



Leisure-net
Solutions Ltd

**Partner Insight
For
Active Oxfordshire**



Active

Oxfordshire

Autumn 2020

Project: Active Oxfordshire Partners Survey

Client: Paul Brivio, Active Oxfordshire

Date of Research: Autumn 2020

Leisure-net Solutions, the industry leader for Customer Insight and Market Intelligence in the active leisure sector, is delighted to present this report of research carried out on behalf of Active Oxfordshire.

This report is based on information gathered from telephone interviews with 13 partners in October 2020 and builds on a report of conversations with 12 partners, many but not all the same as in 2020, in September and October 2019.

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Executive Summary

Active Oxfordshire as a partnership and as a team is very well thought of by its partners. This was the case in the last survey of 2019 and if anything has improved since.

Respondents again had to be pushed to identify problems, and even then often blamed themselves as much as or more than Active Oxfordshire.

Progress for the partnership has been severely constrained by the Covid19 pandemic. Most of the respondents found it hard to give time to the interview this time and that impeded further discussion of matters arising in most cases.

The principal issue to be addressed, as in 2019, is for Active Oxfordshire to improve even further on its understanding of several of the partner organisations. Embedding team members has improved this but there is more to be done. It's accepted by those respondents who raise this that the answer has to come from both sides and that the Covid19 pandemic has severely impeded progress in this respect. Responses to the questions on understanding of people and place and on influencing local agenda and priorities shed some light on this issue. It does seem that respondents feel that the direction of travel is good and that this will improve over time, due in large part to the embedding of team members and to the fact that there are projects going ahead.

The second key issue arising from this survey focuses on the Board. It seems from the question added to this survey, as confirmed by a conversation with a Saje Impact consultant, that the Board is concerned about how partners perceive its composition and performance. This is not an issue that any respondent in this survey considered a problem. Most don't know much about who is on the Board or what they do individually or as a whole, but none identifies this as a problem. The assumption is that the Board does a good job because the team performs well as does the partnership as a whole.

The one question about the Board that did raise discussion, where the respondent had time, was about its members representing and understanding the diverse lives and experience of communities across the county. It was assumed that 'communities' refers to, or should refer to, communities most likely to be inactive and/or disadvantaged and therefore of particular interest to Active Oxfordshire. This is really two questions. In terms of representation, although there was no knowledge of the socio-economic make up of the Board, the consensus of those who did comment was that it would be good to have a broader representation, but that the skills and knowledge brought to the Board by individuals was the key factor. In terms of an understanding, then it's not clear how this could be achieved and what its purpose would be. An example might be homeless people. Some partners work directly with homeless people; some of them may have themselves been homeless, but whether it's necessary for someone on the Board to have had that experience is open to question.

There are minor improvements that could be made for some respondents on some of the other questions raised, but none can be said to be essential.

Most of the partners are Promoters of Active Oxfordshire in terms of the Net Promoter Score, defined as '*loyal enthusiasts*'. It's important that they remain Promoters, but from their responses this should not be difficult. There are no Detractors to focus on, '*unhappy [customers] trapped in a bad relationship*', so Active Oxfordshire might want to focus on the three Passive partners, who are '*satisfied but unenthusiastic*'. Some ideas of how to improve their scores are set out in the individual reports, but of course Active Oxfordshire could have direct conversations about what can be done.

Introduction

This report summarises the findings from a partner satisfaction survey carried out for Active Oxfordshire using information gathered from interviews with their key stakeholders/partners. The questions used for the interviews were as in a similar survey in 2019, which provides benchmark data, but with two additional questions. The questions used as a basis for the interviews can be found in the appendix.

Active Oxfordshire's partners were invited by email to participate in a telephone interview. All 13 partners responded. Twelve of 12 responded in 2019, but Oxfordshire Youth were not contacted this time. Oxford United in the Community, and Oxfordshire Community Foundation were interviewed for the first time in 2020.

This is the second such survey, and so there are useful comparators that generate insight into how the improvement plan that followed the 2019 survey has been productive. Any further surveys could use these data to assess improvement even more significantly. We would hope that other equivalent organisations will commission similar work, in which case this report could be further updated with such comparators as may arise, subject to mutual agreement between the various clients.

It is important to note the impact on all concerned of the Covid19 pandemic, which meant all respondents had less time to devote to the interview and to some extent this constrained the interviewer's ability to follow up on issues arising.

Research Findings

The responses were again almost entirely positive, and many scores given were maximum ones. In fact, and in agreement with the client, it was necessary in 2020 as in 2019 to push respondents to identify weaknesses, however small and not necessarily the fault of Active Oxfordshire, because this is a genuine attempt to identify and act upon such shortfalls, however minor.

The most obvious and important area for improvement remains to be Active Oxfordshire gaining a better understanding of at least some of the partners and their role. There has been general improvement here, but the Covid19 pandemic has frustrated many good intentions, especially for those in the health and local authority sectors. Sometimes, this is about assumptions; sometimes it's because the organisation is, or has recently been, in some sort of review itself and so an understanding is difficult. Of course, this has also represented an opportunity to influence. It should also be said that the respondents involved said that the onus was mainly on them, more than Active Oxfordshire, to make this happen, and the main barrier was their own inability to find time. This was the case in 2019 and even more so since the pandemic.

There were a number of references to revised priorities in terms of strategies and plans, including even more emphasis on mental health, not least as a result of the Covid19 pandemic, on healthy place shaping and active travel and, in at least one case, community cohesion and resilience. Active Oxfordshire are seen to be a positive partner in working towards these objectives.

An issue that seems to divide some respondents is whether the Active Oxfordshire is, as it were, a 'hub' or a catalyst. Some identified the Partnership as a success in bringing partners together, but there were some comments about whether the team acted more as a gatekeeper. It seems that actual work on the ground is having the effect of bringing partners together, so this is likely to become much less of an issue. There were several references to successful schemes that are helping in this respect, including bicycle loan, All In, Active 60 campaign, Free Pass and webinars. Secondments can also help this effect, although one respondent felt that this concept was driven more by Active Oxfordshire than by the partner, arguing rather for the hub effect.

The 2019 survey indicated that there might be better understanding of one of the purposes of the partnership, which is that it helps '*people in need*'. Most respondents referred to '*the people of Oxfordshire*' and needed prompting. There was an improvement on this issue in 2020, with several respondents referring to 'the inactive' and some to 'inequality'. In 2019, no respondent was entirely sure what '*in need*' referred to, and we suggested that this needed clarification, so there is a definite improvement here. For those of us with experience in sports politics, the distinction between 'any increase in participation is acceptable' and 'focusing on the inactive' has moved on, and it's widely accepted that getting someone who is entirely inactive to take walks, for example, is so much more powerful than getting someone who plays sport 3 times a week to do so 4 times. This is part of the clear move away from sport to physical activity that is important to the partnership, though one or 2 respondents did at first say that the purpose of Active Oxfordshire was about sport.

Some respondents in 2019, then, hadn't fully grasped the widening of scope to physical activity, still believing the remit to be about sport. This has been addressed to some degree. As in 2019, though, all respondents think that sport is still an important part of that definition.

Many – arguably too many – people identified Paul Brivio as their relationship manager in 2019. A number of issues arose from this, and most still apply. The respondents are again senior people in their organisations and so it would be expected that they would have a strategic, policy relationship with Paul. But in 2020, these senior people were aware of this and most could name another member of the team who they knew, or believed, or assumed, to be the partnership manager and who worked with the more operational people in the organisation. It seems that the identification of a specific relationship manager and therefore their role is not clear to all of these, mainly strategic, respondents.

We concluded in 2019 that either more needed to be done so that at least some of the partners are also aware of what other members of Paul's team are doing with members of their own team, or perhaps there might need to be some form of survey with the people who are working on programmes. The first of these seems to have happened, at least to some degree. Whether the second is something that should again be considered is for Active Oxfordshire to decide. Certainly some respondents did say that they were the wrong person to ask, and again some of the scores of 3 out of 5 were given as 'don't know'. In 2020 this became for some respondents a

rating of relationship management rather than a personal role. There is no indication though that this is a problem and addressing it is not a priority.

As in 2019 the partnership is definitely seen to be a collaboration as defined in the questions used. Partners had certainly chosen to be involved, are looking for shared outcomes and see themselves to a large extent working better with each other because of, and not necessarily by means of, Active Oxfordshire. To some, this survey was as much a test of their own organisation as of the partnership. One or two, though, reflected, as indicated above, that they saw Active Oxfordshire more as a necessary, to some extent controlling, hub, where others saw them as being a catalyst, bringing other partners together.

In 2019 we reported that an understanding of people and place was not a topic that was entirely clear in definition and therefore in assessment. 'Patch/landscape' differs to some extent for the various partners. This was taken in 2020 to be the county as a whole, or the district as a whole, depending on the scope of the partner and from their viewpoint. The 'communities who live there' was taken to refer to all of the people in the particular patch/landscape and 'targeted audiences' being those of the partner concerned where this meant that such people were likely to be inactive.

This is also again a different issue for people working with a specific group, such as young people, rather than for example a district council with its wide-ranging communities of place, interest etc.

Several respondents pointed out that they themselves could not claim anything like a complete understanding of their respective sectors in this respect, so could hardly expect Active Oxfordshire to do so.

Despite all this, Active Oxfordshire scored well on this in 2019 and there has been an improvement even from a high base in 2020. Several respondents saw it as their responsibility to improve this understanding and still do, but availability of data and the embedding of Active Oxfordshire team members has helped move forward, though still a work in progress.

As in 2019, Active Oxfordshire communicates well with its partners, but still needs to produce more evidence of outcomes and impact that can then be communicated more widely, especially to movers and shakers. In 2019 there had been failures in bids for funding, but since then bids have been successful and there are initiatives in progress that are helping with this, as with other issues highlighted in 2019. On the other hand, the pandemic has made it harder for many partners to receive communications and even then, to act on them. The need for evidence is arguably even greater now as priorities compete for scarcer resources. Several respondents referred to good use of social media. Webinars were identified by some as very good, particularly during the Covid19 period.

There is again seen to be an improvement culture. Most partners in 2019 expected things to continue to improve, and that seems to have been the case. Examples of where recent improvements have been made are set out in the individual reports, below; many in 2019 had to do with leadership and changes from the old ways of working and this is seen in general to have developed even more in the last year. In

2020 the benefits of real work together following successful funding bids was important, and most respondents said that Active Oxfordshire had moved forward well generally.

In 2019 it was concluded that Active Oxfordshire did influence local agenda and priorities but that more could be done. This was, and continues to be, about evidence, better understanding of the partner's role in some cases and also of finding more time for discussion. There has been some progress, but constrained by the pandemic. The direction of travel is good, and most respondents do anticipate continued improvement over time.

There were two new questions for 2020, looking in more detail at the Board and considering Active Oxfordshire's performance during the Covid19 pandemic.

Most responses to the 3 questions about the Board were scored at 3 for 'don't know'. Respondents were asked to score the following statements on a scale where 'strongly agree' scored 5.

"The Board of Active Oxfordshire has the right balance of skills, knowledge and experience to drive increased levels of activity across the county."

Some respondents knew one or sometimes 2 of the members of the Board, but nevertheless none knew enough to score this as 5 i.e. strongly agree. The assumption in general was that it is the case, based on Paul's team's performance. It's assumed that the Board has ownership of the strategy and this must be informing that performance, but this is assumption rather than first hand knowledge.

"The Board of Active Oxfordshire represents and understands the diverse lives and experiences of communities across the county."

This was even more difficult for respondents to score and indeed lead to discussions about whether this was achievable, whether it was an appropriate role for the Board and indeed what it actually means. Even people who work directly with homeless people, for example, wouldn't claim to have such experience, unless of course they had themselves been homeless. It seems that this factor needs more clarification and explanation for partners to be able to comment meaningfully. Unfortunately, several key respondents were too busy to allow meaningful discussion on this issue. This has been discussed with Guy Price in the context of his consultative work on governance and will no doubt be further addressed.

"The Board of Active Oxfordshire is doing a good job in reducing levels of inactivity across the county."

Again, most respondents felt that they had too little knowledge to score this directly, though again they assumed it to be the case given the performance of the Active Oxfordshire team.

All of this goes to the actual role of the Board, particularly given the implications of the questions above being asked. Those with experience of working with Boards, including the interviewer, were to some extent surprised at the second question in

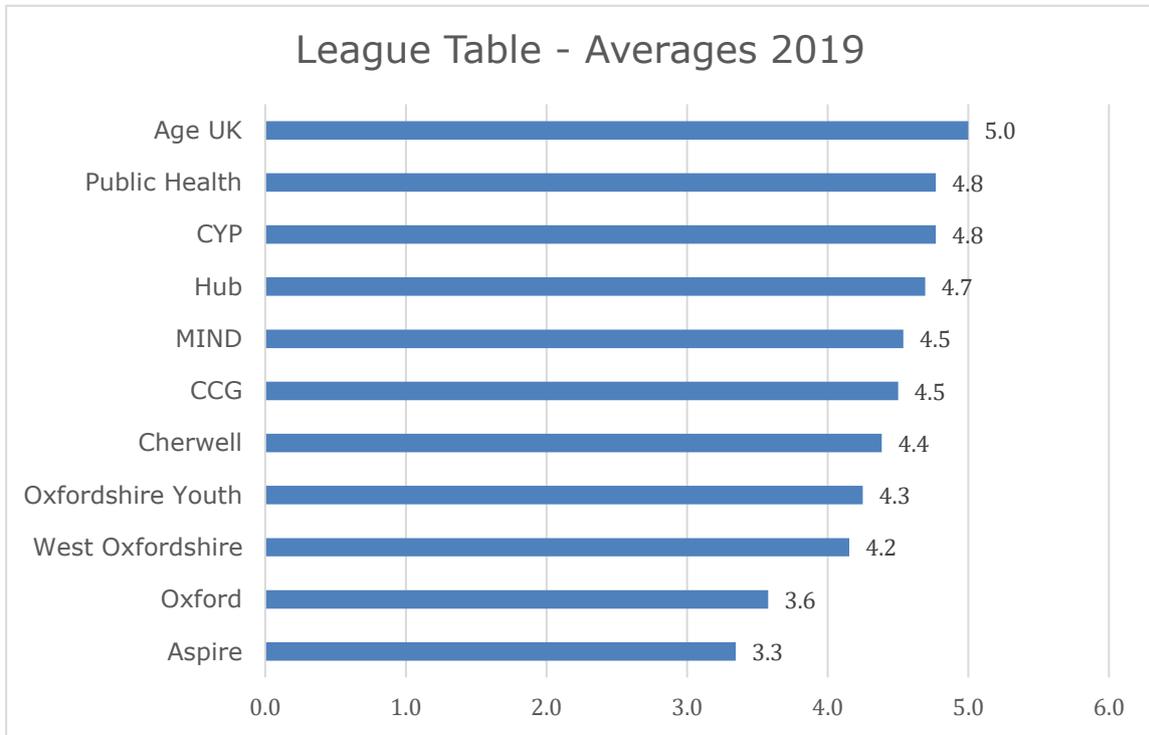
particular. Board members are typically chosen to bring specific skills to support the operational team, and of course if they do have experience of, say, being homeless, or are from a particular socio-demographic group that is represented within the target groups, then that is a bonus. But this is an issue that unfortunately could not be explored in any depth through this survey, and it's understood that there is separate work in hand, which hopefully is at least a little informed by these comments.

Most respondents thought that Active Oxfordshire had performed and supported them well during the Covid19 pandemic, or at least as well as might be expected. Some referred to specific actions taken, but also some thought that more could have been done. Others felt that such support was not necessary. The fact of the pandemic, particularly for those directly working in the health sector, meant that there were limitations to what could have been done, but that Active Oxfordshire had been sympathetic and supportive where possible.

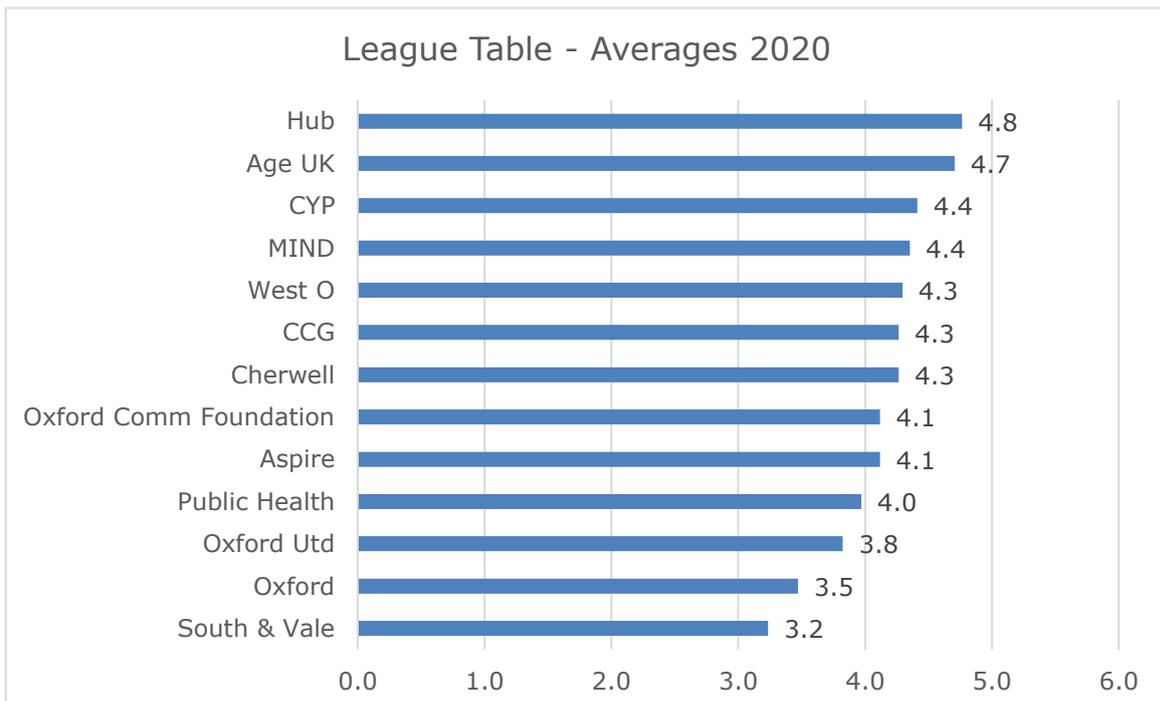
All respondents would recommend joining the partnership to a hypothetical colleague, 9 of them with absolutely no hesitation, scoring this at 10 out of 10. The Net Promoter Score has fallen slightly to 69%, a little lower than in 2019 but still a good score and there are more respondents this time, including 2 new ones.

Average Scores

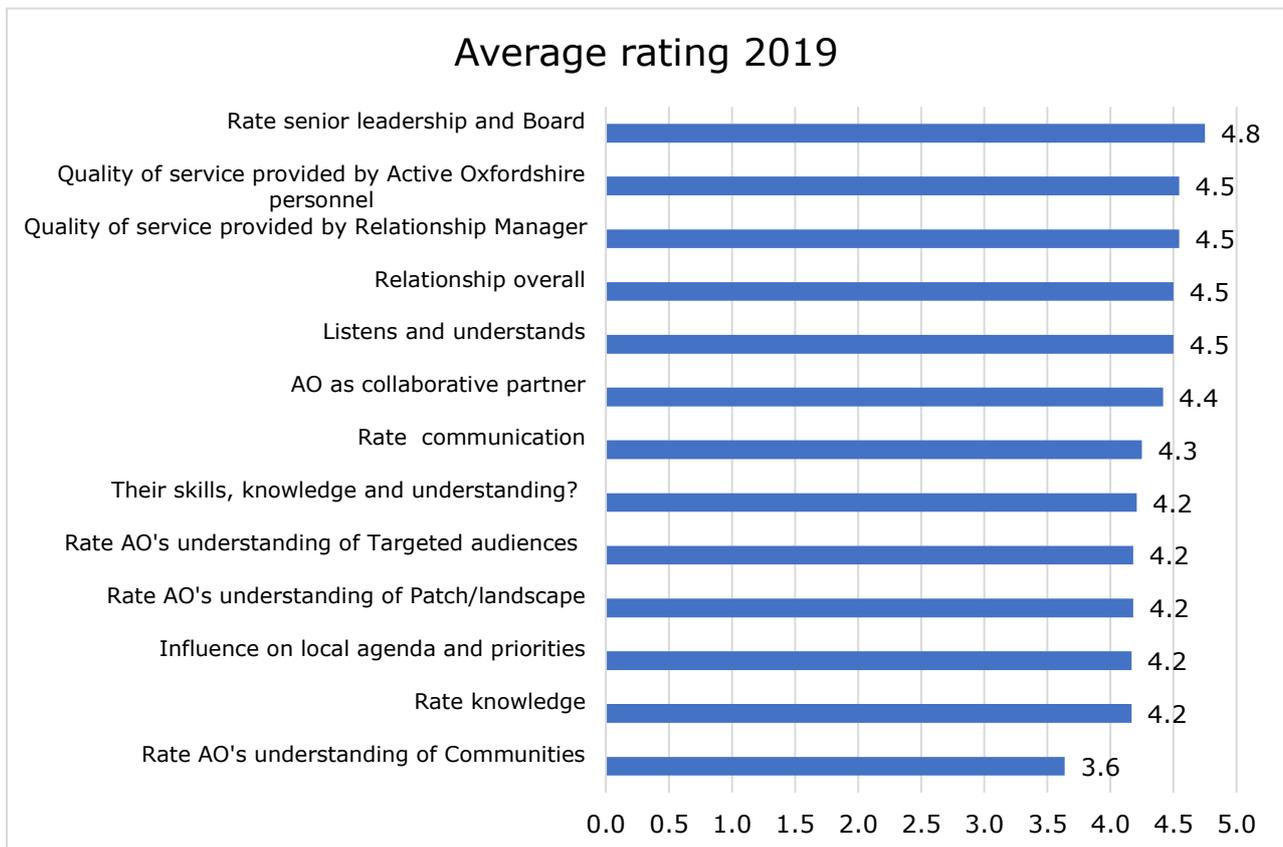
The overall average score for each stakeholder/partner in 2019 is shown below. They ranged from a 5 out of 5 from Age UK, to a 3.3 out of 5 from Aspire Oxfordshire



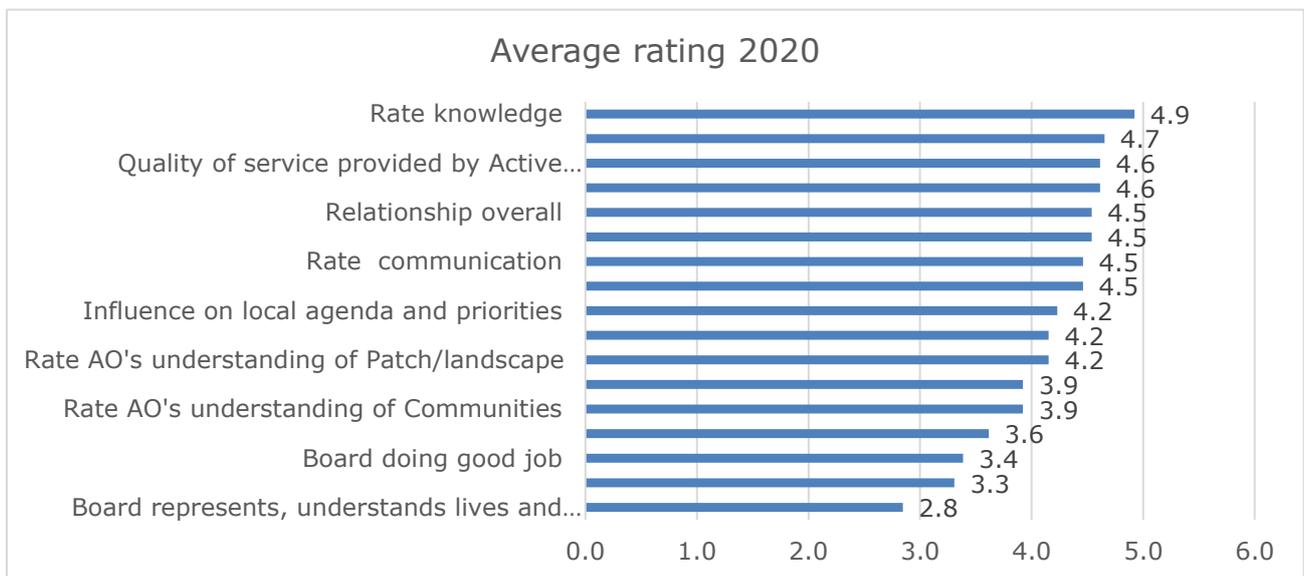
In 2020, the average ratings are as shown below. This time Oxford Hub gives the highest score at 4.8 and South and Vale the lowest at 3.2.



When looking at the overall average scores from all participants, the highest scoring areas in 2019 were the quality of the organisation’s senior leadership and board, followed by the quality of the service provide by Active Oxfordshire’s personnel including their Relationship Manager, and the extent to which the organisation “listens and understands”. The lowest scoring area was Active Oxfordshire’s understanding of the local communities at 3.6 out of 5.



In 2020 knowledge and quality of service provided score highest as an average and the lowest score is for the Board’s understanding of people’s lives and experiences.

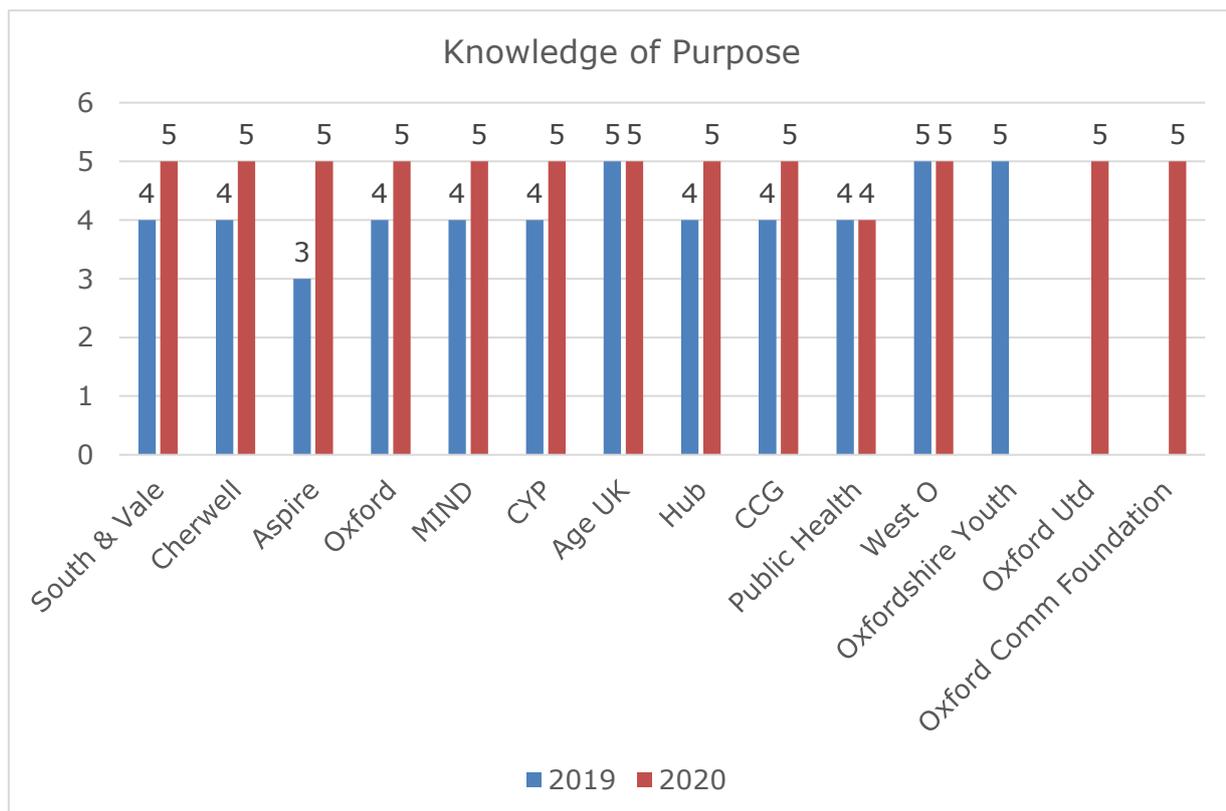


Active Oxfordshire's Purpose

The stated purpose of the partnership, as annotated by the reporter for use in this survey, as in 2019, is:

"We help a. people in the most need across Oxfordshire by b. working with partners to c. increase physical activity."

The respondent wasn't expected to quote this exactly, but needed to correctly identify the elements underlined at a, b and c for a complete answer.



As in 2019, all felt that they knew and would be able to quote, though of course not verbatim, the purpose as set out on the website and there was a little more confidence in that assertion this time. The general point that was not always clear in 2019 and/or needed prompting was the issue of 'people in the most need'. 'The people of Oxfordshire' was the general response to this aspect, but it wasn't in most partners' minds that the purpose refers to targetting particular people or groups. In discussion, there was then no clarity whether this merely meant 'anyone not currently active (enough?)' or denotes even more refined focus on particular groups, such as age groups, disability etc. It was our recommendation that it might be useful to clarify this in discussion with partners. There seems to have been progress, but still a minor lack of clarity perhaps about the relationship of 'the inactive', target groups in general and those specific target groups of some of the partners. It isn't likely, though, that this in any way hinders the work of Active Oxfordshire and its partners and should not be seen as a priority to address.

Almost all respondents in 2020 cited the 'in need' factor without prompting, using a variety of labels including 'the inactive', 'disadvantaged' and 'inequality'. So the targeted approach is very much now in people's minds, and that is the key point.

A minority of partners in 2019 referred specifically to sport rather than the wider concept of physical activity, perhaps not having realised that this change had occurred or because sport was for them the prime focus. This was much less evident in 2020 so that the message that physical activity includes sport but is by no means restricted to such a narrow definition has definitely moved on, and there is agreement that this strengthens the partnership.

Relevance to organisational priorities

In general, the relevance was again very high. In some cases it is still developing, because organisational priorities were themselves under review, still are or are recent. At least one partner in 2019 felt the need for more time for this to be properly established, through mutual understanding of roles and ethos. There is evidence that this has at least started to develop in 2020, although the pandemic has been a major constraint. Many respondents made the point that addressing this was more their responsibility than Active Oxfordshire's and, particularly for those in the health sector and local authorities, this is even more the case recently as attention has been diverted.

For a minority, 'sport' was still seen to be the main focus in 2019. Most partners, though, appreciated and welcomed the expansion of the scope of the partnership to 'physical activity', although all still consider that 'sport' is still an important component of this. In 2020, all recognise that the wider definition is important.

Benefit to partners' outcomes and impact

Partners generally continue to experience significant benefits to their strategies, to the extent that these exist. Some, though, feel that there needs to be more common understanding.

Relationship Manager and the Active Oxfordshire team

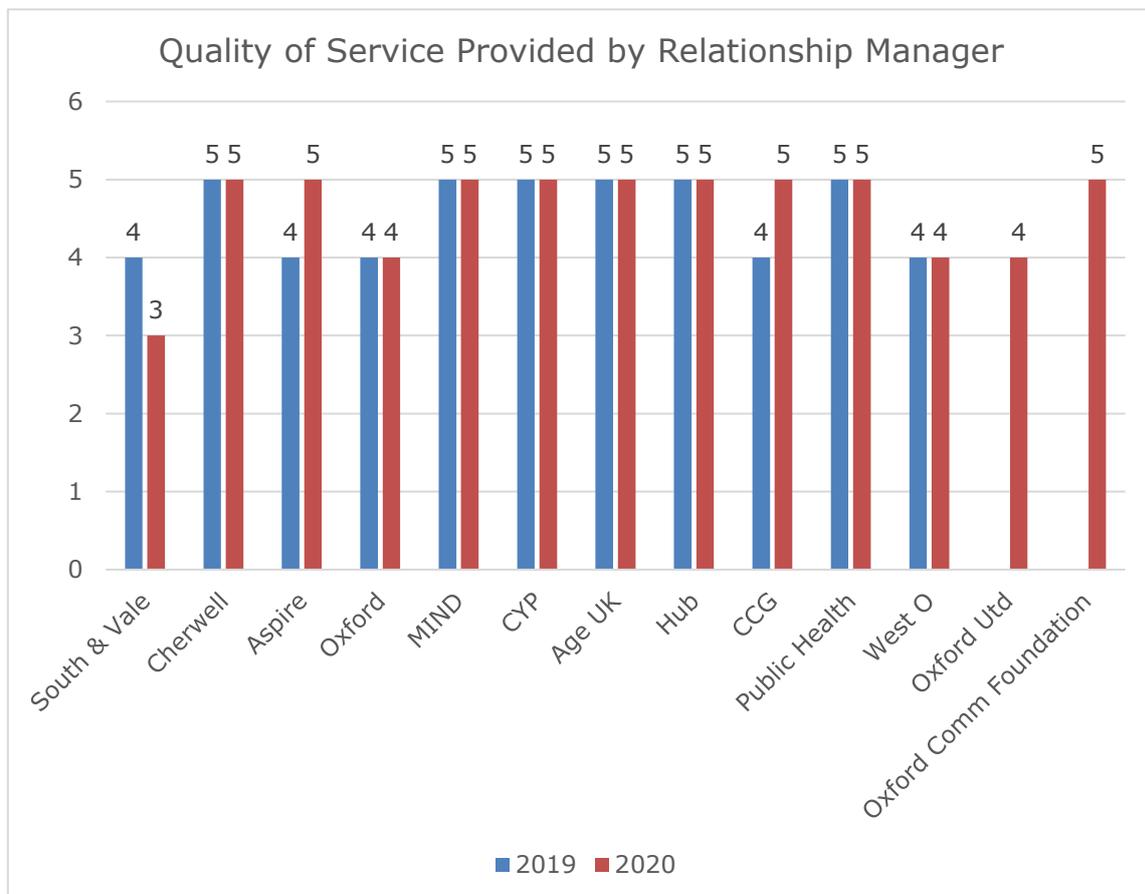
All respondents knew, or assumed that they knew, their relationship manager. In 2019 many, arguably too many, respondents identified Paul Brivio as relationship manager. This may have been because they are senior people, mainly involved at strategy level, and there is still some logic to that. But now people recognise that, while Paul might be their own, strategic contact, other members of the team are involved, and they might in fact be identified as 'relationship manager' for the organisation. This could be clarified, but there is no evidence that it is dysfunctional, so it's not a priority.

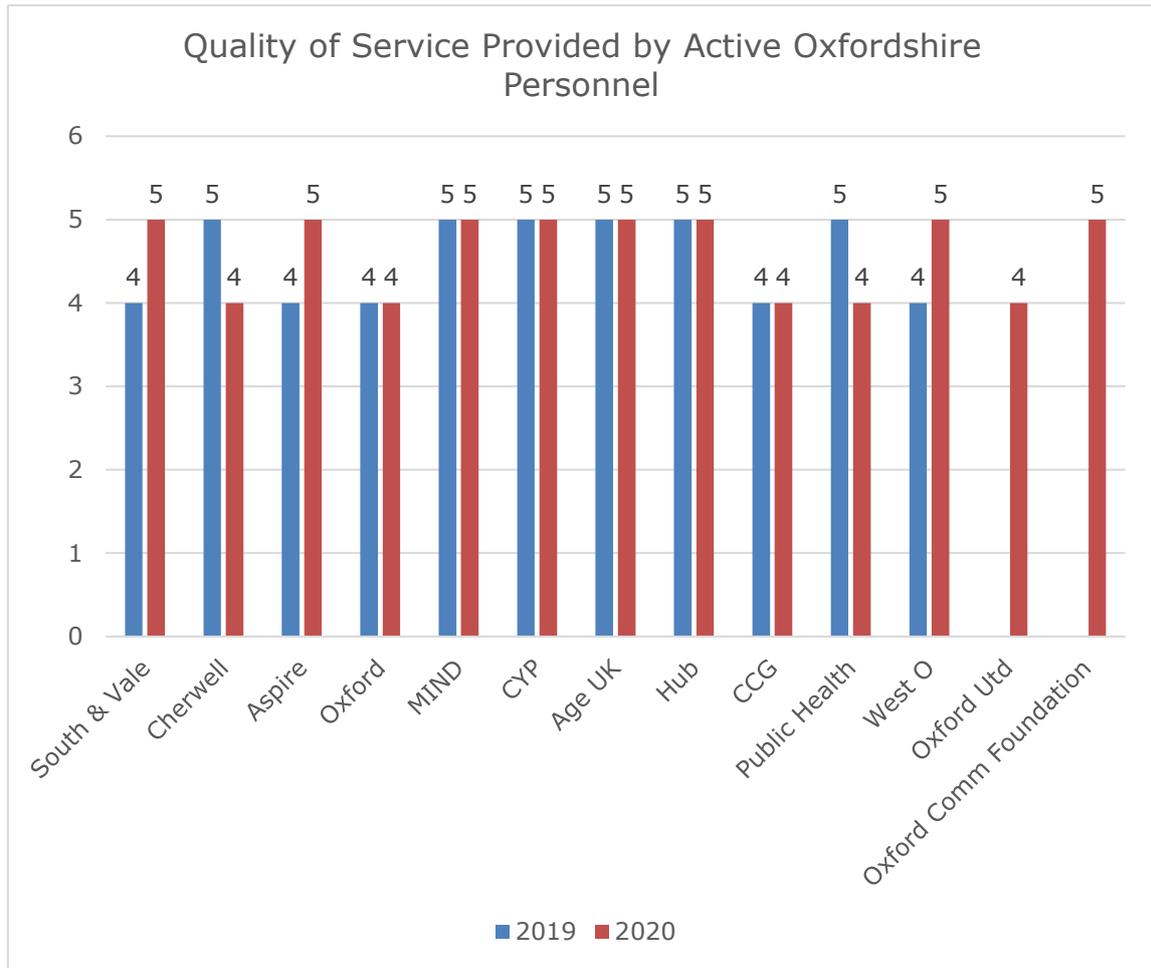
In 2019 it did raise the question of sustainability, with Paul perhaps being, as one respondent put it, 'spread too thin'. We suggested that it might be evidence that further delegation was required, or even additional resources. It also raised the issue

of the need for succession planning. However, respondents did then also point to the fact that Paul has not been long in post, so that this might only have been a short term effect, and the fact that these senior people are all aware of, and most can name, other members of the team who contribute to relationship manager, even if that is not always a recognised function for them, shows that this has largely been addressed.

This picture of different levels of relationship management meant in 2019 that it was difficult for some to give a score to rate skills, knowledge and understanding of the partner organisations, and even more so to score 'services', since these are not considered to be Paul's contribution, their own sphere of knowledge or the partner is not a service provider as such so that some did not see these questions as applicable. In 2020 this was scored for 'relationship management' rather than concentrating on any individual.

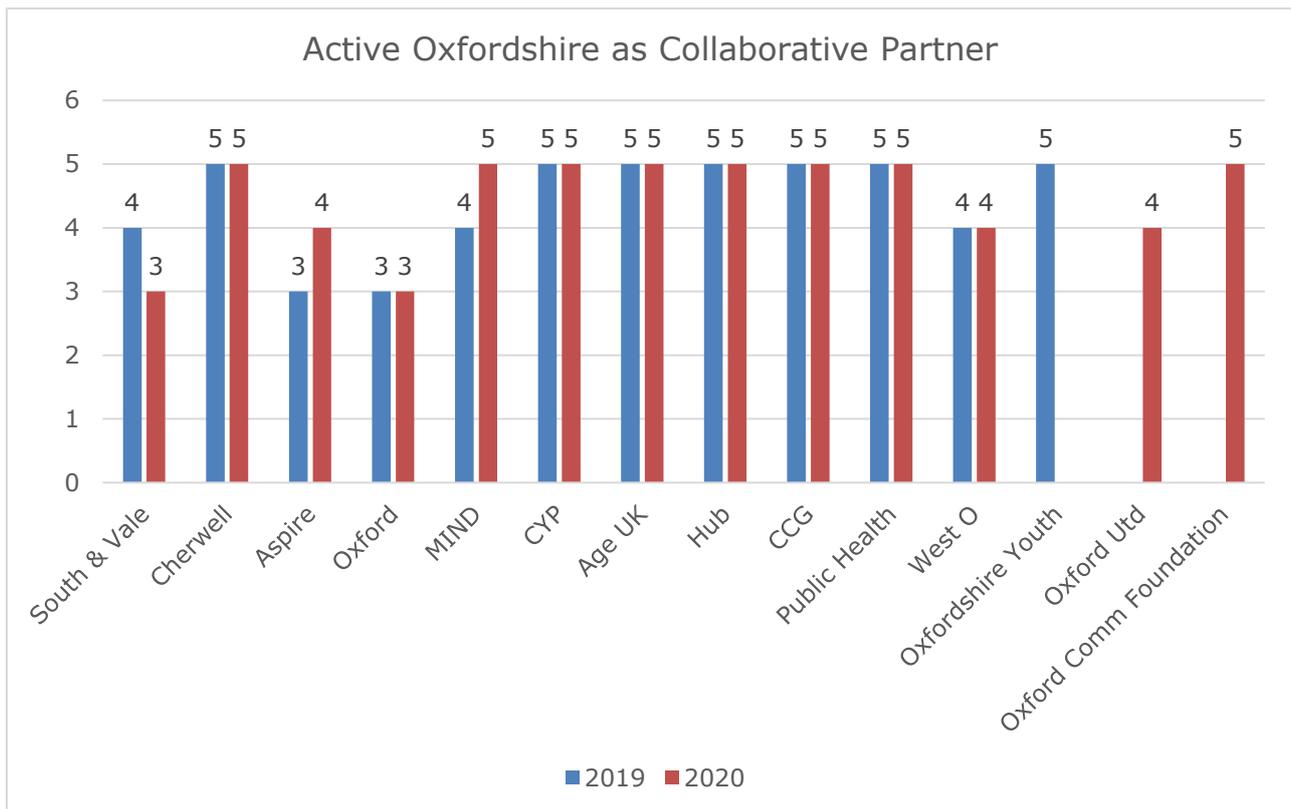
The scores given in 2019 and 2020 therefore cannot be directly compared. In 2019 they showed that the relationship managers and the team as a whole scored very well on these aspects, most people giving the top score, for excellent, and with averages at least 4, for very good. The 2020 scores are at least as good, except in the case of South and Vale, for relationship management, and Public Health for the team as a whole. In both cases there is a new respondent from 2019.





Collaboration

The interviews were based on Active Oxfordshire’s definition of collaboration as “a purposeful relationship in which parties choose to co-operate in order to accomplish a shared outcome”. Respondents were asked to rate Active Oxfordshire in terms of being a collaborative partner, on a scale of 1 to 5, where 1 is very poor and 5 is excellent.



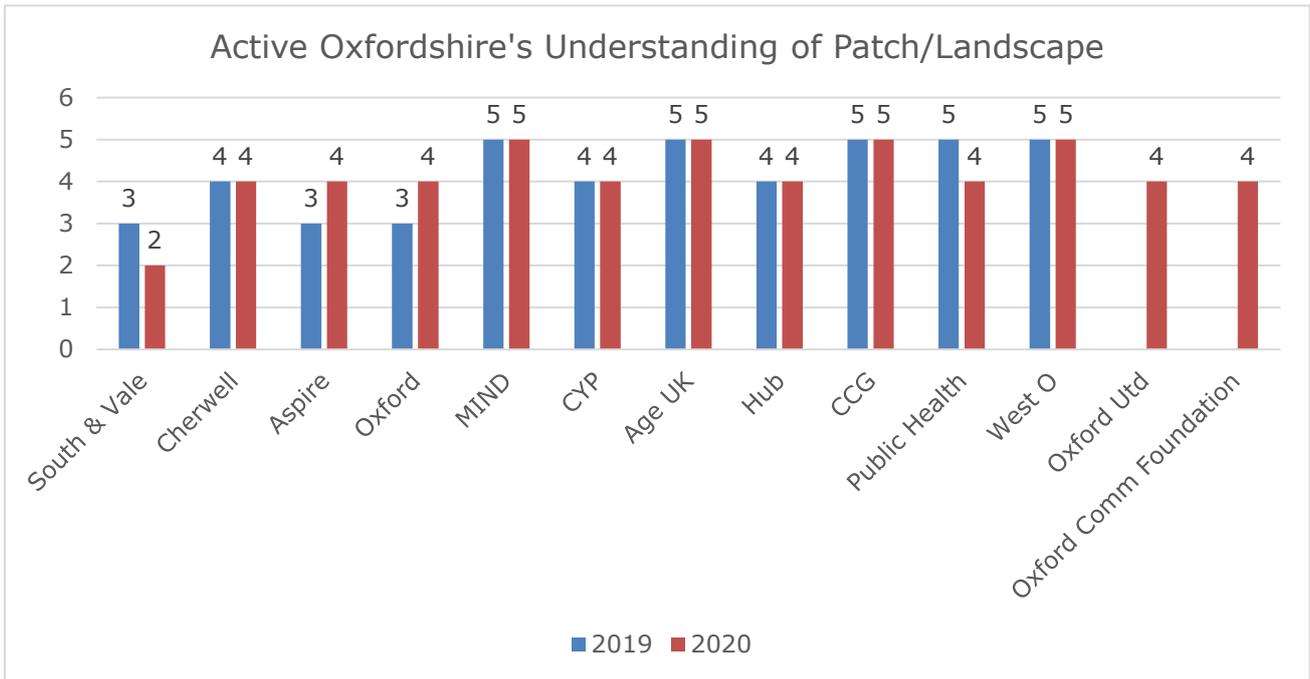
In 2020, as in 2019, most scored this at 5. There were two neutral scores of 3, Aspire attributing this to insufficient resources, but now giving 4; and Oxford City giving 3 again. In 2019 Ian Brooke said that the view was one-dimensional, although the partnership was evolving and the direction of travel positive, but in 2020 he points out that the Council’s dimensions have broadened.

Except for South and Vale all scores in 2020 are the same or better than last year.

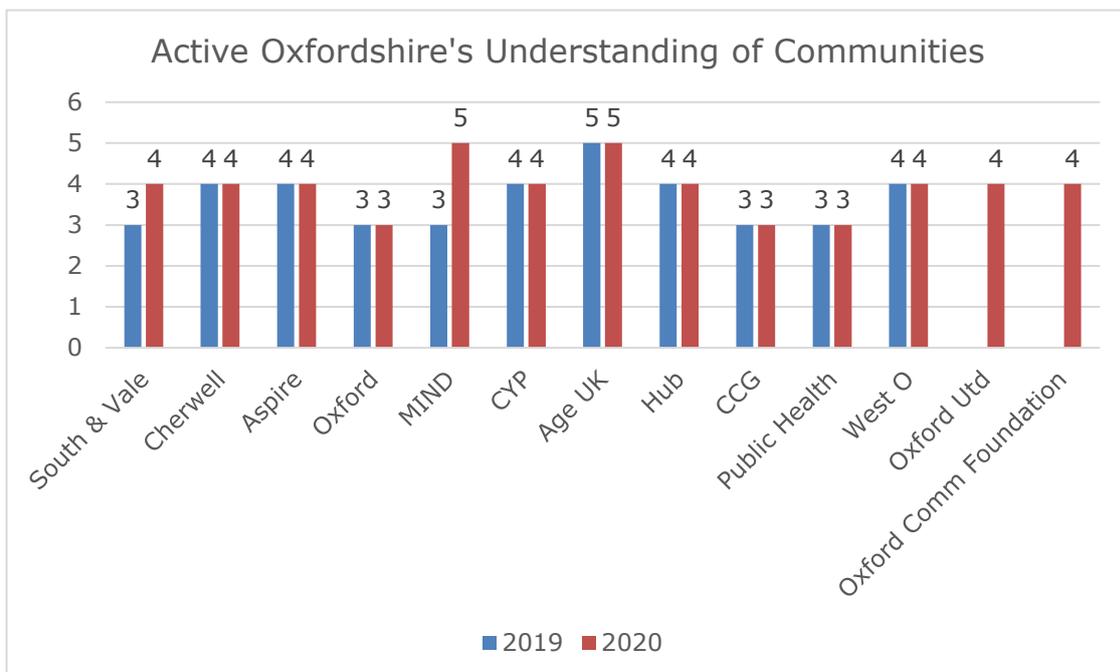
Understanding of People and Place

Overall, the understanding of people and place scored well in 2019, although several respondents said that they were unsure and the interviewer perceived a lack of understanding of what is meant by “the patch/landscape”. This was the case again in 2020, with the interviewer adopting an explanation of patch/landscape as the county (or district(s) for the councils) as a whole rather than just the people who live there.

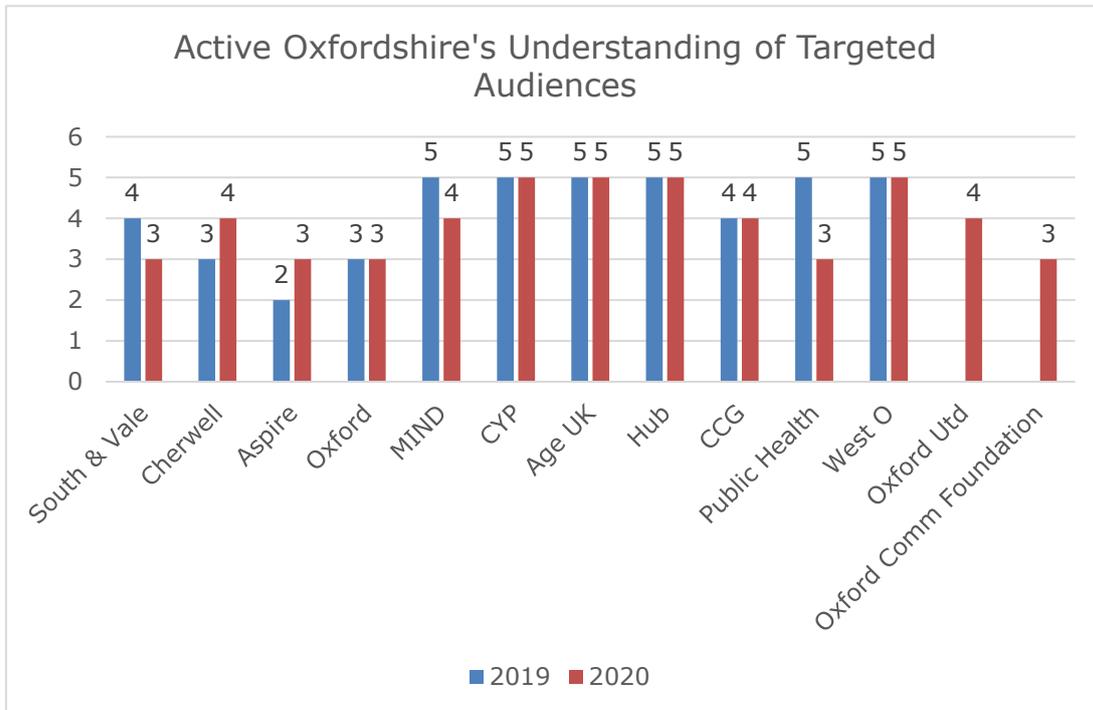
There is one negative score of 2 for understanding the patch/landscape in 2020, from South and Vale.



Communities as a whole are deemed in 2020, as in 2019, to be more difficult for any organisation to consider as being understood. Most scores were identical in 2019 and 2020, but improved in the case of 2 partners. This seems to be a function of better data being available and the result of projects on the ground following successful funding bids.



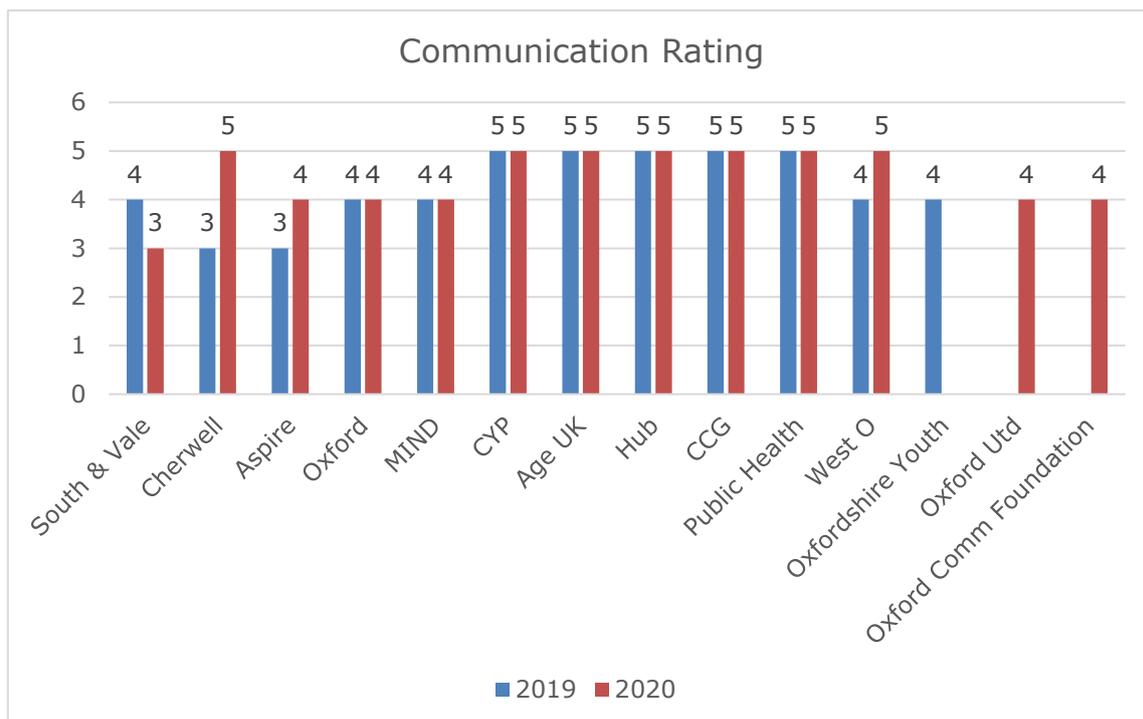
With a better understanding of who the target audiences are – inactive people as a whole and especially those facing disadvantage and inequality, put simply – there was a better qualitative response to this section of the question of understanding. In 2019, those working with target groups themselves – Age UK, Oxfordshire CYP as examples - rated this as very good, as their partnership working helped both organisations in their understanding. This is also the case overall in 2020, although MIND have given a lower score.



Communication

Communication scored well in 2019, with references to the use of newsletters, email messages etc. It was clear that the communication skills of members of the Active Oxfordshire team are very important, and that they perform well in this respect.

The scores are similar in 2020, despite references to difficulties arising from the Covid19 pandemic. One respondent reduced the score from good to neutral, but another raised it from good to very good.



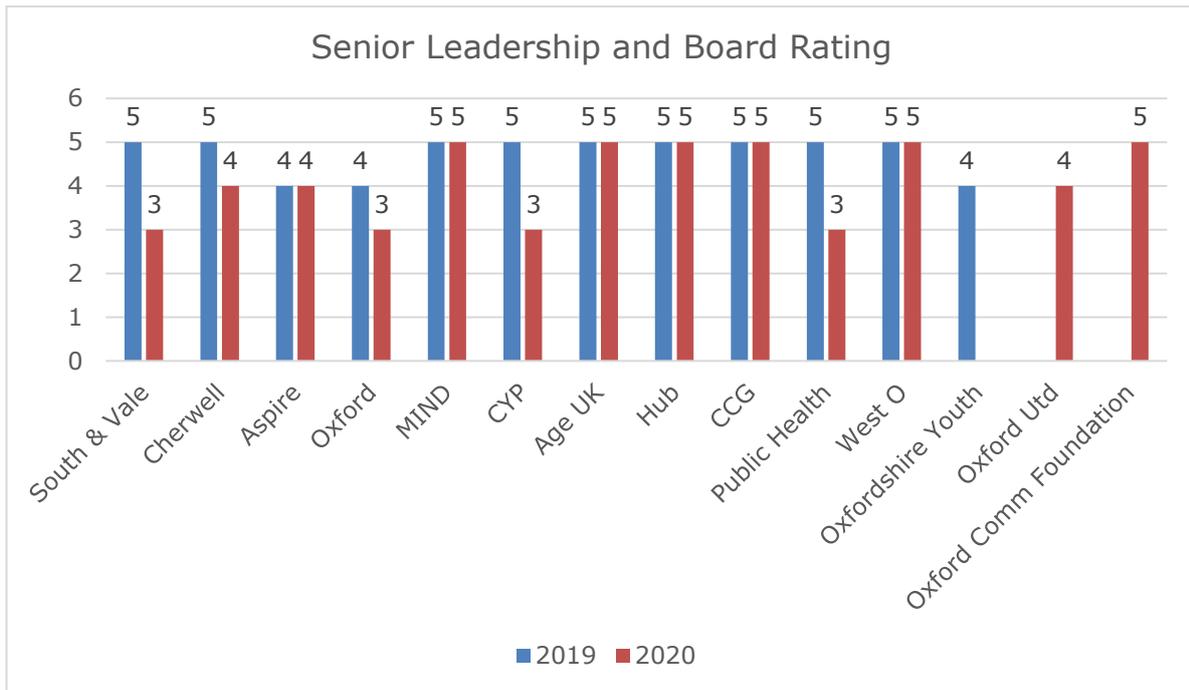
Improvement Culture

All partners agree that Active Oxfordshire continues to demonstrate an improvement culture, some giving examples, some even referring to the fact that these interviews had been commissioned again.

Senior Management and Trustees

Leadership and the Board scored well across the partnership in 2019, most rating this as excellent and all at least very good. Some knew Board members well; some referred to the changes in senior leadership and within the Board, saying that these had enhanced the partnership.

The scores have reduced overall in 2020, but this is due to several respondents saying that they can't give an opinion, so giving a neutral 3 for 'don't know'. Why this has changed a little from last year isn't evident. There is a new question this year that covers this in more detail, as reported below.

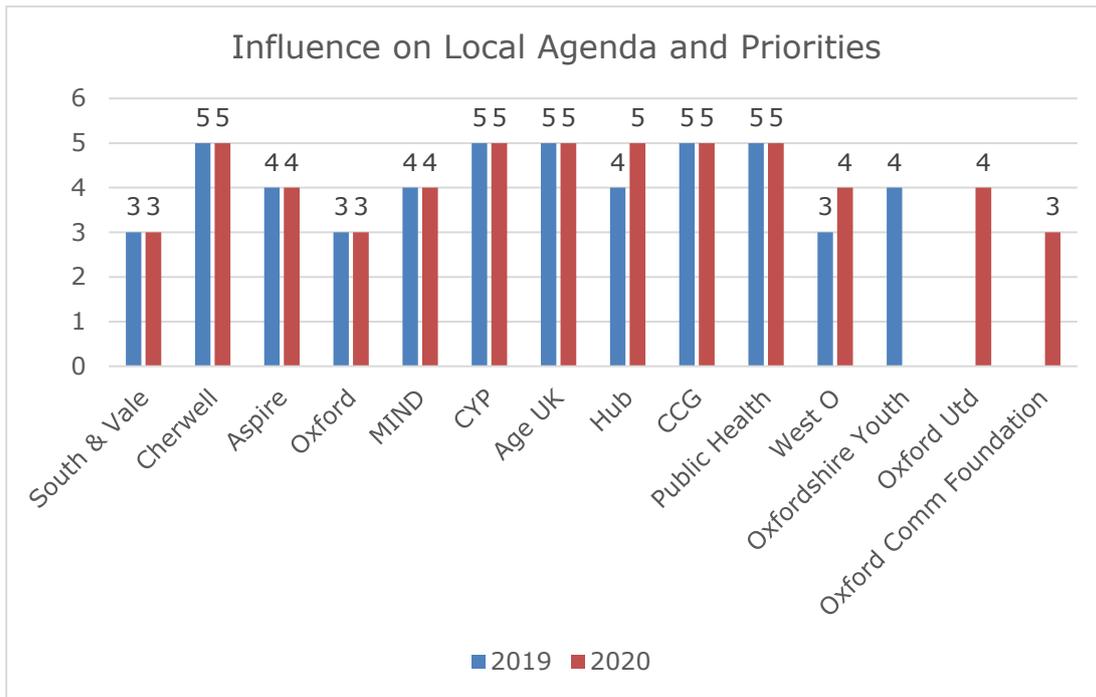


Influence

Respondents were asked to say how well they think Active Oxfordshire influences local agendas and priorities, on a scale of 1 to 5 where 1 is very poor and 5 excellent.

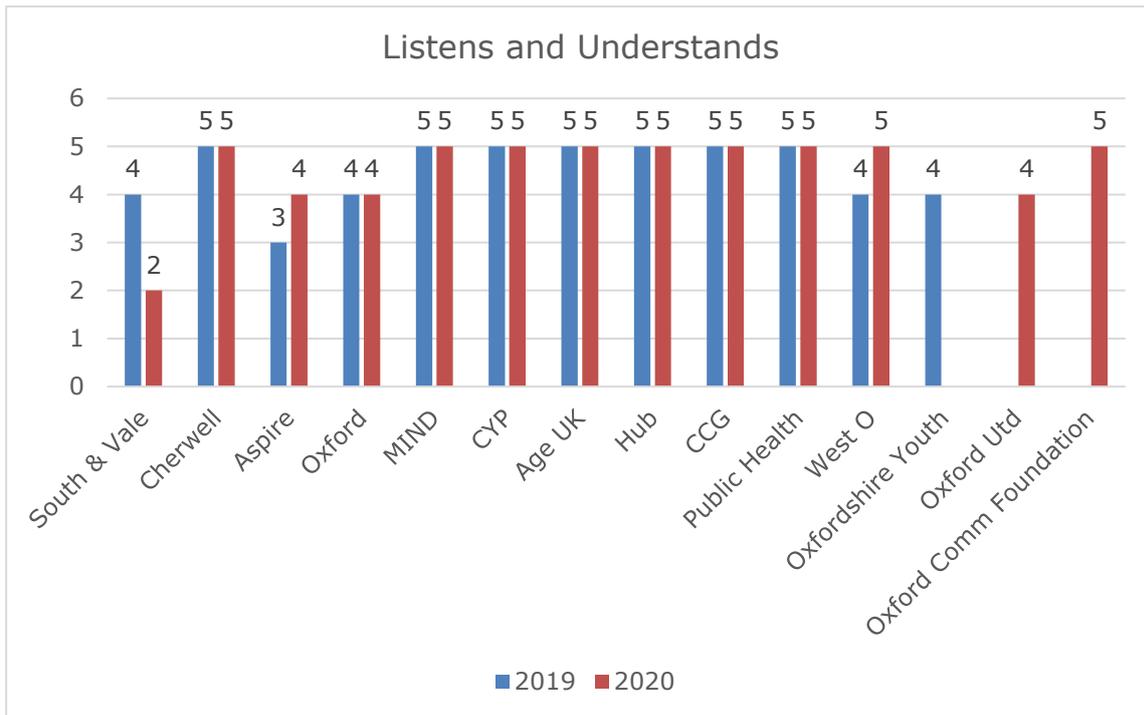
Most respondents scored this at 5 for excellent in 2019, although there were also three neutral scores of 3. For West Oxfordshire, this was because these are still early days, but strategic alignment was in progress. South and Vale also said that this is getting better, and Oxford City also say that it's early days and more time needs to be made available to take this forward.

There is one additional score of 5 in 2020, from Oxford Hub, and West Oxfordshire has increased its score from 3 to 4. This is in the light of several partners having their attention taken to addressing Covid19, but on the other hand is aided by the fact that there are projects on the ground which may be beginning to help get messages across.



Listening and Understanding

Active Oxfordshire is once again clearly seen as an organisation and a team that listens in 2020. There were some questions in 2019 about 'understanding', but the partners raising this generally considered that they were at least as much at fault for not being able to make the time to communicate sufficiently. Some said that understanding their organisation's priorities was anyway difficult because they were under review.



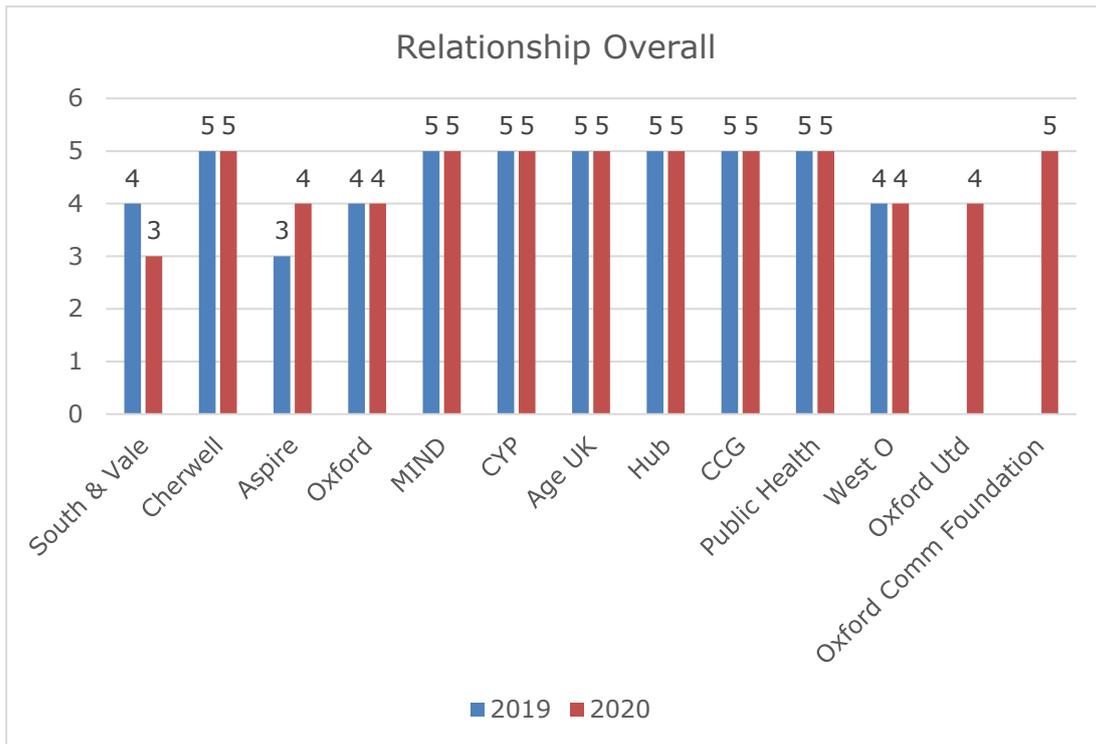
Impact

It's clear from the individual reports, below, that partners do think that Active Oxfordshire has an impact on them and on their organisations. This has been improving and is expected to improve even more over time. There were several references to 'early days'.

Relationship and Improvement Action

In 2019, over half of the respondents gave the highest rating, 5 out of 5 for 'excellent', for the relationship overall.

The scores in 2020 are almost identical, one score going from 4 to 3 but another from 3 to 4.



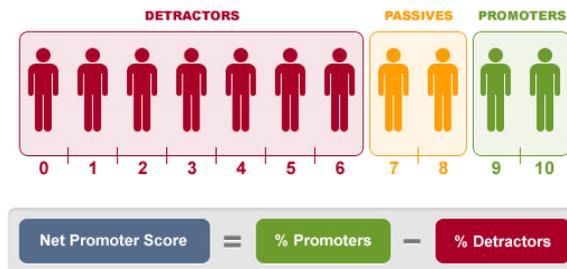
Where respondents identified areas for improvement in 2019 and 2020, these are set out in the individual reports, below.

Net Promoter Scores

Respondents were asked if they would recommend Active Oxfordshire to other potential partners. This enables calculation of a Net Promoter Score, NPS®

Organisations obtain their NPS® by asking 'customers' a single question on a 0 to 10 rating scale: "How likely is it that you would recommend our company to a friend or colleague?"

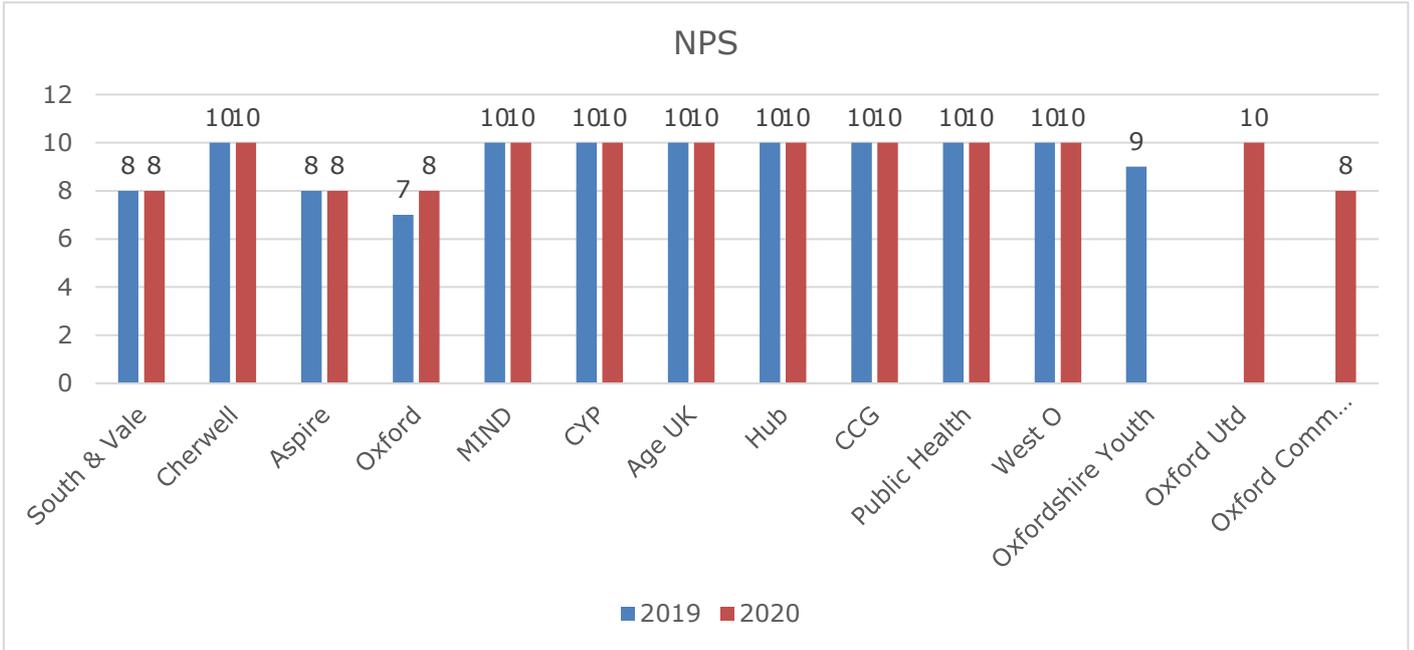
Based on their responses, customers are categorised into one of three groups: Promoters (9-10 rating: loyal enthusiasts who typically keep buying from a company and urge their friends to do the same), Passives (7-8 rating: satisfied but unenthusiastic customers who can be easily wooed by the competition) and Detractors (0-6 rating: unhappy customers trapped in a bad relationship). The percentage of detractors is then subtracted from the percentage of promoters to obtain a Net Promoter Score® – a clear measure of an organisation's performance through the eyes of its customers. A score of 75 per cent or above is considered quite high.



Out of the 12 respondents in 2019 all but three gave a score of 9 or 10. The other three were all passives at 7 or 8. Overall the NPS in 2019 was 75%, which is a very high NPS, but it was recommended that consideration should be given as to how to move the three passives up to a "promoter status". Ideas about what needs to be focused on with these organisations could be gained from the individual interview reports.

In 2020, all those who had been interviewed in 2019 again gave the same scores as last time, except for Oxford City where the score rose from 7 to 8, though still Passive. South and Vale, where the person responding has changed, remains at a Passive 8. New respondent Oxford United gave a score of 10, but new respondent Oxford Community Foundation gave a Passive score of 8. As in 2019, the focus should be on addressing the issues identified by these partners to move their scores to 9 or even 10 as Promoters. There are suggestions as to how to achieve this in the individual reports below, but of course direct conversation with the respective partners would be appropriate. It is also important that Promoters are encouraged to remain Promoters.

The overall Net Promoter score in 2020 is 69%, a little lower than in 2019 but still a good score and there are more respondents this time, including 2 new ones.



Appendix

Deep dive survey 2020 questions

1. Would you say that you know Active Oxfordshire's purpose?

Yes; No; Not sure: if yes or not sure, quote it if possible:

"We help a. people in the most need across Oxfordshire by b. working with partners to c. increase physical activity" [need to refer to a, b and c for complete answer]

Score: 1=knew not at all; 2=knew very little; 3=knew some; 4=knew most; 5=knew all

2. What relevance does Active Oxfordshire's purpose have to your organisation and its priorities? [*Open response: prompts as below]

and * Is the focus on inactivity and health inequalities right for Oxfordshire and your organisation? * Is sport lost?

3. Is the partnership beneficial to your organisation in terms of achieving outcomes and impact? Yes very much so; Quite beneficial; Not really beneficial at all

Follow up: If yes or quite, please identify examples where AO adds value/capacity/capability.

4. Do you know who is your relationship manager?

Yes/No; If yes who is it?

5. Score 0-10 in terms of their skills, knowledge and understanding of your organisation? Where 0 is poor and 10=excellent?

6. What is the quality of service provided by your Relationship Manager? On a scale of 1 to 5 = where 1 is very poor and 5 is excellent.

How can it improve?

7. What is the quality of service provided by Active Oxfordshire personnel to you and your organisation? On a scale of 1 to 5 = where 1 is very poor and 5 is excellent.

8. If a collaboration is “a purposeful relationship in which parties choose to co-operate in order to accomplish a shared outcome”, how would you rate Active Oxfordshire in terms of being a collaborative partner? On a scale of 1 to 5 = where 1 is very poor and 5 is excellent.
9. How would you rate Active Oxfordshire’s understanding of people and place as defined by its knowledge of the following?: (on a scale of 1 to 5 = where 1 is very poor and 5 is excellent)
 - a. the patch/landscape;
 - b. the communities who live there;
 - c. the audiences being targeted
10. How would you rate the way Active Oxfordshire communicates with you? On a scale of 1 to 5 where 1 is very poor and 5 excellent.
11. Do you think Active Oxfordshire has an improvement culture;

Yes/No
12. Can you identify any improvements made in the last 12 months?
13. What do you think of Active Oxfordshire’s senior leadership and Board of Trustees?

On a scale of 1 to 5 where 1 is very poor and 5 excellent
14. How well do you think Active Oxfordshire influences local agendas and priorities?

On a scale of 1 to 5 where 1 is very poor and 5 excellent
15. How well do you think Active Oxfordshire listens to you and understands local/organisational needs and priorities? On a scale of 1 to 5 where 1 is very poor and 5 excellent
16. What impact is Active Oxfordshire having (if any) for you and your organisation?
17. Rate your relationship with Active Oxfordshire; what would/could take it to the next level?

On a scale of 1 to 5 where 1 is very poor and 5 excellent.
18. *Governance: to what extent do you agree with the following [1 strongly disagree/2 disagree/ 3 neutral or don’t know etc/ 4 agree/ 5 strongly agree]

a/ The Board of Active Oxfordshire has the right balance of skills, knowledge and experience to drive increased levels of activity across the county.

b/ The Board of Active Oxfordshire represents and understands the diverse lives and experiences of communities across the county.

c/ The Board of Active Oxfordshire is doing a good job in reducing levels of inactivity across the county.

19. *Covid 19- how have Active Oxfordshire performed and supported you during the crisis?

1 very poorly/ 2 poorly/ 3 neutral or don't know etc/ 4 well/ 5 very well

* additional questions in 2020

20. How likely would you be to recommend AO to a work colleague on a scale of 0-10 with 0 being extremely unlikely and 10 being extremely likely?

General: Interviewer to ask follow up/explain discussion as appropriate, and particularly on poor responses.