

spear

centre for sport, physical education
& activity research

Embedding and Sustaining Change4Life Sports Clubs: Regional Case Studies



June 2016

Change4Life Sports Clubs Research 2016:
Part Three

About *spear*

The Centre for Sport, Physical Education & Activity Research (*spear*) is located within the School of Human & Life Sciences at Canterbury Christ Church University. *spear* undertakes a range of theoretically-informed analyses, from critical commentaries and reflections on current policy and practice, to commissioned research, evaluation and consultancy.

The Centre's research is funded by a range of national and international funders such as the International Olympic Committee, World Health Organisation, Terres des Hommes, Department of Health, Department for Education, English Federation for Disability Sport, Mencap, Access Sport, Youth Sport Trust, UK Sport, Sports Coach UK, Sport England and Sport Wales. Recent work has focused on sport, physical activity, health and wellbeing in schools and communities.

Research conducted by *spear* has helped guide and inform public policy by contributing to the wider evidence base used by policy makers, providing a rationale for government and commercial investment, and steering programme improvements that enhance the experience of practitioners and participants.

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Change4Life Sports Clubs Research 2016 undertaken by *spear* and commissioned by the Youth Sport Trust. Report produced by *spear*.

June 2016



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Introduction

Change4Life Sports Clubs are funded by the Department of Health (DoH) and managed by the Youth Sport Trust (YST). The clubs were introduced into primary schools in 2011/12 and aim to increase the physical activity, health and wellbeing of less active 7-9 year olds through provision of fun multi-sport themes and healthy lifestyle activities. The success of the clubs has resulted in additional funding to expand the programme as a central part of a broader healthy lifestyle offer in schools. This is supported by the development of a hub of expertise focused in the areas of greatest health inequalities to support and share effective practice among schools and local authority Health and Wellbeing boards.

In 2015, *spear* produced a Lifetime Impact Evaluation of the Change4Life Sports Clubs, drawing on data from over 7,500 children in more than 500 clubs. The Change4Life Sports Clubs 2016 research builds upon the Lifetime Evaluation with new data from children, schools and public health directorates to address three key objectives: 1) Demonstrate the wider impact of Change4Life Sports Clubs; 2) Assess the value for money and return on investment of Change4Life Sports Clubs and; 3) Capture good practice for embedding and sustaining the programme. Part Three presents Area Case Studies for six geographical regions in England to provide insight into how the Change4Life Sports Clubs have been embedded and sustained in schools across each area: East, East Midlands, London, North East, North West and South East. Each case study is informed by (re)analysis of club deliverer and School Games Organiser (SGO) survey data, site visit case studies, and interviews conducted with Public Health Teams, senior school staff, Change4Life Sports Club Leads and SGOs. The final section of Part Three presents recommendations for embedding and sustaining the Change4Life Sports Clubs.



All photographs presented in this document have been provided by schools involved in *spear's* evaluations of the Change4Life Sports Clubs (2011-2015), with permission to be made publicly available.

Definitions:

Chief Medical Officers' (CMO) recommendations for physical activity levels in children- All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day (Department of Health, 2011. Start Active, Stay Active: A report on physical activity from the four home countries' Chief Medical Officers)

Low activity - Fewer than 30 minutes of moderate to vigorous intensity activity on each day (Health and Social Care Information Centre, 2013. Health Survey for England, 2012, Physical Activity in Children)

Inactivity- Being active for less than 30 minutes a week (Department for Culture, Media and Sport, 2015. Sporting Future: A New Strategy for an Active Nation)

Area Case Study: North West

Impact

Since 2011 Change4Life Sports Clubs have engaged over 61,900 children in primary schools across the North West. The clubs have supported over 8,000 additional children across the region to achieve at least 60 active minutes every day and meet CMO guidelines for physical activity. The programme has lifted 1,300 children out of inactivity, and helped over 25,300 children who joined the programme with low levels of activity become more active, more often.¹ The programme is reported to provide sufficient flexibility to address national health priorities and educational outcomes while also attending to local need.

To date the programme has provided schools across the North West with an effective mechanism for enhancing the wellbeing and individual development of over 9,300 less active children. Schools are implementing the clubs as a holistic approach to promoting and addressing the health and wellbeing agenda. They report that this approach has a positive impact on broader educational outcomes.

¹ Data collated 2011-16. Children were surveyed at weeks 1, 6, 12 and 24 of participation and 12 weeks after leaving Change4Life Sports Clubs.

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Change4Life is now much broader with the aim of getting the whole school healthier, fitter and happier (Change4Life Sports Club Lead, St Peter's Church of England Primary School, Chorley)

Key Success Factors

1. Developing multi-agency steering groups to expand and enhance delivery of Change4Life Sports Clubs within and beyond the school environment. Steering group members consist of (but are not restricted to):
 - Weight Management Teams
 - Active Lifestyle Services
 - School Games Organisers
 - Public Health Teams
 - Healthy Schools Teams
 - Physical Activity Teams
 - Sport and Leisure Services/Trusts
 - Community Groups
2. Aligning Change4Life Sports Clubs to wider health priorities and education agenda within key strategic policies and plans. For example:
 - Healthy Weight Strategy
 - Health and Wellbeing Strategy
 - Children and Young People's Plan
 - Children and Young People's Mental Health Services Transformation Plan
 - Sport and Physical Activity Strategy
 - School Inspection Framework
 - Children and Families Plan
 - School Improvement Plans
3. Capitalising on the knowledge, support and strong relationships of SGOs.
4. Developing Young Leader programmes to support delivery of clubs and provide developmental opportunities for pupils.

“

Change4Life is a structure for delivering preventative messages and effecting positive and long term behaviour change. We use Change4Life as a tier 1 lifestyle and weight management service (Health Improvement Specialist, Warrington Public Health)

Embedding & Sustaining Change4Life Sports Clubs

1. Developing and supporting Change4Life Sports Clubs that are robust enough to attend to national and local health priorities, yet flexible enough to address the needs of individual schools and their school improvement plans.
2. Garnering the support of Headteachers and Senior Leadership Teams to link Change4Life with the wider curriculum including Personal, Social and Health Education (PSHE), Maths, English and Physical Education.
3. Providing staff with relevant training, ongoing support and mentorship to enhance their knowledge, skills and experience and facilitate expansion and refreshing of clubs.
4. Linking with local community groups, private organisations and professional sports clubs to expand and enhance opportunities within and beyond the school environment. Links include Asda, Warrington Wolves Foundation and Manchester Giants.



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The Headteacher is a huge fan and very supportive of the club; she often uses information gained on the success of the club to report back to governors and inform their response to Ofsted (Change4Life Sports Club Lead, Moston Lane Community Primary School, Manchester)

Challenges

1. Developing a local inter-agency evaluation framework that allows Public Health Teams and schools to share Change4Life Sports Clubs data, maximise impact and evidence the value of Change4Life Sports Clubs across the area.
2. Providing additional opportunities for SGOs and Change4Life Club Leads to share best practice and expertise to enhance delivery and evaluation of the programme at a local level.
3. Engaging parents and families with Change4Life Sports Clubs to further support and promote healthy and active lifestyles within and beyond school.
4. Delivering a cohesive programme and consistent messages where structural separation of local services exists. For example where the Sport and Physical Activity Strategy and the Healthy Schools or Healthy Weight Strategy are managed and delivered by separate directorates within the local authority.

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Working in collaboration to collect and share meaningful evaluation data to really promote and evidence the impact of the clubs is a challenge, but is something we are collectively committed to improving (Public Health Manchester, Children and Families Directorate)

The Future

1. Development of a practical and sustainable inter-agency evaluation framework that evidences the broader impact of Change4Life Sports Clubs at a local level. Types of evidence used might include (but are not restricted to):
 - Stakeholder surveys/interviews
 - External validations/assessments
 - Case studies: including pictures, videos, testimonials/endorsements
 - Focus groups
 - Change4Life Sports Clubs logbooks
 - School performance data: e.g. attendance, attainment, behavioural observations
2. Continue to align Change4Life Sports Clubs to wider health priorities and education agenda, with a particular focus on:
 - Mental health and wellbeing
 - Closing the inequality gap
 - Weight management
 - Active and healthy lifestyles
 - Attainment and motivation
 - Attendance and punctuality
 - Engagement and behaviour
 - Transferable life skills
3. Secure additional investment through local health and clinical commissioning groups to replenish, sustain and expand Change4Life Sports Clubs.
4. Encourage schools to invest their Primary PE and Sport Premium to embed and sustain Change4Life Sports Clubs and to evidence this in their action plans.

Working in Partnership: Manchester – Public Health Manchester, Children and Families Directorate and School Games Organiser

The Public Health Team and SGO in Manchester have brought together a multi-agency partnership in order to develop a holistic and flexible Change4Life Sports Club programme that is aligned to public health priorities and whole school priorities. The steering group consists of representatives from:

- Change4Life Public Health
- Healthy Schools Team
- Active Lifestyle's Service
- Children and family weight management
- Manchester Giants Basketball Club
- Public health physical activity
- School Games Organisers

Collectively the group has been able to adapt the programme to meet the individual needs and priorities of schools and those of the Public Health Team and Council, while also attending to national priorities. The partnership approach enables the group to maximise funding and resources, develop a comprehensive training package for Change4Life Sports Club Leads and young leaders, develop community links, share good practice, and influence the investment of Primary Sport and PE funding to embed and sustain Change4Life Sports Clubs within schools. The group is committed to promoting and advocating the Change4Life Sports Club to their extended partners and key decision makers to garner wider support and investment for the clubs.

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We need to work in collaboration with our partners to evaluate the programme locally, to really provide the evidence we need to seek further funding and investment from health and education (Public Health Manchester, Children and Families Directorate)

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The Change4Life Sports Club is an integral part of my role as PE Co-ordinator. Our Headteacher has used the PE and Sport Premium to enable me to be released in the afternoons to deliver PE, sport and Change4Life... I really enjoy this club; it is a real highlight for me and will continue to be delivered (Change4Life Sports Club Lead, Moston Lane Community Primary School, Manchester)

Area Case Study: South East

Impact

Since 2011 Change4Life Sports Clubs have engaged 50,370 children in primary schools across the South East. The programme has effectively lifted over 1,200 children out of inactivity, helping them to achieve at least 30 minutes of physical activity per week. The clubs have supported over 11,900 children who joined the programme with low levels of activity to become more active, more often.¹ The programme forms part of a wider systematic and evidence based approach to effecting positive lifestyle behaviour change.

Participating schools across the South East are using the programme to support whole school agenda around healthy lifestyles and holistic development. The clubs are providing schools with opportunities to develop transferable life skills outside of the classroom; since 2011 they have effectively enhanced the wellbeing and individual development of more than 7,000 less active children.

¹ Data collated 2011-16. Children were surveyed at weeks 1, 6, 12 and 24 of participation and 12 weeks after leaving Change4Life Sports Clubs.

Key Success Factors

1. Embedding Change4Life Sports Clubs as part of a wider systematic, evidence based approach to child health improvement and tackling multiple lifestyle behaviours.
2. Gaining support from Headteachers and securing whole school commitment to the delivery of impactful and sustainable Change4Life Sports Clubs.
3. Having committed and designated Change4Life Sports Clubs Leads with the energy and passion to:
 - Attend training and gain new ideas
 - Provide consistency and continuity
 - Build relationships to support club members
 - Collect data and evaluate the impact of the club
 - Cascade knowledge and information
 - Sensitively recruit targeted children
 - Develop co-delivery opportunities with other staff
 - Identify exit routes and additional activity opportunities
4. Engaging enthusiastic young leaders to support club delivery and act as role models for participants, while also providing a pathway for club members to 'graduate' as young leaders themselves.

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The children involved in the Change4Life Sports Clubs are happier, which has impacted on their emotional wellbeing, confidence, self-esteem and resilience. We have happy and active children with positive attitudes (Change4Life Sports Club Lead, Wimborne Junior School, Portsmouth)

“

We use a whole systems approach to effect positive behaviour change. Change4Life is one of the Healthy Schools programmes that we use as an evidence based intervention to address child health improvement by tackling multiple lifestyle behaviours (Head of Specialist Health Commissioning and Health Improvement, East Sussex County Council)

Embedding & Sustaining Change4Life Sports Clubs

1. Engaging all teaching and non-teaching staff at the inception phase of Change4Life Sports Clubs to foster a whole school approach to the programme.
2. Creating time for staff to work together and effectively align the programme to the wider curriculum.
3. Using pupil voice to empower club members and young leaders to drive and shape the programme. For example, providing pupils with a say in the type of playground equipment purchased.
4. Developing a whole school activity log that engages classes in tracking and evaluating their individual and collective activity levels; providing weekly incentives rewarding the most active classes, such as:
 - walking a 'trim trail'
 - an afternoon at the local park
 - a class party



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We use our Change4Life Sports Club as an approach to change the perceptions of physical activity within our school. With the support of staff and young leaders, we collect data and registers monitoring activity levels which enables us to measure the impact of the programme (Change4Life Sports Club Lead, Wimborne Junior School, Portsmouth)

Challenges

1. Developing partnerships with families and other organisations to broaden the reach of Change4Life Sports Clubs.
2. Aligning key services, such as catering, to the principles of Change4Life Sports Clubs. For example, adapting school dinner portion sizes appropriately to children's ages.
3. Ensuring consistency and continuity between Change4Life Sports Clubs and other national healthy lifestyle programmes designed to support the whole family, such as One You.
4. Developing a data sharing system or approach that enables Public Health Teams and schools to share data and collectively evidence the wider impact of Change4Life Sports Clubs at a local level.



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While I know hot school meals are currently beyond the scope of Change4Life Sports Clubs as they are delivered by outside agencies, I feel the programme and brand have enough 'pull' to really address the 'one portion size fits all' approach. For me this contradicts the teaching about portion sizes and provides mixed messages (Change4Life Sports Club Lead, Wimborne Junior School, Portsmouth)

The Future

1. Development of a local school-to-school support system that:
 - Recruits new senior leader advocates for the programme
 - Identifies and shares learning, good practice and key successes
 - Supports schools in embedding a young leader pathway
 - Deploys Change4Life Sports Club Leaders as mentors
 - Supports schools in aligning the programme to whole school agenda
 - Supports schools in identifying suitable exit routes and transitional pathways for club 'graduates'
2. Align and link the delivery of One You, lifestyle courses and other local initiatives with Change4Life Sports Clubs to support the systematic and evidence based approach to child and adult health improvement across the region.
3. Engage community organisations and develop parent/family-school partnerships to maximise impact and sustain the Change4Life Sports Clubs programme beyond the school.
4. Encourage schools to replenish their equipment through the use of their Primary PE and Sport Premium and refresh their clubs to support their healthy lifestyle offer.

“

We need to consider how we link and align the new national One You programme with Change4Life, and how these and our lifestyle courses all complement each other (Head of Specialist Health Commissioning and Health Improvement, East Sussex County Council)

Inspiring Participation: Wimborne Junior School, Portsmouth – Change4Life Sports Club Lead and Learning, emotional and literacy support assistant

At Wimborne Junior School the passion and commitment of the Club Lead and her understanding of the programme aims has been instrumental in engaging senior lead teachers and staff across the school. The Change4Life Sports Club now benefits from the support of 4 play leaders (staff members), 34 young leaders and lunchtime supervisors. The club aligns to the school's broader health and wellbeing agenda and has been embraced across the school. Every class completes an activity register and data is recorded on a database; children are incentivised to be physically active with prizes awarded to the most active class of the week and term, such as access to the trim trail on a Friday afternoon, holding a class party or a trip to the local park. The programme is celebrated in assemblies and has been advocated through regional tv news and local press. The Club Lead's enthusiasm and ambition for sustaining the Change4Life Sports Club has encouraged the Headteacher to invest in playground and sporting equipment and to proactively support the development of young leaders and staff engaged in the programme.

“

Our play leaders programme, which came about at the same time as the Change4Life Sports Club, has been extremely successful. So much so I have had a few schools ask for our help in launching a similar programme in their schools. I will take a few of our young leaders with me and we can collectively mentor the Club Leads and children who will become playtime leaders, which is very exciting (Change4Life Sports Club Lead, Wimborne Junior School, Portsmouth)

Area Case Study: North East

Impact

Since 2011 Change4Life Sports Clubs have engaged over 26,400 children in primary schools across the North East. The clubs have supported over 1,200 additional children across the region to achieve at least 60 active minutes every day and meet CMO guidelines for physical activity. The programme has lifted more than 700 children out of inactivity, and helped over 4,300 children who joined the programme with low levels of activity become more active, more often.¹ The programme is being used by healthy weight management steering groups and alliances to provide positive environments and activities that encourage healthy weight management.

The programme plays an important role in supporting schools' efforts to promote healthy lifestyles and positive wellbeing. To date the clubs have provided an effective mechanism for enhancing the wellbeing and individual development of over 2,100 less active children across the region.

¹ Data collated 2011-16. Children were surveyed at weeks 1, 6, 12 and 24 of participation and 12 weeks after leaving Change4Life Sports Clubs.

Key Success Factors

1. Embedding the Change4Life Sports Clubs as part of a holistic approach to tackling broader healthy lifestyle behaviours and positive behaviour change. For example:
 - Integrating Change4Life Sports Clubs as part of a local healthy check programme
 - Health and Wellbeing boards advocating the use of Change4Life Sports Clubs and raising awareness of the programme
 - Commitment from healthy weight management groups and alliances to deliver Change4Life Sports Clubs
 - Influencing local health and activity providers to support the delivery of Change4Life Sports Clubs in schools and the community
2. Using the School Sports Partnership to broker and manage strong relationships between Public Health Teams and primary school networks in order to embed and sustain the Change4Life Sports Clubs in schools.
3. Adapting the national programme offer and campaign messages to address local health priorities and school agenda and provide a strong Change4Life presence in the area through a range of media. For example:
 - Local press, radio and TV
 - Local campaign flyers/posters
 - School assemblies, CPD sessions and conferences
 - Social media, blogs and websites
 - Promotion by partner organisations
 - Visual displays at community festivals or carnivals
4. Organising Change4Life Sports Clubs festivals that offer a range of activities and promote and celebrate the programme's ethos.

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We use the Change4Life Sports Club to support health and wellbeing by raising self-esteem and engaging pupils who normally wouldn't engage in group sport. We also work with the children who are overweight or obese (Headteacher, Herrington Primary School, Sunderland)

“

The healthy weight management alliance supports the delivery of the healthy weight strategic framework. Within that is a commitment for the delivery of Change4Life; we have used Change4Life as part of our healthy check programme locally (Public Health Portfolio Lead, County Durham)

Embedding & Sustaining Change4Life Sports Clubs

1. Developing strong working partnerships with locally-recognised sport foundations to support delivery of the programme in schools and across the community.
2. Collaborating with local secondary schools to identify previous Change4Life Sports Club 'graduates' to recruit and train as young leaders and support the delivery of clubs in feeder primary schools. The role of young leaders include (but is not restricted to):
 - Mentoring and 'buddying' up with club members to create a fun and supportive environment
 - Helping club members develop their own leadership skills
 - Acting as ambassadors and role models for club members
 - Engaging club members in the development of their own activities and games
 - Encouraging club members to share their ideas through pupil voice
 - Using the resource cards and equipment to deliver activities
3. Mapping Change4Life Sports Clubs outcomes to the National Healthy Schools Programme and sharing this knowledge with teaching and non-teaching staff to encourage a whole school commitment to delivery of the programme.
4. Using the Primary PE and Sport Premium to replenish existing resources, invest in new equipment and train young leaders to support club delivery.

“

We have a strong relationship with primary schools that has grown through our School Sports Partnership. Collectively we use Change4Life as a holistic approach to behaviour change. The clubs address activity levels, healthy eating, self-esteem, body image, bullying and so on (Public Health Principal, Darlington Public Health Team)

Challenges

1. Delivering and simplifying the messages of multiple national (e.g. One You) and local health programmes to provide clear and consistent health messages across the community.
2. Providing a non-burdensome mechanism for multiple organisations to collect and share meaningful and timely data to evidence the impact of the programme at a local level.
3. Encouraging local physical activity providers in schools and the community to, where appropriate, align their programmes to Change4Life Sports Club outcomes.
4. Receiving resources linked to national programme campaigns with enough lead in time to effectively promote the messages and activities at a local level.

“

Trying to share and collect data regarding the uptake of Change4Life messages or activities can be very challenging and can take months if not longer at times (Public Health Portfolio Lead, County Durham)



The Future

1. Strengthen existing partnerships and develop new relationships with community groups, foundations and organisations to provide a broad range of traditional and 'non-traditional' physical activities in schools and the community.
2. Integrate and simplify key outcomes from multiple national and local programmes and present cohesive messages in a clear and consistent manner.
3. Continue to reinforce links between the Change4Life Sports Clubs and the National Healthy Schools Programme, Ofsted expectations and the requirements of the Primary PE and Sport Premium.
4. Promote the success of the programme in developing young leaders; encourage schools to develop and embed a young leaders pathway that enables club members to develop leadership skills and become leaders themselves.



Community Links: Herrington Primary School, Sunderland – Headteacher

Herrington Primary School have forged strong links with the Foundation of Light to deliver a broad range of activities aligned to the ethos and outcomes of the Change4Life Sports Clubs. The Foundation of Light, which is the registered charity of Sunderland FC, works across the community and local schools with the purpose of changing the lives of children and their families through sport, health, community and education programmes. The Foundation of Light supports delivery of the Change4Life Sports Club within the school to promote mental wellbeing and team work, and tackle wider issues such as racism. The additional support of the Foundation of Light brings added value to the Headteacher's investment in the Change4Life Sports Club, and the success of the partnership has encouraged continued Primary PE and Sport Premium investment in the programme.

“

We work closely with the Foundation of Light (Sunderland FC) and a private deliverer to support the delivery of the Change4Life Sports Club. These partnerships help us tackle issues around health, wellbeing, activity, eating well, racism, bullying, body image and many more! (Headteacher, Herrington Primary School, Sunderland)

“

Key to our success is the relationship between our staff who deliver the Change4Life Sports Club and the children who attend. Our staff weren't 'press ganged' into delivering the club; they willingly engaged in the programme. The staff are motivated, committed and willing to access additional training to really add value to the Change4Life Sports Club in our school (Headteacher, Herrington Primary School, Sunderland)

Area Case Study: East

Impact

Since 2011 Change4Life Sports Clubs have engaged 35,880 children in primary schools across the East. The clubs have supported over 2,200 additional children across the region to achieve at least 60 active minutes every day and meet CMO guidelines for physical activity. The programme has helped over 4,500 children who joined the programme with low levels of activity become more active, more often.¹ The programme is used to underpin the National Healthy Schools programme at a local level and support a preventive approach to health and wellbeing.

The clubs are providing schools with a holistic approach to promoting the health, wellbeing and individual development of learners. To date the programme has effectively enhanced the wellbeing and individual development of over 3,600 less active children across the region.

¹ Data collated 2011-16. Children were surveyed at weeks 1, 6, 12 and 24 of participation and 12 weeks after leaving Change4Life Sports Clubs.

Key Success Factors

1. Delivering Change4Life Sports Clubs as a tier 1/universal weight management service that targets primary school children from years 1 to 6.
2. Recognition and awareness of Change4Life as a trusted and adaptable healthy lifestyle and behavioural change brand that is suitable for multiple audiences, including teachers, parents, community groups/organisations and health professionals.
3. Mapping Change4Life Sports Clubs to other agendas and initiatives, including:
 - National Healthy Schools Programme
 - Schools' Health and Wellbeing Agenda
 - Ofsted Common Inspection Framework
 - Healthy Schools Award
4. Developing a school support network managed by SGOs. Support provided by SGOs includes (but is not restricted to):
 - Continuous training and development opportunities
 - Making links with other organisations
 - Co-delivery and mentoring opportunities
 - Developing local young leadership pathways that support club delivery
 - Linking other programmes and resources e.g. Skills2Play, Tri Golf
 - Opportunities to share good practice

“

We use Change4Life Sports Clubs in our schools as a universal or tier 1 weight management offer promoting healthy lifestyles and positive choices (Children's Lifestyle Coordinator, Southend-on-Sea Borough Council)

“

Through the Change4Life Sports Club and our cooking club we believe we can provide our children with knowledge, improved skills and wellbeing, as well as creating fruitful partnerships between home, school and the community (PE Co-ordinator and Senior Teacher, Our Lady of Lourdes Roman Catholic Primary School)

Embedding & Sustaining Change4Life Sports Clubs

1. Recruiting the Headteacher, Senior Leadership Team and School Governors as advocates and champions of Change4Life Sports Clubs to embed the programme and secure further investment from the Primary PE and Sport Premium.
2. Providing club deliverers with the confidence, knowledge, training and support to mentor school staff and young leaders and enhance and sustain delivery across the school.
3. Empowering participants to take ownership of clubs; to share ideas, provide feedback, shape delivery and decide on a name for the club. Examples of club names chosen by participants include 'Action Heroes' and 'Super Life Changers'.
4. Creating a scheme to monitor children's activity levels, such as an 'Activity Passport', used to encourage and track activity. The personalised passport is stamped at the beginning of every activity session, including Change4Life Sports Clubs, to provide monitoring data.



Challenges

1. Ensuring sufficient capacity to build and sustain consistent and effective relationships between SGOs, YST and Public Health Teams and embed and sustain the programme across all schools.
2. Accessing and sharing local data to establish the reach and effectiveness of the programme for all organisations involved.
3. Providing consistent and fluid messages that link and support the Change4Life Sports Clubs with multiple lifestyle and behaviour change programmes at a local (e.g. tier 2 weight management service offer MoreLife) and national level (e.g. One You).
4. Establishing strong family-school partnerships that support the ethos of Change4Life Sports Clubs in school and at home.



“

Huntingdon Sports Partnership came into our school for 6 weeks to train me as mentor, as I had never delivered PE before. Once I had the training I had the confidence and knowledge to upskill my colleagues and deliver the programme across the school! I now also lead on Skills2Play and I am looking at how they might complement each other (Change4Life Sports Club Lead, Ramsey Community Primary School, Huntingdon)

“

Being able to access more local data, for example, how many people have downloaded the app, or the activity levels of the children would be useful, particularly when you are being asked questions about programmes. Also being able to report back on reach and effectiveness and being able to show impact (Health Improvement Practitioner Advanced, Southend-on-Sea Borough Council)

The Future

1. Continue to deliver and embed Change4Life Sports Clubs as part of the tier 1/ universal weight management service.
2. Encourage future investment in clubs from schools and public health directorates by promoting the programme's effectiveness in addressing wider health priorities and educational outcomes.
3. Promote the use of pupil voice as an integral element of Change4Life Sports Clubs.
4. Build on the partnership between Public Health Teams and SGOs in order to:
 - Expand and sustain clubs
 - Involve other agencies and organisations
 - Offer initial and further training
 - Secure further investment
 - Maximise the impact of clubs
 - Minimise duplication and simplify key messages
 - Develop school-community links
 - Raise the profile of clubs



Developing the Change4Life Sports Club workforce: Ramsey Community Junior School, Cambridgeshire – Change4Life Sports Club Lead

SGOs within the Hunts School Sports Partnership provided the Change4Life Sports Club Lead at Ramsey Community Primary School with a six-week training and mentoring opportunity. The training package was designed to develop the knowledge, understanding, confidence and competence of the Club Lead, who had “never done PE before”. Throughout the six weeks the SGOs offered her the opportunity to observe, model and co-deliver the Change4Life Sports Club activities until she felt confident and competent enough to independently lead and drive delivery of the club within the school: “this provided me with the knowledge and confidence to deliver, adapt and change activities. I now deliver Skills2Play as well and I am looking at how I can link the activities together.” Through the School Sports Partnership, the SGOs provide an ‘open door’ policy to their partner schools which enables the Club Lead to ask for support, help or direction at any time. The provision of continuous training and support ensures that clubs are refreshed and Club Leads remain knowledgeable, and has been key to the success of the Change4Life Sports Club in Ramsey Community Junior School.

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We are going to keep the programme as part of our services and will continue to signpost Change4Life within weight management and tier 1 service. We will also work closely with SGOs and schools to continue to promote Change4Life Sports Clubs and maximise the impact of the programme (Health Improvement Practitioner Advanced, Southend-on-Sea Borough)

“

I am going to keep the Action Heroes on; I think the Change4Life Sports Clubs are the future for PE and sport I think that's going to become more important than just sport itself. I think the whole healthy lifestyle holistic approach will be seen as the most important thing, you know (PE Co-ordinator and Senior Teacher, Our Lady of Lourdes Roman Catholic Primary School)

Area Case Study: East Midlands

Impact

Since 2011 Change4Life Sports Clubs have engaged over 28,680 children in primary schools across the East Midlands. The clubs have supported over 1,900 additional children across the region to achieve at least 60 active minutes every day and meet CMO guidelines for physical activity. The programme has lifted 700 participating children out of inactivity, and helped over 4,800 children who joined the programme with low levels of activity become more active, more often.¹ The programme forms part of a life course approach to effecting positive behaviour change.

The Change4Life Sports Clubs are used as a holistic approach to tackling obesity, promoting physical activity and developing broader social and emotional wellbeing. To date clubs have effectively enhanced the wellbeing and individual development of over 2,600 less active children across the region.

¹ Data collated 2011-16. Children were surveyed at weeks 1, 6, 12 and 24 of participation and 12 weeks after leaving Change4Life Sports Clubs.

“

The Change4Life Sports Club links across our whole curriculum helping with the promotion of healthy eating, social skills, working together and turn-taking to name a few areas (Headteacher, Yarborough Academy)

Key Success Factors

1. Embedding Change4Life Sports Club messages and resources in the wider 'Make Every Contact Count' (MECC) programme to align and support key themes linked to obesity, physical activity, healthy lifestyles and mental wellbeing.
2. Mapping the programme to wider health and education agendas, priorities, policies, events and structures. For example:
 - Healthy Weight Strategy
 - Healthy Schools Award
 - Health and Wellbeing Schools
 - Healthy Young People's Event
 - Healthy Early Years Award
 - Health Watch Sessions
 - Local charities
 - Community organisations
3. Developing a Sports Leaders programme to support delivery of Change4Life Sports Clubs and provide developmental opportunities for pupils across the school.
4. Empowering club participants by using Change4Life Sports Club resources to support a cross-curricular project-based learning approach that incorporates pupil voice.

“

Change4Life resources and messages are used as part of MECC (Make Every Contact Count) delivery, to support healthy lifestyle messages for key MECC areas: obesity, physical activity, healthy lifestyles, mental wellbeing and alcohol. We have a Healthy Early Years Award and a Healthy Schools Award which we utilise resources for. We also signpost to Change4Life where possible (Health Improvement Principal, Public Health, People Directorate, Milton Keynes Council)

Embedding & Sustaining Change4Life Sports Clubs

1. Aligning key programme messages to support delivery of wider education outcomes, and mapping resources to a project-based learning approach to enhance delivery of Maths, English and PSHE.
2. Celebrating Change4Life Sports Clubs at inter-school festivals, allowing club members to showcase their skills and engage in a range of activities with participants from other schools.
3. Raising the profile of the programme among children and families by allowing participants to rename the club and maximise its appeal.
4. Developing a school-to-school support system managed by SGOs that supports schools to:
 - Share and celebrate good practice
 - Access additional training and development
 - Integrate a range of resources from other programmes into delivery
 - Embed Change4Life Sports Clubs across the curriculum
 - Develop community partnerships
 - Utilise club 'graduates' as peer mentors/ambassadors
 - Develop local young leader pathways
 - Engage parents and families



Challenges

1. Raising the profile and awareness of enhanced Health and Wellbeing Schools, promoting the support and expertise they can offer and advertising how schools access it.
2. Working in collaboration with key delivery partners and schools to share programme responsibilities, data and evidence, avoid duplication and maximise programme impact.
3. Receiving resources linked to national campaigns with enough lead in time to 'localise' educational and promotional material, ensuring that key programme messages are meaningful and relevant to schools and communities.
4. Ensuring there is sufficient knowledge and capacity within schools to build and embed Change4Life Sports Clubs across the school.



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There are children who have come out of their shells and are much more confident. We also believe we can cross-reference the improvements seen in this group of children to their attainment at the end of term. Of course the changes observed in each child happened and continue to happen on a real individual level; some children have really grasped the Change4Life Sports Club with both hands and really pushed on and embraced it (Headteacher, Yarborough Academy)

“

Budget and receiving resources in a timely fashion are always challenges we face with any programme (Health Improvement Principal, Public Health, People Directorate, Milton Keynes Council)

The Future

1. Promote and highlight the support and expertise offered by the enhanced Health and Wellbeing Schools in the area.
2. Strengthen working relationships between programme delivery partners to facilitate data sharing, avoid duplication of efforts, streamline delivery and maximise programme impact.
3. Develop local young leadership pathways to support holistic development and build capacity, helping to embed and expand Change4Life Sports Clubs within schools.
4. Encourage schools to refresh their clubs and replenish resources with the use of the Primary PE and Sport Premium, and demonstrate the impact of the investment by aligning programme outcomes to wider educational outcomes and health and wellbeing agenda. For example:
 - Wider curriculum, including project-based learning opportunities
 - National Healthy Schools Programme
 - Ofsted Common Inspection Framework
 - Healthy Schools Award



Integrating Change4Life Sports Clubs into the wider curriculum (Change4Life and project-based learning): Yarborough Academy, Lincolnshire – Headteacher

Yarborough Academy has successfully embedded the Change4Life Sports Club across the school, while also using programme outcomes to engage families and the wider community. The school uses the natural synergy between its project based teaching and learning approach and the Change4Life Sports Club to link Change4Life across the curriculum. For example, activities such as making healthy pizzas have been linked to fractions, quantities, ratios and portions. The approach links children's academic work with 'real life' situations and healthy lifestyles. As the programme is suitable for and fulfills elements of the pupil premium spend, the school has been able to use the funds to develop and sustain the club. Embedding the programme in this way has ensured that the school is committed to sustaining the programme. The Headteacher at Yarborough Academy explained: "we use the Change4Life Sports Club to improve and develop physical and emotional health, as well as enhancing aspirations which will hopefully improve academic attainment too."

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We will continue to prioritise disseminating and promoting Change4Life. We will look to maximise any opportunity to promote the programme, for example we are running a 'Stand at Play Day' in August with the opportunity to get Change4Life sign-ups for families in the summer, as well as continuing to capitalise on our links with schools (Health Improvement Principal, Public Health, People Directorate, Milton Keynes Council)

“

The problem we have now is capacity as it has become so successful we may need to look at running more clubs. We have children who don't want to leave the club after 12 weeks and new children who desperately want to start! (Change4Life Sports Club Deliverer, Yarborough Academy)

Area Case Study: London

Impact

Since 2011 Change4Life Sports Clubs have engaged over 54,080 children in primary schools across London. The programme has effectively lifted over 1,300 children out of inactivity, helping them to achieve at least 30 minutes of physical activity per week. The clubs have supported over 3,900 children who joined the programme with low levels of activity to become more active, more often.¹ The programme forms part of a wider marketing campaign focused on changing behaviours and improving the health and wellbeing of children ‘under one banner’.

Change4Life Sports Clubs have provided schools across London with a vehicle for increasing physical activity, improving healthy choices and developing a sense of belonging, confidence and competence in learners. The clubs are providing schools with opportunities to develop social and emotional wellbeing, behaviour and attainment; since 2011 they have effectively enhanced the wellbeing and individual development of more than 2,500 less active children.

¹ Data collated 2011-16. Children were surveyed at weeks 1, 6, 12 and 24 of participation and 12 weeks after leaving Change4Life Sports Clubs.

Key Success Factors

1. Adopting national Change4Life programme messages, including the key messages outlined in Change4Life Sports Clubs, as *the* overarching marketing campaign championing the holistic health and wellbeing of children across London.
2. Aligning the Change4Life Sports Clubs to wider health priorities and education agenda within key strategic policies and plans. For example:
 - Healthy Weight Strategy
 - Health and Wellbeing Strategy
 - Children and Young People’s Plan
 - School Improvement Plans
 - School Inspection Framework
 - Sport and Physical Activity Strategy
3. Attending local health and education networks to raise awareness of Change4Life Sports Clubs among local policy and decision makers. Local networks include:
 - Health and Wellbeing Boards
 - PE, Sport and Physical Activity Conferences/Networks
 - LA School Governor Conferences
 - LA Headteachers’ Associations
4. Recognition of Change4Life as a trusted brand that tackles broader healthy lifestyle behaviours and can be used to support and promote a range of initiatives, such as:
 - Active Travel maps
 - Weight Management Workshops
 - Web based Knowledge Hubs and Tools
 - Healthy Family Programmes

“

Working with a range of local providers we have used Change4Life as a central marketing campaign, focused on changing behaviours and improving the health and wellbeing of children under one banner (Public Health Strategist: Behaviour Change, London Borough of Hounslow)

“

We use the Change4Life Sports Club and Healthy Schools to promote the importance of being more active, eating well and making choices (Teacher, Robert Blaire Primary School, Islington, London)

Embedding & Sustaining Change4Life Sports Clubs

1. Integrating programme resources and activities across the curriculum to ensure that teaching staff and children recognise relationships between academic work, 'real life' situations, healthy lifestyles and wellbeing.
2. Using the Primary PE and Sport Premium to provide additional mentoring and training opportunities to delivery staff, develop and train young leaders and replenish and build on existing Change4Life Sports Clubs resources.
3. Celebrating and promoting the programme at Change4Life Sports Clubs festivals organised by SGOs, that offer a range of fun team building, physical activity and healthy eating games.
4. Having passionate, energetic and committed Change4Life Sports Clubs deliverers who have the confidence, competence and motivation to:
 - Integrate the programme across the curriculum
 - Mentor and develop other staff
 - Continue to refresh and replenish clubs
 - Align clubs to wider health and wellbeing agenda
 - Provide consistency and continuity
 - Identify exit routes for club 'graduates'

“

We had the children looking at Lucozade and when we said it contained 17 teaspoons of sugar they said 'that's ok, right?' Until we measured it out into a bowl and they were shocked they said 'wow that's a lot of sugar'. But this made a few of them say 'I am not having that anymore' and then we did the Haribo; they were like 'we are definitely not doing that anymore!' (Teacher, Robert Blaire Primary School, Islington, London)

Challenges

1. Developing a cohesive and non-burdensome mechanism by which Public Health Teams and educational organisations can share programme evidence, maximise the reach and impact of the programme at a local level and support further investment.
2. Promoting and raising awareness of the enhanced Health and Wellbeing Schools and the support they can offer to local primary schools.
3. Aligning key messages, resources and activities of the Change4Life Sports Clubs with other national programmes (e.g. Start4Life and One You) that support positive behaviour change and healthy lifestyles.
4. Ensuring sufficient capacity in schools, Public Health Teams, SGO network and other stakeholders to effectively embed the programme across schools and expand delivery into local communities.

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We are trying to simplify the key messages of multiple healthy lifestyle and behaviour change programmes. We need to ensure the likes of Start4Life, Change4Life, and One You are complementing each other. We need time to consider the transition between programmes where there is a crossover in age and make sure messages are accurate, consistent, and continuous to help people make and sustain lifelong healthy lifestyle choices (Public Health Strategist: Behaviour Change, London Borough of Hounslow)



The Future

1. Develop an effective mechanism to identify and share data and evidence and maximise the reach and impact of the programme.
2. Collaborate with public health, educational and community organisations to co-ordinate and manage programme delivery across schools and the community.
3. Raise awareness of the enhanced Health and Wellbeing Schools, and the support and expertise they offer in delivery of the programme.
4. Simplify and align key messages and outcomes of the Change4Life Sports Clubs and other national and local healthy lifestyle and behaviour change programmes to provide continuity and consistency for local residents.



Promoting Change4Life Sports Clubs and the wider Change4Life programme to schools: A collaborative approach - Hounslow Public Health Team and Sport Impact.

Working in collaboration, Hounslow Public Health Team and Sport Impact (formally the School Sports Partnership), developed a partnership approach to promoting the national Change4Life campaign and Change4Life Sports Clubs to schools. The Public Health Team provides Sports Impact with resources and tools to raise awareness of broader programme outcomes, enabling Sports Impact to:

- Host a promotional photo shoot for the national Change4Life campaign
- Distribute resource cards directly to schools
- Ensure all Change4Life marketing materials had a presence and were visible at events hosted or attended by Sports Impact
- Promote interactive online tools and apps
- Remind schools of alerts and communications sent to them by the Public Health Team and the online knowledge hub

This approach ensures that schools receive consistent and direct messages regarding the programme. Moving forward the Public Health Team, working in partnership with Sport Impact and other organisations, aims to further develop a co-ordinated approach to maximise the reach and impact of the programme.

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We really are looking at Change4Life and One You, which are our big national branded campaigns, and working out how they best fit together to really maximise the exposure of these key lifestyle messages to our children, families and adults (Public Health Strategist: Behaviour Change, London Borough of Hounslow)

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We have a local wellbeing service in Hounslow. As a part of their role they deliver child weight management and healthy lifestyles in schools; this is fully aligned to Change4Life and will be branded as Change4Life Hounslow to really capitalise on the pulling power of the brand (Public Health Strategist: Behaviour Change, London Borough of Hounslow)

Recommendations

National

1. Consider providing national and regional engagement events for key strategic and operational partners involved in the delivery of Change4Life Sports Clubs and Change4Life to:
 - Increase understanding of the roles, responsibilities, priorities and outcomes of partner organisations
 - Enhance collaboration to maximise capacity and resources, capitalise on a coordinated approach to delivery and prevent duplication
 - Facilitate good practice sharing among key stakeholders
 - Encourage mapping of Change4Life Sports Clubs outcomes to wider agenda
 - Promote alignment of other health and physical activity programmes with Change4Life Sports Clubs to enhance delivery and develop school-community exit routes
 - Provide opportunities to develop wider partnerships with organisations that can support Change4Life and Change4Life Sports Club messages in the community. For example, working with social landlords, national sporting organisations, or youth groups/networks
2. Provide guidance and support on inter-agency monitoring and evaluation to increase understanding of its role in evidencing impact on key agenda and to encourage data sharing, including:
 - Identifying data currently collected and any data protection issues relating to sharing this evidence
 - Using the national Change4Life Sports Clubs Evaluations and impact data to support local evidence
 - Presenting data and evidence in an impactful way for diverse audiences
 - Using data and evidence to garner further investment in the programme
3. Promote the role of Change4Life Sports Clubs in achieving health, wellbeing and educational outcomes to support schools' ability to celebrate success and garner support for and investment in the programme. Align outcomes to key strategies, policies and funding streams to maximise support, including:
 - The School Inspection Framework; National Healthy School; Primary PE and Sport Premium; Healthy Weight Strategy; Children and Young People's Plan; Sport and Physical Activity Strategies (including active travel, and active school plans); Health and Wellbeing Strategies; Children and Families Plan; Children and Young People's Mental Health Services Transformation Plan

Extend the reach of the Change4Life Sports Clubs and encourage collaborative working by holding national and regional engagement events for a wide range of stakeholders

Enhance inter-agency monitoring and evaluation by providing guidance and support on the collection, sharing and presentation of data and evidence to address stakeholders' agendas and outcomes

Widen support for and investment in Change4Life Sports Clubs by promoting achieved outcomes aligned to key strategies, policies and funding streams

Local

1. Encourage key Change4Life and Change4Life Sports Clubs strategic and delivery partners (e.g. Public Health Teams, SGOs, schools and other organisations locally) to develop a joint communication strategy to:
 - Promote and raise awareness of enhanced Health and Wellbeing Schools
 - Advocate the role of these schools in supporting the wider health and wellbeing agenda
 - Raise awareness of the support they could offer local schools, and how to access it
2. Promote the development of local multi-agency Change4Life and Change4Life Sports Clubs steering and operational groups, consisting of a range of Public Health Teams, educational experts, and community organisations that:
 - Align the programme to national and local health priorities, strategies and school agenda
 - Advocate the impact of Change4Life Sports Clubs to schools and key decision makers
 - Work in collaboration to maximise the reach and delivery of the programme
 - Provide consistent messages that resonate with local communities
 - Capitalise on the skills and knowledge of the group to increase capacity
 - Secure additional investment to further embed and expand the programme
 - Provide ongoing training and support to keep clubs fresh and relevant
 - Develop relevant and sustainable activities for club members to transition into
3. Consider how best to align key outcomes and messages from other national (e.g. Start4Life, One You) and local healthy lifestyle and behaviour change inventions with Change4Life Sports Clubs in order to:
 - Provide continuity between programmes to support positive lifestyle behaviours across primary and secondary schools, and throughout the life course
 - Ensure messages are simplified, consistent, and easy for schools and other organisations to use
 - Promote the use of national interactive resources and tools to support the delivery of local health and wellbeing agenda in schools and the community

Promote enhanced Health and Wellbeing Schools by developing local inter-agency communication strategies

Maximise the reach and impact of Change4Life Sports Clubs by encouraging the development of multi-agency Change4Life steering groups

Capitalise on national and local healthy lifestyle programmes by aligning key outcomes with the Change4Life Sports Clubs