

**6/ Reflect on learning to improve delivery**

**Reflection Meeting Learning Log**

**Overview:** The **Reflection Meeting Learning Log** is a guide to help you structure the reflection meetings that you conduct during and after the project to discuss and share learning. The template can be used to document discussion points from your meetings.

It is worth conducting regular reflection and learning meetings or workshops while your funding stream is underway. A final meeting at the end of the programme can then be used to pull together and document all of the learnings you have identified over the course of the investment programme.

Asking the questions outlined below in your reflection workshops for each of the topics in the rows will help you to tease out learnings on a range of topics – and ensure you don't miss anything important.

REFLECTION AND LEARNING LOG	WHAT WENT WELL? AND WHY?	WHAT DIDN'T GO WELL?	WHAT COULD HAVE BEEN IMPROVED? HOW?	HOW CAN THIS LEARNING BE APPLIED?
<b>PURPOSE, RATIONALE &amp; SCOPE</b> <i>Were the outcomes well defined? Was the scope clearly defined?</i>	<ul style="list-style-type: none"> <li>Rationale for local partnership focus was insight driven and clearly defined in funding guidelines for applicants</li> <li>Focus on specific areas / communities helped ensure clear project scoping</li> </ul>	<ul style="list-style-type: none"> <li>Strict requirement for partner funding may have restricted access to fund for some organisations – particularly in more deprived areas</li> </ul>	<ul style="list-style-type: none"> <li>Exception to partner funding rule for projects in most deprived areas could have been applied (from the start)</li> </ul>	<ul style="list-style-type: none"> <li>Implications of partner funding requirements and potential impact on fund's key goals should be considered in planning stage</li> </ul>
<b>GATHERING INSIGHT</b> <i>Did we gather the insight required to successfully design &amp; deliver the project?</i>	<ul style="list-style-type: none"> <li>Encouraging collection of local insight worked well for many projects that engaged with local communities</li> </ul>	<ul style="list-style-type: none"> <li>Some local partners collected little or no local insight due to lack of knowledge / expertise</li> </ul>	<ul style="list-style-type: none"> <li>Generic resources or guides on how to develop local insight may have helped projects who had little research/insight experience</li> </ul>	<ul style="list-style-type: none"> <li>All SE investment funds should come with supporting insight and links to useful resources</li> </ul>
<b>PROJECT PLANNING &amp; DESIGN</b> <i>Did we select the right approach? Was enough time &amp; resource dedicated to planning?</i>	<ul style="list-style-type: none"> <li>Approach of targeting organisations with knowledge of local communities and the needs of target audiences proved a successful approach</li> </ul>	<ul style="list-style-type: none"> <li>Conflicting objectives between local partners in some areas caused challenges in developing effective interventions</li> </ul>	<ul style="list-style-type: none"> <li>Nothing identified</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>PROJECT DELIVERY</b> <i>Did implementation go to plan? What challenges were encountered?</i>	<ul style="list-style-type: none"> <li>Data shows projects are successfully working in partnership to develop and deliver services that are meeting needs of participants in local areas</li> </ul>	<ul style="list-style-type: none"> <li>Nothing identified</li> </ul>	<ul style="list-style-type: none"> <li>Nothing identified</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>PROJECT OUTCOMES</b> <i>Did we achieve the intended outcomes? What challenges were encountered?</i>	<ul style="list-style-type: none"> <li>Outcome indicators suggested good progress, with over half of all participants increasing the number of days they took part in sport</li> </ul>	<ul style="list-style-type: none"> <li>Diversity of 'non-sport' outcomes that projects sought to achieve made it difficult to assess overall impact on wellbeing &amp; social outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Clear, specific guidance to local projects about the outcomes they should aim to deliver – and standard methods for how to measure them</li> </ul>	<ul style="list-style-type: none"> <li>Future funding guidelines to include more information about which outcomes are most relevant and how to measure them</li> </ul>
<b>MEASUREMENT &amp; EVALUATION</b> <i>Was the M&amp;E approach fit for purpose? Did the data collection methods produce the data required?</i>	<ul style="list-style-type: none"> <li>Combination of surveys and in-depth interviews provided rich mix of quantitative and qualitative data</li> </ul>	<ul style="list-style-type: none"> <li>Measurement of well-being and social outcomes was not clearly defined at the start of the programme</li> </ul>	<ul style="list-style-type: none"> <li>A set of definitions and measurement tools should have been agreed and distributed to funding recipients</li> </ul>	<ul style="list-style-type: none"> <li>Standard measures for a selection of common, strategic 'outcomes' have now been agreed</li> </ul>
<b>COMMUNICATION</b> <i>Was communication between deliverers and stakeholders effective?</i>	<ul style="list-style-type: none"> <li>While communication was reported as a key challenge to working this way, sharing of resources and expertise show this was a success</li> </ul>	<ul style="list-style-type: none"> <li>Nothing identified</li> </ul>	<ul style="list-style-type: none"> <li>Nothing identified</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

**PROJECT SUMMARY**

**1) Define intervention purpose & rationale**

- Rationale:** There is un-tapped potential in local delivery networks for tailored sport development interventions to improve physical activity levels
- Purpose:** To drive sustainable increases in rates of sport participation amongst 14+ population
- Approach:** Funding recipients will have flexibility to develop projects that target local needs

**2) Identify measurement & evaluation priorities**

- M&E audience:** Local providers, Sport England
- Key outcomes:** Increase in regular sport participation; reduction in inactivity; improved mental and physical wellbeing of participants;
- Learning priorities:** To evaluate the viability and effectiveness of increasing participation through local partnership working

**3) Decide level of measurement & evaluation**

- Level of measurement:** Level 2
- Independent supplier required?:** Yes (CFE)
- Resource requirements:** Sport England will pay for an impact evaluation for the funding stream

**4) Select data collection methods and tools**

- Data collection methods:** Online surveys, interviews and case studies.
- Data collection tools:** Participant registration forms, attendance registers, baseline/endline online survey, interview guide

**5) Develop and implement measurement tools**

<u>Process</u>	<u>Accountability</u>
Develop tools	Sport England & CFE
Collect data	Funding recipients & CFE
Collate data	Sport England & CFE
Analyse & report	Funding recipients & CFE

**6) Reflect on learning to improve delivery**

**6/ Reflect on learning to adapt delivery**

**Learning Dissemination Plan**

**Overview:** The **Learning Dissemination Plan** is a template to help you identify any organisations, partners and internal colleagues who will benefit from the project’s findings/learnings, so you can create a plan for how you will share relevant information

If you don't document and share your learnings, no-one will be able to benefit from the things you have learnt. Think about which of your colleagues and partners will benefit the most from the things you have found out. Ensure you put time aside to consider who M&E findings and learnings need to be shared with and how best to do this. This may include workshops, training activities or writing and distributing reports or presentations.

**KEY LEARNING 1**  
Local partnership approach helps to un-tap local potential through sharing of information, resource & expertise

**KEY LEARNING 2**  
Working with less common delivery organisations (e.g. charities) helps in reaching 'hard to reach' groups

**KEY LEARNING 3**  
Word of mouth proved to be the most effective method for recruiting inactive people to engage in local activities

**KEY LEARNING 4**  
Continuing engagement with participants to understand evolving needs is key to retaining engagement

**KEY LEARNING 5**

	NATIONAL FUNDING AND COMMISSIONING BODIES	LOCAL COMMISSIONING AND DELIVERY NETWORKS	PROJECT DELIVERY TEAMS
<b>Who could benefit from these learnings?</b>	Sport England; Public Health England	Local authorities; CSPs; CCGs	CSAF delivery teams (e.g. local charities, sports clubs, community groups)
<b>Which key learnings are relevant?</b>	Learnings 1-4	Learnings 1-4	Learnings 2-4
<b>How will they be communicated?</b>	Findings from CSAF Evaluation Report to be shared via e-mail and presentations with relevant people / departments at Sports England	Publish summary of CSAF Evaluation Report on SE website. Relevant learning and insight will be utilised in future funding guides and insight packs	Publish summary of CSAF Evaluation Report on SE website. Relevant learning and insight will be utilised in future funding guides and insight packs
<b>Who is responsible for communicating?</b>	CSAF programme lead and insight team are responsible for documenting and sharing relevant learning with internal (SE) colleagues	SE insight team to work with programme leads & fund managers to ensure learning from CSAF is utilised in relevant online guides and insight	E-mail to be sent to all funding recipients with link to evaluation report on the SE website
<b>When should you deliver communication?</b>	Adding insight to 'What Works' resource and sharing of relevant information should be completed within 3 months of report publication	To be incorporated into learning and development phase of future programmes / investment portfolios	After report publication

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**6) Reflect on learning to improve delivery**

- Key learnings:**
  - Local partnership approach was effective way of unlocking potential of local resource / expertise
  - Non-sport org's with specialist skills proved an effective way of engaging hard to reach groups