SPORTED | **SPORT ENGLAND**

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

How organisations using sport and physical activity can work effectively in the most deprived neighbourhoods.

Motivation

Understanding the challenge

Embedding sustainability and review

Honest self-appraisal

Radical partnership and collaboration

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

Finding allies and building relationships

Focus: Knowing what you want to achieve

A message from Sported

Sported has been supporting groups and organisations providing access to sport and activity in the most deprived areas in the UK for almost 10 years.

Given this experience, Sport England partnered with us in 2015 on an action research project called "Bridging the Gap". The aim was to draw out some of the lessons we've learnt from supporting these groups, summarise useful tips on how to work effectively in socio-economically deprived neighbourhoods, and share them with agencies and organisations wishing to make a greater contribution using the power of sport and activity.

More than 2 years of action research went into this project. We interviewed clubs, groups and agencies; brought together focus groups; convened workshops and deployed the diagnostic tools that we've developed through our work with hundreds of clubs. We have consolidated this research into a toolkit called the Blueprint for Engagement. This Blueprint outlines the key findings, and we believe that the sequence of questions around which it is structured contain a significant amount of "practical wisdom" to help you on your journey to better engagement in deprived neighbourhoods.

We hope that you will find it useful and interesting, and that it will increase your desire and capacity to be able to make a real contribution to redressing the damaging inequalities in sport, activity and the broader life chances that they promote which exist in too many communities in England.

Please do let us know how you get on with it – and don't hesitate to come back to us with any suggestions or questions.

With best wishes, **The Sported Team**

Introduction

Although the Active Lives Survey[1] is new, one of the key findings of its first report, published in January 2017, reflected a trend which has been apparent since any structured approach to measuring activity levels and participation in sport has existed. The survey showed that people in the lowest socio-economic group are more than twice as likely to be inactive as those in the highest group (37% compared to 17%). As you might expect in this context, people in the lowest socio-economic group are much less likely to meet the Chief Medical Officer's recommended level of at least 150 minutes per week of physical activity (49% compared to 70% in the highest group).

This isn't just a tough problem: it's a big one. Depending on the definition used, roughly 21% of the UK's population lives in poverty[2]. The indicators used in the Active Lives Survey categorise one third of the population as being in the lowest-socio economic groups. The present day reality for people who live or have lived in poverty in the UK is devastating. They are systematically disadvantaged in terms of their health; their housing; their education and many other areas of their life: see any report by organisations such as the Joseph Rowntree Foundation for more detail *(Appendix C.)*

Since its Foundation in 2008, Sported has worked to support clubs and groups using sport and physical activity to work with disadvantaged young people. Socio-economic disadvantage is a key focus for us. More than 850 of our 2500 members in England are working in the 20% most deprived neighbourhoods. Although many of our member clubs and groups are small, and two thirds of them are entirely volunteer-led, we have always believed that they have an immense amount to teach the wider community sport system about what it takes to work effectively in poorer neighbourhoods.

As part of the 'Bridging the Gap' research we engaged directly with 98 small clubs and groups and 14 larger agencies. We used a variety of means, including focus-group discussions, quantitative surveys and in depth interviews, to find out what works and what doesn't. Along the way we were also able to help them become stronger and more effective as the project progressed.

[1] Active Lives Survey 2015-16 | Sport England
[2] Department for Work and Pensions, 2016

Using the blueprint

People living in **"bottom 20% IMD"** [3] neighbourhoods face a broad range of significant challenges. The relative absence of opportunities to participate in and benefit from sport and physical activity will probably not be the most important thing in their lives.

Therefore, agencies wishing to operate in these neighbourhoods need to display far greater levels of awareness and self-awareness than when they are operating in more familiar environments. Based on research and our own experience, we know that success requires a willingness to embark on a journey of change not only for the "beneficiary" community but also for you: the organisation that wants to help.

This Blueprint takes you through that journey in seven steps, each of which carries a headline question.

Motivation – Why do you want to do this?
Understanding the Challenge – What will really be involved?
Honest Self-appraisal – Are we ready? Do we have the right capacities?
Focus: Knowing What You Want to Achieve – What does success look like?
Finding Allies and Building Relationships – Who has interests and objectives which overlap with ours?
Radical Partnership and Collaboration – How can everybody win?
Embedding Sustainability and Review – What will the legacy of our work be?

Please note that this journey is not always a linear process; you may find that you need to go back and review or you may skip a few stages, and that is okay because the Blueprint can be used in a variety of ways:

A brief flick through could give you helpful pointers for engaging in these communities. Alternatively, this document could provide a framework for an internal or cross-organisation working group to plan a project or prepare a funding submission. It could also be used as a tool to help you find out how to be better equipped before getting more involved.

After going through it, you may even decide that you're not the right organisation to be doing this work! Either way we want you to engage with the Blueprint actively. In each section, we've left space for you to note your thoughts and responses.

[3] *The Indices of Multiple Deprivation (IMD) is a government measure, derived from an analysis of seven indicators and their prevalence within a geographical area (a local authority ward etc):

· Income
· Employment
· Health deprivation and disability
· Education, skills and training
· Barriers to Housing and Services
· Crime
· Living Environment

See Appendix C for more detail.

The Fictional "Agencies"

To bring this Blueprint to life, we've charted the journeys of six fictional agencies through the seven questions. Hopefully, their answers (based on real life but not all direct quotes) will help to trigger or stimulate your own responses.

Youth Agency

National Governing Body 1

Police & Crime Commissioner

Public Health Organisation

Local Authority

National Governing Body 2

Motivation

If you seriously want to work in the most deprived communities, it is going to take a lot of work and dedication. Before you commit to doing this, you should analyse why you want to do it. You might have altruistic reasons: for example, wanting to change lives, help end poverty or empower young people. However, if your motivation is more about broadening your market; attracting or protecting your funding, or compensating for declining numbers in your core market, that's ok too. There is no right answer, what is important is that you know your motivations and are prepared for the commitment it will take to have an impact.

Here are a few examples of what agencies might consider to be their motivations

" It's the right thing to do... Our aim is to improve the lives of those who are most at risk and therefore it is our duty."

" As a result of declining numbers of participation in our sport we need to find new audiences."

" Funding priorities have changed. If we don't succeed, our growth and sustainability could be at risk."

" If we succeed, sport and physical activity can help us achieve our primary aims of improving health and wellbeing."

Why do you want to do this?

Questions to consider

· How does reaching out to communities in the bottom 20% IMD relate to your core mission and objectives?

· Who has an interest in what you do? How do they benefit from you working in the most deprived neighbourhoods?

Key pointers from the research

Do not be a "jack of all trades and master of none". Be honest and clear about what you're good at and focus on those areas.

Be honest about what it is you want to achieve. The more honest you are the easier it will be to figure out whether you are the right organisation to be doing this work.

Evidence from the research

Comment from a larger agency working in bottom 20% IMD communities

" The distinct difference is that organisations working in the bottom 20% neighbourhoods were set up to deal with a social issue within that area, whether it be around crime or whatever it might be – whereas sports clubs are just sports clubs, they're focused on participation outcomes, it just so happens they might do Sport for Development. But it's mainly those ones in the bottom 20% that were set up to deal with social issues."

Comment from a community organisation working in bottom 20% IMD communities

" As long as I'm here and there's breath in my lungs I'll continue to pursue it and continue to deliver what I'm delivering on a daily basis, and it works."

Understanding the Challenge

It's important to be honest about what you do and don't know about working in neighbourhoods where people are battling issues such as crime and anti-social behaviour, the difficulty of making ends meet, the consequences of ill-health and other challenges.

Local knowledge is priceless. Although you may be able to identify themes which connect different areas, when you dig into the history of a specific place, you'll find unique circumstances which have shaped the current realities.

Ultimately, the message is, don't assume you have the answers. Let the community define the challenges as they are the 'experts'. If you can't go into these communities, work with people or organisations who are already working there, and take what is called an "Asset Based Community Development" (ABCD) approach.

Here are some examples of what agencies have discovered when seeking to understand the challenge
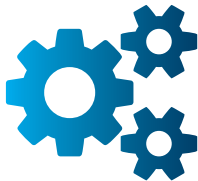
"We realise that, although we are supposed to serve the whole community, there are segments with whom we hardly have any relationship at all. They do take up some of our services, but aren't engaged at all in local democracy. We need to open up new channels."

"I never realised that people were struggling to find their next meal. How are they going to be interested in my programme when they have these types of issues to deal with?"

"People are reluctant to talk to us. Of course, we have the statistics, but what we don't have are the stories and the relationships."

Do you appreciate what will be involved?

Questions to consider

· What are the needs and wants of the people in the most deprived neighbourhoods?

· How do these needs and wants relate to the five sport for development outcome areas specified in the Department of Culture, Media and Sport (DCMS) Strategy "Sporting Future" *(See Appendix A)*

· Have you thought about how you will engage with these communities to get a better understanding of the challenges they face and how you might help?

Some key pointers from the research

Be clear about who you want to work with because there is a big difference between a traditional sports club and a community organisation that uses sport as a vehicle to change young people's lives.

Work with other organisations that already have ties within the community. For example, local community networks, which may not primarily be focused on sport, as well as other agencies (sporting and/or non-sporting) working in the locality, which have assets and services of value or interest within that community.

Evidence from the research

Comment from a small community organisation working in bottom 20% IMD communities

" A lot of people don't get what we do, we get a lot of funders saying what are your exit routes, you don't have clear exit routes so how do we know you're project's working. And we say well we don't have exit routes, we're a community and a family and you don't exit people from communities and families, you keep them involved but you change their role. So it's getting funders to understand that."

Comment from a larger agency working in bottom 20% IMD communities

" I think a lot of these communities just want to be listened to, and any organisation that wants to listen and is responsive is welcome to engage with them, because so often they don't have that platform to voice their opinions. They feel like they get ignored."

Honest Self-Appraisal

To go into new territories, you must first look at yourself. Look at your organisation and do an honest self-appraisal as to whether you have the right skills, qualities and experience to effectively engage in these communities. Imagine you went to a session at your local sports club, and the coach who turned up had never played or coached the sport before. What would you think? How would you react? Would you even stay for the session?

This coach can be likened to you as an agency, if you try and go into a community with your team of staff and volunteers, having no idea what it is like to grow up or live there. Of course, it will help if you have a diverse workforce. Look around at your team and your volunteers, and have an honest think about who is going to be able to relate to the people in these communities when you are trying to create partnerships and build projects. If no one has that experience, then you've got work to do. Look at the materials you use; even the clothes you wear. What will you need to change if you are to be successful?

Here are some examples of what agencies have discovered when seeking to understand the challenge

"We don't have staff or volunteers that have experience working in these communities, we don't have people from youth work, community development or criminal justice backgrounds and it is going to be difficult to make the changes needed to gain that experience."

"We need to review our communication as an organisation. Specifically, our images/messages tend not to reflect hard to reach/ disadvantaged groups and hence the message may be lost to these groups/ individuals."

"We're too white and too middle class to work in these communities. Some of us went down to help with a local sports festival, and within 10 minutes all the energy had gone out of it"

Are you ready? If not, what changes will you have to make?

Questions to consider

· What skills do you have within your team?

· What are the backgrounds and experience of your team (employed or volunteer)?

· What training do you need?

· What is the unique value that you will add if you do engage in these communities?

· If you don't possess the right skills and qualities are you aware of partners and allies that you can work with?

Key pointers from the research

Build a staff/volunteer structure with a more personalised service that allows organisations to put a name to a face/contact and results in stronger relationships. In the research, these communities continuously complained about the lack of a personalised/people focused service.

There are certain skillsets and experience that will make you better suited for working in deprived neighbourhoods. Do an honest assessment of your organisation and what skills you do have in order to identify the gaps. See Appendix B for further guidance.

Be clear about your vision and mission, having a clear vision enables you to remain focused on your central objectives and gives a clearer message as to what your unique offer is and how you fit within wider networks of provision.

Evidence from the research

Comment from a community organisation working in bottom 20% IMD communities

" Today I was asked to go and set something up in Croydon and I said no because I think it's deceiving if you look at us and see the successes we have here and you don't realise it's because of the relationships we've developed in the past. If we were to go to Croydon and try to get the same sort of results, we'd probably have to work there for the next 15 years to build it up. It's not an especially different model, it's the people that we've got that make the difference."

Comment from a larger agency working in bottom 20% IMD communities

" From feedback, one of the most important things community groups would like is to become part of a broad network and be put in touch with people in similar positions to them, as well as getting access to the services we provide."

Focus: Knowing what you want to achieve

For many Community Organisations working in deprived neighbourhoods, addressing social development issues is their primary purpose, and participation in sport is secondary. Therefore, if you want to engage with them, you'll need to be very clear about how they will benefit from engaging with you. You need to identify where the common ground/cross-over is between what the community is interested in and what you want to achieve.

You must change your thinking because with this type of work, the social development outcomes are more important than the outputs (e.g. number of people participating). Your Monitoring and Evaluation (M&E) should take account of this. You should be open and honest about what your aims are, and if you are, you may get a pleasant surprise in terms of who is prepared to help you achieve them.

Here are some examples of what agencies have discovered when seeking to understand the challenge

"We realise that, if we're to be successful, we have to prioritise helping with specific social issues way above finding talent or just numbers of participants."

"It's about reaching those hardest, absolutely hardest to reach; they're the ones with the most to gain from physical activity and community cohesion, but who are excluded from these things all together generally."
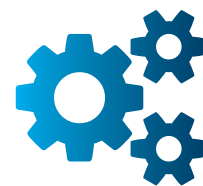
"The problem for the Community organisation is that they are reporting on a project that was given to them by the football community trust, and the football community trust got their funding from us. So the M&E information that is being collected needs to be relevant for us, the Trust and the Community Organisation, and we all have different aims."

What does success look like?

Questions to consider

· Do you understand the specific demographic group(s) that you want to work with and how the work you're planning to do will benefit them?

· Do you know how your work will contribute to the five outcomes identified by DCMS in the *"Sporting Future"* Strategy?[4]

· How will your Monitoring and Evaluation processes collect information that is valuable for you and the communities you're working in?

· Are you ready to build the capacity of local assets to ensure your work is sustainable?

Key pointers from the research

Focus on the social outcomes rather than the quantitative outputs. By encouraging community organisations to submit their powerful stories and evidence as part of the M&E, you help highlight the part of their work that matters.

Do research on the organisations you want to work with.

Think carefully about the length of time you're engaging in these communities. The research suggests that local organisations get frustrated with larger agencies parachuting in to their communities and creating short term projects then suddenly leaving.

Evidence from the research

Comment from a larger agency working in bottom 20% IMD communities

" Sadly it's much more on outputs rather than outcomes; we need to get better at data collection. None of it answers the question in the way I'd like to, because it's based on output numbers and we don't have a raft of information on outcomes. The sport for development approach is allowing us to be much more flexible about how we achieve our KPIs. We are now targeting the hardest to reach/engage."

Comment from a youth club working in bottom 20% IMD communities

" We expect agencies to be a little more clued up on what is going on. A lot of the time they tell us what we already know. We expect a lot more from them because they are more established, a lot of the time they just tell us what we already know and what we can already do."

[4] Appendix A

Finding Allies and Building Relationships

You've figured out why you want to do this work, you've identified some of the common challenges that people in these communities face and you've recognised the changes you need to make to ensure you're well equipped to engage and relate with the people within these communities. As we've established in the previous sections, you don't have all of the answers, and you also don't have all of the capacity required to be successful.

If there is one ingredient which will help you exploit your assets and overcome any barriers, it is trust. Trust is a huge part of the reason why communities manage to get things done. You build trust by keeping your promises. As an agency trying to work in deprived neighbourhoods, your best bet is to look out for organisations, groups and networks already operating successfully; to think about what they need, and to see how what you're trying to do might help them. This may take some time, but ultimately – like loyal customers – they will stay with you and become core to your work.

Here are some examples of what agencies have discovered when seeking to understand the challenge
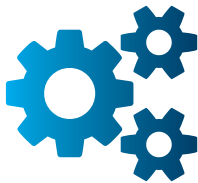
"I think a lot of local organisations just want to be listened to, and any larger organisation that wants to listen and is responsive is welcome, because so often they don't have that. They feel like they get ignored."

"It's taken nearly 14 months for me to build a partnership where both of our visions align and we now believe both organisations have the young people at the heart of what we do."

"We ran free weekly walk-in sessions in the shopping centre, it's amazing how many people we met who have helped us on our way."

What part can you play in building the most deprived communities?

Questions to consider

· Do you have the capacity to spend sufficient time contacting, recruiting and engaging local organisations and individuals?

· Is your current literature / information accessible?

· Do your literature and images reflect your target audience?

Key pointers from the research

As mentioned, trust is key to building relationships in these neighbourhoods and trust is built slowly, so start showing your commitment by visiting projects, keeping to your promises and displaying your enthusiasm for the work that takes place in these neighbourhoods.

Make it as easy as possible for local people to access information. Keeping all of your communications simple and consistent will help engagement. Some of the most effective local organisations may be unaffiliated, un-constituted and operate outside the networks through which they could receive information on programmes and services, so to reach them it is important to make your information as accessible as possible.

When writing communications and marketing, put yourself in the shoes of the target audience.

Evidence from the research

Comment from a larger agency working in bottom 20% IMD communities

" We feel that as an organisation we do respond to queries from the local community. However, when a call comes in it tends to be a different person in the team who answers each time. We do have a good website and provide a good level of information about our offers / services but this tends to be for 'traditional' sports groups that we have always worked with."

Comment from a larger agency working in bottom 20% IMD communities

" We need to review our communication as an organisation. Specifically, our images/messages tend not to reflect hard to reach/ disadvantaged groups and hence the message may be lost to these groups/ individuals."

Radical Partnership and Collaboration

You're going in to disadvantaged communities to help tackle issues that affect people's lives. The problems they face have multiple causes, and show up in many ways. The solutions to those problems will also require action from different directions. Your interventions are far more likely to be successful if they are made in partnership with others – whether local smaller groups or other larger agencies looking to make a difference.

Asset Based Community Development (ABCD) is a great way to think about how best to work in poorer neighbourhoods. Partnership working alone isn't enough: it has to be radical partnership – and that means two things: it's driven from the bottom-up – by what local people want and need; and, maybe as a result of that, your products and services may end up looking quite different from the way you're used to seeing them. You may not recognise yourself – but you'll enjoy becoming part of the community rather than just intervening in it.

Here are some examples of what agencies have discovered when seeking to understand the challenge

"When we started running holiday programmes with the local Mosque, people suddenly started talking to us."

"It's amazing: our young ambassadors – recruited through the local youth club – are so much better at explaining the benefits of good nutrition than qualified medical staff."

"We've always competed with (Sport X) for funding and kudos. Now we're running joint sessions with them and training dual-qualified activators!"

How can everybody win?

Questions to consider

· Have you thought about what success looks like for the people you're engaging with in the community?

· Are you willing to put the interests of the community before yours – or at least equal first?

· What would be the benefits, to all involved, of working together in effective partnerships?

Key pointers from the research

Working in these communities could result in the achievement of great outcomes, but in order to get there you will have to work hard. In our experience and as the research shows there are some difficulties that you will face along the way. We've highlighted some of the gaps that might exist in your own organisation, but it's also true to say that you're likely to encounter skills and other gaps within the groups that you might need to collaborate with. These could include:

· Lack of confidence
· Discomfort with bureaucracy and literature
· Difficulty in carrying out administrative tasks
· General communications
· Lack of time and energy

Although you may not feel it's your job to compensate for any such gaps, your general approach should always be that you want to leave your partner organisations stronger.

By involving potential beneficiaries in the design of your services in some way – whether it's through consultation, focus groups, steering groups or other means – you will go a long way not only towards developing better products and services, but also to building local capacity.

Evidence from the research

Comment from a Focus Group about working in bottom 20% IMD communities

" Going back to funding, members often complain that they have put in a funding application and haven't heard anything back and the funders complain that the member hasn't read the guidance notes or something. And I think by everyone being a bit more proactive, rather than radio silence, together everyone will benefit."

Embedding Sustainability and Review

On this journey of change, you also need to take the road to sustainability. Perhaps the biggest single reason why local groups can be suspicious or slow to engage with larger agencies is that they're so used to people coming in for a short while and then leaving. To counter this, you'll need to use a number of ingredients:

· Regular review against your and others' objectives
· Ongoing communication
· Becoming a 'connector': using your network to link people and organisations together
· Adaptability
· Humility, but also a willingness to celebrate success.

"Now we have a very detailed and lengthy handover programme. When a community officer is leaving, an important part of her / his job is to introduce their successor to the community."

"We've secured continuation funding for our programme from a non-sport related foundation. That means we can guarantee being there beyond this cycle."

"We plan to be here for a long time, possibly forever, regardless of what others are focusing on, so this is going to make it easier to embed sustainability."

What will the legacy be?

Questions to consider

· What will the community need to have in place to continue the project when you are no longer there?

· Have you identified support for the project or work that can help build the community? E.g. funding, potential partners, access to training etc.

Key pointers from the research

Empower the local people; train them, give them access to resources and information and link them in with potential networks that they can use to continue the work without your direct involvement.

Keep the communications lines open, to ensure things stay on track and all parties are aware of what is going on, stay in touch and ask for, and also provide regular updates.

Further information on impact practice can be found in *Appendix D*

Evidence from the research

Comment from a larger agency working in bottom 20% IMD communities

" The catalyst for our most effective work is often a paid officer who recognises the local clubs with the strongest mind-set to tackle inequality in communities, the officer then helps design a project that will meet their aims and objectives and then links that project to a funding partner."

Conclusion

Thank you for participating in this process. We hope that this Blueprint has been, and will continue to be, a useful tool for you. More specifically, we hope that you have identified some specific areas that you would like to work on. As you continue your journey, referring back to this document, along with the further links, resources and information in the appendices, should help equip you and your organisation to modify your approach.

We encourage you to share your thoughts and findings with other colleagues and stakeholders in your organisation or network, get feedback from them and think collectively about going on this journey and the changes you may have to make before being able to do the work you'd like to do.

Poverty and deprivation is a huge problem in England and working in the most deprived areas is not an easy task. We do not expect that better engagement of organisations and agencies associated with sport and activity, in the most deprived communities can solve every problem. However, we do believe that better engagement can go some way towards addressing some of the problems. We hope this document can support you towards better engagement, and ultimately to improve the lives of those living in the most deprived neighbourhoods.

SPORTED

SPORT ENGLAND

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

Appendix A:
Sport England

"In December 2015 the Department for Culture, Media and Sport published Sporting Future: A New Strategy for an Active Nation. It sets a bold and ambitious direction for sport policy which has been widely welcomed. It looks beyond simple participation to how sport changes lives and becomes a force for social good. At its heart are five outcomes:

1. Physical wellbeing
2. Mental wellbeing
3. Individual development
4. Social and community development
5. Economic development."

A few months later, Sport England published its own 2016 – 2021 Strategy, building on these themes: "Towards an Active Nation." The full strategy can be found **here**

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

Appendix B:
Requisite Skills for Working in Deprived Neighbourhoods

Essentials	Desirable/ 'nice to haves'
Patience – nurturing – understanding	Organisational change experience
Understand the circumstances and context of community where work is taking place	Ensure credibility and delivery of what has been promised
Confidence that it will work – that it is the right thing	Communications experience – using different forms of communications to engage with community organisations
Communication skills – listening to challenges. Strong communication skills are imperative	Coaching/mentoring experience
An open mind – Willing to do some research – GO INTO THE COMMUNITIES – put aside preconceptions and assumptions – recognizing difference within communities	Youth participation/equivalent
Empathy – groups have a lot of barriers	Sports development
Perseverance/resilience	Experience of engaging hard to reach groups

SPORTED **SPORT ENGLAND**

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

Appendix C:
Further Information on the Indices of Multiple Deprivation (IMD) and Poverty

Northern Ireland:

– Northern Ireland IMD information can be found **here**

– Local information can **here**

England:

– IMD statistics for England can be found **here**

– You can do a batch postcode lookup **here**

Scotland:

– IMD statistics for Scotland can be found **here**

– Scottish IMD interactive map can be found **here**

Wales:

– Wales Local Government Data Unit website **here**

– Further statistics deprived neighbourhoods in Wales can be found **here**

Reports from the Joseph Rowntree foundation on Poverty can be found **here**

SPORTED **SPORT ENGLAND**

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

Appendix D:
Further Information
on Impact Practice

Inspiring Impact has developed a series of principles for good Impact Practice for funders/partners. These include four main principles, which Sported would strongly recommend:

- *Proportionality in relation to rigour and resources* – understand what is appropriate for the group, given their capacity and limitations. Try to avoid wasting effort or having unrealistic expectations of what the group can report.
- *Open mindedness, flexibility, adaptability and transparency* – be open and honest with the group, and provide feedback on their impact data. Value the knowledge and learning about what hasn't worked alongside that which has worked.
- *Acknowledgment of respective independent values* – the groups working in the communities may have a differing focus/drive to your organisation. Ensure that any data captured takes account of both values / purposes.
- *Recognition that everyone can contribute to impact, and also to impact practice* – try to encourage the groups to share responsibility of impact data-capturing amongst their team, rather than one individual.
- Don't ask for information you don't need!

Please see **here** for further information on Inspiring Impact

Partners should check out for themselves & signpost groups towards:
– **Sported's online Impact Practice Learner Journey** The online learner journey is packed full of interactive content, downloadable resources, templates, videos and explanations to help groups develop their understanding of impact practice. It is designed for groups to work through at their own pace and in their own time to gain a better understanding of Impact Practice and how to embed it within their organisation. Range of shared impact measurement tools available on the Inspiring Impact Hub and there is also a funders section on the Inspiring Impact website.

SPORTED   **SPORT ENGLAND**

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT

SPORTED

SPORT ENGLAND

Bridging the gap
A BLUEPRINT FOR ENGAGEMENT