**2013 STAKEHOLDER SATISFACTION SURVEY**

**CSPN NATIONAL REPORT**

**January 2014**

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# Executive summary

The CSPN Stakeholder Survey forms a key element of CSP improvement planning processes. It aims to:

1. Gauge stakeholder satisfaction levels with the service offered by CSP core teams (individually and collectively).
2. Identify good practice and areas for improvement; provide a tool to support benchmarking across partnerships; provide material for use in advocacy and business planning.
3. Help identify the demand for CSP services to support future CSP business development, and help support Sport England monitoring requirements.

**Main findings**

* All 49 CSPs took part in the survey.
* In total, 2,023 valid responses were received, 51 more than 2012 (n = 1,972). Excluding CSPs that did not provide invitation data (n = 16), but including the responses to the Regional and National survey the mean response rate was 41.3%.
* A Regional and National survey was created to assess satisfaction levels for partners working across multiple CSPs. In total, 242 responses were received, a response rate of 26% based on the number invited (n = 928).

*Satisfaction with contact*

* Satisfaction was generally very high, scores ranging from 93.6% (Usefulness of the CSP’s website content) and 97.9% (Professionalism and helpfulness of staff). Data indicated an increase in the mean total satisfaction score for contact between 2013 (95.7%) and 2012 (93.5%).
* There was an increase in the mean total satisfaction score for contact between 2013 (95.7%) and 2012 (93.4%). Notable improvements since 2012 were ‘Adding value’ (93.6% vs. 89.7%) and ‘Support and advice’ (96.8% vs. 93.5%). The mean total satisfaction score for Regional and National partners was slightly lower than for the main CSPN survey (95.3%).

*Knowledge & understanding of CSPs*

* Respondents to the CSPN survey were generally clear on the role of the CSP, 84.7% of respondents to the CSPN survey indicating a ‘very good’ or ‘good’ understanding representing an improvement of 2.3% on the 2012 Survey.
* 86.3% of respondents to the Regional and National survey indicated a ‘very good’ or ‘good’ understanding; slightly higher than the CSPN survey result.
* Overall, the results demonstrate a year-on-year improvement in understanding and knowledge (i.e. very good and good) since the survey began (2011 = 77%, 2012 = 82.4%, 2013 = 84.7%).

*Satisfaction with key services*

* The mean total satisfaction with key services was 95.4%, representing an improvement on the 2012 Survey (90.1%). Respondents rated ‘Coordination of the Sportivate programme’ the highest (97.9%) whilst ‘Co-ordination of a club support programme’ had the lowest rating (94.1%).
* The mean total satisfaction with key services for the Regional and National Survey was 92.3%, 3.8% less than the CSPN Survey. Respondents were most satisfied with ‘Coordination of the Sportivate programme’ (97.1%, n = 264) and least satisfied with ‘Organising County, Youth or Level 3 School Games / activities’ (70.7%, n = 128).
* Although the Regional and National survey broadly followed the same pattern as the CSPN Survey for key services there were some notable exceptions where scores were lower including:
1. ‘Providing child protection guidance and support’ (-6.2%);
2. ‘Providing equality and diversity advice’ (-5.7);
3. ‘Organising County, Youth or Level 3 School Games / activities’ (-26.7%).

*Overall satisfaction*

* 95.5% of respondents indicated that, overall, they were ‘satisfied’ or ‘very satisfied’ (i.e. overall satisfaction), comparing favourably with the 2011 (91.9%) and 2012 (93.6%) overall satisfaction figures.
* Regional and National partners rated overall satisfaction slightly lower (94.3%).
* Although it was evident that the number of respondents stating ‘very satisfied’ decreased slightly in comparison to 2012, the results suggested that overall satisfaction with CSPs has increased year on year since 2011.

**Process Recommendations**

The 2013 survey highlighted the utility of using a centrally administered approach. To build upon work to date, the following recommendations should be taken into consideration:

1. To ensure effective management of the CSPN Survey contractual agreements between the commissioning body and survey deliverer should continue to provide clear guidelines concerning the role of the commissioning body and delivery partner, and associated partners, to ensure that timings, roles and responsibilities are fully understood.
2. A single point of contact for each CSP is identified and communicated with at the outset of the development process is essential for ensuring that the Survey remains on schedule. CSP Leads and / or Directors should communicate any difficulties i.e. staff changes / sickness to the deliverer in order to minimise delays and disruption.
3. The support service provided by the deliverer is critical for building trust and problem avoidance. The CSPN Survey project specification should continue to recognise the time required to do this effectively.
4. A centrally administered survey (i.e. multiple CSP surveys controlled by a single deliverer) has been shown to be effective for two successive years. Providing limited autonomy over the survey content at the local level has been shown to be effective at engaging the majority of CSPs. Future surveys should continue to ensure CSPs are absolutely clear on the approach being employed so as not to disrupt management and delivery of the survey via clear guidance provided prior to the start of the survey.
5. 2013 represented a step forward in terms of developing a consistent sample. However, future surveys should recognise that some CSPs require more support than others in establishing an appropriate sample (i.e. size and type). Clear information from the Development Group for CSP leads to assimilate and discuss the survey e.g. at MARCOMMS or other quarterly meetings would support this.
6. A secondary Regional and National survey administered via a single nationwide survey has been shown to be effective at engaging partners and NGBs working across multiple CSPs. However, the complexity of establishing a survey that accounts for these respondents requires a number of practical compromises i.e. question format (providing drop-down boxes for all CSPs for all questions), and data extraction (the way in which data can be retrieved), and integration. These issues should be reviewed to ensure that future surveys are as effective as possible in acquiring data.

**Improvement Recommendations**

The 2013 data show impressive results in many areas. This should not detract from areas which could be improved upon, including.

1. The CSPN Development Group recommends that the CSPN Board and individual CSPs set improvement targets that attempt to increase the number of ‘very satisfied’ partners thereby further improving partner loyalty and commitment.
2. In addition to working with key partners around core business, CSPs must maintain a focus on smaller or less well represented organisations for example community organisations to ensure productive partnerships are built and high quality services are delivered irrespective of organisation type.
3. CSPs should strive to improve all aspects of their services even in areas that are performing well and focus on acquiring marginal gains across the spectrum of CSP services.
4. CSPs should focus on maintaining and improving partners’ overall understanding of the role of the CSP, an area which has the most to gain in terms of relative improvement.
5. It is recommended that CSPs use their survey data as a critical element in their improvement journey and business planning, including comparisons with national averages and family clusters.
6. Smaller locally-focused and need-led surveys are recommended as a means of investigating and understanding areas performing well and not so well and to understand the needs and preferences within specific groups.

# Background

This section briefly contextualises the County Sports Partnership Network (CSPN) Partner Satisfaction Survey and details the objectives of the survey.

## 1.1 Purpose

Now in its third iteration the Survey provides a critical element of the of the continuous improvement and development work programme that serves to inform the 49 individual County Sports Partnerships (CSPs) as part of any current or planned improvement. Primarily, it serves to develop evidence, both at the individual CSP level and collectively across England, that will help to identify examples of good practice, areas for improvement, provide an evidence base for advocacy work, and to help identify the nature of existing and future demands for CSP services.

## 1.2 Survey Objectives

The CSPN survey forms a key element of CSP improvement planning processes, and as such takes into account themes that are evaluated as part of continuous improvement tools, such as Quest, Towards an Excellent Service (TAES), the Culture and Sport Improvement Toolkit (CSIT) and the emerging CSPN Improvement Framework.

Representing a process of continuous development and refinement, the 2013 survey built on experience acquired through the 2012 and 2011 in order to implement an approach that addressed the main objectives of the survey. These were:

1. To provide a quantitative and qualitative assessment of partners’ views of the partnership.
2. To provide data to inform improvement actions.
3. To enable benchmarking and comparison at a regional level.

## 1.3 Survey development

The 2013 survey consolidated and improved the methodology developed by CSPN Development Group and administered initially during 2010/11 by Kent Sport. Consultation with the development group identified four key areas for development including:

1. A need for both consistency and flexibility in the ways in which data is collected.
2. The importance of regular monitoring and communication between CSPs and Project Lead to ensure greater representation of stakeholder types i.e. local authority and sports clubs within the survey sample.
3. Simpler and less time-intensive methods of managing the Survey at a local level.
4. The need to better target partners working at a regional and / or national level.

In response, the survey methodology was adjusted accordingly (see Section 1.5). Consistent with the 2011 and 2012 surveys the survey questions and guidance were reviewed to ensure the process was clear and intelligible (see Appendices A and B).

## 1.4 Target Group

The target group was defined as ‘*all key stakeholders working directly with your CSP over the past 12 months’*.

To maximise the response rate CSPs were asked to include only those partners who it was felt were was able to complete the majority of the survey questions, based on their work with the CSPs over the past 12 months.

Those that **did not** fall into the target group included:

1. someone who could not complete the majority of questions;
2. a partner who sat on a local steering group but did not work directly with a CSP;
3. individual volunteers or coaches;
4. partners working across all or multiple CSPs (e.g. very small NGBs or national partners with only national officers);
5. Sport England staff.

## 1.5 Survey methodology

As with the 2012 survey, a pragmatic methodology (Table 1) was deployed to meet the objectives. This introduced a high degree of flexibility to facilitate the set-up, administration, sampling, data collection and data analysis processes.

For 2013 a new Regional and National Stakeholder Satisfaction Survey was introduced. This was designed specifically to ensure that partners working across CSPs and / or regions were able to make responses about the CSPs that they worked with in a way that was convenient and easy to complete.

The Regional and National Stakeholder Satisfaction Survey was developed in response to a review of the 2012 CSPN survey where it was identified that:

1. Some partners working at national and / or regional levels were receiving multiple emails asking for them to complete the same survey. This was not well received;
2. There was a need to ensure that data was collected from national and / or regional partners on a number of core areas e.g. overall satisfaction;
3. Better management of the survey administration was needed in order to ensure only appropriate Regional and National partners were invited and to maintain effective communication with partners over the duration of the survey.

In response, a shortened centrally administered (by Active Gloucestershire) Regional and National Stakeholder Satisfaction Survey was developed in consultation with the Development Group (Appendix C). All CSPs were requested to send the Survey Team (Dr Colin Baker - University of Gloucestershire, John Stevens - Active Gloucestershire, and Joe Spry - University of Gloucestershire) the contact details of appropriate Regional and National partners for invitation. These details were collated into a single contacts list (n = 928) which was subsequently used to email partners and manage the survey process (i.e. invitations, reminders and response rates).

This results provided in this report are the product of the integration of the CSPN Survey and Regional and National survey. To facilitate comparisons where appropriate the CSPN Survey (which is directly comparable with the 2011 and 2012 surveys i.e. that administered by the CSPs) is referred to as the CSPN Survey. The Regional and National Stakeholder Satisfaction Survey administered centrally by Active Gloucestershire for 2013 is referred to as the Regional and National survey.

Table 1: Principal design features

|  |  |
| --- | --- |
| **Criteria** | **Details / key procedures** |
| Project rationale | To listen and respond to stakeholder needs. |
| Methodological framework | Pragmatic (in order to provide flexibility and responsiveness). |
| Sampling strategy | Quota sampling. This allowed for a population i.e. stakeholders, to be segmented into sub-groups and provided a means of targeting and managing responses. This sought to facilitate sampling and help ensure that a range of sub-groups were included. |
| Sampling techniques | 1. Snowball (identifying stakeholders using local knowledge and key CSP contacts). **b.** Opportunistic (recruiting stakeholders as and when opportunities arise).
 |
| Data collection | Stakeholder survey via an online survey tool (Survey Monkey) for CSPs and Regional and National stakeholders. The surveys contained two components. **a.** CSPN Survey: Component 1 contained standardised questions addressing core areas for all stakeholders (to maintain continuity with the 2011 & 2012 surveys). Component 2 contained a selection of questions modified to meet the needs of CSPs and will reflect local circumstances. Questions in component 2 were amended after consultation with CSPs where appropriate so that continuity was maintained with the 2011 & 2012 surveys. Survey Monkey allowed for the management of the survey via Active Gloucestershire, each CSP administering the survey at the local level. Each CSP was provided with an individualised survey accessed via a unique and secure survey URL allowing for customised data collection and reporting. **b.** Regional and National Survey: contained standardised questions (which were mandatory to ensure that data on core areas was collected) and a number of optional questions based on those used in the main CSPN survey. |
| Data analysis | **a.** Data cleaning prior to installation in IBM-SPSS v.16 for analysis to filter out void responses i.e. empty responses. Completely blank responses were removed to increase the fidelity of the results. **b.** Descriptive statistics e.g. type of representation, etc. **c.** Comparative analysis i.e. analysis of stakeholder perceptions concerning CSPs consistent with the 2011 & 2012 surveys. |
| Support service | CSPs were supported throughout the duration of the survey via an email and telephone support service. |

# Findings

## 2.1 Introduction

This section summarises the main findings for the CSPN Survey and the Regional and National survey. The results are presented in order of the survey questions. Where possible, results from the CSPN and the Regional and National surveys are presented together in order to provide a clear overview of the findings.

For the purposes of interpretation, satisfaction is determined by combining the ‘very satisfied’ and ‘satisfied’ categories to provide a composite score.

## 2.2 Response rate

All 49 CSPs took part in the main CSPN survey. Data concerning the number of partners invited to complete the survey were received from 33 CSPs (67.3%). Including responses from the Regional and National Survey (n = 242) but excluding CSPs that did not provide invitation data, the average response rate was 41.3%. The total number of invites sent was 6,287.

## 2.3 Respondent profile

This section provides details of the number of responses received and the nature of representation within the survey sample.

The total number of valid responses received i.e. those where at least one complete section relating to CSP activities had been answered in full was 2,213 (including 242 responses to the Regional and National Survey), 363 less than 2011 (n = 2,576), and 241 more than 2012 (n = 1,972) (See Appendix D for individual CSP data). Local authorities (leisure and sport services) were the most widely represented group (Table 2).

Table 2: Type of representation

|  |  |  |
| --- | --- | --- |
| **Type** | **N** | **%** |
| Local authority - leisure/sport service | 403 | 19.3 |
| National governing body of sport (NGB) a | 257 | 12.3 |
| School Sport | 242 | 11.6 |
| Higher / Further Education | 205 | 9.8 |
| Community sports club | 142 | 6.8 |
| Charity | 127 | 6.0 |
| Local authority - other service (please specify) | 121 | 5.8 |
| NGB – National b | 77 | 3.6 |
| NGB – Regional b | 77 | 3.6 |
| Other (please specify) | 64 | 3.0 |
| Facility / Leisure operator | 63 | 3.0 |
| Partner – Regional b | 56 | 2.6 |
| Other community group / association | 43 | 2.0 |
| County governing body of sport or association | 41 | 1.9 |
| Other private sector partner | 32 | 1.5 |
| Partner – National \* | 32 | 1.5 |
| Health partner | 21 | 1.0 |
| National sports agency | 20 | 0.9 |
| Private coaching company | 18 | 0.8 |
| Professional sports club | 17 | 0.8 |
| Volunteering partner (e.g. volunteer centre) | 9 | 0.4 |
| Youth club | 6 | 0.2 |
| Skills / training partner | 3 | 0.1 |
| Uniform group | 3 | 0.1 |
| Arts partner | 2 | 0.1 |
| Tourism partner | 2 | 0.1 |
| Economic regeneration partner | 2 | 0.1 |
| Transport partner | 1 | 0.05 |
| Community safety partner | 1 | 0.05 |
| **Total** | **2,087** | **100.0%** |

a Recorded as part of the main CSPN Survey. b Recorded as part of the Regional and National Survey. ‘Other’ includes: Research consultancy; School Games Organiser; Voluntary Club; Professional Sports Club affiliated with the NGB); Local County FA; Local Authority, College of Further Education; County NGB.

## 2.4 Satisfaction with contact

Satisfaction with contact related to 8 principal areas (Table 3). Satisfaction was generally very high, scores ranging from 93.6% (Usefulness of the CSP’s website content) and 97.9% (Professionalism and helpfulness of staff). Data indicated an increase in the mean total satisfaction score for contact between 2013 (95.7%) and 2012 (93.5%).

Table 3: Satisfaction with contact with the CSP

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Item** | **Total satisfaction (%)** | **Very satisfied** | **Satisfied** | **Dissatisfied** | **Very dissatisfied** | **Total** |
| **%** | **n** | **%** | **n** | **%** | **n** | **%** | **n** |
| 1 | Understanding of your organisation’s / group’s needs | 96.1 | 40.5 | 985 | **55.6** | 1,350 | 3.4 | 83 | 0.5 | 12 | 2,430 |
| 2 | Providing a lead role for sport and physical activity | 93.8 | 38.6 | 910 | **55.2** | 1,302 | 5.4 | 127 | 0.8 | 20 | 2,359 |
| 3 | Adding value to the services that you provide | 93.6 | 37.2 | 876 | **56.4** | 1,329 | 5.6 | 131 | 0.9 | 21 | 2,357 |
| 4 | Professionalism and helpfulness of staff | 97.9 | **62.2** | 1,503 | 35.7 | 862 | 1.7 | 41 | 0.4 | 10 | 2,416 |
| 5 | Accessibility of staff to assist with requests and queries | 96.9 | **54.4** | 1,305 | 42.5 | 1,019 | 2.5 | 60 | 0.6 | 15 | 2,399 |
| 6 | Speed of response to enquiries | 96.9 | 47.9 | 1,143 | **49.0** | 1,168 | 2.6 | 63 | 0.4 | 10 | 2,384 |
| 7 | Quality of support and advice given | 96.8 | 47.2 | 1,127 | **49.6** | 1,183 | 2.6 | 63 | 0.5 | 13 | 2,386 |
| 8 | Usefulness of the CSP’s website content | 93.6 | 27.3 | 590 | **66.3** | 1,436 | 5.5 | 119 | 0.9 | 20 | 2,165 |

\* Total exceeds number of overall number of responses received (2,213) because the Regional and National Survey allowed respondents to make responses about more than one CSP. Highest item scores are emboldened. ‘Don’t know’ responses are excluded for the purposes of analysis. Mean total satisfaction score = 95.7%.

Satisfaction with contact related to a number of areas including providing a lead role for sport and physical activity, adding value to services and the professionalism and helpfulness of staff (full results in Appendix E). The largest difference for respondents to the Regional and National Survey compared with the main CSPN Survey was 2.3% for ‘Usefulness of the CSP’s website’ (Figure 1).

Figure 1: Satisfaction with contact (%)

## 2.5 Understanding and knowledge of the role of CSPs

Total understanding and knowledge is calculated by combining ‘Very good’ and ‘good’. Respondents to the CSPN survey were generally clear on the role of the CSP (Figure 2) whereby 84.7% indicated a ‘very good’ or ‘good’ understanding (n = 2,117), an improvement of 2.7% on the 2012 Survey (82%).

Figure 2: Understanding and knowledge of the role of CSPs

## 2.6 Satisfaction with key services

Respondents indicated their level of satisfaction with the key services provided by CSPs to support the development of sport and physical activity. For 2013, key services were grouped into three main areas including: brokering relationships; advocacy and support, and coordination and delivery Overall satisfaction scores were calculated by combining ‘very satisfied’ and ‘satisfied’.

We separated the responses to the CSPN Survey and the Regional and National Survey to explore differences within the 2013 data (Figure 3). The whole sample mean percentage for overall satisfaction with key services was 95.4%, the highest being ‘Co-ordination of Sportivate’ (97.6%), the lowest being ‘Organising County, Youth or Level 3 School Games / activities’ (93.1%).

The mean overall satisfaction with key services for the CSPN Survey was 96%, data indicating that ‘Coordination of the Sportivate programme’ had the highest rating (97.8%) whilst ‘Advocate for sport on school sites’ and ‘Co-ordination of a club support programme’ had the lowest rating (94.2%, respectively).

The mean overall satisfaction with key services for the Regional and National Survey was 92.3%, 3.7% less than the CSPN Survey (Appendix F). Respondents were most satisfied with ‘Coordination of the Sportivate programme’ (97.1%) and least satisfied with ‘Organising County, Youth or Level 3 School Games / activities’ (70.7%).

Although the Regional and National survey broadly followed the same pattern as the CSPN survey across the service areas there were some notable exceptions where scores were lower including:

* ‘Providing child protection guidance and support’ (-6%);
* ‘Providing equality and diversity advice’ (-5.6%);
* ‘Organising County, Youth or Level 3 School Games / activities’ (-26.7%).

Figure 3: Key Services – overall satisfaction (%)



Note: Scores are calculated only for those responding: ‘very satisfied’, ‘satisfied’, ‘dissatisfied’, ‘very dissatisfied’

Overall, the 2013 CSPN survey results demonstrated an improvement on the 2012 key services data (Mean = 95.5% vs. 90.1%). The lowest rated service area for 2013 ‘Organising County, Youth or Level 3 School Games / activities’ (93.1%) showed a 10% higher level of satisfaction than the lowest ranked area in 2012 (‘Advocate for sport on school sites’, 83.1%). This is suggestive of an upward trend in respondent satisfaction with key services. Full data are available in Appendix G. Furthermore, the range of satisfaction scores was narrower for 2013 than for 2012 (4.4% vs. 8.8% across all services areas respectively) suggesting an improvement across all key service areas assessed.

As a means of interrogating the data further we split the cohort for CSPN survey (it was not possible to include the Regional and National Survey data due to the data collection methods employed) into those who had ‘high’ understanding and knowledge (i.e. good and very good) with those who had a low understanding and knowledge (i.e. fair, poor, very poor). While the groups were not matched in size, the data demonstrated that those with high understanding and knowledge rated key satisfaction services more highly than their low understanding and knowledge counterparts (mean satisfaction scores for key services items = 73.8% vs. 45.6% respectively, see Appendix H). This suggests that working with partners to ensure they are fully aware of the role, scope and functions of CSPs will help to elevate partner perceptions in key service areas.

## 2.7 Overall Satisfaction with the CSP

Overall, 95.5% of all respondents indicated that they were ‘satisfied’ or ‘very satisfied’ (i.e. total satisfaction, Figure 4) scores ranging between 71.4% and 100% across all CSPs. These data compare favourably with the 2011 (91.9%) and 2012 (93.6%) total satisfaction figures. Appendix I displays anonymised percentiles for combined CSP overall satisfaction scores.

Overall satisfaction for the Regional and National Survey was 94.3% scores ranging between 66.7% and 100% across all CSPs.

Overall satisfaction for key representation groups are provided in Appendix J.

Figure 4: Overall Satisfaction

# Comparison of 2011, 2012 and 2013 survey data

This section presents key data comparisons for the three survey years (2011, 2012 and 2013) for the whole sample i.e. including the CSPN Survey and the 2013 Regional and National survey data.

## 3.1 Satisfaction with contact

Figure 5 presents data for total satisfaction with contact for the three surveys. This clearly shows that satisfaction has improved across all items since the survey first ran in 2011, particularly ‘Adding value’. While data for 2013 and 2012 are broadly similar it is evident that marginal improvements were made in some areas (e.g. ‘Professionalism and helpfulness of staff’) compared to others (e.g. ‘Usefulness of website’).

Notable improvements since 2012 were:

* ‘Adding value’ (93.6% vs. 89.7%);
* ‘Support and advice’ (96.8% vs. 93.5%).

Figure 5: All-year total satisfaction with contact (%)

## 3.2 Understanding and knowledge of the role of the CSP

The results (Figure 6) demonstrate a year-on-year improvement in total understanding and knowledge (i.e. very good and good) since the survey began (2011 = 77%, 2012 = 82.4%, 2013 = 84.7%), although there was a small decline in those stating ‘very good’ between 2012 and 2013.

Figure 6: All year understanding & knowledge of the role of the CSP (%)

## 3.3 Satisfaction with key services

* There were strong positive results across all key services areas (Figure 7). Between 2013 and 2011 satisfaction scores (i.e. those ‘very satisfied’ and ‘satisfied’) increased between 22.6% (‘Marketing and promotion of Sport and Physical Activity’) and 47.1% (‘Equality and diversity advice’);
* Between 2013 and 2012 satisfaction scores increased between 3.9% (‘Marketing and promotion of sport and Physical Activity’) and 10.9% (‘Advocate for sport on school sites’) demonstrating that services were performing strongly and improving significantly in a number of areas;
* A crude analysis of the 2012 and 2013 data i.e. the mean percentage score across comparable key services items demonstrated that satisfaction increased from 90% in 2012 to 95.3% in 2013.

Figure 7: All year satisfaction with key services



## 3.4 Overall Satisfaction

Data comparisons (Figure 8) revealed a positive trend in overall satisfaction with CSPs (i.e. ‘very satisfied’ and ‘satisfied’). There were increases between 2013 and 2011 (3.6%), and between 2013 and 2012 (1.9%). The findings demonstrated a reduction in those stating ‘dissatisfied’ or ‘very dissatisfied’ between 2013 and 2011 (3.6%) and between 2013 and 2012 (1.9%). Example comments regarding what respondents’ thought worked well are provided in Appendix K.

Although it was evident that the number of respondents stating ‘very satisfied’ actually decreased (-7.5%) in comparison to 2012, the results suggested that overall satisfaction has increased year on year since 2011. Appendices L and M present example comments concerning the reasons for respondents’ satisfaction levels that were left in the CSPN and Regional and National surveys as a means of highlighting respondent perceptions.

Figure 8: All year satisfaction (%)

Table 5 highlights CSPN Survey Data for overall satisfaction levels according to type of representation and excludes the Regional and National data. The highest level of overall satisfaction was 100%, the lowest 93.3% (Professional sports club), although this still represented an increase of 6.6% since 2011 for this group. Overall satisfaction generally increased across most representation groups since 2012. Increases were observed for:

* National governing body of sport (NGB[[1]](#footnote-1)) (2.1%);
* Local authority - leisure/sport service (1.7%);
* Community sports club (5.6%);
* School Sport (6.9%)

Small declines were observed for four groups, the largest (-2.2%) being for ‘County governing body of sport or associations’.

Table 4: All year total satisfaction by representation (CSPN Survey)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Representation** | **2011** | **2012** | **2013** | **+ / -** |
|  | **n** | **%** | **n** | **%** | **n** | **%** |
| National governing body of sport (NGB)\* | 401 | 97.1 | 409 | 96.2 | 228 | 98.3 | 2.1 |
| Local authority - leisure/sport service | 279 | 89.4 | 315 | 92.1 | 315 | 93.8 | 1.7 |
| Community sports club | 141 | 86 | 111 | 90.2 | 115 | 95.8 | 5.6 |
| School Sport | 114 | 87 | 189 | 88.3 | 208 | 95.0 | 6.7 |
| Higher / Further Education | 89 | 95.7 | 104 | 97.2 | 176 | 96.7 | -0.5 |
| Facility / leisure operator | 65 | 89 | 42 | 93.3 | 53 | 98.1 | 4.8 |
| Health partner | 71 | 94.7 | 49 | 98 | 19 | 100.0 | 2.0 |
| Charity | 69 | 93.2 | 93 | 95.9 | 115 | 98.3 | 2.4 |
| County governing body of sport or association | 63 | 90 | 34 | 97.1 | 37 | 94.9 | -2.2 |
| Other community group / association | 36 | 100 | 35 | 94.6 | 29 | 93.5 | -1.1 |
| National sports agency | 26 | 96.3 | 14 | 100 | 17 | 100.0 | no change |
| Local authority - other service | 95 | 88.8 | 68 | 93.2 | 98 | 95.1 | 1.9 |
| Private coaching company | 22 | 100 | 17 | 89.5 | 16 | 88.9 | -0.6 |
| Professional sports club | 20 | 83.3 | 13 | 86.7 | 14 | 93.3 | 6.6 |
| Volunteering partner (e.g. volunteer centre) | 21 | 95.5 | 9 | 90 | 8 | 100 | 10.0 |
| Skills / training partner | 6 | 100 | 4 | 100 | 2 | 100 | no change |
| Arts partner | 5 | 83.3 | 4 | 100 | 1 | 100 | no change |
| Youth club | 3 | 100 | 5 | 100 | 5 | 100 | no change |
| Tourism partner | 2 | 100 | 3 | 100 | 1 | 100 | no change |
| Uniform group | 1 | 100 | 3 | 100 | 2 | 100 | no change |
| Transport partner | 1 | 100 | 1 | 100 | 1 | 100 | no change |
| Community safety partner | 2 | 100 | 4 | 100 | 1 | 100 | no change |
| Economic regeneration partner | 1 | 100 | 4 | 100 | 1 | 100 | no change |
| Other | 37 | 97.4 | 64 | 95.5 | 42 | 97.7 | 2.2 |

Note: Comparisons shown only for identical representation groups. All data exclude ‘Not sure’ for consistency with the 2011 results. \* It was not possible to integrate the Regional and National Survey data with the CSPN Survey data based on overall satisfaction by representation type due to differences in the way the surveys were administered. Regional and National Survey data showed that 96% of respondents were satisfied overall (of which 31.8% were Regional NGBs and National NGBs respectively.

Figure 9 depicts total satisfaction for representation groups for the 2011, 2012 and 2013 surveys (excluding the Regional and National Survey data), clearly highlighting satisfaction levels between different types of partner.

Figure 9: All year comparison of total satisfaction for representation (%)

(Sample sizes: 2011 n = 2,576; 2012 n = 1,972, 2013 n = 2,023).

# Recommendations

In light of the 2012 survey results and their comparison with the 2011 and 2012 data, this section outlines recommendations for future satisfaction surveys, specifically in relation to process factors and key areas for improvement.

## 4.1 Process Recommendations

The 2013 survey highlighted the utility of using a centrally administered approach. To build upon work to date, the following recommendations should be taken into consideration:

1. To ensure effective management of the CSPN Survey contractual agreements between the commissioning body and survey deliverer should continue to provide clear guidelines concerning the role of the commissioning body and delivery partner, and associated partners, to ensure that timings, roles and responsibilities are fully understood.
2. A single point of contact for each CSP is identified and communicated with at the outset of the development process is essential for ensuring that the Survey remains on schedule. CSP Leads and / or Directors should communicate any difficulties i.e. staff changes / sickness to the deliverer in order to minimise delays and disruption.
3. The support service provided by the deliverer is critical for building trust and problem avoidance. The CSPN Survey project specification should continue to recognise the time required to do this effectively.
4. A centrally administered survey (i.e. multiple CSP surveys controlled by a single deliverer) has been shown to be effective for two successive years. Providing limited autonomy over the survey content at the local level has been shown to be effective at engaging the majority of CSPs. Future surveys should continue to ensure CSPs are absolutely clear on the approach being employed so as not to disrupt management and delivery of the survey via clear guidance provided prior to the start of the survey.
5. 2013 represented a step forward in terms of developing a consistent sample. However, future surveys should recognise that some CSPs require more support than others in establishing an appropriate sample (i.e. size and type). Clear information from the Development Group for CSP leads to assimilate and discuss the survey e.g. at MARCOMMS or other quarterly meetings would support this.
6. A secondary Regional and National survey administered via a single nationwide survey has been shown to be effective at engaging partners and NGBs working across multiple CSPs. However, the complexity of establishing a survey that accounts for these respondents requires a number of practical compromises i.e. question format (providing drop-down boxes for all CSPs for all questions), data extraction (the way in which data can be retrieved) and integration. These issues should be reviewed to ensure that future surveys are as effective as possible in acquiring data.

## 4.2 Improvement Recommendations

The 2013 data show impressive results in many areas. This should not detract from areas which could be improved upon, including.

1. The CSPN Development Group recommends that the CSPN Board and individual CSPs set improvement targets that attempt to increase the number of ‘very satisfied’ partners thereby further improving partner loyalty and commitment.
2. In addition to working with key partners around core business, CSPs must maintain a focus on smaller or less well represented organisations for example community organisations to ensure productive partnerships are built and high quality services are delivered irrespective of organisation type.
3. CSPs should strive to improve all aspects of their services even in areas that are performing well and focus on acquiring marginal gains across the spectrum of CSP services.
4. CSPs should focus on maintaining and improving partners’ overall understanding of the role of the CSP, an area which has the most to gain in terms of relative improvement.
5. It is recommended that CSPs use their survey data as a critical element in their improvement journey and business planning, including comparisons with national averages and family clusters.
6. Smaller locally-focused and need-led surveys are recommended as a means of investigating and understanding areas performing well and not so well and to understand the needs and preferences within specific groups.

# Appendix A: Stakeholder Survey

**County Sports Partnership Stakeholder Satisfaction Survey 2013**

**THIS SURVEY ONLY ALLOWS YOU TO MAKE COMMENTS ABOUT ‘XX CSP NAME XXX’**

**IF YOU WISH TO RESPOND ABOUT ANOTHER CSP, PLEASE CONTACT THE SPECIFC LOCAL CSP TEAM DIRECTLY TO ARRANGE THIS**

**We are committed to continuous improvement and ensuring that the services we provide meet your expectations. We value your views and therefore would be grateful if you could spend a few minutes completing this survey and submit it by 5pm Friday 29th November, 2013. Responses received after this date will not be counted.**

**Core Questions**

**1. Tick one box that best describes you or the organisation you represent**

|  |  |  |  |
| --- | --- | --- | --- |
| National governing body of sport (NGB) | [ ]  | Private coaching company | [ ]  |
| Local authority - leisure/sport service | [ ]  | Professional sports club | [ ]  |
| Community sports club | [ ]  | Volunteering partner (e.g. volunteer centre) | [ ]  |
| School Sport | [ ]  | Skills / training partner | [ ]  |
| Higher / Further Education | [ ]  | Arts partner | [ ]  |
| Facility / Leisure operator | [ ]  | Youth club | [ ]  |
| Health partner | [ ]  | Tourism partner | [ ]  |
| Charity | [ ]  | Uniform group | [ ]  |
| County governing body of sport or association | [ ]  | Transport partner | [ ]  |
| Other community group / association | [ ]  | Community safety partner | [ ]  |
| National sports agency | [ ]  | Economic regeneration partner | [ ]  |
| Other private sector partner | [ ]  |  |  |
|  |  |  |  |
| Local authority - other service (please specify)          | Other (please specify)         |

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |

1. **In relation to your contact with the CSP, please indicate your level of satisfaction by ticking the appropriate box:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very satisfied | Satisfied | Dissatisfied | Very dissatisfied | Don’t know |
| Understanding of your organisation’s / group’s needs | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing a lead role for sport and physical activity  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Adding value to the services that you provide | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Professionalism and helpfulness of staff | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Accessibility of staff to assist with requests and queries | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Speed of response to enquiries | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Quality of support and advice given | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Usefulness of the CSP’s website content | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

1. **If you have stated** **dissatisfied or very dissatisfied for any areas in Q2, please state why and suggest ways that we could improve our service. If you are dissatisfied or very dissatisfied with more than one area, please specify which area(s) you are referring to.**
2. **Overall how would you rate your understanding and knowledge of the role of the CSP?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Very Good  | [ ]  | Good | [ ]  | Fair | [ ]  | Poor | [ ]  | Very Poor | [ ]  |

1. **The CSP provides the following key services to its partners in order to support the development of sport and physical activity in the county. In relation to your contact with the CSP, please indicate your level of satisfaction with the service you have received, by ticking the appropriate box** (CSPs can insert local, relevant examples in brackets):

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Area | Very satisfied | Satisfied | Dissatisfied | Very dissatisfied | Unaware | Not accessed | Not relevant |
| **Brokering relationships** |
| Supporting local partners to connect with Governing Bodies of Sport | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Brokering relationships and providing support for local/county networks (e.g. CSNs) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Facilitating opportunities for partners to share information and knowledge (meetings, workshops, electronically) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **Advocacy and support** |
| Providing child protection guidance and support | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Advocate for sport on school sites | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing equality and diversity advice | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Promoting and supporting the local delivery of the Community Games e.g. provision of training, promotional material, additional grant aid. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Promoting local funding sources and providing advice and support, (including Sport England Lottery Funding opportunities, Sportivate, Community Games) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Undertaking analysis and providing information (e.g. Partner priorities and plans, mapping, Active People, market segmentation) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Marketing and promotion of sport and physical activity (e.g. website, e-newsletter, social media) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **Coordination / delivery** |
| Co-ordinating and promoting coach development opportunities  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordinating and promoting volunteer development and deployment opportunities (e.g. Sport Makers) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordination of the Sportivate programme | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Supporting SGOs to deliver level 2 of the School Games, helping to find and deploy volunteers | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Organising County, Youth or Level 3 School Games /  activities | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordination of a club support programme (e.g. Clubmark)  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

|  |
| --- |
| **The following questions may be inserted as optional extras in Question 5.**  |
| Developing links between sport & physical activity with health partners | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing wider support for clubs & volunteers | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing wider support for school sport | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing wider support for disability sport | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Organising County, Youth or School Games activities | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing a coach agency service | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Supporting the Delivery of the Primary PE and Sport Premium | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

1. **If you have stated** **dissatisfied, very dissatisfied or not accessed for any of the services in Q5, please state why and suggest ways that we could improve our service. If you have stated dissatisfied, very dissatisfied or not accessed for more than one service please specify which service(s) you are referring to.**

1. **Overall how satisfied are you with the CSP?**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Very satisfied | [ ]  | Satisfied | [ ]  | Dissatisfied | [ ]  | Very dissatisfied | [ ]  |

1. **Please can you briefly give the main reason that you have given the score above:**

1. **If you have any comments regarding what works particularly well please provide these below to help us continue to provide the required service:**

1. **Please feel free to add any further comments or suggestions on how the CSP as a whole, or our specific services, could improve. Any comments regarding additional services that you could benefit from would also assist us in helping to meet your needs: We would encourage you to provide your details in order that your CSP can contact you**

**regarding their services to ensure that your needs and expectations are met.**

|  |  |
| --- | --- |
| **Name of person completing the survey (optional)** |  |

|  |  |
| --- | --- |
| **Job title (optional)** |  |

|  |  |
| --- | --- |
| **Organisation represented (optional)** |  |
|  |  |
| **Email address (optional)** |  |
|  |  |

**Thank you for your time.**

**Please go to the following page for Optional Questions**

**Optional Questions**

* Any of the sections below can be selected for insertion into your survey.
* The red text indicates which parts of the questions you can amend. The examples are intended as a guide to help you to make changes that reflect your CSP/local area.
* Please only amend the text highlighted red.
* If you do not wish to make changes to the red text but would still like to use the section then you just need to make sure that you have saved the section ‘as it is’ in your survey before sending to Colin Baker.
* The entire section(s) that you select will be inserted into your survey if selected as an optional question i.e. all of the text and information below the corresponding black header bar.
* Please do not change the response types e.g. ‘satisfied’ as any changes to these will not be carried over.
* Please make sure you make it clear which sections you wish to use when replying via email e.g. A / B to ensure nothing is left out.
* **IF YOU HAVE ANY QUERIES PLEASE CONTACT COLIN BAKER:** **cmbaker@glos.ac.uk**
1. **Communications**

**In delivering their service to the county how would you rate your satisfaction with the following communication tools used by the CSP?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very satisfied | Satisfied | Dissatisfied | Very dissatisfied | Unaware |
| Press releases | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Website | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Email | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| E:newsletters | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Newsletters | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Social Media i.e. Twitter | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Telephone | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Complaints procedure | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Events and conferences | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**If you have stated dissatisfied or very dissatisfied for any of the communication tools in Q1, please state why:**

**Please indicate whether you would like more information on / to receive any of the following communication tools:**

|  |  |
| --- | --- |
| Press releases | [ ]  |
| Website | [ ]  |
| E:newsletters | [ ]  |
| Newsletters | [ ]  |
| Social Media i.e. Twitter | [ ]  |
| Complaints procedure | [ ]  |
| Events and conferences | [ ]  |
| Other (please specify)  | [ ]  |

1. **Publications / guidance**

**Please rate your satisfaction level with the publications/guidance provided by the CSP in terms of how they raise awareness and support you/your work:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Very satisfied | Satisfied | Dissatisfied | Very dissatisfied | Unaware | Not applicable |
| Annual report | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Business plan | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Leaflets | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Safeguarding policies | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Equity policies | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Marketing plan | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Toolkits | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Facilities strategy | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**If you have stated dissatisfied or very dissatisfied for any of the publications/guidance above, please state why:**

1. **Assisting stakeholders**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very important | Important | Somewhat important | Not important | Don’t know |
| Supporting local partners to connect with Governing Bodies of Sport | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordinating and promoting coach development opportunities | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordinating and promoting volunteer development and deployment opportunities (e.g. Sport Makers) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Promoting local funding sources and providing advice and support, (including Sport England Lottery Funding opportunities, Sportivate, Community Games) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing child protection guidance and support | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Advocate for sport on school sites | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Undertaking analysis and providing information (e.g. Partner priorities and plans, mapping, Active People, market segmentation) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Marketing and promotion of sport and physical activity (e.g. website, e-newsletter, social media) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Brokering relationships and providing support for local/county networks (e.g. CSNs) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Facilitating opportunities for partners to share information and knowledge (meetings, workshops, electronically) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordination of the Sportivate programme | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Supporting SGOs to deliver level 2 of the School Games, helping to find and deploy volunteers’ | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Organising County, Youth or Level 3 School Games /  activitiesCo-ordination of a club support programme (e.g. Clubmark) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing equality and diversity advice | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Promoting and supporting the local delivery of the Community Games e.g. provision of training, promotional material, additional grant aid. |  |  |  |  |  |
| Developing links between sport & physical activity with health partners | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing wider support for clubs & volunteers | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing wider support for school sport | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing wider support for disability sport | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Organising County, Youth or School Games activities | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing a coach agency service | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

 **How important do you think it is that the following services are provided, in terms of assisting you with your aims?**

1. **Priorities**

**Are there any services that you think the CSP should offer and how important are these services, in terms of assisting you with your aims?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Very important | Important | Somewhat important | Not required |
| Event management | [ ]  | [ ]  | [ ]  | [ ]  |
| Consultancy | [ ]  | [ ]  | [ ]  | [ ]  |
| NGB hosting | [ ]  | [ ]  | [ ]  | [ ]  |
| Coaching agency  | [ ]  | [ ]  | [ ]  | [ ]  |
| Team building via sport | [ ]  | [ ]  | [ ]  | [ ]  |
| Database management (e.g. Coach Web) | [ ]  | [ ]  | [ ]  | [ ]  |
| Other (please specify) | [ ]  | [ ]  | [ ]  | [ ]  |

**We would like to know what your 5 key priorities are for the next 12 months so that we can check and challenge the CPS’s priorities. Please state these below in rank order:**

1. **Location**

**If you would like to know the specific geographical locations where stakeholders work, please provide Colin Baker (Active Gloucestershire) with a list of your local districts / areas so that this can be inserted in your survey.**

1. **Background**

 **Is your organisation / group currently working with / supporting young people / adults from Black and Minority Ethnic (BME) Groups?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Yes  | [ ]  | No | [ ]  | Do not wish to disclose | [ ]  |

**Is your organisation / group currently working with / supporting disabled young people / adults?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Yes  | [ ]  | No | [ ]  | Do not wish to disclose | [ ]  |

Next steps

1. If you are happy to use only the **core questions**, please make this known to ####]. If you wish to make any amendments to the red text in the core questions, use this document to make the changes you would like. This will provide Colin Baker with the information needed to set up your survey
2. If you want to use the **optional questions** in addition to the core questions, save a Word document containing your choices and changes. It is recommended that you use this document to make the changes you would like. The document will provide Colin Baker with the information needed to set up your survey, so this must accurately reflect your preferences. Please make all changes as absolutely clear as is possible to help avoid any delays in setting up the surveys.

This will involve:

* amending the text marked red to suit your needs
* **deleting** questions from the Optional Questions that you **don’t wish to use**
* making sure that the changes to **any questions** you wish to use are present in the document
* savingthe document using your CSP name i.e. Stakeholder Survey Active Gloucestershire
1. Email your Word file to Colin Baker with a brief note stating which sections you wish to include in the survey e.g. A / B, to ensure nothing is left out.
2. Colin will place the optional questions into your survey and create a unique web link (URL) to the survey for your CSP.
3. Colin will email you a link to the online survey for you to check that it is accurate. Adjustments can be made as required after you have reviewed the survey.
4. Colin will send you the URL for your final survey when you have confirmed the changes are as desired.
5. Colin will make the survey live.
6. Once the survey is live you are able to send the link via emails, embed it in email signatures and place in your website

Key Contact

**####**

**####**

# Appendix B: Guidance

**CSP Stakeholder Satisfaction Survey 2013**

**Guidance notes for CSP lead officers**

**Introduction**

**PLEASE MAKE SURE YOU READ THIS AND THE QUESTIONNAIRE DOCUMENT THOROUGLY**

The County Sports Partnership Network’s (CSPN) advocacy plan aims to ensure that the unique characteristics, role, contribution and potential of CSPs are well understood and highly valued by all key stakeholders, with CSPs recognized as the key strategic and delivery network for sport and physical activity.

The most powerful advocacy for CSPs comes from our stakeholders. It is critical that we listen and respond to their needs and preferences, supporting them to make the most of the CSP network and ensure a high level of satisfaction. The Stakeholder Satisfaction Survey was established as a means of understanding stakeholder views and forms a key element of the CSP improvement planning processes, taking into account themes that are evaluated as part of continuous improvement tools including; Quest, Towards an Excellent Service (TAES), and the Culture and Sport Improvement Toolkit.

The Survey also provides CSPs with information that helps identify demand for services and supports future business development. Now in its fourth year, the Stakeholder Satisfaction Survey is beginning to establish valuable and consistent evidence that helps CSPs and the CSPN Network understand their key stakeholders and develop services that meet their needs and expectations.

This document provides an overview of the CSPN Stakeholder Satisfaction Survey 2013 and addresses the following areas:

**Aim**

The aim of the survey is to assess stakeholder satisfaction levels with the services offered by CSPs in England.

**Purpose**

The survey’s purpose is to develop evidence, both at the individual CSP level and collectively across England, that will help to identify examples of good practice, areas for improvement, provide an evidence base for advocacy work, and to help identify the nature of existing and future demands for CSP services.

**Roles and Responsibilities**

1. **Active Gloucestershire (AG)** – managing data collection, CSP support, data analysis and reporting.
2. **CSPN Survey Steering Group** – agreeing the survey and guidance notes, contractor management, CSPN improvement planning and communications.
3. **CSPs** – survey distribution, adding of additional optional questions to core questions (if required), collect stakeholder emails, send out email to stakeholders inviting them to take part in the survey with web links provided by AG, send chaser emails encouraging appropriate partners to complete the survey, CSP improvement planning.

**Approach**

A single online data collection system (Survey Monkey) is being used to manage the 2013 survey. A key advantage of this is that it will reduce the amount of work individual CSPs need to do. This system is being managed by Active Gloucestershire in collaboration with the CSPN Survey Steering Group. The survey will be designed and installed using a single Survey Monkey account. Each CSP will be given a URL (unique web address) for its own survey which it will use to collect stakeholder feedback.

**The full 2013 core and optional surveys is provided as a separate document to guide you as to which questions can be amended and returned to AG.**

**Core Questions:** The 2013 survey will use most of the same core questions from the previous surveys to ensure consistency. Some questions have been updated based on the revised core specification with Sport England and to improve the questions overall. These are compulsory questions within all CSP surveys. Although very small modifications can be made if desired, all CSPs’ surveys will contain the core questions.

**Optional Questions:** All CSPs will be able to select additional questions which they themselves have used previously, or wish to use to assess certain areas of their services. The addition of further questions is optional and is not a compulsory requirement. The type and wording of optional questions will be agreed with AG prior to the design and installation of the survey to ensure each CSP is satisfied with the survey it will be using. The questions in the surveys cannot be modified once the survey has been started. **TO ENSURE** **CONSISTENCY ACROSS THE NETWORK,** **PLEASE NOTE THAT** **IT IS NOT POSSIBLE TO INCLUDE YOUR OWN QUESTIONS IN THE SURVEY.**

Some of the Core and Optional questions include examples after the statements which provide an illustration to the reader of the precise nature of the question. We would encourage each CSP to complete these with very specific examples from your CSP.

The CSPN Survey Steering Group will provide all CSPs with an email template to use to send out to their stakeholders inviting them to complete the survey. CSPs are free to adapt this as they see fit

**Target audience**

**The survey should be distributed to *all key stakeholders working directly with your CSP* over the past 12 months.**

The size of your CSP will naturally determine the size of your sample and will differ from CSP to CSP. Hence, the emphasis should be maximising the response rate from those partners that you send the survey to. This is about quality of responses, not quantity. You should only target partners that are in a position to give direct feedback about your CSP.

**What is a key stakeholder?** This is quite difficult to define. The best way to assess this is whether the stakeholder is able to complete the majority of the questions based on their work with you over the past 12 months. CSPs will need to make an assessment regarding the inclusion of Activity Providers (e.g. clubs) but, overall, we would recommend that Activity Providers that you work with **directly** should be included, as opposed to those that may be on an email distribution list.

**Who is NOT a key stakeholder?**

* Someone who cannot complete the majority of questions
* A partner who may sit on a steering group with you but does not work directly with you
* The survey is **NOT** designed for individual volunteers or coaches but rather the partners you are working with in relation to coach and volunteer development. We recommend that CSPs undertake bespoke surveys for this target audience. NB. There may be national surveys for coach and volunteer web in the future.
* Please **do not send** the survey to partners working across all or multiple CSPs (eg very small NGBs or national partners with only national officers).
* Please **do not send** the survey to Sport England staff who already provide feedback on “satisfaction” with individual CSPs via performance measurement and the review meetings.

**Important**

* The survey should be sent directly to specific named contacts. Each contact should be encouraged to reply with an individual response about your CSP thereby facilitating a more specific and high quality response. One organisational response on behalf of multiple individual stakeholders is not recommended.
* The specific web link (URL) for your CSP’s survey means that all responses count towards your own respective CSP. This means that you should avoid sending the URL to partners outside of your area unless they work closely with you. The survey will make clear that the response is counted against the CSP from which it is sent and cannot be used to respond about a different CSP.
* You must contact AG to confirm the total number of stakeholders you have invited to take part in the survey.

 **Partners working directly with multiple CSPs :**

To avoid the issue of individual partners receiving multiple emails from CSPs i.e. regional / national partners, a separate CSPN Stakeholder survey will be established to run in parallel with the main CSPN Survey aimed at regional and national partners. This will coordinated centrally by Active Gloucestershire.

To make this possible, we will ask all CSPs via a separate email to provide details of those partners you work with who are regional / national representatives e.g. NGB regional officers, EFDS, StreetGames, SCUK, etc. Please be prepared to supply the contacts’ names, roles, organisation’s names, and email addresses so that we are able to generate a comprehensive list as quickly and effectively as possible.

**NOTE** – unfortunately we were not able to align our survey to the Sport England NGB survey recently sent out. The surveys have different purposes but we will endeavour to synchronise them next year.

**Net Promoter Score (NPS) –** This will not be included in the 2013 survey due to a number of practical limitations that were identified in the 2012 survey.

**Outputs**

Two key outputs will ensure that the results from the 2013 survey are disseminated effectively:

1. Data file: each CSP will receive the results from its own survey via a secure web link through which the results can be downloaded. Each CSP will be responsible for downloading and saving their results within a specified time (see timeline below).
2. Written report: a national level report of the findings will provide an analysis of satisfaction levels by stakeholder group and service areas.

**Benchmarking**

Results will be published on the CSPN portal showing overall satisfaction levels broken down by **stakeholder group**. Consideration will be given to the best way to display CSP results to facilitate CSP benchmarking e.g. best in class with associated insight, anonymised CSPs listed in quartiles, CSP scores including family types. This will allow CSPs to benchmark their performance and facilitate the assessment of priorities for improvement action.

**Support**

Consistent with the previous surveys, support will be offered including:

1. Prior to the survey starting, all CSP leads for the survey will be invited to review their survey and discuss with Colin Baker to arrange optional questions and raise any issues.
2. When the survey is running, CSPs will be able to contact Colin Baker via email to discuss any issues.
3. During the data collection phase a weekly email will be sent to all CSPs showing the number of responses for each CSP.
4. Each CSP will receive the results from its own survey at no cost via a secure web link. After the CSPs have been provided with their results they will be able to contact Colin Baker via email [**cmbaker@glos.ac.uk**] for a 2 weeks to discuss any issues, if necessary.

**Timeline**

The table below highlights key actions between September 2013 and March 2014. Actions required of CSPs are highlighted in bold text.

|  |  |  |
| --- | --- | --- |
| **What** | **Who** | **Date** |
| **Receive and understand guidance** | **CSPs** | **September** |
| **Send Word file to AG containing individual survey ready for installation**  | **CSPs** | **20th September** |
| Design & install surveys | AG | 23rd September – 6th October |
| Survey opens | AG | 7th October |
| **Email / newsletter campaign to promote responses** | **CSP** | **October & November** |
| Survey closes | AG | 29th November |
| Preparation of Excel file for data analysis | AG | December |
| Data analysis | AG | January |
| Draft Report  | AG | 10th January |
| Sending of data links to individual CSPs | AG | w/b 13th January |
| (CSP queries regarding data) | (CSP/AG) | (13th January to 24th January)  |
| Final CSPN Report | AG | 31st January |
| Results published on CSPN portal | CSPN | February  |

# Appendix C: Regional and National CSPN Survey

**CORE QUESTIONS**

1. **Please choose the response that best describes the organisation/agency you represent: :**
* NGB - National
* Partner - National
* NGB - Regional
* Partner - Regional
* (Other)
1. **In relation to your contact with the CSP, please indicate your level of satisfaction by ticking the appropriate box:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very satisfied | Satisfied | Dissatisfied | Very dissatisfied | Don’t know |
| Understanding of your organisation’s / group’s needs | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing a lead role for sport and physical activity  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Adding value to the services that you provide | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Professionalism and helpfulness of staff | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Accessibility of staff to assist with requests and queries | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Speed of response to enquiries | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Quality of support and advice given | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Usefulness of the CSP’s website content | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

1. **Overall how would you rate your understanding and knowledge of the role of the CSP?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Very Good  | [ ]  | Good | [ ]  | Fair | [ ]  | Poor | [ ]  | Very Poor | [ ]  |

1. **Overall how satisfied are you with the CSP?**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Very satisfied | [ ]  | Satisfied | [ ]  | Dissatisfied | [ ]  | Very dissatisfied | [ ]  |

1. **Please feel free to add any further comments or suggestions on how the CSPs could improve services, as a whole or specifically. Any comments regarding additional services that you could benefit from would also assist us in helping to meet your needs.**

**OPTIONAL QUESTIONS**

The CSP provides the following key services to its partners in order to support the development of sport and physical activity in the county. In relation to your contact with the CSP, please indicate your level of satisfaction with the service you have received, by ticking the appropriate box:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Area | Very satisfied | Satisfied | Dissatisfied | Very dissatisfied | Unaware | Not accessed | Not relevant |
| **Brokering relationships** |
| Supporting local partners to connect with Governing Bodies of Sport | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Brokering relationships and providing support for local/county networks (e.g. CSNs) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Facilitating opportunities for partners to share information and knowledge (meetings, workshops, electronically) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **Advocacy and support** |
| Providing child protection guidance and support | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Advocate for sport on school sites | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Providing equality and diversity advice | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Promoting and supporting the local delivery of the Community Games e.g. provision of training, promotional material, additional grant aid. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Promoting local funding sources and providing advice and support, (including Sport England Lottery Funding opportunities, Sportivate, Community Games) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Undertaking analysis and providing information (e.g. Partner priorities and plans, mapping, Active People, market segmentation) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Marketing and promotion of sport and physical activity (e.g. website, e-newsletter, social media) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **Coordination / delivery** |
| Co-ordinating and promoting coach development opportunities  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordinating and promoting volunteer development and deployment opportunities (e.g. Sport Makers) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordination of the Sportivate programme | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Supporting SGOs to deliver level 2 of the School Games, helping to find and deploy volunteers | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Organising County, Youth or Level 3 School Games /  activities | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Co-ordination of a club support programme (e.g. Clubmark)  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

# Appendix D: Response rates for CSPs (CSPN Survey)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **No.** | **Region** | **CSP** | **Invites sent (n)** | **Total responses (n)** | **Response rate (%)** |
| 1 | East | Suffolk Sport | 130 | 46 | 35.4 |
| 2 |  | Team Beds & Luton  |  | 36 |  |
| 3 |  | Living Sport (Cambridgeshire & Peterborough) | 85 | 24 | 28.2 |
| 4 |  | Active Norfolk  |  | 39 |  |
| 5 |  | Active Essex | 92 | 37 | 40.2 |
| 6 |  | Herts Sports Partnership | 160 | 70 | 43.8 |
| 7 |  | Leicestershire & Rutland Sport | 150 | 85 | 56.7 |
| 8 | East Midlands | Lincolnshire Sports Partnership | 111 | 44 | 39.6 |
| 9 |  | Northamptonshire Sport | 145 | 76 | 52.4 |
| 10 |  | Derbyshire Sport  | 117 | 45 | 38.5 |
| 11 |  | Sport Nottinghamshire | 292 | 95 | 32.5 |
| 12 | London | Pro-Active South London |  | 15 |  |
| 13 |  | Pro-Active East London |  | 39 |  |
| 14 |  | Pro-Active North London | 160 | 33 | 20.6 |
| 15 |  | Pro-Active West London | 60 | 36 | 60.0 |
| 16 |  | Pro-Active Central London | 62 | 36 | 58.1 |
| 17 | North East | County Durham Sport | 82 | 35 | 42.7 |
| 18 |  | Tees Valley Sport |  | 13 |  |
| 19 |  | Northumberland Sport |  | 18 |  |
| 20 |  | Tyne & Wear Sport |  | 12 |  |
| 21 | North West | Cheshire & Warrington Sports Partnership  | 152 | 90 | 59.2 |
| 22 |  | Active Cumbria  | 75 | 33 | 44.0 |
| 23 |  | Lancashire Sport Partnership | 180 | 41 | 22.8 |
| 24 |  | Greater Manchester Sports Partnership |  | 17 |  |
| 25 |  | Merseyside Sport Partnership | 102 | 66 | 64.7 |
| 26 | South East | Sport Hampshire and IOW | 127 | 70 | 55.1 |
| 27 |  | Oxfordshire Sports Partnership | 52 | 32 | 61.5 |
| 28 |  | Bucks Sport | 34 | 16 | 47.1 |
| 29 |  | Active Sussex  | 950 | 81 | 8.53 |
| 30 |  | Berkshire Sport | 80 | 28 | 35 |
| 31 |  | Active Surrey Sports Partnership |  | 27 |  |
| 32 |  | Kent Sport | 165 | 43 | 26.1 |
| 33 | South West | Wiltshire & Swindon Activity and Sports Partnership | 950 | 32 | 3.37 |
| 34 |  | Somerset Activity & Sports Partnership | 78 | 23 | 29.5 |
| 35 |  | Wesport | 45 | 20 | 44.4 |
| 36 |  | Active Dorset  |  | 28 |  |
| 37 |  | Active Devon  |  | 24 |  |
| 38 |  | Active Gloucestershire | 88 | 55 | 62.5 |
| 39 |  | Cornwall Sports Partnership | 96 | 35 | 36.4 |
| 40 | West Midlands | Herefordshire & Worcestershire | 73 | 47 | 64.4 |
| 41 |  | CSW Coventry, Solihull &Warwickshire Sport | 197 | 31 | 15.7 |
| 42 |  | energize Shropshire, Telford & Wrekin Sports Partnership | 69 | 21 | 30.4 |
| 43 |  | Birmingham Sport and Physical Activity Partnership |  | 54 |  |
| 44 |  | Black Country Beactive Partnership |  | 23 |  |
| 45 |  | Sport Across Staffordshire and Stoke-on-Trent | 120 | 49 | 40.8 |
| 46 | Yorkshire | West Yorkshire Sport |  | 65 |  |
| 47 |  | Humber Sports Partnership |  | 12 |  |
| 48 |  | South Yorkshire Sport |  | 36 |  |
| 49 |  | North Yorkshire Sport | 80 | 38 | 47.5 |
| **Total** | **5,359** | **1,971** | **-** | **-** |

Response data for the CSPN Survey were received from 33 CSPs (67.3%). Excluding CSPs that did not provide invitation data, average response rate = 36.8% based on total responses (n = 1,971) and total invites sent (n = 5,359). The Survey Team invited 928 regional and national stakeholders that were identified by local CSP leads as eligible to be invited to take part in the survey. In total, 242 responses were received representing a response rate of 26%.

# Appendix E: Satisfaction with contact (%)

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **Whole sample** | **CSPN** | **Regional & National** |
| Understanding of your organisation’s / group’s needs | 96.1 | 96.4 | 95.1 |
| Providing a lead role for sport and physical activity | 93.8 | 93.7 | 93.9 |
| Adding value to the services that you provide | 93.6 | 93.4 | 94.0 |
| Professionalism and helpfulness of staff | 97.9 | 98.2 | 96.8 |
| Accessibility of staff to assist with requests and queries | 96.9 | 97.2 | 95.7 |
| Speed of response to enquiries | 96.9 | 97.2 | 95.9 |
| Quality of support and advice given | 96.8 | 97.1 | 95.9 |
| Usefulness of the CSP’s website content | 93.6 | 92.9 | 95.2 |

Percentages calculated by combining ‘very satisfied’ and ‘satisfied’. Excludes ‘don’t know’.

# Appendix F: Overall satisfaction with key services (%)

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **CSPN** | **Regional & National** | **Whole sample** |
| *Brokering relationships* |  |  |  |
|  | Supporting local partners to connect with GBs | 96.3 | 95.5 | 96.2 |
|  | Brokering relationships | 95.9 | 94.5 | 95.7 |
|  | Opportunities to share info & knowledge | 95.9 | 95.3 | 95.8 |
| *Advocacy & support* |  |
|  | Child protection guidance & support | 97.5 | 91.5 | 96.6 |
|  | Advocate for sport on school sites | 94.2 | 93.2 | 94.0 |
|  | Equality and diversity advice | 97.4 | 91.8 | 96.4 |
|  | Promoting / support Community Games | 96.5 | 94.5 | 96.1 |
|  | Promoting local funding sources | 97.5 | 93.8 | 96.8 |
|  | Undertaking analysis & providing info | 94.7 | 90.8 | 94.0 |
|  | Marketing and promotion of sport and PA | 95.1 | 95.2 | 95.1 |
| *Coordination & delivery* |  |
|  | Co-ordinating & promoting coach development | 96.0 | 95.0 | 95.9 |
|  | Volunteer dev. & deployment opportunities | 95.7 | 91.4 | 95.0 |
|  | Co-ordination of Sportivate | 97.8 | 97.1 | 97.6 |
|  | Supporting SGOs | 94.3 | 94.5 | 94.3 |
|  | County, Youth or Level 3 School Games / activities | 97.4 | 70.7 | 93.1 |
|  | Co-ordination of a club support programme | 94.2 | 92.1 | 93.8 |
| **Mean** | **96.0** | **92.3** | **95.4** |

# Appendix G: Satisfaction with key services (%)

|  |  |
| --- | --- |
| **Item** | **Year** |
| **2011** | **2012** | **2013** |
| ***Brokering relationships*** |  |  |  |
|  | Supporting local partners to connect with GBs | 67.2 | 90.3 | 96.2 |
|  | Brokering relationships | 64.8 | 88.8 | 95.7 |
|  | Opportunities to share info & knowledge | 73.4 | 91.3 | 95.8 |
| ***Advocacy and support*** |  |  |  |
|  | Child protection guidance & support | 55.1 | 91.5 | 96.6 |
|  | Advocate for sport on school sites | 57 | 83.1 | 94.0 |
|  | Equality and diversity advice | 49.3 | 91.5 | 96.4 |
|  | Promoting / support Community Games  | n/a | 91.5 | 96.1 |
|  | Promoting local funding sources  |  | 92.2 | 96.8 |
|  | Undertaking analysis & providing info | 56 | 88.9 | 94.0 |
|  | Marketing and promotion of sport and PA | 72.5 | 91.2 | 95.1 |
| ***Coordination / delivery*** |  |  |  |
|  | Co-ordinating & promoting coach development | 57.2 | 92.7 | 95.9 |
|  | Volunteer dev. & deployment opportunities | 91.9 | 95.0 |
|  | Co-ordination of Sportivate  | n/a | 93.9 | 97.6 |
|  | Supporting SGOs | n/a | 86.1 | 94.3 |
|  | County, Youth or Level 3 School Games / activities | n/a | 90 | 93.1 |
|  | Co-ordination of a club support programme  | n/a | 87.2 | 93.8 |

# Appendix H: Satisfaction with key services / understanding & knowledge

|  |  |
| --- | --- |
| **Item**  | **Understanding & knowledge** |
| **Low** | **High** |
| **%** | **n** | **%** | **n** |
| Supporting local partners to connect with GBs | 53.0 | 123 | 84.4 | 1,189 |
| Brokering relationships | 53.9 | 125 | 83.9 | 1,182 |
| Opportunities to share info & knowledge | 64.7 | 150 | 91.3 | 1,285 |
| Child protection guidance & support | 34.5 | 80 | 59.9 | 843 |
| Advocate for sport on school sites | 33.2 | 77 | 63.6 | 895 |
| Equality and diversity advice | 31.9 | 74 | 59.0 | 831 |
| Promoting / support Community Games | 43.4 | 99 | 69.9 | 963 |
| Promoting local funding sources | 73.3 | 170 | 91.9 | 1,294 |
| Undertaking analysis & providing info | 41.8 | 97 | 75.3 | 1,060 |
| Marketing and promotion of sport and PA | 66.4 | 154 | 88.8 | 1,251 |
| Co-ordinating & promoting coach development | 49.1 | 114 | 80.6 | 1,135 |
| Volunteer dev. & deployment opportunities | 49.6 | 115 | 79.3 | 1,116 |
| Co-ordination of Sportivate | 59.9 | 139 | 84.2 | 1,185 |
| Supporting SGOs | 23.7 | 55 | 52.3 | 737 |
| County, Youth or Level 3 School Games / activities | 31.0 | 72 | 58.8 | 828 |
| Co-ordination of a club support programme | 25.9 | 60 | 57.0 | 802 |

Data based on full CSPN data set and include satisfied, dissatisfied, very dissatisfied, unaware of, not accessed and not relevant.

# Appendix I: Combined CSP satisfaction scores (percentiles)

|  |  |  |  |
| --- | --- | --- | --- |
| *percentile* | **CSP\*** | **%** | **n** |
|  | 1 | 100.0 | 41 |
|  | 2 | 100.0 | 19 |
|  | 3 | 100.0 | 44 |
|  | 4 | 100.0 | 49 |
|  | 5 | 100.0 | 24 |
|  | 6 | 100.0 | 71 |
|  | 7 | 100.0 | 51 |
|  | 8 | 100.0 | 96 |
|  | 9 | 100.0 | 38 |
|  | 10 | 100.0 | 28 |
|  | 11 | 100.0 | 26 |
| 75th | 12 | 100.0 | 25 |
|  | 13 | 98.9 | 60 |
|  | 14 | 98.8 | 55 |
|  | 15 | 98.4 | 53 |
|  | 16 | 98.0 | 32 |
|  | 17 | 97.5 | 57 |
|  | 18 | 97.3 | 49 |
|  | 19 | 97.2 | 29 |
|  | 20 | 97.1 | 29 |
|  | 21 | 97.0 | 77 |
|  | 22 | 96.7 | 24 |
|  | 23 | 96.6 | 36 |
|  | 24 | 96.2 | 34 |
|  | 25 | 96.2 | 42 |
| 50th | 26 | 96.2 | 24 |
|  | 27 | 96.0 | 57 |
|  | 28 | 95.9 | 58 |
|  | 29 | 95.9 | 36 |
|  | 30 | 95.7 | 63 |
|  | 31 | 95.7 | 80 |
|  | 32 | 95.3 | 30 |
|  | 33 | 95.3 | 32 |
|  | 34 | 95.3 | 87 |
|  | 35 | 94.0 | 35 |
|  | 36 | 93.9 | 42 |
|  | 37 | 92.5 | 48 |
| 25th | 38 | 92.3 | 74 |
|  | 39 | 92.1 | 43 |
|  | 40 | 91.9 | 34 |
|  | 41 | 91.5 | 53 |
|  | 42 | 90.9 | 43 |
|  | 43 | 90.7 | 36 |
|  | 44 | 90.3 | 65 |
|  | 45 | 89.2 | 44 |
|  | 46 | 88.7 | 52 |
|  | 47 | 87.9 | 39 |
|  | 48 | 85.7 | 19 |
|  | 49 | 73.4 | 17 |

Note: \* CSP names anonymised. Scores calculated on the combined overall satisfaction scores from the CSPN Survey and Regional and National Survey. While the table uses an absolute figure to rank CSPs the findings should be interpreted with caution. Results for CSPs with a higher number of responses are likely to provide a more accurate picture than those with smaller numbers because the data is less affected by variations across the responses.

# Appendix J: Overall satisfaction – key groups

|  |  |  |
| --- | --- | --- |
| **Representation** | **n** | **%** |
| *▪* | *Community Sports Club* |  |  |
|  |  | **Overall satisfaction** | **118** | **95.9** |
|  |  | Very satisfied | 56 | 45.5 |
|  |  | Satisfied | 62 | 50.4 |
|  |  | Dissatisfied | 4 | 3.3 |
|  |  | Very dissatisfied | 1 | 0.8 |
| *▪* | *HEFE* |  |  |
|  |  | **Overall satisfaction** | **81** | **96.8** |
|  |  | Very satisfied | 108 | 57.8 |
|  |  | Satisfied | 73 | 39.0 |
|  |  | Dissatisfied | 5 | 2.7 |
|  |  | Very dissatisfied | 1 | 0.5 |
| *▪* | *Local Authority - Leisure / sport* |  |  |
|  |  | **Overall satisfaction** | **327** | **93.7** |
|  |  | Very satisfied | 129 | 37.0 |
|  |  | Satisfied | 198 | 56.7 |
|  |  | Dissatisfied | 18 | 5.2 |
|  |  | Very dissatisfied | 4 | 1.1 |
| *▪* | *Local Authority - other* |  |  |
|  |  | **Overall satisfaction** | **101** | **95.3** |
|  |  | Very satisfied | 47 | 44.3 |
|  |  | Satisfied | 54 | 50.9 |
|  |  | Dissatisfied | 4 | 3.8 |
|  |  | Very dissatisfied | 1 | 0.9 |
| *▪* | *NGB a* |  |  |
|  |  | **Overall satisfaction** | **237** | **98.3** |
|  |  | Very satisfied | 116 | 48.1 |
|  |  | Satisfied | 121 | 50.2 |
|  |  | Dissatisfied | 4 | 1.7 |
|  |  | Very dissatisfied | 0 | 0.0 |
| *▪* | *School Sport* |  |  |
|  |  | **Overall satisfaction** | **208** | **95.0** |
|  |  | Very satisfied | 87 | 39.7 |
|  |  | Satisfied | 121 | 55.3 |
|  |  | Dissatisfied | 10 | 4.6 |
|  |  | Very dissatisfied | 1 | 0.5 |
| *▪* | *Regional & National Partners* |  |  |
|  |  | **Overall satisfaction** | **633** | **94.3** |
|  |  | Very satisfied | 277 | 41.3 |
|  |  | Satisfied | 356 | 53.1 |
|  |  | Dissatisfied | 33 | 4.9 |
|  |  | Very dissatisfied | 5 | 0.7 |

a Data for NGBs that responded to the CSPN Survey only i.e. excluding Regional & National Data.

# Appendix K: Example comments (CSPN Survey)

Question 8: Please can you briefly give the main reason that you have given the score above (Overall, how satisfied are you with the CSP):

* Comments from **satisfied partners** (satisfied, very satisfied). All comments are anonymised.
1. 3 main reasons: 1. They do get back to you within a reasonable timescale, even saying they could not help, i.e. because it was not within the #### remit, they did signpost you to other relevant CSP. 2. They do take back feedback and make efforts to get better each round, They do very innovative pilot work, for example, fund writing service, which we found very helpful for small groups like us.
2. A great team and always helpful and supportive!
3. A great team of passionate individuals working hard for Sport in ####!
4. Aligned to Business Plan
5. All communications are promptly replied to, with clear concise answers
6. Although I have limited personal contact with them recently, they work well with other members of my team and the contact I have had has been satisfactory
7. always available to offer good advice and guidance based on the nature of the enquiry, helpful in ensuring that opportunities are available for us to access as a college
8. Always been helpful with workforce and coaching courses.
9. CSP have provided a great deal of support and time to the association
10. discussions and support are always a telephone call away or even site visits
11. Excellent support and relations with a number of team members- always professional and good at communicating
12. Excellent working relationship. The team has a real 'can do' approach.
13. Excellent communication and networking via emails, meetings within SGO network
14. Good knowledge of staff and ability to deliver and support delivery of key projects.
15. Good partnership working, willingness to change working methods for better outcomes
16. Good understanding, particularly around equalities and funding.
17. Good, committed staff who are pleasant to deal with
18. Have never experienced any problems so far and have been useful with funding and working with NGB opportunities.
19. Helpful knowledgeable staff, always willing to support. Overall, professional organisation with a strategic approach.
20. I believe and have found the CSP to have been brilliant over the past year and very supportive of my organisation.
21. I have a very good contact and we communicate as and when needed.
22. I think some improvements can be made, but they are doing a good job
23. I work in a Special Needs School and have felt increasingly supported by the CSP over the last couple of years. I believe there is still more that can be done and this is being very actively addressed at present so I'm sure there will be great progress in the next few years.
24. On the whole the CSP is extremely helpful. They are a good source of relevant and up to date information. A number of members of the team are outstanding. However there are still areas and programmes which could be improved.
25. Organisation and staff helpful and show keen interest in assisting in achieving KPIs
26. Professional approach of staff, good knowledge of local need and also very willing to support clubs in their drive to develop
27. Prompt and informed advice when needed.
28. Really helpful team that will go out of their way to provide advice and support.
29. Solid and safe delivery of Sport England initiatives.
30. Staff always available when support is required.
31. Support is always there-Our CSP are actively working with the FE sector bringing them together with other local FE Colleges and updating us on local priorities and sharing good practice.
32. Support the CSP have given myself and other CSM in has been fantastic
33. The Sports Partnership seeks to work in Partnership and is positive about promoting volunteering in sport
34. The team are highly professional, very competent and highly responsive. Their overall approach is to view borough partners as customers which results in a high level of awareness of local needs.
35. Wide range of support available, very satisfied with their engagement with me and the support they provide
36. With all the aspects that we link in with the CSP we have found the processes very smooth and staff very knowledgeable. We haven’t used all the CSPs' functions but the ones we have supported our programme well.

* Comments from **dissatisfied partners** (dissatisfied, very dissatisfied):
1. By failing to support first-class sports facilities in ####, you have ensured that the Olympic Legacy will not be felt in this area.
2. Disappointment - both personal and professional. A great deal of effort had gone in to designing such a course which is almost unique in the UK.
3. I seem to know very little about CSP. We work with ### who point us in the right direction regional County sport.
4. Lack of strategic awareness, non-delivery of activities being funded by Sport England to partners. No evidence of understanding from the Board or Directors regarding partners’ objectives and pressures, poor use of resources. Lack of effective consultation and no responsiveness to limited consultation.
5. nobody from the CSP has ever bothered to make contact with my institution to my knowledge in my time here(9years)
6. The CSP currently provides no value to us.
7. the CSP has been very inward looking and does not add impact or represent good value for money
8. They can do a lot better in delivering real impact. I hear these great numbers, yet when speaking to NGB's from other sport, I hear of a decline in services provided, which is impacting what is being delivered on a day to day basis.

(All comments presented verbatim).

# Appendix L: Example comments (Regional & National Survey)

Question 8: Please can you briefly give the main reason that you have given the score above (Overall, how satisfied are you with the CSP):

1. Great club and coach support given and support to meet WSP
2. Website difficult to navigate. At times mixed messages regarding new programmes etc.
3. Extra support to engage and sign up Secondary schools to SmashUp! Badminton in order to meet NGB Regional Targets, including identifying potential Activators and support in organising Activator Training and its promotion
4. More contact and better understanding of WSP. Good support when chased for it.
5. Continued support to engage and sign up Secondary schools to SmashUp! BAdminton in order to meet NGB Regional Targets - including identifying potential Activators and support in organising Activator Training and its promotion. Good level of support already being received
6. Support with the administration of clubmark, coach education courses / opportunities, funding sources Sport England or otherwise.
7. I have put dissatisfied for any - but a common theme for all CSP's is the duplication in newsletters/ emails of SE info - I am suggesting to SE that in each region they co-ordinate a central way of doing this - I get millions of emails saying the same thing and they get in the way of the important local information 5 key priorities Indoor rowing - school games inclusion at level 3 - development of adult indoor rowing as an activity leading to water access - could be work place etc. education and training for coaches and volunteers promotion of Explore Rowing - recreational, adult focused scheme increasing the number of disabled people accessing rowing - indoor and water if possible 1. coordinate all CSP meetings with neighbouring regions - especially the EM/ WM to avoid the long list of meeting dates 2. offer some grouped sports meetings - water sports, health etc. 3. have a place on the web where it is easy to access boundary information & maps that can be printed/downloaded
8. Access to SDO forums/ meetings, don't often find out about their meetings till they have happened.
9. Lack of reply to e-mails. Frustrating!
10. Promote how you can support NGBs better.
11. A need to develop the awareness of Special Olympics
12. Share Good Practice more and shout about what they are doing and how they are doing it.
13. Partnership Chief Executive needs to improve communication with key local authority contacts, majority of other staff are excellent
14. Offer more sport and disability sport training or bespoke training for community clubs
15. I feel their role should be made clearer, specifically in relation to how they can support each partnership they support.
16. Should be the key link to the NGBs and info for the NGBs but does not seem to do this or have a clear role or links
17. I would love to see CSP members turning up to clubs and Academy's to what they are doing and give a more direct approach to how they can help with funding and support. Get them out of their seats and give more visibility
18. Assist us understand how we can better align our resources with the services #### provide. Provide us with an annual plan of work-streams (vice versa) so we can ensure we can make best use of the services provided.
19. Facilitating better communication networks within Local Authorities
20. Ensure consistency across ####, shared vision and messages. Services can be offered in one sub region and not another and that causes problems when working with agencies and organisations pan London
21. More consultation
22. The whole team exhibit a sound understanding of the needs of the voluntary sector and deliver to that standard
23. Developing Capacity Issues. Improved positioning as strategic Lead for County.

(All comments presented verbatim).

# Appendix M: Example comments – what works well

Question 9: If you have any comments regarding what works particularly well please provide these below to help us continue to provide the required service:

1. Allocated Sportivate budget for youth clubs per year with the flexibility and trust to allow us to deliver in the best method for young people and youth clubs. - Strategic support to help us grow our brand in the sports sector while at the same time remain routed in local communities.
2. networking between LAs, NGBs and other sport providers is well managed - an obvious desire to understand local requirements, challenges and opportunities - general approachability and responsiveness of all the team
3. Partner meetings \* Email updates \* Information disseminated regularly about key developments \* Running coaching workshops
4. All team meetings and a good understanding of what's on the table.
5. Although communication is satisfactory, it is still important to communicate at all levels and try to give all the reliant information spread especially to volunteers, clubs, and facilities
6. Coaching support through Roots to Coaching has been outstanding, established and developed an extremely strong link with Hockey Association to support the Single System Coach Pathway. Facility support - #### is a live document and the ### have been instrumental in supporting hockey suitable AGP surfaces around the County. Rush Hockey - all 5 FE colleges are delivering Rush, this was strongly supported by #### in the promotion of Rush but also with successful Sportivate applications. An annual Rush Hockey FE Festival runs in March. Club Support - an excellent service through either ClubsFirst or general needs of the clubs. Meets with the clubs and offers and delivers on their valuable solutions to meet their needs e.g. extra coaching support at junior club.
7. Communication Information sharing about sports events and activities Listening organisation Developing networks between Sports providers
8. CSPAN network
9. Distribution and promoting the Sportivate funding.
10. Email and social media regards training and coaching opportunities
11. Email updates, one to one contact, coordination of county wide groups.
12. Experienced and enthusiastic staff
13. Funding starter courses to help people to start new sport
14. Good leadership that feeds through to successful projects on the ground
15. Good newsletter. Good range of topics covered at CSPN - great for networking. Always look to engage. If anything we need to get better at communicating with them, which is very much in our new plans.
16. Great administrative and organisational support for the work of the LOC. Excellent organisational skills and commitment in putting on Level 3 games events. Effective coordination of support for work of SGOs. Strong advocacy for sport across County and in relation to elected members.
17. Help and advice.
18. I have received sound advice on the following subjects:- Funding NGB and local contacts Coaching course opportunities Promotion of activities and job vacancies
19. Introductions for partnership working & general knowledge of sector.
20. Knowledge about Sport England expectations
21. Link with Volunteering and the school games
22. Providing an opportunity for sports professionals to meet in person, and linking mutually beneficial services that may be unaware of each other.
23. Putting different partners in contact at county wide meetings is essential and very useful as we can contact each other outside of the quarterly meetings.
24. Regular contact and enthusiastic team that want to help support our Borough
25. Sportivate and the grants for coaching courses/ courses to do with coaching (i.e. first aid etc.)
26. Sportivate is working particularly well
27. Sportivate programme. Disability support and contacts.
28. Sports coach UK breakfast
29. Sports Maker Programme excellent
30. Support for the mew primary sports premium funding has been excellent and organisation of the School Games meetings has improved greatly over the past 6 months.
31. The adaptability of the coaches to a varied sports programme and suitability for a range of learning and physical disabilities.
32. The communication is excellent
33. The CSP website is great, full of informative information. The funding emails and e-zines are also really beneficial to our work.
34. They help with funding, support coaches to get the qualifications we need to work in schools and clubs
35. Very good newsletter information -obviously the wider the reach they can achieve the better. Schools games organisation very good. Performance reporting very well done.
36. Website has a wealth of useful information

(All comments presented verbatim).

1. Excluding Regional and National Survey. This is because it was not possible to filter the Regional and National NGB responses for each individual CSP. [↑](#footnote-ref-1)