

FELLOWS' REPORT – GUIDANCE

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Introduction

Your Fellows' Report is a valuable resource to support you in making change. It is your manifesto of ideas and evidence, aiming to spread awareness and build consensus around the changes you want to see happen.

So its key function is to explain the findings and recommendations that have come out of your research, and to persuade readers about your ideas. Its content is therefore not so much a report of your travels as a summary of your discoveries. Its audience is not the Churchill Fellowship as a funder, but the people and organisations that you want to influence.

It is crucial that your report is suited to your target audiences, and we encourage you to present the information in the format you think is most appropriate. This can include written documents, websites, video documentaries, or a combination of your choosing. We receive reports in a variety of formats and are always available to discuss what might work best for you.

Your report is what fully qualifies you as a Churchill Fellow and, as it will feature on our website, is subject to approval. We ask that you submit your report within 3 months of completing your Fellowship research. Completion of your report means that you will be eligible to attend the Award Ceremony and use the letters 'CF' after your name.

General Guidelines

Your findings will be clearest to the reader if you take time to plan and structure your report before you begin. It might be tempting to sit down and write down everything you can remember. Conversely you might have an overwhelming number of written notes that you want to sift through. However, it's important to remember that you don't need to provide a complete record of your travels and to be concise, including only the information that is most relevant and important.

Starting Points

- Consider your target audience – Who are they and how will they engage with your report?

Establish this as early as you can and keep this in mind throughout the process; it should inform the format, tone, style, structure and content of your report.

- Write a summary of your Fellowship – What was researched? The questions you wanted to answer

Providing an executive summary of your report gives the reader/viewer a basic understanding of your key points, which can then be built upon later. Writing this early in the process will help you to crystallize your ideas and highlight the crucial points you want to get across. The executive summary can also be useful as a standalone document when pitching to funders, publishers and other stakeholders.

- Think about structure: Can you group your findings into themes?

Structuring your report thematically is often more effective, as you will find yourself repeating yourself less, and you will be able to back up your findings with multiple examples. You can structure your findings in a non-thematic way but avoid producing a chronological record of your Fellowship and ensure the focus is on what you have learned.

Establishing context

A key component of your report is establishing the necessity for your findings and setting the context for how they will be implemented.

- Set a clear UK context – Why is this an issue? What is the potential benefit?

You set this out in your application and explained it to your panel at interview, so don't forget to explain it to your readers/viewers. It is key to ensuring the audience understand the potential benefit of your findings and why it was important that you did your Fellowship.

- Present the contexts of the places you visited – Why you did travel there? What can be learned?

To convince your audience that your findings can be translated to the UK, you need to establish you have a good understanding of the contexts of the countries you visited; the differences and similarities.

- What does your audience need to know to understand the report?

Break down some of the key knowledge, concepts and terminology (providing a glossary will only go so far!). Other professionals in your field might skip through this, but it is important to consider that you might have a wider readership, including funders, policy makers, etc.

Presenting your findings

Deciding how best to get your findings across can be difficult; try and focus on the following:

- Pick a structure on how you will present each theme or section, and stick to it throughout

By addressing each theme or topic using a similar approach throughout your report, you make it easier for the reader to comprehend the information you are presenting. Utilising sub-headings effectively makes it both easier to write, and read, and using colour to differentiate your sections can also be really effective.

- Ground concepts in examples you've witnessed

Having easy-to-grasp examples not only make things easier to understand, they also highlight the benefit of the Fellowship, giving your findings more authority. Case studies are a good way to go into detail, but ensure you include examples throughout!

- Reinforce your key points and recommendations throughout your report

Constantly refer to your key learnings and recommendations, and don't worry about repeating yourself. Your recommendations and conclusion should contain no new information – your reader should be familiar with all the content here; this is where you draw it together.

Formatting

'Fellowship' should always be capitalised and in your report this should be referred to as either your Fellowship or your Churchill Fellowship.

Logos

In all reports we require Fellows to include the Churchill Fellowship logo. Please check your profile on the [website](#) to verify if your Fellowship was co-funded or delivered in partnership with another organisation. If that is the case, please email [Katie Baldock](#) who will be able to provide you with the logos.

Disclaimer

The following disclaimer must be present in your report:

Copyright © [date of publication] by [name of author]. The moral right of the author has been asserted.

The views and opinions expressed in this report and its content are those of the author and not of the Churchill Fellowship or its partners, which have no responsibility or liability for any part of the report.

For written reports the ideal place is the inside cover – for other formats it must be clear and visible.

Permissions

It is generally good practice to send to the organisations you visited your report, or the sections that relate to them.

There are several instances when you will need to ask permission to include an image in your report:

- Requesting to use a copyrighted image
- Asking an organisation to use one of their images or photographs
- Asking individuals to use photos you have taken of them

Written Reports

Introduction

This section contains specific advice for those planning on producing a written report.

Condensing all your findings into a single coherent document might be a daunting task, especially if you haven't written much in the past. The good news is that your Fellowship report is free to be in whichever style or format you're most comfortable with - there's no pressure to write something academic.

Getting started

The best starting point, perhaps surprisingly, is at the end. Before you've even thought about structure, contents or acknowledgements, try and write your conclusion. It doesn't have to be perfect, but by thinking about how you would express your Fellowship into approximately 500-1,000 words, you start to understand which findings were most valuable, and which themes might guide the structure of your report.

Structure

Once you have a clear idea of your key findings, and what you think will be the underlying message in your report, then you can start thinking about how best to structure your report.

Structuring your findings thematically is often more effective, as you will avoid repetition, and you will be able to back up your findings with multiple examples. You can structure your findings in a non-thematic way but avoid producing a chronological record of your Fellowship.

The following is a rough guide on the sections that should be included; this is intended to be a suggestion, so feel free to divert from it if it doesn't suit your report.

Front cover

The front cover communicates to the reader the character and the subject of your report. If you're struggling for ideas for your front cover, keeping things simple is fine. Do think about the font size and spacing – it still needs to invite the reader in!

The front cover should include the project title, your name, the Churchill Fellowship logo and our partner logo where applicable. You can find some excellent examples in [Fellows' reports](#) on the Churchill Fellowship website.

You're completely free to design your own as you see fit, but we have included some tips:

- Give your report a title: it doesn't have to be the same as the project name you initially submitted and avoid including 'Report to the Churchill Fellowship' – these are your findings after all.
- Keep any logos you use fairly small and ensure there's adequate space between them.
- Use the correct logo for your background: if you are using a coloured or photographic background, we have a logo you can use which won't cover it up
- Your Fellowship year is the one in which you were awarded, even if you didn't travel/do your research until the year after
- Your front cover doesn't need a page number – you can select to remove when you add page numbers to your report
- If you've got a great photo from your Fellowship, use it! Please ensure you have permission to use an image if you choose to include one.

Title of Report	
Katie Baldock 2017 Churchill Fellow	
the CHURCHILL fellowship	The RankFoundation a pebble in the pond

Preliminaries

These are essential, if perfunctory, components. Try and keep them concise and go about writing these last.

- List of contents
- Acknowledgements
- Abbreviations/glossary- this is important if your report contains many technical terms
- Short paragraph about you and your professional experience, focussing on information which is relevant to your Fellowship

Executive summary

The executive summary outlines the basis of your Fellowship, the central argument of your report, and its key findings. Try and keep it concise but ensure that the reader will understand it on its own.

- What was researched? The questions you wanted to answer
- Major findings – headlines
- Recommendations in bullet points

You will have a list of recommendations which will be expanded upon in your conclusion, but you can keep these ones short.

Introduction to the project

These sections establish the context of your Fellowship and its findings.

- Background to the project

This section is about conveying why you travelled to your chosen countries, and how your findings can impact the UK. Explain any concepts you will be mentioning or discussing, including background context of the UK and the countries you visited and touching on how your findings could be translated to a UK context.

- Aims and objectives of the project

It's helpful to have one or two aims which hold the report together. The aims and objectives work better when addressing the Fellowship as a whole, rather than focussing solely on the objectives of the trip.

- Purpose of the report

This section can be quite short – a few lines – but it's useful to set out the purpose of the report to the reader. Does this report aim to inform or start discussion, provide guidance, create consensus etc?

- Your approach/methods

This section can detail any specific methods you used to capture data e.g. structured interviews or surveys. Unless you feel it's important that the reader knows how you collected your data, this section can be very short or not included.

Findings

In the general guidelines, three main considerations are listed for discussing your findings: utilise a similar structure or approach for each topic/theme; ground concepts in examples you've witnessed; reiterate your key points and recommendations throughout.

Here are some extra tips on how to present your findings.

- Be critical of what you are seeing

Avoid being overly descriptive and include analysis of the practice you observed. Ask if things have been done better; this adds significant weight to your findings.

- Include case studies

Case studies can be used to highlight exemplary organisations or practices in detail. These are opportunities where you can really describe what it was like to be there and are excellent in displaying the unique value of your Fellowship – and your findings!

- Link your findings back to the UK and address challenges to implementation

A useful technique is to have a paragraph at the end of each section that looks at how these findings are relevant to the UK, noting potential challenges to implementing them.

Conclusion and Recommendations

Your conclusion should summarise everything you've included so far and should contain no new information for the reader to process. Instead, it should reinforce the points you've been making throughout.

- Structure your conclusion in a way that mirrors that of your report

Ensure your final conclusions are clearly linked to the sections of the report. This highlights that your conclusions are substantiated within your report.

- List your recommendations following your Fellowship

This list should be more detailed than the one in your executive summary. Include accompanying paragraphs highlighting which actors might be involved, what is needed to realise them, and what the benefits might be.

- What are your next steps?

These don't necessarily need to be concrete but should represent your intentions about what needs to happen for your findings to be realised.

Appendices

An appendix can be useful for including anything that is of interest but might detract from the flow of the report. For example, an index of organisations visited with URLs, transcriptions of interviews, more detailed information on issues covered in the body of the report etc. However only include if necessary.

- Bibliography

A bibliography is only needed if you include references in your report. There is no requirement to include references, but it is routinely done if you are citing other people's work directly.

- Appendices

Final Tips

- Consider readability and accessibility

When writing your report – we suggest a report of between 15 - 30 pages, but this is just a guideline figure and will vary greatly according to formatting, writing style and use of images.

- Self-edit

Once you've written your report, have a thorough read-through making sure that the points you are making are as coherent and concise as possible. It's worth looking at your language, grammar and sentence structure – try and ensure the latter is varied.

- Have it proof-read

Find someone to proof-read your report – ideally pick someone that you think would be good at it, and also honest!

- If you're struggling for ideas for your front cover, keeping things simple is fine

You're completely free to design your own as you see fit, but we have included some tips, as well as an example to help.

- Give your report a title

It doesn't have to be the same as the project name you initially submitted but avoid including 'Report to the Churchill Fellowship' – these are your findings after all!

- Use the correct logo for your background

The Churchill Fellowship logo is available in either red or black font. If you are using a colour or photographic background, we also have a transparent logo you can use which won't cover it up.

Website Reports

Introduction

Creating a website is an increasingly popular medium Fellows are using to share their findings. One of the biggest advantages of sharing your findings through a website is that any changes will be instant, and you won't have to worry about there being old or outdated versions of your report in the public realm.

This section is focussed on providing considerations for presenting your report in this format but is not a step by step guide to creating a website. If you are wholly unfamiliar with producing online content, then this may not be the format for you.

Getting Started

Before thinking about how best to design your website, it's essential to address the starting points mentioned in the general guidance:

- Create a summary of your Fellowship
- Consider who your target audience is
- Think about structure and themes of your findings

Once you have a clear idea of your key findings, and what you think will be the underlying message in your report, then you can start thinking about how you will guide your site's visitor through your content, ensuring your findings are as clear and engaging as possible.

Structure

The two key considerations for structure relate to the navigation of the site – ensuring this is as simple and seamless as possible; and creating a structure which aids the comprehension of your findings.

Websites provide a greater amount of freedom than with a written report, but you also need to ensure that the key elements of the Fellowship are understood; namely the where, why and how.

You can find three examples of website reports at the end of this document, which show the range of structures you can use.

Content

- About Page

This isn't essential but can be useful to include in setting the tone and subject of the report.

- Acknowledgements

If you want to avoid a long list of thank-you's, separate your list into sections and link these to separate pages.

- Short paragraph about you and the website

Introduction to the Project

It's important to communicate the background of your Fellowship to your reader before they have the chance to view other content.

- Background to the project - What was researched? The questions you wanted to answer

This section is about conveying why you travelled to your chosen countries, and how your findings can impact the UK. Explain any concepts you will be mentioning or discussing, background context of the UK and the countries you visited; touching on how your findings can be translated to a UK context.

Findings

As well as the considerations mentioned in the general guidelines, here are some extra tips on how to present your findings.

- Be critical of what you saw

Avoid being overly descriptive and include analysis of the practice you observed. Ask whether things could be done better to add significant weight to your findings.

- Utilise case studies

Case studies can be used to highlight exemplary organisations or practices in detail. These are opportunities where you can fully describe what it was like to be there and are excellent in displaying the unique value of your Fellowship – and therefore your findings!

- Link your findings back to the UK and address challenges to implementation

As you have the option to move much more fluidly when viewing a website, you can choose whether to discuss UK implementation throughout, or solely at the end. If doing the latter, it's helpful to include links to it in each section.

Conclusion and Recommendations

Your conclusion should summarise everything you've included so far and should contain no new information for the reader to process – you can easily link to other pages of the site if you think the reader would like more context. For a website, it's more important that your key findings and recommendations are emphasised throughout the report, as readers may not decide to read the conclusory pages.

- List your recommendations following your Fellowship

This list should be more detailed than the one in your executive summary. Include accompanying paragraphs highlighting which actors might be involved, what is needed to realise them, and what the benefits might be.

- Structure your conclusion in a way that mirrors that of your report

Ensure your final conclusions and recommendations are substantiated within your report, and the line of thinking is clear for the reader to see. Feel free to include links back to previous sections.

- What are your next steps?

These don't necessarily need to be concrete, but should represent your intentions about what needs to happen for your findings to be realised. As you can update your website as your Fellowship progresses,

you can include a 'watch this space' section, or link to a blog or other social media where you post updates.

Ending

- Appendices

As a website there is less need for an appendix or bibliography, as you can link externally throughout. Any information that you feel might detract from the flow of the report can be linked elsewhere and included as optional content.

Tips

- Consider readability and usability

A website report provides you with more freedom to include a wide range of information. However, if you have a linear structure to the website, you will still want to ensure that it's not too long.

- Self-Edit.

Once you've written your report, have a thorough read-through making sure that the points you are making are as coherent and concise as possible. It's worth looking at your language, grammar and sentence structure – try and ensure the latter is varied.

- Accessibility

Websites are arguably the most accessible format and ensuring this is the case can be easily implemented. Various guides can be found online but some things to consider are: text alternatives for images, diagrams, pictures etc; text-colour contrast ratio; text resizing; keyboard access and visual focus; and multimedia alternatives.

Examples of Fellows' Reports in website format

Jonathan May - Alumni Relations: lessons from 21st century best practice
<https://thewildfiremanifesto.com/this-website/>

Arfah Farooq - Exploring, activating and empowering Muslim women in Technology
<https://www.inclusivetechworld.com/>

Anthony Lewis - Using social media to communicate science: creating a practical toolkit
<https://medium.com/communicating-science-with-social-media>

Video and Presentation Reports

Introduction

Video or presentation reports can convey your findings in a format which is effortlessly engaging and that can transmit your ideas visually to a wide range of audiences.

Getting started

Condensing all your findings into a video or presentation can be more challenging than writing even a lengthy document, as you have less time and content to convey your findings. Many Fellows choose to supplement their report with a short, written document that provides a summary of their Fellowship and findings, and this may be something you wish to consider.

Before thinking about how best to design your video or presentation, it's essential to address the starting points mentioned in the guidelines:

- Create a summary of your Fellowship
- Consider who your target audience is
- Think about structure and themes of your findings

Once you have a clear idea of your key findings, and what you think will be the underlying message in your report, then you can start thinking about how you will present your content, ensuring your findings are as clear and engaging as possible.

Structure

There is a huge amount of freedom in how you choose to structure your report, each one will have strengths and weaknesses, and finding the one that works best for you will depend on your findings.

- Thematic reports are a great way of focussing on your findings, and work especially well when you have a set of clear identifiable practices you observed
- More narrative-style reports work better when you have a few in-depth case studies that you want to explore, and are especially effective for films and videos
- A mixture of the two can make the most of detailed case studies, whilst also ensuring your key findings are emphasised throughout

Content

Introduction to the project

A concise introduction is invaluable in this style of report – you want to be as engaging as possible whilst also including the essential context of your Fellowship.

- Background to the project – Why did you travel? What are the key issues?

This section is about conveying why you travelled to your chosen countries, and how your findings can impact the UK. Explain any concepts you will be mentioning or discussing, including background context of the UK and the countries you visited and touching on how your findings could be translated to a UK context.

- Summary of the project - What was researched? The questions you wanted to answer

You may want to include a short overview of the project that outlines the basis of your Fellowship, the central argument of your report, and its key findings. Try and keep it concise but ensure that the audience will understand it.

Findings

In the general guidelines, three main considerations are listed for discussing your findings: utilise a similar structure or approach for each topic/theme; ground concepts in examples you've witnessed; reiterate your key points and recommendations throughout.

Here are some specific tips on how to present your findings in a multimedia format.

- Include case studies

For multimedia reports, the distillation of your ideas must be especially thorough. The use of engaging case studies to highlight key practices will be particularly useful. Video interviews are a great way of letting the organisations you visited make your points for you; and having multiple organisations voicing similar points will really validate your findings.

- Keep written sections punchy

Use voiceovers to deliver the detail, and anything text on screen to highlight key points or phrases. Anything that takes longer than a few seconds to read will most likely be missed and may distract the viewer from what else is being said.

- Be critical of what you are seeing

Analyse the practice you observed, including reflections on any interviews you conduct to ensure the content is engaging and the link to your recommendations is clear.

Conclusion and Recommendations

Your conclusion should reiterate the key points you have presented thus far, and contain no new information, ensuring that your recommendations are well-established. The end of your presentation is an opportunity to drive home your message – it will be the last thing they take in, so make it count!

- List your recommendations following your Fellowship

Focussing on the recommendations is the most succinct way of summarising your findings and makes the link to the UK clear. Ensure that each recommendation has been justified in the main section of the report.

- What are the next steps?

This section should address implementation in the UK, as well as detailing any next steps required to share or put into practice your recommendations.

Ending

- Credits / Bibliography

Here is where you can list the organisations you visited, and potentially include any acknowledgements. All permissions you received for filming should also be included. For presentations, a bibliography may also be included.

- Logos

The Churchill Fellowship logo and disclaimer should appear at the end. For full logo guidance view the general guidance.

Tips

- Video and audio

Make sure that the volume of any audio is at a consistent level throughout. When recording a voiceover, it is better to record in discreet sections, rather than a single recording, as this makes it easier to change if necessary.

- Self-Edit.

Once you've finished your report, have a thorough read-through of any written text or scripted content, making sure that the points you are making are as coherent and concise as possible. It's worth looking at your language, sentence structure and grammar.

Submitting your Report

We expect you to submit the first draft of your report within 3 months of completing your Fellowship research, by emailing it to Katie Baldock, Grants Manager. Once we have received your report, our Fellowship Team will read it - if your Fellowship is jointly funded by a partner, we might ask them for comments too. We will endeavour to get all feedback to you within one month.

Unless explicitly stated, we do not require you to make all our suggested changes. However, as the report will appear publicly on our website there may be things we require to be amended before it can be approved.

Once your report is approved, we will upload it to our website, and share it with our partners where appropriate. We recommend that you share your report with any Fellows' networks you are part of. If you need your report not to be uploaded to the website immediately – for publishing, privacy or permission related reasons, for example – then let us know and we will be happy to delay it.

For the report to be uploaded, it must be less than 20Mb. We can also embed links to any videos onto the website or include a link to your website.

Contact

If you have any questions at any stage of your report, or if you are ready to submit it, please get in touch.

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