



Community Sport Activation Fund

Investing in local communities to
build sporting habits for life



Community Sport Activation Fund

The Community Sport Activation Fund (CSAF) is a funding programme that was launched by Sport England in 2013 aiming to increase and sustain regular sport participation in England. The fund aimed to deliver flexible investment at a local level enabling funding recipients to target local sporting needs. This case study shows how the tools and resources in Sport England's Evaluation Framework could have been used to develop and implement a measurement and evaluation approach to assess the impact of Sport England's investment in CSAF projects.

This case study includes examples and guidance on the following resources:



DESIGN



IMPLEMENTATION



LEARNING

1

Define intervention purpose and rationale

- Purpose and Rationale Form
- Logic Model

2

Identify measurement and evaluation priorities

- M&E Priorities Form
- Outcome Indicators Hierarchy

3

Decide on level of evaluation

- M&E Level Decision Tree
- Level of Measurement Guidelines

4

Select data collection methods and tools

- M&E Plan
- Sport England Question Bank

5

Develop and implement measurement tools

- Process, Roles & Responsibilities

6

Reflect on learning to adapt and improve delivery

- Reflection Meeting Learning Log
- Learning Dissemination Plan

Step 1 / Define intervention
purpose & rationale

Purpose and Rationale Form

Overview: The **Purpose & Rationale Form** is designed to help you document the key decisions you make about what your project is aiming to achieve, your intended outcomes and how you plan to deliver them

Defining the purpose of your funding stream is one of the most critical steps in the M&E process – it will act as the foundation for all of the decisions you will make about what you need to measure and how you will measure it.

Include in this section any relevant context about how and why the investment programme came about, how it links to your organisation’s strategic objectives and why particular audiences or areas are the focus of the investment.

The outcomes of your funding stream are the observable impacts or changes that you want to bring about as a result of your investment. They should enable you to answer the question “what difference has it made?”.

Outcomes need to be expressed in a way that is more specific than your over-arching objectives. You can see in this example specific references to:

- Increasing regular physical activity participation
- Improving local physical activity delivery networks
- Delivering non-sport outcomes such as improved wellbeing

You don’t need to think at this stage about exactly how you will measure each outcome, but try to be as specific as possible.



Tip: Rather than completing this form on your own, work with other people involved in the project to define and agree what you are aiming to achieve and how you expect it to work

Name of programme / project: *Community Sport Activation Fund*

STEP 1 Define intervention purpose & rationale

Key Stakeholders: Provide details of the key internal and external stakeholders i.e. the people you need to involve or consult.

Key stakeholders include: Sport England’s investment committee; funding recipients; existing local partners (CSPs, local authorities, NGBs); LGRMs, who will liaise with partners at a local level; the Community Sport Directorate, which will manage and oversee the CSAF; and the Sport England Insight Directorate, who will support the evaluation and utilise and share learnings from the implementation of the funding programme.

Programme Purpose: Briefly describe the reason for doing the funding stream or project, who you aim to reach, what you aim to achieve (aims & objectives) and how this links to your strategic priorities.

The primary aim of the Community Sport Activation Fund (CSAF) is to sustainably increase the number of people aged 14+ participating in sport at least once a week in England. The fund aims to unlock potential at a local level, enabling local partners to develop bespoke approaches to sport delivery and maximise the impact of Sport England investment.

The CSAF is an important and highly relevant investment programme that has been developed to address the fact that the proportion of the population that do not achieve the physical activity threshold of 30+ minutes per week has remained relatively static over recent years; and that significant variations in regular participation by different demographic groups remain. This has prompted the need for more flexible, localised approaches to increasing participation, which better harness the knowledge and expertise of local partners.

Outcomes: Describe the short, medium and long-term outcomes that you are aiming to achieve.

Long-term outcomes: The investment programme’s long-term aim is to drive a sustained increase in physical activity participation; specifically, an increase in the number of adults (14+) in England that participate in at least 30 minutes of physical activity each week.

Medium-term outcomes: In the medium-term, the CSAF aims to achieve the following:

- Meet participant and throughput targets set by each local project funded by the CSAF
- Improve local working supported by effective local partnerships and delivery networks
- Deliver additional ‘non-sport’ outcomes and added value to local communities - such as positive impacts on health, wellbeing and community cohesion

Short-term outcomes: In the short-term, the CSAF aims to achieve the following objectives:

- Identify unmet demand or stimulate new demand for sport at a local level
- Engage and develop appropriate sporting opportunities for people who are currently inactive, or participating in less than 30 minutes of physical activity per week
- Engage and develop appropriate sporting opportunities for ‘hard to reach’ demographic groups, such as lower socio-economic groups

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

3) Decide level of measurement & evaluation

4) Select data collection methods and tools

5) Develop and implement measurement tools

6) Reflect on learning to improve delivery

Step 1/ Define intervention
purpose & rationale
Purpose and Rationale Form

Overview: The **Purpose & Rationale Form** is designed to help you document the key decisions you make about what your project is aiming to achieve, your intended outcomes and how you plan to deliver them

This section should be used to summarise any relevant insight or evidence that already exists that will help you to develop an effective approach to achieving your project’s objectives.

There are many resources freely available online that can be found by searching the web. Sport England has also developed resources that contain evidence and insight on physical activity.

In the Programme Approach section you will need to outline your investment approach. Here you should summarise the decisions you have made about who is eligible for funding, how many awards are being offered and what the funding range is for each individual award.

In the Rationale section you need to explain why your chosen approach is the right one to achieve your objectives.

Using the evidence that you summarised above, you should try to explain how the investment approach that you are employing will lead to the changes you’re aiming to bring about.

Summary of evidence: Briefly summarise the existing evidence that you will use to inform your approach.

There is significant evidence that shows projects with a clear understanding of their local area and target audience, designed in a way that addresses local needs, are more likely to be effective than ‘one size fits all’ approaches [BHF (2013), Varney et al. (2014), Baxter et al. (2016) Griffiths & Armour (2012)]. Evidence suggests that the following characteristics of a localised approach are the ones most likely to achieve sustainable increases in participation:

- A focus on a clearly defined geographical area and community
- A clear understanding of sporting needs; and the needs and wants of potential participants
- A tailored approach to addressing locally identified challenges
- A range of local partners that work together to deliver the project

Programme Approach: Describe the approach you plan to take to bring about the outcomes you identified. This may include the types of activities you plan to deliver, how they will be delivered and how you plan to reach your target audience.

The Community Sport Activation Fund is designed to unlock local potential and resources. This means Sport England will not prescribe what projects should be done or how they should be delivered. The fund will invest over £40 million over 5 years in local projects that we believe will work effectively in the geographical areas where they operate. A variety of different organisations, approaches and interventions will be funded in an effort to offer an appropriate range of activities delivered in the right way, in the right place and at the right time to get as many people as possible physically active.

Oversight and support will be provided by Sport England and funding recipients will have access to our insight, in addition to local expertise and support (via Sport England LGRM).

Funding awards will range from £50,000–£250,000 and will be distributed across five rounds.

Programme Rationale: Describe the rationale for the approach adopted. Explain why you think this is the best approach to achieve the outcomes and what assumptions it is based on.

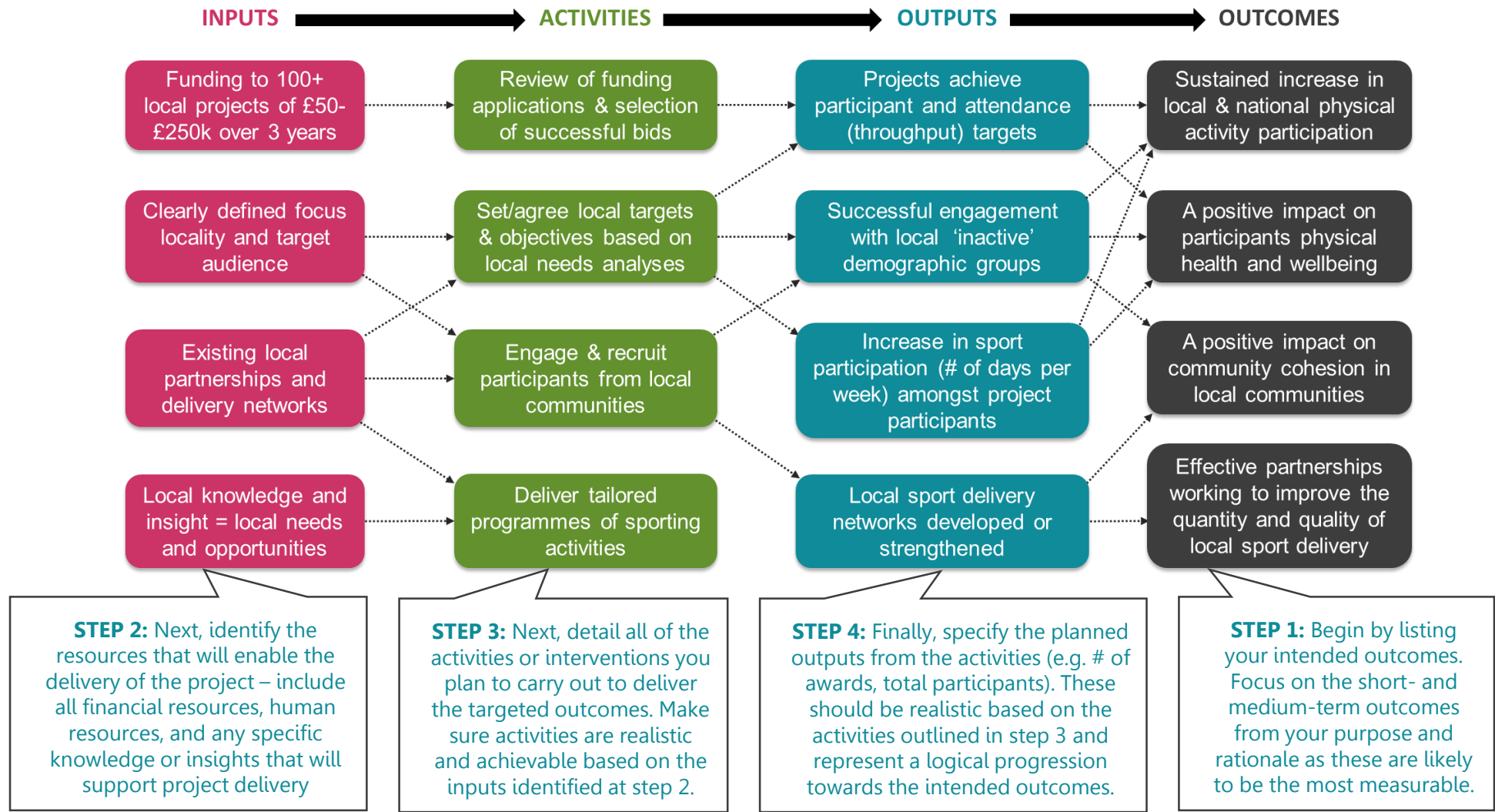
The principle that underpins the CSAF is that there is un-tapped potential in combining the funding, insight and expertise of Sport England with the knowledge of local sport delivery partners. This will enable the development of tailored participation programmes that address local challenges to effectively drive sustainable increases in regular physical activity participation.

Based on existing evidence of effective approaches to driving sustainable improvements in participation, giving local networks of organisations freedom to approach local participation challenges in their own way will allow them to target specific groups who are inactive within their communities. This will facilitate the design and development of a range of activities and opportunities that address specific barriers to participation faced by these groups.

PROJECT SUMMARY	
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2) Identify measurement & evaluation priorities	
3) Decide level of measurement & evaluation	
4) Select data collection methods and tools	
5) Develop and implement measurement tools	
6) Reflect on learning to improve delivery	

Step 1/ Define intervention
purpose & rationale
Logic Model

Overview: A **Logic Model** is a tool for visually illustrating relationships between a funding programme’s inputs, activities, outputs and outcomes. It can be used to help clarify outcomes and select relevant activities to reach the target audience



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2/ Identify M&E priorities
M&E Priorities Form

Overview: The **M&E Priorities Form** is designed to help guide and develop your M&E approach by identifying what questions you are aiming to answer, who will use the outputs and what your key measures of success (outcome indicators) will be

A useful way of defining your M&E priorities is to ask a series of questions that you would like to answer. These are likely to include questions about the impact of your work, such as:

- *Have we delivered the changes we intended to?*
- *How much progress have we made against our outcomes?*

You should also include questions about the things you want to learn about the effectiveness of your approach or intervention:

- *Was the approach we chose the most effective?*
- *How could we improve the impact of our investment in future?*

Identifying the audience for your M&E is critical, as it will shape the data collection and reporting requirements. If you're unsure what is required, speak to the M&E audience (e.g. the investment committee) to find out what they want.

Don't forget to think about yourself or your team as an audience; if done properly, you stand to benefit as much as anyone.

Outcome indicators are things that can be measured which show progress towards your planned outcomes. They are usually quantifiable i.e. expressed as a number or percentage.

Completing an 'Outcomes Hierarchy' (see Step 2) is a good way to define indicators for your funding stream or project.



Tip: Work hard with stakeholders to identify and agree the key priorities - it's better to answer a few key M&E questions well than to try and measure too much and end up doing it badly

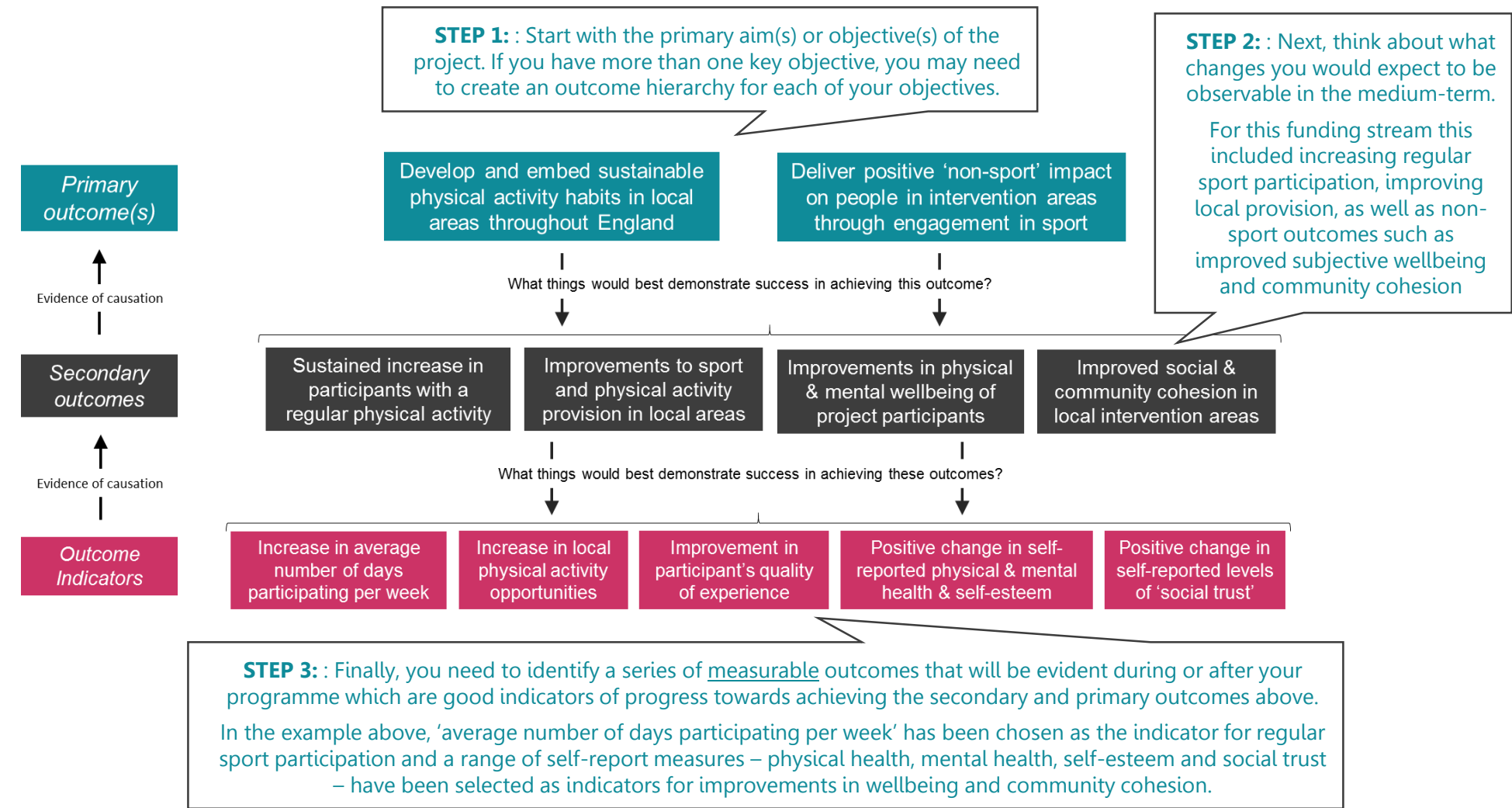
STEP 2	Identify measurement and evaluation priorities
<p>M&E 'Key Questions': Define the key questions that you want your M&E to help you answer. Think about what you need to know to help you learn and improve, as well as what you need to know to show the impact of your project:</p> <ul style="list-style-type: none">- What is the impact of CSAF funding on regular (1 x 30) participation in sport?- What is the impact of CSAF funding on a range of non-sporting local outcomes?- What approaches, activities and methods are most effective at achieving the key CSAF participation outcomes, and additional locally defined outcomes, in what context, for whom and how can these be replicated? <p>M&E Users: Identify who the main users of your M&E findings will be and how they will use findings:</p> <ul style="list-style-type: none">- Local project delivery teams and local activity providers- Sport England Community Sport Team- Sport England Insight Team- Sport England Investment Committee <p>Local level participant and throughput data will be used to monitor the progress of individual CSAF funded projects against their targets, so issues can be identified and addressed as early as possible and necessary action taken (e.g. change to intervention design). Local data should also be used by project co-ordinators to make improvements to their own projects</p> <p>National-level M&E findings will be used by Sport England to assess the effectiveness of the CSAF fund and to develop evidence and learning that will inform future investment programmes and locally delivered sport development projects.</p> <p>Reporting Requirements: Define any specific or mandatory outputs or reporting requirements, including details on the format of the report and when/how often it is required.</p> <ul style="list-style-type: none">- Every 6 months, projects receiving CSAF funding must submit a standardised report on participants and throughput, reporting on progress against locally defined participant and throughput targets <p>Outcome Indicators: Define the critical things that you plan to measure to show whether the funding stream or project has successfully achieved its intended outcomes.</p> <ul style="list-style-type: none">- A sustained increase in physical activity (1 x 30 min per week) rates in local intervention areas funded by the CSAF- A reduction in the number of 'inactive' people in intervention areas- An increase in regular participation amongst 'target groups' (e.g. lower social groups)- An improvement in physical & mental wellbeing of project participants (where specified as a local outcome)- An increase in social cohesion in local intervention areas (where specified as a local outcome)	

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 - 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
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2/ Identify M&E priorities
Outcomes Hierarchy

Overview: An **outcomes hierarchy** helps you to define a set of ‘indicators’ that are appropriate for measuring the impact of your project. Indicators are things we can measure to assess whether a project’s outcomes have been achieved.



PROJECT SUMMARY

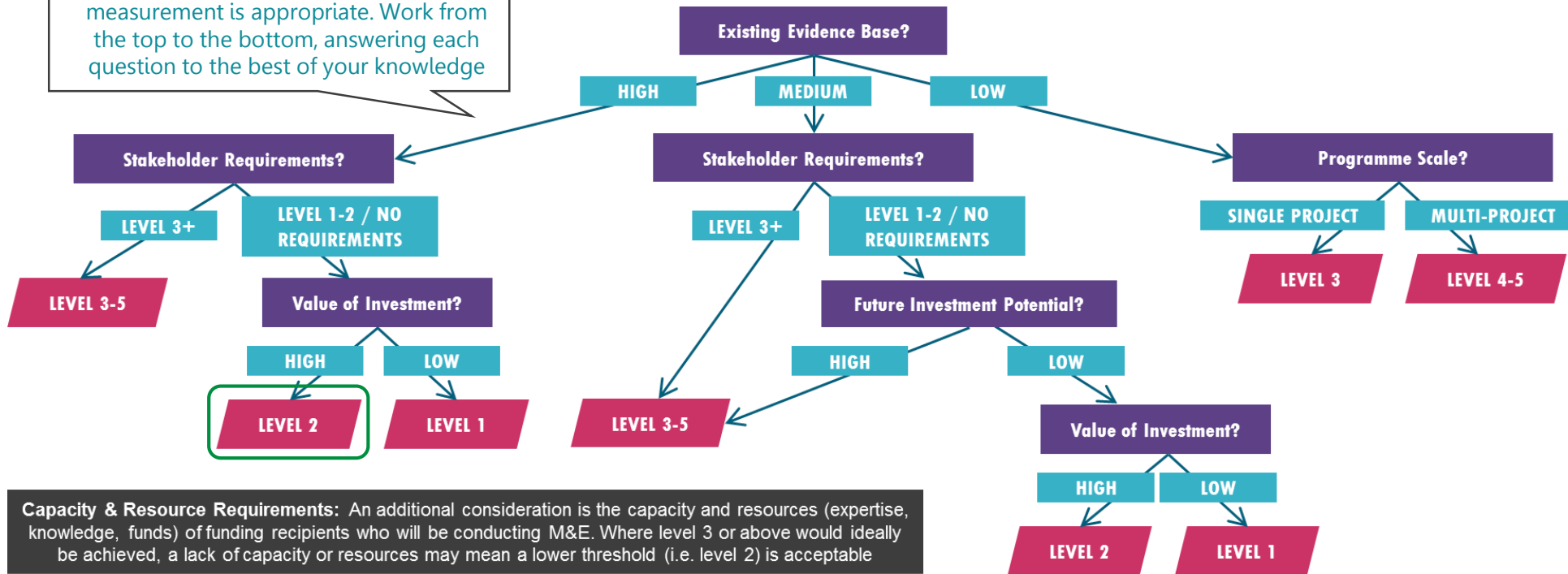
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3/ Decide on level of M&E

M&E Level Decision Tree

Overview: Sport England has developed a **M&E level decision tree** to help colleagues and partners to decide on what the most appropriate and proportionate level of measurement is for your project.

The decision tree is intended as a guide to help you decide what level of impact measurement is appropriate. Work from the top to the bottom, answering each question to the best of your knowledge



In this example, the existing evidence base supporting the approach was high and the value of the investment was high, so level 2 was deemed an appropriate level of impact measurement for the funding programme. See the 'Data Collection Requirements' to find out what this means in terms of what data you need to collect and how you measure the impact of you work.

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 - 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**
- 5) Develop and implement measurement tools**
- 6) Reflect on learning to improve delivery**

3/ Decide on level of M&E
Data Collection Guidelines

Overview: The **Data Collection Guidelines** have been developed to help you identify the elements of measurement and evaluation that you will need to include in your approach based on the level of measurement you have chosen.

Type of Data Collection	Level 1	Level 2	Level 3-5
Written progress reports from project / delivery teams	Yes	Yes	Yes
Recording basic characteristics of projects and the people involved (e.g. gender, age, disability)	Yes	Yes	Yes
Recording the number of participants and attendance figures at the start of the intervention	Yes	Yes	Yes
Recording outcome measures at the start of an intervention ('baseline') (e.g. activity level, subjective wellbeing)	No	Yes	Yes
Measuring basic outputs achieved (e.g. participants, throughput / total attendances)	Yes	Yes	Yes
Measuring short-term outcomes at the end of an intervention (e.g. sustained activity level, subjective wellbeing)	No	Yes	Yes
Measuring medium and long-term outcomes after the intervention (e.g. self-efficacy, social trust)	No	No	Yes
Tracking one or more control group or setting (a similar group or setting outside of your funding stream or project)	No	No	Yes
Using an independent evaluation supplier	No	Maybe	Yes

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4/ Select data collection
methods and tools

M&E Plan

Overview: The **M&E Plan** helps you to summarize your M&E approach and define how you will measure the success of your project. You will need to consider how and from where you will obtain the data you need to measure progress towards your outcomes

Refer back to the objectives and outcomes you identified in step 1; and the outcome indicators you identified in step 2 to complete this column.

While most of your project objectives will apply to your intended outcomes, it is useful to also set objectives or targets for your inputs, activities and outputs so you can track progress along the way.

It is important to select the right data collection tools or data sources that will provide you with the data that will enable you to monitor your indicator measures.

We have developed a data collection guide that will help you to choose the right methods and tools – these can be found on the ‘Tools & Resources’ page of the website.

EVALUATION OF...	PROJECT OBJECTIVES	INDICATOR MEASURES	DATA COLLECTION TOOLS & SOURCES	ASSUMPTIONS & RISKS
Inputs <i>(Process Evaluation)</i>	Selection of appropriate local projects for Sport England funding	- Funding distributed to date, by project and region	GMS Web Reporting (6 monthly)	
Activities <i>(Process Evaluation)</i>	- Recruitment of participants from local area - Delivery of local sport programmes	- # of participant registrations (vs. projected)	GMS Web Reporting (6 monthly)	Risk: 6 month reporting may restrict early identification of issues
Outputs <i>(Process Evaluation)</i>	- Participation and throughput targets as defined by funding recipients - Engagement with inactive and under-represented groups	- Participant and throughput figures: actual vs. target - % of participants from target groups (females, BME, disability)	- Participant surveys (registration + annual follow-up) - GMS Web Reporting (every 6 months)	
Outcomes <i>(Impact/Outcome Evaluation)</i>	- Increase in average number of days participating per week - Increase in local physical activity opportunities - Improvement in ‘quality of experience’ - Positive change in self-reported physical & mental health & self-esteem - Positive change in levels of ‘social trust’	- # of days in the previous week participated in physical activity (Physical Activity SIM) - Satisfaction (% satisfied / very satisfied) with local sport and activity provision - % of participants reporting positive impact on physical health / mental well-being - % of participants reporting impact on social/community development	- Participant surveys (registration + annual follow-up) - Project lead surveys - Case studies - In-depth participant interviews	Risk: Outcomes rely on voluntary self-completion of follow-up forms by participants. If not enough forms are completed, outcomes will be difficult to measure.
Economic <i>(Economic Impact Evaluation)</i>	N/A	N/A	N/A	N/A

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 - **Independent supplier required?:** Yes (CFE)
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- 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**

- 6) Reflect on learning to improve delivery**

4/ Select data collection
methods and tools

Sport England Question Bank

Most interventions and projects will need to collect some demographic information, as this helps you tailor activities to meet the needs of your participants and enables you to check that you are reaching the people you aimed to reach.

Use the relevant questions from this question bank in your surveys or registration forms to ensure you are collecting the data you need to answer the 'M&E questions' you set out in Step 2.

If any of the outcomes you are trying to achieve match the strategic outcomes that have been set out in the government's sport strategy (physical wellbeing; mental wellbeing; individual development; community development; economic development), Sport England recommend using the measurement tools defined here to monitor the impact of your project.

Overview: Sport England has developed this **Question Bank** in an attempt to develop consistency in how data is collected on participant demographics and for the measurement of some common physical activity-related outcomes

QUESTION BANK - DEMOGRAPHICS		
DEMOGRAPHIC	QUESTION(S)	RESPONSE OPTIONS
Gender	What is your sex?	Male; Female; Other; Prefer not to say
Age	What is your age?	Entered by respondent
Ethnicity	Which one of the following best describes your ethnic group or background? (Please select one option)	White; Mixed; Asian or Asian British; Black or Black British; Other Ethnic Group
Disability	Do you have any physical or mental health conditions or illnesses that have lasted or are expected to last 12 months or more?	Yes; No; Prefer not to say
	Do these physical or mental health conditions or illnesses have substantial effect on your ability to do normal daily activities?	Yes; No; Prefer not to say
	Does this disability or illness affect you in any of the following areas?	Long term pain; Chronic health condition; Mobility; Dexterity; Mental health; Visual; Breathing; Memory; Hearing; Learning; Speech; Behavioural; Other; None of these; Prefer not to say
Religion	What is your religion, even if you are not currently practising?	Christian (including Church of England, Catholic, Protestant and all other Christian denominations); Buddhist; Hindu; Jewish; Muslim; Sikh; Any other religion; No religion; Don't know; Prefer not to say
Identity	Which of the following options best describes how you think of yourself?	Heterosexual or straight; Gay or lesbian; Bisexual; Other; Don't know
Socio-economic status	What is your postcode?*	Entered by respondent

QUESTION BANK - STRATEGIC OUTCOMES		
OUTCOME	QUESTION(S)	RESPONSE OPTIONS
Physical wellbeing (activity level): 1. Single item measure	In the past week, on how many days have you done a total of 30 mins or more of physical activity, which was enough to raise your breathing rate? This may include sport, exercise and brisk walking or cycling for recreation or to get to and from places, but should not include housework or physical activity that is part of your job.	0 days; 1 day; 2 days; 3 days; 4 days; 5 days; 6 days; 7 days
Physical wellbeing (activity level): 2. IPAQ	The 'Individual Physical Activity Questionnaire' (IPAQ) is a more detailed measure of an individual's physical activity over the last 7 days. Click here to open the questionnaire. Note: Sport England is currently reviewing a range of physical activity measures and will provide further guidance on how to collect this information later in 2017	
Mental wellbeing (subjective wellbeing)	On a scale of 0-10, where 0 is not at all satisfied and 10 is completely satisfied, overall, how satisfied are you with your life nowadays?	0 (not at all satisfied); 1; 2; 3; 4; 5; 6; 7; 8; 9; 10 (completely satisfied); Don't know; Prefer not to say
	On a scale of 0-10, where 0 is not at all happy and 10 is completely happy, overall, how happy did you feel yesterday?	0 (not at all happy); 1; 2; 3; 4; 5; 6; 7; 8; 9; 10 (completely happy); Don't know; Prefer not to say
	On a scale of 0-10, where 0 is not at all anxious and 10 is completely anxious, overall, how anxious did you feel yesterday?	0 (not at all anxious); 1; 2; 3; 4; 5; 6; 7; 8; 9; 10 (completely anxious); Don't know; Prefer not to say
	On a scale of 0-10, where 0 is not at all worthwhile and 10 is completely worthwhile, overall, to what extent do you feel the things you do in your life are worthwhile?	0 (not at all worthwhile); 1; 2; 3; 4; 5; 6; 7; 8; 9; 10 (completely worthwhile); Don't know; Prefer not to say
Individual Development (self-efficacy)	To what extent do you agree with the statement 'I can achieve most of the goals I set myself'?	Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree; Don't know; Prefer not to say
Social & Community Development (social trust)	To what extent do you agree or disagree that most people in your local area can be trusted?	Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree; Don't know; Prefer not to say
Economic Development	Data required to measure economic development cannot be obtained via individual self-report measures. The best way to measure this outcome would be to commission a specific study to calculate the contribution of a project or intervention to the economy.	

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5/ Develop & implement measurement tools

Process, Roles & Responsibilities

Overview: The **Process, Roles & Responsibilities** template is designed to help you decide and document how and when data collection will be conducted – and who is responsible for managing the process at each stage.

Some funding programmes and projects do not spend enough time planning out the logistics of their data collection and analysis processes.

While it may seem a laborious task, it is a really critical step that will ensure your data collection runs smoothly. It may also help you identify potential challenges – such as a lack of resources or timing conflicts – that are better dealt with as early as possible so they do not affect the quality of your data collection.

Don't underestimate the time it can take to enter, collate and analyse your data. Interviews, for example, may need to be transcribed, which can take a lot of time. Thinking ahead about who will do these activities and when can help to raise issues allowing you to make any necessary changes to how you collate and analyse data so they don't become big problems later on.

PROCESS STEPS	DEVELOP DATA COLLECTION TOOLS	COLLECT M&E DATA	COLLATE / ENTER M&E DATA	ANALYSE & REPORT M&E DATA
DATA COLLECTION METHOD				
Participant registration survey (online)	Who: CFE (independent evaluation supplier) to develop online registration survey and provide links to projects When: Prior to Round 1 of CSAF funding awards	Who: Projects co-ordinate sending e-mails to participants with survey links When: Within one month of a participant signing up for an activity	Who: Online registration survey results automatically sent to CFE. Paper-based surveys: project must enter data and send results electronically to CFE When: N/A	Who: CFE to analyse results and report periodically to Sport England When: Quarterly
Activity participation & throughput tracking	Who: Projects to develop their own tools to record session participation When: Prior to running activity sessions	Who: Projects to co-ordinate When: Throughout project	Who: Projects to co-ordinate When: Summary of participation & throughput required every 6 months	Who: Projects to report via GMS When: Every 6 months
Annual participant survey (online)	Who: CFE to develop online survey and provide links to projects When: N/A	Who: Projects to send e-mails to participants with survey links When: Annually	Who: Completed online survey results automatically sent to CFE. When: N/A	Who: CFE to analyse results and report periodically to Sport England When: Annually
Project lead surveys (online)	Who: CFE to develop online survey When: 3-4 months after award of funding	Who: CFE responsible for sending out e-mail links When: Initial collection (3-4 months after award) + annual follow up	Who: Completed online survey results automatically sent to CFE When: N/A	Who: CFE to analyse results and report results in final evaluation report When: Final report due after 3 rounds of funding
In-depth participant interviews (case studies)	Who: CFE to develop interview guide and arrange interviews When: Prior to Round 1 of CSAF funding awards	Who: CFE to conduct telephone interviews When: Ongoing – interviews to be conducted for rounds 1, 2 and 3	Who: CFE to complete transcriptions of interviews When: For final evaluation report	Who: CFE to analyse interviews and report results in final evaluation report When: Final report due after 3 rounds of funding

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

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

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- 4) Select data collection methods and tools**
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- 5) Develop and implement measurement tools**
- | | |
|------------------|--------------------------|
| Process | Accountability |
| Develop tools | Sport England & CFE |
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- 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
Who could benefit from these learnings?	Sport England; Public Health England	Local authorities; CSPs; CCGs	CSAF delivery teams (e.g. local charities, sports clubs, community groups)
Which key learnings are relevant?	Learnings 1-4	Learnings 1-4	Learnings 2-4
How will they be communicated?	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
Who is responsible for communicating?	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
When should you deliver communication?	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