	3%	-	-	6%	5%	4%	33%	4%	8%	-	-	-	-	6%	9%	8%	-	-	
134	52	4	-	38	15	37	1	20	8	12	1	19	14	13	14	10	24	1	
78%	79%	67%	-	78%	79%	79%	33%	74%	62%	86%	100%	83%	82%	76%	64%	77%	92%	100%	

SPUC - IPPR - System Leaders Poll

Q5_2. More performance-based funding: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
20 12%	7 7%	13 19% a	- -	8 20%	6 14%	7 11%	5 14%	5 19%	4 15%	3 14%	15 20%	6 17%	7 16%	2 6%	10 16%	7 13%
46 27%	29 30%	16 23%	1 25%	11 28%	13 31%	18 27%	13 35%	6 23%	7 27%	7 33%	17 22%	9 25%	12 27%	9 29%	17 28%	16 30%
37 22%	24 24%	13 19%	- -	7 18%	6 14%	14 21%	5 14%	6 23%	7 27%	5 24%	14 18%	5 14%	7 16%	8 26% l	6 10%	10 19%
36 21%	22 22%	11 16%	3 75%	7 18%	12 29%	16 24%	7 19%	4 15%	5 19%	4 19%	14 18%	8 22%	9 20%	7 23%	14 23%	10 19%
25 15%	15 15%	10 14%	- -	4 10%	4 10%	10 15%	5 14%	4 15%	2 8%	1 5%	9 12%	4 11%	5 11%	3 10%	8 13%	8 15%
8 5%	1 1%	7 10% a	- -	3 8%	1 2%	1 2%	2 5%	1 4%	1 4%	1 5%	7 9% c	4 11% c	4 9%	2 6%	6 10% c	2 4%
66 38%	36 37%	29 41%	1 25%	19 48%	19 45%	25 38%	18 49%	11 42%	11 42%	10 48%	32 42%	15 42%	19 43%	11 35%	27 44%	23 43%
61 35%	37 38%	21 30%	3 75%	11 28%	16 38%	26 39%	12 32%	8 31%	7 27%	5 24%	23 30%	12 33%	14 32%	10 32%	22 36%	18 34%
5 3%	-1 -1%	8 11%	-2 -50%	8 20% k	3 7%	-1 -2%	6 16%	3 12%	4 15%	5 24%	9 12%	3 8%	5 11%	1 3%	5 8%	5 9%

SPUC - IPPR - System Leaders Poll

Q5_2. More performance-based funding: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
20 12%	4 6%	- -	- -	4 8%	3 16%	10 21% a	- -	- -	1 8%	1 7%	- -	6 26%	2 12%	2 12%	4 18%	1 8%	3 12%	- -	
46 27%	16 24%	3 50%	- -	18 37% f	5 26%	8 17%	- -	6 22%	4 31%	5 36%	- -	4 17%	5 29%	5 29%	6 27%	5 38%	9 35%	- -	
37 22%	16 24%	1 17%	- -	9 18%	4 21%	10 21%	1 33%	7 26%	3 23%	5 36%	- -	4 17%	3 18%	4 24%	3 14%	2 15%	6 23%	- -	
36 21%	17 26%	- -	- -	9 18%	2 11%	12 26%	2 67%	6 22%	3 23%	2 14%	- -	5 22%	3 18%	3 18%	5 23%	1 8%	6 23%	1 100%	
25 15%	12 18%	2 33%	- -	6 12%	4 21%	3 6%	- -	7 26%	1 8%	1 7%	1 100%	3 13%	3 18%	1 6%	2 9%	4 31%	2 8%	- -	
8 5%	1 2%	- -	- -	3 6%	1 5%	4 9%	- -	1 4%	1 8%	- -	- -	1 4%	1 6%	2 12%	2 9%	- -	- -	- -	
66 38%	20 30%	3 50%	- -	22 45%	8 42%	18 38%	- -	6 22%	5 38%	6 43%	- -	10 43%	7 41%	7 41%	10 45%	6 46%	12 46%	- -	
61 35%	29 44%	2 33%	- -	15 31%	6 32%	15 32%	2 67%	13 48%	4 31%	3 21%	1 100%	8 35%	6 35%	4 24%	7 32%	5 38%	8 31%	1 100%	
5 3%	-9 -14%	1 17%	- -	7 14%	2 11%	3 6%	-2 -67%	-7 -26%	1 8%	3 21%	-1 -100%	2 9%	1 6%	3 18%	3 14%	1 8%	4 15%	-1 -100%	

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Q5_3. More GP trainees: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	c	a	b	c	d	e	f	g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
87 51%	40 41%	44 63% a	3 75%	17 43%	24 57%	32 48%	18 49%	13 50%	14 54%	10 48%	44 58%	21 58%	23 52%	19 61%	35 57%	25 47%
56 33%	37 38%	18 26%	1 25%	15 38%	12 29%	21 32%	16 43%	9 35%	10 38%	9 43%	21 28%	10 28%	15 34%	11 35%	17 28%	20 38%
17 10%	15 15% b	2 3%	- -	4 10%	4 10%	8 12%	2 5%	4 15%	2 8%	2 10%	5 7%	1 3%	3 7%	1 3%	4 7%	7 13%
5 3%	5 5%	- -	- -	- -	1 2%	5 8% hlm	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
7 4%	1 1%	6 9% a	- -	4 10% c	1 2%	- -	1 3%	- -	- -	- -	6 8% c	4 11% c	3 7% c	- -	5 8% c	1 2%
143 83%	77 79%	62 89%	4 100%	32 80%	36 86%	53 80%	34 92%	22 85%	24 92%	19 90%	65 86%	31 86%	38 86%	30 97% ac	52 85%	45 85%
5 3%	5 5%	- -	- -	- -	1 2%	5 8% hlm	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
138 80%	72 73%	62 89% a	4 100%	32 80%	35 83%	48 73% c	34 92% c	22 85%	24 92%	19 90%	65 86%	31 86%	38 86%	30 97% ac	52 85%	45 85%

SPUC - IPPR - System Leaders Poll

Q5_3. More GP trainees: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Very important	87 51%	29 44%	1 17%	- -	24 49%	12 63%	33 70% ad	- -	17 63%	4 31%	5 36%	1 100%	16 70%	9 53%	6 35%	16 73%	6 46%	8 31%	- -
Fairly important	56 33%	25 38% f	2 33%	- -	17 35%	4 21%	9 19%	2 67%	6 22%	4 31%	3 21%	- -	5 22%	7 41%	5 29%	3 14%	6 46%	15 58%	- -
Neither important nor unimportant	17 10%	7 11% f	2 33%	- -	7 14% f	2 11%	- -	- -	2 7%	4 31%	5 36%	- -	1 4%	1 6%	4 24%	1 5%	1 8%	1 4%	- -
Not very important	5 3%	4 6%	1 17%	- -	- -	- -	- -	- -	1 4%	1 8%	1 7%	- -	- -	- -	- -	- -	- -	2 8%	- -
Not important at all	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Don't know	7 4%	1 2%	- -	- -	1 2%	1 5%	5 11% a	1 33%	1 4%	- -	- -	- -	1 4%	- -	2 12%	2 9%	- -	- -	1 100%
SUM: Important	143 83%	54 82%	3 50%	- -	41 84%	16 84%	42 89%	2 67%	23 85%	8 62%	8 57%	1 100%	21 91%	16 94%	11 65%	19 86%	12 92%	23 88%	- -
SUM: Unimportant	5 3%	4 6%	1 17%	- -	- -	- -	- -	- -	1 4%	1 8%	1 7%	- -	- -	- -	- -	- -	- -	2 8%	- -
Net: Important	138 80%	50 76%	2 33%	- -	41 84%	16 84%	42 89%	2 67%	22 81%	7 54%	7 50%	1 100%	21 91%	16 94%	11 65%	19 86%	12 92%	21 81%	- -

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Q5_4. More non-GP clinical staff (e.g. physiotherapists): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	c	a	b	c	d	e	f	g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
77 45%	40 41%	36 51%	1 25%	19 48%	22 52%	32 48%	17 46%	14 54%	10 38%	9 43%	37 49%	20 56%	26 59%	14 45%	31 51%	23 43%
65 38%	36 37%	26 37%	3 75%	14 35%	12 29%	21 32%	13 35%	8 31%	10 38%	11 52%	29 38%	11 31%	12 27%	14 45%	21 34%	20 38%
19 11%	15 15%	4 6%	- -	3 8%	4 10%	8 12%	5 14%	2 8%	4 15%	- -	5 7%	2 6%	2 5%	2 6%	4 7%	7 13%
6 3%	5 5%	1 1%	- -	2 5%	3 7%	4 6%	- -	- -	- -	- -	1 1%	1 3%	2 5%	- -	2 3%	- -
1 1%	1 1%	- -	- -	- -	- -	- -	- -	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	1 2%
4 2%	1 1%	3 4%	- -	2 5%	1 2%	1 2%	2 5%	1 4%	1 4%	1 5%	3 4%	2 6%	2 5%	1 3%	3 5%	2 4%
142 83%	76 78%	62 89%	4 100%	33 83%	34 81%	53 80%	30 81%	22 85%	20 77%	20 95%	66 87%	31 86%	38 86%	28 90%	52 85%	43 81%
7 4%	6 6%	1 1%	- -	2 5%	3 7%	4 6%	- -	1 4%	1 4%	- -	2 3%	1 3%	2 5%	- -	2 3%	1 2%
135 78%	70 71%	61 87%	4 100%	31 78%	31 74%	49 74%	30 81%	21 81%	19 73%	20 95%	64 84%	30 83%	36 82%	28 90%	50 82%	42 79%

SPUC - IPPR - System Leaders Poll

Q5_4. More non-GP clinical staff (e.g. physiotherapists): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1	
100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
77	28	1	-	24	8	22	-	17	5	5	1	12	7	10	10	5	9	-	
45%	42%	17%	-	49%	42%	47%	-	63%	38%	36%	100%	52%	41%	59%	45%	38%	35%	-	
65	25	2	-	15	10	20	1	9	5	5	-	7	7	6	9	4	12	1	
38%	38%	33%	-	31%	53%	43%	33%	33%	38%	36%	-	30%	41%	35%	41%	31%	46%	100%	
19	8	3	-	7	-	2	1	-	2	4	-	2	2	-	2	3	3	-	
11%	12%	50%	-	14%	-	4%	33%	-	15%	29%	-	9%	12%	-	9%	23%	12%	-	
6	3	-	-	2	-	1	1	-	1	-	-	1	1	-	-	-	2	-	
3%	5%	-	-	4%	-	2%	33%	-	8%	-	-	4%	6%	-	-	-	8%	-	
1	-	-	-	1	-	-	-	-	-	-	-	1	-	-	-	-	-	-	
1%	-	-	-	2%	-	-	-	-	-	-	-	4%	-	-	-	-	-	-	
4	2	-	-	-	1	2	-	1	-	-	-	-	-	1	1	1	-	-	
2%	3%	-	-	-	5%	4%	-	4%	-	-	-	-	-	6%	5%	8%	-	-	
142	53	3	-	39	18	42	1	26	10	10	1	19	14	16	19	9	21	1	
83%	80%	50%	-	80%	95%	89%	33%	96%	77%	71%	100%	83%	82%	94%	86%	69%	81%	100%	
7	3	-	-	3	-	1	1	-	1	-	-	2	1	-	-	-	2	-	
4%	5%	-	-	6%	-	2%	33%	-	8%	-	-	9%	6%	-	-	-	8%	-	
135	50	3	-	36	18	41	-	26	9	10	1	17	13	16	19	9	19	1	
78%	76%	50%	-	73%	95%	87%	-	96%	69%	71%	100%	74%	76%	94%	86%	69%	73%	100%	

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Q5_5. More non-clinical staff (e.g. link workers): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
51 30%	24 24%	25 36%	2 50%	14 35%	17 40%	20 30%	11 30%	8 31%	9 35%	6 29%	26 34%	16 44%	17 39%	11 35%	21 34%	15 28%
79 46%	44 45%	33 47%	2 50%	18 45%	18 43%	30 45%	17 46%	10 38%	13 50%	13 62%	36 47%	15 42%	22 50%	15 48%	30 49%	25 47%
23 13%	18 18% b	5 7%	- -	2 5%	3 7%	10 15% j	4 11% j	3 12%	1 4%	1 5%	5 7%	2 6%	- -	2 6%	3 5%	6 11% j
13 8%	11 11% b	2 3%	- -	2 5%	3 7%	5 8%	2 5%	3 12%	2 8%	- -	4 5%	1 3%	2 5%	1 3%	3 5%	4 8%
2 1%	- -	2 3%	- -	2 5%	- -	- -	1 3%	1 4%	- -	- -	2 3%	1 3%	2 5%	1 3%	2 3%	1 2%
4 2%	1 1%	3 4%	- -	2 5%	1 2%	1 2%	2 5%	1 4%	1 4%	1 5%	3 4%	1 3%	1 2%	1 3%	2 3%	2 4%
130 76%	68 69%	58 83% a	4 100%	32 80%	35 83%	50 76%	28 76%	18 69%	22 85%	19 90%	62 82%	31 86%	39 89%	26 84%	51 84%	40 75%
15 9%	11 11%	4 6%	- -	4 10%	3 7%	5 8%	3 8%	4 15%	2 8%	- -	6 8%	2 6%	4 9%	2 6%	5 8%	5 9%
115 67%	57 58%	54 77% a	4 100%	28 70%	32 76%	45 68%	25 68%	14 54%	20 77%	19 90%	56 74%	29 81%	35 80%	24 77%	46 75%	35 66%

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Q5_5. More non-clinical staff (e.g. link workers): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
51 30%	18 27%	1 17%	- -	16 33%	6 32%	16 34%	- -	14 52%	1 8%	4 29%	1 100%	6 26%	5 29%	6 35%	2 9%	5 38%	7 27%	- -	
79 46%	29 44%	2 33%	- -	19 39%	8 42%	25 53%	- -	10 37%	9 69%	8 57%	- -	11 48%	7 41%	5 29%	12 55%	6 46%	15 58%	- -	
23 13%	12 18%	2 33%	- -	6 12%	3 16%	3 6%	1 33%	2 7%	2 15%	- -	- -	4 17%	2 12%	6 35%	1 5%	1 8%	4 15%	1 100%	
13 8%	5 8%	1 17%	- -	5 10%	2 11%	1 2%	2 67%	- -	1 8%	1 7%	- -	1 4%	3 18%	- -	4 18%	1 8%	- -	- -	
2 1%	1 2%	- -	- -	1 2%	- -	1 2%	- -	- -	- -	1 7%	- -	- -	- -	- -	1 5%	- -	- -	- -	
4 2%	1 2%	- -	- -	2 4%	- -	1 2%	- -	1 4%	- -	- -	- -	1 4%	- -	- -	2 9%	- -	- -	- -	
130 76%	47 71%	3 50%	- -	35 71%	14 74%	41 87% a	- -	24 89%	10 77%	12 86%	1 100%	17 74%	12 71%	11 65%	14 64%	11 85%	22 85%	- -	
15 9%	6 9%	1 17%	- -	6 12%	2 11%	2 4%	2 67%	- -	1 8%	2 14%	- -	1 4%	3 18%	- -	5 23%	1 8%	- -	- -	
115 67%	41 62%	2 33%	- -	29 59%	12 63%	39 83% ad	-2 -67%	24 89%	9 69%	10 71%	1 100%	16 70%	9 53%	11 65%	9 41%	10 77%	22 85%	- -	

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Q5_6. Upgraded estate and equipment: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work													
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust	
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m	
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%	
75 44%	50 51%	24 34%	1 25%	18 45%	21 50%	38 58% hijl	15 41%	13 50%	13 50%	11 52%	28 37%	13 36%	15 34%	14 45%	24 39%	25 47%	
62 36%	28 29%	33 47% a	1 25%	15 38%	14 33%	19 29%	10 27%	7 27%	6 23%	4 19%	34 45% m	15 42%	18 41%	11 35%	25 41%	14 26%	
19 11%	11 11%	6 9%	2 50%	3 8%	4 10%	6 9%	7 19%	5 19%	6 23%	4 19%	7 9%	4 11%	5 11%	5 16%	6 10%	9 17%	
9 5%	6 6%	3 4%	- -	1 3%	1 2%	2 3%	2 5%	- -	- -	1 5%	3 4%	1 3%	4 9%	- -	2 3%	2 4%	
- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
7 4%	3 3%	4 6%	- -	3 8%	2 5%	1 2%	3 8%	1 4%	1 4%	1 5%	4 5%	3 8%	2 5%	1 3%	4 7%	3 6%	
137 80%	78 80%	57 81%	2 50%	33 83%	35 83%	57 86% d	25 68%	20 77%	19 73%	15 71%	62 82%	28 78%	33 75%	25 81%	49 80%	39 74%	
9 5%	6 6%	3 4%	- -	1 3%	1 2%	2 3%	2 5%	- -	- -	1 5%	3 4%	1 3%	4 9%	- -	2 3%	2 4%	
128 74%	72 73%	54 77%	2 50%	32 80%	34 81%	55 83% dj	23 62%	20 77%	19 73%	14 67%	59 78%	27 75%	29 66%	25 81%	47 77%	37 70%	

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Q5_6. Upgraded estate and equipment: How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1	
100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
75	29	2	-	21	9	20	1	14	4	8	-	9	8	6	11	7	10	-	
44%	44%	33%	-	43%	47%	43%	33%	52%	31%	57%	-	39%	47%	35%	50%	54%	38%	-	
62	24	3	-	18	7	17	1	9	8	4	1	11	7	4	5	2	11	1	
36%	36%	50%	-	37%	37%	36%	33%	33%	62%	29%	100%	48%	41%	24%	23%	15%	42%	100%	
19	6	1	-	7	1	5	-	1	-	1	-	3	1	4	4	2	3	-	
11%	9%	17%	-	14%	5%	11%	-	4%	-	7%	-	13%	6%	24%	18%	15%	12%	-	
9	6	-	-	1	1	1	1	1	1	1	-	-	1	1	1	1	1	-	
5%	9%	-	-	2%	5%	2%	33%	4%	8%	7%	-	-	6%	6%	5%	8%	4%	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
7	1	-	-	2	1	4	-	2	-	-	-	-	-	2	1	1	1	-	
4%	2%	-	-	4%	5%	9%	-	7%	-	-	-	-	-	12%	5%	8%	4%	-	
137	53	5	-	39	16	37	2	23	12	12	1	20	15	10	16	9	21	1	
80%	80%	83%	-	80%	84%	79%	67%	85%	92%	86%	100%	87%	88%	59%	73%	69%	81%	100%	
9	6	-	-	1	1	1	1	1	1	1	-	-	1	1	1	1	1	-	
5%	9%	-	-	2%	5%	2%	33%	4%	8%	7%	-	-	6%	6%	5%	8%	4%	-	
128	47	5	-	38	15	36	1	22	11	11	1	20	14	9	15	8	20	1	
74%	71%	83%	-	78%	79%	77%	33%	81%	85%	79%	100%	87%	82%	53%	68%	62%	77%	100%	

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Q5_7. Interoperable IT systems (across primary, community and mental health services): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
125 73%	77 79%	46 66%	2 50%	30 75%	33 79%	48 73%	29 78%	21 81%	21 81%	13 62%	49 64%	26 72%	28 64%	19 61%	43 70%	44 83% hjk
44 26%	21 21%	21 30%	2 50%	9 23%	8 19%	17 26%	7 19%	4 15%	4 15%	7 33%	24 32% m	8 22%	15 34% m	11 35% m	16 26%	8 15%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3 2%	- -	3 4% a	- -	1 3%	1 2%	1 2%	1 3%	1 4%	1 4%	1 5%	3 4%	2 6%	1 2%	1 3%	2 3%	1 2%
169 98%	98 100% b	67 96%	4 100%	39 98%	41 98%	65 98%	36 97%	25 96%	25 96%	20 95%	73 96%	34 94%	43 98%	30 97%	59 97%	52 98%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
169 98%	98 100% b	67 96%	4 100%	39 98%	41 98%	65 98%	36 97%	25 96%	25 96%	20 95%	73 96%	34 94%	43 98%	30 97%	59 97%	52 98%

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Q5_7. Interoperable IT systems (across primary, community and mental health services): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Very important	125 73%	45 68%	4 67%	- -	38 78%	15 79%	33 70%	1 33%	23 85%	7 54%	10 71%	1 100%	16 70%	12 71%	11 65%	14 64%	9 69%	25 96%	- -
Fairly important	44 26%	20 30%	2 33%	- -	11 22%	4 21%	12 26%	1 33%	3 11%	6 46%	4 29%	- -	7 30%	5 29%	6 35%	8 36%	3 23%	1 4%	- -
Neither important nor unimportant	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Not very important	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Not important at all	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Don't know	3 2%	1 2%	- -	- -	- -	- -	2 4%	1 33%	1 4%	- -	- -	- -	- -	- -	- -	- -	1 8%	- -	1 100%
SUM: Important	169 98%	65 98%	6 100%	- -	49 100%	19 100%	45 96%	2 67%	26 96%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	12 92%	26 100%	- -
SUM: Unimportant	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Net: Important	169 98%	65 98%	6 100%	- -	49 100%	19 100%	45 96%	2 67%	26 96%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	12 92%	26 100%	- -

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Q5_8. Legislative changes to free up clinical time (e.g. fit note certification): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
62 36%	37 38%	24 34%	1 25%	12 30%	18 43%	31 47%	12 32%	13 50%	12 46%	8 38%	25 33%	10 28%	16 36%	13 42%	22 36%	18 34%
70 41%	43 44%	27 39%	- -	15 38%	15 36%	24 36%	15 41%	8 31%	7 27%	8 38%	27 36%	14 39%	15 34%	9 29%	22 36%	22 42%
25 15%	12 12%	10 14%	3 75%	8 20%	5 12%	7 11%	6 16%	4 15%	5 19%	3 14%	15 20%	8 22%	9 20%	6 19%	10 16%	9 17%
6 3%	5 5%	1 1%	- -	- -	1 2%	2 3%	1 3%	- -	- -	1 5%	1 1%	- -	- -	- -	1 2%	1 2%
1 1%	- -	1 1%	- -	1 3%	1 2%	- -	1 3%	- -	1 4%	- -	1 1%	1 3%	1 2%	- -	1 2%	1 2%
8 5%	1 1%	7 10% a	- -	4 10%	2 5%	2 3%	2 5%	1 4%	1 4%	1 5%	7 9%	3 8%	3 7%	3 10%	5 8%	2 4%
132 77%	80 82%	51 73%	1 25%	27 68%	33 79%	55 83% h	27 73%	21 81%	19 73%	16 76%	52 68%	24 67%	31 70%	22 71%	44 72%	40 75%
7 4%	5 5%	2 3%	- -	1 3%	2 5%	2 3%	2 5%	- -	1 4%	1 5%	2 3%	1 3%	1 2%	- -	2 3%	2 4%
125 73%	75 77%	49 70%	1 25%	26 65%	31 74%	53 80%	25 68%	21 81%	18 69%	15 71%	50 66%	23 64%	30 68%	22 71%	42 69%	38 72%

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Q5_8. Legislative changes to free up clinical time (e.g. fit note certification): How important or not are each of the following in enabling Primary Care Networks (PCNs) to deliver on their national specifications?

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%	Total	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	62	22	2	-	21	6	17	1	12	6	5	1	8	7	3	9	7	5	1
	36%	33%	33%	-	43%	32%	36%	33%	44%	46%	36%	100%	35%	41%	18%	41%	54%	19%	100%
Fairly important	70	31	2	-	19	7	15	-	12	5	4	-	9	9	8	5	4	16	-
	41%	47%	33%	-	39%	37%	32%	-	44%	38%	29%	-	39%	53%	47%	23%	31%	62%	-
Neither important nor unimportant	25	6	2	-	6	4	11	2	2	1	5	-	3	1	4	3	1	3	-
	15%	9%	33%	-	12%	21%	23% a	67%	7%	8%	36%	-	13%	6%	24%	14%	8%	12%	-
Not very important	6	4	-	-	1	2	-	-	-	-	-	-	-	-	1	2	1	2	-
	3%	6%	-	-	2%	11%	-	-	-	-	-	-	-	-	6%	9%	8%	8%	-
Not important at all	1	1	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
	1%	2%	-	-	-	-	-	-	-	-	-	-	4%	-	-	-	-	-	-
Don't know	8	2	-	-	2	-	4	-	1	1	-	-	2	-	1	3	-	-	-
	5%	3%	-	-	4%	-	9%	-	4%	8%	-	-	9%	-	6%	14%	-	-	-
SUM: Important	132	53	4	-	40	13	32	1	24	11	9	1	17	16	11	14	11	21	1
	77%	80%	67%	-	82%	68%	68%	33%	89%	85%	64%	100%	74%	94%	65%	64%	85%	81%	100%
SUM: Unimportant	7	5	-	-	1	2	-	-	-	-	-	-	1	-	1	2	1	2	-
	4%	8%	-	-	2%	11%	-	-	-	-	-	-	4%	-	6%	9%	8%	8%	-
Net: Important	125	48	4	-	39	11	32	1	24	11	9	1	16	16	10	12	10	19	1
	73%	73%	67%	-	80%	58%	68%	33%	89%	85%	64%	100%	70%	94%	59%	55%	77%	73%	100%

SPUC - IPPR - System Leaders Poll

Q6. To what extent do you agree or disagree with the following statements? Summary table

BASE: All respondents

	Total	Scale								
		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know	SUM: Agree	SUM: Disagree	Net: Agree
Significance Level: 95%		*a	*b	*c	*d	*e	*f	*g	*h	*i
Complex financial incentives do more harm than good for population health and/or patient care	172 100%	74 43%	65 38%	17 10%	11 6%	1 1%	4 2%	139 81%	12 7%	127 74%
Covid-19 means the NHS funding deal (plus top ups announced in 2020) is no longer sufficient to deliver the Long Term Plan	172 100%	83 48%	51 30%	24 14%	9 5%	2 1%	3 2%	134 78%	11 6%	123 72%
The NHS will struggle to deliver the Long Term Plan without legislative reform	172 100%	59 34%	60 35%	32 19%	9 5%	7 4%	5 3%	119 69%	16 9%	103 60%
In my experience, beneficial changes that occurred at the start of the Covid-19 pandemic are dissipating	172 100%	18 10%	59 34%	43 25%	38 22%	10 6%	4 2%	77 45%	48 28%	29 17%
In my area, quality is measured and regulated primarily at the system-level	172 100%	12 7%	60 35%	46 27%	36 21%	10 6%	8 5%	72 42%	46 27%	26 15%
In my area, health and social care budgets are pooled	172 100%	10 6%	28 16%	32 19%	48 28%	46 27%	8 5%	38 22%	94 55%	-56 -33%
In my experience, the national-regional-local relationship works well in its current form	172 100%	3 2%	24 14%	38 22%	65 38%	41 24%	1 1%	27 16%	106 62%	-79 -46%

SPUC - IPPR - System Leaders Poll

Q6A. SUM Agree: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Complex financial incentives do more harm than good for population health and/or patient care	139 81%	77 79%	58 83%	4 100%	31 78%	31 74%	49 74%	30 81%	22 85%	23 88%	18 86%	63 83%	30 83%	36 82%	23 74%	42 79%
The NHS will struggle to deliver the Long Term Plan without legislative reform	119 69%	67 68%	49 70%	3 75%	30 75%	32 76%	45 68%	26 70%	23 88%	22 85%	18 86%	54 71%	23 64%	31 70%	27 87% ci	41 77%
In my experience, beneficial changes that occurred at the start of the Covid-19 pandemic are dissipating	77 45%	51 52% b	24 34%	2 50%	16 40%	15 36%	32 48% l	17 46%	13 50%	13 50%	10 48%	28 37%	11 31%	18 41%	16 52%	26 49%
In my area, quality is measured and regulated primarily at the system-level	72 42%	34 35%	35 50% a	3 75%	18 45%	21 50%	27 41%	15 41%	12 46%	13 50%	7 33%	39 51%	22 61% m	25 57%	16 52%	20 38%
In my area, health and social care budgets are pooled	38 22%	15 15%	22 31% a	1 25%	13 33%	16 38%	14 21%	10 27%	7 27%	9 35%	5 24%	23 30%	16 44% c	17 39% c	10 32%	13 25%
In my experience, the national-regional-local relationship works well in its current form	27 16%	13 13%	14 20%	- -	5 13%	3 7%	5 8%	6 16%	4 15%	5 19%	3 14%	13 17%	6 17%	9 20% c	5 16%	10 19%
Covid-19 means the NHS funding deal (plus top ups announced in 2020) is no longer sufficient to deliver the Long Term Plan	134 78%	83 85% b	48 69%	3 75%	27 68%	31 74%	50 76%	30 81%	17 65%	18 69%	15 71%	51 67%	22 61%	27 61%	23 74%	42 79%

SPUC - IPPR - System Leaders Poll

Q6A. SUM Agree: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role							Region											
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Complex financial incentives do more harm than good for population health and/or patient care	139 81%	51 77%	5 83%	- -	41 84%	16 84%	38 81%	3 100%	21 78%	9 69%	13 93%	1 100%	21 91%	16 94%	11 65%	16 73%	9 69%	22 85%	1 100%
The NHS will struggle to deliver the Long Term Plan without legislative reform	119 69%	43 65%	4 67%	- -	39 80%	15 79%	32 68%	- -	23 85%	8 62%	9 64%	- -	15 65%	13 76%	13 76%	18 82%	10 77%	14 54%	- -
In my experience, beneficial changes that occurred at the start of the Covid-19 pandemic are dissipating	77 45%	31 47%	4 67%	- -	21 43%	10 53%	13 28%	- -	10 37%	5 38%	10 71%	1 100%	11 48%	6 35%	9 53%	9 41%	5 38%	13 50%	- -
In my area, quality is measured and regulated primarily at the system-level	72 42%	26 39%	2 33%	- -	22 45%	10 53%	17 36%	2 67%	15 56%	7 54%	7 50%	1 100%	5 22%	8 47%	5 29%	8 36%	3 23%	12 46%	1 100%
In my area, health and social care budgets are pooled	38 22%	6 9%	1 17%	- -	14 29%	5 26%	13 28%	2 67%	10 37%	5 38%	1 7%	- -	6 26%	3 18%	- -	- -	3 23%	8 31%	1 100%
In my experience, the national-regional-local relationship works well in its current form	27 16%	7 11%	- -	- -	9 18%	4 21%	8 17%	- -	5 19%	1 8%	2 14%	1 100%	3 13%	4 24%	4 24%	- -	1 8%	7 27%	- -
Covid-19 means the NHS funding deal (plus top ups announced in 2020) is no longer sufficient to deliver the Long Term Plan	134 78%	51 77%	5 83%	- -	39 80%	15 79%	35 74%	- -	22 81%	9 69%	11 79%	- -	18 78%	14 82%	13 76%	15 68%	10 77%	23 88%	- -

SPUC - IPPR - System Leaders Poll

Q6B. SUM Disagree: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area				Setting/area of work												
	Total	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Significance Level: 95%		a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
In my experience, the national-regional-local relationship works well in its current form	106 62%	66 67%	37 53%	3 75%	31 78% hkm	31 74%	50 76% hkm	23 62%	13 50%	16 62%	17 81%	43 57%	22 61%	26 59%	17 55%	38 62%	30 57%
In my area, health and social care budgets are pooled	94 55%	58 59%	34 49%	2 50%	21 53%	17 40%	37 56%	20 54%	15 58%	12 46%	12 57%	39 51%	15 42%	23 52%	14 45%	33 54%	31 58%
In my experience, beneficial changes that occurred at the start of the Covid-19 pandemic are dissipating	48 28%	26 27%	22 31%	- -	12 30%	15 36%	19 29%	10 27%	6 23%	4 15%	5 24%	24 32%	14 39% k	13 30%	5 16%	20 33%	12 23%
In my area, quality is measured and regulated primarily at the system-level	46 27%	34 35% b	12 17%	- -	13 33%	11 26%	18 27%	15 41% hikl	8 31%	5 19%	8 38%	13 17%	6 17%	11 25%	5 16%	13 21%	19 36% h
The NHS will struggle to deliver the Long Term Plan without legislative reform	16 9%	11 11%	5 7%	- -	4 10%	4 10%	6 9%	5 14% k	- -	1 4%	- -	4 5%	3 8%	5 11%	- -	4 7%	5 9%
Complex financial incentives do more harm than good for population health and/or patient care	12 7%	9 9%	3 4%	- -	4 10%	3 7%	8 12%	4 11%	1 4%	1 4%	1 5%	5 7%	3 8%	4 9%	3 10%	4 7%	4 8%
Covid-19 means the NHS funding deal (plus top ups announced in 2020) is no longer sufficient to deliver the Long Term Plan	11 6%	3 3%	8 11% a	- -	3 8%	2 5%	2 3%	3 8%	2 8%	4 15%	1 5%	9 12%	5 14% c	6 14% c	3 10%	6 10%	4 8%

SPUC - IPPR - System Leaders Poll

Q6B. SUM Disagree: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role							Region											
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	-	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
In my experience, the national-regional-local relationship works well in its current form	106 62%	50 76% df	6 100%	-	26 53%	11 58%	22 47%	1 33%	16 59%	8 62%	11 79%	-	15 65%	9 53%	11 65%	16 73%	9 69%	13 50%	1 100%
In my area, health and social care budgets are pooled	94 55%	40 61%	4 67%	-	27 55%	9 47%	24 51%	1 33%	14 52%	7 54%	8 57%	1 100%	13 57%	9 53%	11 65%	17 77%	5 38%	12 46%	-
In my experience, beneficial changes that occurred at the start of the Covid-19 pandemic are dissipating	48 28%	20 30%	-	-	14 29%	4 21%	16 34%	3 100%	5 19%	3 23%	4 29%	-	3 13%	5 29%	4 24%	12 55%	3 23%	7 27%	1 100%
In my area, quality is measured and regulated primarily at the system-level	46 27%	16 24%	3 50%	-	16 33%	5 26%	9 19%	-	7 26%	3 23%	4 29%	-	5 22%	4 24%	4 24%	6 27%	7 54%	8 31%	-
The NHS will struggle to deliver the Long Term Plan without legislative reform	16 9%	10 15% d	1 17%	-	1 2%	2 11%	3 6%	-	4 15%	1 8%	1 7%	-	3 13%	1 6%	1 6%	-	2 15%	3 12%	-
Complex financial incentives do more harm than good for population health and/or patient care	12 7%	7 11%	-	-	2 4%	2 11%	1 2%	-	-	3 23%	-	-	2 9%	-	3 18%	2 9%	2 15%	1 4%	-
Covid-19 means the NHS funding deal (plus top ups announced in 2020) is no longer sufficient to deliver the Long Term Plan	11 6%	4 6%	-	-	3 6%	1 5%	4 9%	2 67%	1 4%	-	1 7%	-	2 9%	1 6%	1 6%	1 5%	2 15%	-	1 100%

SPUC - IPPR - System Leaders Poll

Q6_1. In my area, health and social care budgets are pooled: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area				Setting/area of work												
					Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Significance Level: 95%	Total	NHS (local or national)	Local government	Both equally	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
Strongly agree	10 6%	3 3%	6 9%	1 25%	4 10%	3 7%	4 6%	1 3%	1 4%	1 4%	1 5%	7 9%	4 11%	5 11%	3 10%	6 10%	1 2%
Tend to agree	28 16%	12 12%	16 23%	- -	9 23%	13 31%	10 15%	9 24%	6 23%	8 31%	4 19%	16 21%	12 33% c	12 27%	7 23%	12 20%	12 23%
Neither agree nor disagree	32 19%	21 21%	11 16%	- -	5 13%	8 19% j	11 17%	5 14%	2 8%	3 12%	3 14%	10 13%	3 8%	2 5%	5 16%	8 13%	7 13%
Tend to disagree	48 28%	28 29%	18 26%	2 50%	8 20%	6 14%	18 27%	9 24%	8 31%	6 23%	8 38%	20 26%	7 19%	14 32%	10 32%	18 30%	16 30%
Strongly disagree	46 27%	30 31%	16 23%	- -	13 33%	11 26%	19 29%	11 30%	7 27%	6 23%	4 19%	19 25%	8 22%	9 20%	4 13%	15 25%	15 28%
Don't know	8 5%	4 4%	3 4%	1 25%	1 3%	1 2%	4 6%	2 5%	2 8%	2 8%	1 5%	4 5%	2 6%	2 5%	2 6%	2 3%	2 4%
SUM: Agree	38 22%	15 15%	22 31% a	1 25%	13 33%	16 38%	14 21%	10 27%	7 27%	9 35%	5 24%	23 30%	16 44% c	17 39% c	10 32%	18 30%	13 25%
SUM: Disagree	94 55%	58 59%	34 49%	2 50%	21 53%	17 40%	37 56%	20 54%	15 58%	12 46%	12 57%	39 51%	15 42%	23 52%	14 45%	33 54%	31 58%
Net: Agree	-56 -33%	-43 -44%	-12 -17%	-1 -25%	-8 -20%	-1 -2%	-23 -35%	-10 -27%	-8 -31%	-3 -12%	-7 -33%	-16 -21%	1 3%	-6 -14%	-4 -13%	-15 -25%	-18 -34%

SPUC - IPPR - System Leaders Poll

Q6_1. In my area, health and social care budgets are pooled: To what extent do you agree or disagree with the following statements?

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other												
Significance Level: 95%	Total	a	*b	*c	d	*e	f	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly agree	10 6%	- -	1 17%	- -	3 6% a	2 11%	5 11% a	1 33%	5 19%	1 8%	- -	- -	1 4%	1 6%	- -	- -	- -	1 4%	- -
Tend to agree	28 16%	6 9%	- -	- -	11 22% a	3 16%	8 17%	1 33%	5 19%	4 31%	1 7%	- -	5 22%	2 12%	- -	- -	3 23%	7 27%	1 100%
Neither agree nor disagree	32 19%	16 24%	1 17%	- -	8 16%	5 26%	6 13%	- -	2 7%	1 8%	4 29%	- -	4 17%	4 24%	5 29%	3 14%	4 31%	5 19%	- -
Tend to disagree	48 28%	21 32%	1 17%	- -	15 31%	5 26%	11 23%	1 33%	6 22%	4 31%	5 36%	- -	6 26%	5 29%	5 29%	8 36%	4 31%	7 27%	- -
Strongly disagree	46 27%	19 29%	3 50%	- -	12 24%	4 21%	13 28%	- -	8 30%	3 23%	3 21%	1 100%	7 30%	4 24%	6 35%	9 41%	1 8%	5 19%	- -
Don't know	8 5%	4 6%	- -	- -	- -	- -	4 9% d	- -	1 4%	- -	1 7%	- -	- -	1 6%	1 6%	2 9%	1 8%	1 4%	- -
SUM: Agree	38 22%	6 9%	1 17%	- -	14 29% a	5 26%	13 28% a	2 67%	10 37%	5 38%	1 7%	- -	6 26%	3 18%	- -	- -	3 23%	8 31%	1 100%
SUM: Disagree	94 55%	40 61%	4 67%	- -	27 55%	9 47%	24 51%	1 33%	14 52%	7 54%	8 57%	1 100%	13 57%	9 53%	11 65%	17 77%	5 38%	12 46%	- -
Net: Agree	-56 -33%	-34 -52%	-3 -50%	- -	-13 -27%	-4 -21%	-11 -23%	1 33%	-4 -15%	-2 -15%	-7 -50%	-1 -100%	-7 -30%	-6 -35%	-11 -65%	-17 -77%	-2 -15%	-4 -15%	1 100%

SPUC - IPPR - System Leaders Poll

Q6_2. In my area, quality is measured and regulated primarily at the system-level: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Strongly agree	12 7%	9 9%	3 4%	- -	2 5%	4 10%	6 9%	2 5%	2 8%	3 12%	1 5%	3 4%	1 3%	2 5%	1 3%	5 9%
Tend to agree	60 35%	25 26%	32 46% a	3 75%	16 40%	17 40%	21 32%	13 35%	10 38%	10 38%	6 29%	36 47% m	21 58% cm	23 52% cm	15 48% cm	15 28%
Neither agree nor disagree	46 27%	28 29%	17 24%	1 25%	8 20%	8 19%	18 27% j	6 16%	5 19%	7 27%	5 24%	18 24%	4 11%	5 11%	7 23%	13 25%
Tend to disagree	36 21%	26 27%	10 14%	- -	10 25%	9 21%	16 24%	10 27%	8 31%	4 15%	7 33%	10 13%	6 17%	9 20%	4 13%	13 25%
Strongly disagree	10 6%	8 8%	2 3%	- -	3 8%	2 5%	2 3%	5 14% ci	- -	1 4%	1 5%	3 4%	- -	2 5%	1 3%	6 11% i
Don't know	8 5%	2 2%	6 9%	- -	1 3%	2 5%	3 5%	1 3%	1 4%	1 4%	1 5%	6 8%	4 11%	3 7%	3 10%	1 2%
SUM: Agree	72 42%	34 35%	35 50% a	3 75%	18 45%	21 50%	27 41%	15 41%	12 46%	13 50%	7 33%	39 51%	22 61% m	25 57%	16 52%	20 38%
SUM: Disagree	46 27%	34 35% b	12 17%	- -	13 33%	11 26%	18 27%	15 41% hikl	8 31%	5 19%	8 38%	13 17%	6 17%	11 25%	5 16%	19 36% h
Net: Agree	26 15%	- -	23 33% a	3 75%	5 13% dm	10 24% dm	9 14% dm	- -	4 15%	8 31%	-1 -5%	26 34% acdm	16 44% acdm	14 32% acdm	11 35% acdm	1 2% acdm

SPUC - IPPR - System Leaders Poll

Q6_2. In my area, quality is measured and regulated primarily at the system-level: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly agree	12 7%	5 8%	1 17%	- -	5 10%	- -	2 4%	- -	3 11%	3 23%	2 14%	1 100%	- -	1 6%	1 6%	- -	1 8%	- -	- -
Tend to agree	60 35%	21 32%	1 17%	- -	17 35%	10 53%	15 32%	2 67%	12 44%	4 31%	5 36%	- -	5 22%	7 41%	4 24%	8 36%	2 15%	12 46%	1 100%
Neither agree nor disagree	46 27%	21 32%	1 17%	- -	9 18%	4 21%	17 36%	1 33%	4 15%	2 15%	3 21%	- -	12 52%	4 24%	6 35%	6 27%	3 23%	6 23%	- -
Tend to disagree	36 21%	14 21%	3 50%	- -	9 18%	5 26%	8 17%	- -	5 19%	3 23%	4 29%	- -	5 22%	4 24%	4 24%	3 14%	3 23%	7 27%	- -
Strongly disagree	10 6%	2 3%	- -	- -	7 14% af	- -	1 2%	- -	2 7%	- -	- -	- -	- -	- -	- -	3 14%	4 31%	1 4%	- -
Don't know	8 5%	3 5%	- -	- -	2 4%	- -	4 9%	- -	1 4%	1 8%	- -	- -	1 4%	1 6%	2 12%	2 9%	- -	- -	- -
SUM: Agree	72 42%	26 39%	2 33%	- -	22 45%	10 53%	17 36%	2 67%	15 56%	7 54%	7 50%	1 100%	5 22%	8 47%	5 29%	8 36%	3 23%	12 46%	1 100%
SUM: Disagree	46 27%	16 24%	3 50%	- -	16 33%	5 26%	9 19%	- -	7 26%	3 23%	4 29%	- -	5 22%	4 24%	4 24%	6 27%	7 54%	8 31%	- -
Net: Agree	26 15%	10 15%	-1 -17%	- -	6 12%	5 26%	8 17%	2 67%	8 30%	4 31%	3 21%	1 100%	- -	4 24%	1 6%	2 9%	-4 -31%	4 15%	1 100%

SPUC - IPPR - System Leaders Poll

Q6_3. In my experience, the national-regional-local relationship works well in its current form: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Strongly agree	3 2%	1 1%	2 3%	- -	1 3%	1 2%	- -	1 3%	1 4%	1 4%	1 5%	2 3%	1 3%	2 5%	2 6% c	2 3% 4%
Tend to agree	24 14%	12 12%	12 17%	- -	4 10%	2 5%	5 8%	5 14%	3 12%	4 15%	2 10%	11 14%	5 14%	7 16%	3 10%	8 11% 15%
Neither agree nor disagree	38 22%	19 19%	18 26%	1 25%	4 10%	8 19%	11 17%	8 22%	9 35%	5 19%	1 5%	19 25%	7 19%	8 18%	8 26%	13 21% 25%
Tend to disagree	65 38%	39 40%	23 33%	3 75%	19 48%	17 40%	31 47%	13 35%	7 27%	10 38%	13 62%	28 37%	15 42%	17 39%	13 42%	18 39% 34%
Strongly disagree	41 24%	27 28%	14 20%	- -	12 30%	14 33% k	19 29%	10 27%	6 23%	6 23%	4 19%	15 20%	7 19%	9 20%	4 13%	12 23% 23%
Don't know	1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	1 3%	1 2%	1 3%	- 2% -
SUM: Agree	27 16%	13 13%	14 20%	- -	5 13%	3 7%	5 8%	6 16%	4 15%	5 19%	3 14%	13 17%	6 17%	9 20% c	5 16%	10 15% 19%
SUM: Disagree	106 62%	66 67%	37 53%	3 75%	31 78% hkm	31 74%	50 76% hkm	23 62%	13 50%	16 62%	17 81%	43 57%	22 61%	26 59%	17 55%	30 62% 57%
Net: Agree	-79 -46%	-53 -54%	-23 -33%	-3 -75%	-26 -65%	-28 -67%	-45 -68%	-17 -46%	-9 -35%	-11 -42%	-14 -67%	-30 -39%	-16 -44%	-17 -39%	-12 -39%	-20 -48% -38%

SPUC - IPPR - System Leaders Poll

Q6_3. In my experience, the national-regional-local relationship works well in its current form: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
3 2%	1 2%	- -	- -	2 4%	- -	- -	- -	2 7%	- -	1 7%	- -	- -	- -	- -	- -	- -	- -	- -	
24 14%	6 9%	- -	- -	7 14%	4 21%	8 17%	- -	3 11%	1 8%	1 7%	1 100%	3 13%	4 24%	4 24%	- -	1 8%	7 27%	- -	
38 22%	9 14%	- -	- -	14 29%	4 21%	16 34% a	2 67%	6 22%	4 31%	1 7%	- -	5 22%	3 18%	2 12%	6 27%	3 23%	6 23%	- -	
65 38%	29 44%	4 67%	- -	18 37%	7 37%	14 30%	1 33%	8 30%	6 46%	5 36%	- -	10 43%	5 29%	8 47%	9 41%	7 54%	9 35%	1 100%	
41 24%	21 32%	2 33%	- -	8 16%	4 21%	8 17%	- -	8 30%	2 15%	6 43%	- -	5 22%	4 24%	3 18%	7 32%	2 15%	4 15%	- -	
1 1%	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	- -	- -	- -	1 6%	- -	- -	- -	- -	- -	
27 16%	7 11%	- -	- -	9 18%	4 21%	8 17%	- -	5 19%	1 8%	2 14%	1 100%	3 13%	4 24%	4 24%	- -	1 8%	7 27%	- -	
106 62%	50 76% df	6 100%	- -	26 53%	11 58%	22 47%	1 33%	16 59%	8 62%	11 79%	- -	15 65%	9 53%	11 65%	16 73%	9 69%	13 50%	1 100%	
-79 -46%	-43 -65%	-6 -100%	- -	-17 -35%	-7 -37%	-14 -30%	-1 -33%	-11 -41%	-7 -54%	-9 -64%	1 100%	-12 -52%	-5 -29%	-7 -41%	-16 -73%	-8 -62%	-6 -23%	-1 -100%	

SPUC - IPPR - System Leaders Poll

Q6_4. In my experience, beneficial changes that occurred at the start of the Covid-19 pandemic are dissipating: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Strongly agree	18 10%	13 13%	5 7%	- -	3 8%	3 7%	9 14%	5 14%	2 8%	3 12%	2 10%	5 7%	1 3%	3 7%	4 13%	6 11%
Tend to agree	59 34%	38 39%	19 27%	2 50%	13 33%	12 29%	23 35%	12 32%	11 42%	10 38%	8 38%	23 30%	10 28%	15 34%	12 39%	20 38%
Neither agree nor disagree	43 25%	21 21%	20 29%	2 50%	12 30%	12 29%	15 23%	10 27%	7 27%	9 35%	6 29%	20 26%	11 31%	13 30%	9 29%	15 28%
Tend to disagree	38 22%	22 22%	16 23%	- -	6 15%	8 19%	15 23%	9 24%	4 15%	3 12%	3 14%	17 22%	10 28%	8 18%	5 16%	10 19%
Strongly disagree	10 6%	4 4%	6 9%	- -	6 15%	7 17%	4 6%	1 3%	2 8%	1 4%	2 10%	7 9%	4 11%	5 11%	- -	2 4%
Don't know	4 2%	- -	4 6%	- -	- -	- -	- -	- -	- -	- -	4 5%	- -	- -	1 3%	2 3%	- -
SUM: Agree	77 45%	51 52%	24 34%	2 50%	16 40%	15 36%	32 48%	17 46%	13 50%	13 50%	10 48%	28 37%	11 31%	18 41%	16 52%	26 49%
SUM: Disagree	48 28%	26 27%	22 31%	- -	12 30%	15 36%	19 29%	10 27%	6 23%	4 15%	5 24%	24 32%	14 39%	13 30%	5 16%	12 23%
Net: Agree	29 17%	25 26%	2 3%	2 50%	4 10%	- -	13 20%	7 19%	7 27%	9 35%	5 24%	4 5%	-3 -8%	5 11%	11 35%	14 26%

SPUC - IPPR - System Leaders Poll

Q6_4. In my experience, beneficial changes that occurred at the start of the Covid-19 pandemic are dissipating: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
18 10%	7 11%	2 33%	- -	4 8%	2 11%	3 6%	- -	5 19%	2 15%	2 14%	- -	3 13%	- -	1 6%	3 14%	1 8%	1 4%	- -	
59 34%	24 36%	2 33%	- -	17 35%	8 42%	10 21%	- -	5 19%	3 23%	8 57%	1 100%	8 35%	6 35%	8 47%	6 27%	4 31%	12 46%	- -	
43 25%	15 23%	2 33%	- -	12 24%	5 26%	15 32%	- -	11 41%	5 38%	- -	- -	8 35%	6 35%	2 12%	1 5%	5 38%	6 23%	- -	
38 22%	15 23%	- -	- -	13 27%	2 11%	12 26%	3 100%	4 15%	3 23%	4 29%	- -	2 9%	3 18%	3 18%	8 36%	3 23%	5 19%	1 100%	
10 6%	5 8%	- -	- -	1 2%	2 11%	4 9%	- -	1 4%	- -	- -	- -	1 4%	2 12%	1 6%	4 18%	- -	2 8%	- -	
4 2%	- -	- -	- -	2 4%	- -	3 6% a	- -	1 4%	- -	- -	- -	1 4%	- -	2 12%	- -	- -	- -	- -	
77 45%	31 47% f	4 67%	- -	21 43%	10 53%	13 28%	- -	10 37%	5 38%	10 71%	1 100%	11 48%	6 35%	9 53%	9 41%	5 38%	13 50%	- -	
48 28%	20 30%	- -	- -	14 29%	4 21%	16 34%	3 100%	5 19%	3 23%	4 29%	- -	3 13%	5 29%	4 24%	12 55%	3 23%	7 27%	1 100%	
29 17%	11 17%	4 67%	- -	7 14%	6 32%	-3 -6%	-3 -100%	5 19%	2 15%	6 43%	1 100%	8 35%	1 6%	5 29%	-3 -14%	2 15%	6 23%	-1 -100%	

SPUC - IPPR - System Leaders Poll

Q6_5. Complex financial incentives do more harm than good for population health and/or patient care: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
74 43%	44 45%	27 39%	3 75%	14 35%	18 43%	26 39%	15 41%	13 50%	14 54%	10 48%	31 41%	15 42%	17 39%	15 48%	25 41%	25 47%
65 38%	33 34%	31 44%	1 25%	17 43%	13 31%	23 35%	15 41%	9 35%	9 35%	8 38%	32 42%	15 42%	19 43%	8 26%	25 41%	17 32%
17 10%	12 12%	5 7%	- -	5 13%	8 19% h	9 14%	3 8%	3 12%	2 8%	2 10%	4 5%	2 6%	4 9%	3 10%	4 7%	7 13%
11 6%	8 8%	3 4%	- -	4 10%	2 5%	7 11%	4 11%	1 4%	1 4%	1 5%	5 7%	3 8%	4 9%	3 10%	4 7%	4 8%
1 1%	1 1%	- -	- -	- -	1 2%	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
4 2%	- -	4 6% a	- -	- -	- -	- -	- -	- -	- -	- -	4 5%	1 3%	- -	2 6% c	3 5%	- -
139 81%	77 79%	58 83%	4 100%	31 78%	31 74%	49 74%	30 81%	22 85%	23 88%	18 86%	63 83%	30 83%	36 82%	23 74%	50 82%	42 79%
12 7%	9 9%	3 4%	- -	4 10%	3 7%	8 12%	4 11%	1 4%	1 4%	1 5%	5 7%	3 8%	4 9%	3 10%	4 7%	4 8%
127 74%	68 69%	55 79%	4 100%	27 68%	28 67%	41 62%	26 70%	21 81%	22 85%	17 81%	58 76%	27 75%	32 73%	20 65%	46 75%	38 72%

SPUC - IPPR - System Leaders Poll

Q6_5. Complex financial incentives do more harm than good for population health and/or patient care: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly agree	74 43%	23 35%	4 67%	- -	21 43%	11 58%	22 47%	1 33%	16 59%	6 46%	7 50%	1 100%	11 48%	5 29%	4 24%	8 36%	6 46%	12 46%	1 100%
Tend to agree	65 38%	28 42%	1 17%	- -	20 41%	5 26%	16 34%	2 67%	5 19%	3 23%	6 43%	- -	10 43%	11 65%	7 41%	8 36%	3 23%	10 38%	- -
Neither agree nor disagree	17 10%	8 12%	1 17%	- -	5 10%	1 5%	4 9%	- -	6 22%	- -	1 7%	- -	- -	1 6%	1 6%	3 14%	2 15%	3 12%	- -
Tend to disagree	11 6%	6 9%	- -	- -	2 4%	2 11%	1 2%	- -	- -	2 15%	- -	- -	2 9%	- -	3 18%	2 9%	2 15%	1 4%	- -
Strongly disagree	1 1%	1 2%	- -	- -	- -	- -	- -	- -	- -	1 8%	- -	- -	- -	- -	- -	- -	- -	- -	- -
Don't know	4 2%	- -	- -	- -	1 2%	- -	4 9% a	- -	- -	1 8%	- -	- -	- -	- -	2 12%	1 5%	- -	- -	- -
SUM: Agree	139 81%	51 77%	5 83%	- -	41 84%	16 84%	38 81%	3 100%	21 78%	9 69%	13 93%	1 100%	21 91%	16 94%	11 65%	16 73%	9 69%	22 85%	1 100%
SUM: Disagree	12 7%	7 11%	- -	- -	2 4%	2 11%	1 2%	- -	- -	3 23%	- -	- -	2 9%	- -	3 18%	2 9%	2 15%	1 4%	- -
Net: Agree	127 74%	44 67%	5 83%	- -	39 80%	14 74%	37 79%	3 100%	21 78%	6 46%	13 93%	1 100%	19 83%	16 94%	8 47%	14 64%	7 54%	21 81%	1 100%

SPUC - IPPR - System Leaders Poll

Q6_6. The NHS will struggle to deliver the Long Term Plan without legislative reform: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
59 34%	32 33%	25 36%	2 50%	18 45%	17 40%	23 35%	18 49%	13 50%	12 46%	11 52%	29 38%	10 28%	15 34%	14 45%	21 34%	24 45%
60 35%	35 36%	24 34%	1 25%	12 30%	15 36%	22 33%	8 22%	10 38%	10 38%	7 33%	25 33%	13 36%	16 36%	13 42%	23 38%	17 32%
32 19%	20 20%	11 16%	1 25%	6 15%	6 14%	15 23%	6 16%	3 12%	3 12%	3 14%	13 17%	8 22%	8 18%	3 10%	12 20%	7 13%
9 5%	6 6%	3 4%	- -	2 5%	3 7%	4 6%	1 3%	- -	- -	- -	2 3%	1 3%	3 7%	- -	2 3%	1 2%
7 4%	5 5%	2 3%	- -	2 5%	1 2%	2 3%	4 11%	- -	1 4%	- -	2 3%	2 6%	2 5%	- -	2 3%	4 8%
5 3%	- -	5 7%	- -	- -	- -	- -	- -	- -	- -	- -	5 7%	2 6%	- -	1 3%	1 2%	- -
119 69%	67 68%	49 70%	3 75%	30 75%	32 76%	45 68%	26 70%	23 88%	22 85%	18 86%	54 71%	23 64%	31 70%	27 87% ci	44 72%	41 77%
16 9%	11 11%	5 7%	- -	4 10%	4 10%	6 9%	5 14% k	- -	1 4%	- -	4 5%	3 8%	5 11%	- -	4 7%	5 9%
103 60%	56 57%	44 63%	3 75%	26 65%	28 67%	39 59%	21 57%	23 88%	21 81%	18 86%	50 66%	20 56%	26 59%	27 87% abcdhijl	40 66%	36 68%

SPUC - IPPR - System Leaders Poll

Q6_6. The NHS will struggle to deliver the Long Term Plan without legislative reform: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly agree	59 34%	20 30%	2 33%	- -	17 35%	6 32%	18 38%	- -	14 52%	6 46%	5 36%	- -	6 26%	7 41%	3 18%	11 50%	3 23%	7 27%	- -
Tend to agree	60 35%	23 35%	2 33%	- -	22 45%	9 47%	14 30%	- -	9 33%	2 15%	4 29%	- -	9 39%	6 35%	10 59%	7 32%	7 54%	7 27%	- -
Neither agree nor disagree	32 19%	13 20%	1 17%	- -	8 16%	2 11%	8 17%	2 67%	- -	3 23%	4 29%	1 100%	3 13%	3 18%	2 12%	4 18%	1 8%	9 35%	- -
Tend to disagree	9 5%	5 8%	1 17%	- -	- -	1 5%	3 6%	- -	3 11%	1 8%	1 7%	- -	1 4%	1 6%	1 6%	- -	- -	1 4%	- -
Strongly disagree	7 4%	5 8%	- -	- -	1 2%	1 5%	- -	- -	1 4%	- -	- -	- -	2 9%	- -	- -	- -	2 15%	2 8%	- -
Don't know	5 3%	- -	- -	- -	1 2%	- -	4 9% a	1 33%	- -	1 8%	- -	- -	2 9%	- -	1 6%	- -	- -	- -	1 100%
SUM: Agree	119 69%	43 65%	4 67%	- -	39 80%	15 79%	32 68%	- -	23 85%	8 62%	9 64%	- -	15 65%	13 76%	13 76%	18 82%	10 77%	14 54%	- -
SUM: Disagree	16 9%	10 15% d	1 17%	- -	1 2%	2 11%	3 6%	- -	4 15%	1 8%	1 7%	- -	3 13%	1 6%	1 6%	- -	2 15%	3 12%	- -
Net: Agree	103 60%	33 50%	3 50%	- -	38 78% a	13 68%	29 62%	- -	19 70%	7 54%	8 57%	- -	12 52%	12 71%	12 71%	18 82%	8 62%	11 42%	- -

SPUC - IPPR - System Leaders Poll

Q6_7. Covid-19 means the NHS funding deal (plus top ups announced in 2020) is no longer sufficient to deliver the Long Term Plan: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Strongly agree	83 48%	58 59% b	23 33%	2 50%	17 43%	22 52% il	29 44% achijkl	12 46%	12 46%	11 52%	27 36%	10 28%	15 34%	13 42%	20 33%	32 60% hijl
Tend to agree	51 30%	25 26%	25 36%	1 25%	10 25%	9 21%	21 32% d	5 14%	5 19%	6 23%	4 19%	24 32% d	12 33% d	12 27%	10 32%	21 34% d
Neither agree nor disagree	24 14%	12 12%	11 16%	1 25%	9 23%	8 19%	13 20%	3 8%	6 23%	3 12%	4 19%	13 17%	7 19%	9 20%	2 6%	12 20% 11%
Tend to disagree	9 5%	3 3%	6 9%	- -	2 5%	1 2%	2 3%	2 5%	2 8%	3 12%	1 5%	7 9%	3 8%	4 9%	3 10%	4 7% 6%
Strongly disagree	2 1%	- -	2 3%	- -	1 3%	1 2%	- -	1 3%	- -	1 4%	- -	2 3%	2 6%	2 5%	- -	2 3% 2%
Don't know	3 2%	- -	3 4% a	- -	1 3%	1 2%	1 2%	1 3%	1 4%	1 4%	1 5%	3 4%	2 6%	2 5%	3 10%	2 3% 2%
SUM: Agree	134 78%	83 85% b	48 69%	3 75%	27 68%	31 74%	50 76%	30 81%	17 65%	18 69%	15 71%	51 67%	22 61%	27 61%	23 74%	42 79%
SUM: Disagree	11 6%	3 3%	8 11% a	- -	3 8%	2 5%	2 3%	3 8%	2 8%	4 15%	1 5%	9 12%	5 14% c	6 14% c	3 10%	6 10% 8%
Net: Agree	123 72%	80 82% b	40 57%	3 75%	24 60%	29 69% j	48 73% hij	27 73% ij	15 58%	14 54%	14 67%	42 55%	17 47%	21 48%	20 65%	38 72% ij

SPUC - IPPR - System Leaders Poll

Q6_7. Covid-19 means the NHS funding deal (plus top ups announced in 2020) is no longer sufficient to deliver the Long Term Plan: To what extent do you agree or disagree with the following statements?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly agree	83 48%	29 44%	3 50%	- -	28 57%	8 42%	19 40%	- -	15 56%	7 54%	5 36%	- -	9 39%	9 53%	5 29%	12 55%	7 54%	14 54%	- -
Tend to agree	51 30%	22 33%	2 33%	- -	11 22%	7 37%	16 34%	- -	7 26%	2 15%	6 43%	- -	9 39%	5 29%	8 47%	3 14%	3 23%	9 35%	- -
Neither agree nor disagree	24 14%	10 15%	1 17%	- -	7 14%	3 16%	6 13%	1 33%	4 15%	3 23%	2 14%	1 100%	3 13%	1 6%	3 18%	5 23%	1 8%	3 12%	- -
Tend to disagree	9 5%	3 5%	- -	- -	3 6%	- -	4 9%	2 67%	- -	- -	1 7%	- -	1 4%	1 6%	1 6%	1 5%	2 15%	- -	1 100%
Strongly disagree	2 1%	1 2%	- -	- -	- -	1 5%	- -	- -	1 4%	- -	- -	- -	1 4%	- -	- -	- -	- -	- -	- -
Don't know	3 2%	1 2%	- -	- -	- -	- -	2 4%	- -	- -	1 8%	- -	- -	- -	1 6%	- -	1 5%	- -	- -	- -
SUM: Agree	134 78%	51 77%	5 83%	- -	39 80%	15 79%	35 74%	- -	22 81%	9 69%	11 79%	- -	18 78%	14 82%	13 76%	15 68%	10 77%	23 88%	- -
SUM: Disagree	11 6%	4 6%	- -	- -	3 6%	1 5%	4 9%	2 67%	1 4%	- -	1 7%	- -	2 9%	1 6%	1 6%	1 5%	2 15%	- -	1 100%
Net: Agree	123 72%	47 71%	5 83%	- -	36 73%	14 74%	31 66%	-2 -67%	21 78%	9 69%	10 71%	- -	16 70%	13 76%	12 71%	14 64%	8 62%	23 88%	-1 -100%

SPUC - IPPR - System Leaders Poll

Q7. To what extent do you support or oppose the following initiatives? Summary table

BASE: All respondents

Significance Level: 95%

Giving ICSs more freedom to implement national priorities

Reducing activity-based tariff payment, with more payment by block contract and/or capitation

Repealing parts of the Health and Social Care Act 2012

Making ICSs statutory entities

Abolishing CCGs, with commissioning powers moving to ICSs

	Scale								
Total	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know	SUM: Support	SUM: Oppose	NET: Support
	*a	*b	*c	*d	*e	*f	*g	*h	*i
172	56	69	18	14	9	6	125	23	102
100%	33%	40%	10%	8%	5%	3%	73%	13%	59%
172	54	52	30	18	5	13	106	23	83
100%	31%	30%	17%	10%	3%	8%	62%	13%	48%
172	42	55	49	10	2	14	97	12	85
100%	24%	32%	28%	6%	1%	8%	56%	7%	49%
172	39	54	44	17	11	7	93	28	65
100%	23%	31%	26%	10%	6%	4%	54%	16%	38%
172	39	46	35	21	23	8	85	44	41
100%	23%	27%	20%	12%	13%	5%	49%	26%	24%

SPUC - IPPR - System Leaders Poll

Q7A. SUM Support: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Giving ICSs more freedom to implement national priorities	125 73%	73 74%	49 70%	3 75%	34 85%	31 74%	45 68%	31 84%	23 88%	21 81%	16 76%	55 72%	26 72%	32 73%	24 77%	46 87% c
Repealing parts of the Health and Social Care Act 2012	97 56%	56 57%	40 57%	1 25%	26 65%	22 52%	32 48%	24 65%	18 69%	17 65%	13 62%	43 57%	21 58%	26 59%	17 55%	33 62%
Making ICSs statutory entities	93 54%	52 53%	39 56%	2 50%	27 68% c	24 57%	28 42%	22 59%	18 69%	16 62%	13 62%	41 54%	19 53%	26 59%	16 52%	35 66% c
Abolishing CCGs, with commissioning powers moving to ICSs	85 49%	44 45%	39 56%	2 50%	26 65% bc	18 43%	18 27%	21 57% c	14 54%	15 58%	10 48%	41 54% c	18 50% c	23 52% c	15 48% c	34 64% bc
Reducing activity-based tariff payment, with more payment by block contract and/or capitation	106 62%	65 66%	39 56%	2 50%	26 65%	29 69%	42 64%	22 59%	16 62%	19 73%	14 67%	43 57%	20 56%	26 59%	18 58%	34 64%

SPUC - IPPR - System Leaders Poll

Q7A. SUM Support: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Giving ICSs more freedom to implement national priorities	125 73%	47 71%	5 83%	- -	38 78%	13 68%	34 72%	- -	18 67%	8 62%	8 57%	- -	18 78%	13 76%	14 82%	20 91%	7 54%	23 88%	- -
Repealing parts of the Health and Social Care Act 2012	97 56%	35 53%	4 67%	- -	32 65%	10 53%	24 51%	1 33%	12 44%	8 62%	4 29%	- -	15 65%	13 76%	8 47%	12 55%	5 38%	22 85%	- -
Making ICSs statutory entities	93 54%	31 47%	3 50%	- -	33 67% a	11 58%	26 55%	- -	16 59%	5 38%	7 50%	- -	13 57%	13 76%	9 53%	14 64%	4 31%	16 62%	- -
Abolishing CCGs, with commissioning powers moving to ICSs	85 49%	25 38%	4 67%	- -	31 63% a	7 37%	27 57% a	- -	8 30%	5 38%	6 43%	- -	15 65%	10 59%	8 47%	12 55%	6 46%	18 69%	- -
Reducing activity-based tariff payment, with more payment by block contract and/or capitation	106 62%	39 59%	5 83%	- -	31 63%	11 58%	26 55%	1 33%	17 63%	7 54%	10 71%	- -	17 74%	14 82%	9 53%	10 45%	9 69%	16 62%	- -

SPUC - IPPR - System Leaders Poll

Q7B. SUM Oppose: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Primary work area				Setting/area of work												
					Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
	Total	NHS (local or national)	Local government	Both equally													
Significance Level: 95%		a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
Abolishing CCGs, with commissioning powers moving to ICSs	44 26%	29 30%	15 21%	- -	5 13%	13 31% am	28 42% adhijklm	5 14%	2 8%	3 12%	5 24%	14 18%	6 17%	9 20%	4 13%	14 23%	5 9%
Making ICSs statutory entities	28 16%	16 16%	10 14%	2 50%	6 15%	12 29%	15 23%	9 24%	4 15%	6 23%	6 29%	13 17%	8 22%	9 20%	6 19%	10 16%	9 17%
Giving ICSs more freedom to implement national priorities	23 13%	11 11%	11 16%	1 25%	3 8%	6 14%	11 17%	3 8%	1 4%	2 8%	3 14%	11 14%	6 17%	7 16%	2 6%	9 15%	3 6%
Repealing parts of the Health and Social Care Act 2012	12 7%	5 5%	6 9%	1 25%	3 8%	6 14%	6 9%	4 11%	2 8%	3 12%	2 10%	6 8%	5 14%	5 11%	2 6%	6 10%	4 8%
Reducing activity-based tariff payment, with more payment by block contract and/or capitation	23 13%	13 13%	8 11%	2 50%	7 18%	5 12%	7 11%	11 30% cj	3 12%	3 12%	4 19%	11 14%	6 17%	5 11%	4 13%	9 15%	11 21%

SPUC - IPPR - System Leaders Poll

Q7B. SUM Oppose: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Role							Region											
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Abolishing CCGs, with commissioning powers moving to ICSs	44 26%	22 33% d	1 17%	- -	8 16%	4 21%	11 23%	- -	10 37%	6 46%	6 43%	- -	4 17%	2 12%	4 24%	2 9%	4 31%	6 23%	- -
Making ICSs statutory entities	28 16%	13 20%	1 17%	- -	7 14%	5 26%	5 11%	- -	5 19%	3 23%	4 29%	- -	3 13%	- -	3 18%	3 14%	4 31%	3 12%	- -
Giving ICSs more freedom to implement national priorities	23 13%	9 14%	- -	- -	3 6%	5 26%	9 19%	- -	6 22%	2 15%	4 29%	- -	2 9%	- -	3 18%	2 9%	3 23%	1 4%	- -
Repealing parts of the Health and Social Care Act 2012	12 7%	5 8%	- -	- -	3 6%	2 11%	2 4%	- -	2 7%	1 8%	- -	- -	1 4%	- -	2 12%	3 14%	3 23%	- -	- -
Reducing activity-based tariff payment, with more payment by block contract and/or capitation	23 13%	5 8%	- -	- -	8 16%	4 21%	7 15%	- -	3 11%	1 8%	3 21%	- -	4 17%	- -	1 6%	6 27%	1 8%	4 15%	- -

SPUC - IPPR - System Leaders Poll

Q7_1. Making ICSs statutory entities: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Strongly support	39 23%	26 27%	13 19%	- -	10 25%	6 14%	11 17%	10 27%	8 31%	7 27%	5 24%	14 18%	6 17%	7 16%	6 19%	17 32% b
Tend to support	54 31%	26 27%	26 37%	2 50%	17 43%	18 43%	17 26%	12 32%	10 38%	9 35%	8 38%	27 36%	13 36%	19 43%	10 32%	18 34%
Neither support nor oppose	44 26%	29 30%	15 21%	- -	7 18%	6 14%	22 33% bjm	6 16%	4 15%	4 15%	2 10%	16 21%	7 19%	7 16%	7 23%	9 17%
Tend to oppose	17 10%	9 9%	6 9%	2 50%	4 10%	8 19%	8 12%	6 16%	3 12%	4 15%	3 14%	9 12%	5 14%	6 14%	4 13%	6 11%
Strongly oppose	11 6%	7 7%	4 6%	- -	2 5%	4 10%	7 11%	3 8%	1 4%	2 8%	3 14%	4 5%	3 8%	3 7%	2 6%	3 6%
Don't know	7 4%	1 1%	6 9% a	- -	- -	- -	1 2%	- -	- -	- -	- -	6 8% m	2 6%	2 5%	2 6%	- -
SUM: Support	93 54%	52 53%	39 56%	2 50%	27 68% c	24 57%	28 42%	22 59%	18 69%	16 62%	13 62%	41 54%	19 53%	26 59%	16 52%	35 66% c
SUM: Oppose	28 16%	16 16%	10 14%	2 50%	6 15%	12 29%	15 23%	9 24%	4 15%	6 23%	6 29%	13 17%	8 22%	9 20%	6 19%	9 17%
NET: Support	65 38%	36 37%	29 41%	- -	21 53% bc	12 29%	13 20%	13 35%	14 54%	10 38%	7 33%	28 37% c	11 31%	17 39% c	10 32%	26 43% c

SPUC - IPPR - System Leaders Poll

Q7_1. Making ICSs statutory entities: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly support	39 23%	11 17%	2 33%	- -	17 35% af	5 26%	7 15%	- -	6 22%	3 23%	2 14%	- -	8 35%	5 29%	7 41%	6 27%	2 15%	2 8%	- -
Tend to support	54 31%	20 30%	1 17%	- -	16 33%	6 32%	19 40%	- -	10 37%	2 15%	5 36%	- -	5 22%	8 47%	2 12%	8 36%	2 15%	14 54%	- -
Neither support nor oppose	44 26%	20 30%	2 33%	- -	8 16%	3 16%	12 26%	2 67%	6 22%	5 38%	3 21%	- -	6 26%	2 12%	4 24%	4 18%	5 38%	7 27%	- -
Tend to oppose	17 10%	6 9%	1 17%	- -	5 10%	2 11%	4 9%	- -	2 7%	2 15%	2 14%	- -	3 13%	- -	1 6%	2 9%	2 15%	3 12%	- -
Strongly oppose	11 6%	7 11%	- -	- -	2 4%	3 16%	1 2%	- -	3 11%	1 8%	2 14%	- -	- -	- -	2 12%	1 5%	2 15%	- -	- -
Don't know	7 4%	2 3%	- -	- -	1 2%	- -	4 9%	1 33%	- -	- -	- -	1 100%	1 4%	2 12%	1 6%	1 5%	- -	- -	1 100%
SUM: Support	93 54%	31 47%	3 50%	- -	33 67% a	11 58%	26 55%	- -	16 59%	5 38%	7 50%	- -	13 57%	13 76%	9 53%	14 64%	4 31%	16 62%	- -
SUM: Oppose	28 16%	13 20%	1 17%	- -	7 14%	5 26%	5 11%	- -	5 19%	3 23%	4 29%	- -	3 13%	- -	3 18%	3 14%	4 31%	3 12%	- -
NET: Support	65 38%	18 27%	2 33%	- -	26 53% a	6 32%	21 45%	- -	11 41%	2 15%	3 21%	- -	10 43%	13 76%	6 35%	11 50%	- -	13 50%	- -

SPUC - IPPR - System Leaders Poll

Q7_2. Abolishing CCGs, with commissioning powers moving to ICSs: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
39 23%	25 26%	14 20%	- -	11 28%	9 21%	9 14%	12 32% c	9 35%	9 35%	3 14%	15 20%	7 19%	7 16%	5 16%	13 21%	20 38% chjk
46 27%	19 19%	25 36% a	2 50%	15 38% c	9 21%	9 14%	9 24%	5 19%	6 23%	7 33%	26 34% c	11 31% c	16 36% c	10 32% c	18 30% c	14 26%
35 20%	23 23%	10 14%	2 50%	7 18%	10 24%	20 30%	9 24%	8 31%	7 27%	5 24%	13 17%	8 22%	8 18%	6 19%	12 20%	11 21%
21 12%	12 12%	9 13%	- -	4 10%	5 12%	13 20%	4 11%	2 8%	2 8%	2 10%	9 12%	4 11%	5 11%	3 10%	8 13%	4 8%
23 13%	17 17%	6 9%	- -	1 3%	8 19%	15 23% adhkm	1 3%	- -	1 4%	3 14%	5 7%	2 6%	4 9%	1 3%	6 10%	1 2%
8 5%	2 2%	6 9%	- -	2 5%	1 2%	- -	2 5%	2 8%	1 4%	1 5%	8 11% c	4 11% c	4 9% c	6 19% bc	4 7% c	3 6%
85 49%	44 45%	39 56%	2 50%	26 65% bc	18 43%	18 27%	21 57% c	14 54%	15 58%	10 48%	41 54% c	18 50% c	23 52% c	15 48% c	31 51% c	34 64% bc
44 26%	29 30%	15 21%	- -	5 13%	13 31% am	28 42% adhijklm	5 14%	2 8%	3 12%	5 24%	14 18%	6 17%	9 20%	4 13%	14 23%	5 9%
41 24%	15 15%	24 34% a	2 50%	21 53% bl	5 12%	-10 -15%	16 43% b	12 46%	12 46%	5 24%	27 36% b	12 33% b	14 32% b	11 35% b	17 28%	29 55% bhjl

SPUC - IPPR - System Leaders Poll

Q7_2. Abolishing CCGs, with commissioning powers moving to ICSs: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly support	39 23%	10 15%	2 33%	- -	19 39% af	4 21%	7 15%	- -	5 19%	2 15%	2 14%	- -	4 17%	4 24%	5 29%	9 41%	2 15%	6 23%	- -
Tend to support	46 27%	15 23%	2 33%	- -	12 24%	3 16%	20 43% a	- -	3 11%	3 23%	4 29%	- -	11 48%	6 35%	3 18%	3 14%	4 31%	12 46%	- -
Neither support nor oppose	35 20%	18 27% f	1 17%	- -	7 14%	7 37%	5 11%	1 33%	7 26%	1 8%	2 14%	- -	4 17%	3 18%	5 29%	8 36%	3 23%	2 8%	- -
Tend to oppose	21 12%	9 14%	- -	- -	4 8%	2 11%	8 17%	- -	3 11%	3 23%	3 21%	- -	3 13%	1 6%	2 12%	2 9%	1 8%	3 12%	- -
Strongly oppose	23 13%	13 20% f	1 17%	- -	4 8%	2 11%	3 6%	- -	7 26%	3 23%	3 21%	- -	1 4%	1 6%	2 12%	- -	3 23%	3 12%	- -
Don't know	8 5%	1 2%	- -	- -	3 6%	1 5%	4 9%	2 67%	2 7%	1 8%	- -	1 100%	- -	2 12%	- -	- -	- -	- -	1 100%
SUM: Support	85 49%	25 38%	4 67%	- -	31 63% a	7 37%	27 57% a	- -	8 30%	5 38%	6 43%	- -	15 65%	10 59%	8 47%	12 55%	6 46%	18 69%	- -
SUM: Oppose	44 26%	22 33% d	1 17%	- -	8 16%	4 21%	11 23%	- -	10 37%	6 46%	6 43%	- -	4 17%	2 12%	4 24%	2 9%	4 31%	6 23%	- -
NET: Support	41 24%	3 5%	3 50%	- -	23 47% a	3 16%	16 34% a	- -	-2 -7%	-1 -8%	- -	- -	11 48%	8 47%	4 24%	10 45%	2 15%	12 46%	- -

SPUC - IPPR - System Leaders Poll

Q7_3. Giving ICSs more freedom to implement national priorities: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Strongly support	56 33%	40 41% b	15 21%	1 25%	13 33%	10 24%	17 26%	15 41% j	10 38%	10 38%	5 24%	20 26%	7 19%	7 16%	7 23%	26 49% bchijkl
Tend to support	69 40%	33 34%	34 49%	2 50%	21 53%	21 50%	28 42%	16 43%	13 50%	11 42%	11 52%	35 46%	19 53%	25 57%	17 55%	20 38%
Neither support nor oppose	18 10%	12 12%	6 9%	- -	2 5%	5 12%	9 14%	2 5%	1 4%	2 8%	2 10%	5 7%	1 3%	2 5%	2 6%	3 6%
Tend to oppose	14 8%	8 8%	6 9%	- -	1 3%	3 7%	7 11%	1 3%	- -	- -	- -	6 8%	3 8%	3 7%	- 7%	1 2%
Strongly oppose	9 5%	3 3%	5 7%	1 25%	2 5%	3 7%	4 6%	2 5%	1 4%	2 8%	3 14%	5 7%	3 8%	4 9%	2 6%	2 4%
Don't know	6 3%	2 2%	4 6%	- -	1 3%	- -	1 2%	1 3%	1 4%	1 4%	- -	5 7%	3 8%	3 7%	3 10% b	1 5% 2%
SUM: Support	125 73%	73 74%	49 70%	3 75%	34 85%	31 74%	45 68%	31 84%	23 88%	21 81%	16 76%	55 72%	26 72%	32 73%	24 77%	46 87% c
SUM: Oppose	23 13%	11 11%	11 16%	1 25%	3 8%	6 14%	11 17%	3 8%	1 4%	2 8%	3 14%	11 14%	6 17%	7 16%	2 6%	3 6%
NET: Support	102 59%	62 63%	38 54%	2 50%	31 78% chijl	25 60%	34 52%	28 76% c	22 85%	19 73%	13 62%	44 58%	20 56%	25 57%	22 71%	43 81% bchijl

SPUC - IPPR - System Leaders Poll

Q7_3. Giving ICSs more freedom to implement national priorities: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other				Yorkshire & Humberside		West Midlands	East Midlands						
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
56 33%	15 23%	3 50%	- -	22 45% a	8 42%	12 26%	- -	10 37%	4 31%	3 21%	- -	9 39%	7 41%	7 41%	9 41%	3 23%	8 31%	- -	
69 40%	32 48%	2 33%	- -	16 33%	5 26%	22 47%	- -	8 30%	4 31%	5 36%	- -	9 39%	6 35%	7 41%	11 50%	4 31%	15 58%	- -	
18 10%	8 12%	1 17%	- -	6 12%	1 5%	2 4%	1 33%	3 11%	3 23%	2 14%	- -	3 13%	2 12%	- -	- -	3 23%	1 4%	- -	
14 8%	6 9%	- -	- -	3 6%	2 11%	5 11%	- -	- -	2 15%	3 21%	- -	2 9%	- -	3 18%	1 5%	2 15%	1 4%	- -	
9 5%	3 5%	- -	- -	- -	3 16%	4 9% d	- -	6 22%	- -	1 7%	- -	- -	- -	- -	1 5%	1 8%	- -	- -	
6 3%	2 3%	- -	- -	2 4%	- -	2 4%	2 67%	- -	- -	- -	1 100%	- -	2 12%	- -	- -	- -	1 4%	1 100%	
125 73%	47 71%	5 83%	- -	38 78%	13 68%	34 72%	- -	18 67%	8 62%	8 57%	- -	18 78%	13 76%	14 82%	20 91%	7 54%	23 88%	- -	
23 13%	9 14%	- -	- -	3 6%	5 26%	9 19%	- -	6 22%	2 15%	4 29%	- -	2 9%	- -	3 18%	2 9%	3 23%	1 4%	- -	
102 59%	38 58%	5 83%	- -	35 71%	8 42%	25 53%	- -	12 44%	6 46%	4 29%	- -	16 70%	13 76%	11 65%	18 82%	4 31%	22 85%	- -	

SPUC - IPPR - System Leaders Poll

Q7_4. Repealing parts of the Health and Social Care Act 2012: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Primary work area				Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust	
Significance Level: 95%		a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
Strongly support	42 24%	26 27%	15 21%	1 25%	12 30%	13 31%	12 18%	11 30%	8 31%	6 23%	7 33%	18 24%	8 22%	10 23%	6 19%	16 26%	15 28%
Tend to support	55 32%	30 31%	25 36%	- -	14 35%	9 21%	20 30%	13 35%	10 38%	11 42%	6 29%	25 33%	13 36%	16 36%	11 35%	19 31%	18 34%
Neither support nor oppose	49 28%	30 31%	17 24%	2 50%	9 23%	11 26%	22 33%	8 22%	5 19%	6 23%	6 29%	20 26%	7 19%	10 23%	10 32%	16 26%	14 26%
Tend to oppose	10 6%	5 5%	4 6%	1 25%	2 5%	5 12%	5 8%	3 8%	1 4%	2 8%	1 5%	4 5%	3 8%	3 7%	1 3%	4 7%	3 6%
Strongly oppose	2 1%	- -	2 3%	- -	1 3%	1 2%	1 2%	1 3%	1 4%	1 4%	1 5%	2 3%	2 6%	2 5%	1 3%	2 3%	1 2%
Don't know	14 8%	7 7%	7 10%	- -	2 5%	3 7%	6 9%	1 3%	1 4%	- -	- -	7 9%	3 8%	3 7%	2 6%	4 7%	2 4%
SUM: Support	97 56%	56 57%	40 57%	1 25%	26 65%	22 52%	32 48%	24 65%	18 69%	17 65%	13 62%	43 57%	21 58%	26 59%	17 55%	35 57%	33 62%
SUM: Oppose	12 7%	5 5%	6 9%	1 25%	3 8%	6 14%	6 9%	4 11%	2 8%	3 12%	2 10%	6 8%	5 14%	5 11%	2 6%	6 10%	4 8%
NET: Support	85 49%	51 52%	34 49%	- -	23 58%	16 38%	26 39%	20 54%	16 62%	14 54%	11 52%	37 49%	16 44%	21 48%	15 48%	29 48%	29 55%

SPUC - IPPR - System Leaders Poll

Q7_4. Repealing parts of the Health and Social Care Act 2012: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Strongly support	42 24%	9 14%	3 50%	- -	13 27%	7 37%	12 26%	- -	7 26%	3 23%	2 14%	- -	9 39%	7 41%	1 6%	5 23%	1 8%	10 38%	- -
Tend to support	55 32%	26 39%	1 17%	- -	19 39%	3 16%	12 26%	1 33%	5 19%	5 38%	2 14%	- -	6 26%	6 35%	7 41%	7 32%	4 31%	12 46%	- -
Neither support nor oppose	49 28%	18 27%	2 33%	- -	10 20%	7 37%	17 36%	1 33%	10 37%	3 23%	10 71%	- -	6 26%	3 18%	5 29%	5 23%	4 31%	3 12%	- -
Tend to oppose	10 6%	4 6%	- -	- -	3 6%	1 5%	2 4%	- -	1 4%	1 8%	- -	- -	1 4%	- -	2 12%	3 14%	2 15%	- -	- -
Strongly oppose	2 1%	1 2%	- -	- -	- -	1 5%	- -	- -	1 4%	- -	- -	- -	- -	- -	- -	- -	1 8%	- -	- -
Don't know	14 8%	8 12%	- -	- -	4 8%	- -	4 9%	1 33%	3 11%	1 8%	- -	1 100%	1 4%	1 6%	2 12%	2 9%	1 8%	1 4%	1 100%
SUM: Support	97 56%	35 53%	4 67%	- -	32 65%	10 53%	24 51%	1 33%	12 44%	8 62%	4 29%	- -	15 65%	13 76%	8 47%	12 55%	5 38%	22 85%	- -
SUM: Oppose	12 7%	5 8%	- -	- -	3 6%	2 11%	2 4%	- -	2 7%	1 8%	- -	- -	1 4%	- -	2 12%	3 14%	3 23%	- -	- -
NET: Support	85 49%	30 45%	4 67%	- -	29 59%	8 42%	22 47%	1 33%	10 37%	7 54%	4 29%	- -	14 61%	13 76%	6 35%	9 41%	2 15%	22 85%	- -

SPUC - IPPR - System Leaders Poll

Q7_5. Reducing activity-based tariff payment, with more payment by block contract and/or capitation: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
54 31%	37 38% b	16 23%	1 25%	15 38%	14 33%	25 38% h	13 35%	9 35%	8 31%	8 38%	17 22%	10 28%	13 30%	7 23%	19 31%	18 34%
52 30%	28 29%	23 33%	1 25%	11 28%	15 36%	17 26%	9 24%	7 27%	11 42%	6 29%	26 34%	10 28%	13 30%	11 35%	17 28%	16 30%
30 17%	18 18%	12 17%	- -	5 13%	6 14%	15 23%	4 11%	4 15%	3 12%	3 14%	11 14%	4 11%	8 18%	4 13%	8 13%	5 9%
18 10%	8 8%	8 11%	2 50%	6 15%	4 10%	6 9%	8 22%	2 8%	2 8%	2 10%	11 14%	6 17%	5 11%	4 13%	9 15%	8 15%
5 3%	5 5%	- -	- -	1 3%	1 2%	1 2%	3 8% hl	1 4%	1 4%	2 10%	- -	- -	- -	- -	- -	3 6% h
13 8%	2 2%	11 16% a	- -	2 5%	2 5%	2 3%	- -	3 12%	1 4%	- -	11 14% cd	6 17% cd	5 11% d	5 16% cd	8 13% cd	3 6%
106 62%	65 66%	39 56%	2 50%	26 65%	29 69%	42 64%	22 59%	16 62%	19 73%	14 67%	43 57%	20 56%	26 59%	18 58%	36 59%	34 64%
23 13%	13 13%	8 11%	2 50%	7 18%	5 12%	7 11% cj	11 30% cj	3 12%	3 12%	4 19%	11 14%	6 17%	5 11%	4 13%	9 15%	11 21%
83 48%	52 53%	31 44%	- -	19 48%	24 57% d	35 53% d	11 30%	13 50%	16 62%	10 48%	32 42%	14 39%	21 48%	14 45%	27 44%	23 43%

SPUC - IPPR - System Leaders Poll

Q7_5. Reducing activity-based tariff payment, with more payment by block contract and/or capitation: To what extent do you support or oppose the following initiatives?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1	
100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
54	21	4	-	15	5	11	-	8	6	4	-	12	7	3	3	2	12	-	
31%	32%	67%	-	31%	26%	23%	-	30%	46%	29%	-	52%	41%	18%	14%	15%	46%	-	
52	18	1	-	16	6	15	1	9	1	6	-	5	7	6	7	7	4	-	
30%	27%	17%	-	33%	32%	32%	33%	33%	8%	43%	-	22%	41%	35%	32%	54%	15%	-	
30	19	1	-	6	2	6	1	3	3	1	-	2	2	3	6	3	6	-	
17%	29% df	17%	-	12%	11%	13%	33%	11%	23%	7%	-	9%	12%	18%	27%	23%	23%	-	
18	2	-	-	6	4	7	-	2	-	2	-	4	-	1	5	1	3	-	
10%	3%	-	-	12%	21%	15% a	-	7%	-	14%	-	17%	-	6%	23%	8%	12%	-	
5	3	-	-	2	-	-	-	1	1	1	-	-	-	-	1	-	1	-	
3%	5%	-	-	4%	-	-	-	4%	8%	7%	-	-	-	-	5%	-	4%	-	
13	3	-	-	4	2	8	1	4	2	-	1	-	1	4	-	-	-	1	
8%	5%	-	-	8%	11%	17% a	33%	15%	15%	-	100%	-	6%	24%	-	-	-	100%	
106	39	5	-	31	11	26	1	17	7	10	-	17	14	9	10	9	16	-	
62%	59%	83%	-	63%	58%	55%	33%	63%	54%	71%	-	74%	82%	53%	45%	69%	62%	-	
23	5	-	-	8	4	7	-	3	1	3	-	4	-	1	6	1	4	-	
13%	8%	-	-	16%	21%	15%	-	11%	8%	21%	-	17%	-	6%	27%	8%	15%	-	
83	34	5	-	23	7	19	1	14	6	7	-	13	14	8	4	8	12	-	
48%	52%	83%	-	47%	37%	40%	33%	52%	46%	50%	-	57%	82%	47%	18%	62%	46%	-	

SPUC - IPPR - System Leaders Poll

Q8. The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan? Summary table

BASE: All respondents

	Total	Importance								
		Very important	Fairly important	Neither important nor unimportant	Not very important	Not important at all	Don't know	SUM: Important	SUM: Unimportant	Net: Important
Significance Level: 95%		*a	*b	*c	*d	*e	*f	*g	*h	*i
Social care funding and reform	172	137	31	2	-	1	1	168	1	167
	100%	80%	18%	1%	-	1%	1%	98%	1%	97%
Cross-government action to address health inequalities	172	141	27	2	2	-	-	168	2	166
	100%	82%	16%	1%	1%	-	-	98%	1%	97%
Increasing local authority public health budgets	172	121	39	8	2	1	1	160	3	157
	100%	70%	23%	5%	1%	1%	1%	93%	2%	91%
Capital spending (upgraded estates, more diagnostic equipment)	172	87	70	10	2	1	2	157	3	154
	100%	51%	41%	6%	1%	1%	1%	91%	2%	90%
Immigration reform (to increase labour supply post-Brexit)	172	73	76	14	5	3	1	149	8	141
	100%	42%	44%	8%	3%	2%	1%	87%	5%	82%

SPUC - IPPR - System Leaders Poll

Q8A. SUM Important: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
168 98%	94 96%	70 100%	4 100%	39 98%	41 98%	63 95%	36 97%	25 96%	26 100%	21 100%	75 99%	35 97%	43 98%	31 100%	60 98%	52 98%
168 98%	95 97%	69 99%	4 100%	39 98%	40 95%	63 95%	37 100%	24 92%	24 92%	21 100%	74 97%	35 97%	43 98%	31 100%	60 98%	51 96%
160 93%	87 89%	69 99%	4 100%	39 98%	40 95%	61 92%	33 89%	24 92%	24 92%	19 90%	73 96%	36 100%	44 100%	30 97%	61 100%	48 91%
149 87%	82 84%	64 91%	3 75%	34 85%	37 88%	54 82%	33 89%	21 81%	22 85%	18 86%	68 89%	33 92%	39 89%	30 97%	56 92%	45 85%
157 91%	94 96%	59 84%	4 100%	36 90%	39 93%	61 92%	35 95%	25 96%	24 92%	20 95%	66 87%	31 86%	37 84%	29 94%	53 87%	51 96%

SPUC - IPPR - System Leaders Poll

Q8A. SUM Important: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%	Total	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Social care funding and reform	168	64	6	-	49	17	47	3	27	13	14	1	23	17	15	21	13	24	1
	98%	97%	100%	-	100%	89%	100%	100%	100%	100%	100%	100%	100%	100%	88%	95%	100%	92%	100%
Cross-government action to address health inequalities	168	64	6	-	48	19	46	3	27	13	14	1	22	17	17	21	13	24	1
	98%	97%	100%	-	98%	100%	98%	100%	100%	100%	100%	100%	96%	100%	100%	95%	100%	92%	100%
Increasing local authority public health budgets	160	59	6	-	45	19	46	3	25	13	14	-	21	16	17	18	12	24	1
	93%	89%	100%	-	92%	100%	98%	100%	93%	100%	100%	-	91%	94%	100%	82%	92%	92%	100%
Immigration reform (to increase labour supply post-Brexit)	149	54	4	-	45	18	43	3	24	10	11	1	18	15	15	21	12	21	1
	87%	82%	67%	-	92%	95%	91%	100%	89%	77%	79%	100%	78%	88%	88%	95%	92%	81%	100%
Capital spending (upgraded estates, more diagnostic equipment)	157	59	6	-	48	17	40	3	24	11	12	1	21	16	14	22	11	26	1
	91%	89%	100%	-	98%	89%	85%	100%	89%	85%	86%	100%	91%	94%	82%	100%	85%	100%	100%

SPUC - IPPR - System Leaders Poll

Q8B. SUM Unimportant: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
8 5%	7 7%	1 1%	- -	1 3%	1 2%	4 6%	2 5%	2 8%	2 8%	- -	2 3%	1 3%	1 2%	- -	1 2%	4 8%
3 2%	3 3%	- -	- -	- -	- -	2 3%	- -	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	1 2%
2 1%	2 2%	- -	- -	- -	1 2%	1 2%	- -	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	1 2%
1 1%	1 1%	- -	- -	- -	- -	- -	1 3%	1 4%	- -	- -	- -	- -	- -	- -	- -	1 2%
3 2%	2 2%	1 1%	- -	1 3%	1 2%	2 3%	- -	- -	- -	- -	1 1%	1 3%	1 2%	- -	1 2%	- -

SPUC - IPPR - System Leaders Poll

Q8B. SUM Unimportant: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other												
		Total						Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Immigration reform (to increase labour supply post-Brexit)	8	5	-	-	2	1	-	-	-	1	-	-	2	-	1	-	1	3	-
	5%	8%	-	-	4%	5%	-	-	-	8%	-	-	9%	-	6%	-	8%	12%	-
Increasing local authority public health budgets	3	1	-	-	2	-	-	-	1	-	-	-	1	-	-	-	1	-	-
	2%	2%	-	-	4%	-	-	-	4%	-	-	-	4%	-	-	-	8%	-	-
Cross-government action to address health inequalities	2	1	-	-	1	-	-	-	-	-	-	-	1	-	-	1	-	-	-
	1%	2%	-	-	2%	-	-	-	-	-	-	-	4%	-	-	5%	-	-	-
Social care funding and reform	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1	-
	1%	-	-	-	-	5%	-	-	-	-	-	-	-	-	-	-	-	4%	-
Capital spending (upgraded estates, more diagnostic equipment)	3	2	-	-	-	1	1	-	1	1	-	-	-	1	-	-	-	-	-
	2%	3%	-	-	-	5%	2%	-	4%	8%	-	-	-	6%	-	-	-	-	-

SPUC - IPPR - System Leaders Poll

Q8_1. Social care funding and reform: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Very important	137 80%	69 70%	64 91% a	4 88%	33 79%	47 71%	30 81%	20 77%	22 85%	15 71%	68 89% c	33 92% c	39 89% c	28 90% c	57 93% bcm	43 81%
Fairly important	31 18%	25 26% b	6 9%	- -	4 10%	8 19% l	16 24% hijl	6 16%	5 19%	4 15%	6 29%	7 9%	2 6%	4 9%	3 10%	9 17% l
Neither important nor unimportant	2 1%	2 2%	- -	- -	- -	2 3%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Not very important	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Not important at all	1 1%	1 1%	- -	- -	- -	- -	1 3%	1 4%	- -	- -	- -	- -	- -	- -	- -	1 2%
Don't know	1 1%	1 1%	- -	1 3%	1 2%	1 2%	- -	- -	- -	- -	1 1%	1 3%	1 2%	- -	1 2%	- -
SUM: Important	168 98%	94 96%	70 100%	4 100%	39 98%	41 98%	63 95%	36 97%	25 96%	26 100%	21 100%	75 99%	35 97%	43 98%	31 100%	52 98%
SUM: Unimportant	1 1%	1 1%	- -	- -	- -	- -	1 3%	1 4%	- -	- -	- -	- -	- -	- -	- -	1 2%
Net: Important	167 97%	93 95%	70 100%	4 100%	39 98%	41 98%	63 95%	35 95%	24 92%	26 100%	21 100%	75 99%	35 97%	43 98%	31 100%	51 96%

SPUC - IPPR - System Leaders Poll

Q8_1. Social care funding and reform: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Very important	137 80%	47 71%	5 83%	- -	41 84%	16 84%	41 87% a	3 100%	23 85%	12 92%	13 93%	1 100%	17 74%	15 88%	13 76%	14 64%	9 69%	19 73%	1 100%
Fairly important	31 18%	17 26%	1 17%	- -	8 16%	1 5%	6 13%	- -	4 15%	1 8%	1 7%	- -	6 26%	2 12%	2 12%	7 32%	4 31%	5 19%	- -
Neither important nor unimportant	2 1%	2 3%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 6%	- -	- -	1 4%	- -
Not very important	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Not important at all	1 1%	- -	- -	- -	- -	1 5%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 4%	- -
Don't know	1 1%	- -	- -	- -	- -	1 5%	- -	- -	- -	- -	- -	- -	- -	- -	1 6%	1 5%	- -	- -	- -
SUM: Important	168 98%	64 97%	6 100%	- -	49 100%	17 89%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	15 88%	21 95%	13 100%	24 92%	1 100%
SUM: Unimportant	1 1%	- -	- -	- -	- -	1 5%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 4%	- -
Net: Important	167 97%	64 97%	6 100%	- -	49 100%	16 84%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	15 88%	21 95%	13 100%	23 88%	1 100%

SPUC - IPPR - System Leaders Poll

Q8_2. Increasing local authority public health budgets: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
121 70%	53 54%	64 91%	4 100%	29 73%	30 71%	42 64%	25 68%	19 73%	17 65%	14 67%	66 87%	29 81%	37 84%	25 81%	54 89%	35 66%
		a									bodm		cm		abcdm	
39 23%	34 35%	5 7%	- -	10 25%	10 24%	19 29%	8 22%	5 19%	7 27%	5 24%	7 9%	7 19%	7 16%	5 16%	7 11%	13 25%
	b			h	h	hl										h
8 5%	7 7%	1 1%	- -	1 3%	1 2%	2 3%	4 11%	1 4%	1 4%	2 10%	2 3%	- -	- -	1 3%	- -	4 8%
							ijl									l
2 1%	2 2%	- -	- -	- -	- -	2 3%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
1 1%	1 1%	- -	- -	- -	- -	- -	- -	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	1 2%
1 1%	1 1%	- -	- -	- -	1 2%	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
160 93%	87 89%	69 99%	4 100%	39 98%	40 95%	61 92%	33 89%	24 92%	24 92%	19 90%	73 96%	36 100%	44 100%	30 97%	61 100%	48 91%
		a										d	dm		cdm	
3 2%	3 3%	- -	- -	- -	- -	2 3%	- -	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	1 2%
157 91%	84 86%	69 99%	4 100%	39 98%	40 95%	59 89%	33 89%	23 88%	23 88%	19 90%	72 95%	36 100%	44 100%	30 97%	61 100%	47 89%
		a										cdm	cdm		cdm	

SPUC - IPPR - System Leaders Poll

Q8_2. Increasing local authority public health budgets: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	121	41	2	-	31	18	42	1	24	8	10	-	18	12	12	12	9	16	1
	70%	62%	33%	-	63%	95%	89% ad	33%	89%	62%	71%	-	78%	71%	71%	55%	69%	62%	100%
Fairly important	39	18	4	-	14	1	4	2	1	5	4	-	3	4	5	6	3	8	-
	23%	27% f	67%	-	29% f	5%	9%	67%	4%	38%	29%	-	13%	24%	29%	27%	23%	31%	-
Neither important nor unimportant	8	5	-	-	2	-	1	-	1	-	-	1	1	1	-	3	-	2	-
	5%	8%	-	-	4%	-	2%	-	4%	-	-	100%	4%	6%	-	14%	-	8%	-
Not very important	2	1	-	-	1	-	-	-	1	-	-	-	-	-	-	-	1	-	-
	1%	2%	-	-	2%	-	-	-	4%	-	-	-	-	-	-	-	8%	-	-
Not important at all	1	-	-	-	1	-	-	-	-	-	-	-	1	-	-	-	-	-	-
	1%	-	-	-	2%	-	-	-	-	-	-	-	4%	-	-	-	-	-	-
Don't know	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-
	1%	2%	-	-	-	-	-	-	-	-	-	-	-	-	-	5%	-	-	-
SUM: Important	160	59	6	-	45	19	46	3	25	13	14	-	21	16	17	18	12	24	1
	93%	89%	100%	-	92%	100%	98%	100%	93%	100%	100%	-	91%	94%	100%	82%	92%	92%	100%
SUM: Unimportant	3	1	-	-	2	-	-	-	1	-	-	-	1	-	-	-	1	-	-
	2%	2%	-	-	4%	-	-	-	4%	-	-	-	4%	-	-	-	8%	-	-
Net: Important	157	58	6	-	43	19	46	3	24	13	14	-	20	16	17	18	11	24	1
	91%	88%	100%	-	88%	100%	98%	100%	89%	100%	100%	-	87%	94%	100%	82%	85%	92%	100%

SPUC - IPPR - System Leaders Poll

Q8_3. Cross-government action to address health inequalities: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
141 82%	73 74%	64 91% a	4 100%	36 90%	35 83%	50 76%	31 84%	23 88%	22 85%	19 90%	69 91% c	33 92%	41 93% c	30 97% c	56 92% c	44 83%
27 16%	22 22% b	5 7%	- -	3 8%	5 12%	13 20% hijkl	6 16%	1 4%	2 8%	2 10%	5 7%	2 6%	2 5%	1 3%	4 7%	7 13%
2 1%	1 1%	1 1%	- -	1 3%	1 2%	2 3%	- -	1 4%	1 4%	- -	1 1%	1 3%	1 2%	- -	1 2%	1 2%
2 1%	2 2%	- -	- -	- -	1 2%	1 2%	- -	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	1 2%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
168 98%	95 97%	69 99%	4 100%	39 98%	40 95%	63 95%	37 100%	24 92%	24 92%	21 100%	74 97%	35 97%	43 98%	31 100%	60 98%	51 96%
2 1%	2 2%	- -	- -	- -	1 2%	1 2%	- -	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	1 2%
166 97%	93 95%	69 99%	4 100%	39 98%	39 93%	62 94%	37 100%	23 88%	23 88%	21 100%	73 96%	35 97%	43 98%	31 100%	60 98%	50 94%

SPUC - IPPR - System Leaders Poll

Q8_3. Cross-government action to address health inequalities: The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	-	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Very important	141 82%	49 74%	4 67%	-	40 82%	16 84%	45 96% ad	3 100%	26 96%	8 62%	13 93%	-	19 83%	14 82%	14 82%	17 77%	11 85%	20 77%	1 100%
Fairly important	27 16%	15 23% f	2 33%	-	8 16% f	3 16%	1 2%	-	1 4%	5 38%	1 7%	1 100%	3 13%	3 18%	3 18%	4 18%	2 15%	4 15%	-
Neither important nor unimportant	2 1%	1 2%	-	-	-	-	1 2%	-	-	-	-	-	-	-	-	-	-	2 8%	-
Not very important	2 1%	1 2%	-	-	1 2%	-	-	-	-	-	-	-	1 4%	-	-	1 5%	-	-	-
Not important at all	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUM: Important	168 98%	64 97%	6 100%	-	48 98%	19 100%	46 98%	3 100%	27 100%	13 100%	14 100%	1 100%	22 96%	17 100%	17 100%	21 95%	13 100%	24 92%	1 100%
SUM: Unimportant	2 1%	1 2%	-	-	1 2%	-	-	-	-	-	-	-	1 4%	-	-	1 5%	-	-	-
Net: Important	166 97%	63 95%	6 100%	-	47 96%	19 100%	46 98%	3 100%	27 100%	13 100%	14 100%	1 100%	21 91%	17 100%	17 100%	20 91%	13 100%	24 92%	1 100%

SPUC - IPPR - System Leaders Poll

Q8_4. Immigration reform (to increase labour supply post-Brexit): The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
73 42%	35 36%	36 51%	2 50%	17 43%	19 45%	24 36%	18 49%	10 38%	11 42%	10 48%	38 50%	17 47%	19 43%	16 52%	31 51%	24 45%
76 44%	47 48%	28 40%	1 25%	17 43%	18 43%	30 45%	15 41%	11 42%	11 42%	8 38%	30 39%	16 44%	20 45%	14 45%	25 41%	21 40%
14 8%	8 8%	5 7%	1 25%	4 10%	4 10%	7 11%	2 5%	3 12%	2 8%	3 14%	6 8%	2 6%	4 9%	1 3%	4 7%	4 8%
5 3%	4 4%	1 1%	- -	1 3%	1 2%	3 5%	1 3%	1 4%	1 4%	- -	1 1%	1 3%	1 2%	- -	1 2%	2 4%
3 2%	3 3%	- -	- -	- -	- -	1 2%	1 3%	1 4%	1 4%	- -	1 1%	- -	- -	- -	- -	2 4%
1 1%	1 1%	- -	- -	1 3%	- -	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
149 87%	82 84%	64 91%	3 75%	34 85%	37 88%	54 82%	33 89%	21 81%	22 85%	18 86%	68 89%	33 92%	39 89%	30 97% c	56 92%	45 85%
8 5%	7 7%	1 1%	- -	1 3%	1 2%	4 6%	2 5%	2 8%	2 8%	- -	2 3%	1 3%	1 2%	- -	1 2%	4 8%
141 82%	75 77%	63 90%	3 75%	33 83%	36 86%	50 76%	31 84%	19 73%	20 77%	18 86%	66 87%	32 89%	38 86%	30 97% cm	55 90% c	41 77%

SPUC - IPPR - System Leaders Poll

Q8_4. Immigration reform (to increase labour supply post-Brexit): The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member					Yorkshire & Humberside									
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
73 42%	22 33%	3 50%	- -	21 43%	10 53%	21 45%	1 33%	17 63%	3 23%	4 29%	1 100%	7 30%	6 35%	4 24%	15 68%	6 46%	10 38%	1 100%	
76 44%	32 48%	1 17%	- -	24 49%	8 42%	22 47%	2 67%	7 26%	7 54%	7 50%	- -	11 48%	9 53%	11 65%	6 27%	6 46%	11 42%	- -	
14 8%	6 9%	2 33%	- -	2 4%	- -	4 9%	- -	3 11%	2 15%	3 21%	- -	2 9%	2 12%	1 6%	1 5%	- -	2 8%	- -	
5 3%	4 6%	- -	- -	1 2%	- -	- -	- -	- -	- -	- -	- -	1 4%	- -	1 6%	- -	1 8%	2 8%	- -	
3 2%	1 2%	- -	- -	1 2%	1 5%	- -	- -	- -	1 8%	- -	- -	1 4%	- -	- -	- -	- -	1 4%	- -	
1 1%	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 4%	- -	- -	- -	- -	- -	- -	
149 87%	54 82%	4 67%	- -	45 92%	18 95%	43 91%	3 100%	24 89%	10 77%	11 79%	1 100%	18 78%	15 88%	15 88%	21 95%	12 92%	21 81%	1 100%	
8 5%	5 8%	- -	- -	2 4%	1 5%	- -	- -	- -	1 8%	- -	- -	2 9%	- -	1 6%	- -	1 8%	3 12%	- -	
141 82%	49 74%	4 67%	- -	43 88%	17 89%	43 91% a	3 100%	24 89%	9 69%	11 79%	1 100%	16 70%	15 88%	14 82%	21 95%	11 85%	18 69%	1 100%	

SPUC - IPPR - System Leaders Poll

Q8_5. Capital spending (upgraded estates, more diagnostic equipment): The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
87 51%	50 51%	36 51%	1 25%	20 50%	22 52%	33 50%	22 59%	10 38%	10 38%	8 38%	38 50%	16 44%	18 41%	15 48%	30 49%	28 53%
70 41%	44 45%	23 33%	3 75%	16 40%	17 40%	28 42%	13 35%	15 58%	14 54%	12 57%	28 37%	15 42%	19 43%	14 45%	23 38%	23 43%
10 6%	2 2%	8 11% a	- -	3 8%	2 5%	3 5%	2 5%	1 4%	2 8%	1 5%	7 9%	3 8%	6 14%	1 3%	6 10%	2 4%
2 1%	2 2%	- -	- -	1 3%	1 2%	2 3%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	1 3%	1 2%	- -	1 2%	- -
2 1%	- -	2 3%	- -	- -	- -	- -	- -	- -	- -	- -	2 3%	1 3%	- -	1 3%	1 2%	- -
157 91%	94 96% b	59 84%	4 100%	36 90%	39 93%	61 92%	35 95%	25 96%	24 92%	20 95%	66 87%	31 86%	37 84%	29 94%	53 87%	51 96% j
3 2%	2 2%	1 1%	- -	1 3%	1 2%	2 3%	- -	- -	- -	- -	1 1%	1 3%	1 2%	- -	1 2%	- -
154 90%	92 94% b	58 83%	4 100%	35 88%	38 90%	59 89%	35 95%	25 96%	24 92%	20 95%	65 86%	30 83%	36 82%	29 94%	52 85%	51 96% hij

SPUC - IPPR - System Leaders Poll

Q8_5. Capital spending (upgraded estates, more diagnostic equipment): The health and care system is shaped by more than just the NHS. How important or not are the following in being able to deliver the vision set out in the NHS Long Term Plan?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
87 51%	29 44%	3 50%	- -	25 51%	10 53%	27 57%	1 33%	19 70%	4 31%	5 36%	- -	12 52%	6 35%	7 41%	13 59%	5 38%	16 62%	- -	
70 41%	30 45%	3 50%	- -	23 47%	7 37%	13 28%	2 67%	5 19%	7 54%	7 50%	1 100%	9 39%	10 59%	7 41%	9 41%	6 46%	10 38%	1 100%	
10 6%	5 8%	- -	- -	1 2%	1 5%	4 9%	- -	2 7%	- -	2 14%	- -	2 9%	- -	2 12%	- -	2 15%	- -	- -	
2 1%	2 3%	- -	- -	- -	- -	1 2%	- -	- -	1 8%	- -	- -	- -	1 6%	- -	- -	- -	- -	- -	
1 1%	- -	- -	- -	- -	1 5%	- -	- -	1 4%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
2 1%	- -	- -	- -	- -	- -	2 4%	- -	- -	1 8%	- -	- -	- -	- -	1 6%	- -	- -	- -	- -	
157 91%	59 89%	6 100%	- -	48 98% f	17 89%	40 85%	3 100%	24 89%	11 85%	12 86%	1 100%	21 91%	16 94%	14 82%	22 100%	11 85%	26 100%	1 100%	
3 2%	2 3%	- -	- -	- -	1 5%	1 2%	- -	1 4%	1 8%	- -	- -	- -	1 6%	- -	- -	- -	- -	- -	
154 90%	57 86%	6 100%	- -	48 98% af	16 84%	39 83%	3 100%	23 85%	10 77%	12 86%	1 100%	21 91%	15 88%	14 82%	22 100%	11 85%	26 100%	1 100%	

SPUC - IPPR - System Leaders Poll

Q9. What are the most important steps, in the short term (i.e. in the next year), to address the health and care workforce challenges?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
85 49%	50 51%	32 46%	3 75%	22 55%	20 48%	36 55%	23 62%	16 62%	14 54%	12 57%	38 50%	19 53%	23 52%	13 42%	33 54%	33 62%
57 33%	31 32%	25 36%	1 25%	12 30%	14 33%	20 30%	12 32%	8 31%	7 27%	6 29%	26 34%	13 36%	13 30%	9 29%	21 34%	16 30%
57 33%	22 22%	34 49% a	1 25%	15 38%	12 29%	16 24%	9 24%	7 27%	8 31%	6 29%	33 43% c	16 44% c	20 45% c	16 52% bcdm	28 46% cdm	14 26%
54 31%	34 35%	19 27%	1 25%	15 38%	18 43%	22 33%	16 43%	10 38%	11 42%	10 48%	23 30%	12 33%	14 32%	9 29%	16 26%	21 40%
47 27%	22 22%	23 33%	2 50%	10 25%	13 31%	20 30%	12 32%	9 35%	10 38%	8 38%	26 34%	12 33%	15 34%	14 45%	20 33%	14 26%
46 27%	23 23%	22 31%	1 25%	5 13%	6 14%	15 23%	5 14%	2 8%	5 19%	2 10%	22 29% a	6 17%	12 27%	8 26%	18 30% a	10 19%
40 23%	29 30% b	11 16%	- -	10 25%	10 24%	15 23%	9 24%	7 27%	5 19%	5 24%	12 16%	6 17%	7 16%	5 16%	12 20%	16 30%
35 20%	28 29% b	6 9%	1 25%	7 18%	13 31% hijlm	23 35% dhijklm	5 14%	3 12%	2 8%	3 14%	7 9%	4 11%	4 9%	4 13%	7 11%	6 11%

SPUC - IPPR - System Leaders Poll

Q9. What are the most important steps, in the short term (i.e. in the next year), to address the health and care workforce challenges?

BASE: All respondents

	Primary work area				Setting/area of work												
	Total	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Significance Level: 95%		a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
Increase employee benefits (e.g. free parking and improve working conditions such as staff room upgrades)	31 18%	22 22%	8 11%	1 25%	5 13%	7 17% i	7 11%	7 19% i	5 19%	7 27%	3 14%	9 12%	1 3%	3 7%	7 23% i	8 13%	14 26% chij
Greater action to protect staff vulnerable to poor Covid-19 outcomes	24 14%	8 8%	15 21% a	1 25%	5 13%	6 14%	6 9%	4 11%	4 15%	5 19%	4 19%	15 20%	7 19%	7 16%	4 13%	9 15%	5 9%
Other, please specify	15 9%	11 11%	4 6%	- -	4 10%	3 7%	7 11%	3 8%	1 4%	1 4%	2 10%	4 5%	3 8%	2 5%	2 6%	2 3%	3 6%
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

SPUC - IPPR - System Leaders Poll

Q9. What are the most important steps, in the short term (i.e. in the next year), to address the health and care workforce challenges?

BASE: All respondents

	Role							Region											
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	-	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Greater freedom to innovate care pathways	85 49%	34 52%	1 17%	-	26 53%	7 37%	25 53%	-	11 41%	4 31%	6 43%	-	14 61%	9 53%	11 65%	13 59%	9 69%	12 46%	-
Reform post-Brexit migration rules for health and social care workers	57 33%	23 35%	2 33%	-	17 35%	7 37%	14 30%	1 33%	11 41%	3 23%	2 14%	-	8 35%	5 29%	5 29%	7 32%	5 38%	11 42%	1 100%
Living wage guarantee (including sick pay) for all health and care staff	57 33%	18 27%	2 33%	-	14 29%	12 63%	18 38%	2 67%	14 52%	5 38%	6 43%	1 100%	3 13%	2 12%	9 53%	4 18%	3 23%	8 31%	-
More flexible and remote working capability	54 31%	20 30%	4 67%	-	12 24%	4 21%	15 32%	1 33%	10 37%	4 31%	4 29%	-	7 30%	1 6%	4 24%	10 45%	4 31%	10 38%	1 100%
Progressive pay rise (highest for those on lowest incomes)	47 27%	21 32%	1 17%	-	13 27%	4 21%	12 26%	-	11 41%	4 31%	2 14%	1 100%	6 26%	8 47%	6 35%	4 18%	4 31%	4 15%	-
Improve access to mental health support	46 27%	19 29%	2 33%	-	13 27%	6 32%	10 21%	1 33%	5 19%	6 46%	8 57%	-	6 26%	3 18%	5 29%	5 23%	3 23%	4 15%	-
Making it easier to pool staff across sites	40 23%	18 27%	1 17%	-	11 22%	3 16%	8 17%	1 33%	5 19%	4 31%	1 7%	1 100%	6 26%	6 35%	2 12%	4 18%	3 23%	8 31%	-
Reform appraisal and revalidation system for clinical staff	35 20%	13 20%	2 33%	-	8 16%	3 16%	11 23%	-	5 19%	3 23%	3 21%	-	5 22%	4 24%	-	5 23%	4 31%	6 23%	-
Increase employee benefits (e.g. free parking and improve working conditions such as staff room upgrades)	31 18%	7 11%	2 33%	-	15 31% a	3 16%	8 17%	-	5 19%	3 23%	3 21%	-	5 22%	4 24%	2 12%	6 27%	-	5 19%	-
Greater action to protect staff vulnerable to poor Covid-19 outcomes	24 14%	8 12%	-	-	6 12%	4 21%	9 19%	-	3 11%	-	1 7%	-	5 22%	6 35%	2 12%	3 14%	2 15%	2 8%	-

SPUC - IPPR - System Leaders Poll

Q9. What are the most important steps, in the short term (i.e. in the next year), to address the health and care workforce challenges?

BASE: All respondents

Significance Level: 95%

Weighted Total

Other, please specify

Don't know

	Role						Region											
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member													
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
15	9	1	-	2	1	3	1	-	1	4	-	1	2	1	3	-	2	1
9%	14%	17%	-	4%	5%	6%	33%	-	8%	29%	-	4%	12%	6%	14%	-	8%	100%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SPUC - IPPR - System Leaders Poll

Q10. What are the most important solutions, in the longer term (i.e. beyond the next year), to address the health and care workforce challenges?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	c	a	b	c	d	e	f	g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
74 43%	40 41%	32 46%	2 50%	18 45%	20 48%	30 45%	15 41%	17 65%	14 54%	9 43%	37 49%	20 56%	20 45%	14 45%	28 46%	24 45%
73 42%	40 41%	31 44%	2 50%	19 48%	19 45%	27 41%	19 51%	11 42%	13 50%	13 62%	35 46%	17 47%	20 45%	16 52%	28 46%	28 53%
64 37%	32 33%	29 41%	3 75%	16 40%	16 38%	26 39%	10 27%	10 38%	14 54%	7 33%	34 45%	19 53% d	20 45%	11 35%	29 48% d	17 32%
61 35%	28 29%	32 46% a	1 25%	15 38%	15 36%	22 33%	10 27%	9 35%	8 31%	6 29%	32 42%	15 42%	19 43%	12 39%	26 43%	16 30%
51 30%	28 29%	22 31%	1 25%	10 25%	10 24%	19 29%	7 19%	7 27%	4 15%	3 14%	21 28%	11 31%	15 34%	9 29%	17 28%	13 25%
42 24%	23 23%	18 26%	1 25%	11 28%	12 29%	15 23%	11 30%	6 23%	7 27%	4 19%	19 25%	8 22%	10 23%	6 19%	16 26%	13 25%
38 22%	24 24%	13 19%	1 25%	8 20%	12 29%	17 26%	10 27%	8 31%	8 31%	8 38%	12 16%	7 19%	7 16%	9 29%	11 18%	14 26%
37 22%	28 29% b	9 13%	- -	11 28% i	11 26% i	18 27% ij	10 27% i	4 15%	4 15%	6 29%	11 14%	3 8%	5 11%	5 16%	9 15%	11 21%

SPUC - IPPR - System Leaders Poll

Q10. What are the most important solutions, in the longer term (i.e. beyond the next year), to address the health and care workforce challenges?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
Greater use of artificial intelligence to complete clinical tasks	31 18%	24 24% b	7 10%	- -	8 20%	4 10%	7 11% bchijkl	13 35%	3 12%	4 15%	1 5%	10 13%	2 6%	5 11%	4 13%	8 13% bchijl
More opportunities for staff to participate in research and education	14 8%	6 6%	7 10%	1 25%	3 8%	2 5%	5 8%	3 8%	3 12%	2 8%	2 10%	8 11%	2 6%	5 11%	3 10%	4 8% 8%
Other, please specify	9 5%	9 9% b	- -	- -	1 3%	2 5%	5 8% hl	2 5% h	- -	- -	1 5%	- -	- -	- -	- -	2 4%
Don't know	2 1%	- -	2 3%	- -	- -	- -	- -	- -	- -	- -	- -	2 3%	1 3%	1 2%	1 3%	- -

SPUC - IPPR - System Leaders Poll

Q10. What are the most important solutions, in the longer term (i.e. beyond the next year), to address the health and care workforce challenges?

BASE: All respondents

	Total	Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Reform training pathways for health and care workers (e.g. higher quality, greater flexibility)	74 43%	27 41%	2 33%	- -	20 41%	10 53%	23 49%	1 33%	8 30%	6 46%	4 29%	1 100%	10 43%	9 53%	9 53%	11 50%	6 46%	10 38%	1 100%
Growth of new roles and task sharing (e.g. associate physicians, social prescribers)	73 42%	28 42%	3 50%	- -	24 49%	6 32%	19 40%	1 33%	13 48%	4 31%	6 43%	- -	12 52%	6 35%	7 41%	9 41%	6 46%	10 38%	1 100%
Greater collaboration with the voluntary sector	64 37%	18 27%	3 50%	- -	15 31%	11 58%	23 49% a	2 67%	12 44%	4 31%	10 71%	- -	10 43%	5 29%	7 41%	7 32%	3 23%	6 23%	- -
Benchmark social care pay to NHS pay scale (significantly uplifting social care staff pay)	61 35%	15 23%	3 50%	- -	17 35%	8 42%	22 47% a	1 33%	11 41%	5 38%	3 21%	1 100%	9 39%	9 53%	6 35%	7 32%	4 31%	7 27%	- -
Increase professional development and progression opportunities	51 30%	22 33%	1 17%	- -	19 39%	5 26%	12 26%	2 67%	7 26%	3 23%	4 29%	- -	8 35%	6 35%	5 29%	3 14%	3 23%	10 38%	1 100%
Increase recruitment to relevant higher and further education programmes	42 24%	21 32%	- -	- -	12 24%	2 11%	8 17%	- -	2 7%	2 15%	4 29%	- -	6 26%	3 18%	5 29%	10 45%	4 31%	6 23%	- -
Greater diversity in leadership positions	38 22%	18 27%	1 17%	- -	10 20%	6 32%	7 15%	- -	7 26%	3 23%	3 21%	- -	1 4%	3 18%	1 6%	5 23%	4 31%	11 42%	- -
Greater use of artificial intelligence to complete administrative tasks	37 22%	21 32% f	1 17%	- -	9 18%	2 11%	6 13%	1 33%	7 26%	4 31%	3 21%	1 100%	2 9%	3 18%	5 29%	4 18%	3 23%	6 23%	- -
Greater use of artificial intelligence to complete clinical tasks	31 18%	11 17%	- -	- -	13 27% f	5 26%	4 9%	1 33%	2 7%	4 31%	1 7%	- -	4 17%	2 12%	3 18%	6 27%	4 31%	6 23%	- -

SPUC - IPPR - System Leaders Poll

Q10. What are the most important solutions, in the longer term (i.e. beyond the next year), to address the health and care workforce challenges?

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other												
	Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
More opportunities for staff to participate in research and education	14	3	-	-	5	1	7	-	8	1	1	-	1	-	-	2	1	2	-
	8%	5%	-	-	10%	5%	15%	-	30%	8%	7%	-	4%	-	-	9%	8%	8%	-
Other, please specify	9	6	2	-	-	-	2	-	-	1	2	-	1	1	1	1	1	1	-
	5%	9%	33%	-	-	-	4%	-	-	8%	14%	-	4%	6%	6%	5%	8%	4%	-
Don't know	2	-	-	-	-	-	2	-	1	-	-	-	-	1	-	-	-	-	-
	1%	-	-	-	-	-	4%	-	4%	-	-	-	-	6%	-	-	-	-	-

SPUC - IPPR - System Leaders Poll

S1. Which of the settings below would you say you primarily work in? If you work in both equally, please select this option.

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
Significance Level: 95%																
Weighted Total	172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	53 100%
NHS (local or national)	98 57%	98 100%	- -	- -	19 48%	25 60%	53 80%	24 65%	13 50%	11 42%	12 57%	7 9%	3 8%	5 11%	6 19%	35 66%
		b			hijkl	hijkl	abhijkl	hijkl								hijkl
Local government	70 41%	- -	70 100%	- -	18 45%	14 33%	10 15%	10 27%	10 38%	11 42%	6 29%	65 86%	30 83%	36 82%	21 68%	14 26%
			a		c	c					abodkm	abodm	abodm	abodm	abodm	
Both equally	4 2%	- -	- -	4 100%	3 8%	3 7%	3 5%	3 8%	3 12%	4 15%	3 14%	4 5%	3 8%	3 7%	4 13%	4 7%
None of the above	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

SPUC - IPPR - System Leaders Poll

S1. Which of the settings below would you say you primarily work in? If you work in both equally, please select this option.

BASE: All respondents

		Role						Region											
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other												
	Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
NHS (local or national)	98	45	5	-	34	11	8	2	11	9	8	-	13	6	12	15	8	18	-
	57%	68% f	83%	-	69% f	58%	17%	67%	41%	69%	57%	-	57%	35%	71%	68%	62%	69%	-
Local government	70	20	1	-	14	6	36	1	15	4	6	1	9	11	5	6	5	7	1
	41%	30%	17%	-	29%	32%	77% ad	33%	56%	31%	43%	100%	39%	65%	29%	27%	38%	27%	100%
Both equally	4	1	-	-	1	2	3	-	1	-	-	-	1	-	-	1	-	1	-
	2%	2%	-	-	2%	11%	6%	-	4%	-	-	-	4%	-	-	5%	-	4%	-
None of the above	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SPUC - IPPR - System Leaders Poll

S2. Does your role involve working in the following setting(s) or area(s)?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
76 44%	7 7%	65 93% a	4 100%	27 68% cm	21 50% c	16 24%	17 46% c	16 62%	17 65%	12 57%	76 100% abcdjklm	35 97% abcdm	41 93% abcdm	27 87% bcdm	54 89% abcdm	22 42% c
66 38%	53 54% b	10 14%	3 75%	23 58% dhjlm	27 64% dhijklm	66 100% abdhijklm	11 30%	13 50%	12 46%	14 67%	16 21%	15 42% h	15 34%	11 35%	21 34%	14 26%
61 35%	9 9%	48 69% a	4 100%	27 68% cdm	22 52% c	21 32%	14 38%	15 58%	16 62%	11 52%	54 71% bcdm	33 92% abcdhkm	37 84% bcdm	21 68% cdm	61 100% abcdhijklm	20 38%
44 26%	5 5%	36 51% a	3 75%	24 60% cm	20 48% c	15 23%	14 38%	15 58%	15 58%	11 52%	41 54% cm	30 83% abcdhklm	44 100% abcdhiklm	19 61% cm	37 61% cdm	17 32%
42 24%	25 26%	14 20%	3 75%	22 55% hm	42 100% acd hijklm	27 41%	14 38%	13 50%	14 54%	14 67%	21 28%	18 50% h	20 45% h	12 39%	22 36%	17 32%
40 23%	19 19%	18 26%	3 75%	40 100% bod hijklm	22 52%	23 35%	19 51%	13 50%	13 50%	14 67%	27 36%	22 61% chm	24 55% ch	14 45%	27 44%	21 40%
37 22%	24 24%	10 14%	3 75%	19 48% chl	14 33% c	11 17% abchijklm	37 100%	16 62%	15 58%	13 62%	17 22%	15 42% ch	14 32%	13 42% ch	14 23% abchijkl	37 70%
36 21%	3 3%	30 43% a	3 75%	22 55% cm	18 43% c	15 23%	15 41%	15 58%	15 58%	10 48%	35 46% c	36 100% abcdhijklm	30 68% bcdhm	15 48% c	33 54% cm	18 34%

SPUC - IPPR - System Leaders Poll

S2. Does your role involve working in the following setting(s) or area(s)?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	c	a	b	c	d	e	f	g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
31 18%	6 6%	21 30% a	4 100%	14 35% c	12 29%	11 17%	13 35% c	13 50%	15 58%	10 48%	27 36% c	15 42% c	19 43% c	31 100% abcdhijlm	21 34% c	18 34% c
26 15%	13 13%	10 14%	3 75%	13 33%	13 31%	13 20%	16 43% ch	26 100%	18 69%	9 43%	16 21%	15 42% ch	15 34%	13 42% ch	15 25%	26 49% chl
26 15%	11 11%	11 16%	4 100%	13 33%	14 33%	12 18%	15 41% ch	18 69%	26 100%	10 48%	17 22%	15 42% ch	15 34%	15 48% chl	16 26%	26 49% chl
21 12%	12 12%	6 9%	3 75%	14 35% h	14 33% h	14 21%	13 35% h	9 35%	10 38%	21 100%	12 16%	10 28%	11 25%	10 32%	11 18%	13 25%
- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
53 31%	35 36% b	14 20%	4 100%	21 53% ch	17 40% c	14 21% abchijkl	37 100%	26 100%	26 100%	13 62%	22 29%	18 50% ch	17 39% c	18 58% chl	20 33%	53 100% abchijkl

SPUC - IPPR - System Leaders Poll

S2. Does your role involve working in the following setting(s) or area(s)?

BASE: All respondents

	Role						Region												
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member														
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands	
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
76 44%	17 26%	1 17%	- -	20 41%	10 53%	38 81% ad	2 67%	16 59%	4 31%	8 57%	1 100%	12 52%	9 53%	6 35%	8 36%	5 38%	8 31%	1 100%	
66 38%	40 61% df	1 17%	- -	11 22%	9 47%	12 26%	- -	10 37%	7 54%	5 36%	- -	9 39%	5 29%	9 53%	10 45%	6 46%	8 31%	- -	
61 35%	14 21%	1 17%	- -	16 33%	12 63%	27 57% ad	1 33%	13 48%	3 23%	5 36%	- -	7 30%	8 47%	5 29%	9 41%	4 31%	9 35%	- -	
44 26%	14 21%	1 17%	- -	12 24%	5 26%	17 36%	2 67%	10 37%	2 15%	5 36%	- -	5 22%	4 24%	2 12%	5 23%	4 31%	8 31%	- -	
42 24%	16 24%	1 17%	- -	13 27%	5 26%	11 23%	- -	10 37%	4 31%	3 21%	- -	2 9%	2 12%	1 6%	9 41%	5 38%	9 35%	- -	
40 23%	18 27%	1 17%	- -	11 22%	6 32%	10 21%	1 33%	6 22%	1 8%	4 29%	- -	7 30%	4 24%	4 24%	8 36%	2 15%	6 23%	- -	
37 22%	15 23%	- -	- -	16 33% f	3 16%	6 13%	1 33%	5 19%	1 8%	3 21%	- -	3 13%	3 18%	2 12%	7 32%	5 38%	7 27%	- -	
36 21%	8 12%	1 17%	- -	7 14%	7 37%	19 40% ad	2 67%	7 26%	1 8%	3 21%	- -	3 13%	4 24%	4 24%	4 18%	3 23%	6 23%	1 100%	
31 18%	10 15%	1 17%	- -	9 18%	4 21%	13 28%	1 33%	7 26%	3 23%	2 14%	- -	4 17%	5 29%	2 12%	2 9%	3 23%	2 8%	- -	
26 15%	7 11%	1 17%	- -	12 24% a	4 21%	7 15%	1 33%	4 15%	- -	1 7%	- -	3 13%	3 18%	1 6%	4 18%	4 31%	5 19%	- -	
26 15%	8 12%	2 33%	- -	11 22%	2 11%	7 15%	1 33%	3 11%	- -	2 14%	- -	3 13%	3 18%	1 6%	4 18%	4 31%	5 19%	- -	
21 12%	11 17%	2 33%	- -	3 6%	1 5%	5 11%	- -	5 19%	2 15%	3 21%	- -	2 9%	3 18%	- -	4 18%	3 23%	2 8%	- -	

SPUC - IPPR - System Leaders Poll

S2. Does your role involve working in the following setting(s) or area(s)?

BASE: All respondents

Significance Level: 95%

Weighted Total

No, I am not involved in any of the above

Net: NHS Trust

	Role						Region											
	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other												
Total							Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
172	66	6	-	49	19	47	3	27	13	14	1	23	17	17	22	13	26	1
100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
53	16	2	-	26	6	10	1	8	1	4	-	6	5	2	8	7	11	-
31%	24%	33%	-	53% af	32%	21%	33%	30%	8%	29%	-	26%	29%	12%	36%	54%	42%	-

SPUC - IPPR - System Leaders Poll

S3. How would you describe your role(s)? *

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
66 38%	45 46% b	20 29%	1 25%	18 45% hil	16 38%	40 61% bhijklm	15 41% h	7 27%	8 31%	11 52%	17 22%	8 22%	14 32%	10 32%	14 23%	16 30%
49 28%	34 35% b	14 20%	1 25%	11 28%	13 31%	11 17%	16 43% ci	12 46%	11 42%	3 14%	20 26%	7 19%	12 27%	9 29%	16 26%	26 49% achijl
19 11%	11 11%	6 9%	2 50%	6 15%	5 12%	9 14%	3 8%	4 15%	2 8%	1 5%	10 13%	7 19%	5 11%	4 13%	12 20%	6 11%
6 3%	5 5%	1 1%	- -	1 3%	1 2%	1 2%	- -	1 4%	2 8%	2 10%	1 1%	1 3%	1 2%	1 3%	1 2%	2 4%
- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
47 27%	8 8%	36 51% a	3 75%	10 25%	11 26%	12 18%	6 16%	7 27%	7 27%	5 24%	38 50% abcdm	19 53% abcdm	17 39% cdm	13 42% cdm	27 44% cdm	10 19%

SPUC - IPPR - System Leaders Poll

S3. How would you describe your role(s)? *

BASE: All respondents

		Role						Region												
		Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other				Yorkshire & Humberside			West Midlands	East Midlands					
Significance Level: 95%	Total	a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l	
Weighted Total	172 100%	66 100%	6 100%	- -	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%	
Local director or deputy director	66 38%	66 100% df	- -	- -	4 8%	2 11%	1 2%	- -	8 30%	5 38%	4 29%	1 100%	5 22%	10 59%	9 53%	9 41%	4 31%	11 42%	- -	
Executive board member	49 28%	4 6%	- -	- -	49 100% af	2 11%	3 6%	2 67%	8 30%	2 15%	4 29%	- -	5 22%	5 29%	4 24%	8 36%	6 46%	7 27%	- -	
Non-executive board member	19 11%	2 3%	- -	- -	2 4%	19 100%	5 11%	- -	4 15%	1 8%	- -	- -	5 22%	- -	4 24%	3 14%	- -	3 12%	- -	
Regional director or deputy director	6 3%	- -	6 100%	- -	- -	- -	- -	- -	1 4%	1 8%	2 14%	- -	1 4%	- -	- -	- -	- -	1 4%	- -	
National director or deputy director	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
Other, please specify	47 27%	1 2%	- -	- -	3 6%	5 26%	47 100% ad	1 33%	10 37%	4 31%	4 29%	- -	9 39%	5 29%	4 24%	3 14%	3 23%	5 19%	1 100%	

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S4. Where are you based, professionally speaking?

BASE: All respondents

	Primary work area			Setting/area of work												
	NHS (local or national)	Local government	Both equally	Sustainability and Transformation Partnership (STP) / Integrated Care System (ICS)	Clinical Commissioning Group (CCG)	Primary Care Network (PCN)	NHS Acute/ Hospital Trust	NHS Community Trust	NHS Mental Health Trust	NHS England and/ or NHS Improvement	Local authority or council	Adult social care services	Public health services	Children's services	Health and Wellbeing Board	Net: NHS Trust
Total	a	b	*c	a	b	c	d	*e	*f	*g	h	i	j	k	l	m
172 100%	98 100%	70 100%	4 100%	40 100%	42 100%	66 100%	37 100%	26 100%	26 100%	21 100%	76 100%	36 100%	44 100%	31 100%	61 100%	53 100%
- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
3 2%	2 2%	1 1%	- -	1 3%	- -	- -	1 3%	1 4%	1 4%	- -	2 3%	2 6%	2 5%	1 3%	1 2%	1 2%
27 16%	11 11%	15 21%	1 25%	6 15%	10 24%	10 15%	5 14%	4 15%	3 12%	5 24%	16 21%	7 19%	10 23%	7 23%	13 21%	8 15%
13 8%	9 9%	4 6%	- -	1 3%	4 10%	7 11%	1 3%	- -	- -	2 10%	4 5%	1 3%	2 5%	3 10%	3 5%	1 2%
14 8%	8 8%	6 9%	- -	4 10%	3 7%	5 8%	3 8%	1 4%	2 8%	3 14%	8 11%	3 8%	5 11%	2 6%	5 8%	4 8%
1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -
23 13%	13 13%	9 13%	1 25%	7 18%	2 5%	9 14%	3 8%	3 12%	3 12%	2 10%	12 16%	3 8%	5 11%	4 13%	7 11%	6 11%
17 10%	6 6%	11 16% a	- -	4 10%	2 5%	5 8%	3 8%	3 12%	3 12%	3 14%	9 12%	4 11%	4 9%	5 16%	8 13%	5 9%
17 10%	12 12%	5 7%	- -	4 10%	1 2%	9 14%	2 5%	1 4%	1 4%	- -	6 8%	4 11%	2 5%	2 6%	5 8%	2 4%
22 13%	15 15%	6 9%	1 25%	8 20%	9 21%	10 15%	7 19%	4 15%	4 15%	4 19%	8 11%	4 11%	5 11%	2 6%	9 15%	8 15%
13 8%	8 8%	5 7%	- -	2 5%	5 12%	6 9%	5 14%	4 15%	4 15%	3 14%	5 7%	3 8%	4 9%	3 10%	4 7%	7 13%
26 15%	18 18%	7 10%	1 25%	6 15%	9 21%	8 12%	7 19%	5 19%	5 19%	2 10%	8 11%	6 17%	8 18%	2 6%	9 15%	11 21%
1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	1 3%	- -	- -	- -	- -
- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

SPUC - IPPR - System Leaders Poll

S4. Where are you based, professionally speaking?

BASE: All respondents

	Role						Region												
	Total	Local director or deputy director	Regional director or deputy director	National director or deputy director	Executive board member	Non-executive board member	Other	Scotland	North-West	North-East	Yorkshire & Humberside	Wales	West Midlands	East Midlands	South-West	South-East	Eastern	London	Islands
Significance Level: 95%		a	*b	*c	d	*e	f	*a	*b	*c	*d	*e	*f	*g	*h	*i	*j	*k	*l
Weighted Total	172 100%	66 100%	6 100%	-	49 100%	19 100%	47 100%	3 100%	27 100%	13 100%	14 100%	1 100%	23 100%	17 100%	17 100%	22 100%	13 100%	26 100%	1 100%
Northern Ireland	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Scotland	3 2%	- -	- -	- -	2 4%	- -	1 2%	3 100%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 100%
North-West	27 16%	8 12%	1 17%	- -	8 16%	4 21%	10 21%	- -	27 100%	1 8%	1 7%	- -	- -	- -	- -	- -	- -	- -	- -
North-East	13 8%	5 8%	1 17%	- -	2 4%	1 5%	4 9%	- -	1 4%	13 100%	1 7%	- -	- -	- -	- -	- -	- -	- -	- -
Yorkshire & Humberside	14 8%	4 6%	2 33%	- -	4 8%	- -	4 9%	- -	1 4%	1 8%	14 100%	- -	- -	- -	- -	- -	- -	- -	- -
Wales	1 1%	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 100%	- -	- -	- -	- -	- -	- -	- -
West Midlands	23 13%	5 8%	1 17%	- -	5 10%	5 26%	9 19%	- -	- -	- -	- -	- -	23 100%	1 6%	- -	- -	- -	- -	- -
East Midlands	17 10%	10 15%	- -	- -	5 10%	- -	5 11%	- -	- -	- -	- -	- -	1 4%	17 100%	- -	- -	- -	- -	- -
South-West	17 10%	9 14%	- -	- -	4 8%	4 21%	4 9%	- -	- -	- -	- -	- -	- -	- -	17 100%	1 5%	- -	- -	- -
South-East	22 13%	9 14%	- -	- -	8 16%	3 16%	3 6%	- -	- -	- -	- -	- -	- -	- -	1 6%	22 100%	- -	- -	- -
Eastern	13 8%	4 6%	- -	- -	6 12%	- -	3 6%	- -	- -	- -	- -	- -	- -	- -	- -	- -	13 100%	- -	- -
London	26 15%	11 17%	1 17%	- -	7 14%	3 16%	5 11%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	26 100%	- -
Islands	1 1%	- -	- -	- -	- -	- -	1 2%	1 33%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 100%
Other	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -