

# Stakeholder Relationship Mapping

## Summary Report

### Purpose and objectives

In June 2025, we launched a targeted partner feedback survey to better understand the quality and potential of our strategic relationships. The survey was distributed to a select group of stakeholders, organisations with whom we have established partnerships and those identified as priorities for future collaboration. We analysed the survey responses to assess the current state of our strategic partnerships from both internal and external perspectives.

The aim was to evaluate how our partners perceive the relationship, how that aligns with our own view, and to identify concrete opportunities to deepen collaboration. We also sought to map the influence and decision-making roles of each organisation to better inform our engagement strategy. Notably, a significant proportion of respondents expressed a desire for increased engagement, highlighting both the appetite and opportunity to strengthen these relationships further.

This report presents the key insights from that analysis to enhance the effectiveness and impact of these partnerships.

### Mapping & Matrix Exercise

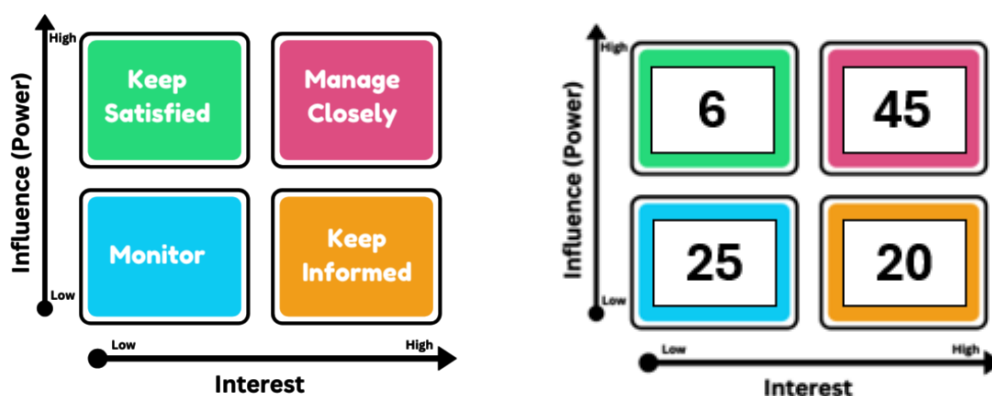
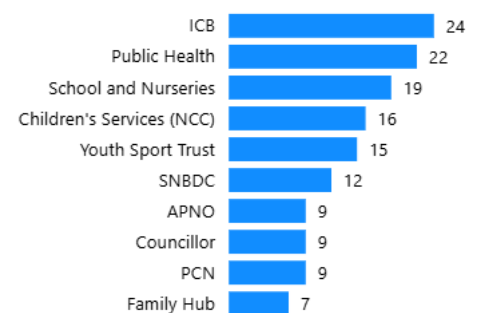
In order to send out the survey to key partners, the team listed 301 stakeholders, of which 259 were unique, covering across 95 organisations.

The ICB had the most connections within the team totalling 24 (8%), followed by Public Health at 22 (7%).

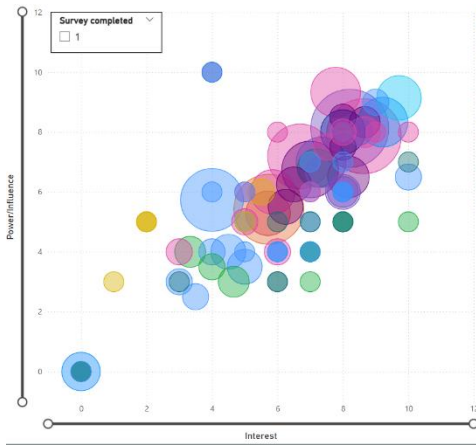
53 (56%) organisations had only 1 connection each within the team.

Each stakeholder was given a score out of 10 for their level of Influence (Power) and for their level of Interest. The average scores for each stakeholder were plotted onto a matrix to identify what level of stakeholder management they require – do they need to be managed closely, or do they require minimum effort.

Number of connections per organisation



45 organisations (47%) fell into the 'Manage Closely' quarter of the matrix, meaning both influence (Power) and Interest were high. (See Appendix A for specific organisations)



## Mapping: What's new?

The matrix process has been enhanced through a new Power BI dashboard, which functions as a lightweight CRM. It tracks who is connecting with whom, highlights where team efforts are focused, and visualises relationship strength as rated by individuals, teams, and the wider organisation. For instance, 11 team members are responsible for 24 individual connections with the ICB, demonstrating a broad and active engagement across the organisation. This spread of relationships reflects our collective reach and influence of key strategic partners.

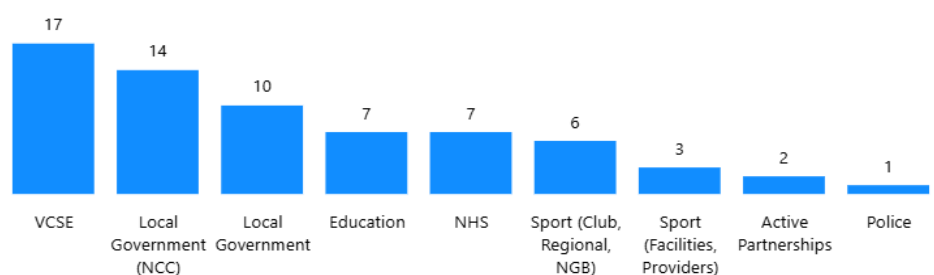
## Partner Feedback Survey Reach

The survey was distributed to 230 individual contacts across our partner network, yielding 67 responses, a response rate of 29%.

These responses represented 44 distinct organisations, accounting for 46% of our total partner base.

Significantly, 25% of respondents were from VCSE organisations, offering valuable insight from the voluntary and community sector.

Respondents organisation by sector



Notably, 26 of the 45 organisations classified as 'Manage Closely', our highest-priority relationship tier, responded to the survey, representing a 58% engagement rate within this group (see Appendix A). The participation from strategically important partners provides a robust foundation for interpreting the feedback and shaping future engagement efforts.

## Key Findings Identified through the Quantitative Dataset

As a result of the survey, we gained clearer insight into how partners perceive Active Norfolk, with 96% identifying as advocates of our organisation and its work.

### Two examples of our organisational narrative linked with the survey findings.

- 12 team members identified Public Health as a priority partner. Of the respondents from Public Health, 4 out of 5 rated Active Norfolk 10 out of 10 as a collaborative partner. This reflects our effectiveness in supporting them to meet their organisational objectives for example our work in active travel, which has generated £35k in revenue and expanded our organisational reach.
- While the vast majority of respondents (96%) described themselves as advocates of Active Norfolk and our work, a small proportion (4%) indicated they'd only 'maybe' advocate for us. These partners tend to have less frequent contact with us, suggesting that more regular engagement could help strengthen those relationships.

*For additional stats, please see Appendix C.*

## Key Themes Identified through the Qualitative Dataset

Respondents were invited to provide open ended comments within the survey, allowing them to expand on their experiences and perspectives in their own words.

Through systematic coding of the qualitative dataset, we distilled the responses into broad themes and, within each, identified the three most prominent detailed themes for every question. Organising feedback into broad themes and sub-themes makes it easier to see both general trends and particular concerns, guiding more focused improvements. (See *Appendix B*)

Responses may not fully reflect the views of all stakeholders, as participation varied across groups and localities. While coding reduces bias, qualitative analysis inherently involves interpretation, which should be considered when applying findings.

## What Active Norfolk does well?

### Partnerships & Collaboration:

- **Breadth of Engagement:** 44 partners highlighted Active Norfolk's ability to build and sustain strong relationships across sectors, including schools, local authorities, health organisations, and community groups.
- **Trusted Convener:** Partners consistently view Active Norfolk as a neutral, trusted body that can bring diverse stakeholders together to work towards shared goals.
- **Facilitating Joint Action:** Collaboration is not just about convening, partners noted that Active Norfolk actively supports joint initiatives, enabling projects that would be difficult for individual organisations to deliver alone.
- **Knowledge Sharing:** Active Norfolk is recognised for creating spaces where partners can exchange learning, share best practice, and align efforts.

## Key opportunities for system change or impact

Partners were asked to reflect on areas where Active Norfolk could lead or influence system change.

- **Promotion & Awareness:** 16 partners emphasised the importance of raising the profile of Active Norfolk's work, particularly promoting the benefits of physical activity and its role in prevention.
- **Collaboration:** 18 partners highlighted the need for stronger collaboration across organisations, recognising that joint working can amplify impact and reduce duplication.
- **Knowledge Sharing:** 9 partners identified opportunities to share learning more effectively, ensuring that good practice and insights are spread across the system.

## What can we improve or do better?

### Opportunities

- **Aligning Strategies and Priority Areas:** 14 partners emphasised that increasing the visibility of the organisation and better showcasing its impact would significantly strengthen its reach and effectiveness, for example clarification of where Active Norfolk sits in the wider network and aligning key strategies and priority areas.
- **Communication:** Partners expressed differing experiences of the team's communication, pointing to an opportunity to enhance consistency in our approach.

## Stakeholder Perspectives

- 73% thought we were engaging with the right partners with one respondent from the ICB expanding 'it's often finance representatives who are unconvinced about the value of initiatives, such as those promoted by Active Norfolk. It could be useful to particularly approach sceptics and understand their perspectives to get them on board' and 3 others highlighting the need to 'expand our reach beyond usual networks'.

## Conclusion

The input from our key partners gives us a base to understand the feedback and plan how we engage in the future. Their perspectives help us see what's working well and where we can improve, ensuring our next steps are shaped by clear insights and a shared commitment to progress.

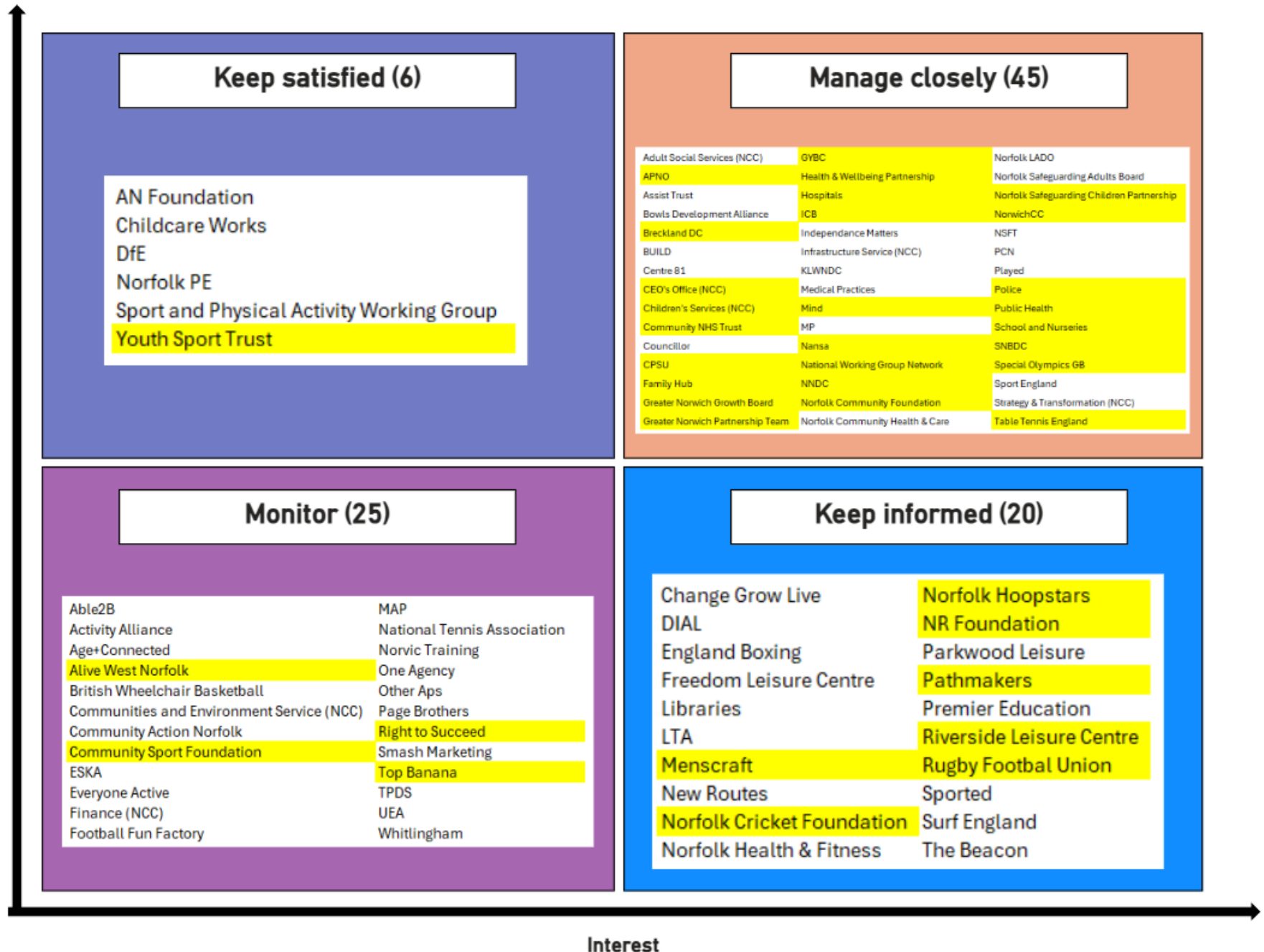
## Next Steps

- Review team member involvement in external forums and meetings to understand influence and strategic positioning.
- Integrate insights into the development of the new organisational strategy.
- Align findings with broader reporting frameworks to ensure consistency and visibility across the organisation.
- Launch the Partnership and System Leadership continuous improvement group to strengthen and drive the evolution of stakeholder relationship management.

# Appendices (A-C)

**APPENDIX A** Highlighted organisations completed the survey.

Power/  
Influence



APPENDIX B	Partnerships & Collaboration	Health, Inequalities & Prevention	Community & Place	PA Activity & Inclusion	Insight, Research, Learning & Support	CYP	Active Environments & Travel	Active Norfolk
What are the key opportunities for system change or impact in your area that Active Norfolk could influence or lead on?	Increase Collaboration	Promotion of wider benefits of PA Prevention	Continue and increase local work	More inclusive activities/events	Sharing learning	CYP active lifestyles	Active environments	
	Building upon existing/new projects together	Mental Health - Men	Wider framework link - MARMOT	Engagement with smaller sports groups	National & network learning	Older children	Use of green space	
	Maintaining relationships	Bone health/ Osteoporosis/ MSK	Use of existing facilities	Safeguarding & safer sports environments	Social Value	Schools	Active travel	
What's one thing you'd like us to focus on or improve in the next 12 months?	Maintaining relationships	Mental Health - Men	Continue and increase local work	More inclusive activities/events	Sharing learning	CYP active lifestyles	Use of green space	
	Clarity of relationships (roles/responsibilities/who does what)	Bone health/ Osteoporosis/ MSK	Wider framework link - MARMOT	Engagement with smaller sports groups	Sharing successes/ best practice	Older children		
	Increased communication	Promotion of wider benefits of PA Prevention	Use of existing facilities	Safeguarding & safer sports environments		Address ASB in CYP		
Where do you see opportunities for deeper collaboration in the future?	Increase Collaboration	Promotion of wider benefits of PA Prevention	Continue and increase local work	More inclusive activities/events	Sharing successes/ best practice	CYP active lifestyles	Use of green space	
	Building upon existing/new projects together	Mental Health - Men	Wider framework link - MARMOT	Engagement with smaller sports groups	Data/insight sharing	Early Help		
	Aligning strategies & priority areas	Mental Health - general	Wider framework link - NHS 10 Year Plan	Safeguarding & safer sports environments	Provide results of initiatives	Older children		
What do you feel Active Norfolk does well?	Engagement on all levels	Programme delivery	Local / community relationships	Advocacy of PA	Expertise	Advocate of active learning		Communication
	Brings people & organisations together	Promotes wider impact of PA	Community organisations - non PA sector	PA accessible & inclusive	Listens & supports			Can do attitude
	Strong partnerships		Supports volunteers	Safeguarding	Insight			Responsive
What would make you more likely to advocate for us?	Increase collaboration	Promote wider impact of PA		PA accessible & inclusive	Sharing knowledge	Support with schools	Active travel - stronger connections	More promotion of AN and its impact
	Funding			Promotes opportunities		CYP outside of school		Communication
	Clarity around decision making			Grassroots sport investment		Secondary school work		Responsive
Where could we improve or do better?	Aligning strategies & priority areas	Promote wider impact of PA	Local / community relationships	Safeguarding	Sharing knowledge	Early years / CYP as a target group	Active travel - stronger connections	More promotion of AN and its impact
	Funding		Timetable for initiatives	Promotes opportunities	Data collection	Support with schools		Communication
	Facilitating events /sessions /training		Use of existing facilities					Long term planning

## Appendix C

### Key Survey Findings

**96%**

are **advocates** of  
Active Norfolk

**81%**

said that **working with Active Norfolk** had been  
**extremely or very helpful in meeting their objectives**

**58%** said that **physical activity was extremely important in their organisation's priorities**, with  
**34%** saying it was **somewhat important**

**85%** have engaged with  
Active Norfolk in **joint projects/co-ordination**

**66%** scored Active Norfolk '9' or '10'  
as **a partner they would recommend others to work with**

**94%** **strongly agreed or agreed**  
that AN staff show **high standards of expertise and professionalism**

**94%** **strongly agreed or agreed** that AN  
**brings together organisations and groups around physical activity**

**94%** **strongly agreed or agreed**  
that **our relationship is open and honest**

*\*While the survey received responses from 67 of 230 contacts (29%), the findings should be interpreted as indicative rather than fully representative of the entire partner network.*