



Mapping of innovative practices in the EU to promote sport outside of traditional structures

A report to the European Commission

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Mapping of innovative practices in the EU to promote sport outside of traditional structures

Final Report to the European Commission

written by



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Executive summary

The practice of sport and physical activity in the current society is mostly characterised by a phenomenon of 'deinstitutionalisation' whereby individual demand related to sport goes beyond the offer of established structures, such as sport clubs or federations. The understanding of this phenomenon is driven by two main developments:

- There are increasingly numerous opportunities to practice sport and physical activity outside of sport clubs, in less formal, more flexible, 'lighter' organisational settings;
- People develop numerous other motivations to practice sport and physical activity, beyond the competition driver, such as the pursuit of better health and well-being, or the need of a more sustainable and 'clean' lifestyle.

These two developments pose challenges for the sport sector, historically structured around the organisation of competitions, which need to adapt its sport offer to this evolving demand.

The aim of the present study is to provide a wider understanding of how sport practice is evolving in nowadays society and how the sport movement is adapting to this evolution. For this purpose, the study has mapped innovative initiatives developed to promote sport and physical activity in each of the 27 EU Member States. The mapping puts forward a collection of good practices of such innovative initiatives and provides an overall analysis of the key characteristics of these initiatives that drive innovation in the practice of sport.

The research highlights the fact that innovative practices to promote sport and physical activity already exist at EU, national, regional and local levels, in almost any geographical location, stemming from urban, peripheral or rural contexts and addressed to all socio-economic and demographic categories. Moreover, as the promotion of sport and physical activity often refers to new and attractive ways of practicing sport, the initiatives take place outside of the acknowledged sport structures (sport federations, sport clubs), and are more closely linked to individuals' personal environments (indoors and outdoors, at home, at school, at work, during commuting time or leisure time). However, established sport structures are also innovating, with the aim to continue to attract people (especially young individuals) in the practice of sport.

The analysis of the collected good practices has led to the identification of wider trends related to how innovation appears in the context of new initiatives to promote sport and physical activity, according to three criteria: the novelty elements, the barrier to be overcome and the creation of social value. An overview of these trends is presented below for each of these three criteria:

The novelty elements:

- **The development of active spaces** stemming not only from the creation of new types of infrastructures for sport practice but also from the way spatial planning is rethought and re-developed as to maximise individuals' possibility to move in any moment of their daily routines;
- The efforts made by sport organisations to attract citizens in the practice of sport have led to the creation of lighter, modular and flexible infrastructures that can be placed in diverse locations, closely linked to individuals' daily routines;
- **New technologies as cross-cutting innovative elements** which are used as attractive ways to promote sport and physical activity especially to younger generations; new technologies such as Big Data are also used to deepen the knowledge on how different target groups practice physical activity and thus provide important insights into how barriers to sport participation can be lowered;

- **The importance of robust public-private partnerships, including EU wide collaborations,** in the development and implementation of the initiatives, as well as in the scale-up of local initiatives;
- Efforts to promote sport and physical activity across a wide variety of contexts has revealed a wide variety of sport development strategies from local to national levels, involving robust public-private partnerships for the strategic planning, implementation and evaluation of promotion initiatives put in place.

Barriers to be overcome:

Innovative sport practices develop in relation to certain barriers to be overcome in order to empower people to engage more in the practice of sport. The research has identified several barriers that innovation in sport practices is set to overcome:

- **External barriers**, such as the lack of sport infrastructure, lack of appropriate sport offer, lack of settings favourable to sport practice, high cost of practicing sport, lack of friendly environment for sport practice, or lack of a partner to engage in a sport practice with.
- **Internal barriers**, linked mostly to lack of motivation and interest, lack of physical condition, time constraints, lack of information about sport practice possibilities or the fear of injuries.

The value creation element:

- **Social innovation stemming from the innovative initiatives to promote sport and physical activity.** The practice of physical activity is linked not only with the enhancement of individual health, but also to wider communal benefits, such as social cohesion and inclusion, for instance by allowing sport to be practiced through an intergenerational lens.
- The private environment, such as enterprises and other professional places are equally creating programmes to drive their employees to lead a more active lifestyle with positive implications on the group cohesion and the overall professional results;
- **New forms of physical activity tailored for different target groups**, especially the physically weaker or undeveloped bodies (such as children or seniors), who are not part of the audience of mainstream sport offers and settings (such as fitness clubs, gyms or traditional sport clubs);
- A growing number of public institutions such as schools, universities or other learning facilities are developing their physical education activity as to be more attractive for the youth;

The table hereafter presents the overview of innovative sport practices identified in EU-27 according to the three innovation criteria:

	Novelty elements			Key barrier overcoming elements		Value creation elements	
	Key novelty elements	Use of new technologies, data collection and analysis	Partnerships	External barriers	Internal barriers		
AT	Promote health activities in general (sport, movements, experiences)	(sport, nature)	N/A	Municipality, Ministry of Sport, Health sector, Sport sector, Private sector	Provide sport partner by creating a regular and diversified sport offer	The Multi-sport offer multiplies participation possibilities	Promotes the integration of groups at risk of social exclusion
BE	Create an environment favourable to sport practice thanks to a multipurpose, all-in-one sport facility	iPitUp's free activity app serves as a virtual coach and motivator. It allows both to offer a personally adapted exercise program and to know the body mass index of the users. As a result, the initiative can monitor its effect by investigating if the non-movers are also reached		Municipalities, Private sector	Brings sport facility closer to inhabitants of urban areas and maximises the number of possible users	The integrated info panels and the free activity app ensure appropriate entry level and provide virtual coaching. It also allows inhabitants of urban areas to practice physical activity at proximity of their living areas	The digital application enables the municipalities to gather data on sport practitioners and adapt their sport offer in the long term
BG	Unlock the positive effects of sport within hospitals and rehabilitation centres by providing tailored physical activity for breast cancer survivors	Dancing with health collects data that will be analysed and result in a scientific article to be published mid-2021 in the journal "Frontiers in Psychology", section Psychology for Clinical Settings		Collaboration at EU level (Erasmus+), Health sector, Universities, Sport sector	Provides a favourable setting for sport practice. The specific training for trainers activities allows the activity to be more easily replicated	The specific training for trainers ensures a safe environment for practitioners. The data collection allows to tailor the offer to the specificities of the group and to easily replicate the activity	Improves the quality of life of breast cancer survivors (in physiological and psychological terms)
HR	N/A	N/A		Ministry of Sport, Mainstreamed partnership across different policy areas	Facilitating access to already existing sport infrastructure and participation in sport activities by providing funding	N/A	Fosters inclusion of people with disabilities and of people at risk of social exclusion
CY	N/A	N/A		Collaboration at EU level, sport sector, private sector	Provides training to adapt the sport offer to well defined target groups	Provides access to disadvantaged youth to sport by linking sport and youth work	Makes football a motor for youth participation, social inclusion and women empowerment

CZ	N/A	Sophisticated evaluation system of 8 disciplines that children perform during their PE classes. The data collected is compiled in a report card edited via an easy-to-use informatic programme which provides in addition specific recommendation of sport disciplines to practice, with links to local sport clubs	Schools, Sport Sector, University	Provides appropriate/tailored offer to the specificities of a well identified target group	Removes the competitive environment to help children to discover their strength and talents. / Rewards children for improving their weak skills rather than their strong skills which promotes self-acceptance	The collection of anonymous data about children's physical capabilities enables a better understanding of the impact of the initiative	
DK		Infrastructure created by using participatory design thinking process with the future users	N/A	Private sector, Municipalities, Schools	Creates multi-sport infrastructure and open its access also to schools for PE classes	Creates an infrastructure tailored to the needs, hopes and dreams of the future users	Creates positive changes for the youth / Creates additional possibilities for PE classes as the infrastructure is open also for schools
EE		Gives the opportunity to enterprises to trigger physical activity at their employees by turning free access to a wide range of sport and physical activity as an employee benefit	The employee benefits are managed by a software allowing the employees to identify the appropriate sport and physical activity offers at proximity	Private Sector, Sport Sector	Provides free sport practice possibilities by turning sport into an employee benefit	Provides information about sport practice possibilities directly at the work place	Enhances the societal role of enterprises
FI		The Heia heia wellness App allows to organise health campaigns together with local labour unions and local businesses, can be used by PE teachers and also by the citizens for their individual and private sport and physical activity practice.	The municipality of Kemi in Finland provides a licence of the HeiaHeia Wellness App to all of its citizens, allowing them to promote health and exercise services, and to undertake several health campaigns	Municipality, Private sector	Improves sport practice setting	Increases motivation via the app (challenges, connection with colleagues)	Creates new tools for public health policy campaigns and offers opportunities to do PE classes despite home-schooling
FR	N/A	The one-and-a-half-year study used a design thinking method to comprehend why half of the French population doesn't do regular physical activity and, thus, identify the levers to get people to practise physical activity regularly		Ministry of Sport, Sport sector, Private sector	Adopt the sport offer to well defined target groups	Better understanding of the internal barriers. The study comes to the conclusion that people are not engaging in sport and physical activity because bad experiences during PE classes, the lack of entry level and guidance for adults beginners	The study gives a better understanding of the barriers to sport practice to key actors of the promotion of sport and physical activity

DE	Ambitious sport strategy at local level which consists spreading easily accessible sport gears throughout the city to enhance the inclusion and the health of elderlies	N/A	Municipality, Private sector	Eases the access to sport practice by spreading the gears across the city	Low threshold activities are adapted for elders	Fosters the inclusion of the elderly in the city
EL	Combines sport activities in traditional infrastructures with tourism activities	N/A	Private Sector, Municipalities, Sport Sector	Provide sport practice possibility in vacation time and in a friendly environment by opening professional infrastructure to tourist or classes on school trips	Mix the sport offer with cultural and touristic activities.	Tourism opportunities / Regional development
HU	Ambitious sport strategy at national level consisting in fostering well equipped outdoor sport parks and runaway throughout the whole country	N/A	Ministry of Sport, Municipalities	Provides access to infrastructure by creating sport parks throughout the country	Adapts the entry level thanks to 4 different types of sport parks corresponding to 4 different level of difficulties	N/A
IE	Ambitious sport developments strategy at national level consisting in reinforcing the sport offer by a wide mix of approaches including facility and area-based hubs, urban and rural hubs, water sport and outdoor recreation hubs	N/A	Ministry of Sport, Mainstreamed partnership across different policy areas, Sport sector, Municipalities	Improves the sport offer in a community by establishing "Sports Hubs"	Improve information about sport practice possibilities	Fosters social cohesion by increasing the opportunities for people of all ages to participate in sport and physical activity in their communities and reinforces the links between the local associations and the citizens
IT	Moovin turns the entire city (both outdoor and indoor spaces) as infrastructure for physical activity as any distance covered on foot, anywhere in the city counts	The Bergamo municipality, together with the Bergamo University developed an app that is used to organise public health campaigns based on gamification	Municipality, Health Sector, Schools, Private Sector, Media	Creates an appropriate offer to engage all the population in physical activity	Increases motivation and interest thanks to an ambitious health campaign based on a collective challenge	Fosters social cohesion
LV	Comprehensive local development programme based on an Integration Action Plan Methodology which aims to redesign urban spaces to foster physical activity.	N/A	Collaboration at EU level (Urbact)	Eases the access to sport practice by creating new infrastructures (all free of use) and creates soft mobility infrastructures	Alleviates time constraint	Better understanding of current situation and interest from population

LT	Regeneration project for an abandoned green space combining an adventure park and a business hub	N/A	Municipality, Private sector, Schools	Create a sport infrastructure and open it to school for PE classes	N/A	Valorisation of an underused are, creation of up to 60 new workplaces and contribution of the project to the overarching objectives of the cities (ensure quality of life and promotes sustainable development)
LU	Ambitious sport strategy at national level turning sport policy into a social policy	N/A	Sport sector, Ministry of sport	N/A	Recognises sport as an essential value which helps to raise awareness on the importance of physical activity.	Turns sport into a social policy
MT	Fosters physical activity both within and outside the workplace	N/A	N/A	Creates appropriate sport offer during break times	Alleviates time constraint, and the lack of motivation by incentivising the use of stairs and any opportunity to move at the workplace	Become a role model for the promotion of sport at the work place
NL	Project developed using active environment design	The project compiles data on how 1800 children from the Rotterdam area are using nearby sport infrastructures, in order to determine ways to increase the level of physical activity of children from lower economic backgrounds in the city	Universities, Schools, Sport sector, Health sector	This project aims to identify the barriers to be overcome by using active environment design based on compiled data of 1800 children from the Rotterdam	N/A	Deepen the integration of marginalised groups and people at risk of social exclusion
PL	N/A	The "Active MultiSport School" in order to gather data during the physical tests undertaken in schools and gamify the PE classes	Private Sector, Schools, Regional government, Local governments, University	Creates an appropriate offer to engage children physical activity via gamification of PE classes	PE classes become fun even for children with less physical abilities	Collection of small amounts of personal data to assess progress of children and evaluate the effectiveness of the initiative
PT	Open existing infrastructures to the public. Makes use of other infrastructures in nature to practice sport	The National Walking and Running Programme (PNMC) makes use of a digital application to help interested practitioners to discover walking and running centres at proximity	Sport sector, Sport Ministry, Municipalities	Provide opportunities to practice sport by creating a nation-wide sport offer	Propose regular activities managed by certified coaches. The possibility to consult the coaches to develop a personal training plan reduces the risk of injuries and allow to adapt the sport offer to any level	Fosters social cohesion by gathering walking and running groups

RO	N/A	The online platform promotes the development of grassroots football in Romania by linking interested practitioners with participation opportunities in grassroots football (pitches, training opportunities, competitions...)	N/A	Creates an appropriate offer via a strategic programme of activities	Gives the opportunity for free training and provide information to practice football at grassroots level throughout the country via one-stop website.	Allows people to join and participate more easily in grassroots football competitions
SK	Create professional sport offer in public spaces (green areas, parks...)	A digital platform allows the PE teachers to monitor the progress of their pupils	Regional government, Health sector, Sport sector	Creates a new sport offer encompassing regular and diversified running workouts activities	Connects and motivates people by creating a sport community adapted to all	Fosters social cohesion and raises funds for charity associations
SI	Ambitious sport developments strategy at national level dedicating a national holiday for sport	A website is registering all the activities available throughout the country during the Slovenian Day of Sport	Ministry of Sport, Mainstreamed partnership across different policy areas, Sport sector, Private sector, Health sector	Create a national holiday for sport	Raises awareness on the importance of physical activity on the sport' vital role for well-being, and quality of life	Makes sport a national priority and promotes physical in the long term
ES	Light, multipurpose, all-in-one sport facility that can be installed in a variety of places linked with an innovative management concept (the coach-entrepreneur)	N/A	Private sector, Regional government	Allows to install sport facilities in almost any place	The entrepreneur coaches can provide the users with appropriate training	Creates job opportunities for sport coaches who can become coach-entrepreneurs
SE	Ambitious sport strategy at local level aiming to provide equal opportunities to be active and to be healthy	N/A	Private sector, Municipality, University, Sport sector, Schools, Media	Makes sport a tool for the long-term sustainable social development of the city thanks to cooperation and exchange experiences between parents, coaches, educators and decision makers in sport, schools and healthcare as well as cultural and leisure administrations	Provide the children with all necessary skills for sport practices via a comprehensive plan for the promotion of physical literacy	Increase sport literacy rates among children and young people and foster the sustainable development of the city

The present report puts forward a set of recommendations aimed for the wider sport movement and public authorities across the EU to replicate and further develop innovative initiatives to promote sport and physical activity for all. These recommendations and practical advice are organised according to the innovation criteria and trends identified and presented above, thus providing guidelines on how to develop the following elements:

- **Needs and barriers analysis**, as a key element to successful sport initiatives;
- **Robust partnerships** to develop sport initiatives, including cross-sectorial and international cooperation
- **Innovative active spaces**, based on the concept of reusability and flexibility;
- **Usage of new technologies** to benefit sport practices.

The research conclusion can be summarised under the motto “one size does not fit all”: innovation does not emerge through a singular aspect, rather it is the product of a mix of factors which co-exist interconnected in a heterogenic fabric at community level and is aimed at the overall promotion of sport practice for all socio-economic and demographic categories.

Innovative sport practices emerge when a novelty element is implemented within a well-defined strategy to overcome barriers to sport practices and creates value beyond the benefits of being physically active.

1. Introduction

1.1 Increasing opportunities to practice sport

The perception of sport across the EU has evolved in the past years to encompass a widened understanding of sport practice, which goes beyond the model of well-established, structured and regulated activities within professional sport. Indeed, the latter has been historically organised according to a 'pyramid structure' of governing bodies responsible for competitions from grassroots federations and clubs at the base, to national sport federations under the umbrella of a single European federation at the top. This pyramid structure has been seen as crucial to enable sport practitioners to find their way from beginner/amateur level to a professional career. The 2007 White Paper on Sport further mentions this model as being specific for the sport sector¹. However, sport practices have been increasingly linked to the needs and specificities of modern lifestyle, with clear economic and commercial implications and a growing social importance. This marks a shift away from the competitive dimension as main driver to engage in sport activities.

As a result, a diversification of opportunities and ways of involvement in active leisure time has emerged: opportunities for sport participation have expanded to less formal, more flexible, 'light' organizational settings², such as commercial fitness centres, work-related sport activities, mass sport events, public sport facilities, parks and paths increasingly used by individual runners or cyclists. The phenomenon has been elsewhere referred to as part of the so-called *deinstitutionalisation of sport practice*³ generated by a growing mismatch between individual demand and offer of sport clubs. Hence, traditional clubs have been increasingly seeking to innovate and increase their services' flexibility in order to continue to drive sport participation.⁴ An example in this direction is given by the Sports Clubs for Health Guidelines⁵, an EU-funded project aiming to encourage sport clubs and national sport organisations to invest more in using the health potential of their particular sport. This leads to an enhanced promotion of physical activity and encourages sport clubs to review their own activity, beyond the competition focus, and to promote greater participation in health-enhancing sport activities.

The trend towards the mismatch between individual preferences in practicing sport and clubs' tradition offer is confirmed empirically by the latest Eurobarometer on sport and physical activity⁶ according to which a majority of the survey respondents are practising sport in settings such as parks or outdoors (40% of respondents) at home (32%) or during commuting times (23%).

A study by the French National Council of Sport also shows that there is a consensus by the sport experts that the demand of sport practice directed toward competition is decreasing in favour of other types of more user-friendly practices.⁷

¹ The White Paper on Sport COM/2007/0391 final <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52007DC0391>

² Julie Borgers, 'Sport light: A sociological perspective on institutional change in sport participation', 2015-12, in Limo, KU Leuven;

³ Pascal Duret, *Sociologie du sport*, Presses Universitaires de France, 2012.

⁴ Interviews

⁵ For further details: <https://www.scforh.info/>

⁶ European Commission, Special Eurobarometer 472 on sport and physical activity, March 2018

⁷ Conseil National du Sport, *Diagnostique sur le décalage entre l'offre et la demande de pratique sportive en France*, 2016, p.13.

1.2 Evolving motivations for sport participation

The increasingly stronger link between emerging sport practices and modern lifestyles is reflected by the evolving motivations at the basis of sport participation.

The well-established practice of sport in a competition setting is driven to a great extent by the quest for performance, as evidenced by a number of studies linking motivational aspects and performance in competitive sporting activities.⁸ The activity promoted in a sport club typically requires regular involvement, participation in competitions and development of performance.

On the other hand, engaging in sport within lighter settings has been found to be strongly related to health and body-oriented incentives⁹, which refer to physical health, especially in a context of increasing sedentary lifestyles, but also to mental-health, in the context of stress and mental pressure stemming from working conditions and modern urban lifestyles. Moreover, the need to relieve stress and focus on the individual mental health and well-being have been all the more revealed by the ongoing COVID-19 pandemic, during which lockdown measurements have been imposed by governments. The harmful effects of limited physical activity (as effect of the lockdown) on mental health and well-being can be counteracted with light simple physical activity regimes at home or in certain outdoor conditions, as various studies show.¹⁰ The World Health Organisation has issued guidelines aimed at maintaining a moderate level of physical activity at home, with no special equipment.¹¹ As a result, the pandemic has reinforced trends of practicing physical activity in light, ad-hoc settings, mainstreaming home workouts, intergenerational physical activity practice (active families) or free outdoor activities.¹²

Other important motivating factors to engage in 'light' sport are leisure-related (amusement and relaxation)¹³, or the social aspects linked to be part of a team or a community. The particularities of modern lifestyles have generated a need for flexibility and autonomy when engaging in sport and physical activity.

However, sport and physical activity are perceived by EU citizens as too time consuming and, as such, time investment represents an important challenge in the practice of sport in the EU. Indeed, 40% of EU citizens listed lack of time as the main barrier in practising physical activity, as evidenced in the latest Eurobarometer on sport.¹⁴ Other important barriers are the lack of motivation (20% of the respondents), having a disability or illness (14% of the respondents), the fact that it is too expensive (7%), the dislike of competitive activities (6%) and the fear of the risk of injuries (5%). The diversified list of barriers encountered in the practice of sport and physical activity nowadays constitutes another imperative for sport clubs and other traditional structures to quickly adapt their offer to the challenges of modern lifestyles, by proposing innovative ways of sport practice, less time-consuming and more autonomous.

⁸ See for instance Nicolas Gillet et al, 'Examining the Motivation-Performance Relationship in Competitive Sport: A Cluster-Analytic Approach', in *International Journal of Sport Psychology* 42(2), pp:79-102, 2012

⁹ Julie Borgers, op.cit., 2015

¹⁰ Eszter Fuzeki et al, 'Physical activity during COVID-19 induced lockdown: recommendations', in *Journal of occupational Medicine and Toxicology* 25 (2020), <https://occup-med.biomedcentral.com/articles/10.1186/s12995-020-00278-9>

¹¹ World Health Organisation, Stay Physically Active during Self-Quarantine, 2020, <https://www.euro.who.int/en/health-topics/health-emergencies/coronavirus-covid-19/publications-and-technical-guidance/noncommunicable-diseases/stay-physically-active-during-self-quarantine>

¹² 'Five lasting physical activity trends kickstarted by COVID-19 according to Global Active Cities' in sportanddev.org, <https://www.sportanddev.org/en/article/news/five-lasting-physical-activity-trends-kick-started-covid-19>

¹³ Special Eurobarometer 472

¹⁴ idem

Another important motivational aspect when engaging in sport and physical activity is emerging in connection with environmental awareness and the growing need to spend more time in nature, in the context of extended urbanisation and industrial processes in nowadays society. Moreover, the pursuit of better health and well-being through sport and physical activity has the potential to become a motivating factor in persuading individuals to change habits towards a more sustainable behaviour with positive impact on the environment.¹⁵

1.3 Recent sport policy developments in the EU

The multiplication of possibilities and opportunities to practice sport and physical activity beyond a competition framework and closer to modern lifestyles' challenges has been already observed by the European Commission who launched in 2020 the Preparatory Action on "Grassroots sport programmes and infrastructure innovation". The action aims to give the opportunity to sport organisations to develop and promote new forms of practicing sport and physical activity through the adaptation of the infrastructure and/or the offer of sport activities/ programmes for all social and economic categories. This includes the development of new forms of sport and physical activities, the communication about these activities and their benefits as well as the development of small, recreational sport facilities.

The present study was requested by the European Commission in the context of this Preparatory Action. It thus aims to give a wide understanding of the innovative trends outlining new initiatives to promote sport and physical activity beyond the traditional structures. The selected projects under this Preparatory Action are also presented in this report, along with the wider collection of good practices identified.

- **FOOTLAB - the new, flexible way of playing football - The Royal Dutch Football Association, (NL)**

Short description: The Royal Netherlands Football Association (KNVB) created the VOETLAB to help the football clubs to cope with the decrease of memberships in football clubs. VOETLAB to organise new, flexible ways of playing football, driven by technology and aimed at youngsters. It enables football clubs and other local organisers to organise and develop series of alternative football events (training, games, tournaments) using instant messaging, gamification, and new football formats. In this way, VOETLAB contributes to increasing participation in sport by developing and promoting new forms of practicing sport and physical activity. It hereby also strengthens the clubs by enabling them to attract new target groups and engage with existing and unsatisfied members. The new VOETLAB format has been developed by the TIS, the Innovation Center of KENVB. Created in October 2019, the TIS develops new formats, competitions, and business models for this large group of sport's lovers who are not participating in club life anymore.

- **JUNGLE ATHLETICS - Royal Spanish Athletic Federation - Youth Committee, (ES)**

Short description: The Royal Spanish Athletics Federation (RFEA) has repackaged athletics' basic movements of running, jumping, and throwing –the foundation for both physical literacy and many of the world's other sport disciplines –into three innovative practice and competition formats that mainly target grassroots and recreational participants. This work included strategic and market research, product design and testing, and, more recently, the initial development of a smartphone application (Jungle Athletics) which proposes three interrelated and cross-promoting formats the 'Video Challenge', the 'Trackathlon' and the 'MTA' (Mixed-Team Athletics). The app is also linked to social media for promoting Jungle Athletics to participants and fans. Together they complement the traditional, more performance-oriented athletics format and make the sport more accessible, attractive, relevant, and meaningful for today's public, especially young people.

¹⁵ Interviews

- **Sport goes digital: To break new molds for the sports in the Rhein-Erft-Kreis - Kreissportbund Rhein-Erft e.V, (DE)**

Short description: The project "Sport goes digital - To break new molds for the sports in the Rhein-Erft-Kreis" of the Kreissportbund Rhein-Erft aims to respond to the individual needs and preferences of all residents in the district concerning sport and to create new offers for young and old. The project is divided into three stages: In the first stage, the associations are supported and instructed in sharpening their profile, especially with the help of information events and seminars. The focus here is on adapting to social changes. In the second stage of the project, at least 15 new sport activities will be implemented by the clubs and KSB in new sports facilities throughout the district. Previously unused areas will be used for sport activities that are open to everyone. KSB will also install a digital fitness trail in all 10 municipalities in the district, which will informally encourage the population to engage in sporting activities using QR codes distributed in the municipalities. The third stage of the project includes the development of an app that is available and informs about club offers. The app is intended to promote communication between the clubs and the persons who are interested in practicing sport. Thus, the clubs can publish their offers and at the same time, people interested in sport can inform themselves and express their own wishes for new sports or sports groups. This allows for adapting the offer of sport clubs to the evolving demand of specific target groups.

- **Generation Fit - Klub sportske rekreacije Amika centri, (HR)**

Short description: FitGen enriches the offer of sport recreational programs in Amika Centers (AC) by creating and promoting two precisely planned and developed sport recreational programs for children and seniors. In Croatia, the practice of sport recreational activities, and physical activities mostly take place in gyms and fitness studios and mainly involve people from approx. 16- 65 years of age. FitGen identified the lack of adequate programs for seniors and children as one of the main reasons for them not to be active. Above the age of 65, when mental and physical health deteriorates rapidly, it is necessary to slow down the deterioration, both because of the quality of life on a personal level and because of medical and other costs of society as a whole. Likewise, it is important to teach children how to move and help them discover sport and physical activity. Therefore, through FitGen project, AC will develop specifically planned programs for children and seniors, which take into account the needs of these target groups for such programs, based on the knowledge and expertise of AC. It will attract new generations to exercise and promote 2 new programmes of physical activity for the population from 6-12 years of age called "Tic-Tac Fit" (postural exercising for children) and for the senior population called "Dual-Task Fit". Both programs will be offered via an online platform. They will present new forms of practicing physical activity which will have a hugely positive effect on the health and quality of life of the target groups.

- **Come and Play 4.0 - Sport Club Comac Sport, (BG)**

Short description: Come and Play 4.0 aims to develop and promote innovative forms of practicing sport and physical activity, suitable for people of different ages, through a new intergenerational sport methodology, using digital tools and creating mobile playgrounds. The first phase of the project consists in an initial research and analysis phase (focussing on young people; families with children and seniors) which will lead to the elaboration of the intergenerational sport programmes on an online platform. There the practitioners will find a digital toolkit and 3D Hologram images to make sport more popular among young people, but also, to demonstrate the benefits of digitalisation to adults. The second phase of the project consists in on-site demonstrations and conferences to test and communicate about the newly developed sport program, especially in small villages of the South-western Region of Bulgaria, characterised by low socio-economic development, mixed ethno-religious composition, geographical remoteness, risk of poverty and social exclusion. Finally, the results of the project will be presented during a 2 day international conference in Sofia.

1.4 Content of the report

The evolution of the perception and practice of sport within modern society has led not only to a more complex understanding of sport (including physical activity at large), but also to a reconsideration of the role of sport in the society. The present study aims to capture how the practice of sport and physical activity is developing and where does innovation lie in the promotion of new sport and physical activity practices. The methodological discussion in the second section aims to set a research framework to consider what innovation is and how it influences the promotion of sport and physical activity outside traditional structures.

The third section presents the analysis of the good practices to promote sport and physical activity outside traditional structures across the EU-27 Member States. Besides an overview of the main characteristics of these good practices, the section equally highlights the overall trends related to how and when innovation appears within initiatives aimed at increasing the citizens' participation in sport and physical activity.

The fourth section comprises the collection of good practices – one per EU Member State.

The fifth section illustrates as conclusion to the research the benefits of innovation, not only as a driver of participation in sport and of an active and healthy lifestyle, but also as it has the potential to enhance sport and physical activity's contribution to the overarching EU policy objectives, such as research and innovation, social cohesion, lifelong learning or regional development.

Finally, the sixth section puts forward recommendations for sport organisations and public authorities at EU, national and local levels to further encourage, replicate and develop innovative practices in the realm of sport, based on the observations and conclusions of the present research.

2. Methodology

2.1 Towards innovative sport practices: conceptual framework

2.1.1 Research scope

The broadened understanding of sport and physical activity have created opportunities for innovative development within the realm of sport. While the difficulty of defining innovation is well-known, due to a broad and various application dependant on the object of study and the socio-economic context, the present study proposes a set of aspects and contextual elements to guide a concrete understanding of innovation, in particular in relation to sport practices.

As highlighted in the introductory section, innovation in sport practices has the potential to emerge from the combination of the following macro-aspects:

- The growing spatial opportunities and settings to practice sport and physical activity;
- The wide palette of motivational elements to engage in sport and physical activity;
- The current societal challenges (ranging from the climate crisis to growing social and economic inequalities, or increased health risks).

A fine-grained approach to the key drivers and the settings in which innovative practices may develop and be implemented is laid down in the section below. The approach is based on a wide understanding of innovative practices, which includes projects, events, programmes and strategies developed mainly by local, regional and national authorities in EU-27 Member States.

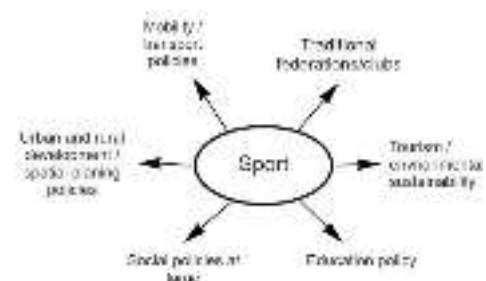
2.1.2 A selection of key innovation drivers

A preliminary phase of the research allowed developing a selection of key factors that are crucial to promote sport and physical activity in wider contexts, beyond the well-established competition practice of sport:

a) *New public policy approach and innovative partnerships:* The preliminary desk research and the interviews undertaken during the scoping phase underlined the importance of rethinking public policy. Promoting sport nowadays is not only thought in terms of motivating people to do sport, but also in terms of bringing sport closer to people. This refers both to the accessibility of sport practices, as well as the latter's relevancy for citizens' demands and needs. This renewed public policy approach is often presented via the opposition "Bringing sport to people vs. bringing people to sport"¹⁶. This approach often translates into wider cross-sectorial partnerships, which allows reaching new target groups.

b) *The interaction with different policy areas:* as mentioned in the previous section, innovation in terms of sport practices has the potential to be generated by the contribution of sport to several economic and social areas. Given its cross-sectorial specificity, sport interacts with several public policy areas as presented in the adjacent figure. This interaction often creates a fertile ground for innovation.

Figure 1: The interaction of sport with different policy areas



¹⁶ Interviews

c) *The consultation / adaptation of the environment to the evolution of the new drivers of sport practices.* The research will also focus on how different sport practices and settings are adapting to the different needs and interests of sport practitioners. In particular, it examines how sport practices and settings are adapted to certain target groups by age, gender or interest. This approach also includes the community aspect of practicing sport or conversely, the individualisation of collective sport. This point can be summarised under the tagline “one size does not fit all”.

d) *Entry level and access: the removal of external barriers for sport practice.* Sport can be promoted by removing of external barriers for sport practice. Identifying and removing external barriers for sport practice result for example in easing the access to already existing infrastructures or by lowering the entry level for a particular sport practice (for example by creating hiking paths that are adapted to the whole family or are easily identifiable), by increasing practicability, by increasing security or by creating socialising spaces in order to make already-existing infrastructures more user-friendly. Barriers can also be removed by adapting an environment not initially foreseen for sport into a sport/physical activity-friendly environment.

e) *The incentivisation:* Incentivisation to engage with sport is twofold: i) it may come in the form of the reward for the practice of sport. After a certain number of visits to the swimming pool, people gets discount or free places for events, or children who come to school by bikes get a reward in the form of free tombola tickets; ii) it can also be generated via particular sport events with participatory sport activities, or via sport events linked with sport tourism, or by easing the access to professional sport coaching.

f) *Digital / technological element:* The digital/new technologies’ aspect is analysed as a transversal element that can be integrated in all the above-listed key elements. Digitisation or new technological solutions can intervene in successfully adapting environments to evolving drivers of practicing sport, or in the removal of certain barriers in engaging in physical activity, or, very importantly, in incentivising sport practices. The technological element equally comes into play when highlighting the contribution of sport to other policy areas, as sport and physical activity become testbeds for wider advances in research and innovation, for instance.

The data collection includes any type of individual or collective physical activity that could take place in a wide variety of settings, in diverse environments and with different level of regularity and intensity.

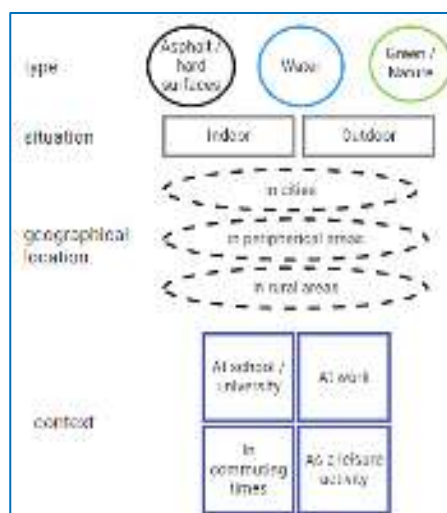
2.1.3 A wide understanding of sport practice settings

The research inquires upon the setting in which sport activities take place, by defining four key components, i.e. i) the infrastructure type, ii) its situation iii) its geographical location and finally iv) the context in which the sport/physical activity practice takes place.

- a. The infrastructure type is categorised in three key groups (asphalt/hard surfaces, water and green/nature).

- The *asphalt / hard surfaces* group encompasses the infrastructure that allows sport practice on a hard ground made generally of asphalt in case of outdoor infrastructure or in wood in case of indoor infrastructure, or other artificial material. These types of spaces are often specifically designed for sport practices but may allow for mixed uses.

Figure 2: Illustration of the key features of the diversity of environments for sport practices



- The *water* group refers to any infrastructure where water plays a role in the sport practice (typically for swimming pools) but also infrastructures that include for example a recreational swimming spot.
- The *green/ nature* group refers both to nature at large (e.g. mountains, sea-side, forests etc) and to urban settings where nature is included (e.g. parks, cities green outskirts etc.)

- b. *The infrastructure situation*: refers to sport and physical activity that are practiced indoor and/or outdoor;
- c. *The geographical location*: refers to both innovative practices within cities as well as in rural areas.
- d. *The context in which the sport/physical activity practice takes place*: refers to the wider socio-economic settings, in which sport practices take place, including for instance school or university contexts, work or commuting time.

2.2 Data collection method

A survey¹⁷ has been sent by the European Commission to Sport Ministries in the EU-27 MS to collect innovative practices to promote sport outside of the well-established sport structures and illustrate the newest trends for the promotion of sport. The survey yielded responses from 12 Member States, which described in details one selected good practice implemented at national, regional or local level. Additional desk research and interviews with sport stakeholders were conducted in a second stage, in order to complete the collection of best practices in countries from which no reply to the survey has been received. In some cases, the received inputs did not entirely comply with the set of criteria used to identify innovation in sport practices (see below). Additional desk research and interviews were conducted to cater for this situation as well. The result is a collection of 27 good practices (one per EU Member State).

The collection of case studies, together with the desk research and interviews, illustrate how innovative practices in the sport sector can contribute to the promotion and accessibility of sport and physical activity for all citizens across the EU.

The collection of good practices is presented in the section 4.

2.3 Case study selection

The conceptual framework developed above in the section 2.1.2 presents key innovation drivers that were identified in the initial research phase. This framework provides the logical basis for structuring the mapping exercise as well as for the presentation and analysis of the case studies.

If these key drivers create a fertile ground for innovative sport practices to arise the practices were considered innovative (and hence selected to be included in the mapping of good practices) when they fit to a series of 3 selection criteria, which are:

- **The novelty element** – (embedded in the word ‘innovation’ itself) becomes highly relevant in analysing the ‘traditional-modern’ dichotomy;
- **The barrier-overcoming element** – focuses on the different barriers that innovations in sport practice overcome. An indicative list of different barriers which might be overcome via an innovative solution have been included in the survey questions. The research brings a reflection on the main barrier types that could be overcome (within a problem-solving dimension) through innovative practices.
- **The value-creation element** – bears interest against the background of society’s current challenges and constraints, from the increased incidence of life-threatening diseases, cost of healthcare, to the climate crisis, increased inequalities and social marginalisation. It refers to the wider societal impact, starting from the local community to the entire society.

The validation of all these three elements becomes important in the process of differentiating innovative practices from a rather wide plethora of similar practices related to optimisation, novelty, value or solution finding.

¹⁷ The survey structure is available in annex 1.

3. The evolution of sport practice: key characteristics of the good practices and overall innovative trends observed

The introductory section of the report outlines the social changes in the practice of sport linked with a widened understanding of sport and physical activity, which is more integrated with the contemporary lifestyles' needs and challenges. This so-called deinstitutionalization of sport practice provides a series of opportunities for sport practice to evolve related to the following observed developments:

- **Multiplication of possibilities and opportunities to practice sport and physical activity as active leisure time:** in commercial fitness centres, mass sport events, public sport facilities, parks, paths or the natural environment.
- **Increased flexibility of sport practice conditions:** sport and physical activity can nowadays be practiced virtually anywhere anytime: not only indoors, but outdoors, in a variety of settings, not only as leisure, but also during work time, at home, or during commuting time.
- **Motivations beyond competition:** better health and well-being are increasingly sought through sport and physical activity.
- **Increased individual barriers to practice sport and physical activity,** especially the lack of time or lack of proper motivation.

These developments provide a hotbed for innovation in sport practice to appear, as innovation is developing to increase sustainable participation in sport and to lower the barriers to participation, but also stems from increased competition around sport offerings and settings to practice sport. The present section is twofold: it firstly presents an analysis of the key characteristics of the good practice examples collected via the survey and secondly it highlights several trends pinning down the wider contexts in which innovation in the promotion of sport practices appears, based on the insights given by the collection of good practices and by additional examples collected through the overall research process.

3.1 Key characteristics of innovative practices to promote sport outside of traditional structures

This section analyses the key characteristics of the collected good practices that were gathered via the survey to the EU Ministries of Sport and additional desk-research and interviews. It highlights the fact that various sport organisations and public authorities are already developing innovative approaches and initiatives to widely promote the practice of sport and physical activity throughout Europe. The present sub-section presents the key characteristics of such innovative endeavours related to the:

- general settings (content of the initiative, the type of area: indoor or outdoor, the geographical location, the infrastructure type or the overall administrative level);
- context of practice;
- target groups;

3.1.1 The sport practice settings

The selected practices were analysed and classified depending on the infrastructure type they rely on.

The practices were first classified depending on if they are taking place in a traditional sport infrastructure (mainly in a sport club, or at school) or outside of these traditional structures. The good practice collection highlights that sport promotion is mostly orientated towards the practice of sport and physical activity outside of traditional structures (12 initiatives promote sport exclusively outside of traditional structures and 6 promote sport both within and outside traditional structures). It reflects also recent developments concerning the practice of sport within traditional infrastructures, as 9 good practices are taking place exclusively in traditional infrastructure setting.

The vast majority of **the selected good practices allow to practice both individual and collective sport or physical activity, both in indoor and outdoor settings**. Out of the 27 good practices identified, 11 propose the practice of a single sport / physical activity and 16 initiatives offer the opportunity to practice more than one sport. Solely one identified good practice promotes the practice of sport exclusively indoor and 7 promote the practice of sport only in outdoors settings.

The good practice collection suggests that **the promotion of sport and physical activity is being developed in a wide variety of geographical areas**: 6 good practices are located in urban areas (typically in the city centres), 5 in peripheral areas (underused or deprived areas, peripheral neighbourhoods), 3 in rural areas (small towns, villages or natural sites) and 13 are located in other or all of these locations. Generally, the latter 13 good practice examples have a wider geographical scope of implementation, i.e. at regional or national level. Moreover, this category includes the examples which promote sport in schools, regardless of the geographical area the schools are situated in.

Figure 3: Classification of the good practices by the traditional element

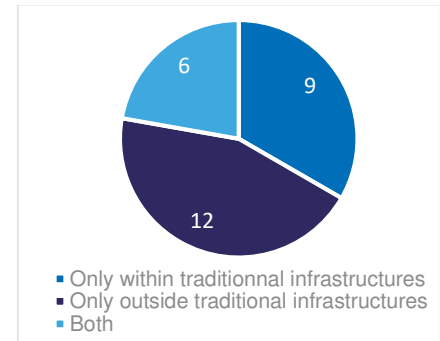


Figure 4: Content of the offer

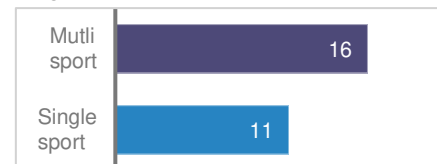


Figure 5: Type of area (indoor or outdoor)

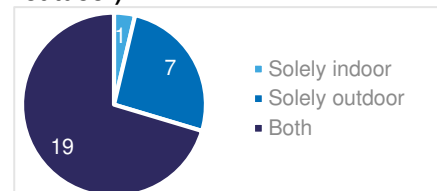
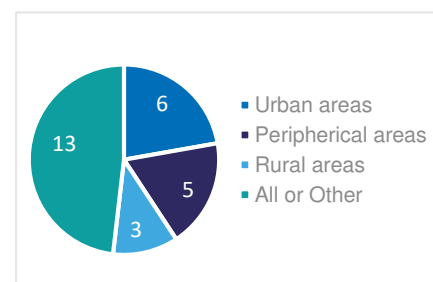
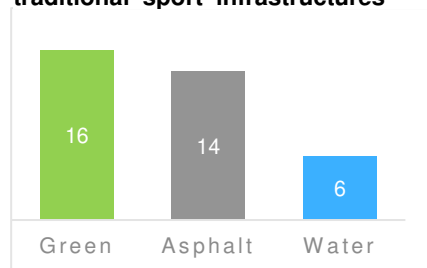


Figure 6: Geographical location



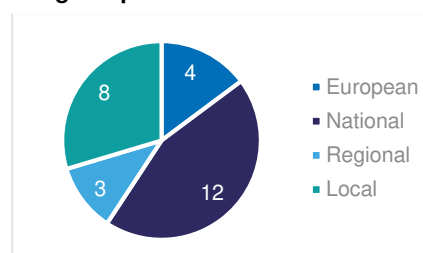
The selected practices which take place outside of traditional structures were classified depending on the type of settings they are relying upon. The results show that **the promotion of sport outside of traditional infrastructures occurs mostly in green areas (in the nature or in urban parks) and on a hard ground (asphalt)**, and less in water or at a sea-side for example. These categories are not disjoint, as one practice can happen in a combination of settings (for example by allowing the user both to swim and to run in a park).

Figure 7: Type of infrastructures for practices taking place outside of traditional sport infrastructures



Finally, the good practice collection provides examples of sport promotion initiatives at different levels of administration. It contains 4 good practices implemented at European level, 12 implemented at national level, 3 at regional level and 8 at local level.

Figure 8: Level of administration of the good practices



3.1.2 The context of practice

The selected case studies promote the practice of sport in 8 different contexts:

- During Leisure time
- At School
- During Commuting time
- At Work
- During Vacation time
- During Rehabilitation / Recovery process
- At Home
- Other

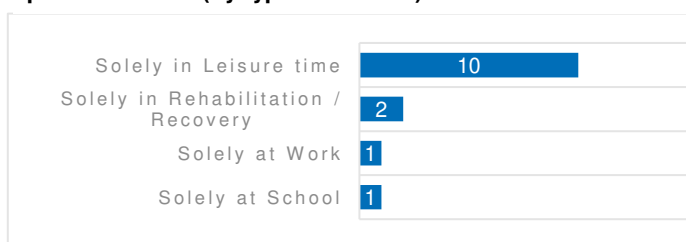
The observation of the context of practice allows to distinguish between initiatives that promote sport and physical activity in a single context and practices that can be applied in a variety of contexts. More than a half of the initiatives promote sport in a specific context (15 out of 27), whereas the other promote sport in more than one context (12 out of 27).

3.1.2.1 Sport promotion practices in one single context

Initiatives that promote sport exclusively **during leisure time** concern globally two different types of initiatives.

The first type of initiative comes from traditional sport structures, such as federations or sport clubs that are innovating to attract new practitioners, such as for example the “Together we are Football” initiative from the Romanian Football Federation. This platform launched in 2015 proposes a strategic programme of activities to

Figure 9: Number of case where sport is practiced in one specific context (by type of context)



promote the development of grassroots football in Romania. Another initiative emerging from the core / traditional sport sector is the Irish Community of Sport and Physical Activity Hubs (CSPAHS), which seeks to increase the number of people of all ages participating in sport and physical activity by establishing hubs providing information, support, and advice on a wide range of sport and physical activities to make it easier for people in disadvantaged areas to engage in a more active lifestyle. The Game Changing initiative, initiated by Youth Board of Cyprus which is aimed at increasing youth participation, social inclusion and women's empowerment also belongs to this category.

Initiatives that promote sport solely in leisure time relate also to infrastructures located in public parks that can be used free of charge by anyone. "The activity bench" from the Belgian start-up IPitUp, the facilities installed by the Hungarian "National Recreational-Healthcare Sports Park Program" or the mobile, light, modular and energy-self-efficient fitness facility developed by the Spanish enterprise CuboFit are typical examples of cases that allow to practice sport exclusively as leisure activity.

Another project that promotes sport in the context of leisure time is the "Slovenian Sports Day", a public national holiday dedicated to sport, which takes place each 23rd September since 2020.

The good practices collection contains also two projects that are promoting sport in **a context of rehabilitation or recovery process**. The first project is the Viennese "Go on! Login!" initiative which promotes social integration of vulnerable groups via health-promoting activities. Thanks to group activities (sport, movements, nature-experiences etc.) people from vulnerable groups (for example isolated unemployed people or former drug addicts) are integrated into a social network and encouraged to engage in health-promoting activities. The other project taking place in the context of rehabilitation or recovery is the Bulgarian project "Dancing with Health" which targets women in a process of recovery from breast cancer, and aims to help them accept and reconnect with their bodies, build self-confidence, enhance self-expression, strengthen personal resources, and above all, do the necessary for their well-being physical activity, thanks to an innovative dance therapy protocol.

Finally, two other projects are promoting sport and physical activity in a specific context. The Polish project "Active MultiSport School", is a multi-level intervention in schools, which aims to deliver entertaining and fun physical fitness tests to children, during physical education classes **in primary schools**. The gamification and storytelling appear to be key in motivating the children to do the series of tests, as they are supposed to defeat various supernatural characters, such as monsters, by doing their best in jumping, running etc. The local training plans developed during the preliminary school workshop are triggering "low cost, low risk, high visibility" ideas that are implemented to introduce more physical activity during school time. Another initiative promotes sport in the **context of work**. The Maltese "#BeActive Workplace" initiative implemented by SportMalta offers opportunities to do physical activity on a regular basis at the workplace thanks to a regular offer of events, or excursions. Another example promotes sport in the work context. The Estonian wellness management software for companies "Stebby" helps employers to manage employees' wellness benefits. They can hand out wellness benefits in a "Stebby" system that their employees can use for being physically active at various service providing partners (gyms, pools, yoga studios etc). As a result, this initiative is classified in the category of cases that promote sport in leisure time, but the initial input and trigger comes from the workplace.

3.1.2.2 *Sport promotion practices which apply to a variety of contexts*

The other half of the collected good practices promote sport and physical activity in a variety of contexts. The analysis shows that the promotion of sport in more than one context can be achieved in three main strategies.

a. Strategies that give access to various groups of users

The first type of strategy is to open an already-existing facility to diverse groups of users. This is what has been done by the Danish NGO “Game” which develops functional spaces for streets sport and cultural centres in Denmark and abroad by transforming abandoned industrial buildings. These newly built sport infrastructures can also be used by schools from the surroundings.

Within this strategy, a second possibility is to build multi-sport facilities that multiply the practice possibilities. For instance, the One Adventure Park based in the Lithuanian capital Vilnius offers space and infrastructures for innovative leisure experience and quality educational activities. Partnership models developed with local companies and NGOs provide the local community with affordable wellness services (programmes for active ageing, sensory therapy for people with behavioural disorders), as well as edutainment programmes that can be used by schools. The proposed activities can also be used by enterprises for capacity-building activities, to facilitate and stimulate team working and social interaction. Finally, the park offers also an experience that appears to attract tourists visiting the city and who are seeking for activities suitable for the whole family.

A similar but more ambitious initiative was found in Greece, in a peripheral area between the city of Loutraki and the capital city Athens, where a company operates a privately owned 75.000 square metres multi-purpose venue, providing a capacity of 950 residents, dining areas, sport, recreational and hospitality areas. This site, which was initially conceived for welcoming professional athletes who come to prepare for international competitions, has been opened-up to schools looking for accommodation for class travels or companies looking for a place to undertake capacity building activities. As a result, the company enriched its offer by proposing a wide range of action-packed travel programs such as Sports Training Programs, Sports Tours, Sports Camps, Talent programs, Kid’s Camps, Adventure Camps, School Tours, Corporate programs and events, Company Health/Recreation/Wellness, allowing to practice sport in a variety of contexts.

The second strategy that allows to promote sport in a variety of contexts appears to emerge from ambitious strategies adopted by public bodies at local or national level. They can either directly aim at promoting sport or indirectly tackle the issue by pursuing wider objectives.

b. Ambitious sport developments strategies at local level

A first strategy consists of **sport developments strategies at local level via digital applications** on smartphones. The Finnish city of Kemi relied on a game-based wellness app called “HeiaHeia”. The city bought a licence for all of its citizens to promote health and exercise services in particular for several health campaigns. If many citizens are using the app for their sport practice in leisure time, the evaluation after the first year of implementation shows that the most active “HeiaHeia” communities were schools (both teachers and students) and city employees, who were using the app either to monitor physical education classes during the distance school period in spring 2020, following the COVID-19 outbreak, or during health campaigns organised with local labour unions and local businesses. A similar example can be found in Italy, in the city of Bergamo, where the municipality launched in 2018 (together with the local Health Authority and the University of Bergamo) an app to encourage people to embrace a more active lifestyle and walk every day. Citizens were invited to download the app and join the walking community with the common goal of “reaching the Moon” one step at a time. As a result, the citizens are encouraged to move, whatever the context, while having the app open in order to compete with other group and gather the biggest number steps.

Another development strategy has been implemented in Latvia, by the city of Liepāja via a comprehensive local development programme based on an Integration Action Planning methodology. The city committed to combat the global trend of inactivity and sedentarism around all age groups in turning open public spaces into low threshold facilities and encourages residents to get involved in regular physical/leisure sport activities. As a result, the city began to place free street gym equipment in public places, but also to reinforce its network of walking, cycling and jogging trails, which allows to ease access to local sport infrastructures, while promoting soft mobility. The city of Umea in Sweden went one-step further by establishing in 2014 the organisation “Change the Game” with the local public housing company Balticgruppen, the regional sport federations, and the university of Umea. This organisation aims to improve physical literacy among children and young people. Thus, physical literacy moves to the centre of the city’s long-term development plan, which is to reach 200,000 inhabitants by 2050.

Finally, the Dutch Vital@240 is a similar project to the one implemented in Latvia. The two-year multidisciplinary research project aims to create successful innovative interventions using digital technologies and active environment designs to trigger an active lifestyle for vulnerable children. These solutions will be applied in three existing living labs in Utrecht and Eindhoven.

c. Ambitious sport developments strategies at national level

A third strategy to promote sport in a variety of contexts is to develop sport programmes at national level.

In France, the sporting goods retail company Decathlon launched a study together with 12 other sport organisations to investigate how to get French people more involved in sport and physical activity. The study which received the support of the French Sport Ministry adopted an innovative design thinking method to investigate the needs of sedentary people and to experiment on how to improve their lifestyle through local activities. The result of this study are concrete ideas resulting from 6 field tests that were done both in local sport clubs and during physical education classes in schools.

The Croatian open-call "Inclusion of children and youth at risk of social exclusion, persons and children with disabilities in the community through sport" supports activities aimed for children and young people up to the age of 29 and at risk of social exclusion. The call also promotes activities for people and children with disabilities. The open-call supports activities that take place in leisure time, but also in commuting time and at schools or universities.

In Luxembourg, the National Olympic Committee (COSL) presented in 2014 an **integrated concept for sport** in order to ensure the future and development of Luxembourg sport at all levels. It recognises sport as an essential value in the organization of life in the society and encompasses both the practice of sport in leisure time as well as in schools.

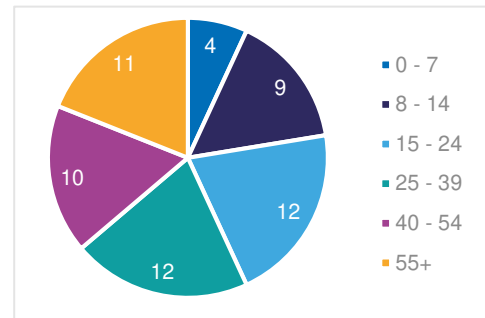
3.1.3 The target groups

The target groups of the initiatives are identified according to the **age** indicator and using the same age scale than the one used in the Special Eurobarometer 472 for sport and physical activity.

The analysis shows that the selected good practices target overall all age groups.

The survey included also a question regarding the **gender** but the research team could not identify any good practices focusing on sport promotion towards a particular gender (one could think of initiatives promoting school towards girl or transgender teenagers for example).

Figure 10: Number of good practices by age ranges



Then, the target groups were also approached through the perspective of **socio-professional categories** (based on the ones used in the Special Eurobarometer 472), but the results are not presented here as they appear to be redundant with the age ranges. While practices that focus on younger people are focusing the socio-professional category “students”, the other promoting sport among adults were indistinctively targeting all the listed socio-professional categories (i.e. Self-employed, Managers, Other white collars, manual workers, house person and unemployed). Finally, the collected initiatives focusing on the elderly group corresponded to the category Retired.

The introduction of the category “other” in the survey and in the analysis of the collected good practices showed that the analysis by age group was not always relevant, as many cases were targeting persons who are not doing sport or exercising regularly. Moreover, some of the collected case studies are targeting special groups, like the Bulgarian initiative Dancing With Health (breast cancer survivors), the Lithuanian and the Greek ones focusing on tourists. The Cypriot case study (which delivers capacity-building sessions for coaches on the thematic of youth participation) also focuses on social inclusion and women’s empowerment. It is interesting to note that there can equally be a combination of age groups and special target groups like the initiative Vital@240 which targets children not older than 14 years with vulnerable backgrounds.

3.2 Overall trends of innovation in sport practices - Where does innovation lie?

This sub-section aims to provide an overview of the observed trends in how innovation impacts the promotion of sport, influences participation in physical activity and provides wider benefits to the local community.

As mentioned in the methodology section, the research team developed a set of criteria according to which innovation in the promotion of sport practices can be identified:

- the novelty element
- the barrier overcoming element
- the value creation element.

The overall trends observed throughout the research are presented from the perspective of the above-mentioned elements which identify how and where innovation appears in the endeavours of promoting sport and physical activity.

3.2.1 The novelty elements

3.2.1.1 *Beyond traditional sport infrastructure and sport policy*

Wide understanding of sport and physical activity including all facets of sport and physical (DK, AT, LT, PT, SE), and promoting activity explicitly beyond the competitive environment (FR, SK, GR)

The collection of good practices indicates that another source of innovation is found in the process of rethinking and developing old and new **sport infrastructures** allowing to multiply the possibilities to engage in physical activity. For instance, the Activity Bench developed by the Belgian NGO IpitUp introduced a new concept of multipurpose all-in-one sport facility, allowing to maximise the number of users. It also makes people curious; the integrated info panels show a number of low-threshold exercises. The bench also goes along with a free activity app that serves as a virtual coach and motivator. CuboFit (Spain), proposes a mobile, light, and energy self-efficient fitness facility (100% outdoor and modular) that can be installed in any location. The container with all the gears can be easily installed in various locations, allowing to bring sport practice possibility in places that lack sport infrastructures. It can also be placed in popular sites, for example near the sea, allowing to increase the sport practice offer.

The innovation lies not only in the new types of infrastructures developed for the practice of sport and physical activity but also in the way spatial planning is rethought and re-developed to maximise individuals' possibilities to move in any moment of their daily routines. The multiplication of opportunities to practice sport and physical activity along with increased flexibility of the sport practice conditions have led to the development of a growing number of initiatives to transform the local communal space, be it urban or rural, so that it provides opportunities for all citizens to move and exercise 'anytime anywhere'. The concept of '**active spaces**' which is increasingly being applied in cities across Europe (in order to decrease sedentarism and increase health and well-being of citizens) makes use of the built environments including transport systems, buildings or green spaces made by people (including schools, homes, recreation areas or workplaces). It focuses at the same time on the social component of a community in order to enhance access to physical activity to all, regardless of income category, social or cultural belonging, or physical condition.

As the collection of good practices revealed, the development of 'active spaces' includes interventions composed of infrastructures and urban planning programmes, strategies and communications. Local governments generally take a leading role as seen in the good practice examples. This is clearly reflected in the collection of good practice, which contains many examples of municipalities trying to redesign their spaces in order to foster physical activity. This is especially the case for the city of Liepāja in Latvia who created a comprehensive local development programme based on an Integration Action Planning methodology and resulted in the construction of 200 kilometres of bicycle lanes, BMX tracks, basketball courts, a stadium, beach volleyball and football fields, as well as skate parks - all for free use.

These initiatives usually require to be implemented in wide partnerships with the private sectors, academia or NGOs which participate in the planning, development or deployment of the strategy, or bring a scientific component with regard to the evaluation of the strategy.

Table 1: Summary table of the good practices proposing innovative infrastructure and spaces

Austria	Promote health activities in general (sport, movements, nature experiences)
Belgium	Create an environment favourable to sport practice thanks to a multipurpose, all-in-one sport facility.
Bulgaria	Unlock the positive effects of sport within hospitals and rehabilitation centres by providing tailored physical activity for breast cancer survivors.
Denmark	Infrastructure created by using participatory design thinking process with the future users.
Estonia	Gives the opportunity to enterprises to trigger physical activity at their employees by turning free access to a wide range of sport and physical activity as an employee benefit.
Finland	The Heia heia wellness App allows to organise health campaigns together with local labour unions and local businesses, can be used by PE teachers and also by the citizens for their individual and private sport and physical activity practice.
France	Research on the determinants of physical inactivity based on innovative design thinking method.
Germany	Ambitious sport strategy at local level which consists spreading easily accessible sport gears throughout the city to enhance the inclusion and the health of elderlies.
Greece	Combines sport activities in traditional infrastructures with tourism activities.
Hungary	Ambitious sport strategy at national level consisting in fostering well equipped outdoor sport parks and runaway throughout the whole country.
Ireland	Ambitious sport developments strategy at national level consisting in reinforcing the sport offer by a wide mix of approaches including facility and area-based hubs, urban and rural hubs, water sport and outdoor recreation hubs.
Italy	Moovin turns the entire city (both outdoor and indoor spaces) as infrastructure for physical activity as any distance covered on foot, anywhere in the city counts.
Latvia	Comprehensive local development programme based on an Integration Action Plan Methodology which aims to redesign urban spaces to foster physical activity.
Lithuania	Regeneration project for an abandoned green space combining an adventure park and a business hub.
Luxembourg	Ambitious sport strategy at national level turning sport policy into a social policy.
Malta	Fosters physical activity both within and outside the workplace.
Netherlands	Project developed using active environment design.
Portugal	Open existing infrastructures to the public. Makes use of other infrastructures in nature to practice sport.
Slovakia	Create professional sport offer in public spaces (green areas, parks...).
Slovenia	Ambitious sport developments strategy at national level dedicating a national holiday for sport.
Spain	Light, multipurpose, all-in-one sport facility that can be installed in a variety of places linked with an innovative management concept (the coach-entrepreneur).
Sweden	Ambitious sport strategy at local level aiming to provide equal opportunities to be active and to be healthy.

3.2.1.2 *New technologies, data collection and analysis: a cross-cutting innovative element*

The use of new technologies is a feature that is often included in the collected good practices showing that the technological component is an often-essential element that guides innovation.

Technology has become a vital element in nowadays society, integrated into every aspect of our daily routine. It is only natural that this element is a major part of innovation development especially as an attractive tool for the younger generation. As such, the collected innovative good practices tend to use technology (mainly apps and online platforms) as an attractive way to promote the practice of physical activity amongst young people, but also to better organise, coordinate and promote health campaigns, to gather data about the practitioner's to evaluate the impact of the initiative.

In order to foster access to such technological innovation, the municipality of Kemi in Finland bought a licence of the HeiaHeia Wellness App in Finland for all of its citizens, allowing them to promote health and exercise services, and to undertake several health campaigns. The Bergamo municipality, together with the Bergamo University developed an app that allows citizens to monitor their daily steps. This app is used for the public campaign Moovin' in Italy which consist of creating a walking community with the common goal of "reaching the Moon" one step at a time. Digital technologies are used by the "Active MultiSport School" project from the V4sport foundation in Poland to gather data during the physical tests undertaken in schools and gamify the PE classes. Finally, iPitUp's free activity app serves as a virtual coach and motivator. It allows both to offer a personally adapted exercise program and to know the body mass index of the users. As a result, the initiative can monitor its effect by investigating if the non-movers are also reached. The Portuguese National Walking and Running Programme make use of a digital application to help interested practitioners to discover walking and running centres at proximity.

New technology such as Big Data can equally be used to deepen the knowledge of physical activity levels of a target group and to better understand the barriers that a particular target group faces to practice sport and physical activity. The increased use of data explains the prevalence of universities in the partnerships implementing the good practices. The universities are involved mainly as organisations responsible to gather and analyse the data that has been gathered (often via a digital application) and which is used for evaluation purposes and also to continuously adapt the initiatives to maximise its reach. This is notably the case of the universities involved in the Bulgarian, Czech, Polish and Swedish case studies. The collected data during the initiative "Dancing with health" which is implemented in Bulgaria, will be analysed and result in a scientific article to be published mid-2021 in the journal "Frontiers in Psychology", section Psychology for Clinical Settings.

Another way for universities to be involved in the promotion of sport outside of traditional structure is to participate in the design phase of the initiatives. For instance, the Dutch initiative Vital@240 consist of a collaborative research project including local networks of schools, sport clubs, welfare organizations, Municipal health services, and GP practices and 3 universities that aim to better understand how to use digital technologies to promote a physically, cognitive, and socially active lifestyle among vulnerable children. It compiles data on how 1800 children from the Rotterdam area are using nearby sport infrastructures, to determine ways to increase the level of physical activity of children from lower economic backgrounds in the city.¹⁸ The project finances hereby two post-doctorates. Initiatives conducting research and experiments to better understand how to activate people to do sport don't necessarily involve universities. The French good practice entitled "Study: How to get French people involved in sport?" is implemented by a wide partnership between the ministry of sport, the sport sector

¹⁸ Interviews

and the private sector. The one-and-a-half-year study used a design thinking method to comprehend why half of the French population doesn't do regular physical activity and, thus, identify the levers to get people to practise physical activity regularly.

Beyond the examples laid down in the good practice collection, the ongoing convergence between sport practices and daily life and routine has developed a fertile testbed for technological innovation. Many research and development initiatives use the natural every-day setting in which individuals move or exercise as laboratories where new technologies are continuously tested and developed. Sport practice has thus become an important object of research for various technological innovation that go beyond the sport sector per se, creating spill overs in other sectors such as health, tourism or the entertainment industry.

Numerous apps guided by sensor technology create the possibility for citizens to measure their personal performance when engaging in physical activity. Wearable sensors provide innovative solutions which allow individuals to practice better and safer sport. An eloquent example is provided by the Nano4Sport project¹⁹ which looks into the possibilities of sensor technology and aims to impact the way citizens exercise and how they feel in their own skin. Thanks to sensor technology, coaches, top athletes and amateur athletes can improve their sporting performance and mitigate injury risks. Nano4Sports is developing highly advanced sensors that the athlete or physical activity performer can wear during exercise and that gives feedback on various parameters, such as posture, heartbeat, muscle exertion or skin guidance.

Table 2: Summary table of the good practices making use of new technologies, data collection and analysis

Belgium	iPitUp's free activity app serves as a virtual coach and motivator. It allows both to offer a personally adapted exercise program and to know the body mass index of the users. As a result, the initiative can monitor its effect by investigating if the non-movers are also reached.
Bulgaria	Dancing with health collects data that will be analysed and result in a scientific article to be published mid-2021 in the journal "Frontiers in Psychology", section Psychology for Clinical Settings.
Czechia	Sophisticated evaluation system of 8 disciplines that children perform during their PE classes. The data collected is compiled in a report card edited via an easy-to-use informatic programme which provides in addition specific recommendation of sport disciplines to practice, with links to local sport clubs.
Estonia	The employee benefits are managed by a software allowing the employees to identify the appropriate sport and physical activity offers at proximity.
Finland	The municipality of Kemi in Finland provides a licence of the HeiaHeia Wellness App to all of its citizens, allowing them to promote health and exercise services, and to undertake several health campaigns.
France	The municipality of Kemi in Finland provides a licence of the HeiaHeia Wellness App to all of its citizens, allowing them to promote health and exercise services, and to undertake several health campaigns.
Italy	The Bergamo municipality, together with the Bergamo University developed an app that is used to organise public health campaigns based on gamification.
Netherlands	The project compiles data on how 1800 children from the Rotterdam area are using nearby sport infrastructures, in order to determine ways to increase the level of physical activity of children from lower economic backgrounds in the city.

¹⁹ See further: <http://www.nano4sports.eu/>

Poland	The “Active MultiSport School” in order to gather data during the physical tests undertaken in schools and gamify the PE classes.
Portugal	The National Walking and Running Programme (PNMC) makes use of a digital application to help interested practitioners to discover walking and running centres at proximity.
Romania	The online platform promotes the development of grassroots football in Romania by linking interested practitioners with participation opportunities in grassroots football (pitches, training opportunities, competitions...).
Slovakia	A digital platform allows the PE teachers to monitor the progress of their pupils.
Slovenia	A website is registering all the activities available throughout the country during the Slovenian Day of Sport.

3.2.1.3 *Strength of the partnerships*

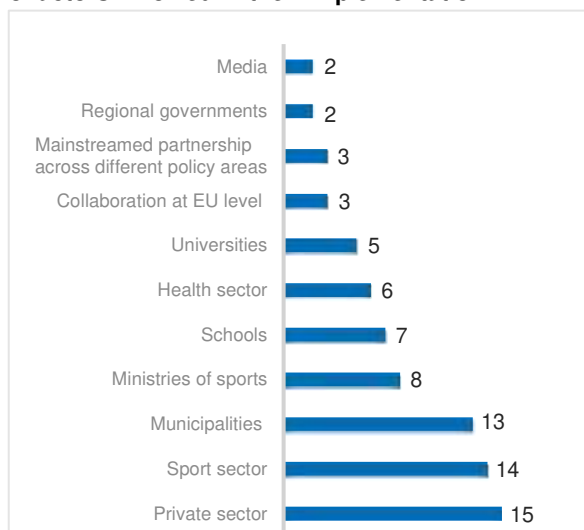
A key feature of innovation lies in the type and extent of the partnerships initiating and implementing the sport promotion initiatives.

The good practice collection shows that the initiatives to promote sport outside of traditional structures can emerge both from organisations from the public as well as the private (for- and non-for-profit sector). Some of the good practices originate from a collaboration between public bodies (such as ministries or sport agencies), or between public bodies and the sport sector (like the Portuguese National Walking and Running programme which was initiated both by the Portuguese Institute of Sport and Youth and the Portuguese Athletics Federation). In some cases, the practices originated from partnerships between the private and the public like the “Activity Bench” (Belgium) which was initiated by the non-for-profit organization IPitup and the city of Leuven. This indicates that wide partnerships comprising the public sector (at different levels of government) and also the private non-for-profit and for-profit sector provide a fertile ground for innovation in the promotion of sport.

The partnerships for the implementation of the good practices were analysed by categorising the involved actors in 11 key categories:

- **Private sector:** non-for-profit associations, private companies, foundations
- **Sport sector:** Olympic committees, Sport clubs, Federations
- **Municipalities:** local governing bodies
- **Ministries of Sport:** Ministries of sport or national sport agencies
- **Schools:** primary schools
- **Regional governments:** regional governing bodies
- **Mainstreamed partnership across different policy areas :** collaboration of different ministries)
- **Health sector:** Hospitals, Detoxification centre, social security system
- **Universities:**
- **Media:**
- **Collaboration at EU level:** e.g. UrbAct, Erasmus+...

Figure 11: Overview of the good practices by type of actors involved in their implementation



The analysis reveals that the private sector, the sport sector, and the municipalities are spearheading the partnerships for the implementation of the good practices. 16 good practices are implemented by the private sector (non-for-profit associations, private companies, foundations), 14 by the sport sector, and 13 by municipalities.

Interestingly the **private sector** (which includes non-for-profit associations, private companies, and foundations) appears to be involved 15 of the 27 yielded good practice. They are involved mainly as sponsors (like in the Austrian initiative Login), or as initiators (like in the Active MultiSport Schools project which has been initiated by the V4 sport foundation, or CuboFit in Spain which has been initiated by a private sport company).

Municipalities and the **sport sector** are present in the majority of the partnerships of the good practices. This is reflecting on the one hand the instrumental role that municipalities play for the promotion of sport, as they are the main ones responsible for the construction and maintenance of sport infrastructures. It underlines on the other hand the efforts made by sport federations and sport clubs to adapt to the evolving demand to sport and physical activity.

The occurrence of good practices implemented **regional governments** or by **mainstreamed partnerships across different policy areas** is the sign the promotion of sport goes beyond the remit of the ministry of sport and the sport sector.

Collaboration at EU level can play a twofold function for the promotion of sport practices outside of traditional structures. The *exchange of good practices* can emerge from networking with other organisations as it has been the case in the Urbact project “Vital Cities” which allowed the Latvian municipality of Liepāja to develop and implement projects that foster physical activity for example by renovating underused areas, creating new cycle paths to foster soft mobility and physical activity during commuting times, thanks to the experience of the other municipalities who were part of the project. European projects can in addition have a *multiplier effect* for innovative initiatives such as the multipurpose sitting and activity bench developed by the Belgium company IPitup. After being initially installed in the city of Leuven, the bench is now installed in several municipalities across Belgium, Germany, the Netherlands and Denmark notably thanks to financing from the INTERREG Flanders-Netherlands programme.

The last categories of actors involved in the partnerships of the good practices are **schools** and the **health sector**. The schools are often the beneficiaries of action aiming at dynamising PE classes. The Sazka Olympic School Sport Programme in Czechia invites for example the children to discover the strengths and talents in a non-competitive environment, The GAME association in Denmark creates a new sport infrastructure dedicated to urban sports and which is open to school for PE classes and the Swedish Change the Game invites schools to participate in exchanges with parents, coaches, educators and decision-makers in sport, healthcare as well as cultural and leisure administrations, to improve physical literacy among children and young people. Schools are also included in general sport

promotion programmes be it at national level (for instance in the “Integrated concept for sport” in Luxembourg) or at local level like the Change The Game initiative in Sweden.

It is also interesting to notice that two initiatives involved **media** partners to amplify the reach of the initiative (The Italian initiative Moovin’ and Change The Game in Sweden)

Only two initiatives are initiated and implemented by solely one actor i.e. the Together we are football (Împreună suntem fotbal) in Romania or the Maltese #BeActive Workplace Initiative are initiated and implemented by the same actor, (i.e. the Romanian Football Federation, and the SportMalta, a public agency for the promotion of sport). Except for these two cases, the good practices are implemented in average with 3 different types of partners.

The table below presents the partnerships who are initiating and implementing the selected good practices.

Table 3: Summary table of the partnerships initiating and implementing the selected good practices

Austria	Municipality, Ministry of Sport, Health sector, Sport sector, Private sector
Belgium	Municipalities, Private sector
Bulgaria	Collaboration at EU level (Erasmus+), Health sector, Universities, Sport sector
Croatia	Ministry of Sport, Mainstreamed partnership across different policy areas
Republic of Cyprus	Collaboration at EU level, sport sector, private sector
Czechia	Schools, Sport Sector, University
Denmark	Private sector, Municipalities, Schools
Estonia	Private Sector, Sport Sector
Finland	Municipality, Private sector
France	Ministry of Sport, Sport sector, Private sector
Germany	Municipality, Private sector
Greece	Private Sector, Municipalities, Sport Sector
Hungary	Ministry of Sport, Municipalities
Ireland	Ministry of Sport, Mainstreamed partnership across different policy areas, Sport sector, Municipalities
Italy	Municipality, Health Sector, Schools, Private Sector, Media
Latvia	Collaboration at EU level (Urbact)
Lithuania	Municipality, Private sector, Schools
Luxembourg	Sport sector, Ministry of sport
Malta	N/A
Netherlands	Universities, Schools, Sport sector, Health sector
Poland	Private Sector, Schools, Regional government, Local governments, University
Portugal	Sport sector, Sport Ministry, Municipalities
Romania	N/A

Slovakia	Regional government, Health sector, Sport sector
Slovenia	Ministry of Sport, Mainstreamed partnership across different policy areas, Sport sector, Private sector, Health sector
Spain	Private sector, Regional government,
Sweden	Private sector, Municipality, University, Sport sector, Schools, Media

3.2.2 The barrier-overcoming elements

Sport practice faces both internal barriers (difficulties that lie within the individual i.e. lack of motivation, fear to start a new activity) and external barriers (individuals are motivated to practice sport but are hindered by external barriers such as the lack of appropriate infrastructure or the lack of time).²⁰

Table 4: General individual barriers to engaging in and maintaining physical activity

External Barriers	Internal Barriers
1- Lack of sport infrastructure	1- Time constraints (lack of time)
2- Lack of access to sport practice settings	2- Lack of motivation and interest
3- Lack of appropriate offer (missing entry level)	3- Lack of physical condition
4- Lack of setting favourable to sport practice	4- Lack of information about sport practice possibilities
5- Lack of sport practice within a friendly environment (e.g. poorly lit path)	5- Apprehension to sport practice (e.g. afraid of the risk of injuries)
6- Costly sportive practice	
7- Missing sport partner	

Getting people active equals understanding how to bring inactive people active to engage and maintain in a more or less regular physical activity. This section presents a brief analysis of how each collected examples are overcoming the main general individual barriers to engaging in and maintaining physical activity.

The analysis of the good practices clearly indicates that the promotion of sport practice outside of traditional structures goes hand-in-hand with alleviating both external and internal barriers. A distinction can be done between two types of initiatives. The first ones are helping to overcome one or few distinct and identified barriers. The second type of initiatives allows to overcome a wide variety of barriers by defining a broader strategy. A first group of initiatives consist of good practices that are alleviating very distinct barriers to sport practice by implementing a solution that could be replicable elsewhere.

For instance, The Maltese #BeActive Workplace Initiative is exemplary for the first type of initiatives. It is offering opportunities to do physical activity on a regular basis at the workplace via a calendar of events and extending break times for those participating in these activities. They also alleviate the lack of motivation and interest by incentivising the use of stairs and any opportunity to move at the workplace.

²⁰ Schlicht and Zinsmeister (2015) cited by prof. Wagner in: German presidency conference on sports, September 2020.

A second group of regroups the good practices that set-up or more or less broad strategy for the promotion of sport and physical activity, which is often **tailored to the specificity of a well identified target group**. As emphasised by the introductory section, the overall motivation beyond competition pushes people to practice physical activity outside of traditional sport clubs and increasingly into lighter environments, such as fitness clubs or even more importantly, outdoors environments. Although this trend suggests that the quest for health and well-being is increasingly being integrated into citizens' daily routine, a majority of the available places for the practice of physical activity are mostly attracting only the adult active population (gyms, fitness studios or even outdoors running tracks), with no offer to cater for the physically weaker or 'undeveloped' bodies (such as children or seniors).

The present research has led to the observation that innovation in sport is also directed to overcome this contextual barrier, as several initiatives aim to the development of new physical activity programmes tailored for certain age groups. This is for instance the case of the polish Active MultiSport Schools who proposes a brand new concept for PE classes using gamification to enhance children participation. The French and the Dutch good practice are showing how preliminary research can be used to tailor a sport offer to a particular distinct group. The French case study presents the final report²¹ of a study that has been initiated by the sporting goods retailer Decathlon, together with 12 sport organisations (federations, start-ups, sport ministry, health insurance, etc.). This one-and-a-half-year study aimed to research on how to get French people more involved in sport / physical activity. It used a design thinking method in order to understand why half of the French population does not do regular physical activity and to identify the levers to get people involved on a regular basis.

The results of the study consist in the identification of three main barrier-solving to sport participation:

- Adapt the sport offer at school;
- Create new offers for adult beginners;
- Reinforce the support to sport practice for beginners (coaching).

The study concludes that beyond the traditional audience of sport, there is a need to transform the federal vision of sport promotion. The verticality of these offers, characterised by strict sport disciplines and organised competition need to evolve towards a vision which includes multiple practice possibilities and ways for being active.

The difference in terms of barriers to overcome depends also on the **scope of implementation** of the initiative, both in terms of geographical and time reach. For example, the Community Sport and Physical Activity Hubs (CSPAHS) allows to overcome a wide range of external barriers to sport practice thanks to a broad and wide strategy put in place by a national body. This initiative led by Sport Ireland supported the establishment of 52 Hubs through the republic of Ireland. These hubs are created by local sport clubs who are willing to foster sport practice in disadvantaged regions where sport infrastructure is lacking. Beyond the creation of new sport infrastructures, CSPAH provides a pathway into sport by ensuring a welcome and safe place to take part in sport and physical activity and providing a home where a range of local sport can work together. They provide information, support and advice on a wide range of sport and physical activities. Training offers by professional coaches and development opportunities to local people to build capacity and ensure sustainability of sport in the community. The hubs receive strategic support and development that lead to the creation of strong and self-sustaining sport clubs.

²¹ Decathlon et. Al. (2019) Comment faire pour augmenter le nombre de pratiquants d'activité physique et sportive en France ? Rapport final du diagnostic, des tests et des expérimentations.
https://www.decathlon.media/shared/dossiers-presse/blocs/fichiers/rapport-decathlon_augmenter-la-pratique-sportive-des-francais-light.pdf

Some initiatives reported that **the involvement of people in a new sport practices requires time**. This is especially the case for Stebby, the Estonian software which provides access to more than 1800 sports, physical activity and wellness services in the three Baltic States to employees. When the software is implemented in a company, around 25-30% of the employees become instantly active. The participation rate improves over time, which is a sign that innovative sport promotion practices require to be implemented in the long run to unleash their full potential for getting people active.

Effective strategies for the promotion of sport practices that allow to alleviate both internal and external barriers and increase participation in sport seem to be the most effective way to motivate people to engage in a physical activity. They often rely on a fine-grained understanding of where the barriers to sport practice lie. The analysis of the collected good practices hereby underlines the fluidity between the external and the internal barriers to sport practice. For instance, the lack of appropriate offer / infrastructure for a particular target group can create apprehension and fear of injuries. Moreover the barriers are different for each target group. The barriers for sport practice for young children are different than the one of teenagers, or elderlies. It is also dependent on the geographical location. Hence alleviating external and internal individual barriers to sport practice is a complex issue relying on a multiplicity of intertwined variables²² that need to be taken into account while setting up a strategy for promoting sport and physical activity.

Table 5: Summary table of the key barrier overcoming elements

	External barriers	Internal barriers
Austria	Provide sport partner by creating a regular and diversified sport offer.	The Multi-sport offer multiplies participation possibilities.
Belgium	Brings sport facility closer to inhabitants of urban areas and maximises the number of possible users.	The integrated info panels and the free activity app ensure appropriate entry level and provide virtual coaching. It also allow inhabitants of urban area to practice physical activity at proximity of their living areas.
Bulgaria	Provides a favourable setting for sport practice. The specific training for trainers' activities allows the activity to be more easily replicated.	The specific training for trainers ensures a safe environment for practitioners. The data collection allows to tailor the offer to the specificities of the group and to easily replicate the activity.
Croatia	Facilitating access to already existing sport infrastructure and participation in sport activities by providing funding.	N/A
Republic of Cyprus	Provides training to adapt the sport offer to well defined target groups.	Provides access to disadvantaged youth to sport by linking sport and youth work.

²² Schlicht & Zinsmeister, 2015 cited by prof. Wagner in: German presidency conference on sports, September 2020.

Czechia	Provides appropriate/tailored offer to the specificities of a well identified target group.	Removes the competitive environment to help children to discover their strength and talents. / Rewards children for improving their weak skills rather than their strong skills which promotes self-acceptance.
Denmark	Creates multi-sport infrastructure and open its access also to schools for PE classes.	Creates an infrastructure tailored to the needs, hopes and dreams of the future users.
Estonia	Provides free sport practice possibilities by turning sport into an employee benefit.	Provides information about sport practice possibilities directly at the work place.
Finland	Improves sport practice setting.	Increases motivation via the app (challenges, connection with colleagues).
France	Adopt the sport offer to well defined target groups.	Better understanding of the internal barriers. The study comes to the conclusion that people are not engaging in sport and physical activity because bad experiences during PE classes, the lack of entry level and guidance for adults beginners.
Germany	Eases the access to sport practice by spreading the gears across the city.	Low threshold activities are adapted for elders.
Greece	Provide sport practice possibility in vacation time and in a friendly environment by opening professional infrastructure to tourist or classes on school trips.	Mix the sport offer with cultural and touristic activities.
Hungary	Provides access to infrastructure by creating sport parks throughout the country.	Adapts the entry level thanks to 4 different types of sport parks corresponding to 4 different level of difficulties.
Ireland	Improves the sport offer in a community by establishing "Sports Hubs".	Improve information about sport practice possibilities.
Italy	Creates an appropriate offer to engage all the population in physical activity.	Increases motivation and interest thanks to an ambitious health campaign based on a collective challenge.
Latvia	Eases the access to sport practice by creating new infrastructures (all free of use) and creates soft mobility infrastructures.	Alleviates time constraint.
Lithuania	Create a sport infrastructure and open it to school for PE classes.	N/A
Luxembourg	N/A	Recognises sport as an essential value which helps to raise awareness on the importance of physical activity.

Malta	Creates appropriate sport offer during break times.	Alleviates time constraint, and the lack of motivation by incentivising the use of stairs and any opportunity to move at the workplace.
Netherlands	This project aims to identify the barriers to be overcome by using active environment design based on compiled data of 1800 children from the Rotterdam.	N/A
Poland	Creates an appropriate offer to engage children physical activity via gamification of PE classes.	PE classes become fun even for children with less physical abilities.
Portugal	Provide opportunities to practice sport by creating a nation-wide sport offer.	Propose regular activities managed by certified coaches. The possibility to consult the coaches to develop a personal training plan reduces the risk of injuries and allow to adapt the sport offer to any level.
Romania	Provide sport partner by creating a regular and diversified sport offer.	The Multi-sport offer multiplies participation possibilities.
Slovakia	Brings sport facility closer to inhabitants of urban areas and maximises the number of possible users.	The integrated info panels and the free activity app ensure appropriate entry level and provide virtual coaching. It also allow inhabitants of urban area to practice physical activity at proximity of their living areas.
Slovenia	Provides a favourable setting for sport practice. The specific training for trainers' activities allows the activity to be more easily replicated.	The specific training for trainers ensures a safe environment for practitioners. The data collection allows to tailor the offer to the specificities of the group and to easily replicate the activity.
Spain	Facilitating access to already existing sport infrastructure and participation in sport activities by providing funding.	N/A
Sweden	Provides training to adapt the sport offer to well defined target groups.	Provides access to disadvantaged youth to sport by linking sport and youth work.

3.2.3 The value creation elements

Beyond the competition format, the practice of sport and physical activity is linked not only with the enhancement of individual health, but also to wider communal benefits.

The major and most widespread benefit of these practices is that they are promoting **social cohesion and inclusion**.

Social cohesion is fostered by gathering smaller or larger group of people for undertaking physical activities. These groups are either gathered by regular events like in Portugal, Slovakia, and Romania, or during large-scale health campaigns or campaigns for the promotion of sport like in Italy or in Slovenia. The Irish initiative CSPAH is also contributing to foster social cohesion by reinforcing the links between the local associations and citizens.

A growing number of initiatives to promote sport and physical activity outside of well-established structures are approaching social cohesion for instance through an **intergenerational** perspective. They are innovative because they use the benefits of physical activity not only from a health perspective but, more importantly, intending to create stronger bonds between children and their parents but also approaching the youth with the senior age group, in an attempt to re-integrate the 'silver generation' into society. The city of Ingelheim promotes the integration of the elderly by spreading adapted physical activity facilities throughout the city which provide seniors with possibilities to easily enhance their health and physical conditions. Another example of projects tackling the intergenerational aspect of sport is the project led by the Association Sport Club Comac Sport. This project which was selected projects under the Preparatory Action on "Grassroots sport programmes and infrastructure innovation" aims to develop and promote the practice of sport and physical activity at different ages through an intergenerational sport programme in the South-western Region of Bulgaria. The innovative element within the programme lies with the compilation of various elements from different sports, which are suitable not only for young individuals, but also for seniors aged 60+. The composite element is the more interesting as it is set to work for families with children as well. Moreover, the project uses new technologies to create a digital toolkit and 3D holograms to emulate movements and disseminate them to the target audiences.

Other projects are tackling the social integration of **groups at risk of social exclusion**. The Austrian initiative Go On Login as well as and the Croatian call for proposals "Inclusion of children and youth at risk of social exclusion, persons and children with disabilities in the community through sport" are using sport and physical activities as a mean for social integration for disadvantaged regions, neighbourhoods or groups of the society. The Dutch project Vital@240 is also aiming to use sport to better integrate marginalised groups from Rotterdam. These initiatives also call to emphasise the importance of sport for health, and social affairs.

The Luxembourgian initiative is exemplary to this extent as it turns sport policy into a full-fledged social policy. The *integrated concept for sport* is making of sport a priority in policymaking. It includes all facets of sport and physical activity and recognises officially recognises sport as an essential value, especially its great potential as a tool for social integration, health promotion and increasing the quality, and expectancy of life.

The selected good practice can also contribute to **reinforcing the productivity at the workplace** and the general cohesion of professional groups by allowing them to perform sport at work (the #BeActive Workplace) to make of sport an advantage for the employees (the Stebby employee wellness management software) or to create opportunities for team building activities (The One Adventure Park in Vilnius, Lithuania).

The common and principal benefit of the collected good practices, as a whole, is to counterbalance the negative impact of the increasingly sedentary modern lifestyles while unleashing the positive effects of physical activity such as mental health. The evidence-based monitoring of these initiatives using data gathering and analyses is promising for the future of these practices. (cf. 3.2.1.3). It is interesting to note that some good practices indicate that they need sufficient time to deliver impacts. Behavioural change can appear as a long-term effect of the implementation of these initiatives. The switch of the perception of sport as a competition driver to is the purpose for instance of the Slovenian National Day of Sport which aims to raise awareness of the importance of physical activity and involvement in sport for well-being and increased quality of life of all citizens. The National Day also influences a positive change in attitudes towards sport in the formulation of new policies, events, and programmes that are adopted and implemented at the national and local levels.

The table below summarises the value creation element of each of the selected good practices:

Table 6: Summary table of the value creation elements of each of the selected good practices

Austria	Promotes the integration of groups at risk of social exclusion
Belgium	The digital application enable the municipalities to gather data on sport practitioners and adapt their sport offer in the long term.
Bulgaria	Improves the quality of life of breast cancer survivors (in physiological and psychological terms).
Croatia	Fosters inclusion of people with disabilities and of people at risk of social exclusion.
Republic of Cyprus	Makes football a motor for youth participation, social inclusion and women empowerment.
Czech Republic	The collection of anonymous data about children's physical capabilities enables a better understanding of the impact of the initiative.
Denmark	Creates positive changes for the youth / Creates additional possibilities for PE classes as the infrastructure is open also for schools.
Estonia	Enhances the societal role of enterprises.
Finland	Creates new tools for public health policy campaigns and offers opportunities to do PE classes despite home-schooling.
France	The study gives a better understanding of the barriers to sport practice to key actors of the promotion of sport and physical activity.
Germany	Fosters the inclusion of the elderly in the city.
Greece	Tourism opportunities / Regional development.
Hungary	N/A
Ireland	Fosters social cohesion by increasing the opportunities for people of all ages to participate in sport and physical activity in their communities and reinforces the links between the local associations and the citizens.
Italy	Fosters social cohesion.
Latvia	Better understanding of current situation and interest from population.
Lithuania	Valorisation of an underused are, creation of up to 60 new workplaces and contribution of the project to the overarching objectives of the cities (ensure quality of life and promotes sustainable development).
Luxembourg	Turns sport into a social policy.
Malta	Become a role model for the promotion of sport at the work place.
Netherlands	Deepen the integration of marginalised groups and people at risk of social exclusion.
Poland	Collection of small amounts of personal data to assess progress of children and evaluate the effectiveness of the initiative.
Portugal	Fosters social cohesion by gathering walking and running groups.
Romania	Allows people to join and participate more easily in grassroots football competitions.
Slovakia	Fosters social cohesion and raises funds for charity associations.
Slovenia	Makes sport a national priority and promotes physical in the long term.
Spain	Creates job opportunities for sport coaches who can become coach-entrepreneurs.
Sweden	Increase sport literacy rates among children and young people and foster the sustainable development of the city.

4. Good practices collection

4.1 AUSTRIA - loginsLeben



SCOPE

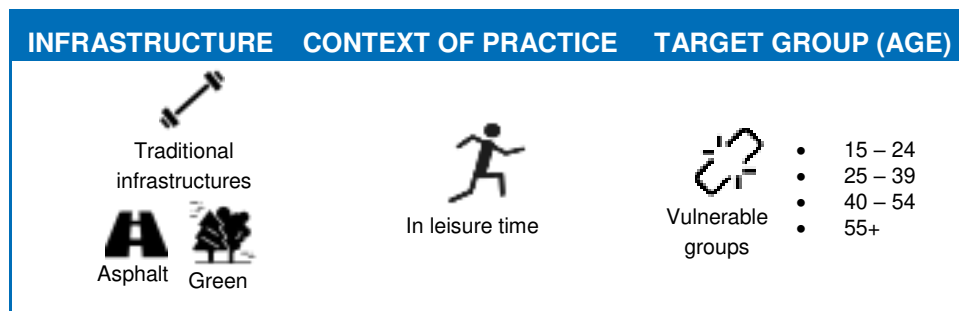
Local (Vienna)

PARTNERSHIP

- **Initiator:** LOGIN - Association for health promotion and social integration
- **Implementation:** Vienna Social Fund, Austrian health insurance fund, Austrian Federal Ministry for Arts, Culture, the Civil Service and Sport, Anton Proksch Institute, MA 51 - Sportamt Wien, and many private sponsors

loginsLeben

©loginsLeben



SHORT DESCRIPTION

Login association promotes **social integration** of vulnerable groups via health-promoting activities.

It aims to make sport and physical activity accessible to everyone, without having to be integrated into the environment of sport associations.

Via group activities (sport, movements, nature-experiences etc.) people are becoming part of a social community.

Healthy habits are triggered via various **learning processes** and the diversity of people further strengthens social competencies.

The multi-sport offer is targeting people who are normally not physically active, as well as more experienced people. Participation in tournaments and leisure competitions can also enable a smooth transition towards the regular sport system.

EVALUATION / KEY ACHIEVEMENTS

Since 2002 Login has shown that sport is a suitable tool for health promotion and social integration.

In 2019, logins relied on **36 courses** and group leaders as well as 20 volunteers. It gathered **1,023 single participants** in the activities that participated in **1,666 courses and workshops**.

More information

<https://www.loginsleben.at/projekte.html>

https://www.loginsleben.at/files/cto_layout/downloads/projekte/Go%20on!%20login!.pdf

https://www.loginsleben.at/files/cto_layout/downloads/projekte/Go%20on!%20Login!%20Jahresbericht%202019.pdf

4.2 BELGIUM - The activity bench and ... everybody moves



SCOPE

International (Belgium, Netherlands, Germany and Denmark)

PARTNERSHIP

- **Initiator:** IPitup
- **Implementation:** Sport Vlaanderen, University Gent, Odisee campus Parnas, CrossCare, Interreg Vlaanderen-Nederland, G-sport Vlaanderen and others



©Bardt Wauters

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Asphalt	 Green	 In leisure time
		<ul style="list-style-type: none"> • 8 – 14 • 15 – 24 • 25 – 39 • 40 – 54

SHORT DESCRIPTION

The activity bench is a multi-person sitting bench with different functions.

It is an **all-in-one device** that makes people curious, brings them together, and encourages them to be active, across generations. The integrated info panels show several low-threshold exercises.

It has **multiple stations** — which can be used simultaneously — and offers the possibility to perform 250 physical exercises.

The **accompanying free activity app** serves as a virtual coach and motivator. It offers a personally adapted exercise program. Anyone who wants or needs to exercise more can get started with it, regardless of his or her exercise level: the app adapts automatically based on the user's feedback during the activity session.

Each session is a sequence of basic movement skills, interspersed with a bit of cardio. Strength and stabilization exercises are combined with walking, jogging, running, or cycling. This can be done using the routes suggested by the app.

In this way, you immediately (re)discover the neighbourhood.

EVALUATION / KEY ACHIEVEMENTS

IPitup is a non-profit organisation that originates from the call for projects entitled "*Leuven, a vital city*".

In 2018 the first two activity benches got a permanent place in the city.

Data gathered via the app showed that the app users were of **all ages** and that one-third of them had a BMI of more than 25, indicating that **the non-movers were also reached**.

In the meantime, 15 activity benches are already in use in Leuven and more than 100 benches have been installed **in Belgium and abroad**.

Besides that, more than **120 coaches** are already working in the field, helping local municipalities and organisations to get their people to become more active.

More information

www.ipitup.eu

4.3 BULGARIA - Dancing with health



SCOPE

EU (IT, BG, UK, NL, LT)

PARTNERSHIP

- **Initiator:** Università degli Studi di Roma “Foro italico”
- **Implementation:** Università degli Studi di Roma “Foro italico”, Bulgarian sports development association, Incontra Donna, ISES, ADMP UK, Edge Hill University, University Medical Center Utrecht, KRMIC



©Bulsport Bulgaria



SHORT DESCRIPTION

Dance enhances the functions of body systems, such as circulatory, respiratory, skeletal, and muscular systems. Dancing with health is an initiative that aims to develop and promote an **innovative dance therapy protocol for breast cancer survivors** and patients to involve them in moderate physical activity and as a consequence, to improve their quality of life (in physiological and psychological terms).

Starting in 2018, the initiative has been implemented in **5 European countries**, including Bulgaria, an innovative dance therapy protocol with concrete aims to ensure that women accept and reconnect with their bodies, build self-confidence, enhance self-expression, strengthen personal resources, and above all, to do the necessary for their well-being physical activity.

Dancing with Health has also delivered a **national training of dance teachers and sport experts** to standardise the protocol and make it transferable and replicable in other contexts. Training of trainers in Bulgaria led to 3 new dance therapies that have started in the country.

EVALUATION / KEY ACHIEVEMENTS

The project organised dissemination and research activities, to analyse the collected data during the therapy and has developed **educational materials** for replication of the dancing protocol.

The collected data during the activity is summarised in the article "Dancing with Health: Quality of life and physical improvements from an EU collaborative dance programme with women following breast cancer treatment" to be published in mid-2021 in the journal "**Frontiers in Psychology**", section Psychology for Clinical Settings.

More information

www.dancing-health.eu

4.4 CROATIA - Open Call "inclusion of children and youth at risk of social exclusion, persons and children with disabilities in the community through sport"

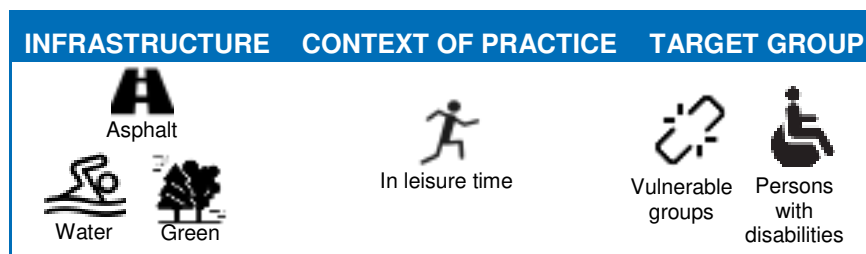


SCOPE

National

PARTNERSHIP

- **Initiator:** Ministry of tourism and sport, the Ministry of Labor, Pension System, Family and Social Policy,
- **Implementation:** 56 projects



SHORT DESCRIPTION

This call, launched in 2018, supported activities improving the quality of life of people with disabilities, by **facilitating access to sport facilities** and participation in sport activities, to increase the availability of free sport facilities for children and youth at risk of social exclusion. It had two main components:

- **Component 1:** activities aimed for children and young people up to the age of 29 and at risk of social exclusion;
- **Component 2:** activities aimed for people and children with disabilities.

The estimated duration of **each project is from 12 to 36 months** and the maximum value of projects involving children and youth at risk of social exclusion is **132.000,00 Euro**, while projects involving people and children with disabilities can generate funds in the amount of up to **198.000,00 Euro**.

EVALUATION / KEY ACHIEVEMENTS

This call led to the financing of 56 projects with a total value of **470.000,00 Euro** in grants as well as to **98 awareness raising activities / public campaigns**.

Since the beginning of the projects within the Call until today, a total of **2302 children and youth** and **790 people with disabilities** have participated during sport activities and during public campaigns to raise awareness of the importance of physical activity.

More information

<https://mint.gov.hr/istaknute-teme-sport/eu-fondovi/europski-socijalni-fond/ukljucivanje-djece-i-mladih-u-riziku-od-socijalne-iskljucenosti-te-osoba-s-invaliditetom-i-djece-s-teskocama-u-razvoju-u-zajednicu-kroz-spor/21884>

4.5 CYPRUS - "Game Changing"



SCOPE

EU (CY, IT, PT, RO, UK)

PARTNERSHIP

- **Initiator:** Youth Board of Cyprus (National Agency)
- **Implementation:** UEFA; National Agencies of Italy and Portugal, Cyprus Football Association, Romanian Football Federation and English Football Federation

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP
 Traditional infrastructures	 In leisure time	 Coache

SHORT DESCRIPTION

- Game Changing is a **partnership-building Activity**, which aims to link the 'worlds' of youth work and football, so as to foster constructive and mutually beneficial cooperation between them, with a specific interest in supporting youth participation, social inclusion and women's empowerment.
- The Game Changing project includes two events focusing on youth work practitioners, representatives of National Football Federations/Associations and young changemakers (with experience in the fields of **youth participation, social inclusion, women's empowerment** and are active in their communities).
- The project helps these changemakers to learn from each other, to exchange best practices, as well as to initiate and **develop collaborative projects** in the framework of the Erasmus+ EU Programme, as well as of other programmes from the football and youth sectors.

EVALUATION / KEY ACHIEVEMENTS

By merging the youth field and football, the project aims to create a new culture characterised by innovative participation methods, such as co-management, deliberative participation, co-creation, participatory spaces, etc. National Football Federations/Associations will be setting up youth councils, developing more inclusive policies and programmes, setting up youth and female leadership programmes, etc.

More information:

<https://www.salto-youth.net/tools/european-training-calendar/training/game-changing.7799/>

4.6 CZECHIA – Sazka Olympic School Sport Programme



SCOPE




National

PARTNERSHIP

- **Initiator:** Czech Olympic Committee and lottery company Sazka
- **Implementation** Czech Olympic Committee Ministry of Education, Youth and Sports and National Sports Agency, Sport Analytic as well as several other commercial and media partners.



©Czech Olympic Committee

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Traditional infrastructures	 In leisure time	 At school
		<ul style="list-style-type: none">• 1 – 7• 8 – 14

SHORT DESCRIPTION

Sazka Olympic School Sports Programme is a school-based project that started in 2014.

It is based on **3 components**:

- 1- The “**Olympic Diploma**” objective, is to show that everybody can practice sport. The diploma invites the children to discover the strengths and talents in a **non-competitive environment**. It relies on a sophisticated evaluation system of 8 disciplines that children perform during their PE classes. The evaluation design was developed by top experts in the field (Sport Analytic company). A **report card** for each child is edited each year after the teacher enters the children’s results in an easy-to-use informatic programme. It contains not only the results but also provides specific recommended sports with link to local sport clubs.
- 2- The second part of the project, which is called “**Versatility Badge**”, provides a performance improvement-based system for children and teachers. Under the leadership of the physical education teachers, Children compete in 10 disciplines to achieve a higher level of the badge (bronze, silver, gold, or diamond). They receive more points for the improvement of their weak skills than for working on strong ones.
- 3- Implemented in partnership with the Czech Paralympic Committee, the last component of the project the “**Paralympic Challenge**” is designed for children with physical impairments. Dedicated support is available to teachers to help them choose the right disciplines (from the Olympic Diploma and Versatility Badge) that can be suitable for children in their classes. Even with only one completed discipline, they receive a diploma with recommendations of sport clubs that are able to accept children with a handicap.

EVALUATION / KEY ACHIEVEMENTS

The initiative contributes to:

- **make physical education classes more attractive,**
- **Collect and analyse anonymous data** about physical capabilities of children, thanks to a partnership with the Faculty of Physical Education and Sport at Charles University in Prague. Since 2014 they were able to compare kids taking part periodically and kids with same age that are involved for the first time. There are significantly higher physical capabilities in the first group. Thanks to the number of participants, every year this initiative gathers 100,000 kids and data over 1,000,000 results.

More information

www.sazkaolympijskyviceboj.cz ; <https://www.olympic.cz/upload/files/Infografika-statistiky2018-SazkaOlympijskyviceboj.pdf>

4.7 DENMARK - GAME Streetmekka Street sports and cultural centres Programme



SCOPE




National (Copenhagen, Viborg, Esbjerg and Aalborg)

PARTNERSHIP

- **Initiator:** Game NGO
- **Implementation:** Municipalities, Foundations (financial support in establishing phase), activity partners and users



©Game NGO

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Asphalt	 In leisure time	 At school
		<ul style="list-style-type: none"> • 8 – 14 • 15 – 24 • 25 – 39

SHORT DESCRIPTION

The organization GAME transforms **abandoned industrial buildings into functional spaces for street sport** and cultural and social purposes. The aim is to meet the increasing demand for self-organized sport activities and alternatives to established sport clubs.

GAME establishes innovative facilities, offers youth-leaders training as coaches and role models in street sport and civil society, and allows them to use entrepreneurship to make **positive changes** for themselves and their peers and children. Facilities should always be built on a process of identifying the needs, hopes, and dreams of future users.

For this process, GAME uses **participatory design thinking** and has developed a set of principles to work with. The leftover industrial buildings have been re-programmed into hubs for street sport like street basket (3x3), dance, parkour, skateboarding, scoot, calisthenics, Panna, street soccer, etc. With many vacated industrial sites being incorporated in urban expansion, **this approach may be replicated all over the world.**

EVALUATION / KEY ACHIEVEMENTS

Surveys shows the following impact:

- Users have made new friends at GAME;
- High percentage of users have practiced sport in GAME (e.g. during sessions or pick-up games) with users both younger and older than their own age;
- Users are more physically active or staying active because of GAME - Volunteers are gaining life-skills at GAME.

More information

<https://game.ngo/what-we-do/facilities/>

<https://iaks.sport/news/streetmekka-street-sports-and-cultural-centre-viborg-effekt>

4.8 ESTONIA - Stebby employee wellness management software



SCOPE




International (Lithuania, Latvia, Estonia)

PARTNERSHIP

- Initiator: Private sector (Stebby)
- Implementation: Sport policy



©Gerry Sulp – Estonia Stebby

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Traditional infrastructures	 At work  In leisure time	<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

Stebby is an employee wellness management **software for companies**. It helps workers to gain access to sport and physical activities:

- The main service proposed is **managing employees' wellness benefits** and connecting companies with sport service providers.
- Employers can hand out wellness benefits in a Stebby system that their employees can use for being physically active at our service providing partners (gyms, pools, yoga studios, etc.).
- The service accompanies users and help them stay active thanks to a workout diary to monitor the users activity and to compete with friends.

EVALUATION / KEY ACHIEVEMENTS

Stebby counts **120.000 active users** and more than **1000 companies** are managing wellness benefits using the platform.

Overall, Stebby produced more than 1.000.000 € monthly sold sport, fitness, and wellness tickets.

More information

<https://stebby.eu>

4.9 FINLAND – HeiaHeia Wellness App



SCOPE

Local: City of Kemi

PARTNERSHIP

- **Initiator:** City of Kemi (sport dept.)
- **Implementation:** Private consortium (H2 Preventive Health Solutions, Helthia Group, Mehiläinen Occupational Health Services)



©CityofKemi

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (Age)
Asphalt Water Green	In leisure time Commuting At Home	At work At school <ul style="list-style-type: none"> • 7 – 14 • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

HeiaHeia is a **game-based wellness app** in which the user collects **wellness points** by logging exercises and wellness activities. The principle is very simple but also very effective.

The city of Kemi bought a HeiaHeia **licence for all of its citizens** to promote health and exercise services in particular for several health campaigns.

EVALUATION / KEY ACHIEVEMENTS

In Kemi, the app has been active for a year and it already demonstrated its effectiveness:

- HeiaHeia has been used by **10 % of Kemi's citizens**. It was used over 167 000 times, recorded 48 000 exercise entries and 25,000 wellness acts. The App recorded approximately **18,000 friends' connections** and people cheered for others 129,000 times.
- The most popular activities were walking, cycling, mobility exercises, running, and yoga.
- The most active HeiaHeia communities were schools (both teachers and students) and city employees.
- HeiaHeia has been **increasingly used during the distance school period (Spring 2020)** as the Hepola and Syväkangas schools used the app for PE classes.
- The most active week on HeiaHeia was the European Week of Sport for students (aged 11-16) at the end of September (**over 19 000 exercise entries**).
- The biggest campaign was organized in **cooperation with local labor unions** and was targeted to the Kemi city employees. It was supported by Mehiläinen Occupational Health Services and local businesses. During the six-week campaign about 150 employees logged **over 3000 hours of exercise** and cheered for others over 46,000 times.

More information

www.heiaheia.com

<https://jyx.iyu.fi/handle/123456789/50640>

<https://blog.heiaheia.com/ten-years-of-feeling-good-highlights-from-the-heiaheia-user-survey/>

<https://www.kemi.fi/en/news/over-70-000-exercise-and-wellness-loggings-on-heiaheia-during-the-year-of-2020/>

4.10 FRANCE - Study: How to get French people involved in sport?



SCOPE

National

PARTNERSHIP

- **Initiator:** Decathlon
- **Implementation:** Ministère des Sports, Union Sport et Cycle, Groupe VYV, Fédération Française du Sport pour Tous, Fédération Française de Basket Ball Gymlib, Wheelness, Le Five, Withings, Amersport, Sport Heroes



©Emily Gladwin - Study how to get French people

INFRASTRUCTURE	CONTEXT OF PRACTICE	AGE TARGET GROUP (AGE)
 Traditional infrastructures	 In leisure time	 At school
		<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

Decathlon launched a study with **12 sport organisations** to investigate how to get French people more involved in sport and physical activity.

The **one-and-a-half-year study** used a design thinking method to comprehend why half of the French population doesn't do regular physical activity and, thus, identify the levers to get people to practise physical activity regularly.

The study adopted **an innovative design thinking method**. It investigated the needs of sedentary people to experiment on how to improve their lifestyle through local activities.

EVALUATION / KEY ACHIEVEMENTS

The research team led **6 field tests** on how to get French people involved in regular sport / physical activity.

The study identified **3 key learning points**:

- The rejection of sport for a part of the population draws its source from bad experiences that go back to school, anchoring in their minds that the sport is a constraint, without pleasure and is necessarily competitive.
- The study revealed a real difficulty for adult beginners to find a sport practice which corresponds to their desires and motivations.
- The first steps in sport activity for non-sport persons are often synonymous with failure. The guidance throughout the first few weeks of practice can make the difference.

More information

https://www.decathlon.media/fr_FR/dossiers-communiques/decathlon-redonne-le-gout-du-sport-aux-francais

4.11 GERMANY - "Seniorenportparks" Sports Course for Senior Citizens



SCOPE

Local (City of Ingelheim)

PARTNERSHIP

- **Initiator:** City of Ingelheim
- **Implementation:** City of Ingelheim



©City of Ingelheim



INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Traditional infrastructures	 In leisure time  At school	<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

The Sports Course for Senior Citizens in the City of Ingelheim am Rhein is an offer for older Citizens to enhance strength and endurance.

The gears are located in 3 different places in the urban area and provide seniors with possibilities to easily enhance their health and physical conditions.

The city of Ingelheim hereby promotes the physical health of its elders as 10 minutes of physical activity twice a week allows older people to strengthen their independence and prevents bad consequences in cases of falling or other physical disturbances. Regular sport also prevent diseases like hypertension, depression, diabetes type II and strokes.

EVALUATION / KEY ACHIEVEMENTS

N/A

More information

www.ingelheim.de

<https://www.map-one.eu/Ingelheim/>

4.12 GREECE - Sport Vacation



SCOPE







National (Athens, Loutraki)

PARTNERSHIP

- **Initiator:** SPORTCAMP SA
- **Implementation:** Local Sport Clubs, Municipalities, sport federations



©SPORTCAMP SA

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Traditional infrastructures  Water  Green	 In leisure time  At work  At school	<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

SPORTCAMP SA is a leading private for-profit sport services brand in Europe established in 1978 and situated in an evergreen area only 5 km away from Loutraki city and one hour close to Athens city. It has three distinctive features:

- **Scale:** The Company operates its privately owned 75.000 sqm **multi-purpose venues**, providing a capacity of 950 residents, dining areas, sports, recreational and hospitality areas.
- **Partnerships:** SPORTCAMP **designs and offers a wide range of action-packed travel programs** such as Sports Training Programs, Sports Tours, Sports Camps, Talent programs, Kid's Camps, Adventure Camps, School Tours, Corporate programs and events, Company Health/Recreation/Wellness.
- **Fun:** These programmes **combine vacation and sport training** and create a lifetime educational and inspirational experience for students and young people visiting Greece by mixing sport, culture, history, arts, and sciences. The participants have the opportunity to exercise the sport they prefer at top class facilities, play friendly games with local teams, visit Classical antiquities, participate in educational tours to museums and landmarks, watch theatrical plays and tragedies in Greek ancient theatres, experience the authentic Greek summer life and swim in beaches.

EVALUATION / KEY ACHIEVEMENTS

The novelty of the program lies in the fact that it is not about rigorous training in a particular sport, but gives the opportunity to schools, amateur sport clubs, children and young people, from Greece and all over the world, to do training and holidays at the same time, having fun and knowing another way of life.

More information

<https://www.sportcamp.gr/>

4.13 HUNGARY - National Recreational-Healthcare Sports Park Program



SCOPE



National

PARTNERSHIP

- **Initiator:** Ministry of Human Capacities State Secretariat for Sport
- **Implementation:** Investment Agency (State-owned company)



©Emberi Erőforrások Minisztériuma.

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Green	 In leisure time	<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

The Government of Hungary introduced the National Recreational-Healthcare Sports Park Programme in 2016. The aim of the Programme has been to **install well-equipped outdoor sports parks and runways** all over the country between 2016 and 2020. The programme provides accessible public spaces for physical activity across the whole country:

- There are **4 different types of sport parks** (category A-D, where category A is the smallest, and category D is the biggest).
- The categories are differing from each other in size, equipment, and price.
- The project is underpinned by the idea that street-workout activities are one of the best ways to encourage different generations to practice sport.

EVALUATION / KEY ACHIEVEMENTS

N/A

More information

https://www.bmsk.hu/wp-content/uploads/Tajekoztato_A_Nemzeti_Szabadidos-Egeszseg_Sportpark_Programban_valo_reszvetelrol_2020.pdf

4.14 IRELAND - Community Sport and Physical Activity Hubs (CSPAHS)



SCOPE



National

PARTNERSHIP

- **Initiator:** Department of Transport, Tourism and Sport, Department of Rural and Community Affairs, Sport Ireland, Local Sports Partnerships
- **Implementation:** Local Sports Partnerships, Local sports clubs and community organisations, National Governing Bodies of Sport, Schools Family Resource Centres and Local Authorities.



© SportsIreland – Ireland CSPASH

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 <p>Traditional infrastructures</p>	 <p>In leisure time</p>	<ul style="list-style-type: none"> • 1 – 7 • 8 – 14 <p>The initiative is geared towards people of all ages but with a focus on young people</p>

SHORT DESCRIPTION

A Community Sport and Physical Activity Hub (CSPAH) is a collection of progressive sport clubs and other local organisations that want to **work together to improve sport offered in their local community**. The project sought to increase the number of people of all ages participating in sport and physical activity in their communities, with a specific focus on young people. This initiative began in 2015 and supported the establishment of **52 Hubs** through Ireland.

The Hubs provide information, support, and advice on a wide range of sport and physical activities to make it easier for people in disadvantaged areas to engage in a more active lifestyle. While **each CSPAH is unique**, they all work towards increasing sport participation in disadvantaged areas. The hubs ensure a safe place to take part in sport and physical activity and provide a home where a range of local sport can work together. They support the development of well-trained people by **providing training to local people** to build capacity and ensure that resources are efficiently used to produce quality facilities whilst allowing communities access to facilities at a more affordable price.

The hubs contain **a wide mix of approaches** including facility and area-based hubs, urban and rural hubs, water sport and outdoor recreation hubs as well as the first Disability specific hub in Ireland.

EVALUATION / KEY ACHIEVEMENTS

The Evaluations found that CSPAHs are engaging **significant numbers of people** across Ireland (42,280). These individuals are being engaged in areas of disadvantage, both urban, and rural and include a range of demographic groups.

Each Hub has adopted **a unique way of working** in response to the needs and context of the local area.

The findings indicate that CSPAHs have:

- increased access to physical activity opportunities to people that face disadvantages;
- improved links between local organisations;
- enhanced skills and capacities and, anecdotally improved health and social.

More information

<https://www.sportireland.ie/sites/default/files/media/document/2020-04/csh-phase-23-final.pdf>

4.15 ITALY – Moovin’








SCOPE

Local

PARTNERSHIP

- **Initiator:** Municipality of Bergamo, Local Health Authority (ATS Bergamo), University of Bergamo, Eco di Bergamo (local daily newspaper)
- **Implementation:** Sport associations and clubs, Schools, Health Promoting Workplaces network



INFRASTRUCTURE		CONTEXT OF PRACTICE		TARGET GROUP (AGE)
 Asphalt	 Green	 In leisure time	 Commuting	<ul style="list-style-type: none"> • 0 – 7 • 8 – 14 • 15 – 24 • 25 – 39 • 40 – 54 • 55+
		 At Home	 At work	
			 At school	

SHORT DESCRIPTION

In May 2018 the Municipality of Bergamo, with the local Health Authority and the University of Bergamo launched MOOVIN' in order to encourage people to embrace a more active lifestyle and **walk EVERY DAY** and not just on the weekend. Citizens were invited to download the App and join the walking community with the **common goal of “reaching the Moon”** one step at a time. Bergamo is a very walkable city, graced with scenic paths and picturesque “scalette”, ancient flights of stone steps that reach the old “Upper” town on a hill.

The App would count your steps, praise you when you reached at least 10.000 steps a day, encourage you to take more steps by **pointing out the European cities you could reach on foot**. It also updated participants on the overall number of steps reached by the whole community in its “walk” towards the Moon. The App was a contest and a challenge. Upon enrolling, you could choose to **join a group** (like your sport club, or your school, or your workplace group, or just your group of friends) and groups were ranked by their total steps. It felt like playing a giant game that lasted four weeks.

EVALUATION

In 2018 10.000 people participated, and the Moon (400.000 km) was actually overtaken with 587.000 kilometers. The 2019 Moovin', with the ambitious goal of walking to the Moon AND BACK, was unfortunately hindered by an exceptionally rainy and cold May and reached 464.650 kilometers.

DA BERGAMO ALLA LUNA ANDATA E RITORNO

0 km 74880 km 149760 km 224640 km 299520 km 374400 km 449280 km 524160 km 599040 km 673920 km 748800 km 823680 km

Tutti gli utenti di Moovin' finora hanno percorso 516278051 passi, pari a 464650,25 km

More information

<https://moovin.it>

4.16 LATVIA - Integrated Action Plan – Liepāja (URBACT “Vital Cities”)







SCOPE

Local

PARTNERSHIP

- **Initiator:** Urbact “Vital Cities”
- **Implementation:** Liepāja municipality



INFRASTRUCTURE		CONTEXT OF PRACTICE		TARGET GROUP (AGE)
 Asphalt	 Green	 In leisure time	 Commuting	<ul style="list-style-type: none"> • 8 – 14 • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

The city of Liepāja has developed thanks to the URBACT project “Vital Cities” a comprehensive local development programme based on an Integration Action Planning methodology.

The city committed to fight the global trend of inactivity and sedentary lifestyle around all age groups **in turning open public spaces into low threshold facilities** and encourages residents to get involved in regular physical/leisure sport activities. As a result, the city began to place free street gym equipment in public places.

It also **transformed an abandoned military camp in the north of the city, into a place for sport and recreational activities**. Residents began to use the area - forest areas, fields and reservoirs - for swimming, running, skating and volleyball. The municipality chose to support the citizens' initiative, and a **long-term plan** for improving the park is currently being developed.

The city created also of a **network of walking, cycling and jogging trails** will improve opportunities for healthy sport activities, as well as promote the connection of the neighborhood with a wider area.

The ideas were generated together with URBACT Local Group members and other relevant and knowledgeable parties, to prepare and understand the future needs, current situation and interest from population.



EVALUATION / KEY ACHIEVEMENTS

Liepāja has now **200 kilometers** of bicycle lanes, BMX tracks, basketball courts, a stadium, beach volleyball and football fields, as well as skate parks - all for free use.

The city increases the number of free leisure activities in diverse areas of the cities.

More information

<https://urbact.eu/liepaja-projektā-vital-cities-plāns-sportisko-aktivitāšu-veicināšanai> / https://urbact.eu/sites/default/files/iap_liepaja_final.pdf

4.17 LITHUANIA – One Adventure Park



SCOPE





Local

PARTNERSHIP

- **Initiator:** Vilnius municipality
- **Implementation:** Vilnius municipality and Uno Park



©UNO Parks

INFRASTRUCTURE	CONTEXT OF PRACTICE		TARGET GROUP (AGE)
 Green	 In leisure time	 At school	 At work
			<ul style="list-style-type: none"> • 8 – 14 • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

Adventure Architects is a regeneration project for an abandoned green space of more than 20 000 sqm in the outskirts of Vilnius. The project was created following a **competitive call for ideas** organised by the Municipality in 2010.

UNO Parks, a private Lithuanian company market leader in the edutainment sector, submitted the winning proposal which combined the regeneration of the area to build an Adventure Park (cleaning up space and removing industrial and organic waste and revitalising the natural ecosystem) with the opening of a Business Hub in the company headquarters in Newtown.

The project was financed and implemented through **Public Private Partnerships** between the Municipality delivering infrastructure (permits, land, water, electricity) and UNO Parks' private investments (about EUR 1 million).

The **Park and Business Hub** has been fully operational since 2010. UNO Parks manages the project and regularly monitors the activities in close collaboration with the Municipality.

The Park offers space and infrastructures for **innovative leisure experience and quality educational activities**. Partnership models developed with local companies and NGOs provide the local community with affordable wellness services (programs for active aging; sensory therapy for people with behavioural disorders) as well as edutainment programs to facilitate and stimulate teamworking, social interaction and bonding through mutual users' experience.

EVALUATION

So far, the project achieved the following results:

- up to **60 new working places**
- improved health and wellbeing (more than **5000 citizens** participated in the physical training activities contributing to the reduction of cardiovascular diseases and obesity);
- improved child education (**more than 50 schools participated** in the innovative childcare models based on edutainment/ecotainment experimented in the Park).

The project also makes a **great contribution to the broader overarching objectives** of the city: improved quality of life of inhabitants making the city more lively and attractive to (potential) residents and investors; improved environmental management through measures based on **eco-design and circular economy** principles which ensure a sustainable human-nature interaction over the years; enhanced social inclusion and cohesion; cross-cultural integration; increased innovation capacity through joint **R&D projects** involving gamers, designers and neuroscience experts to develop innovative edutainment services.

More information <http://www.unoparks.eu>

4.18 LUXEMBURG – Integrated Concept for Sport




SCOPE

National

PARTNERSHIP

- **Initiator:** COSL (Luxembourgian Olympic Committee)
- **Implementation:** Extensive partnership among all the sport structures in Luxembourg



INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 <p>Traditional infrastructures</p>	 <p>In leisure time</p>  <p>At school</p>	<ul style="list-style-type: none"> • 0 – 7 • 8 – 14 • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

The “integrated concept for sport” in Luxembourg has been presented in 2014. This concept is the fruit of extensive work, which dates back to 2009. The integrated concept was designed by the COSL in order to **ensure the future and development of Luxembourg sport at all levels**: sport at school, competitive sport, elite sport, training of coaches, sport medicine, etc.

It **recognises sport as an essential value** in the organization of life in our society which deserves to be recognised as such. It recognises the great potential of sport as a tool for social integration, health promotion and increasing the quality, and expectancy of life.

It **includes all facets of sport and physical activity**: basic motor training, school sport, sport-health, sport for the disabled, sport fitness, sport for all, sport-leisure, competitive sport, elite sport level.

The **objectives** of the integrated concept are the following:

- Increase the rate of the active population as well as the frequency, quality, and intensity of sport activities and movement at all ages;
- Promote initiatives that anchor the positive values of sport in society;
- Increase the value of sport in education, improve the training of coaches and develop the "sport" skills for accompanying staff for the age groups 0-6, 6-9, 9-12);
- Coordinate and precise the convergence of existing operational structures (or those to be developed), under one roof such as an Institute or Academy of Sport.

Overall, **the integrated concept of sport turns sport policy into a social policy**, by making sport a priority in policymaking, gathering, and provisioning of information, creation of common objectives for the whole sport sector around a strategy and an action plan to unlock the development of sport.

EVALUATION / KEY ACHIEVEMENTS

N/A

More information

<http://teamletzebuerg.lu/wp-content/uploads/2014/07/Concept1.pdf>

4.19 MALTA - #BeActive Workplace Initiative



SCOPE

National

PARTNERSHIP

- **Initiator:** Public Agency (SportMalta)
- **Implementation:** Sport policy



©Sport Malta - #BeActive Workplace

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
Green Traditional infrastructure Water Asphalt	At work	<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

SportMalta – the National entity for sport offered its employees the opportunities to practice physical activity at the workplace. The organisation realised that its staff's physical activity level left much to be desired, even though they were in direct contact with sport.

The organisation created a **calendar of sport activities** and allowed workers to use an extended break if they committed to spend that time practicing sport.

To stimulate the physical activities, SportMalta encouraged employees to communicate in person by walking to other offices replacing the usual internal communication by phone or email, to take the stairs instead of lifts, to walk around while using a mobile phone, to have lunch in a designated area which is at a distance from the offices and to pick up documents by hand from other offices rather than employing a messenger.

SportMalta is committed to promote and develop healthy, inclusive, and successful organisation and it also shared this initiative with others as it is offering its support for such an action to be taken up by other entities.

EVALUATION / KEY ACHIEVEMENTS

This initiative won the #BeActive Workplace Award in 2019



More information

<https://www.sportmalta.org.mt/archives/11614>

<https://www.sportmalta.org.mt/archives/12070>

<https://www.sportmalta.org.mt/archives/12109>

4.20 THE NETHERLANDS – Vital@2040

SCOPE

National



Universiteit Utrecht






TU/e Technische Universiteit Eindhoven University of Technology



UMC Utrecht

PARTNERSHIP

- **Initiator:** Strategic Alliance of Eindhoven University of Technology (TU/e), Utrecht University (UU) and Utrecht University Medical Center (UMCU).
- **Implementation:** Researchers (Postdocs), local networks of schools, sport clubs, welfare organizations, Municipal Health services and GP practices

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Project in research phase	 Project in research phase	 Vulnerable groups <ul style="list-style-type: none"> • 0-7 • 8-15

SMALL DESCRIPTION

Vital@2040 is a **two-year multidisciplinary research project** that aims to promote a physically, cognitive, and socially active lifestyle among vulnerable children. It investigates how **digital technologies** combined with **active environment design** (on both urban and institutional aspects), can help to trigger an active lifestyle for vulnerable children in designing successful innovative interventions.

These interventions will be applied in **three existing living labs** in Utrecht and Eindhoven in which researchers collaborate with local networks of schools, sport clubs, welfare organizations, Municipal health services, and GP practices.

The project contributes to **a vital generation in the year 2040**, allowing children from all social, economic, or cultural backgrounds to grow up applying an active lifestyle.

The contribution from the Alliance Fund will be used to appoint **two post-doctorates** (one in Eindhoven and one in Utrecht) for two years, who will design and implement the multidisciplinary research framework and translate it into concrete output in the form of applicable and academic knowledge.

EVALUATION / KEY ACHIEVEMENTS

Project in research phase

More information

<https://juliuscentrum.umcutrecht.nl/nl/stages/vital-2040-sportparticipatie-door-jeugdigen-met-een-lage-gezinswelvaart-van-sport-society>

4.21 POLAND - Active MultiSport Schools



SCOPE

Regional

PARTNERSHIP

- **Initiator:** Benefit Systems (founding and supporting Partner) and V4SPORT Foundation.
- **Implementation:** Local governments, schools, numerous schools and local governments, local civic organisations., University of Physical Education in Warsaw, Regional School Sport Federation.



INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Traditional infrastructures	 Asphalt	 At school
		<ul style="list-style-type: none">• 0-7• 8-15

SHORT DESCRIPTION

Active MultiSport Schools started in 2017. Its aim is to motivate children to move via **gamification and storytelling** of physical tests. It also **raises awareness** among teachers and parents about the importance of children's physical activity. The programme allows to test children's physical fitness, movement preferences, as well as overweight and obesity.

The collection of small amounts of personal **data reveals to be key to inspire change** – both on the human and institutional levels. The project is organised in 3 distinct phases:

Phase 1 – School's workshops. Schools gather directors, teachers, parents, local authorities and children to explain why everyday physical activity is important, and why it is crucial for everyone to work together. The participants develop a **local "Training plan"** which consist in a list of "low cost, low risk, high visibility" ideas on how to introduce more physical activity in school. The plan is afterwards implemented between the tests.

Phase 2 – "Active bus" visits each school where children take part in a **FUN Physical test**, based on the standardised Eurofit Physical Fitness Test. Active School bus brings equipment, Inactivity Busters and... The monsters. Kids are drawn into the story about Bad Evil, the ruler of Galaxy of physical inactivity, who has sent his monsters to Earth, to steal kids' energy. Children's goal is to defeat the monsters by doing their best in jumping, running etc.

Phase 3- After six months a 2nd Test Day is organised in the school, to see the improvements and celebrate the positive impact.

EVALUATION / KEY ACHIEVEMENTS

The multilevel intervention and innovative approach (**gamification and storytelling**) in delivering FUN physical fitness tests have achieved a ground-breaking success.

86 % of schools (in Dolnoslaskie province) who participated have improved their average score per child! (Results were converted to points, considering gender and age, to make sure, that the observed change is not only a natural consequence of child's development).

A best practice guidebook presents locally developed initiatives based on the "low cost, low risk, high visibility" principles. http://aktywneskoly.pl/htdocs/pdf/podrecznik_dobrych_praktyk_strony.pdf

More information

www.aktywneskoly.pl / <https://www.youtube.com/watch?v=vvntDNgyWNw> / <https://www.youtube.com/watch?v=ICVizVBsSWs>

4.22 PORTUGAL - PNMC National Walking and Running Program



SCOPE



National

PARTNERSHIP

- **Initiator:** Portuguese Athletics Federation and Portuguese Institute of Sport and Youth
- **Implementation:** Portuguese Athletics Federation, Portuguese Institute of Sport and Youth Municipalities, Companies, Schools



©PNMC – National Walking and Running Program

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Green Asphalt	 In leisure time	<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

The National Walking and Running Programme (PNMC) is **coordinated by the Portuguese Athletics Federation**.

Thanks to the programme, citizens can register and participate in **regular activities**, organised every week.

The Programme was created to promote physical activity and sport practice among all groups of the Portuguese population. All these activities are framed in **reliable technical support provided by certified coaches**.

The main objectives of this National Programme are:

- Promote regular sport practice among all groups of the Portuguese population;
- Contribute to the improvement of the well-being of the population through regular sport practice;
- Increase the number of walking and running practitioners across the country;
- Develop cooperation mechanisms between different institutions to promote a national project within the scope of walking and running activities.

EVALUATION / KEY ACHIEVEMENTS

Since its launch, the programme has been increasing the number of municipality centres involved and participants enrolled. In addition, **specific technical education events** even been developed to increase technical and pedagogical capacity of the technical human resources that are leading the regular activities in each centre.

In order to guarantee the programme accountability, the Portuguese Athletics Federation makes every year a full technical and financial report about the programme implementation.

The programme website is also responsible for public dissemination of the work that has been done, both at national and regional/local levels.

More information

<http://marchaecorrida.pt/>

4.23 ROMANIA - Together we are football Împreună suntem fotbal



SCOPE



National

PARTNERSHIP

- **Initiator:** Romanian Football Federation
- **Implementation:** Romanian Football Federation



©Romanian Football Federation

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Traditional infrastructure	 In leisure time	<ul style="list-style-type: none"> • 1 – 7 • 8 – 14 • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

"Together we are football" is the concept-platform launched by the Romanian Football Federation in 2015, for a **strategic programme of activities** gathered in the largest project dedicated to the development of grassroots football in Romania. Based on an **online platform**, the project promotes the development of grassroots football in Romania by linking interested practitioners with participation opportunities in grassroots football (pitches, training opportunities, competitions...)

By fostering the joy of playing the project aims to achieve following objectives:

- increase the number of practitioners;
- discover new talents;
- position football as a tool for inclusion and social mobility;
- improving the general level of physical activity and individual development through the values of sport.

The platform gives access to the **License UEFA Grassroot'** which brings together a series of **online and face-2-face** courses, representing a total of 20 hours, to train grassroots coaches in the country (including rural environment).

Graduates have the possibility after participating in this training to follow, every 2 years, seminars or webinars.

EVALUATION / KEY ACHIEVEMENTS

N/A

More information

<https://impreunasuntemfotbal.ro>

4.24 SLOVAKIA – Activelife



SCOPE



Regional

PARTNERSHIP

- **Initiator:** Active Life Project and Kosice Region
- **Implementation:** Kosice and Presov cities, non-profit organisations f.e. Svetielko pomoci, Úsmev ako dar, Liga proti rakovine (League against cancer), National transfusion station, private organisations, fitness centres



©ActiveLife – Slovakia Active life

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Green Asphalt	 In leisure time	<ul style="list-style-type: none">• 8 – 14• 15 – 24• 25 – 39• 40 – 54• 55+

SHORT DESCRIPTION

The Activelife community was created to promote a healthy and active lifestyle. Its main goal is to **connect and motivate people**. The initiative does not differentiate between beginners and top athletes and is open to all citizens.

The community organizes **regular physical activities**, including running workouts, which are organised weekly.

Running pieces of training are organized twice a week during the summer period and the added value is represented by the attention to the natural and urban surroundings.

Charity projects are also part of the activity: the purpose is to help organisations to raise funds thanks to physical activity, which also raises the motivation of participants.

EVALUATION / KEY ACHIEVEMENTS

Internal evaluation after each sport activity was done by the organisation team according to feedback collected among all the members as well as participants to improve all aspects for the next activity.

More information

<https://www.facebook.com/active.life.sk/>

https://www.instagram.com/activelife_komunita/

<https://www.youtube.com/channel/UCFH3I1OWRO7k5pglXjbXJZw/featured>

4.25 SLOVENIA – Slovenian Day of Sport



SCOPE



National

PARTNERSHIP

• **Initiator:** Olympic committee of Slovenia – Association of Sport Federations

• **Implementation:** President of the Republic, Parliament, Ministries, Municipalities, Sport clubs and associations, Private professional sport institutions, Media, Companies - Chamber of commerce, Educational institutions, Health institutions, Cultural intuitions, Touristic institutions



INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Traditional infrastructures	 In leisure time	<ul style="list-style-type: none">• 0 – 7• 8 – 14• 15 – 24• 25 – 39• 40 – 54• 55+

SHORT DESCRIPTION

The National Assembly of the Republic of Slovenia declared the **23 September as the Slovenian Sports Day**, after the proposal was initiated in May 2019 by the Expert Council of Sport for All at the Olympic Committee of Slovenia-Association of Sports Associations.

Slovenia is **the first European country to dedicate a national holiday to sports**.

The initiative has **numerous positive effects** on raising awareness of the importance of physical activity and on the sports' vital role for well-being, and quality of life.

It also influences a **positive change in attitudes towards sport** in the formulation of new policies, projects, events and programs that are adopted, and implemented at the national, and local levels.

On the one hand, it encourages people to be physically active and engage in sport, and on the other hand, it directs them to organized, professionally guided forms of exercise, which are also the most effective and safest ones.

EVALUATION / KEY ACHIEVEMENTS

During the first edition of the national day of sport, **91 different activities** were registered on the website [www.danslovenskegasporta.si](https://danslovenskegasporta.si), despite the difficulties caused by the Covid-19 pandemic.

More information

<https://danslovenskegasporta.si/>

4.26 SPAIN - CuboFit



SCOPE





Regional

PARTNERSHIP

- **Initiator:** CuboFit
- **Implementation:** Andalusian Government, Municipalities, entrepreneur-coaches, ERDF, Granada Chamber of Commerce



©CuboFit

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
 Asphalt  Green  Water	 In leisure time	<ul style="list-style-type: none"> • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

CuboFit is a mobile, light, and **energy self-efficient** fitness facility (**100% outdoor and modular**) that can be installed in any location and is managed by young coaches.

- **From coach to training manager**

Coaches pursue a complete certification of 390 hours which provides all the multidisciplinary knowledge to bring CUBOFIT management to the level of management, sustainability, and quality of conventional sport facilities. It hereby promotes Youth employability and providing entrepreneurs with the skills and competencies that facilitate carrying out the business model.

- **CuboFit operates under different legal forms**

CuboFit can operate from a private exploitation on private land, to a public exploitation through direct management, going through all the intermediate options.



EVALUATION / KEY ACHIEVEMENTS

CuboFit allows to changing its location, with a much **lower investment than a conventional gym** which triggers obtaining a consequent profitability.

CuboFit both multiplies training opportunities and foster entrepreneurship of young Andalusians.

More information

<https://www.cubofit.es>

4.27 SWEDEN – Change The Game



SCOPE

Local (Umeå)

PARTNERSHIP

• **Initiator:** Balticgruppen AB, Regional Sports Federation of Västerbotten, Umeå University (Sport School of Sciences), Umeå municipality leisure department

• **Implementation:** Balticgruppen AB, Regional Sports Federation of Västerbotten, Umeå University (Sport School of Sciences), Regional council (health and development depts.), Umeå municipality (leisure, city planning, school, culture, marketing depts.), Visit Umeå, RISE (Research Institute of Sweden), VK (media), Bostaden (public housing company in Umeå)

INFRASTRUCTURE	CONTEXT OF PRACTICE	TARGET GROUP (AGE)
<p>Asphalt Green</p>	<p>In leisure time Home At school At work Commuting</p>	<ul style="list-style-type: none"> • 1 – 7 • 7 – 15 • 15 – 24 • 25 – 39 • 40 – 54 • 55+

SHORT DESCRIPTION

Change The Game aims to provide **equal opportunities** to be active and to be healthy.

Change the Game was founded in 2014 by Balticgruppen, a property company based in Umeå that is committed to improving the city and **helping it reach 200,000 inhabitants by 2050**.

The purpose of Change the Game is to contribute to long-term sustainable social development **by improving physical literacy among children and young people**. The English term 'physical literacy' involves changing the way we think about developing a lifelong interest in physical activity.

Just as children have the opportunity to learn to read, write and count, they must also develop competence and confidence to move in order to be more physically active, which is necessary for living a longer, healthy life.

The key to becoming more physically active is by **improving motivation and ability**, which means we need to give children and young people the opportunity and freedom to be active and **help them unlock their creativity**.

In order to achieve this, Change The Game fosters cooperation and exchange experiences between parents, coaches, educators and decision makers in sport, schools and healthcare as well as cultural and leisure administrations.

EVALUATION / KEY ACHIEVEMENTS

The project is now at the end of the introductory phase entitled "physical literacy community".

First steps of the phase 2 (implementation) already started.

Change The Game aims to reach the phase 3 (self-sustaining development) within five years – The link below gives a perception what has been done lately.

More information

<https://change-the-game.se/en/>

<https://change-the-game.se/wp-content/uploads/2019/12/Summering-Change-the-game-10-149-2019.pdf>

5. Conclusions

The present research analysed and presented a collection of innovative good practices promoting sport outside the traditional structures stemming from each of the 27 EU Member States. The analysis has allowed several observations on how innovation appears in the context of the promotion of sport and physical activity for the benefits of individuals and wider social communities.

Practices to promote sport and physical activity through an innovative lens already exist at EU, national, regional and local levels, in almost any geographical location, stemming from urban, peripheral or rural contexts and addressed to all socio-economic and demographic categories. As the promotion of sport and physical activity often refers to new and attractive ways of practicing sport, the initiatives take place outside of the acknowledged sport structures (sport federations, sport clubs), in individuals' close routine environments (indoors and outdoors, at home, at school, at work, during commuting time or leisure time). However, sport clubs are also innovating, with the aim to continue to attract people (especially young individuals) in the practice of sport. As a result, many of the mapped initiatives are implemented in collaboration with sport federations or sport clubs. As a matter of fact, the analysed innovative sport practices are developed through robust public-private partnerships which ensures strategic planning, deployment and evaluation of the initiatives.

The research has shown that innovation within the promotion of sport and physical activity implies finding the good mix of three identified characteristics (a novelty element, a barrier to be overcome and value creation): **innovation emerges when a novelty element is implemented within a well-defined strategy to overcome barriers to sport practice and creates societal value beyond the individual benefits of being physically active**. As such, the innovative trends in the promotion of sport and physical activity outside of traditional structures identified above often coexist in the context of the same initiative benefiting the community and, within it, all socio-economic and demographic categories.

5.1 Implications for sport promotion within the overarching EU policy objectives

Besides, it is important to mention that innovative practices to promote sport and physical activity influence not only the way people practice sport, but also have an impact on other key development areas such as technological, sustainable or social development. Sport has proven to be a 'gateway of impact' through its flexibility of practice increasingly connected to human daily routine. Moreover, sport provides input for further research in medical and psychological care, for the continuous development of technological and digital material to further improve human life. Sport can also take an important role in the development of better, more effective learning and skills acquisition techniques. Finally, sport and physical activity can provide healthier and greener perspectives for tourism development and for adopting a cleaner, more sustainable lifestyle.

In the past decade, EU policies have been increasingly orientated towards the above-mentioned aspects, in the context of the challenges contemporary society is facing. As a matter of fact, future EU policy objectives, in particular those set for the 2021-2027 multiannual financial framework (MFF), focus on the development of key policy areas such as: healthcare and well-being, research and innovation, digitization, the transition to a carbon-free economy, sustainable tourism, environmental protection, lifelong learning, social cohesion and inclusion. The important contribution that sport and physical activity make to these policy areas have been gradually recognized by EU policy makers in the past decade. Several milestones in further acknowledging and developing the cross-sectorial dimension of sport have been already achieved.

These milestones are linked with the recognition of the importance of sport in achieving the objectives of the following EU programmes and policies:

- The recovery and resilience strategy underpinned by Next Generation EU, in the context of the COVID-19 pandemic²³;
- The European Green Deal²⁴, through the development of active and sustainable lifestyles;
- Lifelong learning and the achievement of soft skills through sport;
- EU Cohesion Policy²⁵, through the contribution sport could bring to regional development.

The cross-sectoral dimension of sport and physical activity, as well as its contribution to these overarching EU policy objectives is well captured in the newly released EU Work Plan for Sport 2021-2024.²⁶ The latter aims to enhance the socio-economic and environmental dimension of sport through the promotion of:

- The promotion of innovation and digitisation in the sector;
- The promotion of environmentally friendly sport practice and education;
- The construction of sustainable sport facilities.

In addition, the Work Plan for Sport 2021-2027 acknowledges and further supports the contribution of sport to regional development via the use of the Recovery and Resilience Facility (part of Next Generation EU recovery strategy) or the future Cohesion Policy funds to finance sport projects.

²³ Conclusions of the Council and the Representatives of the Governments of the Member States meeting within the Council on the impact of the COVID-19 pandemic and the recovery of the sport sector, Brussels, 22 June 2020, https://www.consilium.europa.eu/media/44622/st08926-en20.pdf?utm_source=dsms-auto&utm_medium=email&utm_campaign=Supporting+the+recovery+of+the+sport+sector+and+addressing+the+COVID-19+pandemic%3a+Council+adopts+conclusions

²⁴ Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions, on the European Green Deal, COM(2019) 649 final, Brussels, 2019 https://eur-lex.europa.eu/resource.html?uri=cellar:b828d165-1c22-11ea-8c1f-01aa75ed71a1.0002.02/DOC_1&format=PDF

²⁵ See SHARE initiative paper on the 'Contribution of sport to regional development through Structural Funds, 2020, <https://keanet.eu/wp-content/uploads/SHARE-The-contribution-of-sport-to-regional-development-through-CP-2021-2027-FINAL.pdf>

²⁶ Resolution of the Council and of the Representatives of the Governments of the Member States meeting within the Council on the European Union Work Plan for Sport (1 January 2021-30 June 2024) 2020/C 419/01. [https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:42020Y1204\(01\)](https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:42020Y1204(01))

6. Recommendations to further develop innovative practices in the promotion of sport and physical activities

This section advances recommendations for sport organisations and public authorities at national, regional and local levels to replicate and further develop initiatives that promote sport and physical activity outside of traditional structures through an innovative perspective. Sport and physical activity can be everywhere in our daily lives, provided that the right policies and initiatives are pursued. From a policy perspective, the outcomes of the research point towards recommendations to support the emergence of new innovative practices.

Innovative sport practices very often stem from multidisciplinary approaches. Sport and physical activity should be integrated across policy areas and especially in terms of rethinking spatial planning. Innovative sport practices are not only about the creation of new types of infrastructures for sport practice but most importantly about maximising individuals' possibility to move in any moment of their daily routines. To this end, spatial planning needs to be re-thought and geared towards more sport-friendly environments. Cities like Liepaja (good practice from Latvia) are championing such approaches, by turning open public spaces into low threshold facilities and encourages residents to get involved in regular physical/leisure sport activities.

Education and social innovation policies also play a crucial role in encouraging a larger number of citizens to embrace more active lifestyles. In particular, policies should be designed to support new forms of physical activity tailored for different target groups, especially the physically weaker or undeveloped bodies (such as children or seniors), who are not part of the audience of mainstream sport offers and settings (such as fitness clubs, gyms or traditional sport clubs). Supporting such initiatives is linked not only with the enhancement of individual health, but also to wider societal benefits, such as social cohesion and inclusion, for instance by allowing sport to be practiced through an intergenerational lens. For example, the good practice from Austria "loginsLeben" is an excellent example connecting different generations through an alternative offer of physical activity.

In addition to such multidisciplinary approaches, our research also highlighted important enabling factors which can be taken up in policy-making. In particular, our analysis stressed the importance of robust partnerships, including EU wide collaborations, in the development and implementation of the initiatives, as well as in the scale-up of local initiatives. Nurturing such partnerships and cooperation between policy makers and grassroots sport organisations is essential to favour the emergence of future innovative practices.

Similarly, new technologies are cross-cutting innovative elements, which should be used as attractive ways to promote sport and physical activity especially to younger generations. In Finland, city of Kemi bought an HeiaHeia licence for all of its citizens to promote health and exercise services, for instance; new technologies are also used to deepen the knowledge on how different target groups practice physical activity and thus provide important insights into how barriers to sport participation can be lowered, and can help to develop data-driven policies and projects.

Beyond the policy perspective, we also put forward recommendations and practical advice for future innovative practices, based on the good practices identified throughout the research. The diversity of projects supported can help the sport movement in setting up similar projects, or designing their own new initiatives. We outline below a set of core principles and ideas to help organisations in this journey.

- Barriers and needs analysis:** a core element of successful projects is their ability to solve a clear problem. This means that analysing the needs and the main gaps in the current sport offer is an important first step to shape an innovative project. The project should also analyse the key barriers to physical activity it wants to address. Therefore, it should identify and know the community and the (potential) participants. Specific needs of participants should also be taken into account. Based on the good practices analysed, we present some of the main tools and approaches which can be used for such purposes: 1) field work (surveys, interviews); 2) Focus groups and workshops with local communities; 3) comprehensive preparatory studies – a good example would be the good practice from France, which analyses how to get French people more involved in sport and physical activity with six field tests to test and analyse the main barriers preventing people from being more active. Regardless of the data collection approach, the findings should be encapsulated in a concise analysis (e.g. SWOT analysis) which clearly spells out the main ways to address the issues identified, as well as a roadmap for action with realistic milestones and timeline.
- Partnership development:** all the initiatives identified rely on strong partnerships. In many cases, these partnerships involve some form of cross-sectorial cooperation. For example the Swedish “Change the Game” project invites schools to participate in exchanges with parents, coaches, educators and decision-makers in sport, healthcare as well as cultural and leisure administrations, to improve physical literacy among children and young people. This mix of professionals was critical in equipping young people with the right knowledge at the right time. When designing a project, cooperation and co-creation with partners is crucial to ensure quality results and have a significant impact at a much larger scale.

Public authorities often play a key role and are a go-to interlocutor, not only as funders but also as enablers by making available public spaces, facilitating the organisation of public events, or by lending publicly owned facilities.

Such partnerships may benefit from International cooperation: several initiatives identified were supported by the ERASMUS+ Programme. Working with cross-borders partners can help to gain additional knowledge, transfer good practices identified at lower costs, or onboarding expertise and know-how which is not always available locally. The IPitup project (good practice from Belgium) is an excellent example, where the project was first tested locally in Leuven, and then extended to several municipalities thanks to an INTERREG project.
- Innovative active spaces:** Innovative sport practices often require flexible spaces for physical activity. An innovative project may entail the refurbishment and transformation of abandoned industrial buildings into functional spaces for different sport and physical activities, as shown by the good practice from Denmark, where the GAME association rejuvenates such brownfields to set up innovative street sport facilities. Designing these spaces in a multifunctional way (including uses beyond sport) helps reaching out to diverse communities and engaging with people who are not initially willing to take part in sport and physical activities.

Similarly, many temporary and flexible solutions are now available to turn public spaces in active-friendly spaces at a relatively low cost. For example, the Spanish good practice CuboFit is a mobile, light, and energy self-efficient fitness facility (100% outdoor and modular) that can be installed in any location. Such solutions are ideal to prototype a good project without a hefty initial investment.
- New technologies:** the use of digital technologies is widespread across the initiatives identified. It can notably be used in different contexts to develop partnerships at a large scale, for example at city level to launch incentive schemes to encourage citizens to be active (e.g. citizens receive vouchers as they become more active), or even at national level to develop employers’ wellness schemes: connecting companies with sport service providers. Many technologies are already available, allowing the good and significant use of existing solutions rather than reinventing the wheel.

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Annex I – Survey structure

SECTION 1: INTRODUCTION

Background of the study

Sport has been historically organised according to a 'pyramid structure' of governing bodies responsible for competitions from grassroots federations and clubs at the base, to national sport federations under the umbrella of a single European federation at the top. This pyramid structure has been seen as crucial to enable sport practitioners to find their way from beginner/amateur level to a professional career.

However, a diversification of opportunities and ways of involvement in active leisure time has emerged progressively over the last two or three decades. The trend is confirmed empirically by the latest Eurobarometer on sport and physical activity according to which a majority of the survey respondents are practising sport in settings such as parks or outdoors (40% of respondents) at home (32%) or during commuting times (23%), whereas the practice of sport within clubs and commercial health or fitness centres remains overall stable but encompass solely 12% and 11% of the interviewed Europeans. This marks a shift away from the competitive/competition dimension as the main driver to engage in sport activities.

Scope and aim of the survey

This survey aims to collect innovative practices to promote sport outside of the well-established sport structures that will illustrate the newest trends for the promotion of sport.

The research focuses on a large and neutral understanding of sport/physical activity practice which includes any type of individual or collective physical activity, that take place in a wide variety of settings and with any level of regularity and intensity.

The final report will include at least one good practice per EU Member State, and show the variety of the large innovation potentials for the promotion of sport and physical activity.

Some specifications on our understanding of “innovative practices”

- Innovative practices can be policies, projects, events or programmes developed by local, regional, and national authorities.
- They can be implemented by the authorities themselves or by other national/regional/local stakeholders (including the private sector)
- Innovative practices are practices that are new (have a novelty element) that contribute to solving a problem, or overcoming barriers, and create value for the overall society.

Please fill in the survey online, by 10 December 2020

- Link to the survey
https://docs.google.com/forms/d/e/1FAIpQLSdGSJgGqmMR7NJiV7DTvnHi_V6w6_y2UU6svoRue92QPuHXSQ/viewform?usp=sf_link

Do you need more information? Please contact bjacquemet@keanet.eu

- 1: Email Address of the respondent:

SECTION 2: GENERAL INFORMATION

- 2. What is the title of your good practice?
- 3. Please describe your good practice (max 1.500 character including spaces)
- 4. Please provide links to website and other related sources
- 5. Please provide at least 1 high-resolution picture depicting the good practice with caption credits. Please send the picture at bjacquemet@keanet.eu

SECTION 3: EVALUATION

- 6. Has your practice been evaluated?
 - Yes
 - No
- 7. If Yes, could you please briefly describe the results? (max 1000 characters including spaces)
- 8. Please provide a link to the evaluation report

SECTION 4: WHERE IS YOUR GOOD PRACTICE IMPLEMENTED?

- 9. Country
- 10. Region (if relevant)
- 11. City (if relevant)

SECTION 5: POLICY CONTEXT AND PARTNERSHIPS

INITIATORS

- 12. Which are the bodies / organisations that initiated this good practice?

PARTNERSHIPS

- 13. Which are the bodies / organisations that are involved in the implementation of the good practice? *(If relevant, please indicate the other stakeholders (public and private) involved in the implementation of the good practice)*

SECTION 6: IN WHICH SETTING DOES YOUR PRACTICE TAKE PLACE?

- 14. Infrastructure type
 - Asphalt / hard surfaces *(infrastructure that allows to practice sport on a hard ground made generally of asphalt in case of outdoor infrastructure or in wood in case of indoor infrastructure.)*
 - Water *(typically for swimming pools but also infrastructures that include a recreational swimming spot)*
 - Urban parks and nature *(mountains, sea side or around cities)*
- 15. Indoor / Outdoor
 - Indoor
 - Outdoor
 - Both
- 16. Location
 - In a city
 - In a rural area
 - In a peripheral area

SECTION 7: TARGET GROUP

- 17. Is the good practice focusing on a particular audience/target group?
- If yes, please go to the next section (section 8)
- If no, please skip the following section and go to the section 9

SECTION 8: TARGET GROUP SPECIFICATION

- 18. Gender
 - Men
 - Women
 - Other
 - All

- 19. Age range
 - 0-7
 - 1-15
 - 15-24
 - 25-39
 - 40-54
 - 55+
 - All

- 20. Socio-professional category
 - Self-employed
 - Managers
 - Other white collars
 - Manual workers
 - House person
 - Unemployed
 - Retired
 - Students

- 21. Context of practice - In which context does the physical activity takes place?
 - At home
 - In leisure time
 - In commuting times
 - At school or university
 - At work
 - Other (please specify)

SECTION 9: OVERCOMING BARRIERS TO SPORT PRACTICE

WHAT BARRIER DID YOUR PRACTICE CONTRIBUTE TO OVERCOME?

➤ 22. EXTERNAL BARRIERS *(The individuals are motivated to practice sport but are hindered by external barrier. The listed items are indicative. Please do not hesitate to add more information..)*

- Allows flexible sport practice (time constraints solving)
- Lowers the entry level to practising sport
- Ease the access to sport practice settings
- Increase practicability of the sport practice
- Create a new setting favourable to sport practice
- Turn an already existing infrastructure into a sport practice friendly environment
- Other (please specify)

➤ 23. INTERNAL BARRIERS *(The motivation to practice sport / physical activity lies within individual motivations. The listed items are indicative. Please do not hesitate to add more information.)*

- Increase motivation of practitioners
- Incentivise sport practice
- Adapt the sport setting practice
- Provides free / on demand coaching
- Other (please specify)

SECTION 9: END OF THE SURVEY

Thank-you for taking the time to complete this survey.

For any questions or queries please contact bjacquemet@keanet.eu

Don't forget to send one high-resolution picture depicting the good practice with caption credits at bjacquemet@keanet.eu

Annex II – Overview table of innovative sport practices identified in EU-27 according to the three innovation criteria

	Novelty elements			Key barrier overcoming elements		Value creation elements
	Key novelty elements	Use of new technologies, data collection and analysis	Partnerships	External barriers	Internal barriers	
AT	Promote health activities in general (sport, movements, nature experiences)	N/A	Municipality, Ministry of Sport, Health sector, Sport sector, Private sector	Provide sport partner by creating a regular and diversified sport offer	The Multi-sport offer multiplies participation possibilities	Promotes the integration of groups at risk of social exclusion
BE	Create an environment favourable to sport practice thanks to a multipurpose, all-in-one sport facility.	iPitUp's free activity app serves as a virtual coach and motivator. It allows both to offer a personally adapted exercise program and to know the body mass index of the users. As a result, the initiative can monitor its effect by investigating if the non-movers are also reached	Municipalities, Private sector	Brings sport facility closer to inhabitants of urban areas and maximises the number of possible users	The integrated info panels and the free activity app ensure appropriate entry level and provide virtual coaching. It also allows inhabitants of urban area to practice physical activity at proximity of their living areas	The digital application enables the municipalities to gather data on sport practitioners and adapt their sport offer in the long term
BG	Unlock the positive effects of sport within hospitals and rehabilitation centres by providing tailored physical activity for breast cancer survivors	Dancing with health collects data that will be analysed and result in a scientific article to be published in mid-2021 in the journal "Frontiers in Psychology", section Psychology for Clinical Settings	Collaboration at EU level (Erasmus +), Health sector, Universities, Sport sector	Provides a favourable setting for sport practice. The specific training for trainers' activities allows the activity to be more easily replicated.	The specific training for trainers ensures a safe environment for practitioners. The data collection allows to tailor the offer to the specificities of the group and to easily replicate the activity	Improves the quality of life of breast cancer survivors (in physiological and psychological terms)
HR	N/A	N/A	Ministry of Sport, Mainstreamed partnership across different policy areas	Facilitating access to already existing sport infrastructure and participation in sport activities by providing funding	N/A	Fosters inclusion of people with disabilities and of people at risk of social exclusion

CY	N/A	N/A	Collaboration at EU level, sport sector, private sector	Provides training to adapt the sport offer to well defined target groups	Provides access to disadvantaged youth to sport by linking sport and youth work	Makes football a motor for youth participation, social inclusion and women empowerment
CZ	N/A	Sophisticated evaluation system of 8 disciplines that children perform during their PE classes. The data collected is compiled in a report card edited via an easy-to-use informatic programme which provides in addition specific recommendation of sport disciplines to practice, with links to local sport clubs	Schools, Sport Sector, University	Provides appropriate/tailored offer to the specificities of a well identified target group	Removes the competitive environment to help children to discover their strength and talents. / Rewards children for improving their weak skills rather than their strong skills which promotes self-acceptance	The collection of anonymous data about children's physical capabilities enables a better understanding of the impact of the initiative
DK	Infrastructure created by using participatory design thinking process with the future users	N/A	Private sector, Municipalities, Schools	Creates multi-sport infrastructure and open its access also to schools for PE classes	Creates an infrastructure tailored to the needs, hopes and dreams of the future users	Creates positive changes for the youth / Creates additional possibilities for PE classes as the infrastructure is open also for schools
EE	Gives the opportunity to enterprises to trigger physical activity at their employees by turning free access to a wide range of sport and physical activity as an employee benefit	The employee benefits are managed by a software allowing the employees to identify the appropriate sport and physical activity offers at proximity	Private Sector, Sport Sector	Provides free sport practice possibilities by turning sport into an employee benefit	Provides information about sport practice possibilities directly at the work place	Enhances the societal role of enterprises
FI	The Heia heia wellness App allows to organise health campaigns together with local labour unions and local businesses, can be used by PE teachers and also by the citizens for their individual and private sport and physical activity practice.	The municipality of Kemi in Finland provides a licence of the HeiaHeia Wellness App to all of its citizens, allowing them to promote health and exercise services, and to undertake several health campaigns	Municipality, Private sector	Improves sport practice setting	Increases motivation via the app (challenges, connection with colleagues)	Creates new tools for public health policy campaigns and offers opportunities to do PE classes despite home-schooling

FR	N/A	The one-and-a-half-year study used a design thinking method to comprehend why half of the French population doesn't do regular physical activity and, thus, identify the levers to get people to practise physical activity regularly	Ministry of Sport, Sport sector, Private sector	Adopt the sport offer to well defined target groups	Better understanding of the internal barriers. The study comes to the conclusion that people are not engaging in sport and physical activity because bad experiences during PE classes, the lack of entry level and guidance for adults beginners	The study gives a better understanding of the barriers to sport practice to key actors of the promotion of sport and physical activity	
DE		Ambitious sport strategy at local level which consists spreading easily accessible sport gears throughout the city to enhance the inclusion and the health of elderlies	N/A	Municipality, Private sector	Eases the access to sport practice by spreading the gears across the city	Low threshold activities are adapted for elders	Fosters the inclusion of the elderly in the city
EL		Combines sport activities in traditional infrastructures with tourism activities	N/A	Private Sector, Municipalities, Sport Sector	Provide sport practice possibility in vacation time and in a friendly environment by opening professional infrastructure to tourist or classes on school trips	Mix the sport offer with cultural and touristic activities.	Tourism opportunities / Regional development
HU		Ambitious sport strategy at national level consisting in fostering well equipped outdoor sport parks and runaway throughout the whole country	N/A	Ministry of Sport, Municipalities	Provides access to infrastructure by creating sport parks throughout the country	Adapts the entry level thanks to 4 different types of sport parks corresponding to 4 different level of difficulties	N/A
IE		Ambitious sport developments strategy at national level consisting in reinforcing the sport offer by a wide mix of approaches including facility and area-based hubs, urban and rural hubs, water sport and outdoor recreation hubs	N/A	Ministry of Sport, Mainstreamed partnership across different policy areas, Sport sector, Municipalities	Improves the sport offer in a community by establishing "Sports Hubs"	Improve information about sport practice possibilities	Fosters social cohesion by increasing the opportunities for people of all ages to participate in sport and physical activity in their communities and reinforces the links between the local associations and the citizens
IT		Moovin turns the entire city (both outdoor and indoor spaces) as infrastructure for physical activity as any distance covered on foot, anywhere in the city counts	The Bergamo municipality, together with the Bergamo University developed an app that is used to organise public health campaigns based on gamification	Municipality, Health Sector, Schools, Private Sector, Media	Creates an appropriate offer to engage all the population in physical activity	Increases motivation and interest thanks to an ambitious health campaign based on a collective challenge	Fosters social cohesion

LV	Comprehensive local development programme based on an Integration Action Plan Methodology which aims to redesign urban spaces to foster physical activity	N/A	Collaboration at EU level (Urbact)	Eases the access to sport practice by creating new infrastructures (all free of use) and creates soft mobility infrastructures	Alleviates time constraint	Better understanding of current situation and interest from population
LT	Regeneration project for an abandoned green space combining an adventure park and a business hub	N/A	Municipality, Private sector, Schools	Create a sport infrastructure and open it to school for PE classes	N/A	Valorisation of an underused are, creation of up to 60 new workplaces and contribution of the project to the overarching objectives of the cities (ensure quality of life and promotes sustainable development)
LU	Ambitious sport strategy at national level turning sport policy into a social policy	N/A	Sport sector, Ministry of sport	N/A	Recognises sport as an essential value which helps to raise awareness on the importance of physical activity.	Turns sport into a social policy
MT	Fosters physical activity both within and outside the workplace	N/A	N/A	Creates appropriate sport offer during break times	Alleviates time constraint, and the lack of motivation by incentivising the use of stairs and any opportunity to move at the workplace	Become a role model for the promotion of sport at the work place
NL	Project developed using active environment design	The project compiles data on how 1800 children from the Rotterdam area are using nearby sport infrastructures, in order to determine ways to increase the level of physical activity of children from lower economic backgrounds in the city	Universities, Schools, Sport sector, Health sector	This project aims to identify the barriers to be overcome by using active environment design based on compiled data of 1800 children from the Rotterdam	N/A	Deepen the integration of marginalised groups and people at risk of social exclusion
PL	N/A	The "Active MultiSport School" in order to gather data during the physical tests undertaken in schools and gamify the PE classes	Private Sector, Schools, Regional government, Local governments, University	Creates an appropriate offer to engage children physical activity via gamification of PE classes	PE classes become fun even for children with less physical abilities	Collection of small amounts of personal data to assess progress of children and evaluate the effectiveness of the initiative

PT	Open existing infrastructures to the public. Makes use of other infrastructures in nature to practice sport	The National Walking and Running Programme (PNMC) makes use of a digital application to help interested practitioners to discover walking and running centres at proximity	Sport sector, Sport Ministry, Municipalities	Provide opportunities to practice sport by creating a nation-wide sport offer	Propose regular activities managed by certified coaches. The possibility to consult the coaches to develop a personal training plan reduces the risk of injuries and allow to adapt the sport offer to any level	Fosters social cohesion by gathering walking and running groups
RO	N/A	The online platform promotes the development of grassroots football in Romania by linking interested practitioners with participation opportunities in grassroots football (pitches, training opportunities, competitions...)	N/A	Creates an appropriate offer via a strategic programme of activities	Gives the opportunity for free training and provide information to practice football at grassroot level throughout the country via one-stop website.	Allows people to join and participate more easily in grassroots football competitions
SK	Create professional sport offer in public spaces (green areas, parks...)	A digital platform allows the PE teachers to monitor the progress of their pupils	Regional government, Health sector, Sport sector	Creates a new sport offer encompassing regular and diversified running workouts activities	Connects and motivates people by creating a sport community adapted to all	Fosters social cohesion and raises funds for charity associations
SI	Ambitious sport developments strategy at national level dedicating a national holiday for sport	A website is registering all the activities available throughout the country during the Slovenian Day of Sport	Ministry of Sport, Mainstreamed partnership across different policy areas, Sport sector, Private sector, Health sector	Create a national holiday for sport	Raises awareness on the importance of physical activity on the sport's vital role for well-being, and quality of life	Makes sport a national priority and promotes physical in the long term
ES	Light, multipurpose, all-in-one sport facility that can be installed in a variety of places linked with an innovative management concept (the coach-entrepreneur)	N/A	Private sector, Regional government,	Allows to install sport facilities in almost any place	The entrepreneur coaches can provide the users with appropriate training	Creates job opportunities for sport coaches who can become coach-entrepreneurs
SE	Ambitious sport strategy at local level aiming to provide equal opportunities to be active and to be healthy	N/A	Private sector, Municipality, University, Sport sector, Schools, Media	Makes sport a tool for the long-term sustainable social development of the city thanks to cooperation and exchange experiences between parents, coaches, educators and decision makers in sport, schools and healthcare as well as cultural and leisure administrations	Provide the children with all necessary skills for sport practices via a comprehensive plan for the promotion of physical literacy	Increase sport literacy rates among children and young people and foster the sustainable development of the city

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