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1TeamActive Evaluation: Final Report

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EXECUTIVE SUMMARY

This executive summary synthesises the full evaluation report of 1TeamActive. The full report gave a background to the project, information on who participated, detailed quantitative and qualitative data used to evaluate the project and identified what to take forward. It also outlined the impact of the Covid-19 pandemic on the programme of work and participant numbers.

4 police forces piloted the 1TeamActive programme, each put on 2 event days (one in September 2021, one in March/April 2022) for police force employees and their families to try various physical activities before engaging in 11 weeks of instructor-led activity. In total:

- 349 police force employees applied to take part, and 299 who met the programme criteria were invited to the event days;
- 96 police force employees attended the event days accompanied by a further 98 family members (N = 194);
- Following the event days, 147 police force employees began the 11 weeks of instructor-led physical activity with a further 153 family members attending (N = 300).

A repeated measures MANOVA was conducted to determine if there were significant changes in physical activity and well-being following 11 weeks of 1TeamActive. The programme was found to have a statistically significant impact on:

- Physical activity – on average, participants increased from Inactive (i.e., doing less physical activity than World Health Organization guidelines) to Fairly Active (i.e., doing physical activity equivalent to World Health Organization guidelines);
- Mental well-being - mental well-being of participants significantly improved from below the national norm to above the national norm;
- Significant positive impacts were found on attitudes to physical activity, motivations for physical activity and self-efficacy (i.e., belief in people's ability to achieve their goals);
- There was a significant decrease in police force employees perceiving that they were unable to meet their work demands.

Interviews indicated that participants enjoyed the programme and perceived positive physical, psychological and social impacts after participating in 1TeamActive. The nutrition information in the event days was impactful and enabled participants to develop new eating habits.

However, further signposting following the 11 weeks of activity is needed to support participants in maintaining physical activity habits. The participants and police force working groups suggested that they would like to see 1TeamActive continue. For 1TeamActive to run sustainably, the following should be taken forward:

- To engage more participants into the programme police forces need a recruitment strategy including senior management support, success stories from previous participants, with online and face to face communications;
- Event days were important, participants enjoyed the variety of physical activities but separate provisions for adults and children should be considered;
- The 1TeamActive community should continue to build Facebook and group WhatsApps to enable participants to interact with each other and their instructors;
- Clear strategies are needed to support shift workers in attending 1TeamActive, managing this (amongst other support elements) increased the demand on police force working groups.

The information in this report provides an evidence base that 1TeamActive fulfils a need to support the policing family with increased physical activity and mental well-being.



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1.0 Background

1.1 Context

Police work in the UK is stressful (Police Federation, 2021). This workplace stress can be negatively associated with mental health and well-being (e.g., Oliver et al., 2022; Police Federation, 2021), and adversely impact family relationships (Tuttle et al., 2018). Common types of demands experienced by police officers and staff include operational (e.g., job-related violence, exposure to danger, shift work) and organizational factors (e.g., administrative processes, inadequate resources, co-worker and supervisor relations; McCreary & Thompson, 2006). The National Police Wellbeing Service (NPWS) and Oscar Kilo (OK)¹ provide a policy through which police forces should seek to support police workers' physical and psychological well-being. One area of support that has been found to help police workers improve their physical and psychological well-being is the engagement and provision of physical activity (Oliver et al., 2021). Building on such research findings, this report evaluates '1TeamActive', a programme funded by the Sport England Families Fund that aimed to improve the well-being of police workers and their families through increased physical activity.

1.2 1TeamActive

TeamPolice was granted funding by Sport England and the National Lottery to deliver 1TeamActive, a pilot physical activity programme for police forces. A 1TeamActive programme office was created to lead each participating police force through the process of delivering the 1TeamActive programme, providing all required material².

1TeamActive aimed to improve the health, lifestyle and well-being of the policing family, through the following seven objectives:

1. Embed a sustainable grass roots sports and activity programme within the Police Service;
2. Ensure the programme has maximum reach and particularly to those who would experience the greatest benefit;
3. Provide opportunity, support and education to individuals that will have a lasting effect with changes to lifestyle practices for the individual and their family;
4. Deliver improved work performance by inspiring and supporting happier and healthier lifestyles amongst staff;
5. Provide an evidence-base, through evaluation, which demonstrates the causal link between the improved mental and physical well-being of staff and their families and keeping people safe;
6. Ensure the programme is sustainable within the organisation delivering a continued healthy workforce;
7. Develop effective collaborative working relationships with all police forces involved with the programme.

Four police forces piloted the 1TeamActive programme. The programme delivery centred around 8 'event days' (in total) which participants attended as individuals or along with their

¹ See [About us | Oscar Kilo](#)

² See [1TeamActive - Team Police](#)

families. At the event day police workers and their families tried out a range of fun, physical activity-based activities and were introduced to a physical activity instructor, who they then engaged with for 11 weeks of activity. The 11 weeks of activity were supplemented by online support (Facebook group, online physical activity sessions, and an app) and support champions, who called participants 4 times during the programme to encourage attendance, offer support and capture participant journeys. Helen Oliver and Professor Owen Thomas (Cardiff Metropolitan University) were appointed to evaluate 1TeamActive (evaluation team) and support the programme event days. The evaluation of the programme was approved by the Cardiff School of Sport and Health Sciences Research Ethics Committee (Sta-4138).

The first event days took place in September 2021; participants attending these events will be referred to as ‘Cohort 1’. The second set of event days took place in March/April 2022; participants attending these events comprised ‘Cohort 2’. In December 2021, Cohort 1 finished their 11 weeks of activity, and in June/July 2022, Cohort 2 finished their 11 weeks of activity.

1.3 Impact of Covid-19

The event days for Cohort 1 were originally scheduled for March 2021. However, due to Covid-19 restrictions that were in place at that time, this was delayed until September 2021. The delay created a lack of confidence in the newly launched programme, contributing to a lower attendance as some participants lost interest, and others were no longer able to attend the new event date in September 2021. The 11 weeks of activity for Cohort 1 therefore also went into the winter, so participants began their physical activity journey during colder, wetter, darker conditions – conditions that are a barrier to physical activity.

Cohort 2 event days in March 2022 were also impacted as there was a new variant and another peak of Covid-19 cases. This meant that some participants and instructors missed the event days and had to miss or cancel some of the sessions during the 11 weeks of activity due to Covid-19. Further impacts on the programme associated with the pandemic included staffing issues for the fitness industry and therefore a lack of instructors in some areas. Overall, the pandemic affected the running of 1TeamActive, as well as participant buy-in and adherence to the programme.

1.4 This Report

Participants completed a baseline survey before attending the 1TeamActive event day (‘pre’ survey), and again at the end of their 11 weeks of activity (‘post’ survey). The survey was based upon the funders (Sport England) requirements, and also supplemented with measures used in previous physical activity and workplace stress research from within a policing context (e.g., Oliver et al., 2022). Cohort 1 participants have also completed a 3-month follow-up survey. Qualitative interviews were conducted with Cohort 1 and Cohort 2 participants to understand their experience of the programme and debriefs were conducted with the pilot police forces to also gain their feedback. This evaluation report provides a series of headline findings from these data returns, specifically:

- Participant information – the number and types of adults, young people and children who comprised both Cohorts are reported. Baseline information about physical activity levels, attitudes towards physical activity and well-being of

participants at the start of the programme is also provided, along with attendance data;

- Quantitative results – the results of the pre-post statistical analysis are reported first. The physical activity and well-being variables which were significantly impacted by the 1TeamActive programme are then addressed separately. The survey feedback follows, for adults, young people and children separately. Follow-up data is then provided for Cohort 1 participants only;
- Qualitative results – participants experiences and feedback are reported in a series of quotes;
- Programme implementation – the police force employees’ feedback is also reported in quotes. All of the evaluation data is then collated into a bullet point list of ‘what to take forward’.

The report concludes with a summary of the project, set out against the programme objectives. Participants will be asked to provide 6-month follow-up data. If sufficient survey returns are received, then the follow-up data from both Cohorts will be combined and can be provided on request in April 2023.

2.0 Participants

2.1 Who took part

To address objective 2, and reach participants who would benefit most from the programme, police force employees who applied to participate in 1TeamActive were screened by the evaluation team. Only those who met at least one of the following criteria were invited on to the programme:

1. Low physical well-being – engaged in less than the World Health Organisation (WHO) recommended guidelines for physical activity (Bull et al., 2020);
2. Low mental well-being – reported below normative levels of mental well-being (Fat et al., 2017);
3. Part of the family group – applied as part of a family group with children, this was to meet the Sport England Families Fund target audience. Individual applicants were still invited on to the programme (so as to be inclusive), providing they met criteria 1 or 2.

Table 1 shows the progression of applicants. In total, 300 participants started on the programme, baseline data were returned from 266 participants (data were not collected for children under 5 years of age, although they were able to attend the event day and subsequent activities 11 weeks of instructor-led activity). Eight participants (and their families; N = 12 total) engaged in both Cohorts, and so their data were included with Cohort 1, but not Cohort 2. Participant information as described below is therefore based on the 266 participants who came onto the programme and returned baseline data:

- The families: 53 police force employees attended 1TeamActive as individuals, and 86 police force employees attended as a family group. Of the families engaged, 51 attended with children;
- Ethnicity: 89% of participants were White or White British; 5% were Asian or Asian British, 3% were of Mixed Ethnic group, 2% were Other Ethnic group,

and <1% were Black or Black British;

- Gender: 65% of the adults engaged were female. 60% of the young people (aged 8 – 17) engaged were male. 67% of the children (aged 5 -7) were female;
- Disability: 42% of adults, 11% of young people (aged 8 – 17), and 6% of children (aged 5 – 7) had a physical or mental health condition.

Table 1. Progression of participant numbers from application to the start of the 11-week activities.

Police Force	Applied	Invited	Attended event	On programme
A	110	92 (172)	40 (59)	55 (93)
B	73	56 (156)	14 (34)	24 (59)
C	78	68 (155)	16 (24)	30 (59)
D	88	83 (203)	26 (74)	38 (89)
Total	349	299 (686)	96 (191)	147 (300)

The number of police force employees who applied is shown outside of brackets; the total number of participants including police force employees and all family members is shown in brackets.

2.2 Participant physical activity and well-being

2.2.1 Adults.

201 adults returned baseline surveys. 37% of adults were ‘Inactive’ at baseline (i.e., doing less than 150 minutes of at least moderate intensity physical activity per week; Bull et al., 2020; named the ‘Inactive’ group). 47% of adults were ‘Fairly Active’ (i.e., doing a level of activity equivalent to 150 minutes of moderate intensity physical activity per week; named the ‘Fairly Active’ group). 15% were ‘Active’ (i.e., doing at least an hour more moderate intensity physical activity, or half an hour of vigorous intensity activity daily, over and above the ‘Fairly Active’ group; named the ‘Active’ group).

Adults were asked questions from the Active Lives Survey (Sport England, 2021a) in relation to their attitudes towards sport and physical activity. At baseline, Active adults were more likely to ‘strongly agree’ with the statements than Fairly Active, and Inactive adults (see Table 2).

Table 2. Percentage of adults who strongly agree with statements about their attitudes to sport and physical activity

	Inactive	Fairly Active	Active
I find sport and/or physical activity enjoyable and satisfying	9.9%	15.1%	22.2%
It is important to do sport and/or physical activity regularly	11.8%	14.1%	37.0%
I feel guilty when I don’t do sport and/or physical activity	21.7%	16.1%	25.9%

Mental well-being was assessed using the Warwick-Edinburgh Mental Well-being Scale (WEMWBS; Tennant et al., 2007). Across all 1TeamActive adults, at baseline, the mean average mental well-being was 16.44 ($SD = 6.90$), which is below the national norms of 23.7 for men, and 23.6 for women (Fat et al., 2017). The mean average varied across the physical activity groups, with Inactive adults ($M = 16.54$, $SD = 6.44$) and Fairly Active adults ($M = 16.22$, $SD = 6.90$) perceiving lower mental well-being than the Active adults. Active adults perceived the highest mental well-being ($M = 17.65$, $SD = 8.09$). However, the Inactive, Fairly Active and Active groups all had mental well-being below (worse than) the national norm. National police surveys also report that police score lower on mental health and well-being measures than the general population, (Police Federation, 2021), and so emphasize the need for well-being support for this occupational group.

To assess perceived support within families, adults completed the Multidimensional Scale of Perceived Social Support Family subscale (MPSS; Zimet et al., 1988). Results indicated that overall, at baseline, adults were ‘neutral’ about whether their family supported each other or not. This was found in the Inactive and Fairly Active adult physical activity groups, but in the Active group, adults ‘mildly agreed’ that their family supported each other.

2.2.2 Young people (8-17 year olds).

47 young people returned baseline surveys. 39% of young people were ‘Inactive’ at baseline (i.e., doing less than an average of 30 minutes of physical activity a day). 28% of young people were ‘Fairly Active’ (i.e., doing an average of 30 – 59 minutes of physical activity a day). 33% were ‘Active’ (i.e., doing an average of 60 minutes or more a day). Compared to normative data from the 2020 – 2021 academic year (Sport England, 2021b), there were less 1TeamActive young people in the ‘Active’ group than norm (45%), but more 1TeamActive young people in the ‘Fairly Active’ group than norm (23%), and in the ‘Inactive’ group than norm (32%).

Young people were asked questions from the Active Lives Survey (Sport England, 2021a) in relation to their attitudes towards sport and physical activity. At baseline, Active young people were more likely to ‘strongly agree’ with the statements than Fairly Active, and Inactive young people (see Table 3).

Young people’s mental well-being was also assessed using the WEMWBS. At baseline, across all 1TeamActive young people, the mean average mental well-being was 24.33 ($SD = 8.24$) which is above the national norms for 16 – 24 year olds ($M = 23.57$ for men; $M = 23.17$ for women; Fat et al., 2017). The mean average was fairly consistent across the physical activity groups, with Inactive young people perceiving slightly higher mental well-being ($M = 24.44$, $SD = 5.28$) than Fairly Active young people ($M = 24.08$, $SD = 9.01$) and Active young people ($M = 24.40$, $SD = 10.72$). Therefore, the Inactive, Fairly Active and Active groups all had mental well-being just above the national norm.

Table 3. Percentage of young adults who strongly agree with statements about their attitudes to sport and physical activity

	Inactive	Fairly Active	Active
I enjoy taking part in exercise and sport	22%	23.1%	46.7%
I feel confident when I play exercise and sport	5.6%	7.7%	26.7%
I find exercise and sport easy	5.6%	7.7%	20.0%
I understand why exercise and sport are good for me	27.8%	23.1%	42.9%
I know how to get involved and improve my skills in lots of different types of exercise and sport	5.6%	7.7%	14.3%

To assess perceived support between families, young people also completed the MPSS. Results indicated that overall, at baseline, young people ‘strongly agreed’ that their family supported each other. This was found in the Active young people physical activity group, but in the Inactive and Fairly Active groups, young people only ‘mildly agreed’ that their family supported each other.

2.2.3 Children (5-7 year olds).

18 children returned baseline surveys. 50% of children were ‘Inactive’ at baseline (i.e., doing less than an average of 30 minutes of physical activity a day). 17% of children were ‘Fairly Active’ (i.e., doing an average of 30 – 59 minutes of physical activity a day). 33% were ‘Active’ (i.e., doing an average of 60 minutes or more a day).

Children were asked questions from the Active Lives Survey (Sport England, 2021a) in relation to their attitudes towards sport and physical activity. At baseline, 56% of children said that they loved sport, 39% said that they liked it and 6% said that they did not like it. 50% of children said that they loved being active, 44% said that they liked being active, and 6% said that they did not like being active. 56% said that they found sport easy.

Children were asked how they felt today. 89% were happy, and 6% were neutral.

2.3 Attendance

- Attendance data has been received for 58% of participants (N = 154);
- Amongst participants with attendance data, 14% had never attended a session; 42% had attended between 1 and 6 sessions; 17% between 7 and 12 sessions; and 26% over 12 sessions (out of a possible 22 sessions);
- 16% of participants attended sessions with more than one instructor;
- 47% of attendances recorded were for individual participants; 10% of attendances recorded were for family groups containing adults only; 25% of attendances were for family groups with one or more child/young person; 18% of attendances were for family groups that had applied to the programme with children/young people, but the

children/young people did not attend.

3.0 Adults quantitative results

75 adults returned 'post' surveys at the end of the 11-week instructor led activities. Only one young person (aged 8 – 17), and five children (aged 5 – 7) completed 'post' surveys, therefore their results were removed from the pre-post analysis due to low response rates. However, their responses to the feedback questions in the post survey are reported.

3.1 Repeated measures MANOVA

RM-MANOVA indicated significant changes in physical activity and well-being variables pre and post intervention, Wilks' Lambda = .308, $F(13,33) = 5.71$, $p < 0.001$. The variables which were significantly impacted by participation in 1TeamActive are shown in Table 4. Significant impacts are explored further in Section 3.2.

Table 4. Univariate effects of RM-MANOVA

Outcome variable	Pre <i>M</i> (<i>SD</i>)	Post <i>M</i> (<i>SD</i>)	<i>F</i> ratio
Overall physical activity group	1.75 (.62)	2.21 (.66)	24.31**
Attitude – sport is enjoyable	3.51 (1.16)	4.07 (.82)	13.98**
Attitude – sport is important	3.79 (.93)	4.21 (.67)	13.01**
Motivation – competence	3.30 (1.26)	3.84 (1.42)	4.57*
Motivation - relatedness	3.27 (1.24)	3.93 (1.28)	6.08*
Mental well-being	16.42 (6.85)	24.52 (5.20)	54.17**
Self-efficacy	3.22 (1.10)	3.43 (1.16)	4.99*
Work performance	40.17 (14.25)	35.94 (13.90)	6.76*

* $p < .05$. ** $p < .01$. *M* = Mean; *SD* = Standard deviation.

No significant pre to post intervention differences were found for feeling guilty when not doing physical activity, autonomous motivation to exercise, perceived family support or anxiety.

3.2 Significant impact

3.2.1 Physical activity.

There was a significant increase in physical activity for 1TeamActive participants. On average, participants moved from the Inactive physical activity group to the Fairly Active group. At the start of 1TeamActive, 34.25% of participants were Inactive, at the end only 13.33% were Inactive (see Figure 1)³.

³ Follow-up quantitative data is reported in Section 5.0.

Adult physical activity PRE 1TeamActive

Adult physical activity POST 1TeamActive

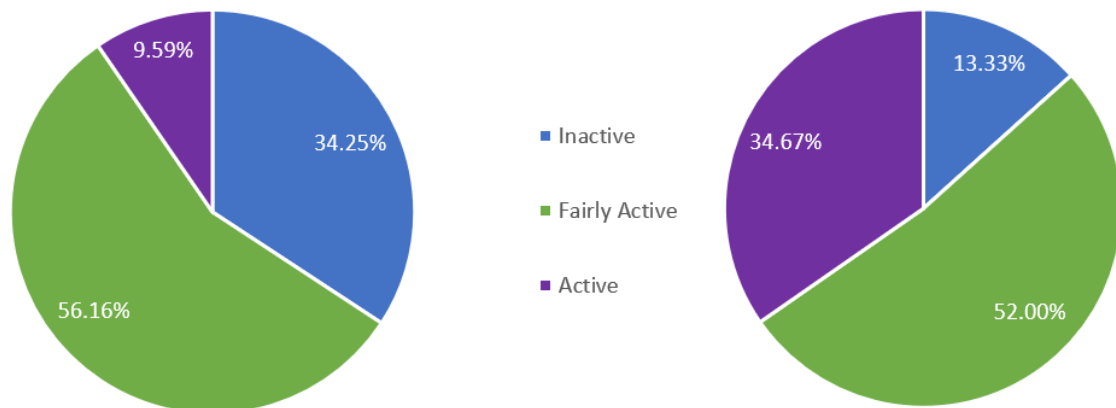


Figure 1. Adult levels of physical activity pre 1TeamActive (left) compared to post 1TeamActive (right).

3.2.2 Attitudes to physical activity.

There was a significant impact on participants' attitudes to physical activity. Before 1TeamActive, on average participants 'neither agreed nor disagreed' that they found sport enjoyable, and that they thought sport was important. After 1TeamActive, on average participants 'agreed' that they found sport enjoyable and that they thought sport was important (see Figure 2 and 3).

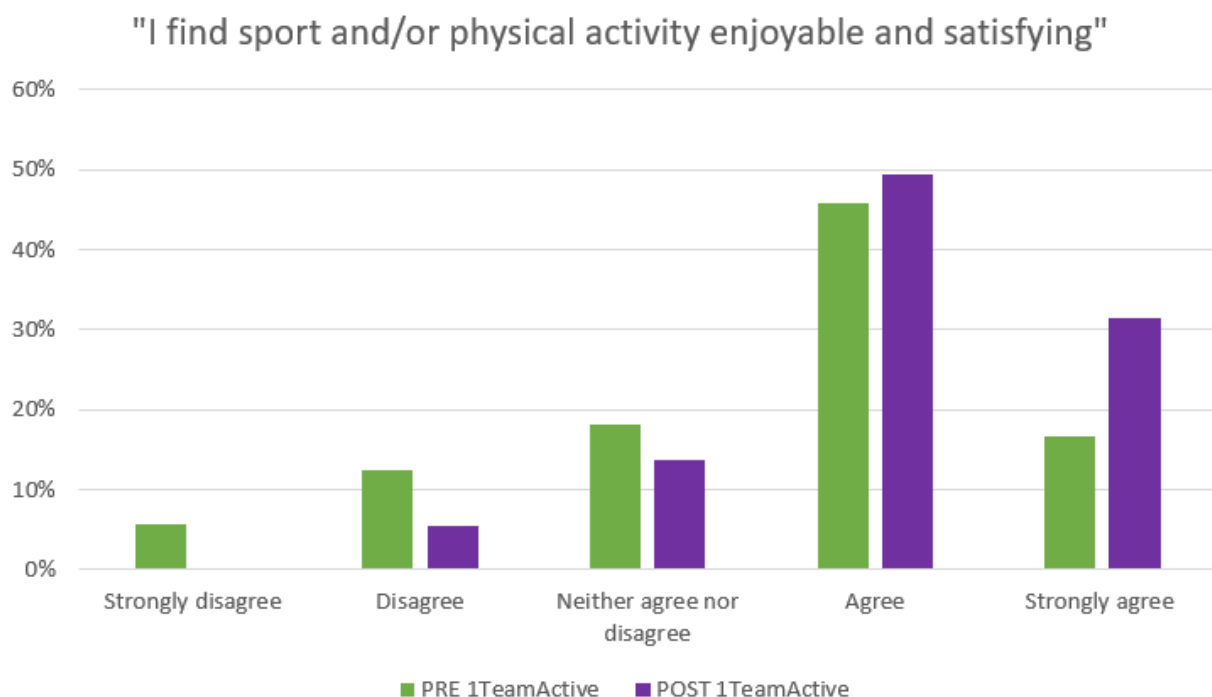


Figure 2. Adult attitudes to physical activity pre compared to post 1TeamActive.

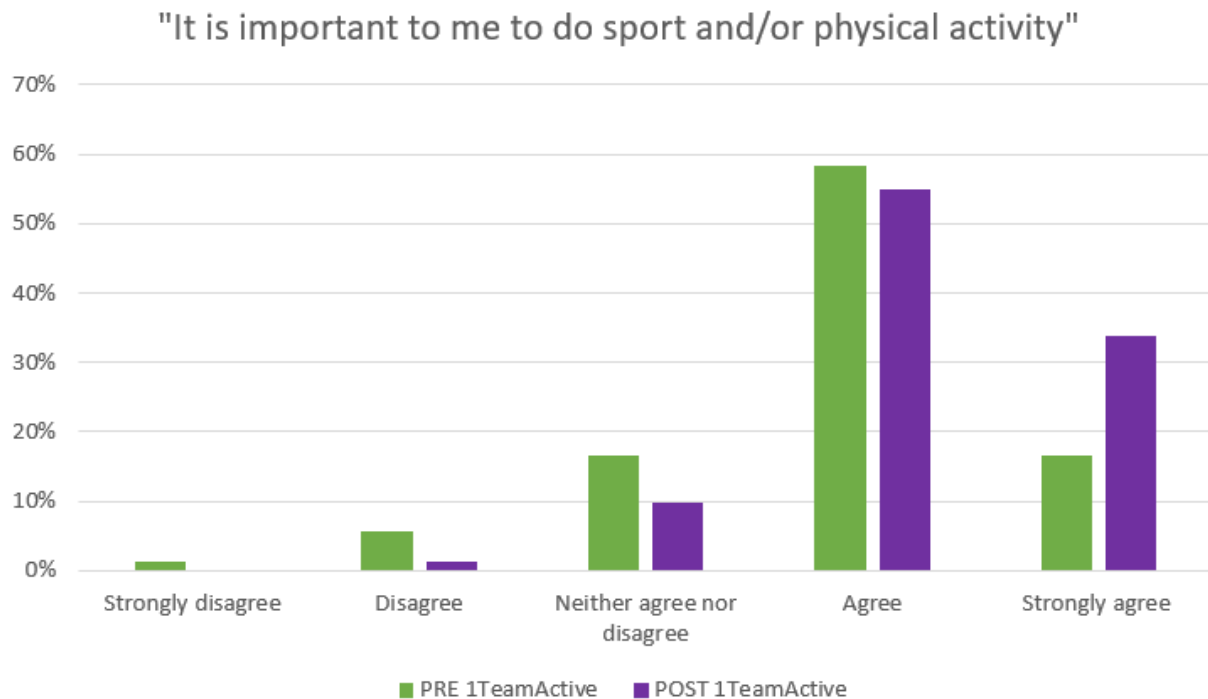


Figure 3. Adult attitudes to physical activity pre compared to post 1TeamActive.

3.2.3 Motivation to participate in physical activity.

Adults were asked about their motivations for participating in sport and physical activity, using the Psychological Need Satisfaction in Exercise Scale (PNSES; Wilson et al., 2006), which is designed in line with Self-Determination Theory (Deci & Ryan, 2000). 1TeamActive significantly increased participant competence (mastering challenging tasks) and relatedness (feeling a sense of meaningful connection when engaging in physical activity).

3.2.4 Mental well-being

Mental well-being significantly increased following the 11 weeks of instructor-led activity, from below the national norm to above the national norm (Fat et al., 2017).

3.2.5 Self-efficacy

1TeamActive had a significant impact on participant self-efficacy. On average, pre and post 1TeamActive participants 'agreed' that they could achieve most of the goals they set themselves (self-efficacy). Following 1TeamActive more participants 'strongly agreed' with this statement (see Figure 4).

"I can achieve most of the goals I set myself"

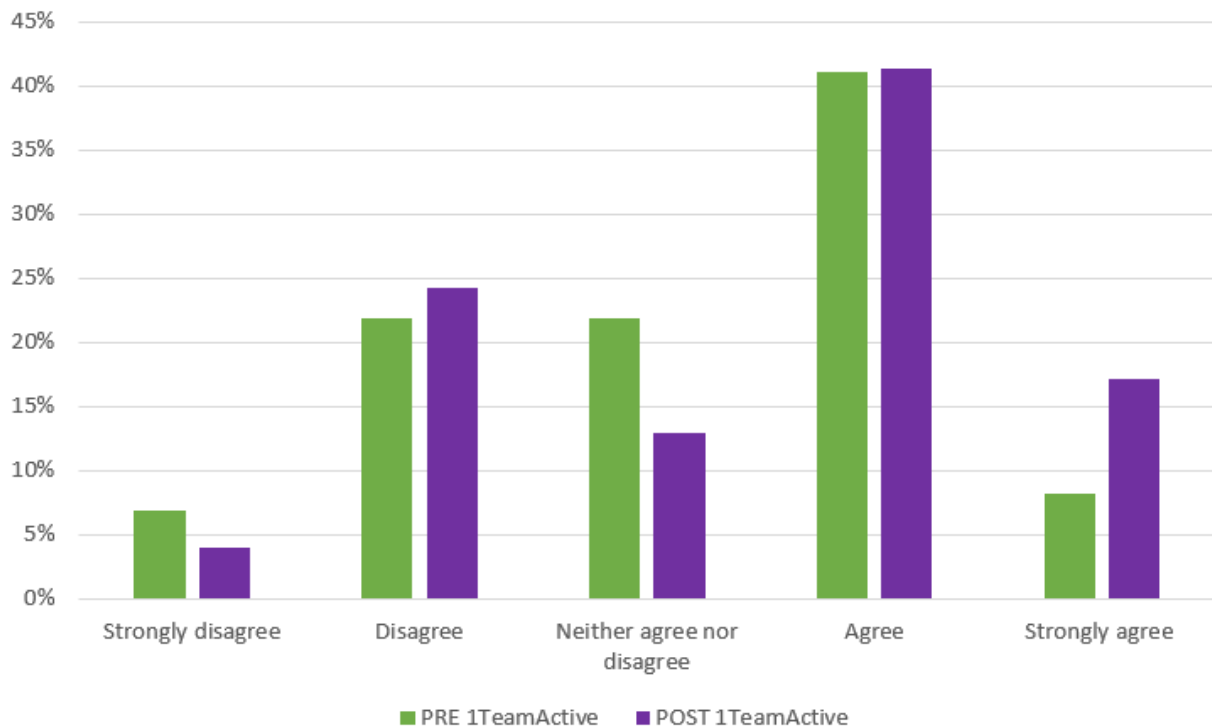


Figure 4. Adult self-efficacy pre compared to post 1TeamActive.

3.2.6 Limitations to work performance

The Work Limitations Questionnaire (WLQ; Lerner et al., 2003) was completed by police force employees only (N = 62), to assess if participating in 1TeamActive might impact work performance. Limitations to work performance significantly decreased (i.e., participants were more able to fulfil demands of their roles) following 1TeamActive. At baseline, across all police force employees, they felt unable to meet work demands 40.17% of the time. Post 1TeamActive, they felt unable to meet work demands 35.94% of the time.

3.3 Post survey feedback

Overall, 45.3% of adults ‘strongly agreed’ that they had personally enjoyed attending 1TeamActive (see Figure 5).

Adults were also asked if 1TeamActive had helped the family be more physically active together. 18.9% ‘strongly agreed’; 26.4% ‘agreed’; 18.9% ‘neither agreed nor disagreed’; 1.9% ‘disagreed’; 5.7% ‘strongly disagreed’.

26.4% ‘strongly agreed’ that their family had enjoyed the experience of being physically active together (see Figure 6).

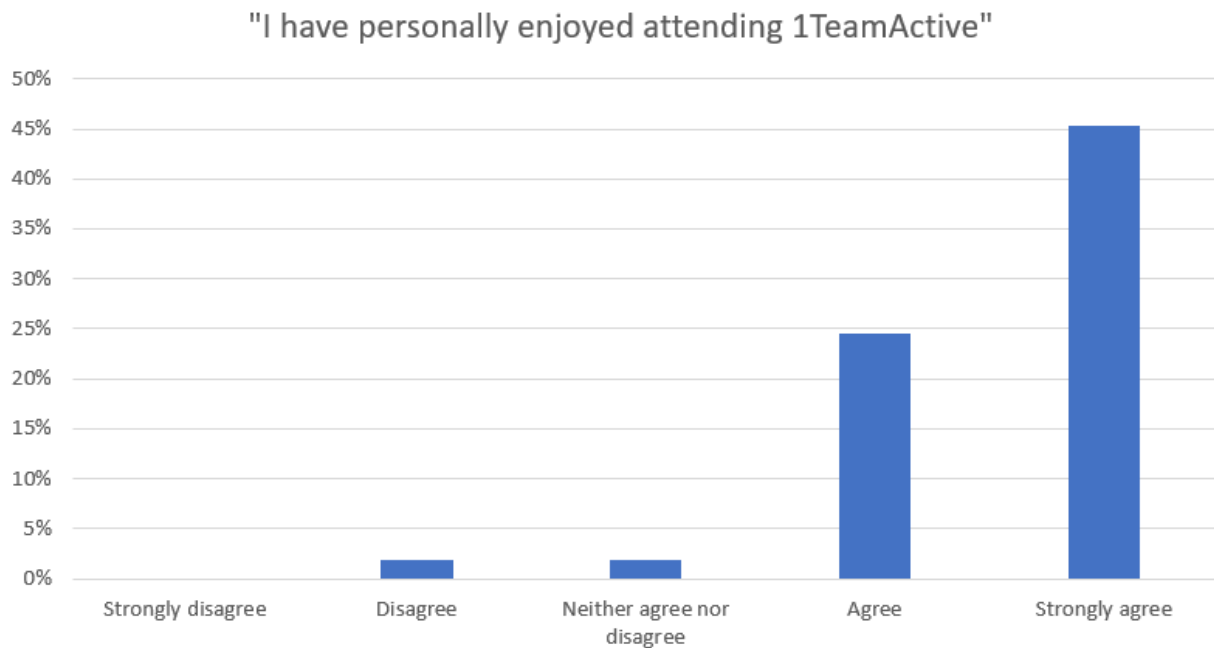


Figure 5. Adults feedback on personally enjoying 1TeamActive.

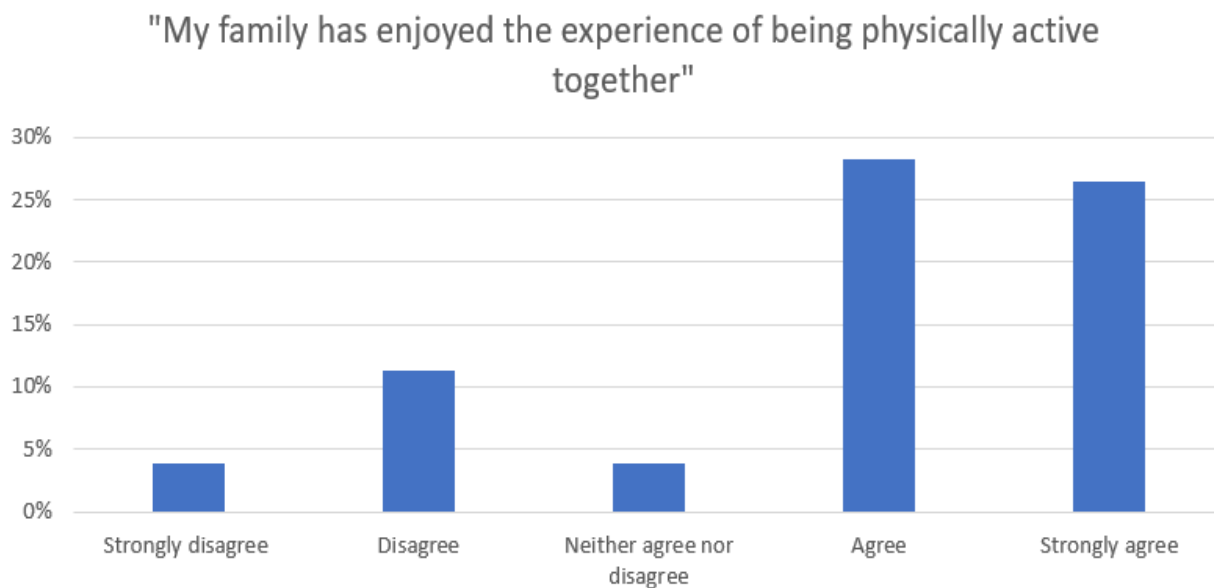


Figure 6. Adults feedback on the experience of being physically active as a family.

The majority of adults 'strongly agreed' (28.3%) or 'agreed' (30.2%) that they had felt listened to as individuals and as a family. Many participants also 'strongly agreed' (18.9%) or 'agreed' (22.6%) that they now have more knowledge and understanding of how and where they could do physical activities together as a family. Although 20.8% 'neither agreed nor disagreed', only 7.5% 'disagreed' and 3.8% 'strongly disagreed'.

Attending 1TeamActive increased how often participants did physical activity as a family (see Table 5). The most popular type of physical activity that families enjoyed doing together was active play (35.8%).

Table 5. Frequency of families doing physical activity together before and after the project.

Frequency of physical activity as a family	Number of families	
	BEFORE 1TeamActive	END of 1TeamActive
Never	7	2
Once a month	13	2
2 to 3 times a month	8	3
4 times a month	6	10
5 or more times a month	3	20

Adults either ‘strongly agreed’ (28.3%), ‘agreed’ (32.1%) or ‘neither agreed nor disagreed’ (9.4%) that physical activity brought their family closer together. Only one adult disagreed or strongly disagreed. Likewise, all adults either ‘strongly agreed’ (22.6%), ‘agreed’ (37.7%) or ‘neither agreed nor disagreed’ (9.4%) that physical activity increased the amount of quality time families spent together. Only one adult disagreed or strongly disagreed.

Adults were less sure that physical activity was now part of their routine. 3.8% ‘strongly agreed’; 24.5% ‘agreed’; 26.4% ‘neither agreed nor disagreed’; 7.5% ‘disagreed’; 3.8% ‘strongly disagreed’. However, 24.5% said they definitely would continue to do physical activity together, 34.0% hoped to continue to do physical activity together as a family, and 11.3% said ‘possibly – it depends’. One adult said that their family did not do physical activity together.

Of the 22 adults that participated in 1TeamActive as individuals (not part of a family group), 45.5% ‘strongly agreed’ that they had enjoyed the project. 31.8% ‘agreed’; 9.1% ‘neither agreed nor disagreed’; 4.5% ‘disagreed’ and 4.5% ‘strongly disagreed’. 50.0% said that they would definitely continue to be physically active, 40.9% hoped to continue to be physically active, and 4.5% said ‘possibly – it depends’.

4.0 Young people and children quantitative results

Only 1 young person from Cohort 1 completed a post 11-week activity survey and so there is a data gap in the analysis. Informal feedback from support champions suggests that young people were already engaged in other physical activities and that juggling this with additional 1TeamActive sessions was a challenge and/or the 1TeamActive sessions were not the ‘right’ physical activity for the young person age group as there tended to be more adults. Participants perspectives and reasons for this are explored further in Section 6.0. However, the feedback from the 1 young person survey was positive and is reported below.

4.1 Young people (8 – 17 year olds) post survey feedback

The young person responded that they:

- Strongly agreed that they had enjoyed attending 1TeamActive;
- Strongly agreed that the project had helped their family be more physically active together;
- Strongly agreed that they had enjoyed doing physical activities with their family;
- Disagreed that they had a say in which physical activities their family had done as part of the project;
- Strongly agreed that they knew how they could be physically active with their family;
- Active play was the type of physical activity that they enjoyed doing together

with their family;

- Strongly agreed that physical activity brings their family closer together;
- Strongly agreed that physical activity increased the amount of time they spent with their family;
- Strongly agreed that physical activity helped them to talk more with their parents/carers;
- Strongly agreed that physical activity helped their family to support each other;
- Strongly agreed that physical activity was now part of their routine;
- Strongly agreed that physical activity made no difference to the way they were with their family.

4.2 Child (5 – 7 year olds) post survey feedback

Three of the five children loved 1TeamActive; two children liked it. Four children loved being active with their family; one child liked it. All five children wanted to do more sports and physical activity with their family.

5.0 Follow-up quantitative data

13 adults from Cohort 1 completed baseline, post and 3-month follow-up surveys. This comprised 6 family groups, and 7 individuals. There were not enough participants to have statistical power to run a full analysis and draw fully meaningful conclusions. So, the results are described below as indicators of maintenance of behaviour only. Once Cohort 2 reach the 3-month and 6-month follow-up stage, their data can be combined and provided on request in April 2023 should sufficient data be returned to reach statistical power.

Overall, after 3 months of finishing the 1TeamActive programme, there was a slight decrease in how often participants did physical activity as a family. However, the families were still doing more physical activity together than before the start of the programme (see Table 6). The most popular types of physical activity that families still enjoyed doing together were walking (4 families) and active play (2 families).

Table 6. Frequency of families doing physical activity together before, at the end, and 3 months after the project.

Frequency of physical activity as a family	Number of families		
	BEFORE 1TeamActive	END of 1TeamActive	3 months AFTER 1TeamActive
Never	2	0	0
Once a month	1	1	1
2 to 3 times a month	1	1	2
4 times a month	1	1	2
5 or more times a month	1	3	1

After 3 months, adults either ‘strongly agreed’ (5 families) or ‘agreed’ (1 family) that physical activity brought their family closer together. No families were neutral, disagreed or strongly disagreed. Likewise, all adults either ‘strongly agreed’ (3 families) or ‘agreed’ (3 families) that physical activity helped them to support each other. No families were neutral, disagreed or strongly disagreed. Adults were less sure that physical activity was now part of their family routine. One family ‘agreed’; 2 families ‘neither agreed nor disagreed’; 3 families ‘disagreed’. Two families hoped to continue to do physical activity together, and 4 said

‘possibly – it depends’.

Of the 7 respondents that participated in 1TeamActive as individuals (not part of a family group), 4 said that they would definitely continue to be physically active, 2 hoped to continue to be physically active, and one said ‘possibly – it depends’.

6.0 Qualitative results

Six interviews were conducted with Cohort 1 and Cohort 2 participants to gain their reflections on the 1TeamActive programme. 12 interviews were therefore conducted in total, with 19 participants (9 males; 10 females), who comprised of 7 individuals and 5 family groups, 2 of which had children who participated in the programme and were present at the interview. Participants motivations to engage in 1TeamActive were mostly to get back into fitness, for some this was linked to Covid causing them to feel isolated. One participant explained:

I wanted to get fit again mostly, and also I do believe in the whole physical exercise makes you more mentally healthy as well, and being in lockdown and by yourself a lot, I have noticed over the last couple of years that my mental health has suffered a little bit, just really from the isolation point of view.

Participants suggested that the 1TeamActive programme had a positive impact on them as individuals (and as a family, if participating as a family group). For example, one participant explained how the programme influenced their mental well-being:

When you exercise, it does actually make you feel better. I know that it makes you feel better physically and emotionally, because when you've finished you're like, 'oh, I'm so tired', but it feels really good that you've done something. Because it's a challenge for me and it's difficult for me, when I finish it I feel like I'm proud of myself.

Other participants said that physical activity had been a ‘stress relief’, ‘helped them to relax’, or that they ‘came out feeling a lot more refreshed and energized’. Participants also felt improvements in their physical well-being following the programme:

We certainly noticed the difference in our fitness from week one, bearing in mind I didn't do anything at all before. You [partner] play football anyway, and golf, so you had a certain level of fitness. But from week one to week 11 was amazing; the difference. On week one when we did a plank, I managed nine seconds, and on week ten I think I managed about 48 seconds. You could see the progress... And being able to get a coat done up at the end of it as well. It was a coat that I couldn't wear before. I was like: Oh, hello!

A family group gave insight into how having 1TeamActive gave them something to look forward to doing together in the evening:

DAD: Well, after [1TeamActive ended] we were bored.

MUM: We were really bored, yeah.

DAD: For like three, four days a week we were going out to do stuff in the evenings but then we just stopped and were: Oh, it's a bit pants now isn't it?

CHILD 2: And it made me feel more social because we spent more time with our family, like quality time.

MUM: Yeah. It was more of a purpose, so we'd come home, do the school run, cook tea, come



in, get changed, go, and then sort of do an hour [of activity], come back, and then... Yeah, it was a bit more structured than... Now the evenings sort of...

CHILD 1: Roll all together.

MUM: Yeah, they do roll a bit, really. I must admit I haven't done anything [physical activity] since. I mean, we haven't got a lot of money, so we haven't got money for gym memberships or to do badminton twice a week, it would cost way too much that we could afford. We actually quite miss it [1TeamActive], being able to do it.

Cohort 1 participants suggested that they needed options to continue being physically active following the end of their 11 weeks of 1TeamActive activity, for example being given homework (e.g., some exercises they could continue at home) or tapping into other existing police physical activity support groups (e.g., BleepKind). To improve this for Cohort 2, the 1TeamActive instructors also offered to continue the sessions, as one family group explained:

We've managed to keep the class going with our instructor, so we've got a couple of options to go through the week, we're paying for it now, but he was able to give us a class, because there was enough of us [from 1TeamActive] to warrant him doing a class, so it's us continuing to do it. I think everybody is going. I've taken a friend along as well, and I think he's opened it out to some other people who went to a class on a Saturday morning. He said he wants these sessions to be family-friendly, so we're able to take the kids along still and we don't have to pay for them. We're just paying for ourselves, so that's good, as well.

A number of participants perceived positive social impacts from participating in 1TeamActive:

I really enjoyed it [1TeamActive]. It was because it was a team, you felt you were letting the team down, if you didn't go and then, when you're there, you're competing against each other but in a fun way. So yeah, there was a bit of rivalry between the team.

Other participants suggested that the social impact also benefitted their work relationships:

*I knew **** [supervisor at work] already because she was my boss actually.... **** and I usually partner up and she says nice things like 'oh you are a good partner to work with', she is very good at spurring people on which is why she is the boss! I can see why she is in the position she is in at work, because she is always giving you little pointers and stuff like that. So it is nice to get that connection outside of work.*

Participants gave insight into what they liked about 1TeamActive, and a lot of the participants mentioned that the nutrition information had caused them to change some of their lifestyle practices following the programme:

I think we [family] now have more balanced nutrition. We've got an allotment space now. We're growing all our own veg. It was a bit of an all-at-once, lots of changes. I thought we ate healthy foods but for me personally, I could go out the door having had no breakfast, skip lunch because I'm busy at work, and until we started doing this [1TeamActive], I didn't realise I literally survived on cups of tea throughout the day until teatime, which was my first meal of the day several times a week. And I didn't even realise I was doing that.... I was running on empty. So the whole family eat breakfast now. You must eat your breakfast. You must put fuel in. And



just that little one change... it's positive impacts and it's quite shocking the amount it impacted me from such a small change. I totally know you can fit it in your day just, having a bit of breakfast or, going for a walk round the block on the night before, just those little things, it's not even necessarily just for your health; it just makes you feel more positive.

The instructors were also well liked by the participants, one participant said “...we had a really good instructor. He just treated everybody exactly the same. He didn't single out anybody or anything like that”. Another participant explained how the flexibility of their instructor helped them to attend 1TeamActive sessions around their shifts, which were mentioned as a barrier to participating in 1TeamActive. Another participant stated:

One of the aspects of the 11 weeks was, because of working shifts, it was difficult to get to the sessions during the 11 weeks and I didn't actually make the sessions, but I was still involved in the WhatsApp chat, the Facebook page, so there were things that I did along the way.

The online elements of 1TeamActive were therefore a useful resource; although not all participants perceived that they needed it in addition to face to face sessions, it helped those who wanted it to engage. To further enable more police who work shifts to participate in 1TeamActive, participants suggested that sessions could be scheduled for whole teams after their shift. There was also a barrier for family groups to participate. One couple explained their situation:

We started off enrolling the agreement of our two younger sons [to participate in 1TeamActive], who were then aged 17 and 14 and so it was the four of us. But sadly the 17-year-old decided after one session that it wasn't his cup of tea and the 14-year-old decided after two sessions it wasn't his cup of tea. I don't know why, but I think there are a number of things at play. Firstly, they aren't naturally what you'd call sporty people and they aren't in the habit of regularly doing a physical activity. I think there's also an element of them being the age they are, they think it's pretty uncool to be in public with their parents and also possibly the activity we joined in, wasn't the best one for them. But it's hard to know.

Some other participants had children who did not join the 1TeamActive programme, because they were too young, or they shared custody. A number of participants (both individuals and family groups) suggested that separating children and adults would improve the programme:

If you had a bigger pool of people where you had matched families and there's kids of similar ages and they could join together as one group, then you'd be able to tailor it more to that age group and then obviously both adults and children would get maximum benefit. But, my 6-year-old was going and she was often the only child there of her age and the 3-year-old, there was obviously none in the class at all of his age. And then, when I've sometimes gone with just me and the 6-year-old, and I've been paired up with her when you're doing things like sparring and, obviously, she can't reach me very well and I'm having to crouch down. I can't hit hard to get the maximum benefit for myself, because obviously she's only six. So it was things like that, ways of pairing people up, so that it's more tailored to them as individuals and as families. And then the kids could work together and parents could work together and everybody could get maximum benefit out of it.

Other participants commented that there were low numbers of people attending their

1TeamActive sessions, and that bigger groups might have made their experience even more enjoyable. One participant gave insight into why participant numbers were sometimes smaller than expected:

When people signed up [to 1TeamActive], it was a scheme that was going to run into the summer holidays. That would have been a lot easier for people to engage with, because they knew we had nice weather for outdoor stuff, anybody with children knew it was going to be a thing they could do as a family, keep the children occupied over the summer. Obviously it got pushed back originally due to Covid... by the time it happened it was October. The 11-week sessions were going to stretch through the winter. I think that would have put a lot of people off.

Participants made suggestions to improve the programme, including having objective measures at the start and end of 1TeamActive, so that participants could evidence physical benefits of the programme (e.g., weight loss), and having more options for different types of physical activities, as some participants only had one option at a location near them:

The things [activities] that I would have liked to have done were further away, and my partner didn't do any of the classes because he didn't want to go hula-hooping! Hula-hooping was great and I loved it, and I had a really good time doing it. And, I spent most of the time just laughing and picking this hoop up from the floor! And, the ladies were all really lovely and the instructor is really lovely and it was just there wasn't a lot of choice where we were living.

From both Cohorts, participants felt that the programme could run sustainably within their police force, and a number expressed that they would like to participate again. One participant explained why the 1TeamActive programme was particularly needed for police force workers:

Every single police force has units staffed by sedentary people, whether that's the admin staff or the IT department or the forensics department. Obviously, the cops tend to be a lot more active, because they are out there, they have to stay a certain level of physical fitness and pass fitness tests. But there is huge waves of police staff who none of that applies to. So, there would be a good proportion [of police] who absolutely do need that extra push to get fit, and working for a police force can be very stressful at times, so if the police are going to offer schemes like this to help improve people's mental health then I think it should be rolled out to every force in the country.

7.0 Programme implementation

7.1 Working group debriefs

The police force employees who supported the delivery and ongoing operations of 1TeamActive in each police force were referred to as the 'working group'. One member of each force working group attended a debrief interview at the end of the 1TeamActive programme (N = 4) to reflect on their experience running 1TeamActive, and the potential of the scheme moving forward. All of the working groups suggested that there had been an effective collaboration working with 1TeamActive to deliver the scheme:

The interactions with the 1TeamActive team, the programme manager - I don't think you can find a stronger promoter of sport in the link with well-being. She's absolutely fantastic and has been a driving force. There is another couple of individuals who've worked with and were

excellent. And the two induction events that we had, the first one was disappointing in terms of the turnout, but I think there were some external factors for that. It wasn't probably in the best location... Second one was far better and people really turned up for that one and the format of the day, I think, was excellent.

The working groups suggested that there was learning from Cohort 1 that improved the programme for Cohort 2. For example, having a shorter event day made it easier for families to attend. The working groups themselves also better understood how the programme worked and what would work locally. Another working group said:

I think before the actual event, going back to the first one, a couple more meetings with ITeamActive to just make sure that it was all sorted would have helped. Which was probably just me worrying because it did go fine. But it was just, for me, I wanted to make sure it's all done. But actually on the day you guys [ITeamActive] were amazing. You turned up, you did so much; you just put us at ease. It was just brilliant, both times that you came. So, you've got everything sorted in terms of what you do and how everything works, sticking up gazebos and the organisational side. So on the day, it actually was great to have you here because it meant all that sort of stuff, which we're not used to doing day to day, you already knew and it just happened, so a lot of pressure was taken off us.

All of the necessary information to deliver ITeamActive was provided to the working groups, but they suggested that additional meetings to talk some of it through, or providing some information in an online webinar format, rather than documents to read could have helped further. Two working groups said that one aspect of the programme that did need further clarity was the family group target audience:

There are some individuals who would sign up for ITeamActive who would not necessarily want to come with family members. So, for example, I might choose not to bring my wife and my two kids, but I might want to come with my best friend, and we had to clarify this to the second cohort because, for whatever reason, or they might not have family to bring. It wasn't front and centre in the guidance that said if you could bring a friend. But some of them [participants] just would not turn up without a friend. And we had quite a lot of people who turned up on their own. I knew quite a few of them and just going back to the induction events, they were really important. But, there were some people who wouldn't necessarily want to come with a family member and they would want to either bring a friend or maybe a work colleague and I think that just needs to be catered for in the guidance going forward.

Recruitment was a challenge, which working groups suggested was more effective when done face to face, as online information or emails could be easily missed or scanned past:

There is something about police officers and operational staff seeing a poster with a QR code in a station, on the notice board, in the parade room, and opening it. And we've recognised that with wellness actually, and we've done a lot on the web, but we need to do a lot more manually, you need to. I know it's really silly, but even posters in the loos and just the notice boards in the canteen. I went around HQ and put a poster on every single notice board. I went into our learning and development department where the students are doing their OST. I went and spoke to the sergeant who heads that area up around those people that may be struggling with their OST training, and it may benefit them. We went in the control room, we linked in with OHU...

The 'on the ground' recruitment was done in police forces that had higher numbers



signing up, and therefore attending the event days and joining 1TeamActive. It was also important who the message came from. Having Chief Officer support was important in this regard to endorse the scheme. Another working group had a further suggestion:

I do think that if we were to take this [1TeamActive] forward it would be good to have a police officer that could really be on the same level as the people we're trying to recruit into the scheme... they would be the face of 1TeamActive, as in the comms would come from them, , and say, "I'm Sergeant Joe Bloggs I've been in the police force for 15 years, during that time..., " then I think you're going to get a police officer's attention...I think having an officer would be easier to get that buy-in.

Recruitment was therefore key to forces being able to continually (sustainably) run the programme. All pilot forces perceived that the 1TeamActive programme model could run nationally, but that there was a need for local understanding to recruit participants in the most effective way for them to continually get participants onto the scheme. Two of the working groups commented that running nationally might help the programme to get recognised:

I think, if it's national there's a lot more awareness, maybe from an Oscar Kilo perspective, I don't know whether it's something they could become involved in and also support as well, because we know that the National Well-being Service is pulling quite a lot together. I think if they got behind it, it could run nationally. I think more people would probably be aware of it, and it aligns with them because I think sometimes there's lots of things going on nationally and sometimes, they're all in their own little pockets. I think sometimes as a force, you find yourself getting a bit [of support] over here, a bit over here and a bit over there. I think it would be great if it was something that could run nationally because it's a fantastic programme. I mean, when you look at the benefits of it, it's unbelievable really.

To run sustainably working groups commented again that senior leader buy in was important to support the scheme, but also to provide a clear approach and direction on a key issue surrounding attending 1TeamActive sessions around shift work. One working group gave insight into the demand and management this took to facilitate:

*It was quite challenging for some officers to get time off and to attend the classes. I think some were worried about going on their own as well, so we try to buddy people up as well. But that's about having your eye on the ball with it and keeping in contact with people, and where you do need that contact because if somebody's feeling quite isolated with it, we can say, "Well, why don't you go with **** [colleague]?"... It was me sending out loads of emails and speaking to line managers and speaking with our duties department, linking in... I know the champions did a huge amount in all fairness... I think it was a case of us trying to be proactive and sending out emails to their line managers. But also saying to people, "Look, if you are signing yourself up to this programme, there is an element of personal responsibility that you need to take as well. And you need to sit down with your line manager and have that conversation. I can't say what's right or wrong for your area." So, we had a little bit of that as well... I think it's having a look, and forecasting where you think some of the additional support may need to go. Or where you may need to just chip in and give a little bit of guidance to either line managers or individuals.*

The support champions role was therefore where the working groups said that the 1TeamActive programme created a lot of demand for them. Support champions were effective in facilitating attendance for some participants, but not all forces were able to support this

element due to small teams running the programme:

The big thing is our capacity in terms of when we do the champions thing afterwards as well, it's a real challenge... we do try and get other people like peer supporters involved in it but then it's relying on them who I sometimes wonder if it then slips by and they forget. I do drop emails to people to remind them but I don't really get much response. So they've got the day job to do and it falls by the by, and we really struggle to get the capacity to do that.

The working groups perceived that support champions were important but had suggestions to improve this aspect of the programme so that it was more logistically feasible. For example, if the support champion role could be expanded out to peer supporters or more of the 1TeamActive team, offered to participants for those who wanted it to 'opt-into', or delivered in a single touchpoint half-way through the scheme. There were other suggestions from the working groups to make the programme more sustainable:

I quite like the idea of once a year because it means if we do anything around physical health, we can embed that into articles and news articles. If we are out in the well-being wagon from Oscar Kilo, which I'm sure at some point we will be, we can have information there around what we're doing. Because when we get talking to people around physical health, we can say, "Oh, keep an eye out for this [1TeamActive]." I think that length of time to try and get things embedded would be good. I suppose looking at the beginning, people just say, "Well, what's it about?" "Not really interested" and "It's a tick box exercise and it'll disappear". What we've found over the last couple of years is that has disappeared. People realise well-being support is still around. We still get the well-being wagon in from Oscar Kilo every now and again, we still do different events. We do different campaigns. We now more proactively get people contacting us to say, "Have you got something around this?" So from that point of view, longer term, being able to put that information out there face to face seems to help.

Working groups therefore indicated that having longer to plan in the 1TeamActive deadlines would have helped, for example using a Gantt chart to timeline the delivery aspects (e.g., registration deadlines). One working group summarized their advice for another police force running 1TeamActive:

I would absolutely encourage them [the police force] to get staffing in order first, "Okay, how are you going to project manage this?" Because that's what it needs. I would also probably suggest a police officer for that first off and the buy-in from the force executive team and what comms they've got available to them. So the first time we ran 1TeamActive we weren't able to actually meet anybody face to face, second time around we were able to do well-being events and we were able to push 1TeamActive but we didn't have a lot of time at that point. So I would say think about something other than just digital comms as well.

7.2 What to take forward

From all of the evaluation information (surveys, participant interviews, working group debriefs, informal feedback from support champions), the following learning can be taken forward:

- Drip-feeding information - participants with low physical or mental well-being might be nervous about joining the scheme and attending an event day where they potentially do not know anyone can be daunting (particularly if attending as an individual). Providing regular emails and information to participants before the



event day can help them know what to expect and reassure them about attending;

- Recruitment strategy – police force working groups who drove the programme ‘on the ground’, with senior management support recruited higher participant numbers.

One working group gave an example of their strategy:

The second time around we had dedicated support from corporate comms who manage the internal communication and there was a strategy put in place, so I think that helped. The other was to make sure that the understanding was there, I briefed senior managers across the organisation or representatives of every department and area command where staff work, both police officer and police staff, and sold the benefits to them. And we used some stories as well, so we used a story of somebody who’d pursued boxing as part of the 1TeamActive programme [from Cohort 1] and we used their good news story to also sell the benefits of the programme. So, I think the main difference between the second time was that there was a strategy in place to promote it. There was briefing the senior managers to explain what the programme was about, there was using people’s personal journeys to sell the benefits, and if you put all that together, it made for a more coordinated push across the organisation.

- The event day - attending the event days was important, although participants who could not attend the event day could still join the scheme, they missed experiential understanding and tended to ‘buy in’ to the programme less. The nutrition information was impactful, and the shorter event day format worked well;
- Variety - where possible, a variety of instructors, activities, and locations for the ongoing 11 weeks should be offered to participants. Having to travel to engage in the activity was a barrier. Some consideration should be given to an alternative offer to meet family needs vs individual needs – different activities to target different groups would improve the experience for all;
- The instructors – instructors were important in participant experiences. There was generally good feedback about instructors, who were inclusive, set activities at an achievable level, and accommodated health needs and/or families. Instructors were particularly effective where they engaged with participants, set up WhatsApp groups so that participants could interact further, and gave personalised elements to their group (e.g., encouraging other health habits such as eating less sugar, giving individuals things to work on to see progress);
- Continuity – starting the 11 weeks of activity with instructors soon after the event day was critical to keeping participants in the programme. It was frustrating for participants when the group set up took a while. Continuity was also important if classes were cancelled (e.g., due to weather or Covid) – the online community of 1TeamActive could compensate in these instances;
- Community – participants in bigger groups generally had better experiences, enjoyed more of the social aspects and got to know other 1TeamActive participants who were all encouraging and supportive. The online aspects of 1TeamActive also helped to build the community. Participants could make up missed sessions with online classes and enjoyed sharing recipes, but more could have been made of this – particularly the app needed improvement;
- Clear force strategy for time off – police forces needed to be clear on the guidance



for participants whose shifts clashed with 1TeamActive sessions. Some mechanism was needed to facilitate attendance – support champions did an effective job at this, but it is not realistic for working groups to fulfil the support champion role in its' current format;

- Signposting – to support participants in maintaining their physical activity behaviour following the end of the 11 weeks of 1TeamActive they need to be signposted to alternatives and/or offered to continue with their instructors for a fee.

8.0 Summary

This report has provided evidence for the realised impact of participating in 1TeamActive. The pre-post analysis indicated that there was a significant positive impact on physical activity; on average participants moved from the Inactive to the Fairly Active group. There was also a significant positive impact on well-being; before the programme participants were below the national norm for well-being, and after the programme their well-being was above the national norm. Further significant positive impacts were found on attitudes to physical activity, motivations for physical activity and self-efficacy, and there was a significant decrease in police force employees perceiving that they were unable to meet their work demands. Feedback on the surveys indicated that participants strongly agreed that they had enjoyed 1TeamActive, and that it had increased the frequency of families being physically active together. Follow-up data from Cohort 1 indicated that families were still doing more physical activity together 3 months after 1TeamActive than they were before the programme. However, there was a data gap for the impact and feedback of young people, although children indicated that they loved or liked the programme. Qualitative data suggested that participants perceived positive physical, psychological and social impacts from 1TeamActive. The nutrition information in the event days was also impactful and participants have developed new lifestyle habits since, but further signposting following the 11 weeks of activity is needed to support participants in maintaining physical activity habits. Participants and the police force working groups would like to see 1TeamActive continue. For it to do so sustainably, the programme should consider separate provisions for individual adults and family groups with children, and amendments to the support champion role to reduce the demand on working groups. To implement the programme, police forces need a recruitment strategy and clear guidance to support shift workers in attending the 1TeamActive sessions.

The information provided in this report indicates that 1TeamActive has met its' programme objectives, the evidence relating to the objectives is outlined below:

1. Embed a sustainable grass roots sports and activity programme within the Police Service;
 - Yes, the 4 pilot police forces successfully delivered 1TeamActive across 2 Cohorts of participants, and with some amendments the working groups perceive it could run sustainably (see 7.1 and 7.2);
2. Ensure the programme has maximum reach and particularly to those who would experience the greatest benefit;
 - Yes, only 15% of adults were 'Active' at baseline, and participants were below the national norm for well-being (see 2.2.1);
3. Provide opportunity, support and education to individuals that will have a lasting effect with



changes to lifestyle practices for the individual and their family;

- Mixed evidence – families are more active than baseline, but are not sure if the activity is yet part of their routine (see 5.0), however qualitative feedback about nutrition suggests that had a lasting impact (see 6.0);
4. Deliver improved work performance by inspiring and supporting happier and healthier lifestyles amongst staff;
 - Yes, statistical analysis indicated a significant impact on work performance (see 3.2.6);
 5. Provide an evidence-base, through evaluation, which demonstrates the causal link between the improved mental and physical well-being of staff and their families and keeping people safe;
 - Yes, statistical analysis indicated a significant impact on physical activity and mental well-being (see 3.1 and 3.2), which was supported by interview data (see 6.0);
 6. Ensure the programme is sustainable within the organisation delivering a continued healthy workforce;
 - Yes, with some amendments (see 7.1);
 7. Develop effective collaborative working relationships with all police forces involved with the programme.
 - Yes, working group debriefs indicated that the collaboration between 1TeamActive and their forces was effective (see 7.1).

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