

# Centre for Sport and Social Impact



## Healthy Sporting Environments Demonstration Project

Final Evaluation Report (**Technical**)  
for Leisure Networks and the  
Victorian Health Promotion Foundation

# Acknowledgements

We wish to thank the many Healthy Sporting Environments Demonstration Project club representatives and members who gave their time to participate in the various stages of the evaluation project. We greatly appreciate their generosity – their contribution to the study was invaluable.

The assistance of staff at Leisure Networks and VicHealth is gratefully acknowledged, in particular Rob McHenry, Linda Connor, Caroline Jordan, Sue McGill and Matt Cameron.

Thank you also to David Gallant, Tom Clement, Annette Maher and Virginia Strybosch within the Centre for Sport and Social Impact at La Trobe University, who have assisted with project management, data management, data collection and data analysis – their professionalism, attention to detail and commitment are second to none.

We would also like to thank the staff at Educational Assessment Australia, who assisted with the administration of the club member survey, and the staff of SportInfo, who developed the bespoke dashboard system that has been used as a component of the evaluation program.

## Project team

**Matthew Nicholson**

**Russell Hoyer**

**Emma Sherry**

**Sue Dyson**

**Kevin Brown**

**October 2013**

## For further information

**Associate Professor Matthew Nicholson**

Centre for Sport and Social Impact  
Faculty of Business, Economics and Law  
La Trobe University  
Victoria 3086 Australia

**T** 03 5444 7905

**F** 03 5444 7998

**E** [m.nicholson@latrobe.edu.au](mailto:m.nicholson@latrobe.edu.au)

# Contents

Overall Evaluation Findings	7
Evaluation Objective 1	7
Findings	7
The Responsible Use of Alcohol	7
Healthy Eating	7
Reduced Tobacco Use	7
Protection from Harmful Effects of UV	8
Injury Prevention and Management	8
Inclusion, Safety and Support	8
Evaluation Objective 2	9
Findings	9
Evaluation Objective 3	10
Findings	10
Evaluation Objective 4	11
Findings	11
Report Structure	12
Introduction	13
Element 1 – Focus Groups and End-of-Project Online Exit Surveys	15
Introduction	15
Method	15
Focus Group Interviews	15
Online Exit Surveys	17
Limitations	17
Focus Group Findings	18
Focus Groups: Club Motivation	18
Focus Groups: Club Organisational Capacity	20
Focus Groups: Barriers to Change	21
Focus Groups: Attitudes and Behaviours Related to the Standards	23
Exit-Survey Findings	26
Exit-Survey: Participant Perceptions of the HSEDP	26
Exit-Survey: Benefits of Being Involved	27
Exit-Survey: Club Challenges	29
Exit-Survey: Club Finances	31
Exit-Survey: Club Capacity	31
Exit-Survey: Coping with Change, Notable Successes and Failures	32
Exit-Survey: Possible Changes	33

Exit-Survey: Attitudes and Behaviours Related to the Standards	34
Conclusions	36
<b>Element 2 – Club Survey and Observations</b>	<b>39</b>
Introduction	39
Method	39
Scale 1	40
Scale 2	40
Scale 3	40
Findings	41
Summary Findings: Progress Across HSEDP by Standard	41
Scale 1	41
Scale 2	41
Standard 1 – Responsible Use of Alcohol	44
Standard 2 – Reduced Tobacco Use	46
Standard 3 – Healthy Eating	50
Standard 4 – Protection from UV	53
Standard 5 – Injury Prevention and Management	55
Standard 6 – Inclusion, Safety and Support	57
Observations – Validating the Club Survey Data	65
Introduction	65
Method	65
Findings	65
A) Comparing the First Observations and the First Club Survey	66
Standard 1 – Responsible Use of Alcohol	66
Standard 2 – Reduced Tobacco Use	66
Standard 3 – Healthy Eating	67
Standard 4 – Protection from UV	67
Standard 5 – Injury Prevention and Management	67
Standard 6 – Inclusion, Safety and Support	68
B) Summary Statistical Analysis of Changes from First to Final Observations	68
Conclusions	70
Club Survey	70
Observations	71
<b>Element 3 – Interviews and End-Of-Season Surveys</b>	<b>73</b>
Introduction	73
Method	73
INTERVIEWS	76
Findings – Winter	76

Standard 1 – Winter – Responsible Use of Alcohol	76
Standard 2 – Winter – Reduced Tobacco Use	78
Standard 3 – Winter – Healthy Eating	80
Standard 4 – Winter – Protection from UV	83
Standard 5 – Winter – Injury Prevention and Management	84
Standard 6 – Winter – Inclusion, Safety and Support	85
The HSEDP – Winter	87
Findings – Summer	89
Standard 1 – Summer – Responsible Use of Alcohol	89
Standard 2 – Summer – Reduced Tobacco Use	90
Standard 3 – Summer – Healthy Eating	90
Standard 4 – Summer – Protection from UV	91
Standard 5 – Summer – Injury Prevention and Management	92
Standard 6 – Summer – Inclusion, Safety and Support	94
The HSEDP – Summer	96
END-OF-SEASON SURVEYS	99
Findings – Winter and Summer Combined	99
Overall Satisfaction and Outcomes	99
Financial Incentives, Profile and Member Recruitment	102
Operational Issues	105
The Standards	106
Conclusions	111
<b>Element 4 – Individual Member Survey</b>	<b>115</b>
Introduction	115
Method	115
HSEDP Clubs	115
‘Control’ Clubs	116
Findings	117
Responses	117
Sample Description	118
Overall Result	120
Conclusions	124
<b>Appendix: Results for Members Surveys – First and Final</b>	<b>127</b>
Standard 1 – Responsible Use of Alcohol	127
Standard 2 – Reduced Tobacco Use	129
Standard 3 – Healthy Eating	131
Standard 4 – UV Protection	133
Standard 5 – Injury Prevention and Management	136
Standard 6 – Inclusion, Safety and Support	138



# Overall Evaluation Findings

## Evaluation Objective 1

To determine the extent to which the HSEDP has supported clubs to become healthy sporting environments by helping them achieve the six standards

## Findings

### THE RESPONSIBLE USE OF ALCOHOL

The clubs that were not in the GoodSports program have clearly benefitted from being in the HSEDP as it has acted as a funnel towards the GoodSports program. Those clubs already at level 3, the vast majority, have benefitted little and the club environment has changed little or not at all as a result of the program. The price increase does not appear to have had a measurable effect on drinking behaviour or attitudes towards alcohol consumption. The price rise appears only to have served to increase alcohol based club revenue.

### HEALTHY EATING

Clubs found this standard challenging at the beginning of the HSEDP. The first club survey showed that there was a relatively low base of standard compliance and for those clubs that had started to institute changes to menus, many perceived this change to be in the 'difficult' category. Certainly the member's survey clearly showed that at the start of the HSEDP, member consumption patterns were heavily skewed to the 'red' end of the foods continuum. By the end of HSEDP the final club survey and accompanying observations showed a significant increase in the provision of 'green' spectrum foods so we can conclude that for this standard clubs had been successfully supported to make changes in the desired direction. It should be noted that though evidence was collected for positive change this change was of course partial. In addition the final member's survey found no evidence of altered food consumption in club environments.

### REDUCED TOBACCO USE

In many respects the most challenging of the standards given what was being asked of the clubs. It is clear that the standard has enabled clubs to critically assess their practices in terms of undercover smoking, smoking in dining areas and players and officials smoking in club uniform. At the very least the HSEDP has made clubs aware of these issues and though there were some positive changes measured by the final club survey and observations this standard (together with that of alcohol) was one where only minimal positive changes were measured. One of the biggest stumbling blocks noted in the course of the evaluations was the requirement for club members to attempt to 'police' visiting club players and officials. For many or most this proved to be very difficult or impossible. It also perhaps speaks to the culture of some sporting environments that tobacco (and alcohol) use are still entrenched within perceptions of what constitutes 'normal' practices. Many participants either suggested or agreed that a league-wide or state-wide ruling restricting tobacco use on club premises would have greatly helped their attempts at creating healthier environments in respect to this standard.

## PROTECTION FROM HARMFUL EFFECTS OF UV

Clubs largely completed the club assessment in respect of the UV standard and were able on the whole to implement a key action area. These measurably positive steps indicate that clubs were supported in the process.

## INJURY PREVENTION AND MANAGEMENT

As in the case of minimisation of UV harm, the clubs largely completed their assessments in the area of injury prevention and maintenance and instituted changes in key areas.

## INCLUSION, SAFETY AND SUPPORT

Success in this standard was mixed and highest in those standard objectives that involved a 'one-off' change such as developing a statement of purpose, codes of conduct or adopting written guidelines. In what was probably the most heterogeneous standard in terms of objectives, clubs perhaps not surprisingly found it harder to institute new systems designed to persist over time such as having a welcoming officer and having a buddy system. Harder still proved organising the completion of the Play by the Rules online training. Clearly, HSEDP support was able to assist with written adoptions of guidelines/procedures more successfully than with system changes which by definition rely upon networks of members wider than the designated HSEDP club representative. Probably the most problematic areas were those that required no specific or objectively measurable outcomes (at least within the bounds of the HSEDP and evaluation process) and where the clubs considered themselves already compliant. Equality of access, inclusive activities and participation by all were positively self-attributed by the vast majority of clubs at the start of the HSEDP. Without measurable effects it is impossible to know if this was validly the case or whether the provision of poster messages for clubs to display during the HSEDP increased positive effects or not.



## Evaluation Objective 2

To identify the health and social impacts of delivering minimum standards in sports club environments

### Findings

The evaluation found no evidence that delivering minimum standards in sports club environments has any health and social impacts. This is not to say that delivering minimum standards in the six key areas of the HSEDP does not have the capacity to deliver health and social benefits, but rather that the data from the evaluation across the relatively short timeframe of two seasons did not reveal any statistically significant change. The conclusion that there was no evidence that delivering minimum standards in sports club environments has any health and social impacts is based largely on the individual member survey data – the analysis and findings of the individual member survey are presented in element 4 of this report. Two surveys were conducted at the beginning and end of the project, across the HSEDP clubs and a selection of equivalent ‘control’ clubs. It is important to note that in the first survey there was minimal difference between the HSEDP clubs and the control clubs except for only a handful of questions contained within the survey, so much so that the data could be collapsed into one data set for the purposes of analysis and providing a broader picture of the wider Geelong sport club landscape. Also, there was minimal difference between the winter and summer HSEDP and control clubs, indicative of an internal consistency within the data set obtained via the individual member survey. At the end of the project, there was no statistical difference between the first and last surveys for the HSEDP clubs in responses to questions related to the alcohol, smoking, healthy eating, UV protection, injury prevention and management and inclusion at the member’s club. Indeed, the responses to the first and last surveys are incredibly consistent, indicating that the HSEDP did not have any negative health and social impacts, which is to be expected given the intentions and content of the program.

In order to establish whether an HSEDP-style program, which helped clubs to deliver or achieve minimum standards across a range of important public health issues, is likely to result in any health or social impacts it would be useful to collect data over a longer time period. It is possible, if not likely, that the HSEDP clubs will experience positive health and social impacts among their members in the years to come, as some of the environmental, policy and cultural changes become more accepted and institutionalised, and as these changes begin to take effect and influence individual member behaviours and attitudes.

## Evaluation Objective 3

To determine the capacities of sports clubs to create healthy sporting environments

### Findings

In assessing this objective it is important to note that sports clubs are different, which has been illustrated by the membership of the HSEDP. Some clubs have had to work on all six standards, while others have had to work on only two or three. For example, all the football clubs in the HSEDP had to work on all six standards as they all have bars and canteens and none operate within smoke free venues. By contrast, indoor sports in a shared or centrally managed facility with either no bar and canteen or no capacity to influence the sale of alcohol and food, only had to work on the injury prevention and management and inclusion, safety and support standards. Given these differences, it is impossible to refer to the capacity of sport clubs as an homogenous concept. Rather, it is more useful to acknowledge that sports clubs are complex and that there are a range of capacities.

The capacity of sports clubs to create healthy sporting environments through an HSEDP-style program with the six standards that were part of the project is dependent on a number of important factors:

1. The presence of at least one, but preferably a handful of club volunteers or committee members that are committed to making their club a healthy environments for the membership;
2. The existence of a well-run committee of management is a significant advantage to achieving a range of outcomes within the community sport club context, and a healthy sporting environment is no different;
3. In many respects the HSEDP relied on good governance at club level, with a committee of management able to make clear decisions and put in place policies and practices that supported change across one or more of the six standards within the project;
4. The capacities of clubs would therefore be boosted to the extent that the HSEDP was seen as a whole of club commitment from the very start and not identified as the special project of one or a small group of members. It is possible that greater focus in the pre-project planning on instilling such a club-wide identification would have assisted the HSEDP in cases where changes were relatively weaker.

The reality of membership organisations of the kind that participated in the HSEDP is that they have a heavy reliance on volunteer work across almost every facet of the organisation. The challenges facing HSEDP therefore related to placing additional work onto the volunteers and in areas that could be seen by some as non-core in terms of the specific activities that the clubs had been formed to provide. While there is no easy solution to this, the fact that the club survey and observations measured significant positive changes and the qualitative data largely supported it shows that HSEDP was able to work through these potential issues to an extent. It was not possible to quantify these effects however nor do we currently know how much more successful the project would have been had voluntary action been non-problematic.

## Evaluation Objective 4

To identify barriers to long term cultural change

### Findings

Club cultures are shaped by wider sets of social relations that may be thought of as societal sets of limits. They form the contexts for cultural development within clubs insofar as they are sets of meanings and expectations that club members bring with them to their activities and to which they return after leaving the club. Within these limits clubs form identities and established ways of doing and understanding that persist over time through the formal and informal practices that constitute club 'life'. Club cultures are often additionally shaped by the particular sport they pursue which can bring with it its own meanings, histories and 'common sense.'

Long term cultural change in and through clubs must therefore contend with both the specifics of club culture and the generalised culture(s) that are the terrain clubs inhabit. Given this, a series of points can be made based on the HSEDP and its evaluations:

**Club cultures versus outside change-agents:** The nature of club cultures as in-group forms of identification can be obstructive to changes that are perceived as coming from the 'outside'. This is likely to be exacerbated if proposed changes are regarded as contrary to the way that the club has always acted. The barrier of resistance to external change is real as evidenced throughout the evaluation processes. It is permeable to the extent that club distance to the change-agent is perceived to be smaller. Most clearly this would be achieved if cultural change could be posited as coming from within the club itself. At increasing distances achievement would likely dissipate proportionately, for example when the perceived change agent is the League to which the club belongs, the State governing body or at the greatest distance, a non-sport related external regulator.

**Cultural change within and through the club:** As seen in the case of the smoking standard, long term cultural change is likely to be more difficult when clubs are asked to be external change agents as well, for example for non-club members such as visiting officials and players.

**Change champions versus whole of club approach:** Partly because organisations are often wholly reliant on volunteer labour it is common or even usual for prominent individuals to dominate decision-making thereby shaping and/or maintaining club cultures. To the extent that long term cultural change is attempted via individuals that are not part of the dominant grouping it is likely to be significantly less successful and/or short-term.

**Club cultural change ahead of general benchmarks:** Long term cultural changes that speak to club-bounded attitudes and practices that are 'ahead' of general societal levels will be the most difficult to achieve in some circumstances but potentially easier to achieve in others. This enigma speaks to the double-sided nature of sporting clubs: on one hand they can be inward-looking and inhabited by traditional values; on the other they can be venues that allow non-traditional activities for groups (for example some migrant groups) that do not or could not pursue them outside the club confines. Additionally some clubs (for example, with a high performance focus) may be more conducive to attempts to re-connect sport and health than others. It may therefore be necessary to identify clubs in terms of these types prior to long term cultural change programs as the programs may need to be designed differently according to club type.

# Report Structure

The Final Evaluation Report for the Healthy Sporting Environments Demonstration Project (HSEDP) is divided into five sections:

## 1. Focus Groups and End-Of-Project Online Exit Survey

- Focus Groups were conducted after clubs had signed up to the project, but prior to the commencement of project activities
- End-Of-Project Online Exit Surveys were conducted at the conclusion of the project, after all project activities had ceased

## 2. Club Survey and Observations

- Club surveys were conducted throughout the project, in the first and the second seasons and with winter and summer clubs
- Observations were conducted throughout the project, in the first and the second seasons and with winter and summer clubs

## 3. Interviews and End-of-Season Survey

- Interviews with HSEDP club representatives were conducted at the end of the first season
- The end-of-season survey was conducted at the conclusion of the second season

## 4. Individual Survey

- Surveys of individuals members were sent to HSEDP and 'Control' clubs at the beginning of the first season and the end of the second season.

In addition, an Appendix appears at the end of the report, which contains data tables related to the fourth evaluation element, the individual member survey.

# Introduction

In 2010 VicHealth appointed Leisure Networks to implement a 2.5 year, \$2 million Healthy Sporting Environments Demonstration Project (HSEDP), working with 100 community sport clubs across five local government areas in the wider Geelong region. A key objective of the project was to support clubs to become healthy sporting environments by helping them achieve a number of minimum standards related to:

- The responsible use of alcohol;
- Healthy eating;
- Reduced tobacco use;
- Protection from harmful effects of UV;
- Injury prevention and management;
- Creating a safe and inclusive environment for women and reducing race-based discrimination.

In late 2010, Leisure Networks appointed the Centre for Sport and Social Impact at La Trobe University to evaluate the HSEDP. This report presents the final findings from evaluation work conducted as part of the HSEDP.

The evaluation had four key objectives:

1. To determine the extent to which the HSEDP has supported clubs to become healthy sporting environments by helping them achieve the six standards noted above;
2. To identify the health and social impacts of delivering minimum standards in sports club environments;
3. To determine the capacities of sports clubs to create healthy sporting environments; and
4. To identify barriers to long term cultural change.

These evaluation objectives are addressed in the 'Overall Evaluation Findings' at the beginning of this report.

The final report draws on seven data sources:

- **Focus group interviews** (conducted prior to the commencement of project activities);
- **End-of-Project Exit Surveys** (conducted after project activities had ceased);
- **Club Surveys** (conducted throughout the project in seasons one and two and with winter and summer clubs);
- **Observations** (conducted throughout the project in seasons one and two and with winter and summer clubs);
- **Interviews** (conducted at the conclusion of the first season);
- **End-of-Season Surveys** (conducted at the conclusion of the second season);
- **Individual Member Surveys** (conducted at the beginning of the first season and the end of the second season).



# Element 1 – Focus Groups and End-of-Project Online Exit Surveys

This section of the report refers to focus groups conducted prior to the commencement of HSEDP activities and exit surveys conducted after HSEDP activities had ceased.

## Introduction

A series of focus group interviews were held with a selection of club representatives from the 100 clubs that applied to become part of the HSEDP. The focus groups interviews were conducted after each of the club celebration/briefing evenings, which were held in Geelong, Birregurra and Torquay in November and December, 2010. The focus groups interviews were designed to investigate four key questions prior to the program involvement of clubs in the HSEDP:

- What motivated the clubs to apply to become part of the HSEDP?
- What is the organisational capacity of the clubs to undertake the HSEDP?
- What are the likely barriers to change within the clubs?
- What are the attitudes and behaviours of the members of the clubs around each of the HSEDP standards: responsible use of alcohol; healthy eating; reduced tobacco use; protection from harmful effects of UV; sports injury reduction; creating safe and inclusive environments?

At the conclusion of the HSEDP, based on the focus group data, HSEDP club representatives of clubs that remained in the project were invited to take part in an 'exit-survey'. The exit surveys attempted to ascertain, via quantitative and qualitative data, the opinions of clubs representatives at the conclusion of the project and whether the expectations of the clubs had been met by the project.

The following pages outline the method used to undertake the research, the findings, and brief conclusions.

## Method

### FOCUS GROUP INTERVIEWS

Focus group interviews have the advantage of facilitating debate and discussion, as well as providing an opportunity for the participants to develop consensus. Focus group interviews also provide an environment in which an individual interviewee is not required to shoulder the burden of an entire one-on-one interview, which would not have been appropriate given the exploratory nature of the questions and the embryonic nature of the project.

In order to recruit participants for the focus groups, members of the evaluation team attended the HSEDP briefing evenings held by Leisure Networks in Geelong, Birregurra and Torquay. A presentation on the evaluation component of the HSEDP was made by a member of the evaluation team, during which they invited participants to take part in a focus group interview. Participation was limited to one representative per club. Participants were able to register for the focus groups based on time and location. Participants were asked to provide their name, email address and mobile telephone number. The email addresses and mobile telephone numbers were subsequently used to confirm times and locations with participants, provide reminders and inform them of the content and structure of the focus group interviews.

At the commencement of each focus group interview, the researchers introduced themselves and explained the purpose and procedures of the focus group interview. The interviewees were asked to read an information sheet, read and sign an ethical clearance/informed consent form, as well as read and complete a participant profile sheet for the purpose of collecting basic demographic data on the participants. The participants also received a \$50 Coles/Myer voucher in exchange for their participation. Semi-structured interview schedules were used for the focus group interviews to ensure consistency and minimise interviewer bias in the data collection procedures. Each focus group interview was digitally-recorded and subsequently transcribed. The transcripts for each focus group interview were used to probe emergent themes in subsequent focus group interviews. The data analysis employed qualitative procedures aimed at uncovering themes as they related to the four major research questions referred to previously. The underlying themes emerged after several phases of response coding.

The following table illustrates basic demographic data obtained via an analysis of the focus group participants.

**Table 1.1: Focus Group Demographics**

<b>Total participants</b>	<b>64 (Geelong – 44; Birregurra – 10; Torquay – 10)</b>	
<b>Male/female</b>	Male	46 (72%)
	Female	18 (28%)
<b>Age</b>	18–29	2 (3%)
	30–49	21 (33%)
	50–69	39 (61%)
	70–89	2 (3%)
<b>Average age</b>	51	
<b>Role</b>	President	16
	Vice President	9
	Secretary	18
	Treasurer	4
	Committee Member	7
	General Volunteer	10 (this included a variety of roles)
<b>Average Club Size</b>	217 participants	
<b>Club Type</b>	Football/Netball	10
	Cricket	15
	Bowls	7
	Tennis	5
	Soccer	4
	Other	23 (no club type was represented more than twice – surf lifesaving; golf; baseball; pony club; sailing; hockey; karate; athletics; cross country running; umpiring; badminton; rowing; canoe; softball; swimming)



## ONLINE EXIT SURVEYS

While focus group interviews were selected as the appropriate method to elicit the views of club representatives at the beginning of the project, the staging of the winter and summer seasons, as well as timing at the conclusion of the HSEDP, meant that focus group interviews were not a viable research method at the conclusion of the project. Also, the evaluation team were concerned about project fatigue and wanted to give HSEDP club representatives the greatest flexibility possible in providing their opinions at the conclusion of the project.

As such, online 'exit-surveys' were selected as a method that would provide HSEDP representatives with flexibility and would enable the evaluation team to gather good quality quantitative and qualitative data regarding the experiences of clubs at the conclusion of the project. At the final celebration evening of the HSEDP held in Geelong, HSEDP club representatives were informed about the final stage the evaluation data collection – the exit surveys – and all HSEDP club representatives were asked to register their interest in participating. HSEDP club representatives were asked to fill in a 'sign-up' sheet, similar to the process used to recruit focus group participants at the beginning of the project through the HSEDP briefing evenings, providing their name, club name and contact details. Participants were also informed that they would receive a personal financial incentive in the form of Coles Myer gift card, as per the focus group interviews conducted at the beginning of the project. Participants who provided their contact details were then contacted to provide a mailing address. Using this mailing address the evaluation team provided the HSEDP club representatives with information regarding the final exit-survey, as well as a \$70 Coles Myer gift card, based on the notion that pre-payment often increases response rate in similar online survey situations.

A total of 23 club representatives completed the online exit-survey, out of a total of 38 club representatives who expressed their interest in completing the survey and were sent a financial incentive. As such, the club representatives

who completed the final exit-survey are equivalent to slightly less than a third of the clubs that completed the HSEDP. Thirteen of the clubs were summer and nine were winter (one club representative chose not to identify the season). More detailed demographic data, similar to the focus group data, is unable to be presented because the evaluation team took a deliberate decision to ask no personal information questions as part of the exit-survey, in order to provide respondents with the greatest assurance of anonymity possible and in so doing maximise the response rate.

## LIMITATIONS

This study does not claim to present views that are fully representative (in a statistical sense) of the views of the HSEDP clubs. All care was taken by the researchers to ensure the data collection and analyses were not dominated by any particular club or type of club.

## Focus Group Findings

These findings are from focus groups conducted prior to the commencement of HSEDP activities.

### FOCUS GROUPS: CLUB MOTIVATION

The focus groups revealed that there were a range of factors and motivations that led the clubs to become interested in the HSEDP:

- Improving club finances
- Raising the profile of the club
- Recruiting and retaining members
- Building on previous initiatives
- Building a network

#### Improving club finances

It was clear that the financial incentive of \$3,500 was an important motivation for some clubs. This was particularly true for the smaller clubs and those clubs that did not have a bar or canteen, or that undertook limited fundraising. For these clubs the \$3,500 incentive payment represented an opportunity to secure much-needed facilities or equipment; sun-shading was the most prominent example, across smaller and larger clubs alike. Many of the clubs that noted the financial incentive was a significant amount of money had become interested in the project through the money – *‘the prime focus at the start was all the money, there was \$3,500 – we’ll see what that’s about’*. In other words, the clubs identified the funding program on the basis of the financial reward, and then sought to find out what they would be required to achieve, rather than identifying the program on the basis of content and subsequently discovering the financial incentive – *‘well, firstly I suppose it was the grant factor, like for probably most clubs you see a grant available and you think, well how can we try and participate in that, to ...reap the benefits for your club. But also looking into it further and coming to the information night, it’s probably a good way to look at our longevity and going forward to being a successful club’*.

For the larger clubs, particularly those that operated a canteen and bar, the financial

incentive was far less important and in many cases was not a motivating factor. This was particularly true for the cricket and football clubs, where bar sales are a major source of revenue. These clubs, in the main, viewed the \$3,500 as merely a bonus for being involved in the HSEDP. Many of these clubs had significant annual turnover; the \$3,500 incentive payment (spread over two years) represents a very small proportion of their annual revenue. For many of the larger football clubs, the revenue received through the bar is used to play players and player payments are the largest expense for the club by far. In this respect, a reduction in bar sales may be perceived as a threat to the viability of the club, but only in the sense that the club will be unable to attract high quality players (based on the level of payments available), particularly if competitor clubs are still profiting from bar sales.

#### Improving and raising the profile of the club

The focus groups revealed that many of the clubs perceived the HSEDP as an ideal way to raise the profile of their club. When probed further about what ‘profile’ referred to, the club representatives spoke of their club being recognised as a healthy place to be within its community. Increased membership was the greatest measure of success in this respect, which will be discussed in greater detail below. It was generally agreed that an increase in profile could be gained through the status and credibility conferred through membership of the HSEDP. In particular, club representatives spoke about the branding potential of the HSEDP. The HSEDP, through the involvement of Leisure Networks and VicHealth, was seen to have the potential to operate in a similar way to the Good Sports Program. As one of the club representatives remarked, the clubs are operating *‘...in a competitive environment, where having some mark of quality, a Healthy Sports Environments badge for want of a better term, could attract other people’*. The notion of the HSEDP providing a ‘mark’ or ‘badge’ of quality was a consistent theme throughout all of the focus groups; it was clear that the clubs are searching for ways in which to differentiate themselves from other clubs, as well as give potential participants and spectators the confidence that the club has reached an externally accredited level or standard.

Many of the clubs were also aware that attainment of standards, such as Good Sports level 2 or 3, put the club in a better position to receive additional grants from local government or funding agencies – *‘...our driver is probably more about getting all the ticks in the boxes so that when we go for grants and those sorts of things that we’re better placed’*. As such, the HSEDP was viewed as an opportunity to provide the participating clubs with a competitive advantage in applying for additional funding or grants in the future. Some of the club representatives also mentioned that the publicity and media coverage generated through the HSEDP might also lead to increased profile within their community or the broader region.

### Recruiting and retaining members

All club representatives that participated in the focus groups expressed concerns about the membership of their clubs. Recruiting and retaining members appears to be one of the three major issues for community sport clubs (along with finances and facilities). The HSEDP was viewed by almost all of the club representatives as a way of attracting potential members, as well as retaining existing members, particularly juniors (and by association their parents). The club representatives regarded the HSEDP as an important mechanism for changing or improving the culture within their clubs, in creating family friendly clubs and in creating clubs that could be regarded within their local communities as healthy environments in which members behave responsibly.

Some of the clubs noted that their culture did not reflect a healthy environment and were participating in the HSEDP in the hope of changing behaviours; alcohol consumption, tobacco consumption and safe and welcoming environments were the most pressing issues. For many of these clubs, the culture and behaviours evident among the membership were enduring, the result of traditions and norms that had been in place and accepted for decades. For these clubs the HSEDP provided an opportunity for change. The representatives from these clubs talked about getting in step within contemporary attitudes. They acknowledged that changing entrenched cultures was a challenge and that it was often difficult for members to institute

behaviour change one-to-one. This was a confronting process and in many respects it was easier to co-opt the HSEDP as an external impetus for change. In this respect the HSEDP acts an external authority, in much the same way as a governing body for a sport does. When a governing body, such as Netball Victoria, sets a new regulation, a community Netball club puts in place the practices and procedures that are required to adhere to the new regulation. This does not mean that there is a lack of resistance to the new regulation or the changed practices, but rather that the conflict between members (when one informs another of a club rule) is mitigated by the external body setting the rules. The HSEDP has the capacity to operate in a similar way according to some of the club representatives.

Many of the club representatives referred to their desire to create a ‘family club’. This term was used often and referred to a club in which the behaviours and practices at the club are such that parents and their children feel safe and welcome at the club, and that the behaviours and practices are in line with the attitudes and norms of the communities of which they are a part. Alcohol and tobacco consumption were perceived as the two major barriers to creating a family club; alcohol consumption in particular was viewed as a problem because of the impact of excessive drinking, particularly among young men. Creating a family club was viewed as part of a process of making the club a healthy place for existing members, as well as a process of making the club more attractive to new members, as illustrated by the following comment:

*‘... there’s big competition. I mean I know from the sports that we play and we’re a tiny little club, and the big ones have got money and all sorts of other things to draw members to, whereas we don’t ... we go doing all these feel good processes ... and you show that you’re actually trying to care for your members, other clubs don’t care. I mean we’ve constantly had people come to our club and say oh geez, you know, it’s not too bad here. I was at this big club over the other side of Geelong and they didn’t care about me because I’m not one of the best players and all that sort of stuff’*

The clubs expect the changes to their internal culture to have a positive impact on their ability to retain members; a healthy club is viewed as one where people are likely to remain involved, often for long periods of time, as players, administrators and general volunteers. As noted in the previous section, clubs also expect the achievement of HSEDP standards to act as a marketing tool. In this respect the concept of a quality 'badge' is important.

### Building on previous initiatives

Many of the club representatives suggested that one of the primary motives for involvement in the HSEDP was the ability to build on previous initiatives related to creating healthy sporting environments. In many respects this was part of raising the profile of club as well as recruiting and retaining members, but it was also clear that for many of these clubs the HSEDP was viewed as a natural extension of previous work they had been doing in the area. The most frequently cited example in this respect was the Good Sports Program. Many of the football and cricket clubs noted that were already accredited at a particular level by the Good Sports Program and that they saw the HSEDP as an opportunity to continue their work in the area.

Some of the clubs cited work they had been doing in reducing alcohol, tobacco and junk food consumption and concluded that the HSEDP standards would be relatively simple to achieve. In this context it is clear that for some clubs, one of the motives for being involved in the HSEDP was the ability to secure \$3,500 for relatively little additional effort.

### Building a network

This was the least significant theme regarding club motives, however, it provided some important insights into the ways in which clubs operate. Many of the clubs noted that it was great to get together with other clubs to share ideas and solutions to common problems. These comments were in the main prompted by the conduct of the focus groups and the opportunity to hear about the experiences and challenges of other clubs in the region. By the end of many of the focus groups, club representatives remarked that these opportunities were one of the benefits and therefore one of the reasons

for being involved in the HSEDP. It is important to acknowledge that many sports, particularly the football and cricket, are predicated on a competitive environment, in which clubs compete for members, spectators and sponsors. In this environment there are few meaningful opportunities for collaboration. It was clear from the focus group interviews that one of the outcomes from the HSEDP could be the establishment or enhancement of sporting networks, as illustrated by the following comment: *'I would like to think that we can feed off each other within the Leisure Networks group ... that hopefully can help you, whether it's policy writing or whether it's looking for just something you know that a club needs, a bit of guidance or something, because as everyone here ... we're all volunteers, you know, sometimes we don't know or we're still learning different aspects'*.

## FOCUS GROUPS: CLUB ORGANISATIONAL CAPACITY

As with the theme of club motivation, the focus groups revealed some important differences between clubs based on the type of sport, size of the club and club culture. Using these criteria we have categorised clubs into one of three types in terms of organisational capacity and ability to undertake the HSEDP; these three types are examined in more detail below.

### Type A

10 of the clubs appeared to be very professionally managed. Typically, these clubs had a committee of management that was not only committed to working towards good outcomes for the club, but had a clear set of policies, procedures and practices to ensure these outcomes were achieved. Within these clubs, involvement in the HSEDP was a committee of management decision, agreed to and supported by the club. In these clubs the achievement of the HSEDP standards was not considered overly onerous, nor was the achievement of the standards considered impossible, despite obvious challenges. These clubs typically had very strong leadership and had systems in place to cope with the delegation of duties and authority.

### Type B

35 clubs have a committee of management that functions reasonably well, but the bulk of the work falls to approximately four to six highly committed individuals, who have often been members of the club and the committee of management for a significant period of time. In these clubs it is sometimes difficult to find enough volunteers to conduct all necessary club functions and duties, yet somehow things get done. In these clubs the decision to apply for the HSEDP may have been a committee of management decision, or a decision taken by a determined member of the committee of management who later sought ratification of the club's participation in the project. Many of the representatives from these clubs were over-worked, but considered the HSEDP important enough to commit to even more volunteer work to improve the culture and facilities of their club. Some of the representatives from these clubs were resigned to doing most of the HSEDP work, while others had co-opted a small team to work on the standards, while yet another group believed that people could be *'tapped on the shoulder'* to get involved with the HSEDP.

### Type C

20 clubs have a committee of management, but the driving force behind the club is limited to one or two people. In these clubs, these one or two individuals do the vast majority of the work and are either unable or unwilling to call on other club members for assistance. In these clubs the club representative at the focus group was one of the committed individuals and acknowledged that they would be taking on the bulk of the work associated with the HSEDP. In many of these clubs, there was no bar or canteen, which might ameliorate some of the workload problems. In these clubs, one person had typically applied to join the HSEDP and upon being notified of the successful application, notified the rest of the committee of management or club.

It was clear across all the different club types and sizes that there were either individuals or a team of people who were committed to the HSEDP and would see it through to completion. In the main the larger clubs are better resourced - finances, human resources

and administrative systems – thereby making it easier for them to share the HSEDP workload among the committee of management or co-opt members from beyond the committee of management (such as the canteen manager) to work on specific standards (such as healthy eating). By contrast, the smaller clubs are less well resourced, but are also less complex. The number of volunteers available to work on achieving the HSEDP standards is smaller than the larger clubs, but in the main they do not have bar or canteen facilities and have a smaller membership to influence. Those clubs that expressed concern about the club's capacity to achieve the HSEDP standards or participate in the HSEDP in an effective manner were generally the medium to large sized clubs that had a committee of management in which only a few members did the bulk of the work and there was a dearth of volunteers available to contribute to achieving the HSEDP standards. However, it is these clubs that are also likely to benefit most from their participation in the HSEDP.

## FOCUS GROUPS: BARRIERS TO CHANGE

The club representatives identified two main barriers to change that they thought might be evident within their clubs:

- Meeting the standards
- Changing the existing culture

### Meeting the standards

The standards themselves were viewed by many of the club representatives as a major barrier to change. In this context the club representatives were responding to what they thought would be difficult in terms of achieving the minimum required by Leisure Networks to secure the \$3,500 incentive payments, rather than assessing the organisational or institutional barriers that might be present within their clubs. Although not the intention of the question, the focus on the standards and the perception of the standards as potential barriers is instructive. For the same group of people, the standards were viewed as a positive way of encouraging a change in a club's culture, but were also been seen as a barrier because the requirements

are viewed as too onerous or not in line with the current attitudes and behaviours of the membership.

Some of the standards were perceived as being more difficult to achieve than others, and were therefore viewed as a more significant barrier to change; alcohol and smoking were prominent standards for the larger clubs, while sun-shading was a major issue for the smaller clubs. Each standard will be examined in more detail in the following section.

### Changing the existing culture

The attitude of members was perceived as a potentially significant barrier to achieving change on the scale required by the HSEDP – *‘...a few of the old guys who’ve been around the club a long time, they’re entrenched in what they do, they’re very comfortable in what they do ... and they don’t see why they should have to change’*. This was particularly true for those clubs that are male dominated and have an entrenched drinking or smoking culture, but it was generally applicable to all the clubs that participated in the focus groups. In this respect there was a keen awareness among all of the club representatives that change of any kind in a community sport organisation is likely to be resisted by some people, and that encouraging all members of the club to move in the same direction is a challenging and complex task – *‘there’s clubs who were going to be able to do it fairly well and the transition will be fairly ... easy for them because they’re already part of the way there. But the clubs who maybe have difficulties logistically or because ... those values [regarding drinking or food service] that pre-exist, you know, I think the committee members or the people who are driving this project will need really good support because they will hit some barriers’*.

Some of the club representatives were clear that the change process they have to go through to achieve the HSEDP standards is important for the long-term viability of their clubs but would result in collateral damage, exemplified by the following observation:

*‘I think, as a group, and as a club and as a society, sometimes you’ve got to ... right, we’ve got to make a decision here. Do we want to move forward and be here 20 years time? Or are we*

*going to stay in this rut where nobody respects us and everyone thinks you’re a bunch of dickheads. You’ve got to change that. And once you start changing the attitude, the good people will stay and realise, gee, it’s not a bad place to be around at the end of the day. The other ones will fall off. And you will lose some good people on the way too. But the ones that want to be committed and want to stay at the club and do the right thing by the people and the volunteers that put their time, money and hours into the place will get the benefit out of it in the end. And they’ve got to see the end benefit too, you’ve got to ... got to say well this is what we’re trying to achieve’*

It was acknowledged as part of the general focus group discussion that culture is an internal and external phenomenon. The clubs have internal cultures, which include a variety of cultural and social norms, some of which relate to the HSEDP standards. There also exist a variety of external cultural and social norms in broader society, some of which relate to the HSEDP standards. Overall, the club representatives expressed some concerns that the HSEDP standards are not only a radical change for sporting organisations that are relatively traditional and conservative, but that the standards also appear to be at the forefront or cutting-edge of broader community standards. In this respect some of the club representatives questioned whether community sport clubs were in a position to lead broader cultural and social change within their respective communities – *‘we’ll be perhaps going past where legislation is or where most people think it should be ... people will be saying “why is the cricket club trying to set standards for the community” ... I think that might be a bit of a barrier’*. In other words, a barrier to change might be that the standards go beyond accepted and existing cultural and social norms, or may cause people some discomfort which might manifest as resistance to change.

A small proportion of the clubs also noted that operating shared facilities will be a barrier to instituting change as part of the HSEDP. In these instances the clubs have to negotiate their usage, as well as what changes can be made, with other user groups that are not part of the HSEDP.

In identifying the barriers to change a tension became evident. On the one hand the clubs expressed an enthusiasm for the HSEDP, as noted in the section that examined their motives for participation. However, on the other hand, many club representatives identified that the standards, the essential components of the project, were in themselves a barrier. This tension between enthusiasm and resistance is an indication that change is a complex process. In other words, not all clubs are enthusiastic about every component of the project they have volunteered for, while not all clubs view the standards as a potential barrier to change. Rather, for clubs the HSEDP contains both solutions and problems concurrently. For larger clubs the need for change may be greater, and thus the standards might be perceived as a more significant barrier, whereas for smaller clubs the desire for systemic cultural change might be relatively low, and as such the perception of the standards as a potential problem might be limited. This inherent tension between enthusiasm and resistance is likely to require ongoing attention throughout the course of the project.

## FOCUS GROUPS: ATTITUDES AND BEHAVIOURS RELATED TO THE STANDARDS

This section examines each of the standards in turn, in order to explore the attitudes and behaviours of club members, as identified by the club representatives who participated in the focus groups.

### Responsible use of alcohol

A range of issues were raised within the discussion of this standard. A significant proportion of the smaller clubs that attended the focus groups do not operate a bar and therefore had very little to say about this standard. This standard was of importance to the football, cricket and bowls clubs in particular. In those clubs that operate a bar, a common theme was that the consumption of alcohol was an important issue in establishing a healthy and sustainable culture. Many of the clubs who operate a bar noted some behavioural issues associated with excessive alcohol consumption,

both among males and females and among young and old.

In terms of the standard, three key themes were evident.

First, clubs were concerned about the impact of the standard on their revenue, as illustrated by the following comments: *'...almost 90% of our funding is from the bar sales ...not selling heavy beers or putting the price up ... it's going to reduce our profits at the end of the day'; '... let's say our takings are going down 10, 15, 20 percent, where are we going to make up that money and come up with alternatives to replace it?'*. Clubs were concerned that if they adopted the mid strength or light beer strategy that sales would decline because of a preference for heavy beer. On the other hand, clubs were similarly concerned that if they adopted the approach of raising the prices that their members would drink elsewhere, thereby depriving the club of revenue. The alcohol standard was also of concern to clubs where the club might be the only club in a league or division to be a member of the HSEDP; these clubs were concerned about losing members to other clubs and generally being considered as the odd one out.

Second, clubs were concerned that many of their fundraising events are structured around the consumption of alcohol (such as reverse draws and social nights). These events are important for the financial sustainability of the clubs and it was perceived that a reduction in the sale and consumption of alcohol would be detrimental. Many of the events that are run by these clubs have a long history and there was some concern that it would be difficult to change the culture of the club, illustrated by the following comment:

*...one of our big fundraisers ... is still the reverse draw. It's heavily centred around alcohol and every bit and to win money, etcetera. It's two hours, it's two hours of free drinking. We've been doing that forever and a day ... it's been a big money spinner for many, many years. To change from that to get alternative sponsors, that could be [difficult] ... you might make five grand in one day, you might make 10 grand.*

Third, clubs were concerned that many of them have very little guidance in how to deal with members who become intoxicated. Despite the responsible serving of alcohol courses and the Good Sports program, club representatives still expressed a concern that dealing with intoxicated members of the club on a one-to-one basis was very difficult, particularly for young bar staff. Some of the more successful clubs noted that they had put a large proportion of their junior players through the responsible serving of alcohol course, which had served to reinforce positive drinking behaviours.

### Reduced tobacco use

Responses to this standard differed markedly depending on the type of club. For example, clubs based around athletics, swimming or life-saving reported that there were no smokers within their clubs and that smoking in and around the club was not an issue. For other clubs, however, smoking was a constant in the same way that alcohol consumption is a constant for those clubs that operate a bar. Some of the club representatives reported that a very high proportion of their playing members smoked.

Many of the club representatives claimed that a no-smoking policy operated within their club and that smokers were designated an outside area where they were able to smoke. However, there were other clubs where smoking was only restricted inside the club room and smoking adults and junior players mixed freely.

The greatest concern about this standard related to smoking and club uniforms. Many of the club representatives expressed a belief that this would be very difficult, if not impossible to implement and enforce. Furthermore, the club representatives were concerned that this type of approach could alienate many of their members, who they wished to retain within the club. In this respect the smoking standard might be counter-productive to the aim of member recruitment and retention.

### Healthy eating

As with the alcohol standard, clubs that do not operate a canteen were of the opinion that this standard does not relate to them. Clubs with canteens, however, were concerned about

how they would make the transition to healthier food options. Many of the club representatives believed that it would be difficult to educate their members about the need for healthy food options, particularly as the club was one place where they could indulge in a small amount of relatively unhealthy food. In this respect it was reported that members of many clubs expect that the usual fare of pies, sausage rolls and dim sims will be available to them – *'...having hot food on a cold day at the footy is still something you're not going to be able to change, they still want their pie and that sort of stuff'*. Many of the clubs that run canteens do so with a store of frozen goods, which allows them to cater for levels of demand that are dependent on a variety of factors (such as weather, opposition supporters, etc). These frozen goods are often considered unhealthy food options. Healthier food options, by contrast, are typically perishable, meaning that a club that caters incorrectly may need to discard a significant amount of unwanted food, which is both wasteful and costly. There was also a perception that healthier food options were more time intensive to prepare, which would place greater pressure on club volunteers.

### Protection from UV

As with the other standards, perceptions of the relevance of this standard to particular clubs differed depending on the circumstances of each club. Sports conducted in indoor facilities noted that the standard did not apply to them, while there was also a difference between summer and winter sports. Summer sports were in general far more aware of the problems associated with insufficient sun protection; some of the winter sports conceded that the standard applied to them, although they were far less aware of the problems than the summer sports. Some of the winter sports did not believe that the sun protection standard applied to them.

Many of the club representatives reported that their clubs had good sun protection practices in place. This assessment was typically based on the availability of sunscreen and the wearing of hats where applicable. Some club representatives talked about a culture of sun protection that had been fostered through particular mechanisms and strategies, such as



making the captain of each team responsible for the application of sunscreen.

Those clubs that reported poor sun protection practices were those that claimed they had very little or no sun shading at the club grounds, particularly for reserve players and spectators. Club representatives reported that there were often parts of the clubrooms that had a shaded area, but often this was far removed from the field of play. This was particularly true where there were multiple fields being serviced by a single clubroom.

Two further themes were evident across the focus group interviews. First, a distinction was drawn between individual and club responsibility. On the issue of sun protection, the clubs were more prepared to take responsibility for basic infrastructure and equipment, such as sun shading or the provision of sunscreen, but believed that responsibility ultimately rested with the individual, a notion that was particularly true for adult sports. Second, it was evident that players and spectators should be considered as separate groups. Often, the provision of sun protection for spectators and non-playing members of the club was not considered or was a low priority.

### Injury prevention and management

In many respects club representatives responded to questions about this standard with the widest variety of examples about how their club is performing. This is largely due to the fact that injury protection and management is interpreted differently, but also because there are so many context specific practices that can mitigate injury within the community sport setting. Examples of injury prevention practices included the following:

- Access to ice or ice-packs
- Provision of goalpost padding
- Provision of or mandated use of protective equipment
- Checking the state of the playing surface
- Adhering to rules about playing in heat
- Adhering to guidelines to deal with a death on the playing surface

- Provision of physiotherapists or masseurs
- Use of risk management or safety checklists
- Provision of first-aid kits

Club representatives were more willing to talk about specific injury prevention practices, rather than club-wide policies or approaches to injury prevention and risk management. Also, club representatives almost exclusively focussed on injury prevention for players and officials. There was little or no consideration of injury prevention for non-playing members or spectators.

### Inclusion, safety and support

It was evident from the focus group discussions that club representatives were unclear what it is to be 'inclusive', which was reflected in the diverse interpretation of the word and its application within the community sport club setting. Most of the club representatives claimed that their club was inclusive and then provided a range of reasons, such as:

*'At our club we've got about six, seven different nationalities ... we've got Indigenous, European background, British background, Anglo-Saxon ... so we're fine in that respect'*

*'We've got a few people who are vision impaired'*

*'We pride ourselves on being a family club'*

*'It's mums and dads, the wives are invited, the children are involved'*

As most of these examples illustrate, in the main inclusivity was interpreted as a fairly passive activity, encapsulated by the following acknowledgement: *'...we cater for disabled people, we have wheelchair bowlers, we have some intellectually challenged people playing, we have a couple of deaf people in the club. But we haven't actively gone out and targeted those audiences, they've just come to us and we've accommodated for them'*. The notion of a family club in which everybody, particularly women, were welcomed appeared to be the starting point for many of the club representatives in articulating what inclusive meant to them.

Club representatives were able to cite a range of groups that have been included in their club

in the sense that nobody is actively turned away if they are interested in participating, assuming appropriate facilities and equipment are available. However, the majority of club representatives also acknowledged that their club did not actively reach out to segments of the community that were not typically attracted to or represented within their sport – *‘...it’s not just about accepting people when they come, it’s actually actively reaching out and saying come to us. To say we’re inclusive and sit on your hands and just wait, I don’t think that’s inclusive. To open up your doors and say come in and we’re over here, come and play, that’s what inclusiveness is’*.

The inability or unwillingness to reach out to different segments of the community is in part an issue of time and resources, in part an issue of not knowing how or where to do this and in part a fear of the unknown and confronting the problems that might arise in attempting to integrate a vastly different culture within the club (these comments typically related to different migrant groups or ethnicities). As illustrated by the following comment, the fear of not knowing what to do is very real for many of the clubs: *‘Heaven forbid that you had a Muslim woman turn up with a Burqa on. That would actually scare me because I could imagine some of the stuff that would be said and done’*.

The club representatives were, in the main, interested and perhaps even excited by the prospect of a Welcoming Officer. This appeared to many people as a novel yet simple concept that could be easily implemented to good effect. Some clubs were well advanced in terms of creating safe and inclusive environments, with programs specifically targeting migrant groups or people suffering socio-economic disadvantage. These were often larger clubs or associations that were well managed and resourced, and had capable administrator and leaders.

## Exit-Survey Findings

These findings are from exit surveys conducted once HSEDP activities had ceased for the clubs.

### EXIT-SURVEY: PARTICIPANT PERCEPTIONS OF THE HSEDP

As part of the final online survey to all HSEDP club representatives they were asked to list the three words that came to mind when thinking about their club and the HSEDP. This question device has been shown to prove useful both as a positive reinforcement for the completion of the survey (as most people find such questions interesting to complete) and as a valid and reliable way to measure overall impressions. As demonstrated in Figure 1, the HSEDP club representatives were overwhelmingly supportive of the HSEDP via their choice of words. The diagram attempts to provide a graphic representation of importance, with those words that were most often mentioned located towards the centre of the diagram and those words mentioned less often located towards the periphery of the diagram. In addition, the diagram is an attempt to group words that are similar, either in meaning or intention. As such, the listing represents manifest content analysis while the grouping uses a latent content analysis stance. As shown in Figure 1, the word ‘positive’ (5 people out of 22 used this word) was used most often, indicating that the HSEDP was a positive experience for the club representative or that the HSEDP had a positive influence on the operations and environment of the club. The only other word used more than twice was ‘support’ or ‘supportive’ (3 people out of 22 used this word), indicating that the HSEDP provided the club representative or the club with support in improving the club, its operations or environment. As is evident in Figure 1, there were a range of words used twice, and many used only once, although the entire collection of words provides a useful way of understanding how the HSEDP club representatives perceived the program.

**Figure 1: Graphic representation of the responses of HSEDP representatives to being asked ‘what three words come to mind thinking about your club and the HSEDP project’.**



### EXIT-SURVEY: BENEFITS OF BEING INVOLVED

As noted previously, the focus group data showed that there were a range of factors and motivations that led the clubs to become interested in the HSEDP:

- Improving club finances
- Raising the profile of the club
- Recruiting and retaining members
- Building on previous initiatives
- Building a network

Only some of these motivations were reflected in the responses that HSEDP representatives gave upon being asked what were the benefits for your club of being involved in the HSEDP as part of the exit-survey. For the purpose of providing a direct comparison, what follows is arranged under headings that match the motivations identified by the HSEDP club representatives in the initial focus groups.

### Club Finances

In contrast to the initial focus groups, in which many of the clubs, particularly those that were smaller and less well resourced, identified that the \$3,500 incentive was a significant motivation for joining the HSEDP, there was, by the time of the exit survey, little mention of the financial incentive being a benefit. One club representative noted that ‘from a club point of view I think they have appreciated the financial contribution’, but the following response is more representative of the group as a whole, in which the HSEDP club representative alluded to the financial incentive being an attraction in the beginning, which in turn was replaced by the more substantive benefits that the project had to offer:

*The initial attraction for the involvement was certainly one [of] reward with the monies that were handed out but we were also very mindful that taking part in the project could only be good...mainly through knowledge and the sharing of experiences with other clubs and course people. The Club was lucky in a way as we did not have to spend much time on the*

*principles of smoking, healthy foods and alcohol consumption as we do not have a clubhouse.... thank goodness!*

### Raising the Profile

In the focus groups at the beginning of the project there was a positive perception among the clubs that participation in the HSEDP could raise the profile of their club, particularly within their local community. Similar to the case of club finances, the responses in the exit-survey by club representatives made little mention of the profile of their club being raised by their participation. The following quote from one of the club representatives was closest to the theme of club profile, but even in this response the perception is perhaps evident that any increase in profile was due to a change in on-field performance. In this case, it might be concluded that the HSEDP helped clubs to become more effectively administered, which in turn may have enabled them to become more competitive and which in turn allowed them to raise their profile within their community:

*Becoming involved in the HSEDP coincided with the need for the club to arrest a significant decline in on-field success and effective administration. It especially enabled a number of new and inexperienced committee members (as well as experienced administrators) to be informed of good practice and options that would quickly improve the Club's culture, general efficiency and on-field success. It was also good to have an unbiased assessment made by an informed "outsider" and as well as the feedback being valued it gave the Committee some worthwhile targets to strive for. The experience also assisted in helping club members to focus on more than just playing issues. There is now a general realisation that well administered, inclusive clubs generate good culture and are more likely to achieve on field success as a result.*

The notion (from the original focus groups) that clubs participating in the HSEDP would receive a 'mark' or 'badge' of quality, in the same way that club representatives dominantly perceived the GoodSports program working, and that this would raise their profile, was not borne out in the online exit-survey responses.

### Recruiting and retaining members

As with the themes of 'club finances' and 'raising the club's profile', recruiting and retaining members was also not something that many of the club representatives mentioned as being a perceived benefit of participation in the HSEDP. As per the previous section, it was presumed by many of the club representatives in the initial focus groups that involvement in the program would raise the profile of the club, and that this would assist in recruiting members. In addition, it was perceived that improvements to the club, achieved via the program, would assist in retaining members. None of the exit-surveys referred directly to the issue of recruiting or retaining members via participation in the HSEDP.

### Building on previous initiatives

As noted in the analysis of the focus group data, some of the clubs noted that their desire to participate in the HSEDP was in many respects a natural extension of work they had already been doing, prior to their involvement in the HSEDP. This was particularly true for clubs that had been involved in the GoodSports program, many of which had reached level 3 of this program. As the following quotes from ten different participants illustrate, many of the benefits that club representatives ascribed to being part of the program can be considered 'building on previous initiatives'.

*The Project has reinforced the already established tradition of the Bowls Club to treat all members and prospective members with dignity and respect regardless of their background, religion, race, age, sexual orientation or sporting abilities.*

*We have found in recent years that there is a greater demand and expectations from parents placed on club officials. Whilst we had been addressing issues covered in the HSEDP the project reinforced what we were trying to achieve and gave us a platform to formalise it.*

*The project brought focus which had not been there before. The issues had been canvassed but without the sort of rigour the project brought.*

*As a club we had already started work to improve the vibe and atmosphere of the club to make it more attractive to families and women and it was very timely that we became involved with the project. I think the best part of taking part in the project was the information and ideas that the brain storming sessions threw up to us and we felt quite empowered to go back to our clubs with new ideas and ways of doing things.*

*We have been able to support our club members to be proactive in promoting healthy behaviours and actions on a range of issues*

*The project has helped us overcome that stigma [of individuals not becoming involved and thinking that everything was the individual's responsibility] and introduce policies and supports to open up a whole lot of issues that impact on people all the time, whether they play sport or not.*

*We were very pleased with the assistance in "sun smart", we have been able to put up shade cloth and we now supply sunscreen and make sure it is in date.*

*It was fairly easy for us to meet all the criteria as it is all common sense. But it did make us think about all the issues and where policies were not formalised we proceeded to do this.*

*Although we already had many of the requirements in place, it was helpful to listen to advise on how we could do things better. We already had a non-smoking policy at the club as part of our licensing requirements, but we have now extended it to the whole facility. We have also introduced a list of people to help with anybody who feels they are bullied or intimidated.*

*The greater benefit was for all clubs to be involved and aware of issues that affect people differently e.g. uniform policy, transport policy, availability of information on Quit programs, information for women on counselling for domestic violence, gay and lesbian contact lines. These were not hard to do but the HSEDP put it front of mind.*

In this respect it is perhaps clear that for many clubs the HSEDP formalised efforts across the six standards that had been relatively informal or ad hoc. The HSEDP provided a much-needed structure for many of the clubs that wanted to engage in improving their capacity, operations and environment in one or more of the six standards.

### **Building a network**

Following on from the club briefings at the beginning of the project, the focus group interviews conducted as part of the evaluation provided an opportunity to bring club representatives together, in part to discuss their individual and collective experiences in club based sport organisations. This opportunity to share knowledge and interact with colleagues in the sport industry was viewed by the participants as a potentially positive part of being involved in the HSEDP. Only one of the exit surveys made any reference to the benefit of building a network of connections via the HSEDP: 'The opportunity to meet with other clubs and discuss challenges was also rewarding'.

### **EXIT-SURVEY: CLUB CHALLENGES**

The exit-survey results clearly showed that the HSEDP club representatives found the 'reduced use of tobacco' standard the most challenging, being mentioned nine times out of a possible 22 times. The following are direct quotes from the answers given by 9 separate club representatives in the open-ended question and taken together are representative of the group as a whole:

*Smoking strategies were confronting for some. But looking at what other clubs were doing and the incidence of passive smoking and cancer helped members understand we did have a duty of care. Also members really wanted positive role modelling for the children and so this helped get the policy through.*

*There have subsequently been some challenges around smoking, generally by visiting teams which are challenging as they do not know the Club stance.*

*The biggest challenge has been trying to enforce the no smoking laws especially to visitors.*

*Not sure how people were going to react to the no smoking within club premises was always going to be a challenge more so to visiting clubs/ players.*

*The smoking areas have been a real challenge for the committee, we looked at partitions, allocating an area but all fitted into the too hard basket. I would have liked a bit more assistance in this area particularly with signs (large and colourful), I think the HSEDP could have had some large signs made up for the clubs. I was also hoping the government would go a little further with their non-smoking policy.*

*Diehard smokers. There are only a few left and they do the right thing by smoking outside but banishing them out to the car park or well away from the clubhouse weren't options we could enforce without major dissention.*

*Banning smoking altogether will not happen but smoke free areas were expanded and a dedicated smoking area was implemented.*

*It is also hard to police the non-smoking policy outside the clubrooms as many of the visiting supporters come from Melbourne and are strangers to us.*

*Implementing changes related to alcohol and smoking were the most difficult. This is because of people's own beliefs about these behaviours. Some of this may be related to the demographics of our club which is predominantly male member based.*

**By contrast, the 'alcohol', 'healthy eating', 'UV' and 'inclusive' standards only received one mention each in this question:**

*We found that trying to raise the cost of alcohol during the length of the project was very difficult*

*Changing our menu to include more greens is a challenge as traditionally our supporters eat stodgy foods, such as chips, which will always be a staple at sports clubs on cold days*

*Some competitors are still not sun smart even with all the information available to them*

*[The most challenging was the] integration of CALD sectors*

The 'injury prevention' standard received no mentions.

The club capacity issues of 'time', 'getting people to volunteer' and 'convincing the committee and the members that the project was worthwhile' were mentioned nine times in total within the responses provided by club representatives. The following are direct quotes from the responses provided by club representatives:

*Getting the time to attend meetings – I took over half way through the project and it was hard to catch up and follow what the first person had completed.*

*Being able to get to workshops and completing documentation (plans) due to time constraints with shift work and club volunteer duties.*

*Trying to get members to volunteer.*

*Getting more volunteers to be involved was difficult*

*Securing volunteers, compliance, [and having] enough personnel to undertake trials.*

*The major issue was allocating time to achieve the desired outcomes*

*It was a challenge in some instances to convince some of the Committee members that what we were doing was worthwhile. In the end they saw the light.*

*Getting the message out to all members. The group involved were very enthusiastic but most others were disinterested despite all efforts to inform them of the program and its components.*

*As the HSEDP officer I sometimes struggled to get project matters discussed at committee meetings as different committee members often in the first year of the project were more focused on playing matters. In the first year the*

*new president was one of those people as he was under pressure to get improved results in competition. It was not always easy to prioritize targets or areas for improvement as there seemed to be plenty of areas for improvement. Most young people in a sporting club seem to be happy to train and play and are not easily involved in the administrative areas of the Club. When you are seeking to change the way things are done it is better if a majority of members have some involvement and ownership of the proposed changes. This was not always easy to achieve. There are many websites and links with great and relevant information, templates, ideas, etc but it takes time to access, read, absorb and share with others. Often I needed to “take it easy” and not try to overload myself & others in the attempt to introduce change that would result in improvement.*

The issue of engaging and retaining club volunteers for the administration roles is not unique to the HSEDP clubs; it is an ongoing challenge for the majority of sport organisations throughout the State.

## EXIT-SURVEY: CLUB FINANCES

Given that the financial incentive was considered an important reason for participating in the HSEDP for many of the smaller and less well resourced clubs, the exit-survey asked how each club coped with the trial from a financial point of view. None of the clubs reported that the project had resulted in them spending more money than received or that the project was a financial burden. Rather, many of the clubs reported that the financial incentive had allowed the club to pursue some initiatives that they wouldn't have been able to do otherwise. In this respect, at the end of the project the financial incentive was viewed as bonus. Some of the club representatives mentioned alcohol and food sales, but none of them were definitive about the financial impact of the trial in respect to these two standards. Rather, the club representatives who mentioned alcohol appeared to suggest it had little impact on revenue and that senior team success was a more important driver of sales, while any increases in canteen sales were due to better organisation rather the provision of a 'greener' menu.

## EXIT-SURVEY: CLUB CAPACITY

Cognizant of the different sizes and capacities of the clubs that participated in the project, we asked club representatives in the exit-survey how their club coped with the trial from an organisational point of view. It is evident from the open-ended answers below that many of the organisational capacity issues related to the number of people within the club who were charged with running the HSEDP from the club perspective. In this respect it is worth considering for future iterations of the project how more than one or two club representatives might be co-opted to take part. Having a club-based 'team' might ameliorate some of the workload issues, as well as some of the challenges related to the churn of club representatives during the project.

*The key was communication, making sure all the committee had the opportunity to comment and feedback on policies etc before sending them out to all the members for comments.*

*We should've engaged extra personnel at the start of the project to assist. We unfortunately lost our President before the second year of the project, who pushed for participation in the project. His absence was felt with significant workload placed on remaining project personnel. We essentially had one junior committee representative and a Board Member involved in the project.*

*A small group of people were involved in the implementation of the trial. These people tend to be the same volunteers who do almost everything. The work however did promote some lively discussion which has spilled over into other arenas.*

*At the beginning of the project there was very limited or no assistance from anyone, so we pretty much were left to our own devices for most of the time up until about the last 6 months which is when more involvement from Leisure Networks was needed. We set up a subcommittee within our club which consisted of 4 of us and we all had our own jobs to do then we would come together and set out what we needed to do. Majority of the project we managed to complete the standard*

*ourselves with no other input. It was only the very last standard of inclusions that we needed assistance/help with from Leisure Networks.*

*I was the main driver in accepting the project as club secretary so I found that with all the resources available I was able to save time setting up all our policies. The staff running the project were most helpful whenever they were contacted.*

*At our club there are not too many interested in helping out in the area and most of the work fell to just a couple of people who are volunteers and already have work to do. We coped OK but I am sure more could have been done.*

*Our Committee was a relatively new group of people elected to arrest an obvious decline in on field success and effective administration. Two members of the committee, (one inexperienced and one experienced) were assigned to the HSEDP to attend meetings, liaise with project officers, digest relevant material and share it, present HSEDP reports to Committee and Club members and fulfil all associated obligations. The HSEDP was an agenda item at every committee meeting and on a couple of occasions HSEDP project officers were invited to attend committee meetings. HSEDP matters were often reported in the fortnightly Club newsletter as well as the member's handbook. Although we did not manage to achieve completion of all target objectives before the end of the trial we certainly have moved forward in many areas because of our participation and we aim to continue to refer to the various HSEDP documents and recommended websites/links etc for information and advice.*

*Sometimes the breadth of the topics appeared daunting and without the help of the consultants the project would have died.*

## **EXIT-SURVEY: COPING WITH CHANGE, NOTABLE SUCCESSES AND FAILURES**

The exit-survey asked HSEDP representatives how the members coped with changes implemented at their club across the six

standards and whether in their opinion there were any notable successes or failures within their club. Their responses have been arranged according to the standards, which are followed by a 'general' category in which responses that referred to systems, processes or multiple standards have been placed. No responses referring to notable successes or failures were recorded that related to the injury prevention or inclusiveness standards.

### **Alcohol**

*All areas were a little hard to implement but the alcohol and smoking were the hardest to work through.*

### **Smoking**

*Noticed members now not smoking within the grounds.*

*Some members actually quit smoking all together once the signs were put up around the club. We gave plenty of warning that the signs were going to happen and all positive.*

*Smoking was very poor.*

*People did not understand why we didn't want them smoking in uniform and drinking around junior players, insisting that it is their right to make their own choices*

### **Healthy Eating**

*Better canteen menu.*

*The women were great at remembering to bring healthy snacks for afternoon tea but the blokes still stopped at the shops to get a packet of bikkies as they were rushing to the courts.*

### **UV**

*The shade tent was fantastic – people flocked to it because there is little shade at our venue. The sunscreen was a big winner. Children and adults from visiting clubs also used it which was fantastic.*

*The greatest impact was the notification of UV danger times.*

*Sun protection was excellent.*



## General

*As a club we meet once a month and are very busy – I found it hard to give feedback and pass on information as the committee didn't really communicate that we were involved to the members.*

*Member information booklet been put together it is a great tool for new and existing members and everyone who has a copy have all given the thumbs up to the content that is inside.*

*We had an increase in the number of families that came to our club because we were becoming known as a welcoming and all-inclusive club. Our clearance secretary sent a text to each new member that was cleared from another club to say their clearance had been finalized and welcomed them to their new club. The feedback we had was amazing for such a simple thing*

*Without having to worry about the smoking, healthy eating, and alcohol made this [the project] somewhat easier for our club.*

*I think the more mature members more readily understood the benefits of any proposed changes but in some areas like smoking, healthy eating and drinking we either didn't have an existing problem or the changes were introduced or are being introduced gradually. People don't smoke in our clubrooms and members are quite comfortable in telling visitors that we are a smoke free environment. We have a fully stocked bar but our members don't appear to drink to excess when our bar is open. Maybe they can/do in other establishments later in the evening. The consumption of alcohol in our clubrooms and at club functions is nothing like the bad old days (before the introduction of .05 laws). The purchase of first aid kits, the erection of shade pergolas and the provision and application of sunscreen were all moves in the right direction and will be more readily adopted by members as the years roll by. A number of members completed Responsible Serving of Alcohol courses.*

*The memorable things are the simple things for me: 1. People putting out the 'free' water automatically; 2. When applying to hold*

*tournaments – one of the first things at the meetings was when one of the Board members asked 'will this fit in with HSEDP?' Can we get Barwon Water's water fountain? Do we have enough sunscreen?; 3. One of the notices we put on the back of the toilet doors fell down - a member was quick to get a new one up so people knew who to call if they had any personal issues; 4. Sunscreen became part of the usual shopping lists; 5. When discussing hosting the U15 Victorian championships, one person asked about smoking. Most of the people there quickly jumped in to say 'there is no smoking in uniform and we have quit brochures for other non-members that do still smoke'. This was great that they could recite this; 6. Again for the U15 championships, they knew that SSA policy dictates no alcohol will be served at a junior tournament; 7. Upon day 1 the canteen ladies took a look at the red, green, amber food categories and without any prompting changed the way they did things and introduced healthier alternatives. This was a highlight as 6 months after the project commenced, Leisure Networks asked to see what was on our menu and it fit in perfectly with the project. This was all done off their own back so it proved they had embraced the HSEDP. I was really proud of this.*

## EXIT-SURVEY: POSSIBLE CHANGES

HSEDP club representatives were asked in the final exit survey whether they could suggest anything that might have been changed in relation to the HSEDP and their club. Eight of the representatives replied 'no', they could not suggest any changes.

There were some club representatives who made suggestions relating to the time spent on the program, its structure and the need to get more people within the club involved, which might be useful for future iterations of the project:

*Maybe a checklist of recommended targets (for consideration) could assist in prioritizing as it is not possible to achieve all that you set out to achieve in the time frame available if your sporting club operates in summer (with a Christmas break).*

*Maybe [run it] over a shorter period.*

*Probably the length of the project. I think it could have been condensed a little*

*I would introduce each of the standards progressively and work on only one or two at a time. This always appears less daunting.*

*Appoint more people for involvement.*

*I would have at least four people involved and organise to give feedback each monthly meeting.*

*Inform clubs to prepare better for ownership of the project amongst key committee and personnel.*

There was also some specific feedback related to operational issues or the standards themselves:

*I think that ground signage should be funded to make it clear to spectators that it is a non-smoking venue.*

*Be prepared earlier for the reduction we would end up seeing in bar income.*

*Sporting clubs often do receive \$\$ support from a local hotel and it would be helpful if the project was able to provide real and productive alternatives.*

*I think smoking is an area where we could have done much better, maybe something more structured with a series of signs, indicating first step change - what needs to happen etc - then step by step changes with signage to back up until the goal is reached.*

## EXIT-SURVEY: ATTITUDES AND BEHAVIOURS RELATED TO THE STANDARDS

The exit-survey asked HSEDP club representatives to assess the level of change that had been seen over the course of the HSEDP in relation to the MEMBER'S ATTITUDES (emphasis in the original survey). Table 1.2 shows the responses of 22 HSEDP club representatives (one chose to skip the question).

As shown in Table 1.2, 'no change' or 'a little change' was reported across the standards in order: Alcohol (50%); Smoking (41%); Healthy Eating (41%); Injury Prevention (41%); Inclusive Environments (28%) and Sun Protection (23%). Attitudes to alcohol and smoking received the highest percentages of 'no change' responses.

By contrast, as shown in Table 1.2, 'a large change' or 'a great deal of change' was reported across the standards in order: Sun Protection (55%); Inclusive Environments (41%); Smoking (41%); Injury Prevention (23%); Healthy Eating (23%) and Alcohol (19%).

Although less than a third of clubs responded to the final exit-survey invitation, it possible to draw the conclusion from this data that the most significant change in member behaviour, according to the HSEDP club representatives, was in the areas of sun protection and inclusive environments, whereas the least significant change was in the areas of alcohol and healthy eating.

Table 1.2: Responses to being asked to assess the level of change in member attitudes over the course of the HSEDP

	No change	A little change	Some change	A large change	A great deal of change	Total
<b>The attitudes in your club to alcohol</b>	7	4	7	3	1	<b>22</b>
	32%	18%	32%	14%	5%	<b>100%</b>
<b>The attitudes in your club to healthy eating</b>	5	4	8	4	1	<b>22</b>
	23%	18%	36%	18%	5%	<b>100%</b>
<b>The attitudes in your club to sun protection</b>	1	4	5	11	1	<b>22</b>
	5%	18%	23%	50%	5%	<b>100%</b>
<b>The attitudes in your club to smoking</b>	7	2	4	6	3	<b>22</b>
	32%	9%	18%	27%	14%	<b>100%</b>
<b>The attitudes in your club to injury prevention</b>	3	6	8	5	0	<b>22</b>
	14%	27%	36%	23%	0%	<b>100%</b>
<b>The attitudes in your club to creating inclusive environments</b>	1	5	7	7	2	<b>22</b>
	5%	23%	32%	32%	9%	<b>100%</b>

Note: Percentages may not add to 100% due to rounding

## Conclusions

This section of the report examined the views of club representatives involved in the HSEDP, as expressed by club representatives within focus groups at the beginning of the project and online exit-surveys at the conclusion of the project.

Specifically, it explored: the motives of the clubs for joining the project and the perceived benefits at its conclusion; the organisational capacity of these clubs; the likely and perceived barriers to change and the attitudes and behaviours related to the six standards, both prior to and at the conclusion of the project.

It is clear from comparing the two data sources at the beginning and conclusion of the project that there are some disparities, although in many respects this is to be expected given the complexity of the program and that many of the clubs and their HSEDP representatives were probably not fully aware of the scope of the HSEDP when they participated in the initial focus group interviews.

First, of all the motivations for clubs to become involved with the HSEDP project, it appears that 'building on previous initiatives' and work within the club was the benefit that was identified most at the conclusion of the project. Other motivations, such as the financial incentive, building a network, raising the club profile or recruiting and retaining members were benefits that were mentioned by very few of the HSEDP club representatives at the end of the project. This disparity between motivations and benefits may not in itself be an adverse finding, particularly if the club representatives are generally positive about their experiences, as the exit-survey data appears to suggest they are. The implications for future iterations of the project might be to either downplay the motivations of the HSEDP group in any promotional material so as not to unwittingly create dissatisfied club members, or to strengthen parts of the program that would lead to the original motivations, such as raising club profile, becoming more explicit benefits.

Second, it is difficult to determine whether larger, well-resourced clubs were more easily able to deal with the organisational rigours of the project. Only 22 club representatives accepted the invitation to contribute to the online exit-survey and so it is difficult to distinguish between different types of clubs and their relative capacities. However, within this context of limited data, it is evident that most of the club representatives who responded to the exit-surveys referred to issues that are common to volunteer dependent community sport clubs. It was difficult for HSEDP club representatives to find enough time to deal with the demands of the project and in many cases they would have liked to have had more help and greater support from their committees of management. These findings are not unique to the HSEDP, but are common where community sport clubs attempt to institute change or programs that are dependent on human resources for their implementation and success. In this respect it could be concluded that it is a significant achievement that the HSEDP club representatives who responded to the final exit-survey were overwhelmingly positive about their experiences.

Third, the exit-surveys at the conclusion of the project showed that the standard related to smoking was perceived as the most problematic, the most difficult to implement and the most resistant to change. The standard related to smoking received more mentions in most of the sections of the exit-survey than all the other standards combined. This was interesting in the context of the data related to the attitudes of members, where 41% of HSEDP representatives perceived little or no change among the attitudes of members to smoking and 41% perceived there had been a large or great deal of change. In some respects this data is contradictory, yet it perhaps simply indicates that across almost all of the clubs and particular the outdoor clubs, the standard related to smoking was a challenge but also created a significant amount of discussion. Surprisingly the standard related to creating inclusive environments featured very little in the exit-survey comments of the HSEDP representatives, despite the fact that in interviews, surveys and discussions throughout the project this standard was referred to as





# Element 2 – Club Survey and Observations

The club survey and observations were conducted throughout the project, during seasons one and two and for winter and summer clubs. The final club survey and observation was conducted as close to the end of the club's involvement in the project as possible.

## Introduction

The club survey element of the evaluation program was originally articulated as 'self-reporting' by club representatives via a computer assisted data collection system of their progress toward attaining the HSE minimum standards'. This element of the evaluation program was designed to allow the evaluation team to determine to what extent each HSEDP club has progressed toward attaining the minimum requirements across each of the six standards – responsible use of alcohol; reduced tobacco use; healthy eating; protection from UV; injury prevention and management; and inclusion, safety and support. It was designed to be complemented by the 'direct observation of club operations' by a member of the evaluation project team. Based on feedback from Leisure Networks regarding the clubs' ability to complete an online self-assessment at the beginning of the project, the method for this evaluation element was changed. The self-reporting via a computer assisted data collection system was replaced by an interviewer-administered survey, completed via an iPad using online survey software. In most instances the interviewer-administered club survey and the observation by a member of the evaluation team were conducted on the same visit to a club. The observations were used as a triangulation device and check for the club survey and are described along with the results at the end of this chapter.

The following pages outline the method used to undertake the research, the findings, and brief conclusions.

## Method

The primary method used within this element of the evaluation program was an interviewer-administered survey conducted during a club visit by a member of the evaluation team. The following outlines the process employed by the evaluation team.

The team member contacted the key HSEDP contact at the club using the telephone and email contact details provided by Leisure Networks. Upon making successful contact with the key HSEDP contact at the club, the team member attempted to negotiate a date and time for them to visit the club on a match or competition day. In some cases, where the club does not have clubrooms, the survey was conducted off-site. In some cases the key HSEDP contact either refused to have an evaluation team member visit the club during the season, or was unwilling to be visited (in large part due to a lack of progress toward the standards). Finally, some of the key HSEDP contacts were overseas for long periods of the season and were unable to be contacted and thus were unavailable for a visit.

If a date and time were successfully negotiated, a member of the evaluation team visited the club, spending approximately 2 hours at the club. This time was used to conduct the interviewer-administered club survey as well as the observation of club operations. During the club visit the evaluation team member sat with the key HSEDP club contact and administered the survey. The club survey, based on the six HSEDP standards, was loaded to an iPad (portable tablet device), using online survey software. The iPad was then taken to the club visit. The design of the survey and use of the iPad interface allowed the interviewer and the interviewee to

make selections or enter data where required. The interviewer guided the interviewee through each of the six sections of the survey, which referred to one of the six HSEDP standards: responsible use of alcohol; reduced tobacco use; healthy eating; protection from UV; injury prevention and management; and inclusion, safety and support.

For each standard the club contact was asked to make an assessment of progress against the standard based on either of the following two scales (1 or 2) based on the nature of the standard:

### SCALE 1

- 'No progress made yet';
- 'Not much progress made yet';
- 'Some progress made';
- 'A lot of progress made';
- 'This is now completed';
- 'Does not apply to our club';
- 'Don't know'

### SCALE 2

- 'This is always the case';
- 'This is usually the case';
- 'This happens sometimes';
- 'This does not happen at all at our club';
- 'Not relevant for our club';
- 'Don't know'

The key HSEDP club contact was also asked to make an assessment of the difficulty of making progress against the standard based on the following scale:

### SCALE 3

- 'Very difficult';
- 'Difficult';
- 'Neutral';
- 'Easy';
- 'Very Easy';
- 'Have not started implementing this yet'
- 'Does not apply to our club';
- 'Don't know'

For each element of each of the six standards, the key HSEDP club contact was also asked to provide qualitative comments to support their self-assessment of their progress. The same questionnaire was used for both the first and final administrations in order to produce comparable data that could speak to change in either progress or interpretations of the standards.

The club survey was conducted in two main periods: the first survey took place between August 2011 (beginning with winter clubs n=34) and March 2012 with summer clubs (n=40) comprising the second half of that period; the final administration of the survey took place between August 2012 (winter clubs n=26) and March 2013 (summer clubs n=28). All efforts were made by the evaluation team to contact every club that remained in the HSEDP and invite them to complete a final club survey. The majority of clubs that did not complete a final club survey were contacted via phone, email and text message, but either failed to respond or refused the invitation to complete the final survey. It is possible that these clubs were experiencing project or evaluation fatigue or they were reluctant to participate because of minimal progress towards the standards; it is possible in this respect that they were anxious they might not be paid the financial incentive.

Following the club visits, the data were uploaded to the main database. Once all the club visits had been conducted and data produced for the time periods 'first' and 'last', the data analysis was conducted.



## Findings

The findings section of this evaluation element is divided into seven sections. The first section presents summary statistics on the differences between the first and final survey results in terms of the self-reported quantitative data. This shows that during the course of HSEDP there was a significant positive change in self-reported completion in relation to five of the six standards (while progress was measured on all standards measured, the result for the alcohol standard was not significant at the 0.05 level). Sections two to seven present the detailed descriptive data in table form for the six HSEDP standards: responsible use of alcohol; reduced tobacco use; healthy eating; protection from UV; injury prevention and management; and inclusion, safety and support.

### SUMMARY FINDINGS: PROGRESS ACROSS HSEDP BY STANDARD

Progress in each of the six standards was measured in the survey by closed questions developed in the light of the range provided by the formal HSEDP guidelines set out for each. Scales 1 and 2 above were used in a total of 42 questions comprising: the Alcohol standard (5 questions); Smoking standard (9 questions); Food standard (6 questions); Smart Play standard (2 questions); Sun Smart standard (2 questions) and Inclusiveness standard (18 questions). The particular question wording for each can be seen below in the relevant tables (tables 2.6 to 2.17).

The data were first assessed for possible differences between the winter and summer club cohorts. The comparison of winter and summer club responses did not provide significant differences at either survey point (first and final). In terms of self-reported progress through the course of the HSEDP therefore, the split between sports operating in the winter and the summer periods was not analytically important. It would seem that in terms of the standards measured, the time of year (and by implication, the type of sport) did not act as a predictor of progress in any standard.

The analysis therefore concentrated on progress measured at the first and final survey time points

for all clubs irrespective of their code or active playing period.

In order to provide a means of assessing progress within and across standards scores were calculated for each using answers given to scales 1 and 2 (above). Specifically, variables were recoded as scale score elements as follows:

#### SCALE 1

1. = 'No progress made yet'
2. = 'Not much progress made yet';
3. = 'Some progress made';
4. = 'A lot of progress made';
5. = 'This is now completed';

'Does not apply to our club' = Missing value

'Don't know' = Missing value

#### SCALE 2

1. = 'This does not happen at all at our club';
2. = 'This happens sometimes';
3. = 'This is usually the case';
4. = 'This is always the case'

'Not relevant for our club' = Missing value

'Don't Know' = Missing value

Reverse coding was applied in the case of negatively worded questions.

Raw scale scores by standard were provided by summing the individual recoded question scores for all measures associated with a standard, with high scores reflecting more progress. As the standards comprised both different numbers of questions and a mix of scale 1 and scale 2 questions the scales were standardised to a scale 0 - 10 where 0 = lowest progress and 10 = highest progress. This allows a direct comparison between standards in terms of the difference between first and last survey by using the mean standardised scale scores and comparing the results for the two time periods.

Table 2.1 shows the scale results for each standard for both time periods:

**Table 2.1: Standardised progress scores (M) by standard assessed at first and final survey**

	Smoking Progress Scale (standardised)	Alcohol Progress Scale (standardised)	Food Progress Scale (standardised)	Smart Play Progress Scale (standardised)	SunSmart Progress Scale (standardised)	Inclusiveness Progress Scale (standardised)
<b>First Survey (2011/12)</b>						
<b>N</b>	74	51	54	74	74	74
<b>Mean</b>	5.521	7.328	6.134	5.541	6.402	6.965
<b>Std. Deviation</b>	1.721	1.601	2.886	3.926	3.462	1.289
<b>Final Survey (2012/13)</b>						
<b>N</b>	54	35	41	54	54	54
<b>Mean</b>	6.282	7.911	8.322	7.523	8.519	8.670
<b>Std. Deviation</b>	2.159	1.734	2.899	4.181	3.213	1.117

Each standard showed an increase in standardised progress score from the first to the final survey. Table 2.2 shows the results ranked from the largest to the smallest increase.

**Table 2.2: Standardised progress scores by standard ranked by increase between first and final surveys**

Rank	Standard	Score	Mean Difference
1	Healthy Eating	6.13 → 8.32	2.19
2	SunSmart	6.40 → 8.52	2.12
3	SmartPlay	5.54 → 7.52	1.98
4	Inclusiveness	6.97 → 8.67	1.71
5	Smoking	5.52 → 6.28	0.76
6	Alcohol	7.33 → 7.90	0.58

Significance in mean score differences was tested using an independent samples t-test which showed that while the progress in the alcohol standard was not significant at the 0.05 level, the other standards differences were significant (Table 2.3).

**Table 2.3: Tests of the difference in scores between first and final survey by standard**

Standard	t-test scores
Healthy Eating	t=-3.654 (p=<.001) **
SunSmart	t=-3.520 (p=.001) **
SmartPlay	t=-2.745 (p=.007) **
Inclusiveness	t=-7.810 (p=<.001) **
Smoking	t=-2.220 (p=.028)*
Alcohol	t=-1.601 (p=.113)

\* = significant at 0.05 level

\*\* = significant at 0.01 level

Another way to interpret these data is by reference to the starting and final scores for the standards as this gives an indication of both their relative starting positions and the level of completeness by standard at the end of the HSEDP. It may provide a corrective to the tendency in the analysis presented in Table 2.3 above whereby it may be 'easier' for clubs to achieve a higher progress rate when starting from the lower base of a more incomplete standard.

Table 2.4: Standards ranked by standardised scores (M) at start of HSEDP (first survey data)

Rank	Standard	Standardised Start Score
1	Alcohol	7.33
2	Inclusiveness	6.97
3	SunSmart	6.40
4	Food	6.13
5	SmartPlay	5.54
6	Smoking	5.52

Using these results in Table 2.4 it can be stated that prior to the HSEDP the alcohol standard was the most complete averaged across the HSE clubs and the smoking standard was the least complete.

Table 2.5: Standards ranked by standardised scores (M) at close of HSEDP and starting rank (final survey data)

Rank	Standard	Standardised End Score	Start Rank
1	Inclusiveness	8.67	2
2	SunSmart	8.52	3
3	Food	8.32	4
4	Alcohol	7.90	1
5	SmartPlay	7.52	5
6	Smoking	6.28	6

As shown in Table 2.5, upon completion of the HSEDP, the most complete standard across all clubs surveyed had changed from Alcohol to Inclusiveness. The SunSmart and Food standards had improved relative to the other standards while Alcohol completeness had dropped in relative terms and the SmartPlay and Smoking standards remained in the same relative positions.

While the summary statistics are useful in providing an overview it must be borne in mind that not all elements of every standard require the same amount of effort to achieve. In particular it should be noted in the context of self-reported data that while some standards had objective and verifiable confirmations (for example achieving or passing a particular level in GoodSports), others were often much less precise and largely unverifiable (for example, ‘social activities are designed to include all members’). Nevertheless, given these provisos the statistics offer a snapshot of the HSEDP in terms of its results as provided by the participants.

## STANDARD 1 – RESPONSIBLE USE OF ALCOHOL

In the club survey, the key HSEDP club contact was asked a series of questions related to the responsible use of alcohol standard. Please note that the first question of the responsible use of alcohol set of questions asks the club whether they have a liquor license. If the club answered 'no' to the question then the entire set of alcohol related questions were skipped. Thus, the total number of clubs in the responsible use of alcohol sample was 52 (first survey) and 35 (second survey), compared to the other standards which have samples of 74 (first survey) and 54 (final survey). The clubs that did not have a liquor license remarked that it was easy for them to meet the requirements of this standard.

As is evident in Table 2.6, almost all the clubs at both first and final survey stages that had a liquor license did not serve alcohol before midday on match days. As shown in Table 2.7, almost all the clubs indicated that achieving this standard was very easy. Most of the clubs provided additional comments that this had never happened at their club and that it was a stipulation of their liquor license that they were not permitted to sell alcohol prior to midday. One club indicated that this was a difficult standard to implement because of the different match times for members. Golf clubs are a good example where participants are on course from very early in the morning until very late in the day. If the club does not serve alcohol prior to midday then it is possible that some of the participants and members will be disadvantaged (such as the participant who starts a round at 11am and wants to take lunch and a couple of beers with them on course).

Table 2.6 shows that the vast majority of clubs reported that they had matched alcohol and health promotion messages and branding at both the first (82.6%) and final stage (82.9%). As shown in Table 2.7, none of the clubs reported that implementing this was difficult or very difficult. The majority of clubs that responded that it was easy or very easy to implement this noted that the club does not have alcohol messages and branding at the club, similar to the clubs that responded that this component of the standard did not apply at their club. Thus, the vast majority of clubs reported that this was not an issue at their club. The clubs in which there were alcohol messages and branding reported that it was hard to keep the health promotion signs up in a shared facility, that water sponsorship had been obtained and that health promotion signs had been put in the men's toilets.

As Tables 2.6 and 2.7 demonstrate, 69.2% of clubs had completed the adoption of pricing strategies that promote lower alcohol choices at the time of the first survey and this had increased to 97.1% by the final survey. None of the clubs perceived this to be difficult or very difficult. Many of the clubs reported that they had increased their prices by 20% at the start of the season and that there had been no complaints from the members. A couple of clubs reported that there had been complaints from the members but still indicated that it had been easy to raise the prices. A couple of the clubs also reported that they had raised the prices prior to entry into the HSEDP, an anomaly that did not appear to concern the clubs; they reported that they believed that this meant they were compliant. Two clubs reported that the increase in price had been very easy because their original prices were very cheap and even with the increase in price they were still 'competitive'. A few clubs reported that a 10% price increase was too much to implement at once and that a gradual price increase was preferred; these clubs expected to be compliant by the end of the project. None of the clubs reported that they had phased out the sale of full-strength beer or were serving wine in 100ml portions. In other words, the pricing strategy was selected by all clubs that had implemented this component of the standard.

Table 2.6 shows that of the 71% of clubs (with a liquor licence) at the time of the first survey had completed GoodSports Level 2. These clubs all reported that achieving this component of the standard was either easy or very easy, as shown in Table 2.7. By the time of the final survey 86% (of 35 clubs) had completed GoodSports Level 2.

Table 2.6: Progress against the Responsible Use of Alcohol standard (clubs with bar only)

	Survey period	No progress made yet	Not much progress made yet	Some progress made	A lot of progress made	This is now completed	Does not apply to our club	Don't know	Total
Not serving alcohol before midday on match days	First	4 7.7%		1 1.9%		46 88.5%	1 1.9%		52 100%
	Final	2 5.7%		1 2.9%		31 88.6%	1 2.9%		35 100%
Matching alcohol sponsorship messages and branding with health promotion messages	First	4 7.7%		3 5.8%	2 3.8%	15 28.8%	28 53.8%		52 100%
	Final	2 5.7%		1 2.9%		10 28.6%	19 54.3%	3 8.6%	35 100%
Adopting pricing strategies promoting lower alcohol choices	First	6 11.5%	2 3.8%		7 13.5%	36 69.2%	1 1.9%		52 100%
	Final			1 2.9%		34 97.1%			35 100%
Sale of mid strength drinks only & 1 standard drink measure for wine (100ml)	First	1 1.9%				1 1.9%	49 94.2%	1 1.9%	52 100%
	Final					2 5.7%	28 80.0%	5 14.3%	35 100%
Achieving Level 2 Good Sports Accreditation (for clubs with a liquor license)	First	1 1.9%	1 1.9%	4 7.7%	4 7.7%	37 71.2%		5 9.6%	52 100%
	Final			3 8.6%	1 2.9%	30 85.7%		1 2.9%	35 100%

Table 2.7: Ease of implementing the Responsible Use of Alcohol standard (clubs with bar only)

	Survey period	Very difficult	Difficult	Neutral	Easy	Very Easy	Have not started	Does not apply to our club	Don't Know	Total
Not serving alcohol before midday on match days	First	1 1.9%	2 3.8%	1 1.9%	23 44.2%	22 42.3%	1 1.9%	1 1.9%	1 1.9%	52 100%
	Final	1 2.9%			25 71.4%	7 20.0%	1 2.9%		1 2.9%	35 100%
Matching alcohol sponsorship messages and branding with health promotion messages	First			2 3.8%	7 13.5%	8 15.4%	4 7.7%	30 57.7%	1 1.9%	52 100%
	Final		1 2.9%		4 11.4%	2 5.7%	1 2.9%	22 62.9%	5 14.3%	35 100%
Adopting pricing strategies promoting lower alcohol choices	First		2 3.8%	6 11.5%	27 51.9%	8 15.4%	7 13.5%	1 1.9%	1 1.9%	52 100%
	Final			2 5.7%	27 77.1%	6 17.1%				35 100%
Sale of mid strength drinks only & 1 standard drink measure for wine (100ml)	First		2 3.8%				3 5.8%	46 88.5%	1 1.9%	52 100%
	Final				2 5.7%			27 77.1%	6 17.1%	35 100%
Achieving Level 2 Good Sports Accreditation (for clubs with a liquor license)	First		1 1.9%	3 5.8%	27 51.9%	11 21.2%	1 1.9%	2 3.8%	7 13.5%	52 100%
	Final				25 71.4%	9 25.7%			1 2.9%	35 100%

## STANDARD 2 – REDUCED TOBACCO USE

In the club survey, the key HSEDP club contact was asked a series of questions related to the reduced tobacco use standard.

As is evident in Table 2.8, with the exception of one report from a final survey club, none of the clubs reported that there was sale of cigarettes at their club. Please note that there was some confusion among the clubs about answering 'This is always the case' or 'This does not happen at all'. Almost all of the qualitative answers reported that this was never the case at the clubs. In some cases the respondent noted that it had not been the case for at least 10 or 15 years, but these responses were in the minority. As noted in Table 2.9, none of the clubs reported that this was difficult. Table 2.8 demonstrates that the vast majority of the clubs (68% of first survey clubs and 78% of final survey clubs) believed that signs indicating tobacco products are not sold at the club were not relevant.

Table 2.8 shows that the vast majority of clubs (82% first survey and 87% final survey) always had signage displayed indicating smoke free areas. Most of the clubs also reported that this was easy or very easy. In the two cases in each survey where clubs reported that it was difficult, the reasons cited were because of cohabitation with another club and the process of finding external signs. The majority of clubs reported in their qualitative comments that all entrances and exits had signs and that signage has always been up at the club. Some of the clubs reported that they had added more signage as a result of being in the HSEDP. The qualitative comments revealed that the clubs were content with the amount of internal signage, but were not as sure about external signage.

Table 2.8 shows that in 51% of first survey clubs and 67% of final survey clubs it was always the case that there was no smoking allowed in any undercover area. The majority of clubs reported that this had been easy or very easy to implement (Table 2.9). While 42% of first survey clubs reported that this had been difficult, very difficult or that they had not started only 24% of final survey clubs remained in this category. The qualitative comments from first survey clubs revealed that undercover areas had been set aside for smokers, and that to do otherwise would be discriminatory – putting them out in the rain would not be inclusive and could be a safety concern if the women and girls had to move away from lit areas to smoke. Some of these nine clubs reported that they still had undercover smoking areas and that they were yet to address this issue.

Tables 2.8 and 2.9 show that the issue of smoking in uncovered dining areas was less problematic than smoking in undercover areas. 70% of first and 67% of final survey clubs reported that this was not relevant for their club, while 22% of first and 38% of final survey clubs reported that there was always no smoking in uncovered dining areas. 31% of first and 32% of final survey clubs reported that this was either easy or very easy to achieve. The qualitative responses to this set of questions revealed that the vast majority of clubs do not have uncovered dining areas and so the component of the standard does not apply to them. Two clubs reported that they were planning to introduce a policy that meant there would be no smoking allowed in uncovered dining areas, or that they were planning to put signs up.

A majority of the clubs (58% of first and 72% of final survey clubs) reported that it is always the case that junior events are smoke free or that it is not relevant at their club. Close to half (43% of first and 48% of final survey clubs) also reported that achieving this component of the standard was either easy or very easy. Many of these clubs reported in the qualitative comments that this policy had always been in place and was either the result of playing in a smoke free venue or because the State Sporting Association has a smoke free policy at all events and competitions. The clubs that reported that it was difficult or very difficult drew attention to the difficulty in policing this type of policy and that they had very little authority beyond the clubrooms. Several clubs noted that it was easy to put in place a rule or signs, but that it was far more difficult to enforce. This difficulty is compounded when visiting clubs are on club premises.

Table 2.8 shows that 50% of first and 70% of final survey clubs reported that club coaches, players and officials did not smoke on club premises in club uniform, while 64% and 78% respectively reported that they did not do so while acting in an official capacity. Thus, Table 2.8 also reveals that smoking by coaches, players and officials in an official capacity was less prevalent than smoking by the same people in club uniform. 51% of first survey and 72% of final survey clubs believed it is easy or very easy to implement the component of the standard whereby coaches, players and officials do not smoke in club uniform; this increased to 65% first and 76% final survey clubs for coaches, players and officials acting in an official capacity. The qualitative responses reveal that some of the clubs believe it is difficult to get older people to change their ways, that the coaches of senior teams are still an issue, and that it is a difficult policy to enforce because it causes arguments. Many of the clubs that found this easy or very easy have a no smoking policy in place across the sport or the venue, or they don't have any members in their club who smoke. These views were similar for coaches, players and officials acting in an official capacity, although the clubs acknowledged that this was easy to enforce or police, particularly where the coaches or officials are physically confined to a 'bench' (or similar) during the match or game.

Tables 2.8 and 2.9 illustrate that the issue of visiting players smoking while in club uniform is more problematic. 34% of first and 37% of final survey clubs identified that it is always the case that visiting players do not smoke in club uniform, while 34% of first and 41% of final survey clubs reported that this happened sometimes. Therefore not only were there about equal cases of visiting players either not smoking or smoking, there was no improvement in terms of reducing the smoking levels over the course of the HSEDP for the samples reported here. Table 2.9 shows that 31% of first and 44% of final survey clubs believed that this was either easy or very easy to implement. The qualitative comments reveal that the vast majority of these clubs have a no smoking policy that has been adopted by the venue or the state sporting association. Those clubs that found it difficult, very difficult or who have not started yet commented that this will be a difficult component of the standard to achieve, that it is too hard, that it will be impossible to achieve, that it can't be stopped, that it might alienate members and that it is very difficult to enforce.

Table 2.8: Progress against the Reduced Tobacco Use standard

	Survey period	This is always the case	This is usually the case	This happens sometimes	This does not happen at all	Not relevant for our club	Don't Know	Total
<b>No sale of cigarettes at the club</b>	First	64 86.5%			9 12.2%	1 1.4%		74 100%
	Final	51 94.4%		1 1.9%		2 3.7%		54 100%
<b>Signage displayed indicating that tobacco products are not sold</b>	First				19 25.7%	50 67.6%	5 6.8%	74 100%
	Final	5 9.3%			2 3.7%	42 77.8%	5 9.3%	54 100%
<b>Signage displayed indicating smoke free areas</b>	First	61 82.4%	2 2.7%		6 8.1%	5 6.8%		74 100%
	Final	47 87.0%		1 1.9%	2 3.7%	4 7.4%		54 100%
<b>There is no smoking allowed in any club area under cover</b>	First	29 39.2%	9 12.2%	26 35.1%	4 5.4%	6 8.1%		74 100%
	Final	36 66.7%		12 22.2%	1 1.9%	5 9.3%		54 100%
<b>There is no smoking allowed in any uncovered dining area</b>	First	16 21.6%		3 4.1%	2 2.7%	52 70.3%	1 1.4%	74 100%
	Final	13 24.1%			1 1.9%	36 66.7%	4 7.4%	54 100%
<b>Junior (under 16) events are totally smoke-free (no smoking anywhere on club grounds/premises)</b>	First	28 37.8%	4 5.4%	15 20.3%	3 3.0%	22 29.7%	2 2.7%	74 100%
	Final	27 50.0%	2 3.7%	8 14.8%	3 5.6%	12 22.2%	2 3.7%	54 100%
<b>Club coaches, players and officials do not smoke on club premises in club uniform</b>	First	37 50.0%	4 5.4%	29 39.2%	1 1.4%	2 2.7%	1 1.4%	74 100%
	Final	38 70.4%	1 1.9%	11 20.4%		3 5.6%	1 1.9%	54 100%
<b>Club coaches, players and officials do not smoke on club premises when in operating in an official capacity</b>	First	47 63.5%	6 8.1%	16 21.6%	3 4.1%	2 2.7%		74 100%
	Final	42 77.8%	2 3.7%	8 14.8%		2 3.7%		54 100%
<b>Visiting players do not smoke when in their club uniform at our club</b>	First	25 33.8%	9 12.2%	25 33.8%	2 2.7%	3 4.1%	10 13.5%	74 100%
	Final	20 37.0%	3 5.6%	22 40.7%	1 1.9%	4 7.4%	4 7.4%	54 100%



Table 2.9: Ease of implementing the Reduced Tobacco Use standard

	Survey period	Very difficult	Difficult	Neutral	Easy	Very Easy	Have not started	Don't Know	Total
<b>No sale of cigarettes at the club</b>	First				43 58.1%	30 40.5%	1 1.4%		74 100%
	Final				42 77.8%	11 20.4%	1 1.9%		54 100%
<b>Signage displayed indicating that tobacco products are not sold</b>	First				3 4.1%	3 4.1%	47 63.5%	21 28.4%	74 100%
	Final				5 9.3%	4 7.4%	6 11.1%	39 72.2%	54 100%
<b>Signage displayed indicating smoke free areas</b>	First		2 2.7%		40 54.1%	19 25.7%	10 13.5%	3 4.1%	74 100%
	Final	1 1.9%	1 1.9%		41 75.9%	7 13.0%	3 5.6%	1 1.9%	54 100%
<b>There is no smoking allowed in any club area under cover</b>	First	4 5.4%	12 16.2%	6 8.1%	21 28.4%	10 13.5%	15 20.3%	6 8.1%	74 100%
	Final	4 7.4%	7 13.0%	4 7.4%	29 53.7%	5 9.3%	2 3.7%	3 5.6%	54 100%
<b>There is no smoking allowed in any uncovered dining area</b>	First		1 1.4%	2 2.7%	9 12.2%	14 18.9%	16 21.6%	32 43.2%	74 100%
	Final				13 24.1%	4 7.4%	4 7.4%	33 61.1%	54 100%
<b>Junior (under 16) events are totally smoke-free (no smoking anywhere on club grounds/premises)</b>	First	5 6.8%	9 12.2%	4 5.4%	22 29.7%	10 13.5%	8 10.8%	16 21.6%	74 100%
	Final	6 11.1%	5 9.3%	4 7.4%	22 40.7%	4 7.4%	1 1.9%	12 22.2%	54 100%
<b>Club coaches, players and officials do not smoke on club premises in club uniform</b>	First	2 2.7%	15 20.3%	10 13.5%	28 37.8%	10 13.5%	7 9.5%	2 2.7%	74 100%
	Final	6 11.1%	5 9.3%	3 5.6%	34 63.0%	5 9.3%	1 1.9%		54 100%
<b>Club coaches, players and officials do not smoke on club premises when in operating in an official capacity</b>	First	2 2.7%	6 8.1%	6 8.1%	38 51.4%	10 13.5%	7 9.5%	5 6.8%	74 100%
	Final	4 7.4%	4 7.4%	3 5.6%	36 66.7%	5 9.3%	1 1.9%	1 1.9%	54 100%
<b>Visiting players do not smoke when in their club uniform at our club</b>	First	12 16.2%	20 27.0%	1 1.4%	18 24.3%	6 8.1%	9 12.2%	8 10.8%	74 100%
	Final	12 22.2%	10 18.5%	5 9.3%	20 37.0%	4 7.4%	2 3.7%	1 1.9%	54 100%

### STANDARD 3 – HEALTHY EATING

In the club survey, the key HSEDP club contact was asked a series of questions related to the healthy eating standard.

It is important to note from the outset that there is a marked difference between clubs in terms of the provision of food, which has an impact on the ways in which they interpret the standards, as well as their capacity to alter their offerings:

- Clubs that do not have a canteen (and therefore found it very easy to comply with the healthy eating standard of the HSEDP).
- Clubs that run a canteen every night and often have a high proportion of packaged foods (an association which manages an indoor venue open every night for training or competition is an example in this category)
- Clubs that run a canteen every week, which cooks or prepares very little food (a junior club that runs activities on a Saturday or a Sunday morning is an example in this category).
- Clubs that run a canteen for each home game (every fortnight) and a 'canteen' for training nights, where 50-200 meals might be cooked (a football club is an example in this category);
- Clubs that run a canteen infrequently (pony clubs that have their 'rallies' once a month are an example in this category)
- Clubs that do not run a canteen for their training or competition days, but run a series of events throughout the year that are professionally catered (a rowing club that runs a series of regattas for competitors all over the state is an example in this category)

As is evident in Table 2.10, the vast majority of clubs (93% of first and 98% of final survey clubs) reported that they were either fully compliant with legal food handling obligations or that this did not apply at their club. As shown in Table 2.11, only two first and one final survey clubs believed that this component of the standard was difficult or very difficult. The qualitative comments revealed that most of the clubs had met this component of the standard prior to the HSEDP and that the local councils conducted visits and were very strict in this area.

As Table 2.10 demonstrates, there was marked improvements reported by the time of the final survey in relation to the composition of the food offered. Menus containing at least 30% 'green' foods increased from a reported 25% in the first survey to 54% by the final survey. The comparable figures for at least 20% 'amber' foods were 35% and 57% and for stocking no more than 50% 'red' foods the proportions rose from 27% in the first survey to 56% in the final survey.

The following is a sample of the qualitative comments, which illustrate the different initiatives that the clubs reported putting in place (either prior to or after the club had joined the HSEDP) in order to increase the amount of green food, increase the amount of amber food and reduce the amount of red food in their respective canteens:

- Added 'green' foods such as raisin toast and toasted sandwiches
- Replaced white rolls with multigrain (multiple responses)
- Introduced salad rolls or have increased the number of salad rolls (multiple responses)
- Introduced popcorn
- Introduced steamed dim sims (multiple responses)
- Introduced low fat milk for teas and coffees

- Introduced the sale of fruit (multiple responses)
- Introduced wraps
- Introduced health bars
- Reduced the amount of chocolate
- Introduced souvlaki
- Increased the amount of water
- Increased the amount of diet soft drinks (multiple responses)
- Added boxed fruit juices (multiple responses)
- Introduced salt reduced pies
- Purchased pies from the bakery rather than the supermarket
- Added new home produce
- Got rid of pies, pasties and sausage rolls
- Reduced items available on the BBQ

The clubs reported that many of these initiatives, such as the introduction of salad rolls, were in place prior to the HSEDP. However, clubs also reported that they had made adjustments to their menu as a result of being part of the HSEDP. There was a significant focus on the provision of salad rolls, which perhaps indicates that the salad component is most easily aligned with the category 'green'. Some clubs were prepared to admit that they did not know what foods were classified as amber. The clubs appeared to intuitively know what foods were classified as green (salad rolls) and red (hot chips), although some of the examples they gave to indicate that they had moved from one category to another suggested that there was some degree of confusion. For example, steamed dim sims were often offered as an example of healthier eating practices. Some of the clubs noted that meeting these components of the healthy eating standard was difficult because it was difficult to change the ideas of members and that the provision of fresh and frozen foods was often weather dependent (e.g. frozen foods were often best in winter because they did not perish and when warmed up or fried were more appealing). Finding green products that had a long shelf life was a challenge for clubs.

Table 2.10: Progress against the Healthy Eating standard (all clubs)

	Survey period	No progress made yet	Not much progress made yet	Some progress made	A lot of progress made	This is now completed	Does not apply to our club	Don't know	Total
Fully compliant with legal food handling obligations	First			2 2.7%	2 2.7%	50 67.6%	19 25.7%	1 1.4%	74 100%
	Final			1 1.9%		40 74.1%	13 24.1%		54 100%
Canteen menu contains at least 30% 'green' food and drinks	First	1 1.4%	3 4.1%	9 12.2%	7 9.5%	19 25.7%	28 37.8%	7 9.5%	74 100%
	Final	1 1.9%	2 3.7%	1 1.9%	2 3.7%	29 53.7%	18 33.3%	1 1.9%	54 100%
Canteen menu contains at least 20% 'amber' food and drinks	First		4 5.0%	15 20.0%	4 5.0%	26 35.0%	14 20.0%	11 15.0%	74 100%
	Final	1 1.9%	1 1.9%	1 1.9%	1 1.9%	31 57.4%	18 33.3%	1 1.9%	54 100%
Canteen menu contains NO MORE than 50% 'red' food and drinks	First	2 2.7%	4 5.4%	6 8.1%	3 4.1%	20 27.0%	28 37.8%	11 14.9%	74 100%
	Final	1 1.9%	2 3.7%		2 3.7%	30 55.6%	18 33.3%	1 1.9%	54 100%
Health promotion messages/signage of equal weighting to that provided by food/drink sponsor/s	First			19 25.7%		5 6.8%	50 67.6%		74 100%
	Final			13 24.1%		6 11.1%	33 61.1%	2 3.7%	54 100%
Food/drink incentives, donations and vouchers for junior (under 16) activities/events/comps phased out	First					2 2.7%	52 70.3%	1 1.4%	74 100%
	Final				5 9.3%	4 7.4%	41 75.9%	4 7.4%	54 100%

Table 2.11: Ease of implementing the Healthy Eating standard (all clubs)

	Survey period	Very difficult	Difficult	Neutral	Easy	Very Easy	Have not started	Does not apply to our club	Don't Know	Total
Fully compliant with legal food handling obligations	First		2 2.7%	3 4.1%	34 45.9%	14 18.9%	2 2.7%	15 20.3%	4 5.4%	74 100%
	Final		1 1.9%	1 1.9%	32 58.3%	8 14.8%		11 20.4%		54 100%
Canteen menu contains at least 30% 'green' food and drinks	First		4 5.4%	4 5.4%	23 31.1%	3 4.1%	7 9.5%	24 32.4%	9 12.2%	74 100%
	Final	1 1.9%	5 9.3%	1 1.9%	25 46.3%	4 7.4%		15 27.8%	3 5.6%	54 100%
Canteen menu contains at least 20% 'amber' food and drinks	First		5 6.8%		20 27.0%	2 2.7%	7 9.5%	24 32.4%	16 21.6%	74 100%
	Final	1 1.9%	1 1.9%	3 5.6%	26 48.1%	5 9.3%		15 27.8%	3 5.6%	54 100%
Canteen menu contains NO MORE than 50% 'red' food and drinks	First	1 1.4%	8 10.8%	2 2.7%	18 24.3%	2 2.7%	7 9.5%	24 32.4%	12 16.2%	74 100%
	Final	1 1.9%	3 5.6%	1 1.9%	25 46.3%	5 9.3%		15 27.8%	4 7.4%	54 100%
Health promotion messages/signage of equal weighting to that provided by food/drink sponsor/s	First		6 8.1%	2 2.7%	19 25.7%	5 6.8%	9 12.2%	24 32.4%	9 12.2%	74 100%
	Final		1 1.9%	2 3.7%	19 35.2%	11 20.4%	6 11.1%	15 27.8%		54 100%
Food/drink incentives, donations and vouchers for junior (under 16) activities/events/comps phased out	First	1 1.4%	3 4.1%	7 9.5%	20 27.0%	3 4.1%	9 12.2%	24 32.4%	7 9.5%	74 100%
	Final		2 3.7%	1 1.9%	17 31.5%	13 24.1%	6 12.2%	15 27.8%		54 100%

## STANDARD 4 – PROTECTION FROM UV

In the club survey, the key HSEDP club contact was asked a series of questions related to the Protection from UV standard.

It should be noted that some of the clubs in the HSEDP are indoor-based (e.g. underwater hockey, karate and table tennis). These clubs found it very easy to comply with the protection from UV standard.

As is evident in Table 2.12, 73% of first survey clubs and 82% of final survey clubs had completed the SunSmart club assessment. Completing this component of the standard was largely (over 70%) reported as either easy or very easy in each cohort. Only one first survey club reported that this had been difficult (Table 2.13) but none of the final survey clubs were of the opinion that had been either difficult or very difficult. There was a large increase in reported completion of the implementation of at least one action from each of six key areas between the first survey (18%) and the final survey (76%). By the time of the final survey no clubs reported no or not much progress and the implementation was reported as being easy or very easy by 87% of the final survey clubs.

The qualitative comments related to the actions in the key areas revealed the following actions and initiatives:

- Make sunscreen available (multiple response – most popular)
- Flexible training periods outside the strong UV times
- Portable shading when the team travels to events
- Hats for sale
- Remind junior players to apply sunscreen
- Make sure the trainers and runners are wearing hats on warm days
- Provide water for the players
- Later games to reduce the impact of the sun in the summer competition
- Provide more shaded areas

The qualitative comments revealed that the provision of sunscreen and shade were the two most prevalent strategies that clubs had employed to protect their members from UV. Many of the clubs noted that these initiatives were in place prior to the HSEDP because they were common sense. Almost every club mentioned the provision of sunscreen for members, while many of the clubs referred to the provision of shaded areas or the desire to acquire a grant that would enable them to provide more shaded areas.

From the following list of SunSmart sun protection tips for clubs, it is clear that the clubs have emphasised items 3 and 7, however, the clubs also mentioned item 2 and item 6. Items 1, 4, 5, 8 and 9 were not mentioned in the qualitative responses and comments by clubs, which indicates that a capacity for the clubs to improve between the first and final surveys was demonstrated in these areas.

1. promoting and using the SunSmart UV Alert by adding the widget onto the club's website
2. scheduling training times, competitions and outdoor events outside the UV Alert times when possible – especially those scheduled for the middle of the day
3. planning and providing shade; encourage players and spectators to take advantage of natural shade from buildings and trees. Add portable shading or consider building permanent shade in popular outdoor spots

4. encouraging people to bring their own portable shade to club events
5. encouraging club 'sports stars', coaches and club officials to be sun protection role models
6. providing or encouraging participants and officials to wear sun protective clothing as part of the team uniform and during training sessions
7. promoting the use of SPF 30+ broad spectrum, water resistant sunscreen. Your club may even consider having a supply on site
8. encouraging spectators to come to events prepared for the outdoors by reminding them to be SunSmart. Promote sun protection during the day with signage, announcements and providing sunscreen for unprepared spectators
9. educating club members and coaches about skin cancer and sun protection; put articles in your newsletter, display a poster and use a blackboard to display the UV Alert for the day; you may even consider running an information session.

**Table 2.12: Progress against the Protection from UV standard**

	Survey period	No progress made yet	Not much progress made yet	Some progress made	A lot of progress made	This is now completed	Does not apply to our club	Don't know	Total
<b>Complete the SunSmart Club Assessment</b>	First	7 9.5%		3 4.1%	1 1.4%	54 73.0%	2 2.7%	7 9.6%	74 100.0%
	Final			2 3.7%	2 3.7%	44 81.5%	1 1.9%	5 9.3%	54 100%
<b>Implement at least 1 action from each of 6 key areas</b>	First	5 6.8%	4 5.4%	19 25.7%	20 27.0%	13 17.6%	5 6.8%	8 10.8%	74 100.0%
	Final			3 5.6%	4 7.4%	41 75.9%	1 1.9%	5 9.3%	54 100%

**Table 2.13: Ease of implementing the Protection from UV standard**

	Survey period	Very difficult	Difficult	Neutral	Easy	Very Easy	Have not started	Does not apply to our club	Don't Know	Total
<b>Complete the SunSmart Club Assessment</b>	First		1 1.4%	3 4.1%	43 58.1%	9 12.2%	4 5.4%	2 2.7%	12 16.2%	74 100.0%
	Final				45 83.3%	3 5.6%		1 1.9%	5 9.3%	54 100%
<b>Implement at least 1 action from each of 6 key areas</b>	First		3 4.1%	7 9.5%	38 51.4%	5 6.8%	5 6.8%	5 6.8%	11 6.8%	74 100.0%
	Final		1 1.9%		44 81.5%	3 5.6%		1 1.9%	5 9.3%	54 100%

## STANDARD 5 – INJURY PREVENTION AND MANAGEMENT

In the club survey, the key HSEDP club contact was asked a series of questions related to the injury prevention and management standard.

Table 2.14 shows that 12% of first survey clubs reported that they had made no progress or not much progress towards completing the SmartPlay safe club assessment and that this reduced to only 1.9% (1 club) by the time of the final club sample. Completions were also reported in line with those data with first survey clubs having completed at the rate of 16% rising to 70% by the time of the final club survey

As Table 2.15 demonstrates, the club's perception of the ease of implementing this component of the standard was reported by over 75% of both surveys.

The qualitative data that relates to this standard revealed that half the clubs that gave comments (15/30) reported that they met with a member of the Leisure Networks team to complete the SmartPlay club assessment. As with the qualitative data related to the SunSmart assessment, it was unclear to the evaluation team whether the clubs were referring to the self assessment completed by Leisure Networks across the entire set of standards at the beginning of the project, or whether a member of the Leisure Networks team had sat with each of the clubs to complete the SmartPlay club assessment separately. Three clubs reported that they were already compliant prior to the HSEDP, while only two clubs referred to the online assessment process – one of the clubs reported that the online process had been difficult, which has slowed the process for the club. In providing further comments related to the strategies put in place, six clubs identified that were already compliant prior to being part of the HSEDP. In the majority of cases the clubs identified that this was because their state sporting association had an injury prevention and management program in place that the club was obliged to follow.

The clubs referred to a broad range of injury prevention and management strategies and practices:

- Members completing their first aid training
- Provision of a qualified trainer that is in charge of all medical equipment
- Developed a injury report form to report injuries
- Have accredited coaches
- Establish correct warm up procedures
- Stretch
- Assess minor injuries
- Develop an injury register
- Provide access to a physiotherapist
- Conduct indoor training sessions when wet or cold
- Establish pool based recovery sessions

It is important to note that many of the more sophisticated injury prevention and management strategies mentioned, such as the provision of a qualified trainer, the provision of access to a physiotherapist, the assessment of injuries, the conduct of indoor training sessions in inclement weather and the establishment of pool based recovery sessions, are almost exclusively within football clubs. These football clubs have annual revenues of between \$50,000 and \$250,000 and have the financial and human resources to institute reasonably sophisticated injury prevention and management practices, at least at the senior level.

Table 2.14: Progress against the Injury Prevention and Management standard

	Survey period	No progress made yet	Not much progress made yet	Some progress made	A lot of progress made	This is now completed	Does not apply to our club	Don't know	Total
Complete the SmartPlay Safe Club Assessment	First	2 2.7%	5 6.8%	36 48.6%	5 6.8%	9 12.2%		17 23.0%	74 100.0%
	Final	1 1.9%		1 1.9%		41 75.9%	1 1.9%	10 18.5%	54 100%
Implement at least 8 injury prevention strategies	First	2 2.7%	7 9.5%	32 43.2%	4 5.4%	12 16.2%		17 23.0%	74 100.0%
	Final	1 1.9%		2 2.7%	1 1.9%	38 70.4%	1 1.9%	11 20.4%	54 100%

Table 2.15: Ease of implementing the Injury Prevention and Management standard

	Survey period	Very difficult	Difficult	Neutral	Easy	Very Easy	Have not started	Does not apply to our club	Don't Know	Total
Complete the SmartPlay Safe Club Assessment	First		2 2.7%	5 6.8%	36 48.6%	5 6.8%	9 12.2%		17 23.0%	74 100.0%
	Final				42 77.8%	1 1.9%	1 1.9%		10 18.5%	54 100%
Implement at least 8 injury prevention strategies	First		2 2.7%	7 9.5%	32 43.2%	4 5.4%	12 16.2%		17 23.0%	74 100.0%
	Final				41 75.9%	1 1.9%	1 1.9%		11 20.4%	54 100%



## STANDARD 6 – INCLUSION, SAFETY AND SUPPORT

In the club survey, the key HSEDP club contact was asked a series of questions related to the inclusion, safety and support standard.

### Statement of purpose that reflects a commitment to a safe and inclusive environment

Table 2.16 shows that 43% of first and 80% of final survey clubs reported that they had developed a statement of purpose that reflects a commitment to a safe and inclusive environment. Table 2.17 shows that the majority of clubs in both surveys considered this to be very easy or easy (53% of first and 76% of final club survey clubs). The qualitative comments related to this component of the standard revealed that ten clubs claimed to have a statement of purpose in place prior to becoming an HSEDP club. These clubs referred to a range of documents such as the constitution, the state sporting association guidelines and policies, the mission statement, the vision statement, the strategic plan and the club handbook. The document most often referred to was the constitution, although when probed further none of the club representatives were clear about what the statement of purpose was, or what was in the constitution that met the requirements of a standard of purpose that reflects a commitment to a safe and inclusive environment at the club.

### Welcoming officer

Table 2.16 shows that while 69% of first survey clubs reported that they had a welcoming officer, this had risen to 91% for final survey clubs. This was reported as easy or very easy by 77% of first and 85% of final survey clubs (Table 2.17). The qualitative comments related to this component revealed that ten clubs had this in place prior to becoming an HSEDP club. However, in most cases this was not formalised and as a result of the HSEDP this role has now been formalised. An additional five clubs reported that they did not have a nominated person prior to their involvement in HSEDP, but they now have a nominated person as part of the HSEDP process. Some of the other clubs reported that it was very difficult to have one person in this role and so the activities of a welcoming officer fell to a range of people within the club – the canteen lady, the president, the chaplain, the secretary, the coach, the football manager and the entire committee. Many of the clubs referred to the unofficial/official and the informal/formal nature of the position. It was clear that many of the clubs had made an obvious choice to formalise the role, most often choosing a single person, while other clubs were happy to continue with an informal position and let the responsibility fall to a coterie of people in positions of authority within the club.

### Welcome/Introduction kit

As demonstrated in Table 2.16, 34% of the first survey clubs had made no progress towards creating a welcome/introduction kit which reduced to 7% of final survey clubs. Consequently the completion rates rose between the surveys from 27% (first) to 63% (final). Table 2.17 shows that first survey clubs found this easy/very easy only in 37% of cases and that this increased to 69% of clubs in the final survey sample. The qualitative comments related to this component of the standard revealed that of the clubs who had made some progress to achieving this component of the standard, eight reported that they had a welcome/introduction kit in place prior to becoming an HSEDP club. A further seven clubs reported that they had started to put the kit together – some were very well advanced while others were working on some ideas of what might go into the kit. The focus of the kits appears to depend greatly on context. For some clubs codes of conduct are important, while for others equipment is the basis of the welcome kit, while for others key contacts, dates and fees are considered essential.

### Written guidelines for dealing with complaints and grievances

Table 2.16 shows that completion rose from 66% (first survey) to 91% (final survey clubs). The qualitative comments related to this component revealed that the twenty-two clubs that reported completion of this component all claim that it was achieved prior to the HSEDP. As per other aspects

of this standard, the clubs referred to their constitutions, state sporting association policies, club bylaws and the club handbook.

### **Nominated person to deal with complaints and grievances**

Table 2.16 shows that 80% of first and 91% of final survey clubs had completed this component of the standard. The qualitative comments related to this component revealed that of the clubs that have completed this component, fourteen specifically mentioned that they had a system in place prior to the HSEDP. The remaining clubs were less clear about a specific club member being responsible, but rather referred to it being the role and responsibility of the entire committee or of the president. It appears that in these clubs the process is less clear, as some indicated matters are dealt with on a case by case basis.

### **Create a mentors/buddies system**

Table 2.16 shows that 35% of first and 48% of final survey clubs had completed this component of the standard. 50% of first and 50% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments related to this component revealed that eight of the clubs have a system that was in place prior to the HSEDP. A further three clubs reported that they have an informal system in place. An additional three clubs reported that they believed there was no need for a mentor/buddy system at their club, which was particularly true if there were no juniors at the club. Some of the difficulties cited by clubs in implementing such a scheme are time, particularly among senior players, and the ability to demonstrate the benefit of such a system within the club.

### **Committee adoption of a member protection policy**

Table 2.16 shows that 28% of first and 61% of final survey clubs had completed this component of the standard. 27% of first and 61% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments related to this component revealed that four of the six clubs that perceived it to be easy or very easy had completed the component prior to the HSEDP and it had been done through the state governing body. The club that perceived it to be difficult noted that it was difficult to gather all the information when the people involved are time poor.

### **Have written codes of conduct for club roles**

Table 2.16 shows that 55% of first and 89% of final survey clubs had completed this component of the standard. 69% of first and 85% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments related to this component revealed that almost half the clubs (14/30) had completed the component of the standard prior to the HSEDP. The remaining clubs reported that they had written codes of conduct for players, but not other roles, or that there were written codes of conduct for the committee, but not for players. Some clubs also reported that the 'codes of conduct' they had in place were informal and that they needed to document them in writing.

### **Committee adoption of guidelines and policies for club to be more welcoming and inclusive**

Table 2.16 shows that 38% of first and 72% of final survey clubs had completed this component of the standard. 49% of first and 80% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments revealed a variety of strategies and actions related to this component:

- Club have always had a welcoming culture (just need to formalise it)
- Committee made it a policy to meet and greet with potential members
- Policy in place that the first competition is free (come and try)
- Part of the mission statement

- Covered in the club's vision statement
- In the club's statement of purpose
- In the strategic plan
- Club has developed a value system

Many of the clubs reported that they were now working on formalising process and practices that had been informal within the club up until now.

### **All administrators and coaches have completed Play By The Rules online training**

Table 2.16 shows that 11% of first and 17% of final survey clubs had completed this component of the standard. 32% of first and 41% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments related to this component revealed that some of the clubs had completed this prior to the HSEDP for coaches particularly, but administrators now had to be completed. One club reported that their coaches and administrators moved directly to the tests and that it was very easy to complete.

### **Information provided for women in the club about where to go if they are victims of violence**

Table 2.16 shows that 24% of first and 63% of final survey clubs had completed this component of the standard. 26% of first and 78% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments revealed that many of the clubs have received the information and now need to put it up in the clubrooms. Clubs reported that they had received posters from Leisure Networks and were in the process of laminating them so they could be placed in the clubrooms. A few clubs expressed some reticence about the process: one club noted that although the information was easy to provide, they questioned where the obligation of the club starts and ends; another club wondered how this information would fix the problem and questioned whether it was useful to expose children in the club to this information (this was reiterated by another junior club).

### **Equal rights of access to use all facilities regardless of gender or cultural background**

Table 2.16 shows that 96% of first and final survey clubs had completed this component of the standard. 97% of first and 98% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). Almost all the clubs revealed in the qualitative comments that this equality of access had always been the case at their club. Six of the clubs referred to the fact they had changing rooms for both men and women. Only one club referred to the diverse cultural background of their juniors as an example of equal access regardless of cultural background.

### **Committee is regularly reviewing the safety of the club premises and grounds including car parks and adequate lighting**

Table 2.16 shows that 89% of first and 94% of final survey clubs had completed this component of the standard. 84% of first and 95% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments related to this component of the standard revealed that most of the clubs focussed on the issue of the safety of the playing surface in answering the question. Many commented that a weekly or monthly inspection takes place and this has always been the case at the club. Some indicated that it was the responsibility of the committee while other noted that a specific person was in charge of safety inspections and regular audits. Some of the clubs also referred to the role of the council and audits and surveys that were carried out. Only two clubs referred to lighting, one where lighting has been installed recently and one where it is currently being installed.

### **Flexible payment of fees and concessional loans of equipment available to members in financial need**

Table 2.16 shows that 88% of first and 96% of final survey clubs had completed this component of the standard. 81% of first and 91% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). A handful of clubs referred to the fact that this was often difficult because players were reticent about making it known they needed help, sometimes the club was left with a debt when players did not pay their fees and sometimes the fee structure between the club or association and the state governing body meant that club was left out of pocket while the player repaid the fees over the course of the season. Concessional loans of equipment were referred to far less by the clubs and in many instances this was considered difficult because of the logistics of the sport and/or the equipment.

### **Committee has investigated whether lack of transport is a barrier to some individuals participation in the club**

Table 2.16 shows that 73% of first and 93% of final survey clubs had completed this component of the standard. 72% of first and 93% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments related to this component revealed that nineteen clubs claim to have either a formal or informal car pool system in place. A further three clubs referred to a bus being provided for travel to away games. Two of the football clubs referred to the Victorian Country Football League system of the driver being reimbursed for the costs of travel to away games when acting as a nominated driver.

### **Club actively tries to recruit women, Indigenous people and people from diverse cultural backgrounds**

Table 2.16 shows that 65% of first and 94% of final survey clubs had completed this component of the standard. 41% of first and 87% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments related to this component revealed that many of the clubs who assessed the component as 'difficult' to implement had actively approached different groups or organisations within their community to recruit players who were Indigenous or from diverse cultural backgrounds. For example, one of the clubs had approached the 'aboriginal coop' while another 'had been in contact with the local Sudanese and Indigenous communities' The clubs that perceived the component of the standard 'easy' to implement noted that they had not done anything to actively recruit these groups, but that their club has always welcomed and accepted any new members at the club and would never turn anyone away. Thus, those clubs that perceive the standard to be difficult have done more 'active' recruitment than those clubs that perceive it to be easy, that in the main have done very little. An additional finding is that clubs that have mixed gender or that have a women's team (such as a netball team associated with a football club) focus on the 'women' component of this standard – 'our club had both males and females' (perceived the component to be very easy).

### **Social activities are designed to include all members**

Table 2.16 shows that 96% of first and 100% of final survey clubs had completed this component of the standard. 96% of first and 98% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The vast majority of these clubs noted in the qualitative comments that social activities at their club had always been designed to include all members. Very few of the clubs provided more detail. Those that did referred to making sure functions were not male orientated, changing the nature of the reverse draw, incorporating all teams, including juniors, at the presentation night, holding a dance, and making sure invitations encouraged all members to attend.

### Club encourages other family members to participate in club activities

Table 2.16 shows that 95% of first and 100% of final survey clubs had completed this component of the standard. 94% of first and 98% of final survey clubs reported that this standard was easy or very easy to work towards (Table 2.17). The qualitative comments revealed that almost all the clubs claim that this has always been the case at their club. Some of the clubs referred to encouraging parents to become volunteers and getting more families involved (which in turn means more members).

**Table 2.16: Progress against the Inclusion, Safety and Support standard**

	Survey period	No progress made yet	Not much progress made yet	Some progress made	A lot of progress made	This is now completed	Does not apply	Don't know	Total
<b>Develop a Statement of Purpose that reflects a commitment to a safe and inclusive environment at the club</b>	First	16 21.6%	6 8.1%	11 14.9%	6 8.1%	32 43.2%		3 4.1%	74 100%
	Final	1 1.9%	2 3.7%	3 5.6%	4 7.4%	43 79.6%		1 1.9%	54 100%
<b>Have a Welcoming Officer</b>	First	7 9.5%	2 2.7%	9 12.2%	5 6.8%	51 68.9%			74 100%
	Final	1 1.9%	1 1.9%	2 3.7%	1 1.9%	49 90.7%			54 100%
<b>Create a Welcome/Introduction kit</b>	First	25 33.8%	6 8.1%	19 25.7%	4 5.4%	20 27.0%			74 100%
	Final	4 7.4%	3 5.6%	8 14.8%	5 9.3%	34 63.0%			54 100%
<b>Committee have adopted written guidelines for dealing with Complaints and Grievances</b>	First	7 9.5%	1 1.4%	9 12.2%	6 8.1%	49 66.2%		2 2.7%	74 100%
	Final	1 1.9%	1 1.9%	1 1.9%	1 1.9%	49 90.7%		1 1.9%	54 100%
<b>Have a nominated person to deal with Complaints and Grievances</b>	First	7 9.5%		5 6.8%	2 2.7%	59 79.7%		1 1.4%	74 100%
	Final		1 1.9%	1 1.9%	2 3.7%	49 90.7%		1 1.9%	54 100%
<b>Create a Mentors/Buddies system</b>	First	16 21.6%	8 10.8%	17 23.0%	3 4.1%	26 35.1%	3 4.1%	1 1.4%	74 100%
	Final	10 18.5%	3 5.6%	8 14.8%	1 1.9%	26 48.1%	3 5.6%	3 5.6%	54 100%
<b>Committee adoption of a Member Protection Policy</b>	First	32 43.2%	3 4.1%	4 5.4%	3 4.1%	21 28.4%		11 14.9%	74 100%
	Final	8 14.8%	2 3.7%	4 7.4%	2 3.7%	33 61.1%		5 9.3%	54 100%
<b>Have written Codes of Conduct for club roles</b>	First	10 13.5%	2 2.7%	10 13.5%	9 12.2%	41 55.4%		2 2.7%	74 100%
	Final	1 1.9%	1 1.9%	1 1.9%	3 5.6%	48 88.9%			54 100%
<b>Committee adoption of Guidelines and Policies for club to be more Welcoming and Inclusive</b>	First	22 29.7%	5 6.8%	9 12.2%	5 6.8%	28 37.8%		5 6.8%	74 100%
	Final	3 5.6%	3 5.6%	5 9.3%	2 3.7%	39 72.2%		2 3.7%	54 100%
<b>All administrators &amp; coaches have completed Play By The Rules online training</b>	First	29 39.2%	4 5.4%	21 28.4%	3 4.1%	8 10.8%		9 12.2%	74 100%
	Final	2 3.7%	5 9.3%	23 42.6%	9 16.7%	9 16.7%		6 11.1%	54 100%

Table 2.16: Progress against the Inclusion, Safety and Support standard (continued)

	Survey period	No progress made yet	Not much progress made yet	Some progress made	A lot of progress made	This is now completed	Does not apply	Don't know	Total
Information provided for Women in the club about where to go if they are victims of violence	First	38 51.4%	7 9.5%	7 9.5%	1 1.4%	18 24.3%	2 2.7%	1 1.4%	74 100%
	Final	7 13.0%	2 3.7%	4 7.4%	6 11.1%	34 63.0%		1 1.9%	54 100%
There is equal rights of access to use all facilities regardless of gender or cultural background	First			1 1.4%		71 95.9%	2 2.7%		74 100%
	Final				1 1.9%	52 96.3%	1 1.9%		54 100%
Committee is regularly reviewing the safety of the club premises and grounds including carparks and adequate lighting	First			2 2.7%	1 1.4%	66 89.2%	5 6.8%		74 100%
	Final				1 1.9%	51 94.4%	2 3.7%		54 100%
Flexible payment of fees and concessional loans of equipment available to members in financial need	First	1 1.4%	2 2.7%	2 2.7%	1 1.4%	64 86.5%	3 4.1%	1 1.4%	74 100%
	Final				1 1.9%	51 94.4%	2 3.7%		54 100%
Committee has investigated whether lack of transport is a barrier to some individuals participation in the club	First	5 6.8%	2 2.7%	7 9.5%	4 5.4%	54 73.0%	2 2.7%		74 100%
	Final	4 7.4%				50 92.6%			54 100%
The club actively tries to recruit women, Indigenous people and people from diverse cultural backgrounds	First	6 8.1%	1 1.4%	13 17.6%	4 5.4%	48 64.9%	1 1.4%	1 1.4%	74 100%
	Final	1 1.9%			2 3.7%	51 94.4%			54 100%
Social activities are designed to include all members	First			1 1.4%	1 1.4%	71 95.9%	1 1.4%		74 100%
	Final					54 100%			54 100%
The club encourages other family members to participate in club activities	First			3 4.1%		70 94.6%	1 1.4%		74 100%
	Final					54 100%			54 100%

Table 2.17: Ease of implementing the Inclusion, Safety and Support standard

	Survey period	Very difficult	Difficult	Neutral	Easy	Very Easy	Have not started	Does not apply	Don't Know	Total
<b>Develop a Statement of Purpose that reflects a commitment to a safe and inclusive environment at the club</b>	First		4 5.4%	5 6.8%	36 48.6%	3 4.1%	14 18.9%		12 16.2%	74 100%
	Final		6 11.1%	5 9.3%	39 72.2%	2 3.7%			2 3.7%	54 100%
<b>Have a Welcoming Officer</b>	First		5 6.8%	3 4.1%	52 70.3%	5 6.8%	7 9.5%		2 2.7%	74 100%
	Final		3 5.6%	4 7.4%	42 77.8%	4 7.4%	1 1.9%			54 100%
<b>Create a Welcome/Introduction kit</b>	First	1 1.4%	1 1.4%	13 17.6%	25 33.8%	2 2.7%	23 31.1%		9 12.2%	74 100%
	Final		5 9.3%	7 13.0%	34 63.0%	3 5.6%	5 9.3%			54 100%
<b>Committee have adopted written guidelines for dealing with Complaints and Grievances</b>	First		1 1.4%	2 2.7%	40 54.1%	10 13.5%			11 14.9%	74 100%
	Final		2 3.7%	3 5.6%	44 81.5%	2 3.7%	1 1.9%		2 3.7%	54 100%
<b>Have a nominated person to deal with Complaints and Grievances</b>	First		2 2.7%	2 2.7%	45 60.8%	11 14.9%			10 13.5%	74 100%
	Final		1 1.9%	3 5.6%	47 87.0%	2 3.7%			1 1.9%	54 100%
<b>Create a Mentors/Buddies system</b>	First		9 12.2%	5 6.8%	32 43.2%	5 6.8%	16 21.6%	1 1.4%	6 8.1%	74 100%
	Final		4 7.4%	9 16.7%	24 44.4%	3 5.6%	6 11.1%	2 3.7%	6 11.1%	54 100%
<b>Committee adoption of a Member Protection Policy</b>	First		2 2.7%	1 1.4%	17 23.0%	3 4.1%	33 44.6%		18 24.3%	74 100%
	Final	2 3.7%	2 3.7%	5 9.3%	33 61.1%		7 13.0%		5 9.3%	54 100%
<b>Have written Codes of Conduct for club roles</b>	First		1 1.4%	5 6.8%	46 62.2%	5 6.8%	10 13.5%		7 9.5%	74 100%
	Final		1 1.9%	6 11.1%	45 83.3%	1 1.9%	1 1.9%			54 100%
<b>Committee adoption of Guidelines and Policies for club to be more Welcoming and Inclusive</b>	First		3 4.1%	1 1.4%	34 45.9%	2 2.7%	21 28.4%		13 17.6%	74 100%
	Final		3 5.6%	4 7.4%	42 77.8%	1 1.9%	3 5.6%		1 1.9%	54 100%
<b>All administrators &amp; coaches have completed Play By The Rules online training</b>	First	1 1.4%	3 4.1%	1 1.4%	23 31.1%	1 1.4%	33 44.6%		12 16.2%	74 100%
	Final		15 27.8%	10 18.5%	22 40.7%		1 1.9%	1 1.9%	5 9.3%	54 100%

Table 2.17: Ease of implementing the Inclusion, Safety and Support standard (continued)

	Survey period	Very difficult	Difficult	Neutral	Easy	Very Easy	Have not started	Does not apply	Don't Know	Total
Information provided for Women in the club about where to go if they are victims of violence	First		3 4.1%	2 2.7%	18 24.3%	1 1.4%	36 48.6%		14 18.9%	74 100%
	Final	1 1.9%	1 1.9%	3 5.6%	40 74.1%	2 3.7%	6 11.1%		1 1.9%	54 100%
There is equal rights of access to use all facilities regardless of gender or cultural background	First		1 1.4%		56 75.7%	16 21.6%		1 1.4%		74 100%
	Final				48 88.9%	5 9.3%			1 1.9%	54 100%
Committee is regularly reviewing the safety of the club premises and grounds including carparks and adequate lighting	First		4 5.4%	2 2.7%	51 68.9%	11 14.9%		5 6.8%	1 1.4%	74 100%
	Final				50 92.6%	1 1.9%		1 1.9%	2 3.7%	54 100%
Flexible payment of fees and concessional loans of equipment available to members in financial need	First		6 8.1%	5 6.8%	53 71.6%	7 9.5%		2 2.7%	1 1.4%	74 100%
	Final		1 1.9%	2 3.7%	46 85.2%	3 5.6%		2 3.7%		54 100%
Committee has investigated whether lack of transport is a barrier to some individuals participation in the club	First	1 1.4%	1 1.4%	3 4.1%	50 67.6%	3 4.1%	9 12.2%	1 1.4%	6 8.1%	74 100%
	Final				48 88.9%	2 3.7%	4 7.4%			54 100%
The club actively tries to recruit women, Indigenous people and people from diverse cultural backgrounds	First		15 20.3%	13 17.6%	27 36.5%	3 4.1%	11 14.9%		5 6.8%	74 100%
	Final		2 3.7%	4 7.4%	43 79.6%	4 7.4%	1 1.9%			54 100%
Social activities are designed to include all members	First		1 1.4%	1 1.4%	54 73.0%	17 23.0%		1 1.4%		74 100%
	Final				51 94.4%	2 3.7%	1 1.9%			54 100%
The club encourages other family members to participate in club activities	First		2 2.7%	2 2.7%	53 71.6%	16 21.6%		1 1.4%		74 100%
	Final				51 94.4%	2 3.7%	1 1.9%			54 100%



## OBSERVATIONS – VALIDATING THE CLUB SURVEY DATA

### Introduction

This element of the evaluation was designed as ‘direct observation of club operations’ by a member of the evaluation project team.

This element of the evaluation was originally designed as a stand-alone element, however, the observation element of the evaluation was subsumed within a ‘club visit’ once it was determined that the clubs would be better placed completing an interviewer-assisted survey, rather than a self-administered online survey.

The following pages outline the method used to undertake the research, the findings, and conclusions.

### Method

The primary method used within this element of the evaluation program was the direct observation of club operations during a visit on game, match or competition day. The following outlines the process employed by the evaluation team, some of which is duplicated from the description of the method for the club surveys.

The team member contacted the key HSEDP contact at the club using the telephone and email contact details provided by Leisure Networks. Upon making successful contact with the key HSEDP contact at the club, the team member attempted to negotiate a date and time for them to visit the club on a match or competition day. In some cases, where the club does not have clubrooms, the observation was not conducted. In some cases the key HSEDP contact either refused to have an evaluation team member visit the club during the season, or was unwilling to be visited (in large part due to a lack of progress). Finally, some of the key HSEDP contacts were overseas for long periods of the season and were unable to be contacted and were unavailable for a visit.

If a date and time were successfully negotiated, a member of the evaluation team visited the club, spending approximately 2 hours at the club. This time was used to conduct the interviewer-administered club survey as well as the observation of club operations. After the club survey had been conducted, the evaluation team member walked with the key HSEDP club contact on a tour of the club and its facilities. The evaluation team member completed an observation checklist during the tour or at the completion of the tour. For the winter clubs the checklist referred to responsible use of alcohol; reduced tobacco use; healthy eating; protection from UV (selected questions for the winter clubs); and injury prevention and management. The inclusion, safety and support standard was not addressed via the observation checklist.

The first club observations (n=58) took place between August 2011 and March 2012. The final club observations (n=51) took place between August 2012 and February 2013.

### Findings

The findings are reported in two sections. First, the first observations are compared to the first club survey in section A below. This notes differences between the two sets of data.

Second, in section B below a summary comparison is given using the observation data in a similar way to the treatment of the club survey data in Tables 2.1-2.6 above. The observation data are therefore used to complement the club survey data by providing some points of difference and comparison with the club survey data at the first stage and then provide a summary statistical comparison using both first and final observations.

## A) Comparing the First Observations and the First Club Survey

In many respects the findings of the observations are most useful when contrasted with the club surveys. As such, in some cases reference in this section will be made to the club surveys and whether the observations revealed anything significantly different to that which the clubs reported in their club surveys.

### STANDARD 1 – RESPONSIBLE USE OF ALCOHOL

The observations revealed that alcohol sponsor signs were present in 6 of the 26 clubs. In four of these clubs there was either no health promotion signage or less health promotion signage than that devoted to alcohol. In two of the six cases there was more health promotion signage than alcohol signage. Alcohol sponsorship and promotion appears to be most significant within football clubs – that is, those clubs that have the game attendance that warrants an alcohol sponsor becoming involved with the club.

In some of the clubs there is also a range of promotional material, such as Boags Draught or VB eskies, drink coasters and stubby holders. Although this is not technically considered signage, it is provided to the clubs by alcohol companies in the hope that their products will gain added exposure and the clubs will develop brand or product loyalty. These additional promotional arrangements are worth considering, particularly as some of the Victorian football leagues have exclusive sponsorship arrangements with beer brands such as Boags Draught. Promotional messages and branding in and around clubs, particularly football and bowls clubs, is significantly higher than pure sponsorship arrangements would suggest.

The observations also revealed that some of the HSEDP clubs had sponsorship arrangements with the local hotel or pub. In the main the HSEDP clubs did not consider these to be alcohol sponsorships, in part because many of these businesses served food and were viewed as ‘family establishments’. The HSEDP clubs

perceive alcohol sponsorship to be that which relates directly to an alcohol brand, such as Jim Beam.

No systematic observations were made regarding the pricing of alcohol at the clubs, as the 20% increase in pricing was dependent on prices prior to the clubs becoming members of the HSEDP. As indicated in other sections of the report, the price of heavy and light beer differs considerably among the HSEDP clubs. Some of the observation visits revealed that clubs that claimed they had met the 20% price had in fact not done so. For example, a price rise from \$4.00 to \$4.50 for heavy beer - this is equivalent to 12.5%. Some clubs had also raised the price of light beer, from \$3.00 to \$4.00 as an example, a rise of 33.3%, which is not conducive to creating a price differential between heavy and light beer.

### STANDARD 2 – REDUCED TOBACCO USE

In the club surveys 60% (18/30) of the clubs reported that it is always the case that club coaches, players and officials do not smoke on club premises in club uniform. The evaluator observed smoking by officials or players at 11 of the 26 clubs where the visit took place at club premises. In 2 of the 26 cases the evaluator was unsure whether this was the case, while at the other 10 clubs the evaluator did not observe this occurring. However, it should be noted that some of the observations took place at clubs prior to the game commencing. As such, the proportion of clubs where smoking might have been observed could have been much higher. The qualitative observations are more revealing in this case. In several instances the club representative answered ‘this is always the case’ to the statement about coaches, players and officials and players not smoking while in club uniform, yet the evaluator could clearly see this occurring while the observation took place. In these cases the club representatives are either not aware of what is occurring in their own clubs, or they are keen to present a specific image to the evaluators and by extension Leisure Networks. The evaluator observed smoking by visiting officials or players in club uniform at 12 out of the 23 clubs where this observation was possible. The evaluator also observed smoking

under cover, often in contradiction to the club representatives' comments that it doesn't occur at the club.

At 23 of the clubs the evaluator observed 'no smoking' signs, but there were 'no smoking under cover' signs at only 4 clubs.

### STANDARD 3 – HEALTHY EATING

In the club survey, 10 of the 30 clubs reported that their canteen menus contained no more than 50% red food and drinks. The club observations revealed that this was the case in only 7 of the clubs. In the club survey, 9 out of the 30 clubs reported that their canteen menus contained at least 30% green food and food and drinks. The club observations revealed that this was the case in only 4 of the clubs. The club observations revealed that 4 clubs had 5% green food and drinks, an additional 4 clubs had 10% green food and drinks, 2 clubs had 15% green food and drinks, and a further 7 clubs had 20% green food and drinks. It should be noted that the observation of the percentages of green, amber and red food is subjective. As such, the member of the evaluation team conducting the observations purposely overestimated the amount of green food on offer at the clubs. The results should be interpreted with this in mind.

The observations revealed that often the quantity of red, amber and green food and drinks meant that clubs over estimated the percentage of green food and under estimated the amount of red food. In other words, the number of green items was often far outweighed by the number of red items, but the total number of item categories might have led the club to conclude they had met the standard. In practice, a club may have counted water as one item and all non-diet soft drinks as one item. In this case the amount of green drinks is 50% and the amount of red drinks is 50%. However, if there are 20 bottles of water and 200 cans of non-diet soft drink, with 10 varieties of non-diet soft drink available, the 50-50 designation is a theoretical construct only. The reality is very different.

Small clubs that run a limited canteen appear to have a large proportion of red food and drinks. Unlike the larger football club canteens, where

a lot of the red food is served hot, in small club canteens, the majority of the red food is in the form of packet chips, chocolate and lollies. In these cases the example above related to the proportion of green drinks also applies. If all the lollies are counted as one 'category' and an green or amber food 'category' is added, the percentage designation is assumed without reference to the quantity of goods for sale, or the design of the canteen (e.g. large or elaborate chocolate and lolly displays at the point of sale).

The club visits revealed that the pricing of canteen food often makes healthier options less attractive. For example, at many of the clubs visited the price of a salad roll was \$5. This was most often white bread, with processed cheese and ham. By contrast, a bucket or bag of hot chips was invariably priced at \$2-\$3. Pies, hot dogs and sausage rolls were priced at \$2.50-\$3.00.

### STANDARD 4 – PROTECTION FROM UV

None of the clubs visited as part of the observations had SunSmart signage, nor did they have UV alert information or signage. All of the observations completed as part of this report were undertaken in winter and with primarily winter clubs. As such, observations related to individual protection from UV behaviours (such as wearing long sleeves and hats) are not reported here. These observations will be reported as part of the findings into the summer HSEDP clubs.

### STANDARD 5 – INJURY PREVENTION AND MANAGEMENT

The observations revealed that 23 of the 25 clubs that could be observed had a first aid kit available; 13 clubs had a stretcher available; 23 had ice available in the freezer; 15 had clean showers; 20 had a clean first aid area; and 22 had clean toilets. Thus, the vast majority had a first aid kit and ice available. However, a majority of the first kits could be used to provide nothing more than superficial assistance for cuts and grazes. This is worth further exploration. In three of the clubs that claimed they had a more comprehensive first aid kit it was either unable

to be located or was inaccessible (e.g. locked with no access to the key). The clubs that had a stretcher available were the clubs with greater financial resources (e.g. the football clubs). In terms of the data related to clean facilities, it should be noted that the observations took place on game or match day, at a time when the showers, toilets and first aid areas had been used. Thus, it would be difficult to draw any meaningful conclusions from the fact that some of the showers and toilets at the clubs were not in pristine condition.

## STANDARD 6 – INCLUSION, SAFETY AND SUPPORT

No observations were undertaken for this standard, as it is very difficult if not impossible to observe the behaviours and actions related to this standard.

## B) Summary Statistical Analysis of Changes from First to Final Observations

Observations were made using a checklist with 32 checklist questions relating to the observable standards (3 questions for alcohol standard; 7 for smoking; 6 for food; 6 for injury prevention; 10 for UV protection). For each question the observer recorded an affirmative, negative or unsure answer.

Scales were calculated for each standard using a scoring mechanism of affirmative = 2, negative = 1 and unsure = missing value for each question. Scores were reversed where necessary and scale scores calculated for each standard by summing the scores relating to that standard. As in the case of the Club survey summary scores above, the resulting observational scale scores were standardised to a scale of 0-10 where higher scores reflected positive observations in relation to the standard being observed to be present and/or in effect. The scale for the alcohol standard relied on 3 questions that were the only reasonable observational tests available to the researchers ('are alcohol sponsor signs present?'; 'is there full-strength beer on sale?' and 'is there mid-strength beer on sale?'). However because almost all clubs chose to pursue the standard of retaining full-strength beer and increasing prices there was very little variance in the scale constructed from these questions. As a result results for the observations of the alcohol standard have been omitted below.

The results are given below in Tables 2.18 to 2.19.

**Table 2.18: Standardised progress scores (M) by standard assessed at first and final observations**

	<b>Smoking Progress Scale (standardised)</b>	<b>Food Progress Scale (standardised)</b>	<b>Smart Play Progress Scale (standardised)</b>	<b>SunSmart Progress Scale (standardised)</b>
<b>First Observation (2001/12)</b>				
<b>N</b>	58	58	58	58
<b>Mean</b>	5.065	2.931#	6.380	1.787
<b>Std. Deviation</b>	1.937	1.491	2.556	1.445
<b>Final observation (2012/13)</b>				
<b>N</b>	51	51	51	51
<b>Mean</b>	6.887	4.118+	7.199	3.173
<b>Std. Deviation</b>	1.332	2.282	2.338	1.328

# includes 14 missing values

+ includes 12 missing values

Each observed standard showed an increase in standardised progress score from the first to the final observation. Table 2.19 shows the results ranked from the largest to the smallest increase.

**Table 2.19: Standardised progress scores by standard ranked by increase between first and final observations**

Rank	Standard	Score	Mean Difference
1	Smoking	5.06 → 6.89	1.83
2	SunSmart	1.79 → 3.17	1.38
3	Healthy Eating	2.93 → 4.12	1.19
4	SmartPlay	6.38 → 7.20	0.82

Significance in mean score differences was tested using an independent samples t-test which showed that while the progress in the SmartPlay standard was not significant at the 0.05 level, the other standards differences were significant (Table 2.20):

**Table 2.20: Tests of the difference in scores between first and final observations by standard**

Standard	t-test scores
<b>Smoking</b>	t=-5.647 (p<.001) **
<b>SunSmart</b>	t=-5.189 (p=.001) **
<b>Healthy Eating</b>	t=-3.250 (p=.002) **
<b>SmartPlay</b>	t=-1.738 (p=<.085) ns

\* = significant at 0.05 level

\*\* = significant at 0.01 level

## Conclusions

The club survey and observations were conducted throughout the project, during seasons one and two and for winter and summer clubs. The final club survey and observation was conducted as close to the end of the club's involvement in the project as possible.

### CLUB SURVEY

The club survey data are useful for informing discussion about the six standards over the period of the HSEDP.

The self-reported data showed that there had been improvements across all six standards in relation to adhering with the standards. At the summary statistical level all improvements between the first and the final surveys were significant with the exception of the alcohol standard (Table 2.3 above). The initial club survey data revealed that the vast majority of HSEDP clubs had completed most of the components that fall within the responsible use of alcohol standard. Prior to becoming an HSEDP club, almost of the clubs had completed GoodSports Level 2 and were not serving alcohol prior to midday on match days. A large majority of clubs also reported they have matched alcohol and health promotion messages and branding. The findings also revealed that virtually all the HSEDP clubs chose to opt for the increase in price, rather than the serving of mid-strength beer and 100ml of wine. As the alcohol standard was the most complete at the start of the HSEDP as shown by Tables 2.1 – 2.6 above, it is reasonable to conclude that a lower rate of progression toward the full standard here in relation to the other standards is explained by the possibility that the remaining distance to the standard was more challenging ground than the sets of objectives still in play across the other standards at the start of the HSEDP.

Certainly the significant higher scores achieved by the time of the final survey on all other standards appear to reflect a real improvement though it must be noted again that this needs to be seen in light of the fact that the data were self-reported.

The initial club survey data relating to the reduced tobacco use standard revealed that

clubs did not sell cigarettes, that the vast majority had signage displayed indicating smoke free areas and that smoking in uncovered dining areas is only an issue for one of the clubs. Clubs that found this standard easy to implement often had a no smoking policy adopted by the venue or a state sporting association. There were solid improvements of the order of around 20% in applying the standard in relation to no smoking undercover, at junior events and by coaches, officials and players in club uniform. However the issue of preventing smoking by visiting players proved very difficult to resolve with the proportion reporting success in this area only around a third of both first and final survey clubs.

The first club survey data and analysis revealed that there was a wide variety of canteen 'types' across the winter HSEDP clubs. The canteen types had an impact on the ways in which the clubs interpreted the standard, particularly the amount of green, amber and red foods they provide. Compliance with legal food handling obligations appears to have been achieved by almost all clubs prior to the HSEDP. The findings related to the amount of green, amber and red food revealed that the clubs are somewhat confused about the categories and which foods fit into the amber category in particular – this finding was confirmed by the qualitative comments that clubs provided to support their self-assessments. The findings revealed that across the clubs there was a varied list of initiatives that they had employed in an attempt to make their canteen menus healthier at the end of the first survey. By the final survey it was apparent that many or most of these initiatives had worked as there were marked improvements reported in relation to the composition of the food offered. Menus containing at least 30% 'green' foods increased from a reported 25% in the first survey to 54% by the final survey. The comparable figures for at least 20% 'amber' foods were 35% and 57% and for stocking no more than 50% 'red' foods the proportions rose from 27% in the first survey to 56% in the final survey.

The first club survey data relating to protection from UV revealed that almost two-thirds of the clubs claim to have completed the SunSmart club assessment, yet the qualitative data revealed that this may have been mistaken for the self-assessment that the clubs undertook with a member of the Leisure Networks team.

Notwithstanding this potential confusion, it was clear that the provision of shade and sunscreen were the most prevalent strategies employed by the clubs to protect their members from the harmful effects of UV. Clearly club strategies in relation to this standard were again successful on the whole with a large increase in reported completion of the implementation of at least one action from each of six key areas between the first survey (18%) and the final survey (76%). By the time of the final survey no clubs reported no or not much progress and the implementation was reported as being easy or very easy by 87% of the final survey clubs.

The first survey data relating to injury prevention and management also (as was the case with the UV standard) revealed a potential confusion between the SmartPlay club online assessment and the self-assessment undertaken with Leisure Networks. The qualitative revealed a range of injury prevention and management strategies employed by the clubs, although it was clear that the more well resourced clubs were able to provide more sophisticated injury prevention and management strategies (such as the provision of qualified trainers and support staff). Success was again reported by the final survey this time in relation to the SmartPlay club assessment rising from the base of first survey clubs at the rate of 16% to 70% by the time of the final club survey.

Finally, the findings related to the inclusion, safety and support standard revealed a complex picture. For some of the components within the standard, where very little direct action and evidence is required, the vast majority of clubs claimed to have completed the component (e.g. equal right of access; regular review of the safety of club premises; social activities designed to include all members; club encourages other family members to participate). In relation to areas where direct action and evidence was required, the number of clubs that had completed the standard was relatively low at the time of the first survey and many of these components are perceived to be difficult to implement (e.g. create a welcome/introduction kit; committee adoption of a member protection policy; all administrators and coaches have completed Play By the Rules training; information provided for women about where to go if they are victims of violence). It is likely that the sheer volume and tasks within this standard

was a challenge initially to many clubs and that many of the initiatives had lacked delineation in the minds of club representatives at that stage. Yet by the final survey progress had been made in all of the more problematic areas identified by the first survey. There were increases in standard completion of between 25% and 39% for: create a welcome kit; adopt written guidelines for dealing with complaints and grievances; adopt a member protection policy; have written codes of conduct for club roles; adopt guidelines and policies for club to become more welcoming and provide information for women in the club if they were victims of violence. There were lower increases of between 6% and 13% for the more intractable areas of: having a nominated person to deal with complaints and grievances; creating a mentor/buddies system and having all administrators and coaches complete the Play by the Rules online training.

## OBSERVATIONS

The standards that were amenable to observation bore out the general direction of the progress reported in the club surveys. This was initially seen in relation to the first observations as compared to the first club survey. There was a general level of result confluence though the noted differences may be valuable in highlighting the kinds of problems that can arise in such a trial (HSEDP). By the time of the second observations it is clear from the summary statistical tests that there was measurable and in most cases significant positive changes from the first to the final observations in relation to the standards measured. We can conclude that the observational data give support to the results obtained from the matching standards measured in the self-reported club surveys.

As in the case of the summary statistics for the first and final club surveys given above, while the summary statistics are useful in providing an overview it must be borne in mind that not all elements of every standard require the same amount of effort to achieve and that the nature of the observations meant that issues of validity must be considered in particular because some observations occurred on match days and others did not. Nevertheless the statistics offer a means of verification for the self-reported club surveys.





# Element 3 – Interviews and End-Of-Season Surveys

The interviews were conducted at the end of the first season for winter and summer clubs, and the end-of-season surveys were conducted at the end of the second season for winter and summer clubs.

## Introduction

This section of the report presents data from the interviews conducted at the end of the first season with HSEDP club representatives, and surveys completed by HSEDP club representatives at the end of the second season of their participation in the project.

The interviews component of the evaluation was originally scheduled for the end of the second season for both the winter and summer clubs. These interviews were designed to provide an opportunity for the key club representatives to reflect on their HSEDP experience and to gather qualitative data to supplement the quantitative data collected through the individual club member surveys and the interviewer-administered club surveys. Based on discussions with Leisure Networks and VicHealth, the evaluation design was changed so that interviews were conducted at the end of season one, which provided qualitative data used to inform the state-wide roll out of the HSE program. As such, this section presents the method, findings and conclusions related to interviews conducted with HSEDP winter clubs at or near the conclusion of their first HSEDP season.

In addition, end-of-season surveys were conducted at the completion of the second season to quantify some of the findings obtained from the interviews, and to avoid evaluation fatigue on the part of the participants. At the conclusion of their second season of participation in the HSEDP, Winter HSEDP club representatives attended a personal meeting with a member of the evaluation team at which they completed their final club survey, completed the end-of-season online survey and were invited to participate in an interview – none of the Winter HSEDP representatives accepted the invitation to participate in an interview, citing that they were content with the information they had provided in the first interview and the opportunity to complete the end-of-season survey. The end of the second season for the Summer HSEDP clubs coincided with the end of the HSEDP. At the final celebration evening clubs were invited to participate in exit surveys, as per the information provided in element one of the report.

In this section, the entire winter data set and findings related to the interviews are presented, followed by the entire summer data set and findings related to the interviews, in order to emphasise the possible differences and similarities between clubs across the two seasons. These two sections are then followed by the end-of-season survey data and findings, which includes commentary on the qualitative interview findings and data where appropriate. This is followed by a set of conclusions, which bring together the interview and survey data across the entire project.

## Method

The primary methods used within this element of the evaluation program were semi-structured in-depth interviews and an online survey. The following outlines the process employed by the evaluation team.

As per the method for the club surveys and the observations, an evaluation team member contacted the key HSEDP contact at the club using the telephone and email contact details provided by Leisure

Networks. Upon making successful contact with the key HSEDP contact at the club, the team member attempted to negotiate a date and time for them to participate in an interview. The interviews were conducted at a central location in Geelong, or where this was not possible, an evaluation team member visited the key contact at their club or at another convenient location. The evaluation process was typically conducted in the following order: club survey, then observation, then interview. If the club representative was unwilling or unavailable for the club survey or the observation then they were not contacted to participate in an interview. A total of 31 winter HSEDP club representatives and 33 summer HSEDP club representatives were interviewed at the end of the first season.

The semi-structured interviews were in the main conducted as one-on-one interviews between a member of the evaluation team and the key HSEDP contact. Some of the interviews were conducted with two members of the evaluation team and one key HSEDP contact, while there were some interviews that were conducted with one member of the evaluation team and two or three key HSEDP club contacts. In the instances where there was more than one key HSEDP club contact present, this was at the choice and discretion of the club. At each interview, one key contact at each HSEDP club was presented with a \$50 Coles Myer voucher as a token of appreciation for giving their time to the evaluation. Each of the interviews took approximately 50 minutes and was digitally recorded. The digital recording was then transcribed by a professional transcription service. The entire data set was then coded and analysed by one member of the evaluation team. Given the time constraints, a second member of the evaluation team spot coded by reading the transcripts and establishing agreement or disagreement with the findings.

The following is the interview schedule used by each of the evaluation team members who conducted the interviews:

Interview schedule	
1.	Can you please tell me why your club was interested in being a part of the Healthy Sporting Environments Demonstration Project?
2.	How far advanced do you think you were in achieving the standards prior to commencing the project?
3.	What do you think about the alcohol standard?
4.	What do you think about the smoking standard?
5.	What do you think about the healthy eating standard?
6.	What do you think about the SunSmart standard?
7.	What do you think about the injury prevention standard?
8.	What do you think about the safe and inclusive environments standard?
9.	Can you please tell me how you have found the interaction with Leisure Networks? <ul style="list-style-type: none"> <li>• Being introduced to the project prior to it starting</li> <li>• The club briefing sessions at the beginning of the project (Skilled Stadium, Torquay and Birregurra)</li> <li>• The 'contract' process to be part of the project</li> <li>• Interaction with staff (project manager, project officers, social inclusion officer, sponsorship officer)</li> <li>• Communication with staff (phone, email, printed materials)</li> <li>• The 'self-assessment' that you conducted (either online or with a staff member)</li> <li>• The 'Ideas for Action' document that followed the 'self-assessment'</li> </ul>
10.	What have been the biggest challenges or barriers you have encountered so far?
11.	What do club members think about the club's involvement in the project?
12.	Can you please tell me whether your experience with the project so far has met your expectations?
13.	Knowing what you know now, if you had your time over, would you recommend that your club participates in the project? Why?

While individual interviews were selected as the appropriate method to elicit the views of club representatives at the end of the first season, a time at which club representatives on the whole were extremely willing to participate in the evaluation, the staging of the winter and summer seasons, as well as timing at the conclusion of the HSEDP, meant that conducting individual interviews at the conclusion of the project proved difficult. Also, the evaluation team were concerned about project fatigue on the part of participants and wanted to give HSEDP club representatives the greatest flexibility possible in providing their opinions at the conclusion of their second season in the project.

As such, online end-of-season surveys were selected as a method that would provide HSEDP representatives with flexibility and would enable the evaluation team to gather good quality quantitative and qualitative data regarding the experiences of clubs at the conclusion of each of the winter and summer seasons.

At the conclusion of the second winter season, all winter HSEDP club representatives were invited to attend a final session with a member of the evaluation team, at which the end-of-season survey was completed by the club representative. A total of 29 winter HSEDP club representatives accepted the invitation to attend this final evaluation session. Once the club representative completed the end-of-season survey they were invited to participate in a short interview, where they could provide any additional information to the evaluation team that they felt they had not had the opportunity to do as part of the end-of-season survey. None of the 29 club representatives chose to take up the invitation to be interviewed.

At the final celebration evening of the HSEDP held in Geelong, HSEDP club representatives were informed about the final stage the evaluation data collection – the exit surveys – and all HSEDP club representatives were asked to register their interest in participating. HSEDP club representatives were asked to fill in a 'sign-up' sheet, similar to the process used to recruit focus group participants at the beginning of the project through the HSEDP briefing evenings, providing their name, club name and contact details. Participants were also informed that they would receive a personal financial incentive in the form of Coles Myer gift card, as per the focus group interviews conducted at the beginning of the project. Participants who provided their contact details were then contacted to provide a mailing address. Using this mailing address the evaluation team provided the HSEDP club representatives with information regarding the final exit-survey, as well as a \$70 Coles Myer gift card, based on the notion that pre-payment often increases response rate in similar online survey situations.

The final exit-survey contained a filter question that asked whether the respondent was from a winter or summer club. Those who selected 'summer' were also provided with the end-of-season survey questions, in addition to the exit survey questions. As reported previously a total of 23 club representatives completed the online exit-survey, out of a total of 38 club representatives who expressed their interest in completing the survey and were sent a financial incentive. Of these 23 representatives, 13 were from summer clubs and as such received the end-of-season survey questions in addition to the exit-survey questions. As per the method section that referred to the exit-surveys, more detailed demographic data is unavailable because the evaluation team took a deliberate decision to ask no personal information questions as part of the end-of-season survey, in order to provide respondents with the greatest assurance of anonymity possible and in so doing maximise the response rate.

## INTERVIEWS

The interviews were conducted at the end of the first season for winter and summer clubs.

### Findings – Winter

The findings section of this evaluation element is divided into seven sections. The first six sections are based on one of the six HSEDP standards: responsible use of alcohol; reduced tobacco use; healthy eating; protection from UV; injury prevention and management; and inclusion, safety and support. The final section is based on the processes and practices inherent within the delivery and implementation of the HSEDP.

#### STANDARD 1 – WINTER – RESPONSIBLE USE OF ALCOHOL

The interviews revealed the HSEDP clubs are split into three distinct groups. First, there are a group of HSEDP clubs that do not have a bar and do not serve alcohol. These clubs, by default, have met the responsible use of alcohol standard, as indicated by the following examples: *'cause we don't have a club house we don't sell alcohol or food so I guess we've managed to not have to worry about ticking the box in those two standards'* and *'alcohol and smoking, we've never had it in there'*. These are typically smaller or less well developed clubs, or clubs where there is a no alcohol policy enforced by the state sporting association (e.g. Pony Club Association of Victoria). Second, there are a group of clubs that do not operate a bar but apply for temporary alcohol permits to serve alcohol at club functions. These clubs in general are also smaller and less developed. These clubs fall between the group of no-bar and full-bar clubs and are somewhat problematic in terms of the strict application of the responsible use of alcohol standard. Third, there are a group of HSEDP clubs that have a bar and serve alcohol. As noted in the club surveys, the vast majority of these clubs were GoodSports Level 3 clubs prior to becoming an HSEDP club. Thus, the vast majority of the clubs have a well-developed set of alcohol management practices that they have worked through over the last 3-5 years with the GoodSports team.

#### 20% increase OK but heavy beer stays

As noted in the club surveys, all of the clubs that met with a member of the evaluation team have opted to increase the price of heavy beer by 20%, rather than go to mid-strength and serving 100ml of wine – *'we will be using the increased price. We serve full strength drinks, so we'll use the price model' and 'I spoke to our barman about actually what we do and he could see there'd be no support for eliminating heavy beer and so that's why we went the direction of increasing prices'*.

The interviewees were very clear that eliminating full strength beer was not an option they had considered. As one interviewee from a football club noted *'No, we won't consider doing that ... because I like heavy beer ... if I want to have 10 pots, I have 10 pots and my wife drives me home ... we are not going to turn the club into something that it's not. It's a football club'*, while an interviewee from a non-football club noted *'mid-strength doesn't seem to be popular, so we'll finish up going towards the 20% in heavies'*. Another football club noted that they would *'have a riot on our hands'* if they attempted to cut full strength beer. As the interviewee further explained *'If I try to force a light beer on those blokes, they'll just go get the game down the road, and they'll have full strength beer down there. Or they'll go to the pub and they just won't worry about it at all'*. Thus, for some of the clubs cutting full strength beer was not an option they considered because of the potential turmoil that it would cause within the club. By contrast, almost all the clubs that had raised the price by 20% at the time of interview remarked that there had been no problem in doing so and that there had been no backlash amongst the membership. In a few cases the clubs reported that some members had complained about the price increase, but they noted that these complaints were easy to deal with or ignore.

Many of the clubs remarked that they had increased the price of heavy beer from \$3.00 to \$3.50. It is perhaps worth considering that clubs prefer to price in \$0.50 increments. A club reported that they had increased their full strength beer price from \$2.00 to \$2.70, which contradicts the \$0.50 increment pricing, but also indicates a discrepancy in the pricing across the

clubs whereby a club can increase its prices by more than 20% and still be lower than the pre-increase price of other clubs.

### The bar is a source of revenue

It was clear from the interviews that the bar is a source of revenue for the clubs. In many respects the increase in the price of heavy beer was viewed as an opportunity for clubs to increase their bar takings, particularly if beer prices had not been increased recently, as illustrated by the following: *'From a financial point of view it's looking good because we're getting a bit more revenue out of the bar'*. For all of the football clubs the bar is a source of considerable revenue. In some of the larger clubs the bar takings are up to \$100,000 per year, while a club can take \$1,000 over the bar on a Thursday night if meals are served. As one of the clubs noted *'we have to generate an income and our heavier beers were our best sellers'*. The interviews with football clubs in particular revealed that these clubs are a special case, where there is often a direct relationship between the amount that is earned through the bar and the team's on-field competitiveness. Some of the football clubs in the HSEDP spend up to \$100,000 on player payments (it should be noted that the specifics were often difficult to ascertain, as this information is often closely guarded). The large amounts of money spent on player payments puts pressure on the clubs to raise revenue; one of the traditional ways of doing this was through the bar and through social functions that are dependent on the sale of alcohol. Thus, in many respects, changes to alcohol consumption pricing and policies are a direct threat to the revenue streams of football clubs.

The prominence of the reverse draw is worth mentioning in this context. A reverse draw is an event in which a patron purchases a ticket (for \$50 as an example), which entitles the patron to entry, food and 'free' drinks for a period of time. The ticket is also a raffle ticket. The raffle is conducted in reverse, whereby the last ticket drawn is the winner, not the first. The cash prize for a reverse draw can often be substantial. Football clubs often use reverse draws as a fundraiser and in the past they have been predicated on alcohol consumption, largely because the 'free' drinks entitlement has

resulted in binge drinking by people concerned to get their 'money's worth' – *'we've always had this big reverse raffle, like a major draw, alright, and that was a grog swill'*. The football clubs in the HSEDP still run reverse draws, but are attempting a variety of strategies to turn these events from alcohol fuelled to family friendly. Many of the clubs now run their reverse draws in the afternoon, rather than at night, which they reported reduces the amount of alcohol consumed. They have also reduced the price of admission and reduced the amount of time that 'free drinks' are available, or have limited the 'free drinks' to one per ticket. These initiatives are working, but the clubs are still struggling with the tension between needing to raise revenue through events that rely on the sale of alcohol and turning clubs into family friendly environments.

### Does the price rise reduce drinking?

The clubs that were interviewed were unclear about whether the price increase had reduced the amount people drank at the club. The majority of clubs reported that people were drinking the same amount and were prepared to pay a little bit extra, or that light beer drinkers were happier with the price differential, as illustrated by the following:

*It's made no difference to consumption at all ... the same blokes who are drinking light beer are really, really happy, 'cause it's gone cheaper. But it hasn't pushed people towards light beer. People haven't ... complained about the prices, and the price is probably going to go up to \$4.00 very soon, 'cause we're looking around at what other people are selling it for*

However, they noted that there had been a gradual decrease in alcohol consumption at their clubs over the past few years, particularly at the football clubs, as the players in particular became healthier and more 'professional' about their training, playing and recovery:

*People don't come back to the rooms after the games anymore. Before, you had the game, a home game. They'd come in and the room would be packed for a while and then you might ... half would stay 'til closing. Now, by 8 o'clock or 7:30, you've only got about five or six people having a social drink ...*

Some of the clubs remarked that even with the price rise their prices were still competitive. This issue of competitiveness appeared important to the football clubs in particular. The competitiveness was not relative to other clubs, but relative to other drinking venues and establishments. The clubs feared that if they raised the prices too much then people would stop drinking at the club and get together at the local pub to drink, where they could access cheaper full strength beer – *‘once we raise our prices too high, they just won’t drink, you know, just won’t drink’*. At this point in the HSEDP it is difficult to determine with any degree of certainty, through the interviews alone, whether the price increase has had an impact on drinking behaviours.

## STANDARD 2 – WINTER – REDUCED TOBACCO USE

Like the responsible use of alcohol standard, the interview responses related to the reduced tobacco use standard revealed that there were three distinct sets of clubs within the HSEDP. First, there are indoor clubs within the HSEDP, such as underwater hockey, table tennis and karate. These clubs do not have smoking indoors and have by default met the reduced tobacco use standard. Second, there are clubs where the state sporting association has a no smoking policy or where the venue has a no smoking policy, as illustrated by the following: *‘The association have their own set of rules for the competition...so they have areas where you’re not allowed to smoke at all and so on, basically within the compound...I now understand you’re not allowed to smoke at all, which is a good thing’*. Like the indoor clubs, this set of clubs has also met the standard by default. The third set of clubs consists of outdoor sports where there is no state sporting association, league or venue policy that prevents smoking. In these clubs there is smoking undercover (where this exists) and there is smoking by coaches, players and officials in club uniform, and smoking by opposition players in club uniform.

Many of the interviewees remarked that there were not very many smokers at their club and that smoking by coaches, players and officials in club uniform was rare. Some of the

observation data in the previous section of the report contradicts this perception, but that aside, the clubs perceive that the number of smokers is diminishing. For some of the clubs, a no-smoking culture has simply evolved within the club because there have been very few smokers. For other clubs an institutional problem was evident, as illustrated by the following:

*‘...it was a difficult one for us to achieve because we had members of the executive that were big smokers and they understood that we need to have a healthy environment but they resisted the change because they wanted to be able to still stay there and watch their game and have a smoke at the same time’*

It is apparent that the change management process is different depending on the personal preferences of club members. In clubs where the committee of management doesn’t smoke, a culture of non-smoking appears to be more easily cultivated than in clubs where there is a personal stake in ensuring that the club or venue remains a place where smoking is permissible. For some of the clubs the reduced tobacco standard is perceived as difficult to achieve, as illustrated by the following comment: *‘it’s only that one item or one criteria. I remember them [Leisure Networks] saying clearly, you may not be able to satisfy all of them completely, you may get five out of six’*.

The interviews revealed that the clubs in the third set (outdoor and no state, league or venue policy) are often ambivalent towards or critical of the components of the standard that would result in individual members having to approach other members to stop smoking, or prevent smokers from smoking undercover, particularly in poor weather. Some clubs were concerned that a ban on smoking by players in club uniform would lead to the club being perceived as unwelcoming, particularly if they were the only club adopting such a policy – *‘Well, they’ll just clear off. They’ll leave as soon as they’re finished and it sort of breaks up the relationship you’ve got with another club and people will turn around and say, oh, we’ve got to go up there and play and there’s no smoking up there’*.

### No undercover areas for smokers – where will they go?

The interviews revealed that in terms of eradicating smoking from all undercover areas within the club, it was difficult to deliberately ostracise people and it was also difficult to enforce a policy for an area that had a specific use at the club for many years. This situation is articulated well by the following:

*There is a balcony and the balcony is half covered ... that's always been a smoking area for the club, so people who want to smoke go out on the balcony and they smoke ... six months ago to 12 months ago, [we] looked at the possibility of stopping smoking out on the balcony but we were a little bit ... we were a bit concerned as to where you then have another area for smokers, right. And, you know, this is a personal opinion on smoking, but I feel we need to discourage it, right, but I'm not going to throw someone out of the club because they smoke, right? So we're yet to figure out how to handle this balcony, right, but we all agree that it should become non-smoking, but it will create a lot of problems and it will create a lot of animosity.*

### The problem with co-tenancy

The clubs that share their facility with another club or other clubs (at the same time or a situation in which they 'hand' the club over at the end of the season) expressed the opinion that it was very difficult to operate if the other club or clubs did not share the same philosophy or employ the same standards. The situation is articulated well by the following:

*Our biggest issue, probably, is with the co-tenant. 'Cause the co-tenant is a cricket club, they do tend to have the bar open for ... they have a permit of their own for the half season, they do tend to have the alcohol on earlier, probably on later and on every week and of course a lot of drinkers I find are also smokers so when we take over at our half of the season there is the residue of their pleasure all over the ground and whatever else, it's a mess. And in terms of that one I've actually convened a joint committee of management for down at the reserve and one of the action points out of the last committee of management meeting was that there would be more no smoking signs put up around the place*

*in the hope that they might get the hint, it might be a little healthier for them and might be a little less mess for them to have to clean up and a little less mess and concern for us when we come into our half of the season.*

The putting-up and taking-down of signs was an issue raised by a number of clubs in co-tenancy arrangements. In these instances it would be most useful if there was a venue-wide policy, rather than one governed by the individual clubs.

### The difficulty of the one-to-one approach

The interviews revealed that many of the clubs were uncomfortable about approaching their members, or the members of opposition teams, to tell them not to smoke while in club uniform. These one-to-one interpersonal relationships were viewed as one of the major barriers to implementing the standard, as indicated by the following quotes:

*I would never, ever go up to somebody and say, you know, from Team A or Team B or something like that, and say, hey, you can't smoke, you know. Particularly if ... if they were in the clubrooms they wouldn't be smoking, but if they're standing outside in their own club uniforms having a smoke, that's, you know ... from my point of view, you know, that's something that's very difficult.*

*At the end of the day I'm not going to enforce anything like that, you know. There's ... we're not going to be smoking police or anything like that. That will be up to them. I'm not going to tell ... you know, we can't tell people how they live their life*

*When it comes to something like smoking ... we can only push it so far*

*[For] a lot of people it's an addiction, so a lot of people, they're going to smoke and ... they just won't wear their uniform. You know, if you say you can't smoke, they'll put a jumper on and hide it*

*At club level we're all volunteers and volunteers at the opposition, volunteers for us, and each club has their own sort of rules and that I guess and I think at club level it just gets too difficult*

*to police. You find that you end up probably creating a lot of aggravation if you're trying to police some of those things ...*

*If you get someone that's probably an outsider who's come with someone, you know, they can get into an argument over it or whatever, you know*

### A league approach

The interviews revealed a consensus, particularly among the clubs were smoking is still reasonably prevalent, that a venue, league or association approach would be better than individual clubs developing policies of their own – *'It needs to be a league initiative, definitely' and 'it can be something that our league can be part of with direction coming from them'*. The following quote reveals that smoking policies are able to be put in place by a state sporting association, in this case Football Federation Victoria, which are then able to be enforced:

*We're not allowed to smoke on the pitch side of the fence, and even the referee, one of the referees approached one of the player ... the spectators on the weekend and told her to get on the other side of the fence if she's going to smoke. It worked really well. Everyone did it and in fact there was enough people who were smoking behind the fence who told her that's where she should be*

The clubs expressed the opinion that if all the clubs in the league or association were involved in a single policy, then it would be much easier to enforce, and that the difficult interpersonal exchanges would not need to take place, as demonstrated by the following quotes:

*Every club needs to be involved in this, and say to their club, don't smoke when we go to another club. It shouldn't be up to us to say to a visiting club, don't smoke. If every club was involved in it, then they would be able to police it as well*

*If the whole area's a non-smoking environment, then ... and that policy or ruling is set by council or state government, then that's sort of a different area*

*Even our governing body, like Football Geelong, if it was something that it was a directive coming from them that all, you know, local grounds become smoke free. It's far easier to implement and I guess manage on that basis because it covers a much broader range of people. You know, because they would then drive the message as well as you do at club level.*

## STANDARD 3 – WINTER – HEALTHY EATING

As with the responsible use of alcohol and reduced tobacco use standards, the interviews revealed that there were two distinct groups of clubs in terms of the healthy eating standard – those that operate canteens and those that do not. The club survey section divides the clubs and their canteen operations into more specific groupings, but the focus of this section will be on the substantive components of the standard, rather than the micro operations of the variety of club canteens. As such, the dichotomous grouping will suffice. Clubs that do not operate a canteen, like clubs that do not operate a bar or play indoor (in terms of the reduced tobacco standard), have by default met the healthy eating standard.

### A demand driven system

The interviews revealed that many of the clubs perceive their canteens operate on a demand driven system. For some clubs this means that they will keep offering hot chips because that it what sells the best – it is what the members want. For other clubs this demand driven system means that their sales are slowly changing – the clubs are buying less meat pies than they used to and have to make and sell more salad rolls than they used to – *'we found we have a lot of pies left over, even by halving them 'cause you got the salad rolls'*. For the HSEDP clubs that run canteens this is a balancing act, largely because the canteen provides a significant proportion of their revenue – *'I think the food will be the biggest challenge. To grapple with that I reckon it's going to be our biggest challenge because of the canteen and that's where our revenue is'*. For many football clubs, particularly those that have large player payment bills, the canteen is a significant source of revenue:



*We make money out of 150 hamburgers or 200 hamburgers at \$6 each. That's where we make our money ... fresh lettuce, fresh tomato ... a hamburger patty that we get from a local butcher ... a fried egg and bacon and we use streaky bacon. There's a lot of fat comes out of it, which is good, right, get it out ... And onions, you know, fried onions ... it mightn't be green but it's certainly not red, you know, so it's a good orange option*

The above quote indicates that clubs are attempting to maximise their revenue, but at the same time the HSEDP has caused them to more critically evaluate their food offerings. Some of the football clubs questioned whether there was a need to considerably alter their canteens menus, particularly if some relatively unhealthy food is part of 'a day at the football'. The following quotes from two football club representatives illustrate this point, suggesting that perhaps there is a demand for food that is classified as 'red':

*My work lunch has got fruit in it, I take salad sandwiches and I drink water. I mean, you know, if I'm going to the football I'm going to grab myself a beer and I'm going to grab myself something else to eat, because, shit, it tastes nice, I'm at the footy anyway, it's once a week at best*

*Have a bucket of chips or a pie and a soft drink or a beer with that and we'll watch the football for the afternoon. And that doesn't mean to say that that person or family does that seven days a week. It might be their one and only release, or one of a couple of releases through the week away from their more traditional healthy eating*

Some of the clubs referred to the introduction of fruit within their canteens, regarding it as somewhat of a failure and further support for the contention that canteens operate on a demand driven system that is difficult to alter:

*We now sell fruit in the canteen. Or they're available. We don't sell a lot*

*We might get 20 pieces of fruit and sell two*

*We tried fruit and stuff like that, but people aren't going to pay \$1.00, \$1.20 for a piece of fruit in a canteen. They had it sitting there, it had to sit there every day*

A complicating factor in the demand driven system is the cost of more healthy alternatives. As one interviewee noted 'the healthier alternatives are usually more expensive and then that impacts on our membership 'cause our members are on \$27,000 per annum ... So if we can sell a pie for \$2 and they want us to buy a low fat alternative, they would invariably be twice that'. In many of the HSEDP clubs, salad rolls and similarly healthy options are the most expensive items on the menu. Pies, hot dogs and hot chips are invariably relatively cheap compared to a salad roll. It appears that the volunteer labour it takes to shop for fresh ingredients and make the rolls is factored into the pricing structure. By contrast, placing the frozen pie in the pie warmer requires very little volunteer effort and is priced as such.

### **The ease of packaged food**

It was clear from the interviews that much of the 'red' packaged food was easier for clubs to store and cook/heat, as illustrated by the following quotes:

*If we buy pies and sausage rolls and they're already packaged and all we have to do is microwave them and put them in the warmer, we don't have to be the same level of catering. Mars bars, all that different stuff that's already packaged, we don't have to have any certification ... so if we manage ourselves well we can ... save ourselves a lot of hassle with food supervisors and keeping the stuff at the right temperature and transporting them from the supermarket to the club, and all those type of things, and manufacturing the goods in the place, all that type of things we can avoid by selling foods which are not as green as some.*

*The canteen manager ... he just doesn't like it 'cause it just stops him from doing ... what he wants to do. And see, a lot of ... the way we make money is obviously to buy things on the cheap and freeze it and use it on a daily basis and it stops him from buying stuff willy nilly on the cheap*

*Some of those unhealthy things are easier to prepare and sell*

*I guess the beauty of frozen is that it stays frozen and you can use what you need on that day and then in two weeks time when you re-open up again it's still frozen, the shelf life's still there, it's all relevant to your costs. So you're not throwing away 20 tomatoes and some lettuce and all that, because it wasn't used, that aspect of it. And it's just a juggling act. And when you ... yeah, when it's been run by volunteers and things like that it just poses, you know, difficulties*

It was also clear from the interviews that moving to 'greener' foods comes at a cost to the sport club volunteer labour force – *'as volunteer people that we're getting to do the canteen, there's a lot of running around with the green stuff'*.

### The traffic light system

Overall it appears that the clubs are comfortable with the traffic light system as a way of communicating to clubs that some foods are healthier and some foods are less healthy. However, it is also clear that there is a degree of confusion when it comes to understanding exactly what foods are green, amber and red. As noted in the club survey section, clubs have a good sense of what foods are green and red – *'the red's soft drinks and all the sugary foods, fatty foods, green's all the healthy, fruit, veges and salad rolls'*. Clubs intuitively know that fruit and salad are green. Hence, the salad roll is often cited by club representatives as the 'green' section of their canteen menu. The clubs are also able to identify fried foods, such as hot chips, as red. The confusion lies in what the amber category contains and how a club moves items from the red to the amber category and from the amber category to the green category. As illustrated by the following comments, there is some confusion about the traffic light system that is the foundation of the healthy eating standard: *'I didn't understand it when it first come out ... I had to ring up, what is red? What is amber?'* and *'It's a bit confusing. The colours are a bit confusing'*

The traffic light system and the requirement to have 30% green, 20% amber and no more than 50% red food has prompted clubs to change

their canteen menus, although for some clubs this system is too precise – *'if you started to talk percentages and numbers it can be a bit daunting'*. The following is a list of the most commonly cited menu changes that clubs have made:

- Salt-reduced pies
- Toasted cheese sandwiches
- Raisin bread
- Packet sultanas
- Popcorn
- Steamed dim sims (rather than fried)

For some clubs the changes they have made are substantive, such as selling hot dogs rather than a 'battered sav'. The clubs perceive these to be significant improvements to their menu. By contrast, other clubs have attempted to add to their menus in order to boost the number of green and amber items, as illustrated by the following comment:

*We haven't changed anything other than we've changed some of our drinks a little bit. You know, we've put more juice boxes and things like that, but sometimes I wonder whether the juice box is any different to a bloody Coke can, you know, when you look at it*

Some clubs have interpreted the percentage of green, amber and red food goals as an opportunity to 'play the system'. For example, some clubs are counting all chocolate bars sold as one item. Thus, if the club then sells packet sultanas and popcorn as the other two snack items then the club perceives that they have met the standard. In this example there is no regard for the quantity of the items being sold, which distorts the intent of the standard. There could be 10 varieties of chocolate bars being sold, which total 100 chocolate bars on display, in contrast to the 5 packets of sultanas.

Not many of the club representatives who were interviewed had alternatives for the traffic light system. Some suggested that it could be complemented by a chart, which lists which foods are in the various categories: *'a chart with the different foods up there. Like, have a chart, have ... and this is ... you know, have the Coke*

*in the red and all that sort of stuff'. Some of the clubs agreed that practical suggestions about how the club can convert its existing menu are the best, as illustrated by the following quotes:*

*'... as long as they were practical ... let's have a look at what you've got, and have you thought of this, have you thought of that, and if we haven't, we could think about it and say, it'll work in a canteen or it won't work in a canteen, but there must be a lot of things happening in schools that we might be able to grab*

*... suggestions like how to change one food to another is more helpful. Like, you're targeting, you know, your common canteen list if you like, or menu, so if you sort of say, righto, this is pretty standard old school, your potato cakes, your battered savs and rah, rah. How about you change your battered sav and change it for a hot dog, if you know what I mean, 'cause now it's no longer battered, it's not deep fried, it's boiled in water and all the rest of it. Not a great change, but still one step, at least it's not deep fried. So that might give you ... say all these foods are worth 20 points. You could list the deep fried things worth 20 points and you've got to try to get under 200 or something like that for your canteen.*

## STANDARD 4 – WINTER – PROTECTION FROM UV

The interviews revealed, as with the other standards, that clubs were divided into two primary groups: clubs that play an indoor sport and clubs that play an outdoor sport. By default, the clubs that play indoor have meet the protection from UV standard. It is important to keep in mind that the bulk of these interviews were conducted with representatives from clubs designated as winter sports. These clubs do not view the protection from UV standard as a high priority. Those clubs in the winter sample that do view the standard as a high priority are those clubs that compete all year round (bowls and golf clubs are an example in this respect). It is expected that the summer club interviews will provide more in-depth and useful information related to this standard. The interviews also confirmed the data gathered from the club surveys in many respects. The clubs' efforts

within this standard are focussed on providing shade, providing sunscreen and providing education.

The vast majority of clubs referred to the provision of sunscreen as the major initiative in the area of protection from UV. However, the issue of responsibility (club or individual) is sometimes a point of contention, as illustrated by the following:

*I don't want them to be able to walk away and say, I got sunburnt because there wasn't anything available, right. If it was available and I got sunburnt, then I've got to take some responsibility*

*I don't necessarily see it as our responsibility but I see it as a very good demonstration of the duty of care to maybe have a pump bottle sitting on the van*

*I think it's a duty of care thing really to, you know, we can't insist that somebody puts it on, but we can certainly encourage and make it available ... make it easy for them to comply, rather than impossible.*

*I think it's a personal choice but I think personal choice is also driven from above down so if you can guide people down a path well I think that's good and that's the direction we'll take with the SunSmart thing*

*I think every parent should be looking after their child and every adult should be responsible for themselves*

The interviews also revealed the clubs are concerned with the amount of shade that they are able to provide:

*Well, see we've got kids coming up to our club now and they love sitting in the sun, but we've got to at least provide it. Well, some kids are told to stay out of the sun because they're carrot-tops or something like that, you know, they really can't handle the sun, they get burnt easy. So we're try and get extra shading for that reason too.*

Some of the football clubs questioned how they could reconcile the inability to provide smokers with an undercover area, but also protect them

from UV. This appears to them as an anomaly within the standards, as illustrated by the following quote:

*with the veranda, they didn't want people to smoke there so they were going to build like an area and put a sunshade up there so the smokers can sit in the shade, and then they said you can't do it 'cause it's under cover, you know, so ... which is ... it's silly because they're trying to the right thing and protect their smokers from the sun, 'cause they get the sun ...*

Only one club referred to the \$50,000 pool of money that was made available at the beginning of the project to help clubs with the provision of shade. The following quote illustrates that the club was concerned about the process and the criteria for awarding this money:

*The only area I actually found was probably a little inflexible was that I remember actually looking, and you might clarify this for me, was at the start of the project that there seemed to be some money set aside for shade, right, and we were sort of about to embark upon getting a large shade sale done that was a permanent structure and the impression I got talking to the lady who was in charge, I think at Leisure Networks, of the criteria for making successful application for that is we didn't seem to be able to, I guess, fit the criteria because ours was a permanent shade structure and I got the impression that it was ... it had to be portable, which I don't know if that's just my misunderstanding of the criteria but it would have been a bonus to actually to be able to*

The club representatives interviewed in relation to the protection from UV standard reported that their clubs were also actively involved in educating their members. The application of sunscreen was the most often cited educational issue (one of the clubs mentioned that they make announcements reminding players and spectators to apply sunscreen), although the wearing of hats and long sleeved shirts was also cited, however, this was most often in relation to officials, administrators and support staff.

## STANDARD 5 – WINTER – INJURY PREVENTION AND MANAGEMENT

The interviews with club representatives confirmed the data gathered as part of the clubs surveys. The football clubs in general reported a much higher awareness of the need for injury prevention and management, as well as more sophisticated practices and policies generally. As with the club surveys, the football club representatives spoke in the interviews about a range of injury prevention and management practices, such as the provision of qualified trainers, the provision of injury assessment and recovery processes, the provision of ice, strapping, first aid kits, stretchers and goal post padding. One club referred to the use of the sports injury tracker program and displaying the SmartPlay warm-up fact sheets. This is not to say that other clubs are not doing these things, but rather that the interviewee was aware of all the initiatives in this area. Some of these practices were mandated, such as goal post padding and the inspection of ground safety – *'inspect all playing surfaces, of course we do that and we have to do that, you know, through Football Geelong, it's a rule, VCFA's rule and netball's rule'* - while others, such as the provision of trainers, were optional and the level of service depended on the financial and human resources of the club. The provision of injury prevention and management practices led most of the football clubs to the conclusion that there were *'miles ahead'* of what the standard required.

The interviews revealed that for some of the smaller clubs, the injury prevention and management standard was not something that had previously been a high priority:

*a fair leap for our club. We're really very, very basic in that regard. I mean, there's no ... we haven't had any standards or procedures or anything really. It's ... and yeah, I think we've been probably lucky*

For these smaller clubs, the injury prevention and management standard was viewed as an opportunity to put policies and practices in place. The following quote illustrates that for many clubs this is a partly a change

management process, partly an educational process and partly about generational change:

*we've had the sports medicine people down to explain to them why they should be doing their stretching and their warm ups and their warm downs after their game so that they prevent less injuries while they're playing their sport and it's just, again it's just an education process we believe that we start at the bottom and work our way up over the long term we're going to have the people that are doing the right thing right through their sporting lives. I mean people of my ilk, we just got out and had our game of sport and we groan ... moaned and groaned about our sore muscles the next day, probably had a beer and got over with it but times change and this is the way we change*

The interviews confirmed that the club representatives were very unclear about the SmartPlay online assessment, of which the following quote is an exemplar: *'I'm not sure Smartplay was part of this'*.

Many of the club representatives also mentioned the purchase of defibrillator machines, particularly within the football clubs, but also in some of the more well-resourced clubs. The purchase of these machines was seen as a great initiative and was cited as part of the injury prevention and management standard, in many instances as beyond what the standard required of the clubs.

## STANDARD 6 – WINTER – INCLUSION, SAFETY AND SUPPORT

The interviews confirmed the club date, which revealed that the inclusion, safety and support standard is both large and complex. Unlike the other standards, the clubs are unable to conceptualise the inclusion, safety and support standard as being about a specific action or set of actions. Reducing tobacco or alcohol use within the club, although difficult in practice, appear more conceptually easy for the clubs to grasp. With this in mind, the interviews revealed that there was a significant disparity between the HSEDP clubs in terms of their understanding of the inclusion, safety and support standard. For example, in response to questions about this

standard one of the football clubs responded as follows: *'we wouldn't knock them back. We wouldn't knock anyone back'*. In many respects this comment reinforces the comments and conceptualisation of inclusivity that were evident within the focus groups at the beginning of the project. It is clear that for many of these clubs, which perceive inclusivity as not turning a prospective new member away, the inclusion, safety and support standard is often a low priority, in large part because the operational demands of the club take precedence, as illustrated by the following comment?:

*you know it was one of those things, is always on the backburner and all of a sudden pre-season comes along, you're all really rushed, you have to buy all the gear and get the teams on the pitch, well this has just given a little bit more structure. The other thing that I reckon it's done is made us think about the flow of responsibility in the club, so we've actually made up a flowchart of where the responsibility lies, whose jobs are what so when it comes to inclusiveness, things like that then that ... whose job is that, the vice president who's in charge of the seniors? Or is it the coach's job? Or is it both? And then who's accountable for that, and if something goes wrong who's going to sit on a management committee, who's going to talk to these people who've said the wrong thing*

The above quote also illustrates that the inclusion, safety and support standard requires a considerable amount of planning. Responsibility for the healthy eating standard, for example, is often devolved within clubs to the canteen manager. This person is typically the member who knows most about the standard and the practices of the club related to the standard. Allocating responsibility within the inclusion, safety and support standard is more complex, in part because the components of the standard cut across many different areas of operational responsibility and in part because there are so many components to the standard that it would be difficult to allocate responsibility to one person alone. As such, it is often the entire committee of management that must take responsibility for this standard. The interviews revealed that it more effective when the entire committee is engaged in the inclusion, safety

and support standard and less effective when a single club representative, who is responsible for the entire HSEDP in some instances, is the only person engaged in making changes associated with this standard within the club.

By contrast, there are a few clubs within the HSEDP that are sophisticated in terms of their understanding of the inclusion, safety and support standard, in large part because of the way in which these clubs were established. For example, two of the soccer clubs noted the following:

*We were a club that was specifically formed just to be as inclusive as we possibly could whereas some of the other clubs we found in the local area were not quite like that ... I think the most important battle for us to fight in sport is inclusion, is social inclusion, and being aware of what social inclusion is and being aware of our behaviours and how we communicate with people inside and outside of the club as to how we make them feel and how do we make them feel included as part of our community and how do we become part of an inclusive community*

*I'd hazard a guess to say we would probably be one of the most advanced in Victoria just because, you know, we've just gone out of our way to be, you know, a club for everyone, gone out of our way to engage, you know, refugee populations, to provide support to, you know, any kids who are struggling socially, to, you know, be open for people with disabilities, we've made a real effort with women and girls, so I think we're ... you know, we are ... and we've engaged with the local indigenous population*

It appears that engaging with the inclusion, safety and support standard was the primary reason that these clubs were interested in joining the HSEDP. In some respects this is counter intuitive, as one might expect that clubs that require assistance in a standard would join the project. It appears across some of the standards that the opposite is true. For example, many of the clubs that registered for the HSEDP were already level 3 GoodSports, but viewed the HSEDP as a natural extension of what they were doing in the area of alcohol management. The same appears to be true for the inclusion, safety

and support standard, whereby clubs that were well advanced in the standard were keen to be involved, in part to extend their work in the area, and in part to be recognised for the good work that have been doing.

Through the interviews, many clubs reported receiving posters from Leisure Networks related to the inclusion, safety and support standard. Most of the clubs were content that the concept of providing information to club members about a range of issues related to inclusion was a good way of improving their practices in this area – *'I got some posters from Leisure Networks and a little sort of newsletter about this program and I think that's all helpful for us to roll it out and have, you know, those things to be aware for people'*. Some of the clubs reported that their noticeboards were already full to overflowing and that they were uncertain where to put the posters, a problem that is compounded by the following comment:

*it's like being in industry and seeing a poster on the wall that says, you know, wear your safety glasses. You walk past it the first time, you see oh, wear your safety glasses. Then you walk past it the next time, you just see a piece of paper on the wall. You walk past it the third and fourth, fifth and sixth times, you don't see anything. Unless you back it up and you reinforce it and you're delivering that message over and over again, but delivering it for the right reasons and saying why, why it's important. Why is it important to act in this way? Why is it important that you are aware of you know, where women who might be abused have this resource specific to them?*

Some of the more critical comments reveal issues that some of the clubs are dealing with, such as the following in terms of the responsibility of a club in providing information to its members:

*There was a debate about the violence against women one at our committee level about which sort of basically went to, well, how far do we go? How far is our responsibility and okay, it's another poster we've got to put up, which is not much effort, but then does that kind of mean that we take some level of responsibility for that and should we be providing information about sort of*

*homeless refuge shelters and I think the feeling was that we should be involved in what is core business for us ... one of the officers and I had a discussion ... over putting up the posters for violence against women, and I said to her, I made the argument, I explained to her at the committee level there was these questions that came up and people were saying, well, where does our responsibility end? And she just didn't get it. She didn't get it, and just gave a strong defence of the need, that it's an issue and, you know, it's not much effort and, you know, you need to do it and it was kind of personal ideology overriding*

This quote is from the only club that articulated the problem in such a passionate way. Several other clubs expressed disquiet at putting up posters about violence against women in their clubs, noting that they were not sure that it was appropriate within a junior club or that they did not have those types of issues at their club and as such were unsure whether the posters might do more harm than good.

## THE HSEDP – WINTER

The interviews were also used to gather valuable information related to the processes by which the HSEDP has been implemented or deployed.

### Being introduced to the HSEDP

Almost all the clubs that were interviewed noted that they had prior dealings with Leisure Networks and found out about the project through Leisure Networks. Most of the clubs reported that they had received an email or promotional material from Leisure Networks regarding the HSEDP, or that they were personally approached by a Leisure Networks staff member, and that it had looked interesting to them and their club. The interviews in large part confirmed the findings of the focus groups: that reasons clubs decided to apply to be in the HSEDP were mixed. For some the financial incentive was significant, which was particularly true of the small, less well-resourced clubs, while for others the chance to improve their clubs was the primary motivator. The following quote from one of the interviewees indicates that perhaps there were other clubs who took a pragmatic view that they should get involved with the HSEDP at the beginning, because it is clear that

the general thrust of the program will be applied to all sporting clubs, and that this might have implications for the ways in which they operate:

*if we didn't participate now, we would be ... you know, we'd be forced into making changes and we thought, well, maybe this is a good opportunity to try and influence some of those changes, you know. So ... and I said ... my typical example I said to people on the committee, look, we lease these facilities from the City of Greater Geelong. City of Greater Geelong is signing up to this, you know. It may get down the track, right, that if we don't comply with all these things, we won't get the lease renewed, so we might as well get on board now and see if we can influence something, or not influence something but at least we're known, you know, we're doing something.*

### The club briefing sessions

The responses towards the club briefing sessions held at the beginning of the project were somewhat mixed. The individuals who responded positively did so very briefly, noting simply that the briefing session was useful and they got a lot out of it. There were, however, a small group of clubs that expressed the opinion that the club briefing sessions may have been too much information and as a result might have turned clubs off the project. At the very least the briefing sessions may have been the first time that the clubs became fully aware of the enormity of the project, as the following comments illustrate:

*I walked away scratching me head, wondering ... It looked heavy. It did look heavy and probably a couple of months afterwards I was wondering, oh, this is pretty deep, you know. Will we be able to reach all what's asked? And I thought, well, we're not going to get to some of them, but we'll get the majority of it and we'll try and get as much as we can done. But some of the things we felt weren't quite applicable to us.*

*I don't particularly like sitting in lectures with a whole lot of groups, I think it doesn't tend to allow you to ask questions and it's just basically a lecture ... the guy that I took along with me, our club secretary ... he obviously was overawed by*

*it and said "well if you want to be part of it then I can't see myself [in it], it's too big"*

*I know that night it came up in the questions and it came up on, you know, talking afterwards, clubs were concerned about the workload and what it entailed. And, you know, I from personal experience have found that a bit difficult*

*when I went into that session I thought, oh, this looks as if it's interesting, but after the speakers had spoken I thought, we're going to be railroaded into this, there's no doubt, and I felt that our input wasn't going to be worth much, that the standards and everything had already been set ... we might as well get on board because if we don't we're going to be in deep trouble*

### **The 'contract' process**

The evaluation team asked a question related to the contract process following anecdotal feedback from Leisure Networks that some of the clubs were slow to respond in signing up to the project following the briefing sessions. The comments revealed that this had nothing to do with the contract process, as all the clubs reported that this was very easy. It is unclear what the delay might have the result of in some of the clubs.

### **Interaction with staff**

All of the key HSEDP club representatives who were interviewed expressed the view that the Leisure Networks staff had been fantastic in their dealings with the clubs. Most of the clubs were able to name the project officer who had been assigned to them (Brodie or Melinda) and identified that they had met with their project officer on one or two occasions. The clubs identified that the project officer had met with them at Leisure Networks or at their club. The clubs also identified that the project officers had not visited them on game or match days, but rather had met with them at night or at a mutually convenient time. Most of the clubs also mentioned that they had met with the social inclusion officer (Ash). Only a few clubs were able to talk about the role of the sponsorship officer, although this is to be expected given the emphasis on particular types of sponsored clubs and the particular timelines for the roll out of the

HSEDP sponsorship program. All of the clubs reported that they had also had email and phone contact with the Leisure Networks staff and that this contact was both professional and helpful.

### **The self-assessment and plans**

All of the interviewees referred to the self-assessment that was conducted with the assistance of Leisure Networks, and all of the clubs noted that this had been done face-to-face with a member or members of the Leisure Networks team. None of the clubs reported having done this online as was originally envisaged by the project. The clubs reported that the self-assessment was a useful process and that the 'tick the box' exercise was a good way to tackle the standards at the beginning. The clubs also reported that following the self-assessment, Leisure Networks had gone away to develop a plan for each of the six standards that applied to their club. These plans were then delivered to the clubs (many of the clubs brought their HSEDP folders to the interviews) to be used throughout the duration of the HSEDP.

Perceptions of the plans were mixed among the interviewees. For some the club plans were a useful guide to the tasks and actions required to achieve the standards. These people in general were very comfortable with planning and ran a reasonably well organised club prior to becoming involved in the HSEDP. Most of the clubs, however, reported that they had done very little or nothing with the plans since being presented with them. For many of the interviewees it was clear that this was because they did not have enough time to interact with the plans and that it was unclear to them where they should start. The following comment illustrates that not knowing where to start with the plans is perhaps an issue of the sheer volume of the project, as opposed to the process of planning:

*there's a broad feeling and this goes to the whole kind of issue of the project and everything in its little compartment, every plan, is a good plan, is a valuable thing, but the overall impression that we have to do all of these things, there's a kind of ... we're hitting ... and, look, we're a pretty well organised club with a lot of people who give a lot of time, but the overall thing is, Jesus, what next? How much do they expect us to do? You know,*



*“they” being everyone. And, you know, it’s just ... it’s changed so much since I was a kid with the ... you know, where there was no coaching accreditation, there was no injury prevention mechanisms, there was no Working with Children Checks, there was no Good Sports, you know, there was no ... it just goes on and on and on, and so there’s a hell of a lot to do, a hell of a lot to do*

The following quote suggests an alternative approach:

*If they ... healthy sporting environments really want to make an impact in all their six areas or whatever it is, they probably ... I reckon they’d probably be better off rather than say we’re going to do this, they’d be better in saying this is what we’re going to do in the first three months and then really hit it hard and see how much you can accomplish or put into place*

The interviewees expressed the opinion that as far as they were concerned the plans didn’t have hard deadlines and although they were emailed or phoned by the project workers to check on their progress, action on the plans was not a priority at this time.

None of the clubs mentioned the ‘Ideas for Actions’ documents without prompting, and even with prompting it appeared that the clubs had not engaged with these documents. This may be because the clubs knew then as something else or they were integrated into the development of the club plans.

The timing of the self-assessment and the plans was commented on by many of the clubs. Some of the clubs offered the opinion that their playing season was a good time to undertake work on the standards, while an equal number of clubs offered the opinion that they have no time during the season and that the off-season would be a much better time to do the developmental work required by the standards, as illustrated by the following comment: *‘I felt that we couldn’t, you know, do lots of things during the season, ‘cause basically the program started as we started the season. And I felt it took ... would take some time to roll out’.*

## Findings – Summer

In general, a number of clubs felt that they were already achieving the standards and would therefore be able to accept the money available through the HSEDP for a minimal amount of work; as one club representative told the interviewer: *“we don’t have food service, don’t serve alcohol and there’s no smoking allowed at [our] field”.* In the case of this club, the \$3,500 incentive was related to the standards based around injury prevention and management, protection from UV and safety, inclusion and support. Other clubs felt that if the standards were supported by policy at the state body level it would be much easier to enforce them in their clubs, for example *“our governing body have a Smokefree policy which says no smoking at junior tournaments, no smoking in uniform ... we say it is in their policies, you need to follow that ... I think it helps us, it’s easier that way”.*

One person referred to the standards as ‘common sense’; he went on to explain, however, why these were not always easy to enforce: *“there are issues the program is trying to deal with that I think are a little bit ahead of where the community is”.* These issues will be discussed within each of the standard sub-sections below.

### STANDARD 1 – SUMMER – RESPONSIBLE USE OF ALCOHOL

Some clubs make a lot of money from bar takings; one suggested their club made \$12,000 profit from alcohol sales in a season. Most clubs already had some level of Good Sports accreditation in place before the project started. The issue of price increases for heavy beer was not seen to influence the choice of drink for club members, and no-one said they would consider cutting out heavy beer altogether. A number of clubs noted that they were reviewing their bar prices already, so met this standard effectively by default. Even with increased prices there was a sense that local hotels charged even more than clubs, and that price was not an issue for drinkers. The outcome of enforcing increased prices for mid and heavy beer and spirits may have had a reverse effect from that intended; increasing takings from bar sales potentially increases the clubs’ dependence on alcohol

sales for revenue. One participant reflected on the price increase for beers: “if people want to drink they’ll drink, they’ll find the money”.

Another noted:

*The younger guys at our club usually go out anyway, so they are spending six bucks on a beer at a night club anyway, so it’s cheaper to drink at the club.*

Smaller, female dominated sports had fewer issues around alcohol than their larger, male dominated counterparts, primarily due to either having limited alcohol service available and the lack of a drinking culture associated with their sport.

Being involved in Good Sports was seen as beneficial by many of the club representatives interviewed. For example, in response to the question ‘has Good Sports been beneficial for your club, one said: “Yeah, definitely... from my perspective ...just ideas about how I can improve and make it a better place”.

## STANDARD 2 – SUMMER – REDUCED TOBACCO USE

Overall this standard appears to be the most troubling and controversial for many participants. Some clubs operate out of non-smoking venues, or have non-smoking policies, and for these the standard was relatively easy to achieve. One club that had banned smoking said they felt the move had encouraged members who smoked to quit:

*We found it as an encouraging concept for some of our players who do smoke and we’ve managed to have some success in reducing that in amongst that group. Probably ...we’re talking half a dozen out of 50, probably. But it was good to be able to have the backup to say, listen guys, if you’re going to smoke, you can’t do it here, you can’t do it in public, you can’t do it in front of your young peers.*

Another club had also banned smoking, but found that smokers were still able to find ways around the ban:

*I’m the secretary and when I was doing the updating the codes of conduct, I just put in that one you’re not allowed to smoke. Junior coaches aren’t allowed to smoke when they’re on duty at all. It doesn’t matter whether you’re inside or outside; you’re not allowed to smoke. And that applies at training and at games so you can’t do it. And we’ve done it with coaches; we’ve done it with parents though the parents you know if they go off and put a deck chair down at the side of their car and have a smoke you sort of ... oh well. You know if I saw them I’d say well we have requested that parents don’t smoke at junior games. Yeah, we have requested that but we haven’t ... when we put it in the code of conduct, we did say parents requested not to smoke at junior games. But you can’t do much more than that.*

One of the more problematic areas of the smoking policy appeared to be policing the actions of members and visitors, particularly when moving smokers away from the external undercover areas, for example “I mean we can make our stadium smoke-free which is fine but there’s a walkway that gets our stadium to the main stadium which is supposed to be smoke-free but it’s probably the main place where people go and smoke ‘cause the netball courts are right next door ...” and “It’s very hard for us ‘cause we’ve got a covered area where a lot of people will stand to stay out of the sun”.

Whilst smoking was not seen as a major issue for most clubs and most participants indicated that smokers were in the minority, the idea of policing others’ smoking practices was controversial and challenging for many of the clubs.

## STANDARD 3 – SUMMER – HEALTHY EATING

As with the standard related to alcohol and the existence of a ‘bar’, some clubs do not serve food from a canteen. Many of these clubs have regular meals at social events or ‘bring a plate’ meals during competition (for example “what we’ve got now is every afternoon tea, at least one person has to bring fruit and one person has to bring sandwiches”), but appear to have been exempted from the standard. Some clubs do social event catering to raise funds, and

these comply with local government health department guidelines in terms of health and safety.

Other clubs, which do have a canteen, have been grateful to Leisure Networks for assistance with the changes required for this standard:

*Our ladies have come up with the right answers, which has been fantastic. You know they've changed the oil that they used and a few things like that so they actually did the research themselves and worked out what they needed. I mean we still have lollies out there; we still have those type of things but as for meal-wise, we seem to be following the guidelines without any issue.*

One club operated out of local government owned premises. The canteen was run by a contractor engaged by local government; which meant that the food choices were out of their control. The representative of this club said: *"...the canteen down there was terrible. Just the quality of food and their service and the food they had was shocking so that led to us to investigate how we can get around that"*. This club plans to register their kitchen and produce healthy snacks for club members.

Some sports appear to have a greater focus on healthy eating as a core of success, for example a representative of a swimming club said *"we look at healthy eating as part of what we promote as a club"*. Whereas a cricket club representative said:

*Sometimes they put party pies down because the players like to come in and have party pies...but they never get to the general public... because the players just clean them out.*

This club also has a sponsorship deal with a local pizza maker which supplies the club with pizzas 'three or four times a season'. Even clubs which do not have a canteen sell chips and lollies from the bar.

Overall, there was considerable variation between the food choices made by different clubs. Some serve fruit, cater healthy meals for social events and have introduced snacks like salad rolls, sandwiches and chilled water. Others

serve chips, doughnuts and pies. One club explained they used to have soft drinks but have substituted water as a healthy option. Because canteens are mostly staffed by volunteers one club indicated that change could be difficult: *"You're dealing with volunteers and people are happy to do the job but it can be difficult to get people who are wanting to be mindful of healthier choices I suppose"*.

## STANDARD 4 – SUMMER – PROTECTION FROM UV

Unlike smoking, the SunSmart standard appears to have been the easiest and least controversial to implement in clubs. Most people appear to carry their own sun screen and take UV protection seriously:

*... we've noticed a lot of visitors are using that as well and with the junior teams, the parents prompt the children before they go out onto the courts, have you got your sunscreen on, there's no excuses, there it is, yeah.*

Some had concerns about the extent to which clubs could pressure members to use sunscreen. When asked or where the club's responsibility for sun protection ends and the individual's responsibility start, one participant responded:

*I guess you can lead a horse to water but you can't make them drink... I play section one, and I would say that there wouldn't be a player now that wouldn't lather up with the sunscreen and I get it and I go all over the eyes and ears and everything like that and on the arms and everything... and I think most people would do that, make that provision for their own protection.*

Participants also appreciated having resources to support the standard as a reminder of the club's responsibility to assist members to use sun protection, for example:

*Yeah well we've actually ... and again through this, and it's been a really good nudge is that we've put some sunscreen out there now and we've got ... Leisure Networks supplied us with the UV poster that we can fill out the ... you know*

*what the UV reading is for the day and that type of thing.*

Overall, many strategies for sun protection were mentioned in addition to sun screen, including hats, shirts with collars and long sleeves and some sports have helmets that lend some protection to the ears and nose as well. Some clubs mentioned that they had received funding from LN for portable shades; however, others had applied to local government for sun protection structures unsuccessfully. For at least one club the SunSmart standard was a draw card to participate:

*That was one of the attractions of being involved. As we have two teams travelling to Melbourne that some of the venues don't supply ... some don't have any shading. So we were able to, through the funding, supply protective sun shading.*

A strong theme emerged from these data concerning positive behaviour change related to sun protection in community sporting clubs, which is exemplified by the following statement:

*I was quite surprised, I thought some of the hardy old blokes wouldn't actually use the sunscreen, but they've actually started ... they do use it, and they weren't using it at home because they really didn't have any at home. But because it's there and it's in the bathroom in their face and I've been quite pleased with the way people ... Well a member said to me the other day, they said well how can you be critical of this initiative? It's just complete commonsense.*

## STANDARD 5 – SUMMER – INJURY PREVENTION AND MANAGEMENT

A number of injury prevention strategies were in place, or planned for in the clubs where interviews were conducted, including defibrillators, first aid kits, stretchers, and protective gear for players in some sports. A number of summer sports have heat policies, where play has to cease when the temperature reaches a certain level that is deemed unsafe. Other strategies noted included ensuring players warmed up before play begins, ensuring that courts and fields are clear of obstacles and

debris, and that ice is available if injuries do occur. A number of participants mentioned that their clubs intended to train members in first aid, but another theme relates to the unavoidability of injury in some sports, despite efforts to prevent them:

*...you know all clubs tend to warm up their girls and make sure they're fine and do all that kind of stuff but unfortunate ... and the grounds people check the grounds before the game, the umpires check the grounds before the game to make sure that ... so we do all of that stuff. Unfortunately injuries happen.*

Sports with older players, such as bowls, demonstrated awareness that their members might be more vulnerable to particular kinds of injury related to their age, and have particular strategies to ensure injuries do not occur. Similarly, most clubs with junior players have heightened awareness of the need to children to wear protective gear and avoid injury through surveillance. One participant said: *"there's a junior kit with helmets and protection ... yes, the juniors know they have to wear a helmet when they bat, things like that"*. In the interviews a number of participants mentioned injury tracking systems, but this does not appear to be in common use in many clubs. One participant from a large club noted *"...probably the filling out of the forms is one that you know is going to take five, ten minutes, so yeah, I'll do it later and then never gets done sort of thing"*. One club noted that ground reports were expected for insurance purposes but were rarely documented, *"Because the insurance company send that out to us ... that's probably something that we need to look at to make sure that it gets done regularly"*.

In some clubs injury prevention is the responsibility of the team captain, for example in one cricket club: *"It's the captain's responsibility if they're going away to have a first aid kit with the sunscreen and things like that"*. Some sports have association rules about which dictate requirements injury prevention, and what to do in the case of injury occurring. This was mentioned by softball, cricket and bowls clubs. For example, a cricket club representative said:

*Yeah that's actually an association rule and you can be fined if you don't have your first aid kit, ... the umpire is meant to check before the game starts that you've got your first aid kit, even if you're the away team, you can't rely on the home team, you've got to have your own first aid kit with you.*

When asked whether it would make a difference in clubs if the peak sporting association stipulated rules about injury prevention, every participant agreed this would be better than the current scatter gun approach which makes individual clubs responsible in the absence of comprehensive rules.

Overall, all participants agreed that injury prevention is important and many acknowledged that their clubs could potentially do more. The HSEDP was seen as providing opportunities to remind their members about injury prevention and improve their strategies for prevention. One larger club had a sponsorship deal with a sports medicine practice, and had negotiated arrangements for injured players to have quick access to treatment or recovery. This was also used as an opportunity to provide education to members:

*...it was a good motivator to – in those negotiations, to put that in the forefront of the players' minds is, you know – it has been bubbling and improving in our elite cricket and feeding down from the top is recovery, getting back ready as soon as you can.*

As a result of being part of the project, another sport had also called on health service providers to help educate their participants:

*I think there's still some more education that needs to happen in the injury front and I think we need to have better screening and all within our club to work with that. I suppose being involved with this particular project has helped make us more aware of that but I think the importance of getting it documented and getting things up, we're certainly getting an injury register up and running with our club at the present time so... We have, through the project ... oh well prompted by being as part of the project, we've actually had a physio come and speak with swimmers,*

*we've also had a chiropractor come and actually assess, evaluate swimmers too there at the club and that's ...*

However, the move towards greater involvement of clubs in monitoring members' health and surveillance of injury was not universally accepted because of privacy concerns:

*...we decided then that was a bit involved for where our club stands and that was also in regards to the club having all the personal health information on their members, which when I talked to some of the girls and they ... we decided, again, not to go with that.*

Safety strategies were also made on pragmatic ground in some cases, for example a water sport which involved boating on the bay related a story about being involved in a rescue prior to their involvement in the HSEDP that had raised their awareness about the risks associated with water sports and resulted in precautions being taken:

*... if you're out on the bay and it's a bit windy and you've got risk management issues. [After we found this man floating in the water] ... it was then that we realised we've got no contact [to call for help]. [Later we looked] at flares, EPIRBs, radios and all that, and the [mobile] phone was evidently our best option, everybody told us. ... But that was just ... it brought home that we have no contact while we're out there. So we've got the coastguard and the police all programmed into the phone now. We have a V sheet, if we're every ... any reason we come unstuck and we can put that over the boat and that shows a boat or a plane that we need help.*

Overall there was strong agreement that injury prevention was the most desirable option and that while first aid response strategies and tracking systems should be in place, educating members and ensuring that they used good practice for their sport in terms of protective gear, warming up and avoiding injury was preferable.

## STANDARD 6 – SUMMER – INCLUSION, SAFETY AND SUPPORT

One of the strongest themes to emerge from the data on safe and inclusive environments was that clubs are already welcoming, family friendly environments, and many felt this was an area with which they are unfamiliar and that potentially added to their workload:

*We probably just consider ourselves to be a pretty family orientated club and try and cater for everyone really... [We haven't yet] actively targeted CALD or disadvantaged people. Probably don't have the resources and the time and volunteers to do it basically.*

Another participant reflected on their club's moves to comply with the safe and inclusive environments standard:

*...you don't find there's too many things that would deter people from coming to the club...we still have to nominate a welcoming officer...but yeah, you don't get too many new people float into the club.*

Although this is encouraging, it appears that some clubs may not yet fully understand the key difference between not discouraging new participants from diverse communities, as opposed to strategically encouraging diversity.

Some sports are dominated by women and others by men, yet socially, both females and males are valued members of clubs as volunteers and as spectators. As part of this standard, clubs were provided with posters, which were put into use. For one female dominated sport the issue of violence against women was challenging:

*It was all about this violence against women and I thought ... I couldn't, I just could not myself tie that into how that related to the kids in [our] club. ... And then in, say, I think they gave us some posters and some material that we could have put up around the club and I think 'cause a lot of our members are younger, I personally didn't think they were the right things to be putting up around the walls of the club. But then I suppose if we don't know what happens in other people's*

*households and what children are exposed to you know daily.*

Other clubs were happy to display the posters, for example:

*I had those laminated and I've put those ... when you walk in ... 'cause it's only a small clubhouse and they're on the side of the fridge. You see it straight away. So I've put those ... but I've got to get some more because [someone] actually suggested putting it in the ladies toilets as well, which I didn't do. So we're going to put them in there [as well].*

And others found a happy compromise:

*We thought the back of the toilet door was good because people don't really want to be seen to be looking at a poster [about domestic violence] in the middle of the room, they can do that.*

Some clubs were troubled by the potential extra work involved in having a welcoming officer at the club:

*There is quite a bit involved in a welcome package and writing something up and doing it all. There's involved in a, well I suppose a contact officer or welcoming officer and whether you're going to have two different ones, and there's still a little bit of organising as well.*

Others had actively embraced the changes needed to make their clubs more inclusive and friendly:

*Yeah, look the committee's been really positive about it. We put up quite quickly, changed our mission statement and on ... you know changed it per se and on the website whatever to incorporate the inclusive and safe aspects that are talked about in these standards. We quickly appointed welcoming officers and a process for welcoming new people into the club. We've got ads for example running in the [the local] newspapers at the moment. They will emphasise the inclusion and safety aspects of it. We've got things up in the club, signs up in the club in terms of contacts for people who'd might be having ... experiencing difficulty in any of those sort of regards.*

Overall there was interest and willingness apparent among many of those interviewed, and awareness that they could potentially do more. One participant noted the importance to their club of the Everyone Wins training:

*I think it's a great idea and again probably something we haven't looked at well enough. The project's making us look at it. We nowhere near have done enough yet I don't believe. We've got a welcoming officer which we never had before so we never had done any of that. We've sent a couple of people off to Everyone Wins trainings and ... which is terrific and we need more people to start going through that. We've put up notices about ... on the back of the toilet doors saying you know if you've got violence at home or if you've got issues or racial or you know and the numbers are there. We thought the back of the toilet door was good because people don't really want to be seen to be looking at a poster in the middle of the room, they can do that. We probably need to do a little bit more work. We've been talking to Diversitat down in Geelong about getting involved with them. We're making inroads but I still think we've got a little bit more to do. There's ... to me that's a whole big ball game that we're only just touching the surface. I think we can work harder on that one.*

Another club representative noted the growing diversity of the Colac community:

*Well in the Colac community which is about 20Ks away, there's been quite a big influx of people from other cultures, mainly refugees and so one thing that we were looking to doing at some stage through the project was to link in with them, they have like a community committee, so the Sudanese have a community committee and they often given involved in different things in the community so we thought that we could invite them out to play [our sport]. We could ... invite the community along and just have a really social ... just to get them out into the bush and to have a look at the club. None of them actually live in our community but it's about making connections and getting them more involved in the area as well.*

One club representative noted that their club had been 'opened up' by inclusion of more diverse communities. However, overall there was a strong us/them dichotomy that emerged that being family friendly meant everyone was welcome, but on the terms of the majority:

*Not much will actually change because it's sort of like people are welcome to come and play, male and female, there's no problems with that I mean we had ... we have had a couple of ladies come and play with the club and in terms of indigenous people or people of other ethnics I mean we've got an Afghanis, Pakistan, Indian so we've got a quite a few of those people around so it's not as if we're sort of going no we don't want you, it's like yeah look, come in, have a bit of fun, have a drink or two with us and we're not going to bag you or upset you or other things like that or as little as possible anyway and go from there.*

This attitude represents a degree of lack of awareness about how hard it might be to break into a new environment for people already learning to manage their lives in a new country and new culture. The onus was repeatedly put on others to 'rock up' and fit in, rather than on how the club might adapt to accommodate the needs of others, for example in the above quote, that some communities may not be able to "have a drink or two with us". The emphasis put on alcohol as part of the club culture demonstrated in the Alcohol Standard above, for example, is likely to be a deterrent to people from an Islamic background.

Similarly, the culture of sledging (using racist or sexist language both in jest or seriously) and mateship that is central to many sports means that people from culturally and linguistically diverse backgrounds cannot afford to be sensitive if they want to belong. One club representative reflected on what this has meant for his (large, male dominated) club:

*I think people are more aware being a small country town that people are very loose with their language around other people... and in a changing of our ... not opinions but the way we act you know and all that kind of stuff. And indirectly that's rolled on to the other players*

*because we're no longer joking around and all that kind of stuff. Like we're still joking and having a good time but we're no longer making the same remarks that they may have been making like two or three years ago. Because of this it's made us more aware and that's sort of rolling downhill.*

That a number of clubs have not introduced welcoming officers, or do not have well developed ideas about the implications of this standard for their club is not surprising given that quite a few of the clubs had not yet participated in the Everyone Wins Training at the time the interviews were carried out. This standard requires long term reflection, education and change for the individuals in clubs, and for the management and administration of clubs that will not easily be achieved as a result of one off training or supply of resources like posters. It is apparent that the beginnings of cultural change through the strategies being introduced in the HSEDP and Everyone Wins is the beginning of change that needs support from wider social marketing, individual attitude change and community cultural change in areas like those included in this project.

## THE HSEDP – SUMMER

The interviews were also used to gather valuable information related to the processes by which the HSEDP has been implemented or deployed.

### Change management

A number of participants identified the heavy workload and what they saw as the short term nature of the program as a problem. Some suggested it would be better to draw the program out over more years, and to introduce different standards sequentially each year, for example:

*"If we could work it if it was over like the three years and you could do a couple a season, so you can fine tune like your alcohol and your smoking the first year, and then your second year you do your next couple, and then you just keep fine tuning the alcohol and smoking that second year, would probably be a bit easier. Instead of having all six lumped on you in the one year, if you did it over three years and you did a couple each year, probably be a lot easier to work on".*

Others felt they were 'just getting started' in the process of changing.

For some clubs the lag between signing up to participate in the demonstration project and beginning the project was an issue, as were changes in committee membership. A matter that was raised repeatedly in interviews was getting buy-in to the project from club members. For example, one participant noted: *"I think it's a long term thing and you do it through leadership and constant messaging and being consistent and all those sorts of things, right, but that, from experience, takes time"*. Another participant noted, when discussing member buy-in that *"I felt like I had to sell it a little bit to them"*.

A number of participants felt that increasing prices and particularly the possibility of losing lucrative sponsorship deals with alcohol related companies created difficulties. One participant noted *"definitely the prices up and things like that aren't conducive to attracting or keeping people"*.

### Communication and Support

Lack of support from within the club and from local councils was identified by some participants as a barrier to progress. Some felt they had not had the support from Leisure Networks they expected, for example suggesting that rather than generic tools, if they had tools specific to their sport it would make their job easier. One participant reflected: *"I suppose the biggest challenge was trying to get the stuff, the documents, trying to re-work them into a useable format"*. Another participant noted *"When I first got my action lists they were quite large. So we've now kind of refined them and I don't know. I think it was kind of a learning curve for them as well as us for what needed to be done"*.

### Voluntary Club Management

Because the majority of club leaders in the program are volunteers (a few were paid employees of larger clubs) time management and workload issues came up frequently as challenges or barriers to their club's progress in the project. Most saw the initiative as worthwhile and believed the club would benefit, but felt burdened by the additional workload which for



the most part a few individuals carried for the club in addition to administering the club and the sport at the local level: *“Less time and less people to do it. We’re not getting paid by the cricket club to do it”.*

For some there was confusion between the Leisure Networks initiative and the LTU evaluation, which some saw as increasing their workload unnecessarily. For example:

*...rather than double up, as again, volunteers are time poor, you [need to] work out what you actually want to cover and make it more efficient the number of times you call people in and knock it over in one go.*

Overall, participants felt that the project had been a catalyst for action in their clubs. It helped them to identify what needed to be done and shifted them out of ‘complacency’:

*I see a lot of progress and I can see that at our next AGM there’s going to be a lot of policies approved (chuckles) because we’ve got quite a lot now that are ready in draft stage.*

Another noted:

*We’re making inroads but I still think we’ve got a little bit more to do. ... that’s a whole big ball game that we’re only just touching the surface*

Asked whether much had changed in their club in terms of attitudes and how the club runs, one participant answered:

*Yeah, I’d say a fair bit. .. It’s changed attitudes in terms of multi-cultural issues, being more accepting, more understanding I reckon. That’s probably about it though, isn’t it?*

Another said:

*...it’s given us a little bit of a push, because otherwise we still wouldn’t probably be doing it, setting up the website ... nowadays, well, when you read in the paper, you’ve got to be really careful because kids fall over at school and sue the school so you really need to have everything up to date - like all your code of conduct, your first aid stuff and all your, well everything. All your*

*welcome statements and statement of purposes and all your rules and everything.*

### Reason for participating

For some participants there was a sense that taking part in the project would benefit the club overall, for others specific areas in the standards were appealing. However, the strongest motivator for taking part in the program was the financial reward, particularly for smaller clubs. For example, asked why their small club participated, one person said: *“I can probably say that the money, the grant money was probably the main reason that the club looked at it”* and another noted that *“Finances are always helpful, all clubs, I don’t know of any clubs that’s not looking for extra finances”.*

For larger clubs the reasons were more complex:

*...a couple of reasons. We see ourselves as the leading group body, or one of the proponents of, you know, the [sport] fraternity. So we want to show leadership amongst the other clubs that are in the region. We also felt that in terms of consolidating our position as the central point for [our sport] in Geelong, for junior pathways coming through from very young age groups, we wanted to show leadership in that way. We had some gaps in our system that we wanted to address and we felt that this would assist in that, as all clubs do. And we weren’t concerned about the workload because we felt that we ticked a lot of the boxes anyway. So to be involved in it wasn’t going to be a big workload on the volunteers. So we felt that we could very easily manage that and at the same time fix some gaps within the organisation.*

For others still, the program presented a kind of problem solving tool. For example, one club had struggled with a member who was a violent or threatening drunk, and they had no idea how to address the problem his behaviour presented in the club.

*... he drinks and you can’t even see it coming. It’s like somebody hits the switch and he goes within seconds of being a nice, jovial guy and suddenly he’s just this really hard to control, violent or threatening violence guy. And so we were looking at how we could deal with things like that.*

*Not that it was ... not that it's been a big issue for us but it has been an issue. We were looking at also ... and trying to make the club even more you know better. We're just trying to improve the club.*

For some of the smaller, regional clubs, the program provided an opportunity for capacity building and planning for a sustainable future: *"we just felt that we needed to look at the picture bigger but we needed assistance to do that".*

In interviews, participants were asked whether, knowing what they know now, they would participate in the program again if they were just starting out. In response, a number of people answered in the affirmative, but noted a number of issues. For example, for some the complexity of the program with the five standards was daunting, as was the additional workload they experienced as volunteers *"I think that you need a couple of people in ... on the committee working together, yeah, not just having one person trying to drive it all"*. Some resented the fact that while the project had been funded generously, only a small amount of the funding had tricked down to the club level. One factor that was seen as important was having a committee of management in the club that was willing to share the extra workload the project imposed. A number suggested that introducing six standards all at once to be achieved in two years was too much, and would have liked the project to be longer, and to address the standards progressively.

Overall, those who responded to this question strongly supported the program and its merits in their clubs; many said they felt it was important that they passed on an improved club environment for future generations.

## END-OF-SEASON SURVEYS

The end-of-season surveys were conducted at the end of the second season for winter and summer clubs.

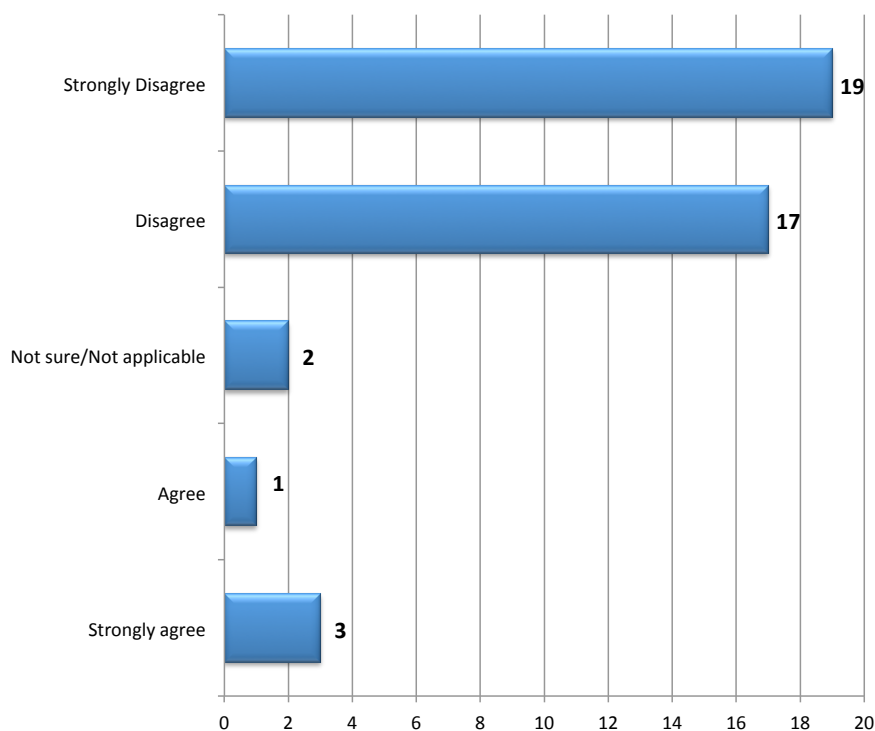
### Findings – Winter and Summer Combined

The findings of the end-of-season survey section of this evaluation element are divided into four sections, which examine ‘Overall Satisfaction and Outcomes’; ‘Financial Incentives, Profile and Member Recruitment’; ‘Operational Issues’; and ‘The Standards’.

#### OVERALL SATISFACTION AND OUTCOMES

As noted in the method section of this element, the end-of-season survey questions were designed to confirm some of the data generated as part of the interviews conducted at the end of the first HSEDP season, as well as capture additional qualitative data where possible.

**Figure 3.1: Responses to the statement – ‘knowing what we know now, in retrospect we would not have signed up for the project’ (n=42)**



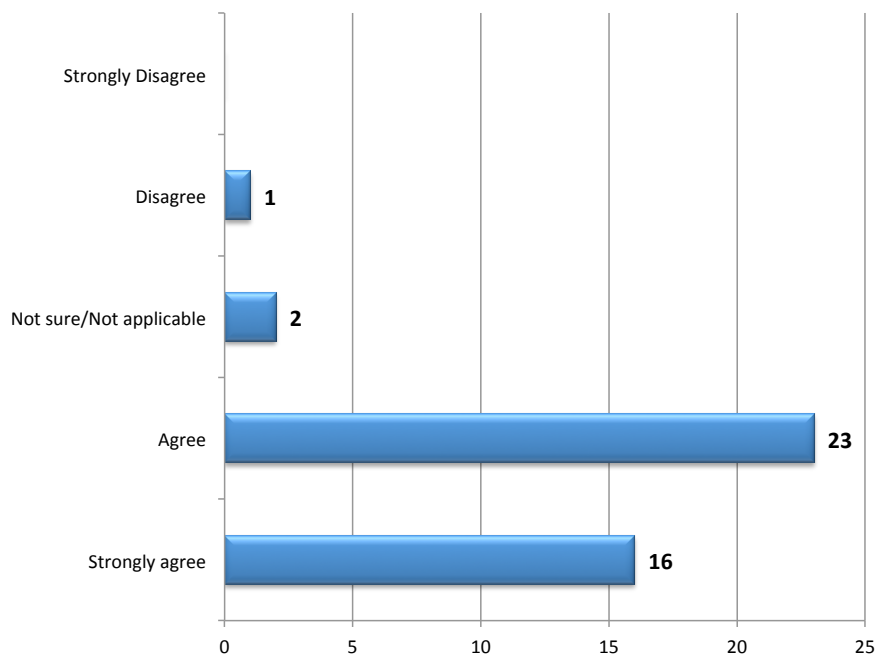
The HSEDP representatives were asked in the end-of-season surveys to agree or disagree with the following statement: ‘knowing what we know now, in retrospect we would not have signed up for the project’. As illustrated in Figure 3.1, 86% of the club representatives disagreed or strong disagreed with the statement, while only 9% either agreed or strong agreed. In other words, knowing what they know at the end of the project, the vast majority would still have signed up for the project. The following is a selection of qualitative comments that representatives made as part of responding to this statement:

*I would recommend this type of project/training to every sporting group. It has given us so much information, encouragement and vitality to provide a better club for all our members.*

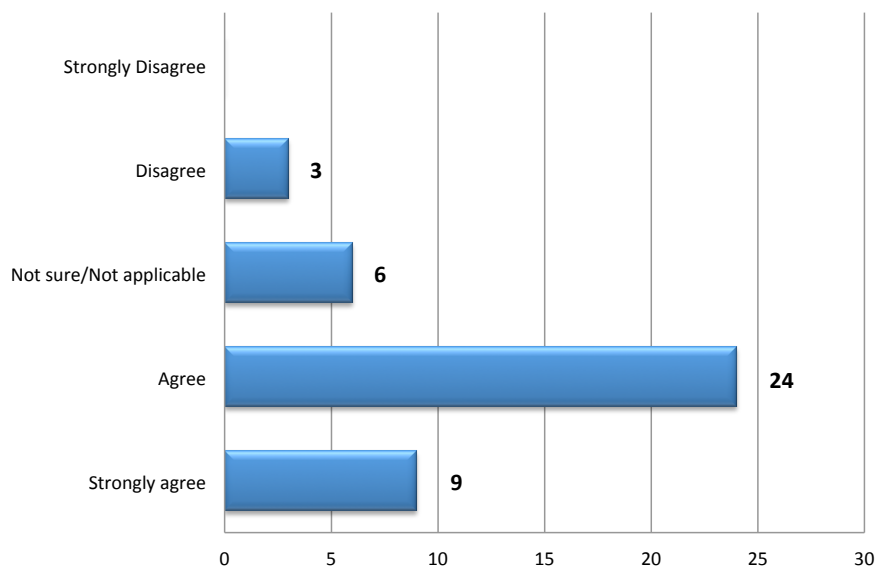
*It has certainly been worth our while, helping to focus on issues that all clubs should address.*

*It has been an eye-opener and educational for us. We had been in a rut with our policies and this encouraged us to update them and by doing that we became aware of some places we were letting ourselves down.*

**Figure 3.2: Responses to the statement – ‘Our club is a better club as a result of being in the project’ (n=42)**

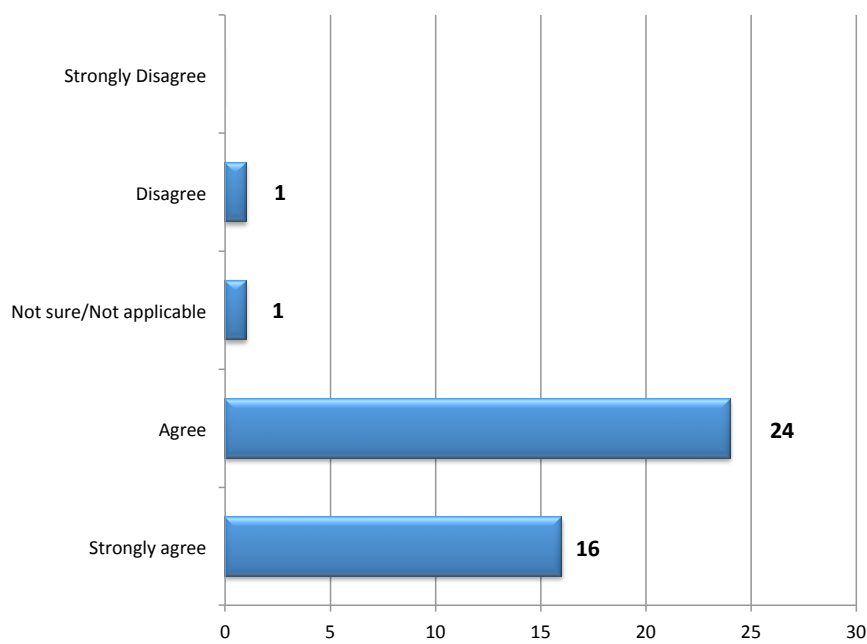


**Figure 3.3: Responses to the statement – ‘The culture of the club has changed for the better as a result of participating in the project’ (n=42)**



Club representatives were also asked to respond to the following statement: ‘Our club is a better club as a result of being in the project. As shown in Figure 3.2 an overwhelming majority of 93% of HSEDP club representatives agreed or strongly agreed with the statement, with only 1 of the 42 representatives disagreeing. Similarly, as illustrated in Figure 3.3, when asked to respond to the statement ‘The culture of the club has changed for the better as a result of participating in the project’, 79% of HSEDP club representatives agreed or strongly agreed, whereas only 3 representatives (equivalent to 7%) disagreed.

**Figure 3.4: Responses to the statement – ‘being in the HSEDP has helped our club focus on health issues in ways we would not have done otherwise’ (n=42)**



In addition, HSEDP club representatives were asked to respond to the statement ‘being in the HSEDP has helped our club focus on health issues in ways we would not have done otherwise’. As shown in Figure 3.4, 95% of the representatives either agreed or strongly agreed with the statement, a strong endorsement of the program. The following qualitative comments were made by representatives as part of responding to this statement:

*While we are more aware of “things to do” in this area we haven’t completed all that is to be done to improve our management of health issues.*

*We sold very good quality food but this encouraged us to make it even healthier and include more fruit, cooking in better oil and have a few more options.*

*Our Club has previously addressed RSA issues as well as encouraging a non-smoking environment. HSEDP has increased our focus on these as well as other important issues that will ensure our club is well placed in the future with providing a safe and welcoming sports and recreation facility.*

*Being part of HSEDP has really made our club focus more on health and really embed the standards into our culture.*

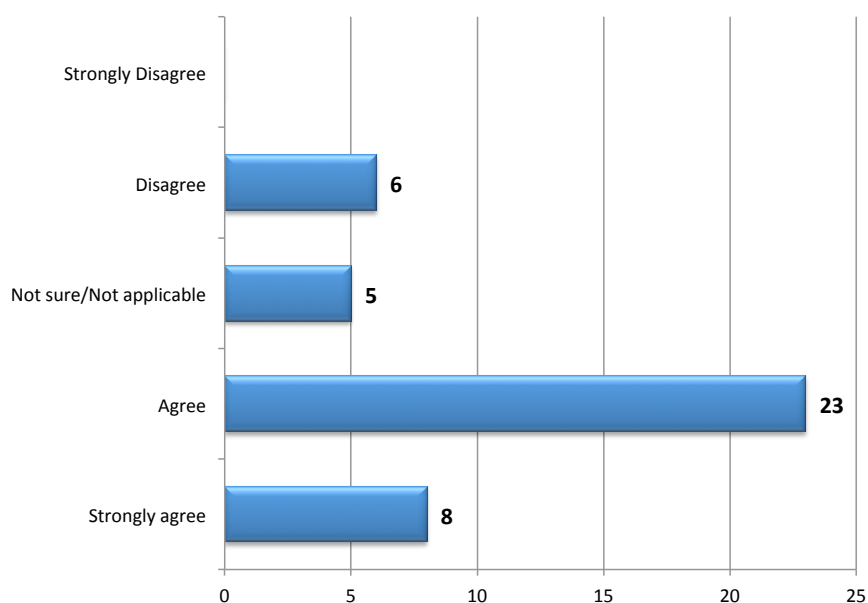
*Our club is quite health orientated already, although this project has made us focus on healthier eating.*

*Has highlighted some things that we probably take for granted, but should be re-enforced.*

## FINANCIAL INCENTIVES, PROFILE AND MEMBER RECRUITMENT

Picking up on some of the themes from the initial focus groups, as well as the individual interviews conducted at the end of the first season, HSEDP club representatives were asked in the end-of-season survey to respond directly to questions about the financial incentives of the project ('It is fair to say that for our club the financial incentives were a big reason for joining the project'), the profile of the club in the local community ('Being in the project has raised the profile of our club among the local community') and member recruitment ('Our experience of the project is that we have not really seen any new member recruitment as a result of it').

**Figure 3.5: Responses to the statement – 'It is fair to say that for our club the financial incentives were a big reason for joining the project' (n=42)**



As shown in Figure 3.5, 74% of HSEDP club representatives either agreed or strongly agreed that the financial incentives were a big reason for their club joining the project, which is perhaps an important consideration for future iterations of the project, despite that the focus group and exit surveys indicated that once in the program, more substantive issues beyond the financial incentive are likely to become a more important aspect of participation. Only 14% of HSEDP representatives disagreed with the statement, while a further 12% were unsure. Of the 6 clubs that disagreed, 4 indicated that the annual gross income of the club was over \$50,000 and 3 indicated that it was over \$70,000, which confirms the qualitative data that suggested that the financial incentive was not as important for the wealthier clubs.

**Figure 3.6: Responses to the statement – ‘Being in the project has raised the profile of our club among the local community’ (n=42)**

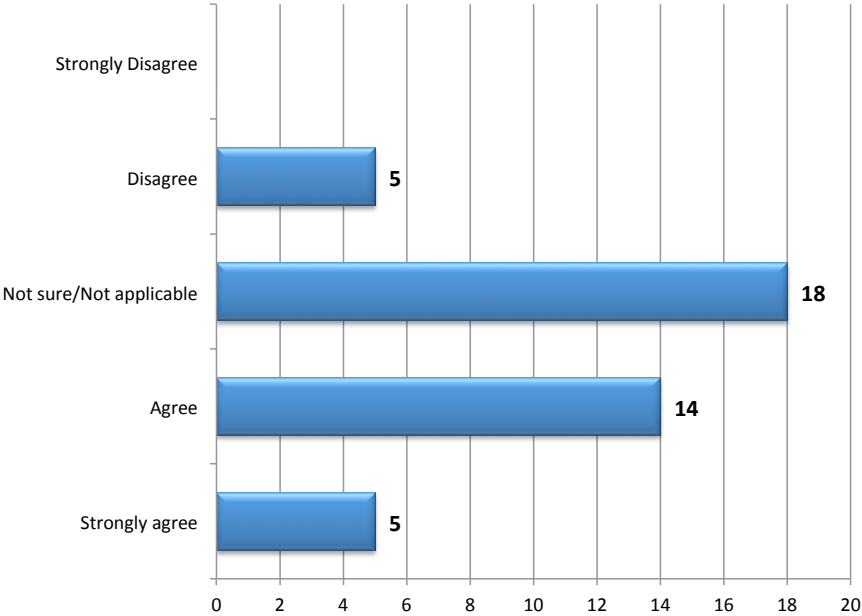


Figure 3.6 shows that 45% of HSEDP club representatives agreed or strongly agreed that being in the project has raised the profile of their club among the local community, whereas 43% were unsure and a further 12% disagreed. The qualitative comments made by the club representatives indicate an ambivalence regarding the impact of the program on the profile of their respective clubs. As indicated in the comments reproduced below, some of the clubs believed that there might a limited increase in profile (through GoodSports, other clubs, local media or school and sporting groups), while others believed there had been no increase in profile or that there are some inherent difficulties to doing this (minority sport status, the role of regional Associations).

*It pushed us to move along and get our Good Sports 1, 2 and 3 which helps with our profile in the community*

*We would hope that our commitment to the project has been recognised by other Clubs in the community.*

*Maybe true regarding Leisurelink officers but I would like the various sporting Association leaders to be more involved in the project and to be more aware of the clubs in their associations that are participating and striving to be better.*

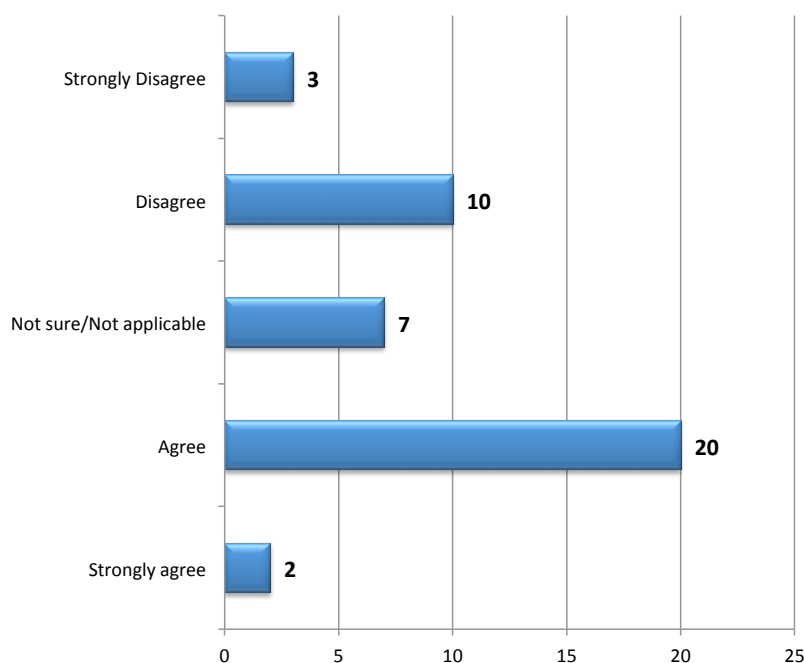
*Somewhat, however, as a minority sport, it has always been difficult to raise our profile. We do however make every opportunity to market our involvement in the project wherever possible.*

*Would not have had any impact on the Club’s profile.*

*We have been able to offer our sport to other schools and sporting groups. That has also lead to articles in the local media and further exposure and participation.*

Figure 3.7 shows more than half the HSEDP club representatives (52%) agree or strongly agree that their club has not really seen any new member recruitment as a result of being part of the project. By contrast, 31% disagree or strongly disagree, suggesting that their participation in the project did result in the recruitment of new members, while a further 17% were unsure. This data adds to the information presented via the focus groups, exit-surveys and interviews and suggests that only a minority of clubs experienced new membership as a result of their participation.

**Figure 3.7: Responses to the statement – ‘Our experience of the project is that we have not really seen any new member recruitment as a result of it’ (n=42)**



The qualitative comments that HSEDP representatives also provided in response to the statement about member recruitment highlighted a number of important issues.

First, some of the representatives expressed the view that it was not likely that the project or anything resulting from it would have an impact on people's desire or willingness to join the club, as illustrated by the following comment: 'I can't imagine anything from this project would have had any influence of people's desire to join the Club'.

Second, there were club representatives who expressed the view that prior to joining the HSEDP their club was committed to the principles that underpinned the project. Therefore, it was unlikely that the new membership would result from their participation. This sentiment is exemplified by the following comment: 'Our Club has always been recognised as an organisation committed to the ideals promulgated by the Project. We would not therefore anticipate any substantial change in our recruiting statistics.'

Third, the HSEDP representatives believed that changes embodied by the HSEDP would take time and that as such any member recruitment that resulted from the project would also take time, as indicated in the following comment: 'But it's really too early to say that it won't as the effects of these new direction[s] will take time to really show. I think if you ask the clubs in 5 years' time, I would be surprised if most don't say that their club has grown from it.'



Fourth, some of the representatives expressed the view that the HSEDP had assisted more with member retention than recruitment, as highlighted by the following comments:

*I'm not sure that any new members have come to our club because of our involvement in the project but I think some existing members may appreciate some of the changes/benefits achieved because of the project.*

*Not really the reason people join the club, but could assist with retention.*

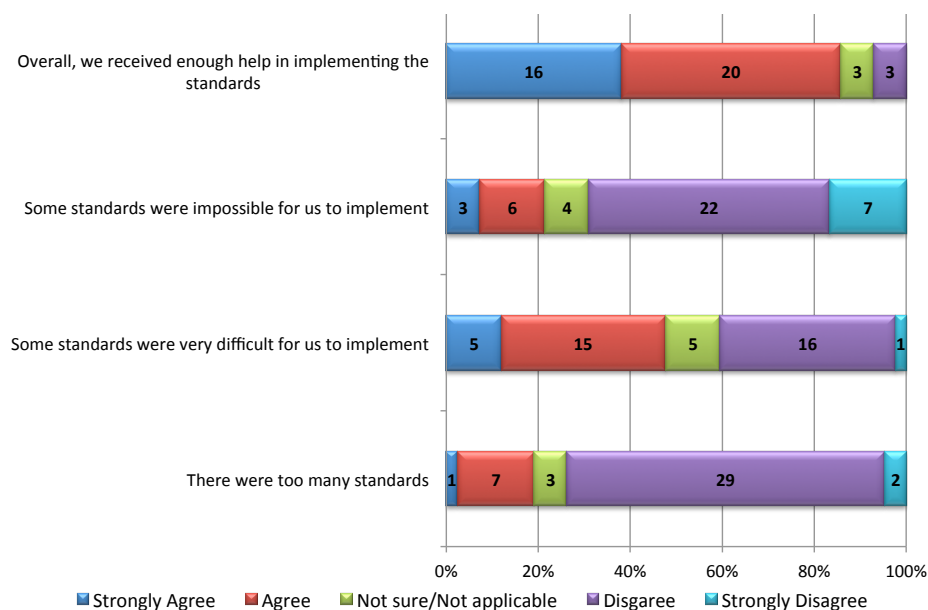
*I am not sure it has helped us get new members but the ones we have are more aware of their fellow members and players and that has been a good thing. Our aim all along has been to improve in areas that were lacking or needing additional focus. I have no hesitation in saying that if we can successfully implement all aspects of the HSEDP and maintain vigilance then our club will grow in a healthy way.*

### OPERATIONAL ISSUES

In order to explore some of the project’s operational issues, HSEDP representatives were asked to respond to a series of statements related to implementing the standards and the general awareness of the program within their membership. In Figure 3.8 the responses to the statements related to the implementation of the standards are presented:

- 86% of the respondents agreed or strongly agreed that they had received enough help in implementing the standards, whereas only 7% disagreed;
- 69% of the respondents disagreed or strongly disagreed that some of the standards were impossible to implement, whereas 21% agreed or strongly agreed. 4 of the 9 football/netball clubs either agreed or strongly agreed;
- 48% of respondents agreed or strongly agreed that some of the standards were very difficult to implement, whereas 40% disagreed or strongly disagreed. 6 of the 9 football/netball either agreed or strongly agreed;
- 19% of respondents agreed or strongly agreed that there were too many standards, whereas 74% disagreed or strongly disagreed.

**Figure 3.8: Responses to statements related to the implementation of the standards (n=42)**



Overall, it appears that the majority of clubs were of the opinion that there were not too many standards, they received enough help in implementing the standards and that the standards were not impossible to meet. Club representatives were split almost evenly on whether some of the standards were difficult to implement, which is likely due to specific club contexts and circumstances.

In addition, HSEDP club representatives were asked to respond to the statement 'Most club members would not have a clue that we have been part of the project'. On this issue club representatives were split evenly, with 18 agreeing with the statement and 18 disagreeing, which suggests that in future iterations of the project more might be done to educate the entire membership of the club as opposed to just the club representative or the committee of management, particularly where culture change is a desired outcome. Further, club representatives were asked to respond to the statement 'Being in the project has meant that some or all of our volunteers have been overworked on occasion': 13 club representatives (equivalent to 31%) agreed with the statement, while 24 (equivalent to 57%) disagreed. This suggests that for the majority of the clubs the workload of the HSEDP was appropriate, but it is of concern that almost a third of the club representatives perceived that club volunteers were overworked as a result of the project.

## THE STANDARDS

As part of the end-of-season survey HSEDP club representatives were asked a series of questions that related directly to the standards. Please note that in the alcohol and healthy eating standards the number of respondents is less as a filter question asking the representative whether the club had a bar or canteen was applied.

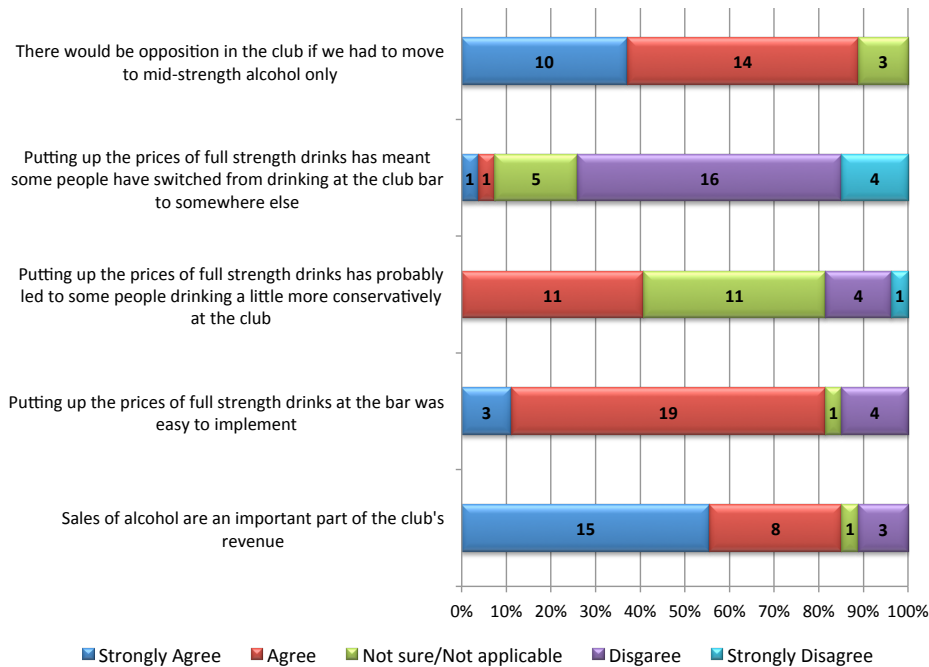
### Responsible Use of Alcohol

In Figure 3.9 the responses to the statements related to the implementation of the Responsible Use of Alcohol standard are presented:

- 89% of the respondents agreed or strongly agreed that there would be opposition in the club if they had to move to mid-strength alcohol only. None of the respondents disagreed with the statement, confirming the reasons previously provided by club representatives in the individual interviews as to the rationale for choosing to raise prices as part of meeting the alcohol standard within the HSEDP;
- 74% of the respondents disagreed or strongly disagreed that increasing the price of full-strength drinks had meant that people have switched from drinking at the club to elsewhere. Only 2 of the 27 respondents agreed or strongly agreed with the proposition;
- 41% of the respondents agreed that increasing the price of full-strength drinks had probably led to some people drinking a little more conservatively at the club, while a further 41% were unsure and 18% disagreed or strongly disagreed;
- 82% of the respondents agreed or strongly agreed that increasing the price of full-strength drinks was easy to implement, while only 15% disagreed (4 of 27);
- 86% of the respondents agreed or strongly agreed (30% and 56% respectively) that sales of alcohol are an important part of the club's revenue, whereas only 11% disagreed (3 of 27).

The data suggests that increasing the prices of full strength drinks is relatively easy for clubs to implement, but it is harder to determine what the impact of the price rise is on drinking behaviours among the membership. Alcohol sales are important to the vast majority of clubs that operate a bar, while there is likely to be widespread opposition within the clubs to a move to mid-strength alcohol only.

**Figure 3.9: Responses to statements related to the Responsible Use of Alcohol standard (n=27)**



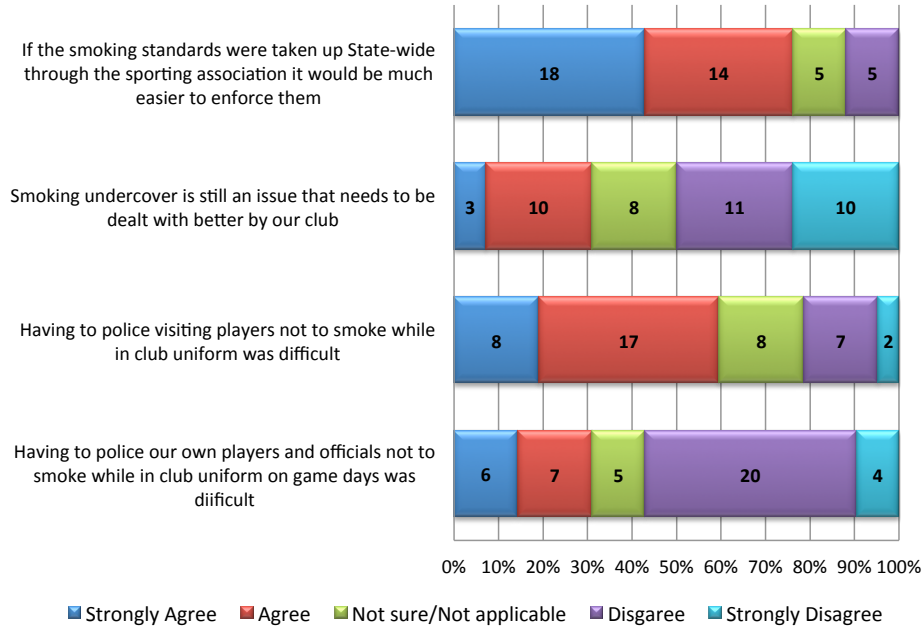
**Reduced Tobacco Use**

In Figure 3.10 the responses to the statements related to the implementation of the Reduced Tobacco Use standard are presented:

- 76% of the respondents agreed or strongly agreed that the reduced tobacco use standard would be much easier to enforce if the standard was taken up State-wide through sporting associations. Only 12% (5 of 42) of respondents disagreed, while a further 12% were unsure;
- 31% of the respondents agreed or strongly agreed that smoking undercover is still an issue that needs to be dealt with better by their club, whereas 50% of the respondents disagreed or strongly disagreed;
- 60% of the respondents agreed or strongly agreed that having to police visiting players not to smoke while in club uniform was difficult, whereas 21% disagreed or strongly disagreed;
- 31% of the respondents agreed or strongly agreed that having to police their own players and officials not to smoke in club uniform on game days was difficult, whereas 57% of respondents disagreed or strongly disagreed.

These results confirm previous results (both qualitative and quantitative) obtained throughout the project evaluation related to the reduced tobacco use standard. Three-quarters of the club representatives who responded to the end-of-season survey were of the opinion that State-wide enforcement of the standard would make it easier to implement, while 3 in every 5 club representatives believed that the component of the standard related to visiting players in club uniform not smoking was difficult to police. Pleasingly, only slightly less than a third of clubs believed that undercover smoking was an issue that could be dealt with better at their club or that policing club players and officials not to smoke while in club uniform was difficult.

**Figure 3.10: Responses to statements related to the Reduced Tobacco Use standard (n=42)**



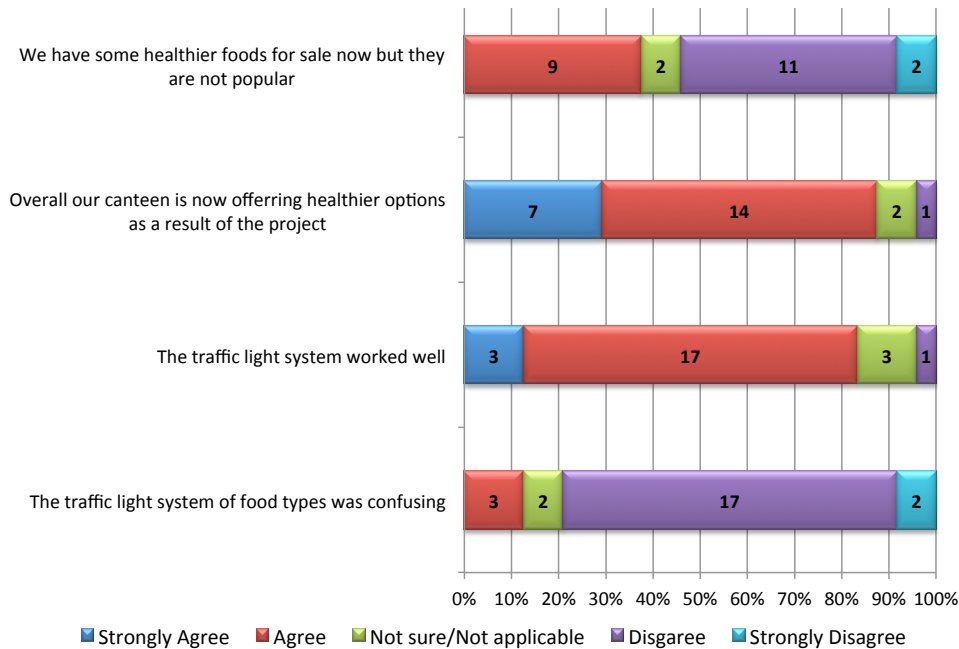
### Healthy Eating

In Figure 3.11 the responses to the statements related to the implementation of the Healthy Eating standard are presented:

- 28% of respondents agreed that the club has some healthier foods for sale now, but they are not popular, whereas 54% of respondents disagreed or strongly disagreed;
- 88% of respondents agreed or strongly agreed that overall their canteen is now offering healthier options as a result of the project, whereas only 1 of the 24 respondents disagreed (equivalent to 4%);
- 83% of respondents agreed or strongly agreed that the traffic light system worked well, whereas only 1 of the 24 respondents disagreed (equivalent to 4%);
- 13% of respondents agreed that the traffic light system of food types was confusing, whereas 79% of respondents either disagreed or strongly disagreed.

These results indicate that the vast majority of club representatives believe their canteen was offering healthier options as a result of the project, the traffic light system worked well, that the traffic light system was not confusing as a way of classifying food types and that a majority disagree that the healthier foods introduced are not as popular and less healthier options.

**Figure 3.11: Responses to statements related to the Healthy Eating standard (n=24)**



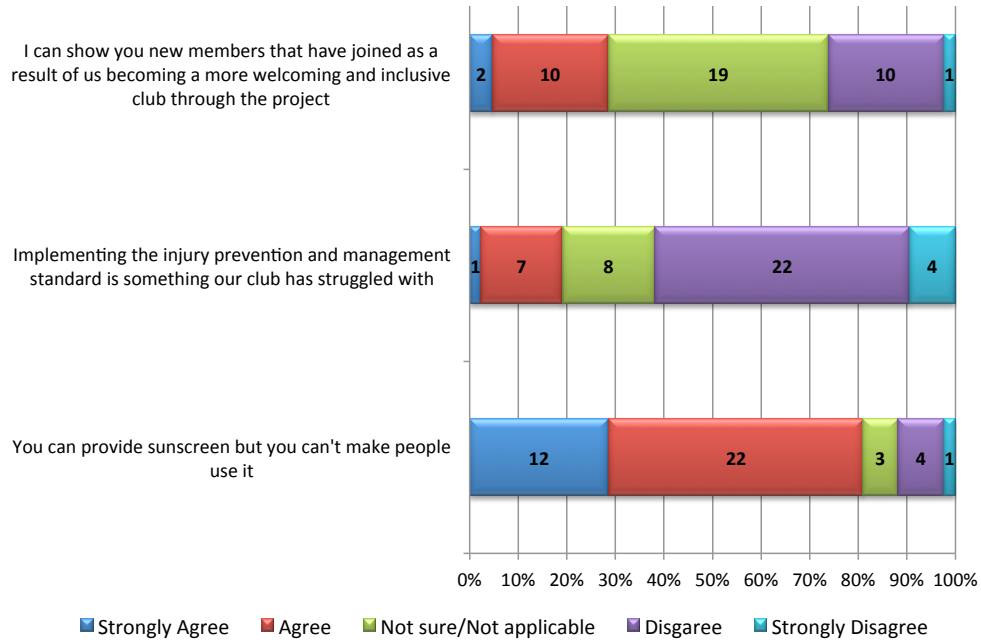
**Inclusion, Safety and Support; Injury Prevention and Management and UV Protection**

In Figure 3.12 the responses to the statements related to the Inclusion, Safety and Support; Injury Prevention and Management; and UV Protection standards are presented:

- 29% of respondents agreed or strongly agreed that they could show a person new members that have joined as a result of the club becoming more welcoming and inclusive through the project, whereas 26% disagreed or strongly disagreed. The greatest proportion of respondents (45%) were unsure;
- 19% of respondents agreed or strongly agreed that implementing the injury prevention and management standard was something their club struggled with, whereas 62% of respondents disagreed or strongly disagreed;
- 81% of respondents agreed or strongly agreed that you can provide sunscreen but can't make people use it, whereas 12% of respondents disagreed or strongly disagreed.

These results show that almost a third of clubs can identify new members that joined as a result of the club becoming more welcoming and inclusive, which is a promising result given the size and complexity of that particular standard; that relatively few clubs perceive the injury prevention and management standard to be something that their club struggled with; and that while clubs can provide sunscreen, the most obvious UV protection measure, particularly for summer clubs, it is more difficult to ensure that individual club members adopt behaviours that protect themselves from the harms of UV.

**Figure 3.12: Responses to statements related to the Inclusion, Safety and Support; Injury Prevention and Management and UV Protection standards (n=42)**



## Conclusions

The interviews were conducted at the end of the first season for winter and summer clubs, and the end-of-season surveys were conducted at the end of the second season for winter and summer clubs.

Several conclusions can be drawn from the interviews and the end-of-season surveys, conducted at the end of the first and second seasons respectively.

First, the data in this evaluation element confirms the findings of the club surveys that all the clubs chose to increase the price of heavy beer by 10%. Moving to mid-strength beer was not an option for the clubs because of the potential backlash. As indicated in the end-of-season survey, 89% of HSEDP club representatives believed there would be opposition in their club if they had to move to mid-strength alcohol only (the remaining 11% were unsure). It was clear in the interviews that the increase in price had not been applied consistently across the HSEDP clubs and as a result there were differences in the prices of heavy and light beer from club to club. There is no agreed pricing standard across the clubs or within sports. The interviews and end-of-season survey confirmed that the bar is a significant source of revenue for many clubs, but it is unclear what impact the increase in price had, and in particular whether the increase in price reduced drinking or encouraged lower alcohol choices. The end-of-season survey was inconclusive in terms of whether increasing the price of full-strength drinks had led to some people drinking a little more conservatively. The issue of price competitiveness was important to clubs – price rises were acceptable as long as their members were not forced to drink somewhere else, where the beer is cheaper. Only two out of twenty-seven club representatives who completed the end-of-season survey believed that putting up the prices of full-strength drinks meant that people had switched from drinking at the club bar to somewhere else. This, and the interview data, suggests that price rises may cause clubs to be even more dependent on the revenue from

alcohol sales. This is likely to be particularly true within larger male dominated sports and clubs. Given the interview and end-of-season survey data, it is likely that a price increase alone is not enough to promote lower alcohol choices, particularly within clubs that are already at level 2 or 3 GoodSports.

Second, the data showed the clubs that had no issues with the reduced tobacco use standard are those within indoor facilities, or those that have a smoke free venue or an association that has a smoke free policy. The outdoor clubs without a smoke free venue or state sporting association policy struggled with the standard. The clubs found the aspect of the standard related to individuals smoking in club uniform, either members of the club or members of visiting clubs, extremely challenging. Many of the key HSEDP club contacts reported in the interviews that they didn't want to be put in the position of asking club members or visiting club members not to smoke. The end-of-season surveys indicated, by the end of the project, policing club players and officials was difficult for 31% of the clubs, while policing visiting players was difficult for 60% of the clubs. The aspect of the standard that related to smoking undercover was also problematic for HSEDP clubs, with 31% of the representatives agreeing that it is still an issue that needs to be dealt with better by their club. In winter one of the challenges is providing protection from the rain and cold, while in summer one of the challenges is providing protection from the sun. These challenges are mutually incompatible with the need to move smokers away from undercover areas and out into the open. This is an ongoing challenge for reducing tobacco use in community sport club contexts. The interviews and end-of-season surveys showed that a league or state sporting association approach would be better than individual clubs developing their own policies and practices; 76% of club representatives in the end-of-season survey believed that the reduced tobacco use standard would be much easier to enforce if there was State-wide adoption.

Third, the data in this element of the evaluation showed that clubs are prepared to serve healthier food if they perceive there is a demand. In other words, they will not move to greener food

and drinks if there is no demand and it creates a problem for the financial viability of the club. The vast majority (88%) of club representatives in the end-of-season survey believed that their club is now offering healthier food options as a result of the project, and a minority (38%) of club representatives believed that some healthier foods were now on sale because of the project but were not popular. Clubs are seeking to maximise their canteen revenue and as such are often attracted to the ease and profitability of packaged food, which is often less healthy. The interviews revealed that the clubs have made a range of changes to their canteen menus, despite considerable variation among the clubs in terms of their food choices and practices, and these changes are typically the result of practical suggestions to their menus made by Leisure Networks, rather than the imposition of a traffic light system. Indeed, the traffic light system appears to encourage clubs to 'play the system' by counting canteen food and drinks in different ways, rather than by making substantive changes. However, the end-of-season survey showed that 83% of club representatives in clubs that operated a canteen believed the traffic light system of food classification worked well, indicating either that the clubs had become used to the system by the end of the project, or that it was relatively simple to alter club menus in order to meet the requirement of the standard.

Fourth, the data showed that the importance of the protection from UV standard differs between winter and summer clubs. The 'protection from UV' standard was of more concern to the summer HSEDP clubs, while the winter clubs do not view the protection from UV standard as a high priority. The interviews confirmed much of the club survey data and in particular the fact that club efforts within this standard are focussed on the provision of sunscreen, the provision of shade and the provision of member education. The issue of club versus individual responsibility was also raised by both winter and summer clubs, with many summer club representatives mentioning that it was difficult to make people apply sunscreen, but that it was the club's responsibility to make it available and put as many other sun protection strategies in place as possible. This was borne out in the end-of-season survey, with 81% of HSEDP club

representatives agreeing with the statement 'You can provide sunscreen but you can't make people use it'. In this respect it is perhaps evident that the responsibility of sport clubs lies in the provision of sufficient infrastructure and resources to allow individual club members and visitors to protect themselves from the harmful effects of UV should they chose to do so. The provision of sun shading is still an issue for many summer clubs, particularly for smaller and less well resourced clubs.

Fifth, the data confirmed many of the injury prevention and management findings from the focus group interviews. Clubs are able to refer to a wide range of injury prevention and management practices and processes and the end-of-season survey showed that HSEDP club representatives on the whole did not believe that implementing the injury prevention and management standard was something that their club struggled with. However, it is also clear that the larger and more well-resourced clubs are able to devote more attention to this standard. In addition to the standard injury prevention and management practices across all HSEDP clubs, the summer clubs also have heat policies in place, which attempt to prevent harm, particularly to older sport participants. Injury tracking systems do not appear to be common in the HSEDP clubs, despite the acknowledgement that they may be useful; as with many of the HSEDP practices, the implementation of injury prevention practices and processes rely on volunteers, who are time poor.

Sixth, the data from this element of the evaluation showed that the inclusion, safety and support standard is large and complex. Many of the components of the inclusion, safety and support standard require the full engagement of the club's committee of management and it is clear that many of the clubs struggled with the sheer volume of the standard. It is also clear that clubs were at different stages in terms of the conceptualisation of the standard; understanding the difference between not discouraging new participants from diverse communities and strategically encouraging diversity was a challenge throughout the project for clubs. This theme was evident in the initial focus groups, the winter interviews and the



summer interviews. The summer interviews in particular revealed a strong ‘us/them’ dichotomy, in which people were welcomed as long as they were prepared to fit in with the existing values, culture and practices. The summer interviews revealed that specific elements of the standard were problematic or a challenge for some clubs, and that the standard was a lot of work, however, they also revealed that some of the clubs had used the process to embrace changes required to make their clubs more inclusive and friendly. The end-of-season survey was inconclusive, with opinion split evenly, on whether the HSEDP club representative was able to identify new members that had joined the club as a result of the club becoming more welcoming and inclusive. It is likely that the work engaged through this standard will take more than two years to have a noticeable impact on membership recruitment or retention, particularly as elements such as the Everyone Wins training were undertaken towards the end of the project.

Finally, the data demonstrated that the clubs were very positive about their interaction with Leisure Networks and the benefits of the project as a whole, despite initial misgivings about the sheer volume of the project and the workload that six standards required. In the interviews some club representatives suggested less standards or a longer time period might have been more appropriate, yet by the end of the project in the end-of-season survey only 19% of club representatives agreed that there were too many standards and 86% were of the opinion that they received enough help in implementing the standards. In the interviews participants revealed that smaller clubs were attracted to the HSEDP primarily because of the financial incentive, while the larger clubs were attracted to the project for a variety of reasons that were often club specific (such as a particular incident, dealing with difficult people or the need to act in the area of a particular standard). The end-of-season survey showed that the vast majority of club representatives (74%) were of the opinion that the financial incentives were a big reason for their club joining the project. In the interviews club representatives noted that the HSEDP had been a catalyst for action at their clubs, which has resulted in positive change, which was

reflected in the end-of-season survey; 93% of club representatives were of the opinion that their club was a better club as a result of being in the project and 95% were of the opinion that being in the HSEDP has helped their club focus on health issues in ways they wouldn’t have done otherwise.



# Element 4 – Individual Member Survey

Individual member surveys were conducted with HSEDP and ‘Control’ clubs at the beginning of the first season and at the end of the second season.

## Introduction

This component of the evaluation was designed as a quasi pre and post test of attitudes and behaviours of individuals in relation to the six standards. The intention was to survey members within the HSEDP clubs at the beginning and the end of the project, while at the same time surveying members within ‘control’ clubs that were not part of the HSEDP project. The results of the HSEDP clubs, which have participated in the intervention, were able to be compared directly to control clubs in the same geographic area (where possible) that had not participated in the intervention. This design therefore enabled an assessment of the impact of the HSEDP on individual level health-related behaviours in terms of the isolated intervention stimulus. This section of the report presents the final analysis stage of the individual surveys that are listed at the start of this chapter above. The findings from the individual surveys provide useful insights into the operations of community sporting clubs in the greater Geelong area, as well as specific perceptions and behaviours as they relate to the six HSEDP standards.

The following pages outline the method used to undertake the research, the findings, and conclusions.

## Method

The primary method used within this element of the evaluation program was a quantitative self-administered paper-based survey. The following outlines the process employed by the evaluation team.

### HSEDP CLUBS

A member of the evaluation team contacted the key HSEDP contact at each of the clubs using the telephone and email contact details provided by Leisure Networks. Upon making successful contact with the key HSEDP contact at the club, the team member explained the purpose of the survey and the process that was being undertaken by the evaluation team. The evaluation team member then asked the key HSEDP club contact for the most convenient delivery address where the surveys could be hand delivered to them by a member of the evaluation team.

The surveys were allocated to clubs in the following way:

- Clubs with less than 65 members were sent the number of surveys that corresponded to their number of members
- Clubs with more than 65 members were allocated between 65 and 100 surveys, proportional to the size of their membership.

2,500 surveys were distributed to each of the 4 waves for the HSEDP clubs (wave 1= winter start of project; wave 2= summer start of project; wave 3= winter end of project; wave 4= summer end of project) making a total distribution of 10,000 surveys across the whole project via HSEDP clubs.

The surveys were hand delivered to all of the clubs at the delivery address supplied by the club contact. The surveys were also accompanied by a letter that provided instructions for the club contact regarding the distribution of the surveys. The key HSEDP club contact then handed the surveys to members within their club or to the parents of juniors in the cases where the club participant was aged under 18 years. Each club member received a survey 'pack' which consisted of the following:

1. A plain brown A4 envelope
2. A survey
3. An information sheet
4. A reply paid envelope

Survey participants were asked to complete the survey, place it in the reply paid envelope and post it in a letterbox. The reply paid envelopes were addressed to the Centre for Sport and Social Impact, with a PO Box address in New South Wales. These envelopes were collected by Educational Assessment Australia, the company contracted to undertake the data management and scanning services for the survey.

Each HSEDP club representative received two follow-up phone calls to ask them whether any further assistance could be provided by the evaluation team.

### **'CONTROL' CLUBS**

The evaluation team constructed a list of every club in each of the leagues or associations in which the HSEDP clubs were members. For example, in the case of a football club, each of the 7-11 (depending on the number of teams in the league) non-HSEDP clubs in the league appeared on the list. In instances where the HSEDP club did not have an equivalent in the Geelong or wider Geelong area, Ballarat and Bendigo were used. The contact details for all of these clubs were sourced via websites and other publicly available information. Each of the 'control' clubs was then sent an email inviting them to participate in the project. A follow-up phone call was made in cases where the evaluation team had a phone number and club contact. Once a club agreed to participate, the evaluation team determined how many members the club had and established a convenient delivery address. The evaluation team continued to source control clubs until 2,500 surveys had been allocated for each wave in order to match the distribution for the HSEDP group. As in the case of the HSEDP group, 4 waves were conducted using 2,500 in each wave making a total of 10,000 distributed surveys (to the contact point of the clubs).

Once the list of control clubs was finalised, the delivery and survey procedures were followed as per the HSEDP clubs.

## Findings

Data were analysed from four sets of individual member surveys:

- Winter clubs, season 1, June – September 2011;
- Winter clubs, project end (season 2), June – September 2012;
- Summer clubs, season 1, February 2012 – May 2012;
- Summer clubs, project end (season 2), February 2013 – May 2013.

The findings below relate to the HSEDP respondents. As outlined in the Year 2 report, there were no significant differences between HSEDP responses and Control responses after the first 2 waves and this pattern held for waves 3 and 4. Findings for HSEDP and Control were essentially the same at each stage and so the results below focus on the HSEDP sample.

### RESPONSES

Table 4.1 shows the breakdown of the final sample after cleaning using complete case deletion method.

**Table 4.1 Distribution of responses by wave and HSEDP/Control group**

	HSE group	Control group	Total
<b>Summer 1 %</b>	56%	44%	100%
<b>Summer 1 n</b>	370	287	657
<b>Summer 2 %</b>	45%	55%	100%
<b>Summer 2 n</b>	304	375	679
<b>Winter 1 %</b>	57%	43%	100%
<b>Winter 1 n</b>	508	376	884
<b>Winter 2 %</b>	58%	42%	100%
<b>Winter 2 n</b>	375	270	645
<b>Total</b>	54%	46%	100%
	1557	1308	2865

For the HSEDP and Control samples combined there were 657 completed responses for summer 1, 679 for summer 2, 884 for winter 1 and 645 for winter 2.

Response rates (rr) based on the initial administration distribution of 5000 surveys in each wave (HSEDP and Control combined) were: summer 1 n=657, rr = 13.1%; winter 1 n=884, rr = 17.7%; summer 2 n=679, rr = 13.6%; winter 2 n=645, rr = 13.0%.

Adapting table 4.1 to allow a focus on HSEDP only, Table 4.2 shows the breakdown by wave for HSEDP member responses.

Table 4.2: HSEDP sample by wave

Wave	Summer 1	Summer 2	Winter 1	Winter 2
<b>n</b>	370	304	508	375

HSEDP project start sample numbers (summer 1 and winter 1) were 878 and project end sample numbers (summer 2 and winter 2) were 679.

Response rates (rr) based on the initial administration distribution of 2500 surveys in each wave (HSEDP) were: summer 1 n=370, rr = 14.8%; winter 1 n=508, rr = 20.3%; summer 2 n=304, rr = 12.2%; winter 2 n=375, rr = 15.0%.

## SAMPLE DESCRIPTION

Table 4.3 describes of the overall HSEDP sample in terms of demographic variables:

Table 4.3: HSEDP sample by wave and demographics

	Summer 1 wave	Summer 2 wave	Winter 1 wave	Winter 2 wave	Total HSEDP sample
% Male (n)	65 (241)	63 (193)	58 (294)	67 (252)	63 (930)
Age (M) (SD)	53.7 (18.8)	56.6 (16.5)	47.4 (16.3)	45.3 (17.1)	50.2 (17.8)
% Born in Australia (n)	87 (322)	89 (270)	89 (450)	90 (337)	89 (1379)
% Bachelor or PG degree completion (n)	22 (79)	21 (63)	27 (135)	34 (133)	26 (400)
% Married (n)	68 (249)	70 (211)	61 (304)	60 (224)	64 (988)
% Full-time work (n)	40 (148)	34 (103)	52 (260)	55 (205)	47 (716)
% Personal income before tax <\$40k (n)	49 (173)	47 (136)	45 (218)	35 (128)	44 (655)
% H-hold income before tax <\$40k (n)	29 (102)	29 (84)	22 (105)	15 (55)	23 (346)
Mean years involved with club (median)	11.1 (8)	13.7 (10)	11.5 (8)	12.0 (7)	11.9 (8)
Mean hours per week on club activities (median)	9.8 (9)	8.9 (8)	8.0 (7)	7.8 (6)	8.6 (8)
% Main role currently at club = Player	70	74	66	69	69
% Main role currently at club = Coach	4	3	5	5	4
% Main role currently at club = Parent (of junior member)	5	4	9	8	7
% Main role currently at club = Administrator	14	11	12	11	12
% Main role currently at club = Other volunteer	6	9	8	8	7

As shown in table 4.3, the HSEDP member samples similar demographic profiles across all four waves. The main differences were between the summer (combined) and winter (combined) samples where the winter waves were younger on average than the summer waves (maximum range = 11.3 years mean difference) and had higher educational achievement (with winter waves having a higher percentage of Bachelor and postgraduate qualifications to a maximum range of 13%). That the winter waves were younger and more highly educated also fitted with them having a lower proportion of married respondents (maximum range = 10% less), more in full-time work (maximum range difference plus 21%) and lower proportions in the lowest category of personal and household before tax income. For gender, birthplace, years as member, member role and hours involved in club activities there were similar scores for all waves (though there were slightly more in the primary club role as parents for the winter waves).

## OVERALL RESULT

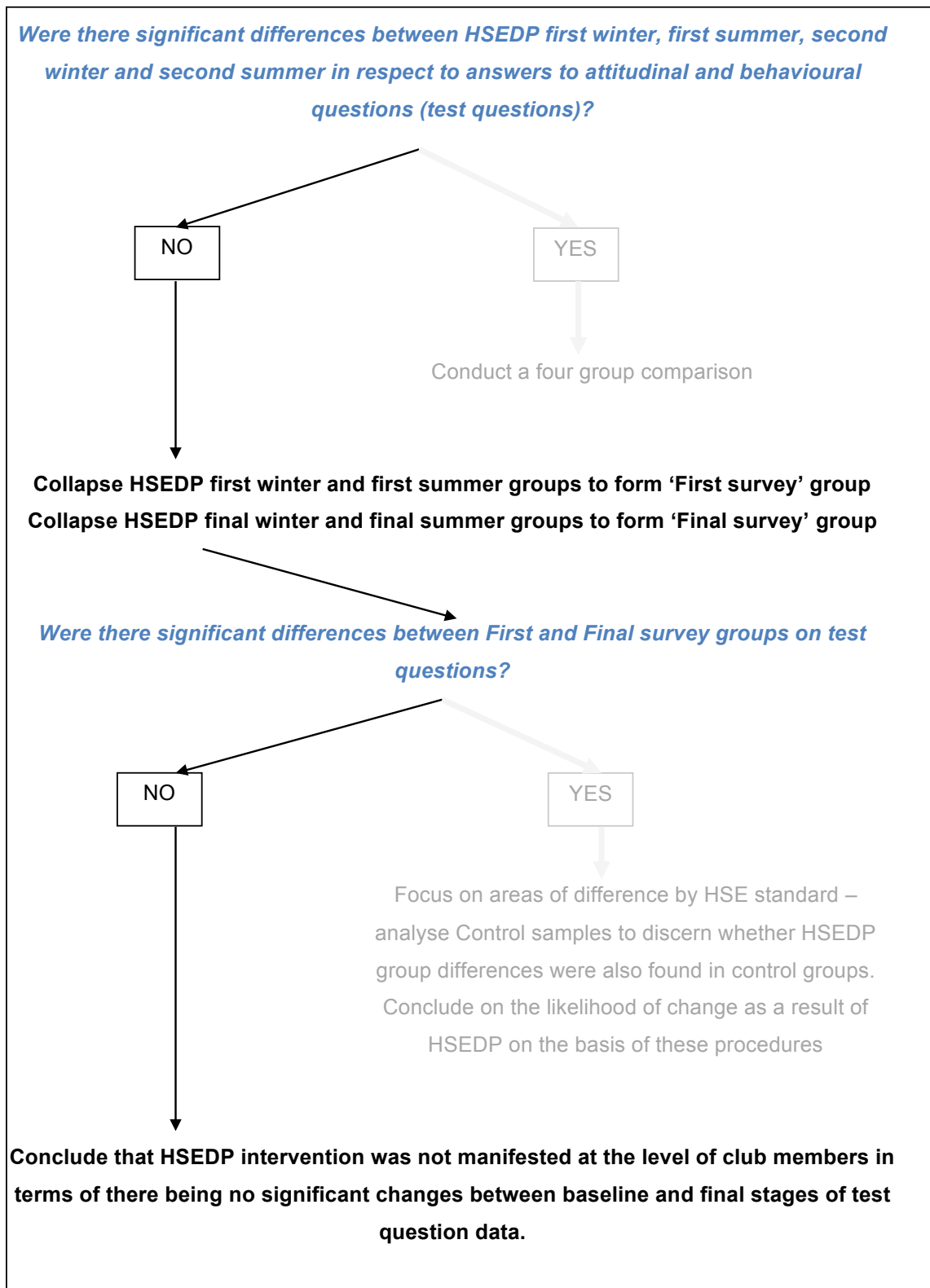
The survey asked respondents a series of questions relating to their behaviour and attitudes in relation to the standards in the context of their club.

The analysis focused on the HSEDP members and looked for differences in answers between the first survey (baseline data) and the final survey (data collected after the operation of the HSEDP). The logic of the analysis and the results that drove the process (boxed) is summarised in Figure 4.1.

The result of this process was that the data supported the conclusion that there was no evidence of any changes at the member sample attitudinal and/or behavioural levels that may have been expected given the thrust of the HSEDP.



Figure 4.1: Representation of analysis logic and results – member surveys



The significance of group differences on the variables discussed below was tested using the chi-square test for independence at the critical level  $p < 0.5$  level.

Full comparison tables are given in the Appendix. Below is a listing of questions asked within each HSE standard. In the final section of this chapter, the results are discussed in relation to each standard.

### **Standard 1 – Responsible Use of Alcohol**

Survey respondents were asked a series of questions related to their consumption of alcohol within the club, as well as in their general lives.

- Do you ever drink alcohol at your club?
- When you drink alcohol at your club, how many standard drinks would you have on average?
- Response to the statement 'If members or guests sometimes have a drink or two too many in the club then that is usually harmless enough'
- Response to the statement 'There have been times when I have been concerned about people drinking alcohol at or around the club'
- Response to the statement 'There have been times when I have been concerned about underage drinking of alcohol at or around the club'

### **Standard 2 – Reduced Tobacco Use**

Survey respondents were asked a series of questions related to the use of tobacco within their club, as well as in their general lives.

- Response to the statement 'There have been times when I have been concerned about people smoking at or around the club'
- Response to the statement 'Smoking by players should never be seen in or around sport clubs including playing/training areas'
- Response to the statement 'Smoking by officials and administrators should never be seen in or around sport clubs including playing/training areas'
- Response to the statement 'Nobody should be able to smoke in or around sport clubs including playing/training areas while the club is in use'

### **Standard 3 – Healthy Eating**

Survey respondents were asked a series of questions related to consumption of food within their club, as well as in their general lives.

- On your last visit to your club did you buy any food?
- On your last visit to the club, did you buy any of the following types of food?
- Response to the statement 'Sport clubs should always make available low fat and heart-healthy options when providing food'

#### Standard 4 – UV Protection

Survey respondents were asked a series of questions related to protection from UV within their club, as well as in their general lives.

- Response to the question ‘Do you use some form of sun/UV protection when you attend and/or play sport at your club?’
- Response to the statement ‘It is the individual club member’s responsibility to take precautions against sun and UV risks and not the responsibility of the club’
- Response to the question ‘Do you personally do anything to protect yourself from the sun and/or skin cancer?’
- Responses to questions related to UV exposure and suntans

#### Standard 5 – Injury Prevention and Management

Survey respondents were asked a series of questions related to injury prevention and management within their club.

- When you play sport at your club do you do any of the following?
- For each of the following, please indicate whether the club makes them available at training
- For each of the following, please indicate whether the club makes them available for matches/competition play
- How many times in the last 12 months have you sustained an injury that stopped you from playing for at least one week and which was the result of playing sport for or at your club?
- Do you have any chronic medical condition such as asthma, diabetes, a musculoskeletal problem or a cardiovascular (heart) condition that might impact your participation in your sport club?
- Have you provided your club with information about your chronic medical condition?

#### Standard 6 – Inclusion, Safety and Support

Survey respondents were asked a series of questions related to inclusion, safety and support within their club.

- Response to the question ‘How important do you think it is for the club to encourage people from ethnic minorities to participate?’
- Response to the question ‘How important do you think it is for the club to encourage women and/or girls to participate?’
- Responses to the question ‘Thinking of your sport club, do any of the following mean that you participate in this club less than you otherwise might?’

## Conclusions

Individual member surveys were conducted with HSEDP and 'Control' clubs at the beginning of the first season and at the end of the second season.

This section is based on the tables in the Appendix that directly compare first and final survey responses across the questions related to each standard. There are six main areas of results and discussion contained here.

First, it is clear that a majority of community sport club members drank alcohol at their club (62% of first and 62% of final survey respondents) and that a significant proportion of those people drank at levels which are considered potentially harmful. That 42% of those in the first survey who consumed alcohol at their club had 3-4 standard drinks on average is of concern to sport governing bodies and health promotion agencies. Of potential concern also is that this percentage was 44% for the final survey after the HSEDP intervention. This finding, like those of other studies of alcohol consumption by sport club members, serves to highlight the need to focus on reducing alcohol consumption among a specific cohort of the community sport club membership. The data also revealed that 34% of first survey and 37% of final survey club members agreed that if a member or guest has a drink or two too many then it is usually harmless enough (and that these people are more likely to be regular drinkers). Although not conclusive, these findings point to the likelihood that those who are drinking at levels considered potentially harmful are often less inclined to view drinking too much alcohol as a cause for concern. The data also revealed that 25% of both first and final survey community sport club members were concerned about underage drinking of alcohol at their club. Again, while this finding is not new it serves to highlight an area of concern and potential focus for alcohol reduction initiatives and indicates that there had been no change after the course of HSEDP.

Second, the survey revealed that 37% of first and 41% of final survey club members were

concerned about people smoking in or around their club. Furthermore, it showed broad agreement (78% of first and 81% of final survey) that players officials and administrators should never be seen smoking in or around sport clubs. 75% of first and 78% of final survey community sport club members agreed that nobody should be able to smoke in or around sport clubs while the club is in use; the figure was higher among those people who had never smoked, but very low for occasional and regular smokers. These data have implications for the implementation of smoking standards within community sport clubs, particularly if those in positions of power and authority (such as a committee member) are smokers and are resistant to removing smoking from the sport club environment. Again, there was no change between first and final survey results in respect of this standard.

Third, the individual club member's survey data showed that 43% of first and 38% of final survey respondents purchased food at their last visit to their club. There were no significant differences between the first and last surveys in regard to the types of foods bought. After calculating the proportion that each food type bought was in relation to all food purchases made, the main items reported were: a sugary drink such as 'full strength' Coke (23% of first and 21% of final survey respondents); fried food such as hot chips (20% of respondents in both surveys) and 'fast food' such as a burger, pie or hot dog (15% first 16% final survey). A serve of fruit or vegetables accounted for only 5% of first and 8% of final survey food items bought. The data therefore represented a situation in which much lower than the recommended 30% 'green' and 20% 'amber' foods from the HSEDP healthy eating standard were bought both at the start and at the finish of the HSEDP. It is unclear from the survey data alone how far these food purchases were the result of individual choice to purchase 'red' food when 'green' food was available and to what extent individual choice was limited to different types of 'red' food. Attitudinally, 76% of first survey and 77% of final survey respondents believed that clubs should make low fat and heart healthy food options available. The relationship between choice and availability of food therefore remains unclear at the end of the HSEDP for while there

was no change in HSEDP club member's food purchases between the start and the end of the project, the Club surveys and the Observations (Element 2) pointed to improvements in the availability of healthier food options.

Fourth, the survey data revealed that 42% of first and 44% of final survey club members 'always' use some form of sun/UV protection when they are at their club. This can be explained in part by the fact that the sample contains both winter and summer clubs, as well as that not all of the survey respondents were players. Parents, officials and administrators could conceivably not require sun/UV protection. This might also explain that 10% of first and 12% of final survey respondents never used sun/UV protection while at their club. The survey data also revealed that 82% of first and 83% of final survey respondents viewed sun/UV protection as the responsibility of the individual rather than their club. In this respect the provision of sunscreen or shade can be regarded as the responsibility of the club, but the use of these sun protection measures is the responsibility of the individual club member. In support of this contention, the survey data revealed that 90% of first and 89% of final survey respondents reported that they took precautions against the sun or from skin cancer. However, 37% of both first and final survey respondents agreed that a suntan made them look healthier or more attractive, indicative of an inherent tension.

Fifth, the survey data revealed that many standard injury prevention practices were used by club members. 59% of first survey and 56% of final survey participants always or sometimes warmed-up. For other practices the results were: stretched (47% and 48%), used correct footwear (89% and 91%) and used an individual drink bottle (63% for both). It is clear that there is still room for improvement and though the data may be promising in terms of a growing awareness of common injury (and disease) prevention practices there was again no improvement between the start and finish of HSEDP. Only 27% of first and 24% of final survey participants cooled down, while 28% of first and 21% of final survey participants wore mouthguard, helmet or other safety equipment. It is difficult to determine whether those who reported not doing these things were participating sports

that do not require this equipment, or whether they were disregarding the risks. This warrants further investigation. The survey data revealed that the provision of injury prevention facilities and resources at training is less than for match or competition days, despite the equivalent risk of injury, which is a potential area for improvement and greater awareness. Once more, there was no change between start and finish of HSEDP. The survey data showed that 58% of first survey and 57% of second survey respondents who had a chronic medical or cardiovascular condition had not provided their club with information about the condition.

Finally, the survey data revealed that 83% of first survey and 76% of final survey club members believed it is important to encourage ethnic minorities to participate and 93% of first and 90% of final survey members believed it important to encourage women and/or girls to participate. While there was approximately 10% difference between the categories, with more members believing it was important to encourage women and girls it is unclear what conclusion can be drawn from this finding regarding the perceived importance of encouraging participation from ethnic minorities. It is possible that club members in areas with low number of recent immigrants might not consider this to be as important, although this is speculative at this point and warrants further investigation. The survey data also revealed that there were very few perceived barriers to participation, although it should be noted that this is a survey of club members, rather than a survey of the general population, some of whom may wish to participate but are unable to do so. Of the sample population used in this study, only the expense of participation and the attitudes of some people at the club were identified as issues that might mean that the individual member would participate less than they otherwise would.

In terms of the HSEDP, the member surveys showed that across the standards, member's self-reported behaviour and attitudes reflected some of the concerns that HSEDP was designed to address but that over the life of HSEDP there had been no reported change in those behaviours or attitudes.



# Appendix: Results for Members Surveys – First and Final

(Refer to Element 4 for commentary and contextualisation of these results)

## Standard 1 – Responsible Use of Alcohol

Table A.1 “Do you ever drink alcohol at your club?”

	First survey	Final survey
<b>Yes</b>	531 62%	416 62%
<b>No</b>	332 38%	257 38%
<b>TOTAL</b>	863 100%	673 100%

Table A.2 “When you drink alcohol at your club, how many standard drinks would you have on average?”

	First survey	Final survey
<b>13 plus drinks</b>	9 2%	8 2%
<b>9 – 12 drinks</b>	14 3%	8 2%
<b>7 – 8 drinks</b>	17 3%	17 4%
<b>5 – 6 drinks</b>	56 10%	37 9%
<b>3 – 4 drinks</b>	130 24%	115 27%
<b>1 – 2 drinks</b>	261 48%	207 49%
<b>Less than 1</b>	52 10%	30 7%
<b>Don't know</b>	4 1%	1 0%
<b>TOTAL</b>	543 100%	423 100%

Table A.3 “If members or guests sometimes have a drink or two too many in the club then that is usually harmless enough.”

	First survey	Final survey
<b>Strongly Agree</b>	28 3%	34 5%
<b>Agree</b>	271 31%	215 32%
<b>Disagree</b>	320 37%	242 36%
<b>Strongly Disagree</b>	138 16%	93 14%
<b>No opinion</b>	44 5%	38 6%
<b>Does not apply</b>	71 8%	51 8%
<b>TOTAL</b>	872	673
	100%	100%

Table A.4 “There have been times when I have been concerned about people drinking alcohol at or around the club”

	First survey	Final survey
<b>Strongly Agree</b>	25 3%	25 4%
<b>Agree</b>	194 22%	139 21%
<b>Disagree</b>	339 39%	284 42%
<b>Strongly Disagree</b>	117 13%	91 13%
<b>No opinion</b>	61 7%	53 8%
<b>Does not apply</b>	134 15%	83 12%
<b>TOTAL</b>	870	675
	100%	100%



## Standard 2 – Reduced Tobacco Use

Table A.5 “There have been times when I have been concerned about people smoking at or around the club”

	First survey	Final survey
<b>Strongly Agree</b>	70 8%	81 12%
<b>Agree</b>	251 29%	195 29%
<b>Disagree</b>	282 32%	192 29%
<b>Strongly Disagree</b>	92 11%	77 11%
<b>No opinion</b>	77 9%	58 9%
<b>Does not apply</b>	100 11%	70 10%
<b>TOTAL</b>	872 100%	673 100%

Table A.6 “Smoking by players should never be seen in or around sport clubs including playing/training areas”

	First survey	Final survey
<b>Strongly Agree</b>	394 45%	328 49%
<b>Agree</b>	291 33%	217 32%
<b>Disagree</b>	124 14%	96 14%
<b>Strongly Disagree</b>	23 3%	12 2%
<b>No opinion or don't know</b>	38 4%	21 3%
<b>TOTAL</b>	870 100%	674 100%

Table A.7 “Smoking by officials and administrators should never be seen in or around sport clubs including playing/training areas”

	First survey	Final survey
<b>Strongly Agree</b>	413 47%	354 52%
<b>Agree</b>	269 31%	199 29%
<b>Disagree</b>	125 14%	94 14%
<b>Strongly Disagree</b>	23 3%	12 2%
<b>No opinion or don't know</b>	41 5%	17 3%
<b>TOTAL</b>	871 100%	676 100%

Table A.8 “Nobody should be able to smoke in or around sport clubs including playing/training areas while the club is in use.”

	First survey	Final survey
<b>Strongly Agree</b>	376 43%	324 48%
<b>Agree</b>	259 30%	200 30%
<b>Disagree</b>	161 18%	111 16%
<b>Strongly Disagree</b>	37 4%	23 3%
<b>No opinion or don't know</b>	39 4%	17 3%
<b>TOTAL</b>	872 100%	675 100%

## Standard 3 – Healthy Eating

Table A.9 “On your last visit to your club did you buy any food?”

	First survey	Final survey
<b>Yes</b>	372 43%	252 38%
<b>No</b>	417 48%	360 54%
<b>Does not apply (e.g. food not available)</b>	75 9%	59 9%
<b>Don't know</b>	0 0%	0 0%
<b>TOTAL</b>	864 100%	671 100%

Table A.10 “Did you buy any of the following types of food?”

	First survey	Final survey
<b>Fried Food</b>	171 20%	119 22%
<b>Sweet or savoury snack</b>	103 12%	63 12%
<b>Cake, desert or pastry</b>	61 7%	35 7%
<b>Sugary drink</b>	196 23%	113 21%
<b>'Fast food'</b>	129 15%	83 16%
<b>A serve of vegetables</b>	131 16%	80 15%
<b>A serve of fruit</b>	45 5%	42 8%
<b>TOTAL</b>	836 100%	535 100%

Table A.11 “Sport clubs should always make available low fat and heart-healthy options when providing food”

	First survey	Final survey
<b>Strongly Agree</b>	182 21%	134 20%
<b>Agree</b>	476 55%	384 57%
<b>Disagree</b>	73 8%	66 10%
<b>Strongly Disagree</b>	11 1%	5 1%
<b>No opinion</b>	61 7%	48 7%
<b>Does not apply</b>	64 7%	36 5%
<b>TOTAL</b>	867 100%	673 100%

## Standard 4 – UV Protection

Table A.12 “Do you use some form of sun/UV protection when you attend and/or play sport at your club?”

	First survey	Final survey
<b>Yes, always</b>	361 42%	291 44%
<b>Yes, sometimes</b>	255 29%	202 30%
<b>Yes, rarely</b>	79 9%	50 8%
<b>No never</b>	89 10%	77 12%
<b>Does not apply to me/my sport</b>	79 9%	43 6%
<b>Don't know</b>	2 0%	1 0%
<b>TOTAL</b>	865 100%	664 100%

Table A.13 “It is the individual club member’s responsibility to take precautions against sun and UV risks and not the responsibility of the sport club.”

	First survey	Final survey
<b>Strongly Agree</b>	336 39%	261 39%
<b>Agree</b>	375 43%	299 44%
<b>Disagree</b>	100 12%	74 11%
<b>Strongly Disagree</b>	18 2%	11 2%
<b>No opinion</b>	12 1%	14 2%
<b>Does not apply</b>	28 3%	13 2%
<b>TOTAL</b>	869 100%	672 100%

Table A.14 “I am concerned that exposure to the sun/UV may give me skin cancer.”

	First survey	Final survey
<b>Strongly Agree</b>	360	257
	41%	38%
<b>Agree</b>	422	340
	49%	51%
<b>Disagree</b>	59	46
	7%	7%
<b>Strongly Disagree</b>	8	5
	1%	1%
<b>No opinion or don't know</b>	20	21
	2%	3%
<b>TOTAL</b>	869	669
	100%	100%

Table A.15 “A suntan makes me look more attractive.”

	First survey	Final survey
<b>Strongly Agree</b>	43	31
	5%	5%
<b>Agree</b>	280	232
	32%	35%
<b>Disagree</b>	351	235
	41%	35%
<b>Strongly Disagree</b>	117	98
	14%	15%
<b>No opinion or don't know</b>	71	68
	8%	10%
<b>TOTAL</b>	862	664
	100%	100%

Table A.16 “A suntan makes me look healthier.”

	First survey	Final survey
<b>Strongly Agree</b>	35 4%	27 4%
<b>Agree</b>	361 42%	253 38%
<b>Disagree</b>	297 34%	234 35%
<b>Strongly Disagree</b>	113 13%	90 14%
<b>No opinion or don't know</b>	60 7%	61 9%
<b>TOTAL</b>	866 100%	665 100%

## Standard 5 – Injury Prevention and Management

Table A.17 “How many times in the last 12 months have you sustained an injury that stopped you from playing for at least one week and which was the result of playing sport for or at your club?”

	First survey	Final survey
<b>None</b>	528 77%	386 71%
<b>Once</b>	89 13%	97 18%
<b>Twice</b>	34 5%	36 7%
<b>Three times</b>	18 3%	9 2%
<b>Four or more times</b>	7 1%	2 0%
<b>Does not apply</b>	6 1%	13 2%
<b>TOTAL</b>	682 100%	543 100%

Table A.18 “Do you have any chronic medical condition such as asthma, diabetes, a musculoskeletal problem or a cardiovascular (heart) condition that might impact your participation in your sport club?”

	First survey	Final survey
<b>Yes</b>	118 20%	78 16%
<b>No</b>	470 79%	400 83%
<b>Don't know</b>	5 1%	4 1%
<b>TOTAL</b>	593 100%	482 100%



Table A.19 “Have you provided your club with information about your chronic medical condition?”

	First survey	Final survey
<b>Yes</b>	77 58%	52 57%
<b>No</b>	49 37%	36 39%
<b>Don't know</b>	6 5%	4 4%
<b>TOTAL</b>	132	92
	100%	100%

## Standard 6 – Inclusion, Safety and Support

Table A.20 “How important do you think it is for the club to encourage people from ethnic minorities to participate?”

	First survey	Final survey
<b>Very Important</b>	344 39%	221 33%
<b>Important</b>	387 44%	294 43%
<b>Not Important</b>	60 7%	65 10%
<b>Not Important at all</b>	21 2%	27 4%
<b>No opinion</b>	44 5%	52 8%
<b>Does not apply</b>	16 2%	20 3%
<b>TOTAL</b>	872 100%	679 100%

Table A.21 “How important do you think it is for the club to encourage women and/or girls to participate?”

	First survey	Final survey
<b>Very Important</b>	534 61%	395 58%
<b>Important</b>	280 32%	220 32%
<b>Not Important</b>	22 3%	24 4%
<b>Not Important at all</b>	4 0%	7 1%
<b>No opinion</b>	18 2%	20 3%
<b>Does not apply</b>	17 2%	13 2%
<b>TOTAL</b>	875 100%	679 100%





[www.latrobe.edu.au/CSSI](http://www.latrobe.edu.au/CSSI)

Copyright La Trobe University | All rights reserved | October 2013