

Evaluation of ClubCHAMPS

Health Promotion Agency

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EXECUTIVE SUMMARY



Encouraged teammates to look out for each other.

Increased awareness about appropriate drinking behaviours.

I reckon it's a lot safer these days.

A sample of club members views on change in their clubs

The ClubCHAMPS project operates in the King Country and Waipa regions. It aims to reduce alcohol-related harm by supporting clubs that serve alcohol to develop effective approaches for controlling their environments.

Sports clubs, predominantly rugby clubs, are supported with resources, training and assistance to develop, implement and monitor a club Alcohol Management Plan (AMP). AMPs outline practical strategies that the bar staff, committee and club members follow to ensure alcohol is well-managed in their club rooms. Crime Prevention Through Environmental Design (CPTED) training and assessment reviews are provided along with funding and other support to implement identified requirements. Project activities are underpinned with a consistent by-line “*Let your mates know when they've reached full-time*”.

A project team operates in each area comprising key representatives of relevant local agencies, such as local District Health Board (DHB) Population Health, Road Safety and Police.

The Health Promotion Agency (HPA) supported this evaluation of ClubCHAMPS to assess project impact.

The evaluation findings presented in this report are based on a range of data including review of project documentation, interviews with club representatives, interviews with project team members and other relevant stakeholders, and a survey of club members.

Evaluation results indicate that ClubCHAMPS is meeting its overall objective of reducing alcohol-related harm.

Eighty-eight percent of members perceived that drinking behaviours overall are safer (the balance reporting no change). Increased family involvement in club activities, reported by 78% of members, implies a sense of a safer environment.

Reductions in alcohol-related harm are widely perceived as the logical consequence one might expect to happen when identified changes in knowledge, attitudes, skills and behaviours of club members and staff including:

- Shifts in members and committees' attitudes towards an increased expectation of responsible drinking.
- Enhancements to the club built environment in line with CPTED review findings.
- A shift from drinking on side-lines and in change rooms into the controlled environment of the club/licensed area.
- Other changes in member behaviour including, increased numbers of vehicles being left overnight at the club, less drink-driving and members more readily accepting bar staff directions or actions to moderate or amend behaviour.
- Club bar servers and managers being more aware of and accountable for obligations and responsibilities and having the knowledge, attitudes and skills required to meet compliance conditions.
- Identified improvements in club compliance with licensing regulations including:
 - enhancements in provision of food and non-alcoholic/low-alcohol beverages
 - increased monitoring for intoxication and underage drinking
 - limiting drinking to licensed areas
 - increased transport options
 - a marked improvement in compliance with fire evacuation plans and trials.

The evaluation results demonstrate the viability of ClubCHAMPS in the following ways:

- Clubs were successfully recruited and engaged in the project and new clubs continue to request this style of assistance.
- Key agencies support the project and regard it to be a worthwhile investment for both gaining access to clubs and supporting their efforts to reduce alcohol-related harm.
- ClubCHAMPS has coincided with the changes in attitudes and behaviours in clubs detailed above, that are seen to be associated with reducing alcohol-related harm. ClubCHAMPS is perceived to have had a significant role in driving these changes although the associated impact of other factors such as the introduction of the Sale and Supply of Alcohol Act 2012 and the changes in alcohol limits for drivers is acknowledged.
- Clubs investigated have successfully adopted ClubCHAMPS principles and appear to have moved toward more compliant operations as outlined above.

- Awareness of the project amongst club members is high. Eighty-six percent of club members surveyed recognise the ClubCHAMPS brand and logo. Examples of the by-line being used in member vernacular imply its wide recognition.
- Members are generally aware of the ClubCHAMPS objectives and have a positive view of these objectives. Eighty percent recognise the initiative's primary role of getting club members to look after their mates/let them know when they've drunk too much. Only a small minority perceives that ClubCHAMPS aims to stop people enjoying themselves.
- The ClubCHAMPS approach while focused on alcohol-related harm has also provided the opportunity to communicate with sports clubs beyond the area of alcohol to include smoke-free and violence/abuse free messaging.
- Stakeholders and club members participating in the evaluation were consistently positive about the project and its positive impact on clubs.
- The ClubCHAMPS message has filtered beyond member clubs in a number of ways eg, visiting clubs are exposed to ClubCHAMPS clubs rules and non-ClubCHAMPS clubs attend ClubCHAMPS training.

The evaluation identified critical success factors for ClubCHAMPS which point to the following recommendations for effectively implementing this type of initiative:

1. Engage a suitably skilled, willing and able project driver who is well connected with local clubs.
2. Actively support "club champions" especially those in isolated roles where project success tends to be highly dependent on the courage and tenacity of the 'champion'.
3. Include a suitable mix of representatives from relevant agencies in the project team and ensure that the workload from the project is acceptable.
4. Allow clubs to customise their approach based on their club needs, thus empowering the club and their members to recognise their own needs and design their own tailored solution.
5. Use a range of different supports and resources to allow clubs to use those approaches most suited to their environments.
6. Suitably prepare the training audience for what may be controversial subject additions to ClubCHAMPS training such as domestic violence prevention.

INTRODUCTION

ClubCHAMPS is a whole-of-club approach to changing culture and attitudes about alcohol use in sports clubs, predominantly rugby clubs.

The objective of ClubCHAMPS is to reduce alcohol-related harm by supporting clubs that serve alcohol to develop effective approaches for controlling their environment. The rationale is that the responsible management of alcohol in clubs is fundamental to providing a safe and enjoyable environment for members, their families and the community at large and to reducing alcohol-related harm.

The ClubCHAMPS project started in 2011 within King Country (Ruapehu, Waitomo and Otorohanga regions) sports clubs. It followed on from the "Rollin" project in the area which focused on reducing the rate of drink-driving, recidivist drink-driving and drink-driving crashes with an emphasis on younger people (18 to 24-year-olds). The King Country ClubCHAMPS project team includes members of the local Police, Waikato District Health Board (DHB) Population Health, Te Tokanganui a noho Māori Women's Welfare League (MWWL) and Maniapoto Family Violence Intervention Network (MFVIN), and the Otorohanga Districts Road Safety Coordinator.

A Waipa region ClubCHAMPS initiative followed in 2015 involving clubs in the Te Awamutu area with a project team including representatives of local Police, Waikato DHB Population Health, Waipa District Council (licensing inspector and Road Safety), Sport Waikato and Violence Free Waipa.

Resources, training and support are provided to clubs through ClubCHAMPS. Each club is supported to develop, implement and monitor a club AMP outlining the practical strategies that the bar staff, committee and club members will follow to ensure alcohol is well-managed in their club rooms.

An earlier evaluation of the ClubCHAMPS project was completed in 2014 and this evaluation was carried out in 2017. The evaluation objectives were to:

- assess the effectiveness of ClubCHAMPS in meeting its objectives for reducing alcohol-related harm
- assess any other impacts of ClubCHAMPS, positive and negative and intended/unintended, at both individual and wider community levels
- identify enablers and obstacles to positive project outcomes, project implementation and project sustainability.

This report presents a brief project description, provides an outline of the methodology and results of the evaluation and concludes with discussion of the outcomes relative to project objectives.

EVALUATION METHODOLOGY

The evaluation used predominantly qualitative methods including analysis of project documentation, interviews with club members, project team members and other relevant stakeholders, and a survey of club members. Each is discussed below. The evaluation was overseen by a small steering group¹ which reviewed and approved the evaluation process.

INTERVIEWS WITH KEY STAKEHOLDER REPRESENTATIVES

Key stakeholder representatives were interviewed face-to-face or via telephone. Interview participants included representatives of member clubs and of agencies involved in ClubCHAMPS set up and implementation or otherwise able to comment on the project processes and outcomes.

The interviews followed a semi-structured format and focussed on the experiences and perceptions of the interview participants with respect to ClubCHAMPS programme implementation and outcomes. Each interview was tailored to the role of the interview participant.

A total of 12 interviews were conducted with 14 stakeholder representatives via telephone (three) or face-to-face (nine) between early March and early April 2017. Seven interviewees were project team/agency members.² Seven interviewees were club members representing six different member clubs; a seventh club was represented by a project team member who was also a club member.

A consent process was used to gain stakeholder agreement to the use of interview content and to assure stakeholders of confidential management of their responses.

Written interview reports were offered to all participants to verify accuracy and comprehensiveness (six of 15 interviewees chose to review their report).

Interview results were analysed for key themes which are summarised in this report.

¹ Comprising the evaluation contractor, Andrew Galloway, Northern Region Manager as HPA representative, Annie Lemieux representing Population Health, Waikato DHB, and Senior Constable Jacky Fitzgerald representing New Zealand Police in the King Country area.

² Including:

- Health Improvement Adviser, Population Health, Waikato District Health Board who was a key project driver
- Senior Constable in Youth Aid & Family Violence in Te Kuiti Police
- Police representatives from Te Awamutu and Otorohanga
- Road Safety Coordinator for Otorohanga District Council and formerly Waitomo District Council
- Senior Fire Risk Management Officer/Specialist Fire Investigator, Waikato Fire Area
- Licensing Inspector/Environmental Health Officer Waitomo District Council.

CLUB MEMBER SURVEY

Five clubs implemented a members' survey to assess members' awareness of the project and their perceptions of project objectives and changes in their clubs.

Clubs were selected to represent a range of smaller and larger clubs and those with different durations of involvement in ClubCHAMPS.

A total 51 members completed the survey.

SITE VISIT

The evaluator visited the grounds and club rooms of one club and the grounds of two further clubs involved in the project to observe the layout of the club rooms and grounds and relevant signage in order to provide context for the feedback received.

PROJECT DOCUMENTATION REVIEW

Project documents were reviewed to determine goals, planning and implementation processes and recorded outcome information. These documents and a selection of project resources were supplied to the evaluator by stakeholders at the outset of the evaluation.

A list of material reviewed is presented in Appendix 1.

LIMITATIONS

There are limitations which must be considered when considering the results of the evaluation. These include:

- Feedback from stakeholder interviews was taken at face value bar the limited verification achieved through contact with multiple informants.
- Absence of robust quantitative data to consider alongside the qualitative feedback.
- Respondents were self-selected by clubs for the club member survey which introduces the potential for bias.

PROJECT DESCRIPTION

CLUBCHAMPS PROJECT AIMS

The aims of ClubCHAMPS have been presented in various iterations in documentation relating to the project.

However, the following description set out in the 2016 DHB report is generally regarded³ to summarise overall project aims:⁴

- a. Collaborative partnerships [between project team members and clubs] are maintained to foster a coordinated approach to reduce alcohol-related harm*
- b. Contribute to minimising the harm associated with alcohol consumption through relevant training and supporting the development and active implementation of alcohol management plans with a range of sporting codes/clubs*
- c. Identify, provide and evaluate public health support required / requested by sports clubs*
- d. Promote the uptake of alcohol free, abuse free and smoke free side-lines.*

CLUBCHAMP MEMBERS

Member clubs are predominantly rugby clubs although there are member clubs with mixed codes including rugby league, and football clubs.

ClubCHAMPS in the King Country has typically operated with about nine or ten clubs. Efforts are in place to grow Waipa ClubCHAMPS' membership from its current four member clubs.

Feedback indicates that each initiative could readily serve about 12 member clubs.

PROJECT COMPONENTS AND RATIONALE

The project has been fully described in project documentation and thus a summary of components only is provided, along with any changes in components where these apply.

The main project components include the following:

- ClubCHAMPS training in host responsibility and the Sale and Supply of Alcohol Act 2012 (SSAA). Over time, the training has been extended to include broader prevention-focused messages, eg in relation to road safety, fire safety, family violence prevention and smoke-free environments.
- Support for clubs to develop AMPs, refer to sample in Figure 1, largely completed as part of training sessions or through individual support for clubs from Waikato DHB Population Health personnel. The main intention with AMPs has been to support clubs to prioritise their own identified areas for change, based on risk factors, and to establish strategies and approaches, including use of available resources, that would work within each specific club environment.

³ By the key project driver and other project team members.

⁴ An earlier version of aims presented in the 2011 evaluation report and based on the initial project plan was more process-oriented and reflected the process emphasis of that evaluation.

Empower clubs to do things themselves – they lead with what they want to do.

An AMP is described in the Game Plan⁵ document for participating clubs as “*a practical document outlining what steps the licensee (club/event committee) has in place to ensure that alcohol-related risks are managed, that alcohol is served responsibly and that the sale of alcohol and host responsibility requirements under the Sale & Supply of Alcohol Act 2012 (the Act) are met*”. (p15)

Clubs were supported in AMP development with area-specific AMP booklets.

- Crime Prevention Through Environmental Design (CPTED) training and assessment reviews and provision of funding and other support to implement identified requirements.
- Funding for club “wish list” items including equipment for food preparation and storage, lighting, etc; this support was available with funding from the HPA Community Alcohol Action Fund (available at the project outset only).
- Use of consistent messaging throughout the project including the by-line “*Let your mates know when they’ve reached full-time*”.
- Resources including signage, posters, bar mats etc, with the option of personalising these to the club (using club colours and images of club house and players, etc). Refer examples in Figure 2.
- A variety of other resources carrying the ClubCHAMPS message which have changed over time and have included, for example, gear bags, jackets, t-shirts, water bottles and carriers.
- Other support resources such as non-alcoholic player of the day packs.
- Support to influence relevant local policy eg, submissions to get council support to extend liquor bans areas to council-owned sports fields across the region (unsuccessful).

The original logic model for the ClubCHAMPS is shown in Figure 3. The rationale is that more compliant and safer club environments and reduced alcohol-related harm will result from effective relationship between agencies and clubs along with support for clubs through training,

⁵ Club Champs Game Plan. Alcohol management planning for sports clubs. Printed April 2015 for Otorohanga, Waitomo and Ruapehu districts. Revised to localised form for Waipa Nov 2016.

AMP development and implementation, provision of CPTED assessment and responses, and resources supporting messages and actions.

The primary project drivers were personnel from Waikato DHB Population Health and Police, the latter largely because they had local club contacts and knowledge. The balance of the project team were drawn from a variety of available agencies (refer details in Introduction).

The project is widely perceived by project team members as feasible in terms of commitment and required input. Meetings are approximately bimonthly with higher frequency at start of year before start of season and then tapering off. The requirements are not seen as demanding or 'tedious', and 'everyone pitches in';

Team run smoothly – largely through ...great project driver

Manageable commitment especially for those who want to do it

Not big ask of people to do.

The project has been supported/ funded from a variety of sources including:

- Waikato DHB Population Health: personnel resource for project leadership and funds for project resources (in earlier stages of project)
- Agency personnel time for project meetings, training and club support in general including eg, Fire Service, Police, Road Safety
- HPA personnel input to training and CPTED assessments
- HPA funding for some CPTED-related changes
- an initial injection of HPA funding through HPA's Community Alcohol Action Fund.
- some smaller amounts of funding from council and project partners to cover costs for specific resources such as posters
- agency funding for resources from the Maniapoto Family Violence Intervention Network and Road Safety
- some funding injections from Trust Waikato, Waitomo District Council, and Maniapoto Maori Trust Board.

Figure 1: Sample Alcohol Management Plan

Risk	Level of Risk	Risk Components	Strategies	Actions	Responsibility	Measures
PRE LOADING & DRINKING IN THE CAR PARK	Moderate	<ul style="list-style-type: none"> Buying booze from liquor outlets Becoming intoxicated Not purchasing from the club 	<ul style="list-style-type: none"> Car park external lighting Signage Educate members/& patrons Security – inform club Liaise with Police 	<ul style="list-style-type: none"> Pay for security Inform members to support policies Visible signage Lighting operating 	<ul style="list-style-type: none"> Committee Duty manager Members 	<ul style="list-style-type: none"> Prohibit drinking in the car park
BRINGING ALCOHOL INTO THE CLUBROOMS	Moderate	<ul style="list-style-type: none"> Bar takings suffer Club licenses are at risk Intoxication 	<ul style="list-style-type: none"> Confiscate alcohol Refuse entry Search people Signage Inform members 	<ul style="list-style-type: none"> Refuse entry Inform clubs of our policy 	<ul style="list-style-type: none"> Club members 	<ul style="list-style-type: none"> Alcohol not bought onto premises
DRINK DRIVING	Low minimal risk	<ul style="list-style-type: none"> Club license and licensee at risk 	<ul style="list-style-type: none"> Provide courtesy van Discourage excessive drinking Identify at risk drinkers before it's too late 	<ul style="list-style-type: none"> Make van available at regular intervals Food available 	<ul style="list-style-type: none"> Club 	<ul style="list-style-type: none"> Alcohol not served to drunks Venue doesn't feature in drink-drive statistics
POOR VISIBILITY	High	<ul style="list-style-type: none"> Minimal visibility to rear smoking area. 	<ul style="list-style-type: none"> Installation of CCTV Regular physical monitoring of area by committee. 	<ul style="list-style-type: none"> Investigate options for monitoring Regular monitoring by committee 	<ul style="list-style-type: none"> Committee 	<ul style="list-style-type: none"> Regular monitoring of outside area completed
IDENTIFICATION OF AREAS LICENSED / UNLICENSED	Moderate	<ul style="list-style-type: none"> Members drinking outside of licensed areas 	<ul style="list-style-type: none"> Signage to identify areas 	<ul style="list-style-type: none"> Signage to identify areas 	<ul style="list-style-type: none"> Committee 	<ul style="list-style-type: none"> Signage visible and in good repair.
INTOXICATION	Moderate	<ul style="list-style-type: none"> Club members arrive intoxicated. Level of intoxication on site 	<ul style="list-style-type: none"> Staff monitoring Communication 	<ul style="list-style-type: none"> Host responsibility Signage 	<ul style="list-style-type: none"> Staff Committee Duty Manager Members Team Managers 	<ul style="list-style-type: none"> No intoxicated people in the club rooms
UNDERAGE DRINKING	Low risk	<ul style="list-style-type: none"> Someone else doing the purchasing Club license and licensee at risk 	<ul style="list-style-type: none"> Control sale & supply Effective ID system Signage 	<ul style="list-style-type: none"> To check ID at entrance & bar Info & signage 	<ul style="list-style-type: none"> Club & Duty Manager 	<ul style="list-style-type: none"> No minors supplied with alcohol Info & signage

Figure 2: Customised signage examples

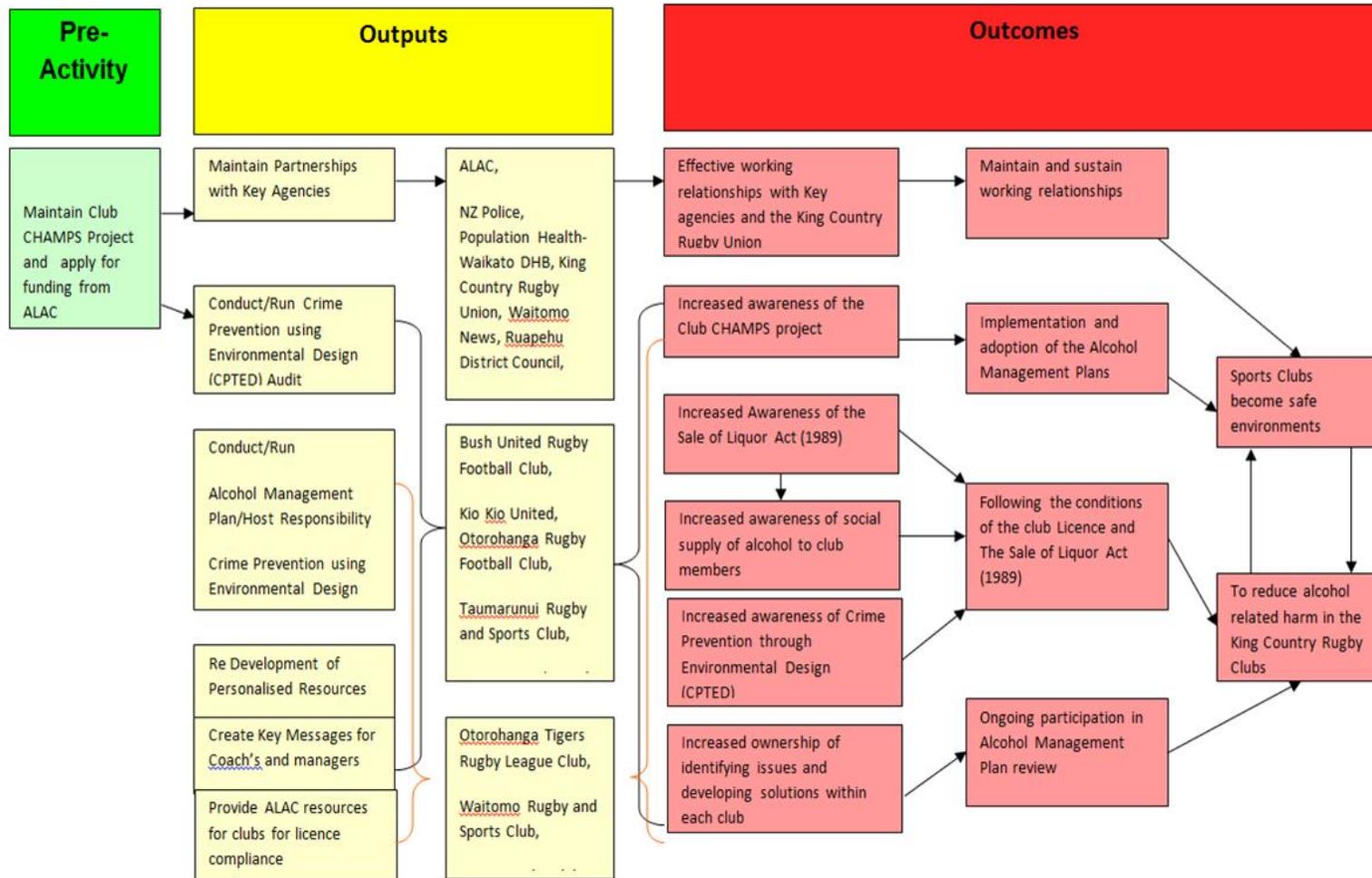
Bar mats:



Wall and car park signage:



Figure 3: Original ClubCHAMPS logic model



THE MOTIVATION TO JOIN CLUBCHAMPS

Those club members who identified drivers for participating in ClubCHAMPS referred to incentives including:

- the recent drink-driving associated deaths and injuries of Otorohanga Sports Club members
- inappropriate, alcohol-fuelled behaviours at the club being modelled to children: fights, side-line drinking before games, side-line abuse of referees and players
- a desire to be proactive about complying and meeting licensing requirements (“*don’t want to come to attention of authorities*”) and to fill a role in promoting responsible drinking behaviour.

In two clubs providing evaluation feedback, the decision to participate was driven by one very determined club member per club who had a strong sense of the risks and harm associated with current drinking behaviours. In both cases, these individuals pointed to having to be “*on the outer*” for a period of time before others bought into the ClubCHAMPS idea.

ClubCHAMPS was an excuse to clean it up [fights, side-line drinking and abuse]. I did it for families and kids.

I got abused and alienated but slowly people came on board.

Few years ago I had lots of friends [in the club], now I don’t.

Representatives from other clubs from outside the ClubCHAMPS areas who have become aware of ClubCHAMPS have requested to be part of the project.

This was the process that led to the development of the Waipa group who formed their own project group.

Another example is Taupo Rugby & Sports Club, which is out of the Waikato DHB Population Health area but plays in the King Country competition. Thus far, Taupo has been supported by Population Health personnel with AMP advice and resources such as posters but they have not yet formed their own local project team, largely because of limitations on available resources.

OUTCOMES OF THE CLUBCHAMPS PROJECT

REDUCING ALCOHOL-RELATED HARM

Club member and other stakeholders consistently hold the view that the project is “reducing alcohol-related harm”.

...confident that [ClubCHAMPS] has saved a few lives.

See people socialising safely and getting home safely.

Has reduced alcohol-related harm in sports clubs that were traditionally on the verge of Police attention.

Has to be [reducing alcohol-related harm].

Seen a shift in consumption levels which has spin off in reducing alcohol-related harm.

This was verified in club member survey feedback where the majority of respondents (88%) reported that drinking behaviours overall had become safer “over the last few years” (refer *Perceived club changes*, page 28).

Stakeholders also referred to anecdotal observations of reduced alcohol-related harm including reduced disorders in town after rugby [King Country], reduced drink drive incidents involving rugby club members [King Country] and reduced break-ins to clubs [Waipa].

The changes contributing to reduced alcohol-related harm are considered under the following headings:

- Changes to club environments
- Changes in behaviours
- Changes in attitudes
- Compliance with fire evacuation requirements
- Influences on other clubs and groups.

CHANGES TO CLUB ENVIRONMENTS

CPTED assessment driven changes

All club member stakeholders interviewed reported having made CPTED-based environmental changes in their club with the exception of one new member club where lighting plans have been established but are yet to be implemented.

Improved exterior lighting was the most common change with all clubs adding some form of additional lighting to car parks and other surrounds.

Improved lighting has contributed to:

- increased members’ confidence in safely leaving vehicles overnight at the club, which a number of clubs report has reduced the risk of drink-driving (as reported under *Driving and vehicles*, page 22)
- reduced tendency for members to drink in the club car park.

Other CPTED-driven changes included alteration to improve visibility for bar staff across the whole bar. For example, a mirror was installed in one club bar and another club built an internal “window” within the bar area.

Signage

All member clubs have used ClubCHAMPS signage in a variety of ways. Some opted for generic signage but most have used material personalised to their club. The use of signs and their placement reflects each club’s needs, eg, on gates/roads versus on or in the club building. In some cases, clubs used demarcation signage and lines to indicate licensed area limits.

Changes in bar stock and food

Several club member stakeholders referred to changing bar stock as a result of ClubCHAMPS. Reported changes included:

- provision of an increased range of low-alcohol beers and ciders and non-alcoholic options – one club referred to “*13 types of beer including three low-alcohol brands*”
- provision of free bottled water
- removal of 8% alcohol by volume ready-to-drink beverages.

In one club, the response to ClubCHAMPS training was to **reduce** the range of products and product sizes sold in the bar in order to assist quick identification of members breaching the club’s rule of not bringing their own drinks into the bar.

A tendency towards an increased range of low/no alcohol drinks at the bar was verified in the club members’ survey where 73% of respondents reported an increase in range (refer *Perceived club changes*, page 28).

Changes in bars also included providing more food and often a wider range of food. There is a reported history of rurally-located clubs routinely providing meals after premier matches. However, this was enhanced in at least one location and a number of clubs have increased the variety of food provided in general.

Changes in bar hours

One club in particular referred to an active effort, as part of the ClubCHAMPS “clean-up”, to reduce bar hours, opening the bar later and closing earlier after games.

CHANGES IN BEHAVIOURS

Specific changes in behaviour reported by stakeholders included the following.

Member behaviour in bar/club

- Personalised posters using club members’ photos and club images/colours prompting club room discussions and ‘ribbing’ on behaviours related to alcohol consumption. One club member stakeholder noted that they provide free bottled water and it can be point of

'ribbing' when someone is given this at the bar with references to 'you've reached full time'.

- Increasing acceptance by members of clubs of various bar staff directions or actions to minimise alcohol-related harm such as restricting service and taking keys.

Member behaviour outside bar

- Members adhering to requirements for reduced or banned side-line drinking and more routinely staying to licenced areas if drinking outside, where these exist.

This was verified in the survey of club members: of members in clubs where side-line drinking had been in place, 70% reported less side-line drinking and the balance reported no change (refer *Perceived club changes* on page 28).

NB: Despite the absence of council-enforced liquor ban areas around club fields, clubs have been effective in restricting side-line drinking using signage and other active promotion of alcohol-free side-lines. This approach, while initially met with resistance, has become more accepted by members.

- Improved side-line behaviour in general including a marked reduction in side-line abuse at one club where this had been prevalent and a shift towards spectators focusing on supporting the players.
- Marked reduction in drinking in club car parks noted by several clubs. This change was facilitated by improved lighting provided as part of the CPTED reviews.

Previously 99% people drink in car park – now 2%.

- Reduced change room drinking reported by some clubs. One club banned all change room drinking and others have set limits on how long players stay in the change rooms and how much alcohol is available or permitted. Clubs now tend to routinely provide non-alcoholic drinks in change rooms. Because of reduced alcohol provision in change rooms, players are reported to come to the bar sooner after the game and well-dressed. These changes are reported to have been accepted well by players and it was noted that this change has the added advantage of enhancing player engagement with sponsors and supporters.

Some reduction in change room drinking was also reported in the survey of club members: of members in clubs where there had been change room drinking, 62% reported less change room drinking and the balance reported no change (refer *Perceived club changes*, page 28).

Bar server and management behaviours and understanding of responsibilities

ClubCHAMPS training has contributed to bar managers and bar staff who are better informed about licensing compliance, including requirements for special licence applications.

Stakeholders routinely referred to clubs in general having a better understanding of licensing compliance responsibilities, particularly in the area of fire evacuation compliance (refer *Compliance with fire evacuation requirements*, page 24).

ClubCHAMPS training has also resulted in a better understanding of licensee responsibilities by committees in general.

Some clubs have changed bar staff to those more willing and able to meet ClubCHAMPS requirements; one club has tended toward younger bar staff, replacing what had been an older, heavier-drinking staff. There has been a shift to bar staff being supported in these actions by other club members especially committee personnel.

The increased awareness of rules and licensing requirements is evidenced in bar staff being more accountable and having the necessary knowledge, attitudes, and skills to meet compliance conditions.

Club member stakeholders reported changes in bar staff behaviour including more robust checks for minors and intoxication and bar staff being more forthright in challenging inappropriate supply, such as chilli bins of beer being taken into change rooms. Importantly, bar staff increasingly demonstrated the confidence and ability to address such breaches.

This contrasted with reported scenarios pre ClubCHAMPS where bar staff at times “*may have laughed at the [compliance] requirements*”.

Family and community involvement in clubs

Stakeholders routinely referred to increased family involvement in clubs since ClubCHAMPS. Many clubs had already been heavily family-oriented, especially in daytime, but a number had increased involvement of families.

Dad used to train alone and stay at club alone; now family go and meet for dinner at club.

The club members’ survey verified this feedback. Seventy-eight percent of club members surveyed reported more family involvement in club activities (refer *Perceived club changes*, page 28).

One club member stakeholder acknowledged that their club remained more ‘old school’ about families and had not yet made this transition.

Some clubs reported increased participation in the club of the community in general since ClubCHAMPS. For example there has been a shift at one rural club to the “*whole town coming to games since [the club] cleaned up*”, whereas previously there was marked reluctance to be

involved. This involvement has also extended to enhanced sponsorship resulting from the club's improved reputation.

Driving and vehicles

A dominant theme in feedback about project outcomes was a marked shift in the numbers of vehicles being left overnight at clubs on Saturdays after games.

As noted above (refer *CPTED assessment driven changes*, page 18), improved car park lighting has increased members' confidence in safely leaving their vehicles overnight, with the associated benefit of reducing the risk of drink-driving:

Used to be 30 people leaving in 30 cars [on Saturday night]. Now on a Sunday the car park is full where it was empty five years ago.

Arguably, this has contributed to the reduced drink-driving reported by 93% of club members surveyed (refer *Perceived club changes*, page 28).

Stakeholders report club staff and peers being active in reducing the risk of drink-driving. In one club, members willingly give keys to staff early in the night; keys are returned later if drivers are sober or collected the next morning if not. Peers tend to step in to intervene if someone who is too intoxicated to drive is asking for keys.

Where shuttle transport is provided by the club, vans are busy doing round trips to collect people coming to the club and to drop off later in the night.

Stakeholders also referred to a lot more evidence of pre-organised designated drivers and a general improvement in awareness of drink-driving.

Buddy systems started.

[Members] conscious about organising safe rides home.

Many noted that younger members tend to be better organised for avoiding drink-driving and that it is older members who need these messages emphasised.

Still need these [drink drive] messages for older people.

A further change was reported by one club which now routinely uses bus transport for away trips, for both directions of travel.

Alcohol-related awards

A further behaviour shift with ClubCHAMPS has been clubs moving away from alcohol and 'skulls' as part of player of the day awards. Non-alcoholic player of the day packs have been provided as part of ClubCHAMPS.

CHANGES IN ATTITUDES

Seen generational change in club in the six years since ClubCHAMPS.

Increased awareness across the board [from those behind and at bar] that can't just 'go for it'.

Not going to be the same anymore.

Stakeholder feedback indicated shifts in club member attitudes in ClubCHAMPS including, for example:

- members from ClubCHAMPS clubs being 'shocked' at some of alcohol-related behaviours seen in other clubs in their competition areas
- shift from aggression towards club bar staff to more ready acceptance of server directions or actions
- acceptance by teams of behaviour expectations such as restrictions on drinking in change rooms
- significant changes in attitudes of some older club members who had been entrenched in earlier behaviours and these attitudes then transferring to other members and members' families.

One club member stakeholder referred to a player who had been especially problematic with drink-driving becoming the role model used to mentor people and how powerful this message was.

The behaviour changes in bar staff reported in *Bar server and management behaviours*, page 21, reflect associated attitude changes in this group.

Club member stakeholders routinely referred to shifts in attitudes in club committees. This included stronger recognition by committee members that responsibility for managing behaviours related to alcohol at club functions, sits with the committee as well as bar server and management staff. This attitude shift underpins the support that committee members now tend to provide to bar staff addressing member behaviours. This shift has been slower to come in some clubs but all club member stakeholders referred to at least some advances in this direction.

In clubs where positive attitude changes are well-embedded, stakeholders referred to senior committee members as well as bar staff/managers reinforcing the ClubCHAMPS message.

There were frequent references to 'culture change' in ClubCHAMPS clubs shown eg in the above-mentioned shift away from alcohol being included in player of the day awards. Stakeholders recognise that these types of shifts are part of a broader societal transition but also see that ClubCHAMPS has contributed to such changes.

Changes like routinely providing substantial meals after games and this being the norm were seen as critical parts of the culture change.

It was regularly noted that where there were ongoing attitude issues, these tended to be with more 'mature' players, who were slower to change attitudes than younger people who were more 'savvy upfront'.

However, some stakeholders highlighted significant attitude changes in the older group of 50-60 year olds, assisted by the very visible, regular messages from ClubCHAMPS.

COMPLIANCE WITH FIRE EVACUATION REQUIREMENTS

ClubCHAMPS has significantly increased numbers of clubs completing obligations with fire safety evacuation plans and trials.

The Senior Fire Risk Management Officer/Specialist Fire Investigator for the Waikato Fire Area has been involved with ClubCHAMPS from its inception and the ClubCHAMPS training sessions are used to explain obligations regarding fire safety compliance. Personal support is offered to help premises determine what they need in the way of an evacuation scheme and trials.

Historically, club compliance with obligations with respect to fire safety had been poor, in large part because of lack of information regarding requirements for evacuation plans and trials. This made licence application review by the Fire Service time-consuming and fragmented.

Since ClubCHAMPS' inception, ClubCHAMPS' clubs have begun completing plans and trial evacuations more routinely and updating the Fire Service accordingly. Thus, relevant information is readily available to support Fire Service processes in review of licence applications.

Bar managers are more aware of obligations and bar staff know and have trialled evacuating the building. It was noted that this is especially critical in clubs where staff are routinely managing groups of people from other clubs who are in an unfamiliar environment.

While specific data were not available from Fire Service or council, there was consistent feedback indicating the robust and widespread nature of this change, for example.

Huge difference to clubs completing obligations with fire safety evacuation plans and trials.

Senior Fire Risk Management Officer/Specialist Fire Investigator, Waikato Fire Area

Most of them [clubs] now keep up to date with trial evacuations having been informed of this via...presentations to them at Club Champs.

Critically, because compliance processes are running more smoothly with ClubCHAMPS members, the Senior Fire Risk Management Officer reported being able to use increased available time to support non-ClubCHAMPS clubs to meet fire evacuation compliance requirements and to work on other prevention-focused tasks.

Better compliance means reduced risk to people from a fire service perspective which is the overall aim.

INFLUENCES ON OTHER CLUBS AND GROUPS

The influence of ClubCHAMPS on behaviours and attitudes that reduce alcohol-related harm has spread beyond member clubs in a variety of ways.

A number of non ClubCHAMPS clubs attend ClubCHAMPS training, typically becoming aware of it through word of mouth references and other promotion. These have included teams from sporting codes beyond rugby and football which are included in ClubCHAMPS.

ClubCHAMPS clubs clarify expectations related to drinking to visiting teams to a greater or lesser extent.

One club member stakeholder referred to actively 'front footing' visiting clubs with rules; the club secretary does this on behalf of the bar staff, advising the club 'rules' related to drinking and what the club host responsibility practices. Responses can be mixed, although it was noted that there are some "*always done that*" comments.

Another club chooses not to brief visiting teams on the basis that "*other clubs [in their competition] are pretty good*", there is "*no oversight in their [visitor] change rooms*" and visitors tend not to stay after the speeches and meal.

ClubCHAMPS also impacts other groups where the AMP is used as "policy" for those hiring club facilities.

Finally, there are examples of clubs outside current ClubCHAMPS areas which have become aware of the project and its impact and have requested involvement in ClubCHAMPS or similar support.

OTHER CHANGES ASSOCIATED WITH CLUBCHAMPS

Other changes reported in association with ClubCHAMPS include:

Improved relationships between clubs

A prominently reported change is a positive shift in relationships between clubs which were referred to as traditionally competitive. In some cases, clubs had, historically, been quite "anti-relationship with each other".

This is driven at least in part by the common goal of the project.

This increased collegiality is evidenced in, for example:

- discussions regarding sharing space and facilities between a smaller club and a nearby club with larger grounds
- club 'stories' that come out in training regarding how to manage certain scenarios
- clubs sharing experiences regarding administration and club management.

Improved agency access to clubs

Feedback highlighted the closer links between clubs and the various agencies involved in ClubCHAMPS, including Population Health, Police, Road Safety and Fire Service, and closer relationships between those agencies.

Agency personnel specifically commented on how ClubCHAMPS provided the structure for them to much more readily reach these clubs as an important audience. Specific comments were that:

- much Police time in licensing compliance tends to be focused in licensed premises and ClubCHAMPS is a good way to readily get to clubs to promote alcohol harm prevention messages
- ClubCHAMPS provided important access to clubs for the Fire Service (refer *Compliance with fire evacuation requirements*, page 24)
- ClubCHAMPS is a valuable conduit for Road Safety to get their messages to the club audience.

Reduced bar takings

There have been reported reduced bar takings because of reductions in consumption, bar hours and margins (from trying to maintain bar prices despite higher costs). However, it was also noted that this shift has been happening over a longer period than ClubCHAMPS and that clubs in general have been moving away from the bar as their main source of income.

However, in at least one club, this income was replaced by enhanced business sponsorship, now possible because of the club's improved reputation resulting from ClubCHAMPS actions.

CLUB MEMBER PERCEPTIONS OF CLUBCHAMPS

NB: Some club member responses to the survey are referred to in the sections above however this section summarises ALL feedback from the club member survey.

A total 51 members from five clubs took part in the survey. Questions were answered by all participants unless noted otherwise in the details below.

AWARENESS OF CLUBCHAMPS BRAND

A majority of member survey respondents (86%) recognise the ClubCHAMPS logo and are aware that their club belongs to ClubCHAMPS.

AWARENESS OF CLUBCHAMPS BY-LINE

Feedback indicates that the project by-line is widely recognised and has been drawn into some members' language. For example, respondents report hearing the by-line used by club members when "ribbing" members at the bar who get given free water and used as a friendly nickname for a recognised project team member.

PERCEPTIONS OF CLUBCHAMPS' AIMS

Only 6% members surveyed responded "don't know" to the question "What do you think ClubCHAMPS tries to do?"

Response rates to the balance of optional aims provided were as shown in Figure 4.

The most common responses (>60%) were that ClubCHAMPS tries to:

- Get club members to look after mates/let them know when they've drunk too much
- Stop drink driving
- Encourage safer drinking for everyone in the club.

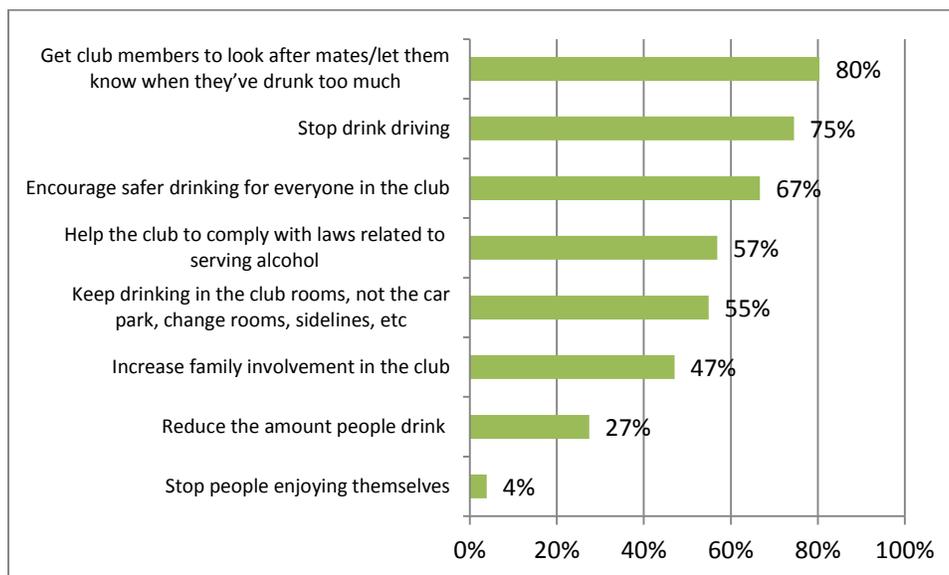
Around one-half of members perceived that ClubCHAMPS tries to:

- Help the club to comply with laws related to serving alcohol.
- Keep drinking in the club rooms, not the car park, change rooms, side-lines, etc
- Increase family involvement in the club.

About one-quarter of members perceived that ClubCHAMPS tries to reduce the amount people drink.

Only two respondents (4%) perceived that ClubCHAMPS tries to stop people enjoying themselves.

Figure 4: Club member perceptions of ClubCHAMPS aims



PERCEIVED CLUB CHANGES

Members reported the following changes in their clubs “over the last few years”.

Range of low/no alcohol drinks at bar⁶

- 73% reported an increased range, 5% reported a decreased range and 23% reported no change

Side-line drinking

- 35% reported “no side-line drinking to start with”
- Of the balance, 70% reported less side-line drinking and 30% reported no change
- There were no reports of more side-line drinking.

Family involvement in club activities

- 78% reported more family involvement in club activities and 22% reported no change.
- There were no reports of less family involvement.

Drink-driving⁷

- 18% reported no drink-driving to start with.

⁶ 44/51 (86%) respondents answered this question.

⁷ 50/51 (98%) respondents answered this question.

- Of the balance, 93% reported less drink-driving and 7% reported no change
- There were no reports of increases in drink-driving.

Drinking alcohol in change rooms⁸

- 14% reported that there had been no drinking alcohol in change rooms to start with.
- Of the balance, 62% reported less alcohol consumption in change rooms and 38% reported no change.
- There were no reports of increases in alcohol consumption in change rooms.

Drinking behaviours overall

- 88% reported drinking behaviours overall as safer and 12% reported no change.
- There were no reports of drinking behaviours overall being less safe.

Other reported changes:

Eight club members made other comments about changes including the following:

- *encouraged teammates to look out for each other*
- *increased awareness about appropriate drinking behaviours*
- *increased signage, awareness and staff training on alcohol-related issues*
- *I reckon it's a lot safer these days*
- *helped with improvements for lighting in car park*
- *lighter beers add to choice, reinforce to visiting teams no drinking in change rooms*
- *we have a great club which is consistently looking to improve the ways in which it looks after the wider "family"; ClubCHAMPS can only help in this regard*
- *a good initiative.*

OTHER FACTORS CONTRIBUTING TO PROJECT OUTCOMES

Most stakeholders acknowledged the role of other influences over the period that ClubCHAMPS has been implemented while also regarding that ClubCHAMPS has played a significant role in driving shifts in attitudes and behaviours.

Stakeholders referred to the following factors as influences during the same period:

- The requirements of the Sale and Supply of Alcohol Act 2012 which progressively replaced the Sale of Liquor Act 1989 and came into full effect 18 December 2013; a number of

⁸ 49/51 (96%) respondents answered this question.

stakeholders referred to the value in ClubCHAMPS providing the tools and assistance to meet revised compliance requirements under the new Act.

[ClubCHAMPS people] provided practical answers about what we need to do.

One club member stakeholder referred to the law pushing those conditions on clubs whereas ClubCHAMPS was perceived as supporting clubs to meet compliance conditions.

- Change in alcohol limits for drivers of a:
 - reduction in the alcohol limit for drivers aged 20 years and over (from 400mcg of alcohol per litre of breath to 250mcg) from 1 December 2014
 - introduction of a zero alcohol limit for drivers under the age of 20 years introduced in August 2011.
- a broad culture change related to drinking in general and exposure to messages such as the HPA's 'Say Yeah, Nah' campaign and some club members maturing accordingly
- the impact locally of the drink-driving related deaths of the Otorohanga Sports Club members; the influence of this event impacted well beyond the Otorohanga Sports Club itself to a number of other local clubs.

One club member referred to the impact of improvement in the club building, with a 2009 extension that tidied up what had been a 'grotty' club.

VALUED PROJECT COMPONENTS

All main project components were seen as valuable by at least a proportion of stakeholders. Opinions varied widely on the components which were more critical (refer to *Figure 5*).

Training was the most highly valued component for both project team and club member stakeholders. Club members reported having learned significant amounts from training. Training was seen as remaining fresh and relevant, with new topics added to keep attendees interested and up to date. Regular training was regarded as critical because of the tendency in country clubs to high turnover of staff. It was noted that there were not many training opportunities for clubs prior to ClubCHAMPS.

Training recipients especially appreciated involvement of a variety of relevant agencies including eg, the Fire Service.

I learn something every time.

Other points regarding training were:

- there is value in bringing clubs together at training and all getting the same information

They can see that they are on the same page.

- special licence information was very helpful

- there was a good mix of training attendees including a variety of clubs
- training reaches more than just ClubCHAMPS members
- there is value in bringing a number of committee members, ideally all, to training, “not just the Club Champion”, so they can support one another to get club members to meet the clubs expectations of behaviour:

ClubCHAMPS is a good regular opportunity to bring those committee members who need to come – some don't come willingly – to help them understand.

Project team stakeholders valued **AMP** as highly as training.

Club members had more mixed views on AMP with only two of six regarding the AMP as critical and one identifying it as an unnecessary element. However, many valued the support process for developing the AMP. There was also feedback that the value was more in the process of development than having the plan to hand, although in some cases the plan was presented as policy to new bar staff or those hiring the facility.

Those who valued AMP referred to the benefit of identifying risk factors and where to take action eg, in change room drinking.

Identifying and making **CPTED-based environmental changes** was identified as secondary to training but still the next most valued element for both project team and club member stakeholders.

Many stakeholders highlighted the value of the funds at the project outset which allowed for expenditure to meet CPTED requirements such as food preparation equipment, lighting and bar interior alterations, and to supply more expensive “wish list” items like fridge/freezers. This provided an important although non-critical draw card for attracting clubs to the project.

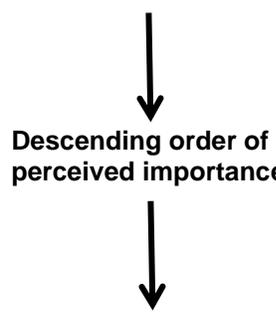
Merchandise, and branded and personalised items were valued for encouraging clubs to join and stay involved, driving the message and tying the project together but, generally, it was recognised that these were a ‘nice to have’ and the project could proceed with less of this if finances were more restricted.

Club member stakeholders also referred to the importance of having access to people providing practical answers about what clubs need to do, especially relating to compliance issues.

The range of agencies involved in the project team was routinely seen by project team stakeholders as a strength of the project. The inclusion of Sport Waikato in Waipa was seen as especially valuable with its robust links into clubs seen as a valuable promotion for ClubCHAMPS.

A number of stakeholders regarded that **all** project components are critical and very important to contributing to the overall message and keeping environments safe.

Figure 5: Project components in order of perceived importance



	<i>Project team/other stakeholder</i>	<i>Club members</i>
	Training AMPs support from the project driver	Training
	Identifying and making CPTED-based environmental changes	Personalised materials Consistent alcohol harm reduction message Support from the project driver Identifying and making CPTED-based environmental changes
	Personalising material	AMPs

Addition of other messaging in training

There were mixed responses to the extension of ClubCHAMPS training to include messaging such as family violence prevention.

Most stakeholders supported the inclusion of messages that were a ‘natural fit’ with ClubCHAMPS such as those related to smoke-free, road safety and fire safety.

Additional messaging was also widely seen as a way to maintain interest levels, especially for those who had attended training multiple times.

Some saw the addition of family violence prevention as appropriate and going ‘hand-in-hand’ with alcohol messaging. Others saw it as inappropriate and there were several strong responses that the ClubCHAMPS training was not the right place for this subject. One response was that it was not clear what role a bar manager/staff member had in raising the subject with club members beyond their role in routinely looking out for escalating behaviour in this or any other area in the club environment.

Those in support of the addition of family violence prevention messages referred to the value in raising the subject and encouraging people to recognise that it is a subject that can be talked about.

Stakeholders also referred to the risk that adding other messaging could “muddy” the original goal and may put off potential new clubs attending the training from joining.

CHALLENGES

Few challenges were identified in feedback. Points raised related to:

- Concern regarding consistent ongoing funding and resources impacting on sustainability, in particular with possible pending shifts in Waikato DHB Population Health from an issues focus to a setting-based focus.

- Challenges getting ClubCHAMPS operating in ‘very rough clubs’ and the need for a strong, determined driver from within the club in these ‘trickier’ situations.
- Additional challenges for those clubs which do not have club rooms where there has been a tradition of drinking at the bar or adjacent to the field. Further consideration of this point was limited as representative clubs in the evaluation all have club rooms.
- The possibility that ClubCHAMPS may not appeal to ‘hard-nosed drinkers’. This was identified as effectively the reason why one club pulled out of the initiative for a period, when a different committee saw ClubCHAMPS as a ‘nanny state’. However the club re-joined the initiative when the bar manager wanted support for compliance.

POSSIBLE IMPROVEMENTS

Stakeholders identified only a few project improvements with several specifying that they wanted “no change” or that “nothing” could be better. The project was generally regarded to be well implemented with very effective project drivers.

The most commonly identified suggestion was to extend the reach of the training and the project more widely to other sporting codes and other types of clubs including for example, chartered clubs, workingman’s clubs and clubs such as golf and boating clubs with potentially more issues with more ‘mature’ members.

Other suggested changes included:

- Consider running training on Sundays rather than evenings which can be challenging for some working long days before travelling to training.
- Order agenda items included in training sessions so non-bar staff attending can stay for various prevention-based sessions but leave before more licensing compliance specific content and content regarding bar staff management.
- Offer club (as well as person) certificates from training that can be displayed to show that the club is part of ClubCHAMPS. It was suggested that this, like other resources such as bar mats and posters, would prompt member conversations in club bars.
- Develop a “glossy brochure” showing points from each speaker at training.
- Consider approaching council to have them require the completed AMP as part of club liquor licence application and/or special licence application.
- Develop a process for more formal handover of AMP from one committee to the next especially when there are wholesale personnel changes or loss of a key ClubCHAMPS driver in the committee.
- Extend the use of Facebook, for example to access resources.
- Potentially use media more widely to further promote the project and its messages; it was recognised that current promotion and media use is very effective based on available funds.

- Be consistent in what is available in terms of merchandise, resources and support for CPTED-based changes. It is recognised that changes in merchandise are intended to help to maintain interest levels but there is some desire to have ongoing access to the items that each club has preferred to use. This also applied to items like 'wish-list funding' which were grant-dependent.

DISCUSSION

REDUCING ALCOHOL-RELATED HARM

Evaluation results indicate that ClubCHAMPS is meeting its overall objective of reducing alcohol-related harm.

There was a consistent view from club members and other stakeholders that ClubCHAMPS had clearly contributed to reduced alcohol-related harm. This was verified in club member survey feedback where almost 90% of respondents reported that drinking behaviours overall were safer. Increased family involvement in club activities, reported by 78% of members, implies a sense of a safer environment.

Reductions in alcohol consumption and reduced alcohol-related harm are widely perceived by stakeholders as the logical consequence of changes that ClubCHAMPS has driven including:

- shifts in members' and committees' attitudes towards an increased expectation of responsible drinking
- enhancements to the club built environment in line with CPTED review findings
- a shift from drinking on side-lines and in change rooms into the controlled environment of the club/licensed area
- other changes in member behaviour including, for example, increased numbers of vehicles being left overnight at the club and members more readily accepting bar staff directions or actions to moderate or amend behaviour
- club bar servers and managers being more aware of and accountable for obligations and responsibilities and having the knowledge, attitudes and skills required to meet compliance conditions
- identified improvements in club compliance with licensing regulations including:
 - enhancements in provision of food and non-alcoholic/low-alcohol beverages
 - increased monitoring for intoxication and underage drinking
 - limiting drinking to licensed areas
 - increased transport options
 - a marked improvement in compliance with fire evacuation plans and trials.
- ongoing club member exposure to consistent and reiterated messages via merchandise and posters.

MEETING SPECIFIC CLUBCHAMPS OBJECTIVES

Evaluation findings in terms of the specific objectives of ClubCHAMPS are summarised as follows:

Collaborative partnerships [between project team members and clubs] are maintained to foster a coordinated approach to reduce alcohol-related harm

ClubCHAMPS has impacted positively on relationships between agencies involved in the project and encouraged agencies to work actively together in both King Country and Waipa areas to coordinate efforts to reduce alcohol-related harm.

Equally, ClubCHAMPS has enhanced relationships between agencies and clubs, providing agencies with more ready access to clubs. This has facilitated agency support for clubs to act to reduce alcohol-related harm. The significant increase in numbers of clubs meeting fire evacuation obligations resulting from the relationship built between the Fire Service and clubs is a marked example.

Finally positive relationships and increased collegiality between member clubs has resulted from clubs co-attending training and openly working towards a common goal. There are examples where these relationships have been drawn on to assist club efforts to reduce alcohol-related harm.

Contribute to minimising the harm associated with alcohol consumption through relevant training and supporting the development and active implementation of alcohol management plans with a range of sporting codes/clubs

Member clubs representing a range of sporting codes have routinely attended ClubCHAMPS training and developed and implemented AMPs, drawing on the various other supports and resources provided through ClubCHAMPS.

These actions have been fundamental to the project-driven changes identified above, in the first section of this *Discussion*, and contributing to reduced alcohol-related harm.

Identify, provide and evaluate public health support required / requested by sports clubs

ClubCHAMPS actively supports clubs to identify required support and implement necessary changes to reduce alcohol-related harm. This support has predominantly been provided by Waikato DHB Population Health, which has provided one-on-one assistance to member clubs with AMP development and implementation. Support has also been provided to clubs which are not ClubCHAMPS members, through their attendance at training and by support for them to actively use some of the ClubCHAMPS tools (numerous such clubs have approached Population Health for this assistance).

Additional support to identify and fill needs has been provided by HPA personnel who undertook CPTED reviews and supported clubs to implement required changes.

Ongoing AMP review processes provide an opportunity at regular intervals to update and evaluate support required.

Promote the uptake of alcohol free, abuse free and smoke free side-lines

ClubCHAMPS has promoted alcohol, abuse and smoke free side-lines through training, AMP activities and other resources such as signage, demarcation markings and signs, and active restriction of drinking to licensed areas.

There were clear indications from evaluation feedback of a strong and sustained shift toward alcohol and abuse free side-lines. (The evaluation did not investigate shifts to smoke-free side-lines.)

The majority of club members surveyed reported less side-line drinking and there were no reports of increased side-line drinking. Stakeholder feedback verified this finding and also indicated a marked reduction in side-line abuse, in particular in two clubs.

CRITICAL SUCCESS FACTORS

The evaluation identified a number of critical success factors for ClubCHAMPS. These factors point strongly to the following recommendations for effectively implementing this type of initiative.

Engage suitably skilled, willing and able project driver(s):

The project driver role is central to ClubCHAMPS operation.

Clubs and other project team members highlighted the importance of an effective project driver who is well organised and well connected with local clubs. The close and ready contact and good support from the project driver(s) is valued by the clubs. This was especially significant where club “champions” felt isolated in their role in driving ClubCHAMPS and associated compliance requirements.

[Project driver] lovely and very helpful.

Communication with [project driver] brilliant.

Project depends on [project driver] – wouldn't happen without [project driver].

While it is not essential that the project driver is drawn from Population Health, this was a logical organisation for the project lead. The support for project lead in the King Country project team from a Police representative who was well connected to Clubs created a valuable lead partnership.

Actively support “Club champions” especially those in isolated roles

As above, support from the project driver was valued by the clubs and especially significant where club “champions” felt isolated in their role in driving ClubCHAMPS and associated compliance requirements.

The project’s success in certain clubs was highly dependent on the courage and tenacity of the “champion”. In these more “difficult” clubs settings, it is especially important for the champion to be “passionate” about change and to “*play the long game*”. Support from the project driver(s) and project team is essential to back people up and reduce their sense of isolation.

Take a lot of abuse ...used to have friends.

Not a walk in the park.

Include a suitable mix of project team members

Project teams in both King Country and Waipa regions included a mix of enthusiastic project team members including relevant agencies such as Road Safety and Fire Service which promote their messages and add interest and variety to training.

It’s about right people, right time and right place.

Each team member brought a wide network of other agency contacts that could then be drawn on to support ClubCHAMPS. Some team members also brought their own links into clubs.

The involvement of Police in project teams and the contact that this gives clubs with Police is valued. It has been coincidental that key project team roles have fallen to Police in both King Country and Waipa locations. While this is not essential, it is seen to have offered advantages in terms of club perceptions of and engagement with Police.

Project team members appreciated that the role was not overwhelming in terms of time and required input and, in a number of cases, benefitted their day-to-day responsibilities by providing ready access to Club representatives through training sessions.

Allow clubs to customise their approach based on their Club needs

The ability for clubs to design their approach using customised responses was an important success factor.

A one-size-fits-all set of approaches is unlikely to have produced the same level of engagement or effective action for changing attitudes and behaviours. Critically, supporting a customised approach where clubs drive decision-making about actions empowers the club and its members to recognise their own needs and design their own tailored solution.

Empower clubs to do things themselves – they lead with the approaches they want to use.

The use of resources personalised to each club was highly valued. The additional costs were recognised and while the personalisation of bar mats, posters, etc is not seen as critical it has provided a very valuable way to engage clubs and club members in the project.

Use a range of different supports and resources

Having a range of different supports to select from was generally favoured and allowed clubs to use those approaches most suited to their environments.

Views on the most valued support differed between and within club members and project team members. In general, training was most highly rated by all. Club members valued personalised resources and support for purchasing more expensive items, eg, for food preparation and storage or to meet requirements identified in CPTED assessments.

Interestingly, project team members highly valued the AMP but this tended to be of less interest to club members. That said, club members tended to perceive value in the process of AMP development, although less so in having the plan to hand. This may inform the approach taken to AMP development in similar projects.

Use of a consistent by-line for the project and ongoing club member exposure to this reiterated message via merchandise and posters is very likely to have contributed to wide recognition and impact on behaviours.

There was some desire for consistency in what was available in terms of merchandise, resources and support for CPTED-based changes across the project duration, albeit that funding availability may impact on this possibility.

Suitably prepare the training audience for what may be controversial subject additions to ClubCHAMPS training

The extension of ClubCHAMPS training to family violence prevention has had mixed responses. In contrast, the inclusion of messages such as those related to smoke-free, road safety and fire safety were more readily welcomed and perceived to be a “natural fit” with ClubCHAMPS.

Extending training into areas beyond club compliance and member behaviour related to drinking was also widely seen as a way to maintain interest levels, especially for those who had attended training multiple times.

The approach used in presenting the family violence prevention training was generally seen as very appropriate and the link between family violence and alcohol was made clear. However,

the inclusion raised a number of questions for attendees including a lack of clarity as to how they were expected to draw on this training in their day-to-day club roles.

Some, were happy to discretely display available resources, eg, in club bathrooms, but felt ill-equipped to raise the subject with a member in the club setting or recognise when this was necessary.

This feedback indicates that there needs to be care in the nature of delivery of what may be more controversial subjects. In the case of family violence prevention, there is a requirement for robust clarity about the rationale for the subject inclusion in ClubCHAMPS training including associated expected actions and roles of attendees.

By taking appropriate care (being sensitive to the specific needs identified in a community / or their readiness to discuss a particular issue) in relation to such a subject addition, the project can effectively contribute to messages about family violence prevention and avert the risk identified by some stakeholders that the subject addition may 'thin out' the alcohol message and/or put off potential new clubs attending the training from joining ClubCHAMPS.

TRANSFERABILITY AND WIDER IMPACT

ClubCHAMPS started in the rural and geographically isolated King Country. Sports clubs form important community hubs in the region. The area was seen as a supportive project environment where multiple agencies are active in community.

The marked impact of recent drink-driving fatalities from a local club effectively raised community and club readiness for change.

However, the project's transferability has been demonstrated with a successful shift to implementation in the Waipa region.

The project is scalable to the size of the community and provides a ready way to draw on existing available resources and pool efforts to support clubs to reduce alcohol-related and other harm.

The potential exists for ClubCHAMPS to extend more widely geographically. There is also an opportunity to extend the project into other types of clubs although it is recognised that the rugby club focus at the outset was based on identified need for support to prevent alcohol-related harm arising from behaviours in this sport.

ClubCHAMPS is a relatively low resource project that has not only had a marked impact in reducing alcohol-related harm in member clubs but has also impacted more widely in other affiliated clubs and communities in general.

By impacting within clubs and beyond into the wider community, ClubCHAMPS can contribute positively to social capital, potentially across entire rural communities, with the associated

proven health benefits. As demonstrated by Rowland et al 2015,⁹ improved alcohol management strategies in community sports clubs may help to reduce the burden of alcohol-related injury, illness and disease of community sports club members, which in turn, is likely to increase the level of social capital in community sports clubs, as measured by safety and participation.

SUMMARY

The evaluation results demonstrate the viability of ClubCHAMPS in the following ways:

- Clubs were successfully recruited and engaged in the project and new clubs continue to request this style of assistance.
- Key agencies support the project and regard it to be a worthwhile investment for both gaining access to clubs and supporting their efforts to reduce alcohol-related harm.
- Clubs, including a number regarded to be “rougher”, have successfully adopted ClubCHAMPS principles and moved toward a cleaner, more compliant operation. In some cases, clubs have regained lost sponsor support where this had been withdrawn because of the club’s reputation.
- ClubCHAMPS has coincided with changes in attitudes and behaviours in clubs that are associated with reducing alcohol-related harm (detailed in the first section of this discussion). ClubCHAMPS is perceived to have had a significant role in driving these changes although the associated impact of other factors such as the introduction of SSAA and the changes in alcohol limits for drivers is acknowledged.
- Awareness of the project amongst club members is high. A large majority of club members recognise the ClubCHAMPS brand and logo. Examples of the by-line being used in member vernacular imply its wide recognition.
- Members are generally aware of the ClubCHAMPS objectives and have a positive view of these objectives. Eighty percent recognise the initiative’s primary role of getting club members to look after their mates/let them know when they’ve drunk too much. Only a small minority perceive that ClubCHAMPS aims to stop people enjoying themselves.
- The ClubCHAMPS approach while focused on alcohol-related harm has also provided the opportunity to communicate with sports clubs beyond the area of alcohol to include smoke free and violence/abuse free messaging.
- Stakeholders and club members participating in the evaluation were consistently positive about the project and its positive impact on clubs.
- The ClubCHAMPS message has filtered beyond ClubCHAMPS member clubs in a number of ways. For example, visiting clubs are exposed to member clubs’ rules and a wide range of non-member clubs attend and benefit from ClubCHAMPS training.

⁹ Rowland, B. C., Wolfenden, L., Gillham, K., Kingsland, M., Richardson, B. and Wiggers, J. (2015), Is alcohol and community sport a good mix? Alcohol management, consumption and social capital in community sports clubs. *Australian and New Zealand Journal of Public Health*, 39: 210–215. doi:10.1111/1753-6405.12280

APPENDIX 1: PROJECT DOCUMENTATION

- Support letter from Otorohanga Sports Club
- Support letter from Senior Fire Risk Management Officer
- Sample alcohol management plan New Zealand Shearing Championships – Te Kuiti: alcohol management plan 2016
- Sample evaluation form - ClubCHAMPS Waipa Feedback Form – February 2015
- Submission April 2015 to Waitomo District Council to extend the liquor ban areas to include council owned sports fields across the region.
- Submission April 2015 from Otorohanga police sergeant Andy Connors to Waitomo District Council Long Term Plan (LTP) up for consultation to extend the liquor ban areas to include council owned sports fields across the region
- “Stuff” article re ClubCHAMPS submission to the Long Term Plan (LTP)
- Pre & Post ClubCHAMPS - Environmental scan 2015
- Three sample AMPs – with example entries
- Registration, media waiver and photograph consent form 2015
- ClubCHAMPS Waipa - invitation letter and Registration of Interest Form
- Terms of Reference ClubCHAMPS project team
- Herald article about Otorohanga Rugby Club, Sep 18, 2012
- Community Alcohol Action Fund Project Reports July 2011, Dec 2011, July 2012 Te Kuiti Bluelight, ClubCHAMPS
- Community Alcohol Action Fund PROJECT REPORT Te Kuiti Bluelight, Club Champs July 2012
- Public Health Units Work with Sports Clubs to Reduce Alcohol Related Harm, 19 December 2014: Waikato DHB (reported by Ross Henderson) – summary of ClubCHAMPS
- Facebook page https://www.facebook.com/pages/Club-Champs/468412426573094?ref=br_tf
- ClubCHAMPS evaluation report, December 2011
- ClubCHAMPS evaluation PowerPoint presentation, October 2014
- Club Champs progress reports for 2015 and 2016 – DHB Internal progress report.
- Reports to HPA for ClubCHAMPS in King Country and one for Waipa

Various project resources and resource references were also reviewed including:

- Poster
- Club Champs Game Plan workbook
- lists of promotional resources used – Phase 1, 2011:
 - logo
 - A1 poster
 - Drink bottles
 - Drink bottle carriers
 - A2 posters – ease up styled
 - Bar mats
 - alcohol management plan booklets
 - promotional merchandise – T-shirt, bags, jackets
 - Workshop participant packs:

- ALAC bag (ALAC)
 - Club Champs drink bottle
 - R U OVA IT brochure
 - Drive safe pen
 - Playing cards – fatigue
 - Travel mug
- Players Bags:
 - Great mates drive sober bag
 - R U OVA IT brochure
 - Playing cards – fatigue
 - Club Champs drink bottle
 - Windscreen towel
 - Ease Up postcard (ALAC)
 - The straight up guide to standard drinks (ALAC)
 - Club Champs drink bottle
- King Country Rugby Union Vests (Asst Referee/Water)
- List of project resources used – Phase 2, 2012
 - Balloons
 - First aid kits
 - Pens
- Proof of training certificate.