

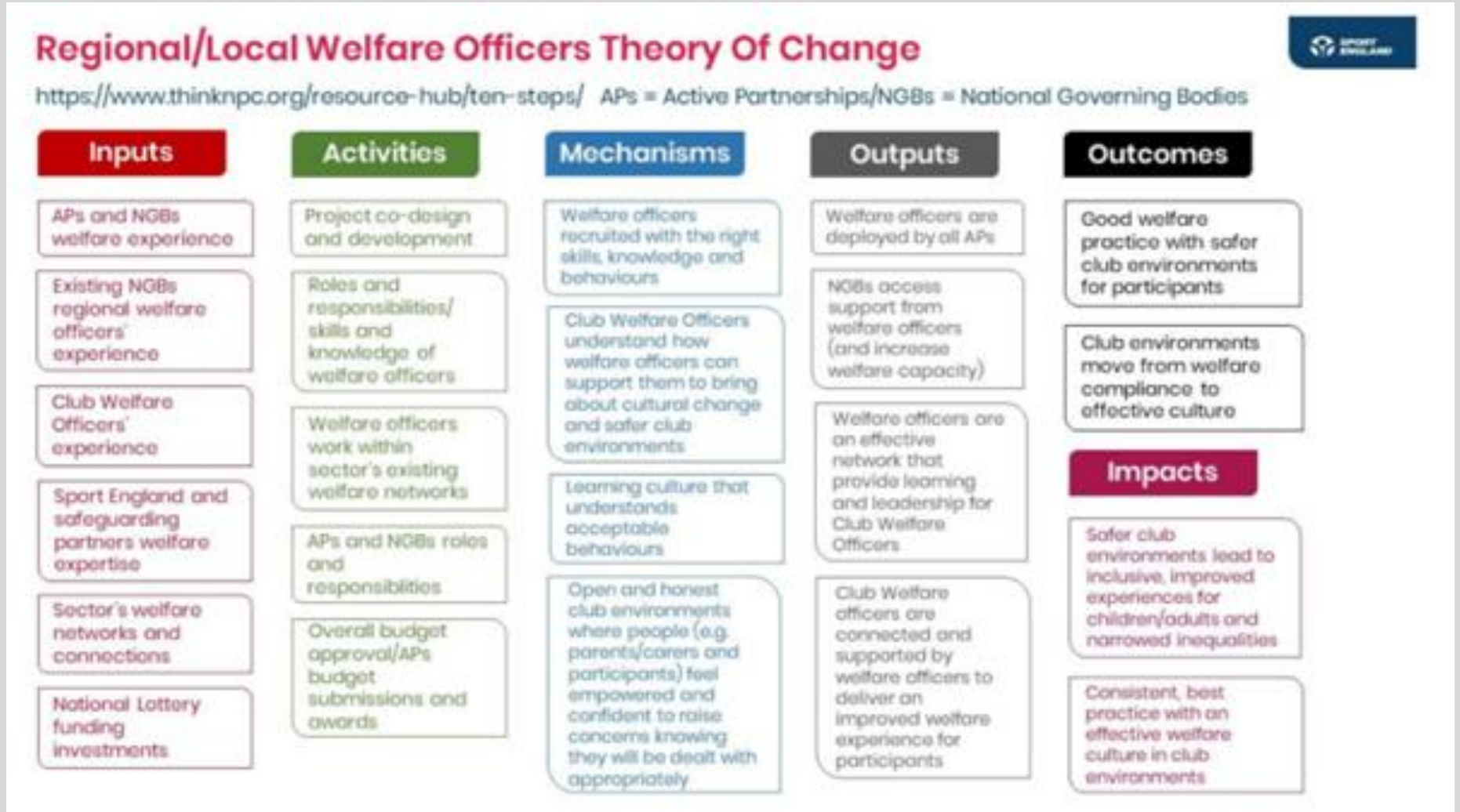


SPORT WELFARE OFFICER NETWORK

MONITORING, EVALUATION &
LEARNING FRAMEWORK

Programme Theory of Change

Please note: subject to change following internal review



Anticipated change over time

Please note: subject to change following internal review

Short-term

- **Increased awareness** of Sport Welfare Officers among NGBs and clubs in their regions
- Sport Welfare Officers and NGBs are developing **strong, open and respected** working relationships
- Sport Welfare Officers are an effective network that **provide meaningful and valued learning and leadership** for local Club Welfare Officers
- Club Welfare Officers feel **connected and supported** by Sport Welfare Officers, equipping them to deliver an improved welfare experience for participants
- There is **increased confidence, knowledge and understanding** of safeguarding and safeguarding processes within local clubs

Medium-term

- **High level of engagement** in safeguarding and welfare among participating NGBs and clubs
- **Good welfare practice** with safer club environments for participants
- Club environments move from welfare compliance to **effective and inclusive culture**
- **Safer sports participation** for all children, young people and adults
- Clubs are **sharing and embedding consistent** good practice
- Sport England and UK Sport can evidence a **strong, impactful response** to the Whyte review

Longer-term

The Network will contribute to:

- Improving **positive experiences** for all participants (children, young people and adults with diverse characteristics)
- **Increasing physical activity and connecting communities** - more communities to enjoy the benefits of what sport and physical activity can do (organised sport has a role)
- **Tackling Inequalities** – provide consistent, best practice welfare experience for all participants including those underrepresented in sport and physical activity
- **Catalyst for change** – a sector that embraces good governance in a way that goes beyond compliance and ensures safe, well-run and enjoyable environments for everyone.

Key audiences and their key learning needs

Audience	Area(s) of interest
Participants	<ul style="list-style-type: none"> • Participation in clubs is a safer and positive experience
Sport Welfare Officers	<ul style="list-style-type: none"> • Emerging learning and good practice from across the Network
NGBs and their local clubs	<ul style="list-style-type: none"> • The extent to which the Sport Welfare Officers are adding value and making a difference to their sport (i.e. national, regional and/or sub-regional) and their local clubs
Club Welfare Officers	<ul style="list-style-type: none"> • The extent to which they feel supported in their role/confident in their role
Welfare Officers Project Group	<ul style="list-style-type: none"> • Oversight of evaluation process, findings and lessons against evaluation plan
Active Partnerships National Team	<ul style="list-style-type: none"> • The extent to which this programme is contributing to their strategic objectives • Learning and sharing lessons across the Network to support Sports Welfare Officers • Understanding the impact of Network locally and nationally
Sport England	<ul style="list-style-type: none"> • The extent to which their investment is contributing to their four strategic priorities/outcomes, lessons about what is/isn't working and why
Local Active Partnerships	<ul style="list-style-type: none"> • Impact, variation across areas, what is/isn't working and why, lessons learnt, contribution of the Sport Welfare Officers Network to local place outcomes
UK Sport and Sport England	<ul style="list-style-type: none"> • The difference the network is making on response to the Whyte review
DCMS	<ul style="list-style-type: none"> • High level impact
Safeguarding partners	<ul style="list-style-type: none"> • Level of engagement and confidence across NGBs and local clubs in safeguarding and welfare to get a sense of the state of safeguarding in sport

Purpose of the evaluation



The purpose of this evaluation is to measure the **added value of the Sport Welfare Officer network**. The network includes the appointment of two new roles in the Active Partnership national team, additional central resources (e.g. training and MEL) and recruitment of 63 new Sport Welfare Officers.



We want to understand the extent to which the Sports Welfare Officer network is **contributing** to safer and more inclusive club environments, by supporting NGBs and Club Welfare Officers to feel more confident and supporting them to provide a consistent, best practice welfare experience for participants.



The evaluation will therefore focus on the **difference the network is having on those CWOs/clubs the SWOs are working with only**. The central focus of the evaluation will be on measuring the increased feelings of support and confidence among CWOs in line with the Whyte Review response. The evaluation will also seek to understand the extent to which this is contributing to improved club environments but will not seek to measure the culture of all clubs or a sample of all clubs for example. This is beyond the scope of the evaluation.

Evaluation and learning questions

Implementation questions

1. To what extent did the network operate as expected/were outputs achieved as intended? How did this differ across areas, how and why?
2. Were any unintended consequences brought about by the introduction of the network, and if so, what were they and if and how did they add value?
3. How effectively were the different aspects of the Sport Welfare Officers' role delivered? How did this differ across local areas and why?
4. To what extent did approaches differ across areas and what were the factors affecting this difference (e.g. local context, background of Sport Welfare Officers, local priorities)?
5. What was the level of engagement by NGBs at a national, regional and/or sub-regional level and local club welfare officers? How did this differ across local areas and why?
6. How effective was partnership working between APNO, local APs, NGBs and other key local partners?
7. *To what extent did participants engage? How did this differ across local areas and why?*
8. To what extent were short-term outcomes achieved as intended? How did this differ across local areas and why?
9. What were the barriers to implementation and how were they overcome?
10. What were the factors that positively affected implementation?
11. How well did Sport Welfare Officers learn and adapt throughout the programme?

Evaluation and learning questions

Impact questions

1. To what extent were anticipated short-term outcomes achieved? In what circumstances, for whom, how and why?
2. To what extent were anticipated medium-term outcomes achieved? In what circumstances, for whom, how and why?
3. To what extent did the Network contribute to anticipated longer-term outcomes/impacts? In what circumstances, for whom, how and why?
4. What difference did the Network make to NGBs, local active partnerships, and local clubs?
5. To what extent did the Network contribute to the strength of partnership working between Active Partnerships and NGBs (and other local and national partners)? To what extent did effective partnerships contribute to the success of the programme?
6. To what extent did the Network contribute to APNO strategic priorities, values and ambitions?
7. Were any unexpected outcomes brought about by the introduction of the network, and if so, what were they and if and how did they add value?
8. To what extent are there clear plans in place for outcomes to endure beyond the lifetime of the programme?
9. What are the opportunities and risks for the sustainability of the programme?

Evaluation and learning questions

Learning questions

1. What were the most important factors in successful implementation and achievement of outcomes? In what circumstances, for who, how and why?
2. What were the challenges the Network/Sport Welfare Officers faced and how were they overcome? In what circumstances, for who, how and why?
3. To what extent did project mechanisms work as intended? In what circumstances, for who, how and why?
4. What were the most effective methods to build effective relationships with NGBs? In what circumstances, for who, how and why?
5. What were the most effective methods of supporting local clubs to develop a strong local culture? In what circumstances, for who, how and why?
6. What is good practice around implementing effective safeguarding measures in clubs for all participants (adults, children, young people) with different characteristics?

Evaluation and Learning Design Principles



Mixed methods: qualitative and quantitative



Understand different perspectives to changes to the system



Supports honest, open reflection and ongoing learning and improvement



Minimises burden on staff and participants



Clear evidence about the difference being made and how

Analysis, reporting and learning

- Provide SWOs and MEL leads (where they exist) with the tools and knowledge to instigate **local-level analysis** at 3-6 monthly intervals to make sense of emerging data and consider what's working well and what isn't working as well as hoped to inform ongoing improvements. This may include methods such as ripple effect mapping/contribution analysis, where resources allow.
- **National level analysis** to be conducted by an external Monitoring, Evaluation and Learning supplier, who will explore trends in the data, undertake a form of contribution analysis (or similar) to determine what is working, in what contexts, for whom and why.
- **Use of Smartsheets**, consistent with other national evaluation requirements. Encourage and support use of Smartsheets to support analysis and learning. 6 monthly reporting cycles will be aligned to that of other evaluations e.g. System partners, Place evaluation.
- **National level data and lessons** will be communicated to local SWOs/APs to inform local-level learning and developments in regular cycles.
- **Embedded learning practice** for SWOs and partners to come together to discuss what is/isn't working and good practice, some facilitated by external Monitoring, Evaluation and Learning supplier(s).

Required resources

- **APNO team:** internal resource: Strategic lead - Evaluation and Learning to lead/provide oversight of national evaluation(s) and coordinate support provision.
- **Monitoring, Evaluation and Learning supplier:** national level analysis, potentially additional data collection e.g. case studies, support/facilitation among a sample of APs with additional methods e.g. network analysis/systems mapping exercise, possibly provide (regional) support (where this doesn't duplicate other support offers) to encourage and help SWOs/APs/CWOs with responding to this evaluation where needed.
- **SWOs/APs:** share learning/work together to assist each other with the evaluation, creating and using examples of good practice.
- **MEL training:** e.g. bite-sized training offer to cover systems change, systems mapping, social network analysis, data collection tools, analysis techniques (e.g. ripple effect mapping) and use of data for learning and improvement for SWOs/APs.

Priorities and ways of working

- **Begin to capture baseline** in Autumn 2024, working closely with current insight generation practice led by APNO team, identifying common questions to ask of clubs to understand current position and establish priorities.
- **Commission an external evaluation and learning partner** whose role it will be to ensure quality and consistency of data collection across SWOs/APs, help target support to those areas who need it the most, support a joined-up approach across other MEL support provision, responsible for national-level analysis and feeding back findings and lessons to local SWOs/APs.
- **National evaluation and learning suppliers** working across the network will be required to collaborate more closely about frameworks, tools, ways of working and support provided to align wherever possible. National evaluation and learning suppliers to support the join up of evaluation asks at a local level, join up around support provision and seek efficiencies and alignment of data collection tools, analysis techniques and reporting requirements.
- **Continue to seek efficiencies** wherever possible e.g. aligning reporting frameworks, analysis techniques, data collection methods where the same methods/tools can have application across multiple evaluations.

Risks and mitigation

Risk	Level of risk	Mitigation
High turnover of CWOs makes it difficult to capture change over time in terms of increased confidence and feeling supported	M	We will explore two options: taking a 'snapshot' of current feelings of confidence/supported at 12 monthly intervals within clubs / or tracking individual CWOs over time with a baseline/mid and exit survey in line with individual CWO movements. We will work involve CWOs directly in these discussions, through SWOs/AP MEL leads.
CWO capacity makes it difficult to capture consistent data from CWOs through annual surveys	H	We will work in partnership with an external Monitoring, Evaluation and Learning partner whose role it will be to effectively capture/support the effective capture of feedback from CWOs. Survey participation will be incentivised and supported/encouraged by SWOs.
Challenges with capturing feedback from participants given the capacity and capabilities of CWOs	H	SWOs/MEL providers will support CWOs to begin to collect direct feedback from participants, starting small and increasing over time where possible. This will include supporting CWOs to realise the value/importance of participant feedback.
Contribution analysis isn't perceived as strong enough evidence of the difference the network is making should the programme come under scrutiny	M	We will clearly set out a rationale for the MEL methods we use and ensure it is endorsed by key partners. We will work with high calibre/well-respected Monitoring, Evaluation and Learning partners to lead the design and analysis who will scope out the most appropriate methods for this programme. We will encourage them to explore all possibilities, including attribution and the most robust methods for contribution analysis.

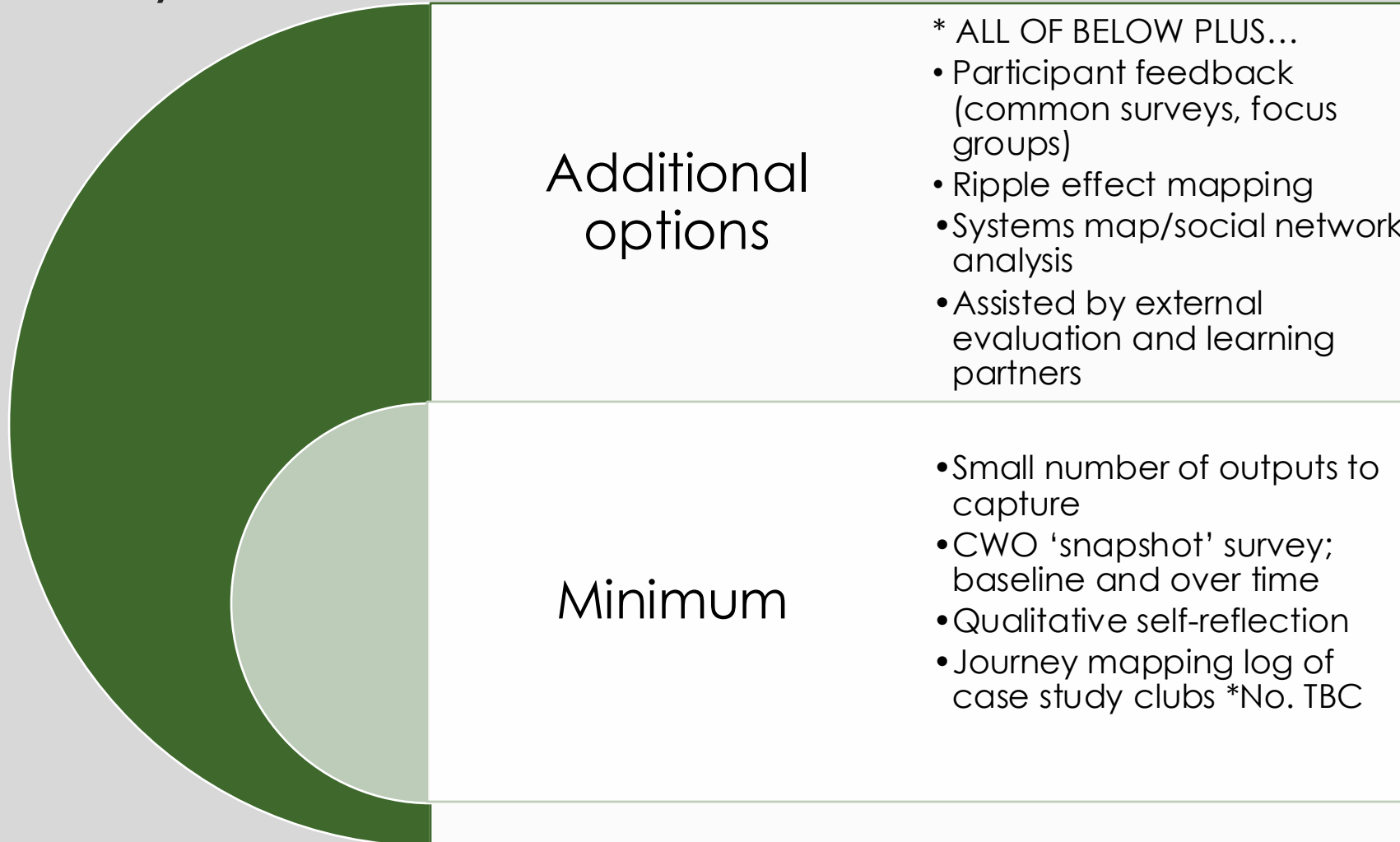
Attribution vs contribution

- Given the nature of the network and the focus of the SWOs (increased confidence, support, culture change), attribution i.e. proving cause and effect and ruling out other influences on outcomes, will be very difficult and costly.
- We therefore recommend a focus on measuring contribution i.e. the extent to which the network contributes to any changes in confidence, ways of working and culture for CWOs and within clubs that we're able to observe.
- We will, however, seek to build as robust evidence as possible on contribution in collaboration with evaluation experts and through working in partnership with high calibre and well-respected external evaluation and learning partners, so we can confidently communicate the difference the network is making.
- We will also test and seek out opportunities for attribution where possible, for example, clearly measuring the difference that any training or direct support has made to CWOs' feeling supported in their roles.

DRAFT data collection methods

Data collection method	Who/when	Purpose
Small number of outputs (e.g. number of NGBs being supported; no. and type of clubs being supported)	APNO team/SWOs monthly via Smartsheets	To understand breadth of activity across the network and how this changes over time
Method to understand the wider influence/effect of roles on the system (e.g. ripple effect mapping)	APNO team and potentially a sample of APs/SWOs	To understand the work of the central team and how this is having an impact over time
Qualitative self-reflection	SWOs monthly via Smartsheets	To document what is/isn't working well, lessons learnt, good practice, extent of engagement, challenges faced and overcome
Journey mapping log of case study clubs	SWOs over a period time – updated monthly via Smartsheets	To document longitudinal case studies of small number of clubs being support (1-3) to illustrate their journey over time. SWOs to bring in participant voice.
CWO 'snapshot' survey	CWOs to complete(administered by APNO/evaluators) – baseline and every 12 months OR following individual CWOs	To measure confidence levels, how supported they feel, ongoing support needs, strength of relationships, challenges, overarching culture measures (from culture survey)
[optional] Culture survey / self-assessment tool	Collaboration between CWOs and SWOs to complete – baseline and every 12 month	To measure culture in club environments and extent to which they are effective and inclusive, change over time, to include a range of perspectives where possible
NGB survey	NGBs to complete – every 12 months	Perceptions of added value from SWOs
[optional] systems map/social network analysis	Led by SWO/AP MEL lead – baseline and every 12 months	To measure how system actors/relationships and connections change over time – to help understand how those changes lead to culture shifts in club environments
[optional] Participant feedback (common surveys, focus groups)	Collected by clubs/supported by SWOs - every 12 months – built into journey mapping as a minimum	To understand perceptions of club participants on their experiences and how they change over time

DRAFT Minimum data capture and methods to consider internally



Plus ... Any other ways APs are measuring impact.

Central support, tools and resources to follow including;

Culture survey/self - assessment tools for clubs for use when appropriate/ possible

Phased, proportionate approach

Process for programme delivery and evaluation in relation to bespoke club support.

•CWO survey

- About you and your club, your confidence and experience, support and connections, knowledge and skills, connection to SWO role

Semi-structured interview questions e.g.
What are the priorities for your club in respect of safeguarding and welfare, what are the greatest opportunities in your opinion to move from welfare compliance through to effective and inclusive culture.

CWO action plan

- Welfare Basics *NGB guidance used where available
- Set of minimum requirements with commonality across sports. Requirements may include; An appropriate governance structure, Safeguarding Policy and process, named person responsible for welfare who is accessible/visible, code of conduct, safeguarding training for staff/volunteers, risk assessments for activities, enhanced DBS for those in regulated activity.

•Club culture assessment

- Existing tools to be used in short-term
- Bespoke tool for SWO programme to be developed over time

Bank of resources and best practice

- CWO survey to be minimum baseline data capture when engaging with club. CWO survey/semi-structured interview questions in development.
- Club welfare basics; May be a checklist, existing tool or bespoke tool TBD. Consideration to be given to extent to which this would contribute to evaluation.
- Club culture assessment; May be an existing tool or bespoke tool TBD. Consideration to be given to extent to which this would contribute to evaluation.
- NGB affiliation requirements / safeguarding checklists to sit alongside (support provided where required); but focus for SWO to move CWO/clubs to understanding their culture and culture change.