

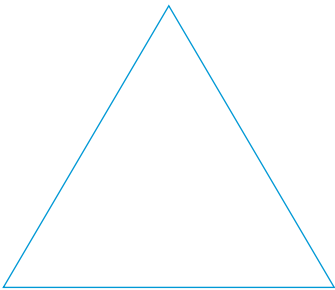
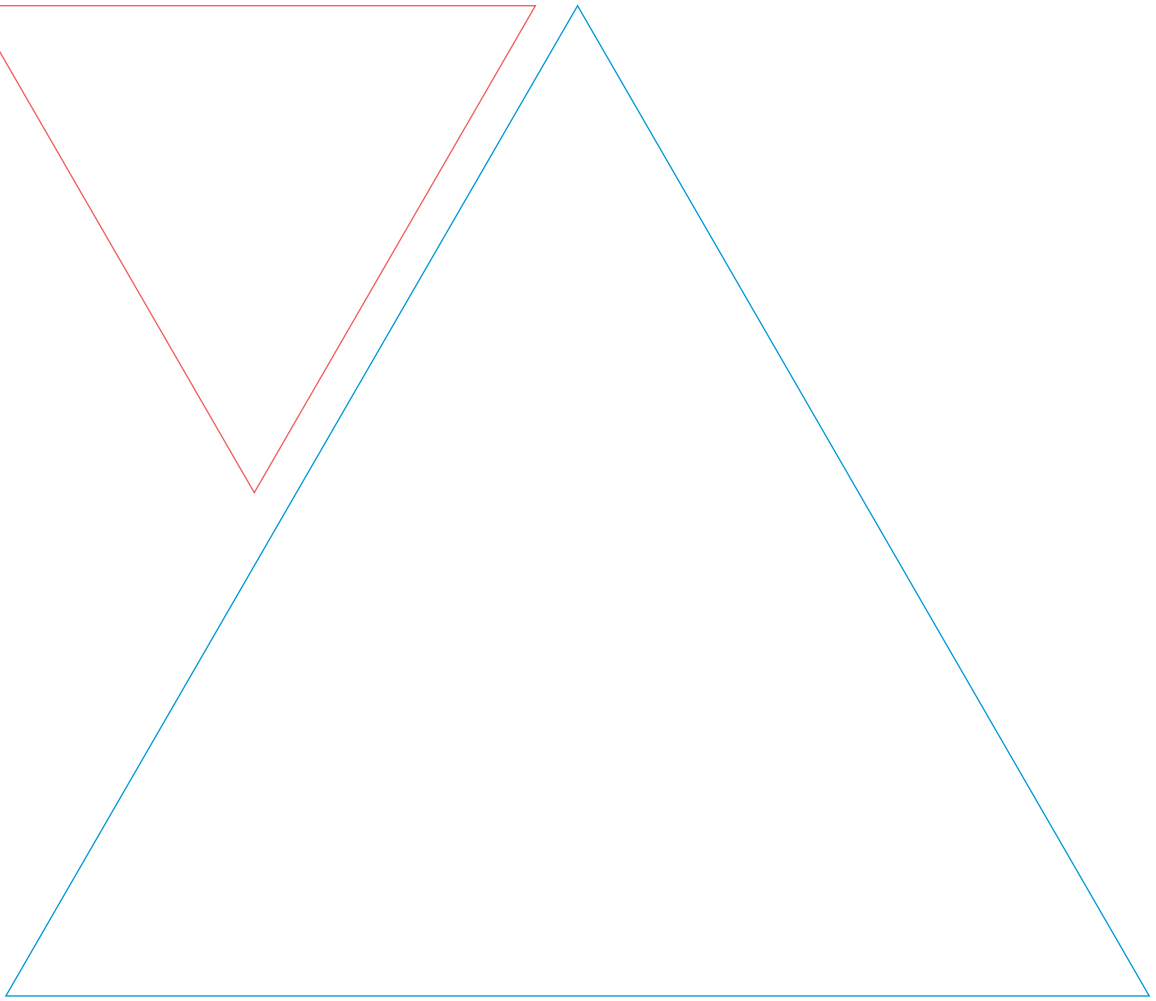
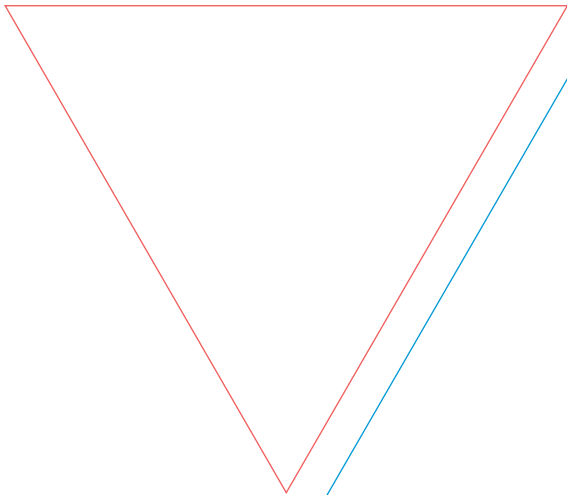
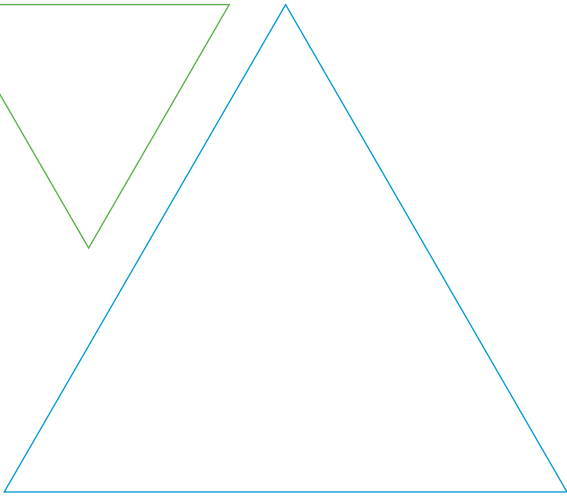
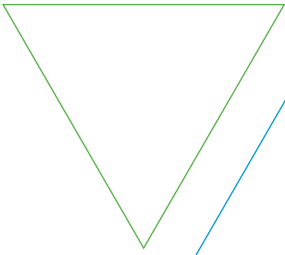
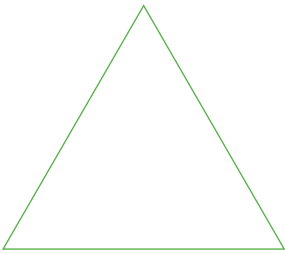
Be an inclusive, empowering and supportive sports club manager

Health promoting
sports club management
implementation guide



World Health
Organization

European Region



Be an inclusive, empowering and supportive sports club manager

Health promoting
sports club management
implementation guide

Abstract

Sports clubs play a key role in fostering members' physical, mental and social well-being. Nevertheless, grassroots sports clubs are typically managed by volunteers who sometimes lack the knowledge and support needed to promote members' health and well-being, beyond the technical and tactical aspects of sport. This implementation guide is designed to support sports club managers (volunteers, leaders or executive or board members, which could include parents and sport participants) and anyone interested in promoting health in and through organized sports. The first section of this guide provides a theoretical background, including characteristics and roles of health promoting sports managers, and the stages of progression in health promoting sports club practices. The second section provides case studies of good practice demonstrating how sports clubs can promote health. The third section introduces an observational tool to assess how a sports club's environment is health promoting. The fourth section presents strategies for managers to implement health promotion. This practical guide outlines a clear process for integrating health promotion within sports clubs and highlights how managers can serve as key contributors to healthier communities by empowering and supporting the health and well-being of sports participants and club members.

Keywords

HEALTH PROMOTION

SPORTS

IMPLEMENTATION SCIENCES

Document number: WHO/EURO:2025-12704-52478-81014 (PDF)

© World Health Organization 2025

Some rights reserved. This work is available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo>). Under the terms of this licence, you may copy, redistribute and adapt the work for noncommercial purposes, provided the work is appropriately cited, as indicated below. In any use of this work, there should be no suggestion that WHO endorses any specific organization, products or services. The use of the WHO logo is not permitted. If you adapt the work, then you must license your work under the same or equivalent Creative Commons licence. If you create a translation of this work, you should add the following disclaimer along with the suggested citation: "This translation was not created by the World Health Organization (WHO). WHO is not responsible for the content or accuracy of this translation. The original English edition shall be the binding and authentic edition: Be an inclusive, empowering and supportive sports clubs manager: health promoting sports club management implementation guide. Copenhagen: WHO Regional Office for Europe; 2025."

Any mediation relating to disputes arising under the licence shall be conducted in accordance with the mediation rules of the World Intellectual Property Organization (<http://www.wipo.int/amc/en/mediation/rules/>).

Suggested citation. Be an inclusive, empowering and supportive sports clubs manager: health promoting sports club management implementation guide. Copenhagen: WHO Regional Office for Europe; 2025. Licence: CC BY-NC-SA 3.0 IGO.

Cataloguing-in-Publication (CIP) data. CIP data are available at <http://apps.who.int/iris>.

Sales, rights and licensing. To purchase WHO publications, see <http://apps.who.int/bookorders>. To submit requests for commercial use and queries on rights and licensing, see <http://www.who.int/about/licensing>.

Third-party materials. If you wish to reuse material from this work that is attributed to a third party, such as tables, figures or images, it is your responsibility to determine whether permission is needed for that reuse and to obtain permission from the copyright holder. The risk of claims resulting from infringement of any third party-owned component in the work rests solely with the user.

General disclaimers. The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of WHO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted and dashed lines on maps represent approximate border lines for which there may not yet be full agreement. The mention of specific companies or of certain manufacturers' products does not imply that they are endorsed or recommended by WHO in preference to others of a similar nature that are not mentioned. Errors and omissions excepted; the names of proprietary products are distinguished by initial capital letters. All reasonable precautions have been taken by WHO to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either expressed or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall WHO be liable for damages arising from its use.

Photos: ©WHO



Contents

Acknowledgements	v
Glossary	vi
Introduction	1
The powerful role of sports clubs	1
Current context of sport and health	1
Benefits of being a health promoting sports club	1
The health promoting sports club management implementation guide	2
Section 1: Theoretical background of a health promoting sports club	5
1.1 Definition of health promotion	5
1.2 Definition of a health promoting sports club	6
1.3 Sports Club management role and the Ottawa Charter	7
1.4 Health promoting sports club logic model	8
1.5 Stages of development of a health promoting sports club	9
1.6 Implementation of the health promoting sports clubs model	11
Section 2: Health promoting sports club observation checklist	13
2.1 Observational checklist	13
2.2 Website or webpage	14
2.3 Facilities and surroundings	16
2.4 Locker and restrooms	18
2.5 Cafeteria – food options	20
2.6 Evaluation and next steps	22
2.7 Recommended actions	23
Section 3: Case studies of health promoting sports clubs	29
3.1 Health promotion as an outcome of sport (active stage): Alpine Ski Club Kranjska Gora	29
3.2 Health promotion through sport (transmissive stage): Örebro Simallians Swimming Club in Sweden	31
3.3 Health promotion in sport (organic stage): Ballygunner Hurling Club in Ireland	33
3.4 Health promoting sports club (comprehensive stage): Officer City Soccer Club in Australia	36
Section 4: Implementing the health promoting sports club intervention framework	40
Health promoting sports club framework	40
Develop a communication plan	42
Communicate with a unique message	43
Communicate effectively within the club	44
Communicate with the community	45
Communicate with the sports club partners	46
Communicate the benefits of health promotion activities	47
Enhance managers' coaches' and volunteers' skills in health promotion	48
Adapt your support to managers and coaches based on your sports participants' needs	49
Create strong and supportive relationships among coaches and managers	50

Make your sports club members feel a sense of belonging to the club when defining goals	51
Identify reasons for commitment to promote health	52
Identify the degree of commitment to promote health	53
Meet other clubs to build on their health promotion experience	54
Regularly review the financial resources used to promote health	55
Regularly review volunteer commitment and dedication to promote health	56
Regularly review the club's capacity to promote health	57
Regularly review the timing of health promotion activities	58
Define the goals of health promotion	59
Write the goals in your strategic plan	60
Mobilize sport champions to support health promotion in your sports club	61
Engage relatives to support health promotion actions	62
Mobilise local policy-makers to promote health in your sports club	63
Review health promotion activities	64
Review the short-term effects of your health promotion actions	65
Review the long-term effects of your health promotion actions	66
Stimulate positive relationships between members	67
Adapt yourself to coaches' skills and preferences	68
Support coaches' autonomy to promote health	69
Support coaches' sense of belonging to your sports club	70
Identify and disseminate every health promotion action	71
Include everyone in the decision-making process	72
Identify partners to promote health	73
Define how to collaborate with partners	74
Create trust and a positive working climate with partners	75
Include your health promotion goal in the sports club's plan	76
Include the target group in your sports club's health promotion plan	77
Include funding in your sports club's health promotion plan	78
Include the responsible persons in your sports club's health promotion plan	79
Include key steps in your sports club's health promotion plan	80
Encourage sustainable health promotion actions	81
Plan future actions based on the monitoring of current actions	82
Review financial resources available to invest in health promotion	83
Review current skills and knowledge available to invest in health promotion	84
Conclusions	85
References	86

Acknowledgements

This guide was developed by the WHO Regional Office for Europe and members of the Promoting Physical Activity and Health in Sports Clubs working group of the WHO European network for the promotion of Health-enhancing Physical Activity (HEPA Europe) under the leadership of the *Promouvoir la santé au sein des clubs sportifs* (PROSCeSS) research group, which includes the French Ministry for Sport, Youth and Community; Santé publique France; Université Côte d'Azur; and Université de Lorraine.

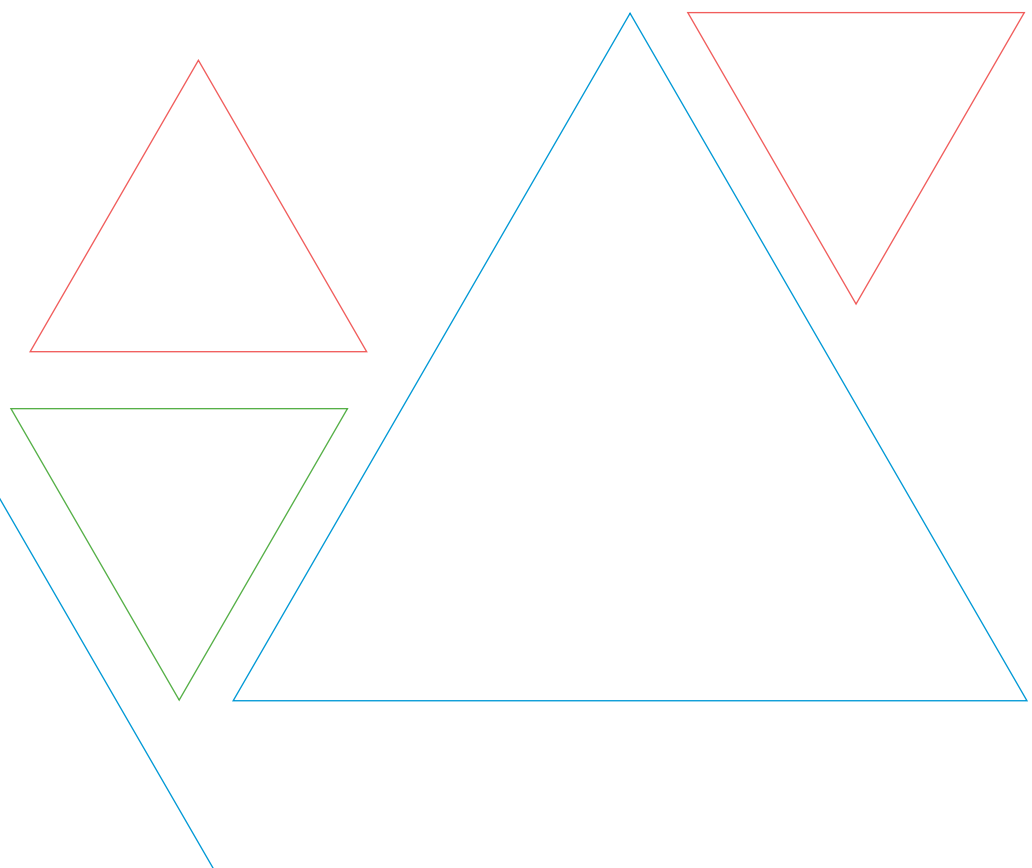
The team comprised: Beatrix Alгурén (University of Gothenburg, Sweden), Farid Bardid (University of Strathclyde, United Kingdom), Kevin Barros (Université de Lorraine, France), Nicola Briggs (South East Technological University, Ireland), Rochelle Eime (Federation Victoria University, Australia), Helena Ericson (Örebro University, Sweden), Susanna Geidne (Örebro University, Sweden), Spartaco Grieco (Asd Margherita Sport e Vita, Italy), Stacey Johnson (Université de Lorraine, France), Aoife Lane (Technological University of the Shannon, Ireland), Malte Nejest Larsen (University of Southern Denmark, Denmark), Arthur Lefebvre (Université Catholique de Louvain, Belgium), Christophe Meyer (Institut National de l'Activité Physique et des Sports, Luxembourg), Linda Ooms (Mulier Institute, Netherlands (Kingdom of the)), Petra Ozbolt (Université Côte d'Azur, France), Patrick Peroša (Sport Union Slovenia, Slovenia), Adriana Pinedo (WHO Regional Office for Europe), Jan Seghers (Katholieke Universiteit Leuven), Vassilis Sevdalis (University of Gothenburg, Sweden), Anne Timm (Steno Diabetes Center Copenhagen, Denmark), Aurélie Van Hoya (Université de Lorraine, France), Anne Vuillemin (Université Côte d'Azur, France), Stephen Whiting (WHO Regional Office for Europe), Kremlin Wickramasinghe (WHO Regional Office for Europe) and Luke Wolfenden (University of Newcastle, Australia).

The team acknowledges the Directorate General for Education, Youth, Sport and Culture of the European Commission for financial support for preparing this publication.

This publication was funded by the European Union. Its contents are the sole responsibility of the WHO Regional Office for Europe and do not necessarily reflect the views of the European Union.



Co-funded by
the European Union



Glossary

The following terms are used throughout this implementation guide. Some terms may be used interchangeably in some countries, including “action plan”, “strategy”, “programme” and “project”.

Determinant of health: A personal, social, economic or environmental factor that can influence the healthy life expectancy of individuals and populations (1).

Economic determinants: These correspond to the allocation of financial, human and material resources for health promotion within the sports club (2).

Environmental determinants: These describe the built surroundings provided by the sports club, including infrastructures, green spaces and those for playing (2).

Health: A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity (3). Health is regarded as a fundamental human right. Correspondingly, all people should have access to basic resources for health. Within the context of health promotion, health is considered a resource that permits individuals to lead socially and economically productive lives (3).

Health enhancing physical activity: Any form of physical activity that benefits health and functional capacity without undue harm or risk (4).

Health literacy: Personal knowledge and competence about health accumulated through daily activities, social interactions and intergenerationally. Personal knowledge and competence are mediated by organizational structures and resources that enable people to access, understand, appraise and use information and services to promote and maintain good health and well-being for themselves and those around them (1).

Health promoting actor: A stakeholder who can contribute to health promotion in a setting (e.g. members, volunteers and coaches of sports clubs, community members, health professionals, policy-makers, public and private organizations).

Health promoting sports club: An organized sports club in which the core business is to promote more than one health behaviour or activity by involving internal and external partners at various levels (5).

Health promotion: The process of enabling people to improve their health. To reach a state of complete physical, mental and social well-being, an individual or group must be able to identify and to realize aspirations, satisfy needs and change or cope with the environment (3). It is a comprehensive social and political process. It includes actions not only for strengthening individual skills and capabilities but also for changing social, environmental and economic determinants of health, to optimize their positive impact on public and personal health. Health promotion enables people, individually and collectively, to increase their control over the determinants of health and thereby improve their health (1).

Health topic: Any topic related to individual or population health, including physical activity, well-being, social justice, inclusion, sustainability, injury prevention and recovery, nutrition and sleep. In this guide, “public health” involves promoting and protecting the health and well-being of people at a population level, covering topics from tobacco to transportation, children’s health to climate change and violence to viruses, which directly or indirectly affect people’s health and well-being (6).

Organizational determinants: These represent the positioning of health promotion in the sports club's guidelines. This includes rules and regulations, relationships with governmental and community entities and the organization and direction of the club's actions (2).

Policy: A formal written document, (un)written formal statement, written standard or guideline that defines priorities, goals and objectives, usually issued by an administration (national, regional or local) or sports organization, such as a federation or club. It may include or be accompanied by an action plan or communication strategy.

Programme or project: A set of measures or a single (large-scale) long-term activity (from a few weeks to one sporting season, which could be repeated) that may be related to a specific policy. The programme or project may comprise various actions or activities, such as interventions or initiatives, in sports clubs, which may be time-limited or open-ended.

Setting-based approach to health: The place or social context in which people engage in daily activities and in which environmental, organizational and personal factors interact to affect health and well-being (1).

Social determinants: These include the vision, values and philosophy of the sports club in relation to those of society (2).

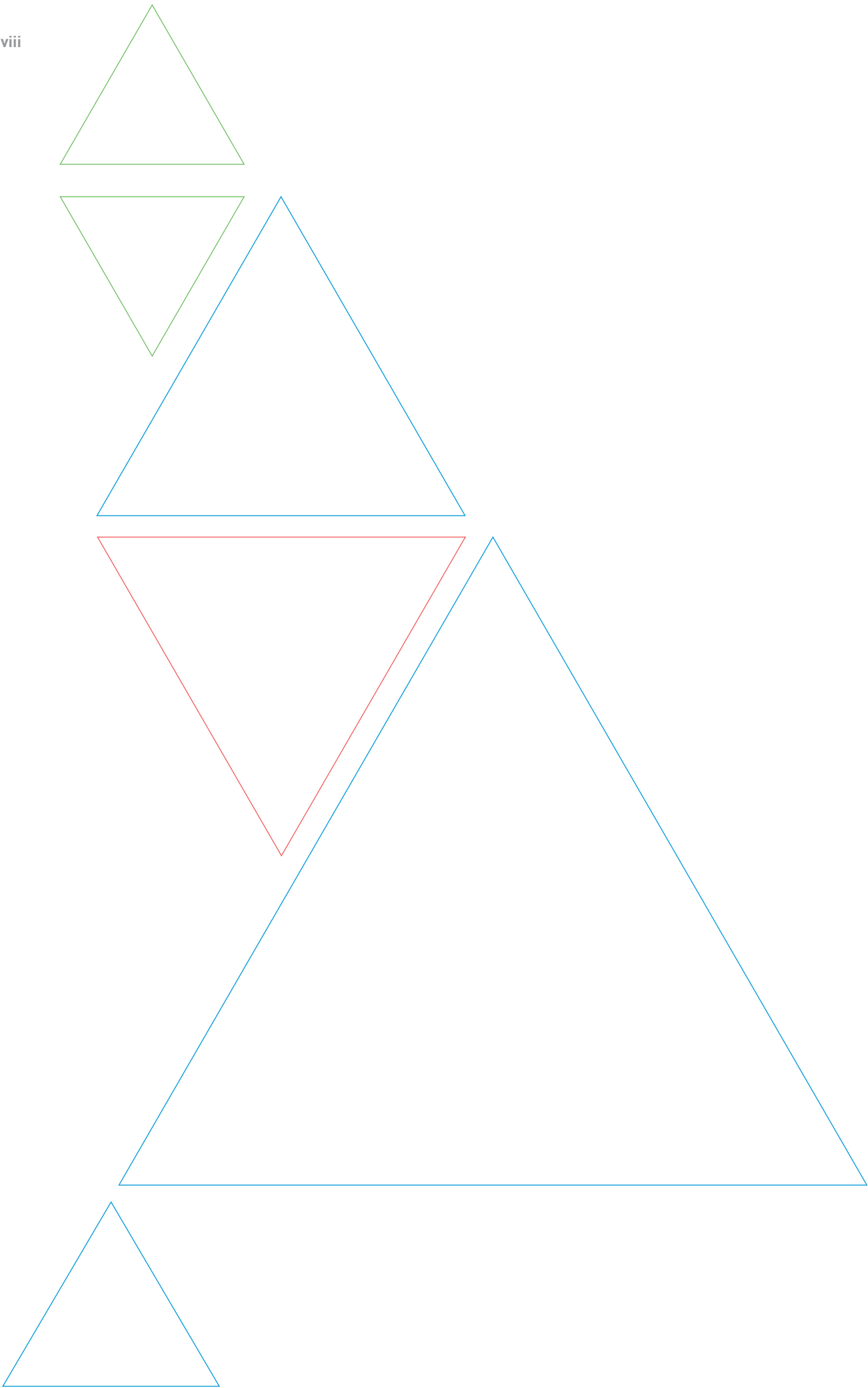
Sports club: A private, non-profit organization that is formally independent of the public sector, including volunteer members and a democratic structure, with the main objective of providing sport (7).

Sports club manager: Any individual who has a responsibility in leading, managing or providing oversight of sports club activities, either as a volunteer or in a paid role, who may or may not be sitting on the sports club's board of directors.

Sports club member: Any individual who takes part in a sports club activity, from managers and administrators to volunteers and sports participants, including referees and parents who assist with activities.

Sports participant: Any individual who practices sport or physical activity in an organized sports club and pays a membership fee.

Strategy: A long-term plan to achieve goals, in this case, for a sports club manager to promote health in a sports club.



Introduction

The powerful role of sports clubs

Sports clubs have significant potential to address a range of societal challenges, such as promoting lifelong physical activity, improving public health and fostering social inclusion. However, their important role in society is often underestimated and underutilized by sports club stakeholders as well as society as a whole (8). Across Europe, 27 million people volunteer in organized sports as coaches or managers, supporting 54 million sports participants with different socioeconomic backgrounds across the lifespan (9). Such numbers illustrate the important societal impact that sports clubs may have to influence, educate and promote the health of youth and adults through sport. It is, therefore, crucial to provide support to sports clubs and their managers (i.e. board members or volunteers) to have an impact within the community (10). Beyond delivering sport activities, sports clubs play a pivotal role in promoting health in sports practices and sports environments or settings (e.g. smoke-free clubs, green clubs), shaping sports club members' daily habits and social connections (11) and indirectly influencing spectators and other supporters in their club and community setting.





Current context of sport and health

Although sports participation has positive effects on physical, mental and social health (12–15), it can also be harmful for some individuals due to exclusion, discrimination, harassment, abuse or injuries (16). Thus, sports participation does not automatically lead to positive health outcomes (17, 18). Some research suggests that sports clubs can promote active lifestyles but unhealthy diets (19), such as the overconsumption of sugar-sweetened drinks (20). Moreover, sports participation may lead to injuries, burnout, increased alcohol consumption and violence in some sports settings (21). Sponsorships and advertising of unhealthy products, such as tobacco, alcohol and fast food in sports settings, can also negatively influence health (22). Additionally, not all sports participants are sufficiently physically active to achieve health benefits, highlighting that sport participation does not automatically contribute to increasing moderate to vigorous physical activity levels (23).

Benefits of being a health promoting sports club

Promoting health within sports clubs has numerous benefits for sports participants and for other sports stakeholders (Fig. 1). For sports participants, it can enhance their performance, promote participation and enjoyment and prevent dropout (24, 25). For coaches, being a health promoting sports coach can increase the skills, motivation and satisfaction of sports participants (24, 26). Similar results have been found for sports club managers (2). At the club level, embedding health promotion into club policies and structures enables a more sustainable approach, where coaches and managers are supported by organizational resources to systematically integrate health promotion into their practices rather than relying on their personal initiative or capacity. Undertaking health promotion activities creates a virtuous circle in terms of their motivation and involvement, as these enhancements bring added social and human capital to the sports club (27) and improve participation and performance in sport within their club.

Fig. 1. Benefits of being a health-promoting sports club

			
For sport clubs	For managers	For coaches	For sport participants
<ul style="list-style-type: none"> • attraction of different population groups • greater diversity of activities and revenue sources • recognition and value in the community 	<ul style="list-style-type: none"> • satisfaction in managerial role • less intentions to drop out 	<ul style="list-style-type: none"> • enhanced motivation • satisfaction in coaching role • less intentions to drop out 	<ul style="list-style-type: none"> • better self-rated sport performance • better self-reported quality of life and health • less intentions to drop out from sport • greater enjoyment of sport • greater subjective vitality • increase in physical activity • increased fruit and vegetable consumption

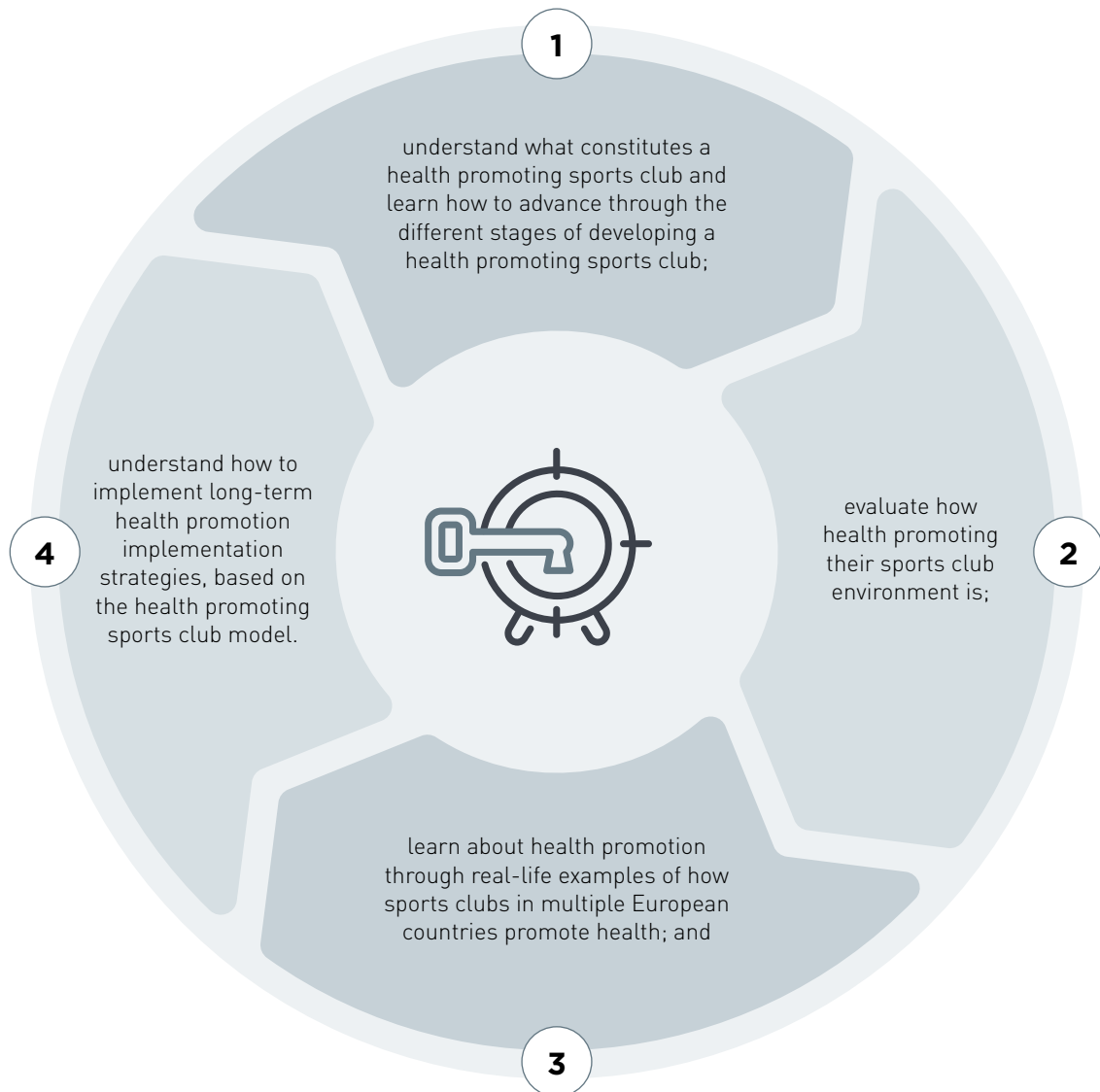
Source: [2, 24–26, 28, 29]

The health promoting sports club management implementation guide

This implementation guide (Fig. 2) is designed to support sports club managers, as well as any person interested in promoting health in and through organized sport. A manager is defined in the present implementation guide as any individual who has a responsibility in developing sports club activities, either as a volunteer or employee, who may or may not be part of the sports club's executive board. Managers can use this guide to embed health promotion into their sports club, to support and empower sports club members regarding their health and well-being, performance and participation in sport.

Fig. 2. Use of the implementation guide

This guide will help managers to:



This practical guide is based on evidence from research and practice. The document was developed by a group of 22 international researchers and members of sports and health organizations during five two-hour meetings. Several drafts were presented, discussed and amended, and the final version was reviewed by all authors.



Section 1: Theoretical background of a health promoting sports club

This section provides a theoretical background on health promotion and how the concept is linked to sports clubs, including key elements, features and progression stages for health promoting sports management.

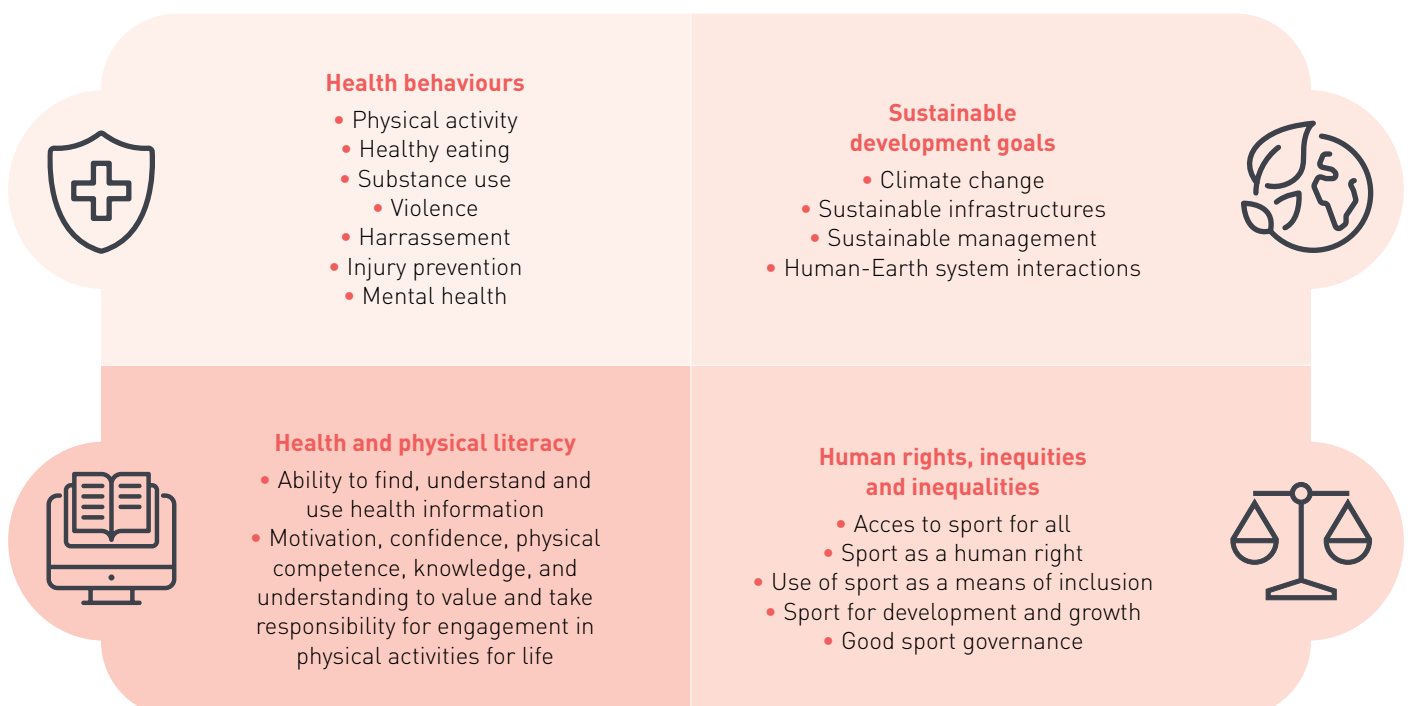
1.1 Definition of health promotion

Health promotion is defined as “the process of enabling people to increase control over and improve their health. To reach a state of complete physical, mental and social well-being, an individual or group must be able to identify and to realize aspirations, to satisfy needs and to change or cope with the environment.” (3)

In this definition, health is seen as a resource for everyday life, not the objective of living. Health is a positive concept, emphasizing social and personal resources, as well as physical capacity (1), which are used for (personal) growth and to experience well-being. For example, in sports practice, being in good health and leading a healthy lifestyle can influence sports performance and/or self-development. Good health is perceived as a resource for social, economic and personal development; therefore, a healthy lifestyle and personal well-being are not solely the responsibility of the health sector. In other words, promoting health is a way for managers to enhance their relationships with sports participants, increase management quality, better root sports clubs into the community and welcome a broad diversity of sports participants, rather than a direct goal as such.

More specifically, when looking at health actions, the definition of health promotion is very broad, targeting different health behaviours, their determinants and other topics. In other words, health promotion covers any topic that relates to individual or population health, including physical activity, well-being, social justice, inclusivity, sustainability, injury prevention and recovery, nutrition and sleep (6) (Fig. 3).

Fig. 3. Overview of the different health topics in health promotion



1.2 Definition of a health promoting sports club

Sports clubs have been described and defined in many ways across the literature depending on the national sport system in which they belong. In this implementation guide, sports clubs are defined as “private, non-profit organizations, including volunteer members and a democratic structure, with the main objective of providing sport” (7).

The core responsibility of sports clubs is to offer opportunities to participate in sport, which could be centred on a single sport discipline or multiple disciplines. These sports are governed by specific rules or regulations. Sports practice is under the umbrella of physical activity, which is considered as any bodily movement beyond rest. In other words, when practising sports, one is also engaging in physical activity. But when practising physical activity, such as gardening, walking or active transportation, one does not necessarily practice sport (30).

Moreover, sports clubs may have different aims (e.g. health, competition, social connections) when offering sports, and the reasons for participating in sports can also vary (31). Some participants prefer competition, either at an elite or grassroots level, while others join a club for leisure or fun, with the aim to improve their health and make social connections. The principles of a health promoting sports club are universally applicable but will naturally reflect the specific context and goals of each sports activity and various sports clubs (11). It is worth noting that 54% of the Europeans (15 years and older) who practice sport regularly do so for improving their health (9).

Throughout this guide, we use the following definition of a health promoting sports club.

A health promoting sports club is an organized non-profit sports club that directly or indirectly promotes mental, social and physical health through policies, strategies and actions, by collaborating with internal stakeholders (e.g. sport participants, coaches, managers) and external partners (e.g. federations, health promotion professionals, municipalities) of the club.

The definition of a health promoting sports club acknowledges the process of implementing health promotion rather than focusing solely on health-related activities, isolated strategies or specific outcomes, such as individual behaviours or health topics. Importantly, it emphasizes that what defines a sports club as health promoting is not the achievement of specific health outcomes, but rather the intentional and systematic integration of health promoting strategies into its operations. Additionally, it highlights the importance of considering the provision of sport as the core business of a sports club and that the club is part of the broader sports system and surrounding community.

Six key principles support the implementation of this definition.

1. Develop an approach and vision of health promotion, which extends to multiple health behaviours, topics and issues.
2. Develop and implement explicit strategies, policies and actions that foster the health of all sports club members.
3. Involve all types of sports club members (i.e. managers, coaches, sports participants, parents) in health promotion actions and decision-making.
4. Involve external partners (e.g. local and national authorities, sports organizations) and the wider community in health promotion actions and decision-making.
5. Tailor actions to the specific needs and capacities of the sports club, rather than adopting a one-size-fits-all approach.
6. Recognize that health promotion within sports clubs is an ongoing, evolving process that requires continuous awareness and adaptation.



Managers are among those responsible for delivering health promotion in sports clubs. They are those managing the sports club, either paid or as a volunteer, who may or may not be members of the board. Their actions, decisions and visions are important to embed health promotion in the daily activities of sports clubs. These individuals are called Health promoting sports club managers in this implementation guide and are defined as follows.

A health promoting sports club manager is defined as a manager that actively adopts health promotion in their club's policies, strategies and actions, utilizing their expertise, skills and knowledge.

1.3 Sports Club management role and the Ottawa Charter

To put the health promoting sports club Management definition into practice, key management actions are illustrated through the Ottawa Charter (3), the foundational document for health promotion. The Ottawa Charter defines five main strategies for health promotion in society (Table 1), that can be used to frame health promoting sports club management.

Table 1. Application of the Ottawa Charter strategies to managers' health promotion actions

		Ottawa Charter strategies				
		Building healthy public policy	Creating a supportive environment	Strengthening community action	Developing personal skills	Reorienting health services
Goal HPSC manager		<ul style="list-style-type: none"> Develop health policy documents and visions that acknowledge the role of decision-makers (e.g. managers, coaches, sports participants) and integrate health as a core value. 	<ul style="list-style-type: none"> Understand and support the health needs of sports club members while ensuring a safe, welcoming and supportive environment in sports clubs. 	<ul style="list-style-type: none"> Foster collaboration between sports clubs, communities and local organizations, to promote a consistent and inclusive approach to various health topics. 	<ul style="list-style-type: none"> Provide education and raise awareness among all stakeholders on health topics. 	<ul style="list-style-type: none"> Ensure that sports club members are recognized not only as sports participants but as individuals, empowering them to take an active role in their health, while providing adequate support for health management, recovery and well-being.
	How (actions HPSC manager)	<ul style="list-style-type: none"> Incorporate health discussions in club meetings. Embed health principles in club rules. Enable financial accessibility by reducing fees for vulnerable groups. Write a strategic plan or elaborate a vision of how health is addressed by the club. Create a fair and inclusive decision-making process. 	<ul style="list-style-type: none"> Maintain safe facilities and provide quality equipment. Ensure the sports club environment is safe, welcoming and supportive. Monitor sports participants' health and report health issues. Elaborate a critical incident plan and process for supporting sports club member health and well-being. 	<ul style="list-style-type: none"> Partner with nongovernmental organizations, health professionals and local authorities. Identify and address community health needs. Organize events with local stakeholders on health topics. Disseminate sports club activities in the community. 	<ul style="list-style-type: none"> Organize talks and workshops on different health topics. Distribute leaflets, online resources and videos. Organize testimonials and interactive discussions with experts. Place posters and signs about health promotion topics in the sports club. 	<ul style="list-style-type: none"> Identify and address members' health needs (e.g. disabilities, conditions). Establish a follow-up system for members returning from medical care. Promote a healthy lifestyle beyond the club, involving families. Improve communication for reintegration into sport practice after encountering health issues (e.g. illness, mental health challenges, physical injury).

HPSC: Health promoting sports club.

1.4 Health promoting sports club logic model

The Health promoting sports club logic model (Table 2) (11) is based on a socioecological approach that places the individual at the centre and acknowledges the multiple layers influencing health promotion in sports settings. The layers range from internal club structures (e.g. board members, managers, coaches and individuals) to external stakeholders (e.g. government authorities, sports federations, public health actors and umbrella organizations). This model offers a practical visual roadmap to guide the development and evaluation of health promoting sports clubs. It clearly outlines the necessary resources, activities, expected outcomes and long-term impacts across four key levels: individual, micro (i.e. team managers and coaches), meso (i.e. club managers) and macro (i.e. sports club board).

Each level has defined roles: coaches apply health-supportive practices, managers implement health strategies, boards lead planning and partnerships, while external actors provide policy, funding, training and advocacy support. These efforts are shaped by four multi-level determinants (2): organizational (the positioning of health promotion in the sports club's guidelines, including regulations, relationships with governmental and community entities and in the planning and direction of its actions); social (the vision, values and ideologies of the sports club in relation to those of society); environmental (the built surroundings provided by the sports club, including infrastructures, green spaces and playing fields); and economic (the allocation of both financial and human resources for health promotion within the sports club). The model helps sports clubs to create environments that empower sports club managers to promote health with the support of strategic policy and funding.

Ultimately, the Health promoting sports club logic model serves as a strategic tool for promoting health in and through sports clubs, contributing to better health outcomes, stronger communities and many of the Sustainable Development Goals (32).

Table 2. Logic model of health-promoting sports clubs

Sports clubs	Inputs	Activities	Outcomes	Impacts
	<ul style="list-style-type: none"> Local policies and support from local authorities Sports federation support, programmes and training Health professional collaborations Private and public funding Partnership with health promotion professionals (e.g. dietician, physiotherapist, psychologist, nurse, health promotion officer) 	<ul style="list-style-type: none"> Board assigns one person or committee to promote health Board allocates funds and volunteers to promote health Club's strategic or development plan entails health promotion Club consults its members and uses a participative approach to decide on its development Club evaluates and follows up on health promotion actions Club plans communication on health (e.g. social media, posters) Club encourages staff and volunteers to build capacity (e.g. training, mentoring) on health Club develops partnerships and applies for funding 	<ul style="list-style-type: none"> Club social health Club is a safe, welcoming, sustainable sport environment Health advice and activities Health-educated staff Healthy culture and norms Partnerships with health professionals Club charter on health Posters, signage and information on health Local cooperation with other settings (e.g. schools, workplaces) 	<ul style="list-style-type: none"> Increased health promotion capacity Greater revenue for the club Increased and more diverse membership Enhanced sport performance Enhanced rootedness in local community Higher contribution to society and community capital

Table 2. contd.

Managers

Inputs	Activities	Outcomes	Impacts
<ul style="list-style-type: none"> • Sport federation support • Local community support • Club activities and regulations • Support and requests for health promotion guidance from coaches and sports participants 	<ul style="list-style-type: none"> • Managers communicate on health • Managers ensure health regulations are adopted • Managers organize non-sporting or noncompetitive activities • Managers support coaches to promote health • Managers coordinate with partners or local community • Managers are healthy role models 	<ul style="list-style-type: none"> • Managers' enhanced health and healthier behaviours • Sports clubs members' positive attitude towards health promotion • Enhanced sense of belonging to the club • Enhanced skills in health promotion • Higher motivation for volunteering • Clear communication on health 	<ul style="list-style-type: none"> • Health promotion educated managers • Enhanced sports performance • Healthy choices, easy choices in club • One club culture • Commitment and long-term involvement in the club

1.5 Stages of development of a health promoting sports club

Among the different theoretical approaches used in health promotion, the settings-based approach is the most widely used and applied in many different settings, such as health promoting schools or health promoting workplaces. This approach considers the influence of the physical environment and social context in which people engage in daily sports activities, where environmental, organizational and personal factors interact to affect health and well-being [5].

To clarify the application of the settings-based approach to health promoting sports clubs, researchers described stages of progression [33] to guide organizations and practitioners towards health promotion in sports settings. In the settings-based approach, development moves through different stages, from passive to comprehensive. In the passive stage, problems are seen as the result of individual sports club members' behaviours and actions, and the solutions focus only on changing individuals. As the approach becomes more advanced, responsibility for the problems shifts to the sports clubs themselves. Solutions then start involving more people and areas within the club, as well as external partners. This means that more actors at different levels take part in creating change, both inside and outside the club.

This theoretical base is being used in the current guide to support the development of management's role to promote health in their sports club. What a sports club manager is doing is closely aligned to what the sports federation [34] and the coaches [35] are doing at different stages, given that the manager's role lies between sports federations and coaches, including tasks such as coordination, management, setting goals and leadership.

The stages for promoting health can be seen as a continuum: from individual actions to more group-based actions and strategies; from single ideas to long-term strategies; and from periodic actions to sustainable strategies. It can also be seen as vertical integration where more actors and levels are included in later stages. Below we have illustrated these different continuums, providing a few examples of what a managing role can look like (Table 3).

Table 3. Stages of a settings-based approach and its application to managing a health promoting sports club

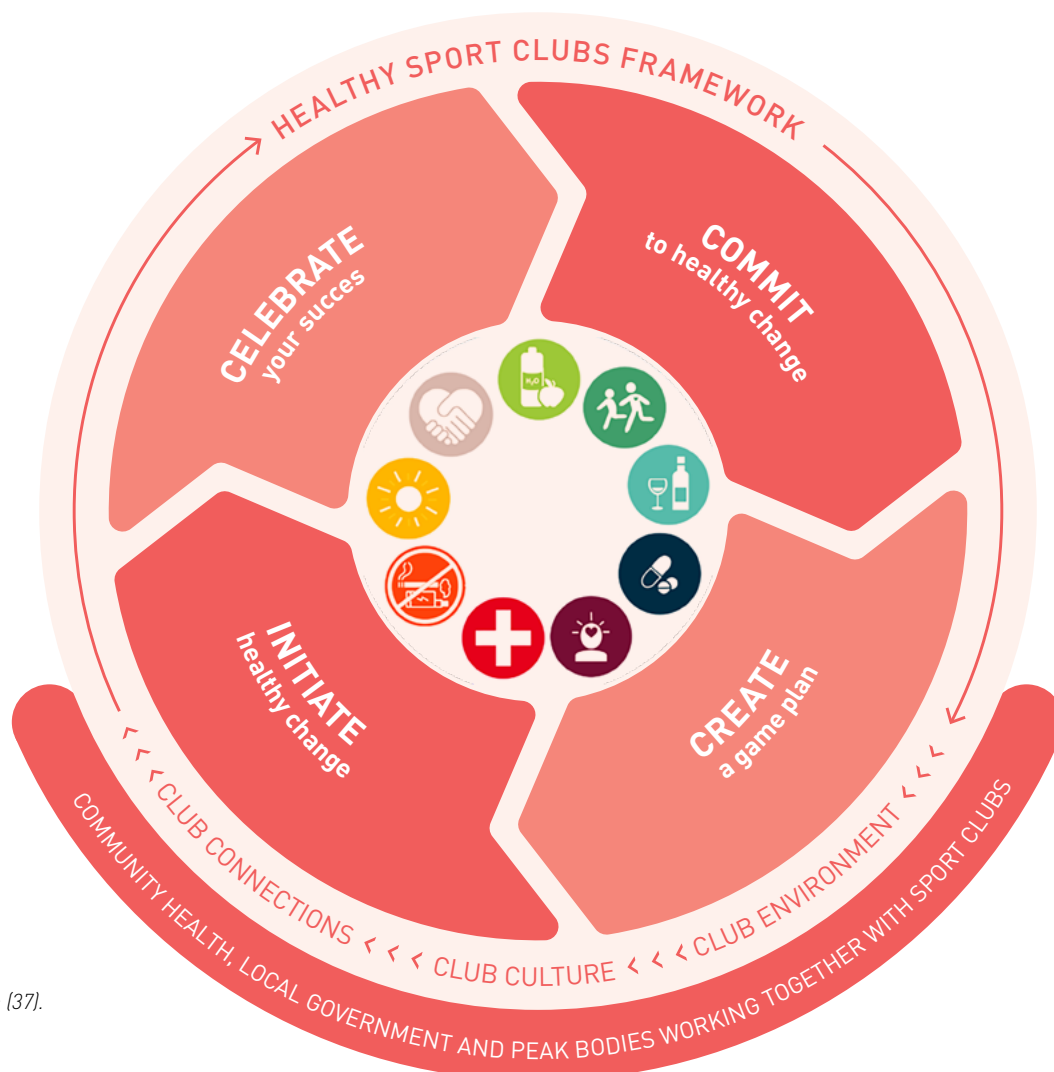
Stages [34]	Sports club assumptions [36]	Sports club management role	Example of managing actions
Passive model	<p>Health promotion as an outcome</p> <p>Offering sport and assuming this will automatically lead to good health because sports participants participate in club activities, mostly through physical activity, without considering why this works for some but not others.</p>	<ul style="list-style-type: none"> • Sports clubs board ensures the provision of safe and secure training. • Health promotion-related activities are sometimes conducted, but often solely for sport performance reasons. 	<ul style="list-style-type: none"> • Encourage individuals to attend sport-specific education. • Mostly talent-focused or performance-oriented. • Disseminating information, mostly about single health topics, such as physical activity or substance use, from federations by email or signposting.
Active model	<p>Health promotion through sport</p> <p>Using sports as a tool for health promoting outcomes, assuming the sport practice and its environment will lead to good health, because belonging to a club offers physical, mental and social benefits to the individual and community.</p>	<ul style="list-style-type: none"> • Sports club's board and managers promoting the benefits of sport and enhancing the quality of training. • Managers seldom mention health overtly but work on health-related topics, such as inclusion and gender equality. 	<ul style="list-style-type: none"> • Events for non-competitive sport activities to recruit inactive target groups. • Events for competitive sport activities for sports club members and community members.
Transmissive model	<p>Health promotion in sport and health promotion and sport</p> <p>The sports club's board is aware (e.g. from external lectures or actors) that some health problems in the club could be solved by their own management activities.</p> <p>The solution is often to implement specific health interventions or to collaborate with health organizations.</p>	<ul style="list-style-type: none"> • Managers often implement specific health promotion interventions. • Managers have started paying attention to what was learned from previously implemented activities. • Managers have started considering how integrating health promotion may result in positive sports club and member outcomes but have not started a strategic long-term programme or plan to involve other members/partners. 	<ul style="list-style-type: none"> • One-off, short-term (generic) health promotion interventions (e.g. 6–8-week programmes) on a specific health topic. • Sporadic events or activities at sports clubs (e.g. healthy eating day, inclusion day). • One-off activities, not associated with day-to-day sports club practices, for sports members, often with external facilitators (e.g. in conferences or workshops).
Comprehensive approach	<p>Health promoting sport</p> <p>The perspective of promoting health in everyday sports activities is regarded in all actions and decisions made by the sports club.</p> <p>The sports club acts as a health promoter, considers a multilevel, multistrategy approach and takes a multihealth-topic perspective (i.e. does not focus on a single health topic).</p>	<ul style="list-style-type: none"> • Use of a multilevel and multistrategy perspective to promote health. • Management plays a coordination/leadership role with a health promotion vision in all decisions and involves multiple actors. • Managers, together with board members, have long-term and sustainable strategies/planning regarding health promotion perspectives. 	<ul style="list-style-type: none"> • Consideration of health perspectives and impact in all policies, decision-making processes and vision. • Bottom-up participation in decision-making. • Initiating parent and youth committees. • Developing a health promotion implementation plan, revised yearly.

1.6 Implementation of the health promoting sports clubs model

To implement health promotion, it is important to think about different steps to put in place, which have a specific order and maturation stage, acknowledging that it is a stepwise process where every effort counts and small steps should be celebrated. Below is an example of a health promoting sports clubs model by Monash Health (Fig. 4).

1. Secure commitment to healthy change from sports club committee members, coaches, players and families. Together, they decide what health promotion changes to work on first.
2. Assess what the club is already doing within health promotion. Many clubs are already supporting health and well-being in some way, such as providing fruit at half-time, offering free water or following local laws on smoking and vaping. From there, the club identifies further opportunities for action and develops an action plan that outlines how they will strengthen and expand their health and well-being efforts.
3. Initiate the healthy change and involve the club in implementing the actions outlined in the club's action plan. Clubs can seek support from local health promotion practitioners and their local council. Once all actions have been implemented, the club develops a sustainability plan to ensure these health and well-being actions are maintained over time. This plan can be reviewed annually to support continuous improvement and embed healthy practices into the club's ongoing operations.
4. Celebrate successes and learn from the implemented process before starting this process again as a continuous way of making positive, sustainable changes that benefit both members and the broader community.

Fig. 4. Monash Health's Healthy Sports Clubs Framework



Source: [37].



Section 2: Health promoting sports club observation checklist

This health promotion checklist is designed to support the management of the sports club to systematically observe and evaluate their club's physical and digital environment on how they can support health promotion.

The present checklist has been created in two different steps: a literature review of existing observational tools to investigate if those covering health promotion in sport already existed, followed by a two-round Delphi study (a qualitative process consisting of formulating items) involving 13 academics, 11 sports managers and six sports organization members (i.e. sports federations or nongovernmental organizations).

Each page focuses on a specific area within the club, such as locker rooms, website, cafeteria or sports facilities. For each area, a list of concrete items is provided that reflects good practices in promoting different health topics, including safety, inclusion, hygiene, healthy lifestyles and sustainability.

The purpose of the checklist is to:

- help clubs identify what is currently in place
- highlight areas for improvement
- encourage reflection and action based on real observations
- serve as a practical monitoring tool for internal use or reporting.

Each item is marked as "Present", based on direct observation, not assumptions or discussion with sports club members, if the item is present.

Each area is scored separately because some parts of the checklist may not be relevant for some sports clubs. If this is the case for your club, skip the area that does not relate to your club and add "not applicable". If your sports club has multiple locations, it is recommended to complete a separate checklist for each location. If you will be scoring separately more than one location within one area, please print duplicates. The items are not ranked by importance but considered as complementary within each area of observation. Recommendations for improvement are provided at the end of the checklist.

2.1 Observational checklist

General information

Evaluator's full name: _____

Name of the club: _____

Your position within the club: _____

Date and time: _____

Have you used this checklist before? (If yes, indicate when): _____



2.2 Website or webpage

What is this area?

This area refers to the sports club's digital presence. Most commonly this is an official website, webpage or social media account. If there is no dedicated website, the club's social media pages (e.g. Facebook, Instagram) or official pages on an umbrella organization's website, such as the national sports federation or municipality, can also be reviewed. These platforms are key sources of information for current and potential members as well as the surrounding community.

What to do in this area?

- Visit the official club website or its active public profiles. Take time to explore menus, news, announcements and member sections. Note what kind of content is available, including health-related materials, practical information and member communication channels.
- Mark each item on the checklist as "Present" only if the information is clearly visible and currently accessible on the digital space. Do not make assumptions based on conversations or previous knowledge.

What if there is more than one website or platform?

If the club uses multiple online platforms (e.g. separate websites, social media pages), make general conclusions based on the most representative content. Start with the main official website and, if needed, complement it with the most active secondary platform (e.g. social media). If information is spread across platforms, add a brief note. If preferred, you may print and complete multiple copies of the assessment, one for each platform separately.

What if the sports club does not have a digital presence?

If your club has no digital presence, please note it below and skip this area.



Add here the link to the website or webpage you have consulted:

Item / If Present, check the box		Present 
 1. The website contains a webpage or section on health (e.g. social, physical, mental) and/or the benefits of sport practice.		
 2. The website includes a code of conduct or health promotion charter for sports participants, parents or spectators.		
 3. As a member of the sports club, I can share my voice or report information by contacting sports club management through the website.		
 4. The website provides information and contact details of a person or committee responsible for health in the sports club.		
 5. Based on website review, I can identify participation opportunities for noncompetitive sport practice and see that all skill levels are welcome.		
 6. Based on website review, I can identify specific membership rates for underprivileged participants (e.g. people with low socioeconomic background, people with disabilities).		
 7. Based on website review, I can identify mentions of events or activities related to promoting health in the sports club.		
 8. Based on website review, the sports club mentions collaborations with local charities, health or social organizations or health professionals.		
 9. The website contains information, resources or guidance on at least one health topic.		
TOTAL		

General comments:

Among the nine items on this page, please highlight one to three items that you would like to address in priority (i.e. in the next six months).

The recommendations related to this area can be found on page 22.



2.3 Facilities and surroundings

What is this area?

This area refers to the physical infrastructure and surrounding environment of the sports club. It includes indoor and outdoor sports spaces, entrances, equipment and general areas used by members, visitors or spectators. It also includes transportation access points (e.g. bike parking), as well as how facilities promote sustainability, health, safety and accessibility (e.g. “no smoking” signs, emergency tools, accessibility for people with disabilities). For some clubs, these facilities are shared with other organizations or rented. If this is the case, it should be noted in the “General comments” of this area.

What to do in this area?

- Walk through the club’s premises observing entrances, playing areas, rest and fan zones, signage and access for all users. Pay close attention to equipment availability, cleanliness, visible health and safety tools (e.g. first aid kit, defibrillator) and dedicated or flexible space equipped with tables and chairs that can be used for meetings, workshops or educational sessions.
- Use the checklist to mark each item as “Present” only if it is clearly visible, accessible and suitably equipped. If information is missing or uncertain (e.g. emergency plan not posted), do not check the box.

What if there are multiple facilities or locations?

If the sports club has multiple buildings, locations or separate training zones, observe each relevant area. Conduct a general assessment based on the most frequently used area or print and complete separate checklists for each individual location to provide a more comprehensive and accurate evaluation.

What if the sports club does not have any physical spaces?

If your club does not have physical spaces, please note it below and proceed to the next area.

**Name and location of the facility:**

Item / If Present, check the box		Present 
 1. Sports club facilities include secure bicycle or scooter parking.		
 2. The sport club has an emergency procedure (e.g. emergency number, evacuation plan), which can be found on the premises.		
 3. The sports club has a first aid kit visible on the sports club premises.		
 4. The sports club has a heart defibrillator visible on the sports club premises.		
 5. The sports club has sufficient and well-maintained equipment for all its members.		
 6. The sports club has a “no smoking” sign in the facilities.		
 7. The sports club facilities are clean and well-maintained.		
 8. The sports club facilities are accessible for people with disabilities.		
 9. The sports club has a flexible multipurpose space available with tables and chairs for meetings, seminars and educational trainings.		
TOTAL		

General comments:

Among the nine items on this page, please highlight one to three items that you would like to address in priority (i.e. in the next six months).

The recommendations related to this area can be found on page 23.



2.4 Locker and restrooms

What is this area?

This area refers to the locker rooms and restrooms of the sports club. These are physical spaces where members change clothes, shower, store their personal belongings while at the club and use the toilet. They can include male, female and unisex facilities, and may vary across club sites. In some clubs, these facilities are shared with other organizations or rented.

What to do in this area?

- Walk through each locker and restroom available at the club. Observe conditions first-hand. Do not rely on verbal information. Mark each item on the checklist below as “Present” only if you directly observe it at the time of the visit.
- Check cleanliness, accessibility, safety, hygiene products, signage and inclusiveness. Look at doors, showers, sinks, posters, soap dispensers, trash bins, available hygiene products and the layout.

What if there is more than one locker/restroom?

If the club has multiple locker rooms or restrooms (e.g. for different age groups or genders), observe each one separately and record findings individually.

If you only assess one, choose the main or most frequently used space, and clearly note any variations (e.g. “Only main locker room had hygiene posters”). If your sports club has gender-specific locker rooms and restrooms, you may recruit someone to complete the checklist for other locker rooms and restrooms.

What if the sports club does not have locker rooms or restrooms?

If your club lacks these spaces, please note it below and skip to the next area.

**Name and location of the locker and restrooms:**

Item / If Present, check the box		Present
 1. The locker rooms are clean and well-maintained.		
 2. The locker rooms are accessible to all members of the sports club without discrimination.		
 3. The locker rooms are accessible to all members of the sports club, including those with disabilities.		
 4. The restrooms are clean and well-maintained.		
 5. The restrooms are accessible to all members of the sports club without discrimination.		
 6. The restrooms are accessible to all members of the sports club, including those with disabilities.		
 7. There is an opportunity to take a hot shower in the locker room.		
 8. There is an opportunity to take a safe and private shower in the locker rooms.		
 9. Basic hygiene items (e.g. soap, toilet paper, paper towels or hand dryer) are available in the locker or rest rooms.		
TOTAL		

General comments:

Among the nine items on this page, please highlight one to three items that you would like to address in priority (i.e. in the next six months).

The recommendations related to this area can be found on page 24.



2.5 Cafeteria – food options

What is this area?

This area refers to any area within or connected to the sports club where food or beverages are sold or consumed. This may include a cafeteria, snack bar, restaurant, vending machines, food kiosk or shared food space. It is recommended to visit this area during opening hours when these services are available, so accurate observations can be made.

What to do in this area?

- Walk through the food areas and observe available food and beverage options, their pricing, how they are displayed and hygiene conditions. Look for water availability, healthy options and staff behaviour (e.g. alcohol use).
- Mark each item on the checklist as “Present” only if you can clearly observe it at the time of visit. Do not rely on verbal explanations or past experiences.

What if there is more than one food or vending area?

If the club has more than one cafeteria or food area (e.g. multiple vending machines + snack bars), observe each relevant area. Conduct a general assessment or print and complete a separate checklist for each individual food area to provide a more detailed and accurate evaluation.

What if the sports club does not have a cafeteria nor vending machines?

If your club has no food options, please note it below and skip to the next area.

**Name and location of the food options (including short description of installations:**

Item / If Present, check the box		Present 
 1. There is a drinking fountain or free tap water available at the sports club.		
 2. The sports club's charter on responsible alcohol serving is displayed in the cafeteria.		
 3. If the sports club has at least one vending machine, it offers healthy food options.		
 4. The sports club provides healthy food options in the cafeteria.		
 5. Healthy food options have reasonable prices in comparison to unhealthy food options.		
 6. The display of items in the cafeteria is in favour of healthy options.		
 7. The cafeteria is clean and well-maintained and food is stored appropriately (e.g. fridge).		
 8. People who are drunk or under the influence of drugs are not served, nor allowed to enter the sports club's premises or cafeteria.		
 9. The sports club does not conduct any drinking-supportive events, such as happy hours or drinking competitions.		
TOTAL		

General comments:

Among the nine items on this page, please highlight one to three items that you would like to address in priority (i.e. in the next six months).

The recommendations related to this area can be found on page 25.



2.6 Evaluation and next steps

Global score

Area of observation	Did I evaluate this area? (Yes/No)	Total items present	Score range low (< 4) medium (4-6) high (> 6)
Website or webpage		<input type="text"/> / 9	<input type="text"/> 1-3 <input type="text"/> 4-6 <input type="text"/> 7-9
Facilities and surroundings		<input type="text"/> / 9	<input type="text"/> 1-3 <input type="text"/> 4-6 <input type="text"/> 7-9
Locker and restrooms If more than one, add scores here		<input type="text"/> / 9 <input type="text"/> / 9	<input type="text"/> 1-3 <input type="text"/> 4-6 <input type="text"/> 7-9 <input type="text"/> 1-3 <input type="text"/> 4-6 <input type="text"/> 7-9
Cafeteria and food options		<input type="text"/> / 9	<input type="text"/> 1-3 <input type="text"/> 4-6 <input type="text"/> 7-9

General Impressions

What are your overall impressions about the club's current efforts in promoting health and well-being?

Write any strengths and challenges you may have.

Strengths	Challenges



Priority Improvements

Based on your observations, which three items should be improved first?

1. _____
2. _____
3. _____






Who is the right person/organization to contact about improving this?

When do you plan to update this assessment (it is recommended to use the checklist again between six to 12 months after the first assessment, or after the sport season has ended)?



Below are improvement suggestions for each observational item.

A. Website, webpage and social media accounts

	Item	Recommendation 1	Recommendation 2	Recommendation 3
	1. Health content section	Create a user-friendly, accessible "Health & Well-being" section on the website, highlighting the positive influence of sports participation on mental, physical and social health.	Link to reliable external health campaigns and national dissemination initiatives.	Create weekly social media posts related to different health topics or offerings from your club.
	2. Code of conduct	Develop an inclusive and respectful code of conduct using templates from national governing bodies.	Partner with other sports clubs in your municipality for a consistent clear message of "fair play", with consequences if it is broken.	Display the code of conduct clearly on the website and in physical spaces at the club.
	3. Feedback form	Set up an easy-to-use feedback form using online tools embedded on the website.	Have a box at the welcome desk/locker room to physically receive written feedback if no digital option is available.	Privately acknowledge feedback with action updates (e.g. "You asked..., we did...").
	4. Health contact information	Nominate a health officer responsible for the club's well-being activities and provide their contact details.	Include a short description of their responsibilities to promote transparency and accessibility.	Partner with local health professionals and include their contact details on your website, and ask them to participate in seminars or formulate a social media post.
	5. Non-competitive opportunities	Highlight accessible and inclusive non-competitive sport options suitable for all ages and abilities, including trial sessions.	Create a community outreach plan, including participation in local events.	Provide visuals and testimonials from current members to reduce entry barriers.
	6. Discounted rates	Clearly state available discount schemes or reduced fee structures for those in need and have a dedicated contact person.	Partner with local governments or charities to reduce membership fee for vulnerable populations.	Promote equity through social media posts and printed flyers distributed in the community.
	7. Health events	Schedule and promote regular club-wide health awareness events online and in newsletters.	Collaborate with local health professionals or community health centres to provide workshops and seminars.	Use photos, articles or social media to showcase participation and impact.
	8. Partnerships listed	Dedicate a section of the website to current health and community partners.	Share each partner's logo, website, contact details and a summary of your collaboration.	Encourage new partnerships by visibly recognizing contributions.
	9. Health resources	Compile a list of trusted online resources (e.g. mental health, physical activity, nutrition) for members.	Organize resources into categories and provide downloadable or printable guides.	Translate key documents and ensure easy access for non-native speakers.



B. Facilities and surroundings

	Item	Recommendation 1	Recommendation 2	Recommendation 3
	1. Bike and electric scooter parking	Install secure, visible and accessible bike/scooter racks.	Add signage and lighting to indicate where to park.	Dedicate a covered parking area separated from vehicles.
	2. Emergency procedures	Ensure emergency procedures are validated by fire and police departments.	Use visual colour-coded symbols and pictures for quick identification of emergency procedures by all ages.	Hold courses to train managers and coaches how to use emergency items, such as fire extinguishers.
	3. First aid	Check items in first aid kit once a month to ensure that it is fully stocked.	Train coaches and volunteers in first aid usage at least annually.	Install first aid kits in central, visible areas in sports facilities.
	4. AED	Install AEDs in central, visible areas near sports facilities.	Train coaches and volunteers in CPR and AED usage at least annually.	Make sure AED is functional and well-maintained.
	5. Equipment quality	Conduct regular audits of sports equipment to ensure safety and functionality. When broken equipment is found, immediately replace or repair it.	Include a section in the sports club's yearly budget to update and replace equipment.	Consider renting or sharing systems with other sports clubs or facilities for expensive or rarely used equipment.
	6. No-smoking signs	Display no-smoking signage at all entrances and indoor/outdoor spaces.	Use universally recognizable icons and translate signs if needed. Strictly enforce that this is a smoke-free sports club.	Include smoke-free policy in club communications and events.
	7. Clean facilities	Develop a facility cleaning schedule, including high-traffic and shared areas.	Assign cleaning responsibilities to staff or volunteers and use checklists.	Provide signage encouraging members to keep areas clean and return equipment to its proper place.
	8. Accessibility for people with disabilities	Perform a comprehensive review of the club's facilities (e.g. entrances, locker rooms, restrooms, parking) to identify physical barriers and prioritize upgrades in line with accessibility standards (e.g. ramps, handrails, widened doors).	Engage members or local representatives with disabilities to provide feedback and co-design solutions that meet real needs, ensuring that planned improvements are practical and inclusive.	Educate staff and coaches on how to support and communicate effectively with individuals with disabilities, fostering a more welcoming and inclusive club environment.

AED: automated external defibrillator; CPR: cardiopulmonary resuscitation.



C. Locker rooms and restrooms

	Item	Recommendation 1	Recommendation 2	Recommendation 3
	1. Clean locker rooms	Establish a documented cleaning schedule with clear roles and responsibilities.	Use an inspection checklist after each cleaning shift to ensure consistency.	Display reminders encouraging all users to keep locker rooms clean and to report cleanliness issues.
	2. Clean restrooms	Implement real-time feedback systems, such as QR codes or smiley-button satisfaction ratings.	Assign specific staff members to inspect and refill items, and clean at least three times per day.	Include restroom condition checks in facility walkarounds.
	3-6. Accessible locker and restrooms for preventing discrimination	Create a clear, written policy that defines unacceptable behaviour, outlines reporting procedures and commits to equal treatment regardless of gender, ethnicity, ability, sexual orientation or background.	Implement training on diversity, equity and inclusion to help staff recognize and prevent discriminatory behaviour, both intentional and unintentional.	Encourage inclusive language and diverse representation in club materials and leadership, and establish open channels for members to express concerns safely and anonymously.
	4-5. Accessible locker and restrooms for people with disabilities	Install ramps, wide doorways and clear floor paths compliant with Architectural Barriers Act standards for members with a physical disability.	Include Braille signs and visual indicators for all users.	Engage people with disabilities in user testing to validate accessibility.
	7. Hot shower available	Conduct a systems check to ensure reliable water heating across all showers.	Apply for energy-efficiency grants for plumbing or heating upgrades.	Install peak-time guidance (e.g. signage) to manage water usage.
	8. Private shower opportunity	Add curtains or solid stall dividers with doors between shower areas.	Mark some shower stalls as "privacy-priority" and assign time blocks if needed.	Educate users on private-space etiquette to protect each other's privacy.
	9. Basic hygiene items	Install hand sanitizer stands at the entrances to locker rooms and toilets.	Provide soap dispensers and paper towels/hand dryer, etc.	Provide feminine protection items in locker rooms and toilets with proper disposal bins.



D. Cafeteria and food options

	Item	Recommendation 1	Recommendation 2	Recommendation 3
	1. Drinking water	Ensure a water fountain is available in training spaces. If water is non-potable, add water vending machines.	Place water jugs or dispensers at sporting events for all participants.	Clearly label water stations to promote hydration.
	2. Alcohol charter visibility	Print a charter on responsible alcohol serving and display it in the cafeteria.	Train all cafeteria or bar staff on responsible alcohol serving.	Place signage in the cafeteria and events stating age requirements for buying alcohol.
	3. Healthy vending machine	Replace sugary drinks and unhealthy snacks in vending machines with healthier options.	Place healthier options in more predominant positions within the vending machine (i.e. at eye level).	Use colour-coded or star-rating labels to highlight the healthiest choices.
	4. Healthy food options	Include salad, fruit and vegetarian or plant-based meals in the menu.	Offer child-sized and portion-controlled healthy meals.	Review the cafeteria menu with a dietitian annually.
	5. Fair pricing	Set healthy options at equal or lower cost to unhealthy alternatives.	Bundle healthy food and drinks in meal deals or loyalty programmes.	Offer a monthly meal ticket at a discounted rate.
	6. Healthy display	Position healthy foods at the entrance of the cafeteria or most visible areas.	Use appealing displays and signage to promote nutritious items.	Promote meal deals with fruit for desserts, to avoid waste.
	7. Clean storage	Label and organize fridges and dry storage with clear food handling rules.	Conduct monthly checks on expiry dates and cleaning records to ensure less waste.	Implement proper food handling and safe storage policies.
	8. No intoxicated guests	Train staff to identify and appropriately respond to intoxicated guests.	Post clear rules about alcohol use at facility entrances and the cafeteria.	Include phone numbers to taxis, Uber, etc., so members can get home safely when intoxication cases arise.
	9. No alcohol-focused events	Replace alcohol-centric activities with health-focused socials.	Celebrate club achievements with non-alcoholic gatherings.	Promote hydration and nutrition instead of alcohol during sports events.



Section 3: Case studies of health promoting sports clubs

This section illustrates how sports clubs in different countries promote health. This work has been completed by the authors of this implementation guide interviewing clubs in their network to present, in detail, the way they approach health promotion. The objective is to provide real-life examples, which have been collected through a 40–90-minute interview with a manager from the club. To document how the sports clubs are promoting health, the data has been categorized into the different stages of health promotion (Table 3). The logic model has been applied to illustrate inputs, activities, outcomes and impacts (Table 2). The role of the manager interviewed in each project has been highlighted to provide some examples of actions to develop and foster health promotion. These examples illustrate real-world health promotion implementation based on testimonies. However, the examples may not be exhaustive of all health promotion actions undertaken by the sports clubs and may be perceived differently by their members.

3.1 Health promotion as an outcome of sport (active stage):

Alpine Ski Club Kranjska Gora

Club description

The Alpine Ski Club Kranjska Gora (a Slovenian alpine ski club) has 750 members, 50% of which are competitive members and the other 50% supporting members (for helping to organize the World Cup), from different age groups, from children to adults and including a small group of older adults. There is no recreational programme offered. The club has three full-time and four freelance employees. The club has its own office infrastructures but rents a municipal sports hall for indoor activities. The club has no dedicated budget for health promotion.

Health promotion vision

The club has an objective to increase its membership, especially among younger children, and to promote long-term athlete development towards the World Cup level through a talent support system.

Manager's role

The manager undertakes several roles/assignments in the club (see Table 4), including:

1. organizing events or collaborations with organizations providing specific support for performance enhancement (e.g. fitness tests and skills development);
2. ensuring support from the National Sports Federation through the training and management of athletes' career pathways, as well as coach training;
3. acting as a role model towards health, through active involvement in sport as well as informal discussions with parents and sports participants; and
4. organizing gatherings or events where the community can meet and support club development, as a way of supporting the sports club's daily activities and recruiting.

Table 4. Logic model of the Alpski smučarski club Kranjska Gora

	Inputs 	Activities 	Outcomes 	Impact 
Sports Club Activities	<ul style="list-style-type: none"> Support from ski federation for training costs Funding from municipality based on sports results Collaboration with schools 	<ul style="list-style-type: none"> Weekly training sessions, with a focus on motor skills development, preparing for elite-level competition among different age groups, from children to seniors Coaches provide information on nutrition, physical activity, mental health, substance abuse and prevention of injuries during training 	<ul style="list-style-type: none"> Healthy sport and lifestyle habits for managers, coaches and participants (e.g. sleep, nutrition, physical activity, mental health, anti-doping) Sport skills development and satisfaction with training Respect for doping rules and sports regulations 	<ul style="list-style-type: none"> Sports club excels in respect for sports regulations Sports club plays an active role in physical activity promotion in the community
Sports Manager Activities	<ul style="list-style-type: none"> Training from the local university's Faculty of Sport Sports club support for motor skills development Support from sports federation through programmes 	<ul style="list-style-type: none"> Organize occasional nutrition workshops and education for being physically active beyond sport practice Communications about healthy diet, lifestyle and excessive screen time prevention Organize monthly family gatherings Be a role model for participants' health Discuss performance-oriented health topics with parents and sports participants 	<ul style="list-style-type: none"> Healthier sports practice Educated sports participants 	<ul style="list-style-type: none"> Longer sport involvement and higher retention rates Better sport results

Inputs for health promotion

The sports club has support from different stakeholders. Nationally, the ski federation supports the club with programmes and training. The municipality financially supports sports clubs based on sport provision and performance results. The local university supports the development of athletes through fitness testing and training counselling as well as training for staff. A collaboration has been established with the local elementary and secondary schools to recruit and encourage participants to ski.

Health promotion activities implemented

This Alpski smučarski club Kranjska Gora pays attention to health through two main objectives: youth sports development and health promotion to enhance sports performance results. The sports club has activities that are run by coaches during training, especially oriented towards motor development, fitness, physical activity, performance, healthy eating, drinking and anti-doping. Training is organized for managers and coaches to enhance the quality of training, to ensure fitness, mental health and well-being relate to high-performance goals.

Main outcomes and impact

The sports club helps its participants to develop themselves in their sports through high-quality training, which supports fitness and growth and promotes health through sport performance goals. This helps the club to attract funding through their results, makes young participants interested in high-quality training and inspires parents who want their children to develop through a sport.

3.2 Health promotion through sport (transmissive stage): Örebro Simallians Swimming Club in Sweden

Club description

This Swedish swimming club offers five swimming sports: artistic swimming, diving, water polo, swimming and open water. The sports club welcomes 1500 members across all age groups, but primarily children. It includes indoor and outdoor swimming schools as well as summer camps and swimming competitions. There is one officer responsible for health promotion, who also attends the executive board meetings. The sports club delivers a sports programme called *Idrottsklivet*, a government-funded initiative aimed at promoting equitable access to meaningful leisure activities for a greater number of children and adolescents. This 2025 programme is part of a national reform targeting the sports movement to increase the willingness and ability of individuals to participate in organized sport and which is delivered by sports clubs to reduce barriers between different sports and swimming schools.

Health promotion vision

The club has defined its mission as, “In community, with joy and commitment, offer swimming for health, diversity and performance”. Its vision is “One of Sweden’s leading competitive clubs for swimming and swimming skills”. Its three core values are development, joy and community. The sports club manager explained, “to reach elite levels, we need to focus on health promoting and safe initiatives”.

Manager’s role

The manager undertakes several assignments in the sports club (see Table 5), including:

1. managing sports projects for different target groups, to include everyone in sports practice;
2. improving communication within the club about health promotion to ensure positive communication and that volunteers serve as role models for participants and parents with regard to health behaviours;
3. involving parents to ensure programme delivery and sustainability with a focus on parental support, including how they can help during training, and developing their support and soft skills, so that sports activities run smoothly;
4. signposting at events about different health topics, such as menstruation or injury prevention; and
5. searching for sponsors to support dedicated activities or funding, especially the sports federation, local municipality and regional sports organizations.

Table 5. Logic model of the swimming club

	Inputs 	Activities 	Outcomes 	Impact 
Sports Club Activities	<ul style="list-style-type: none"> • Support from Swedish swimming federation and parasport federation to conduct projects • Examples shared by local soccer club • Support from a local sport organization 	<ul style="list-style-type: none"> • Improvement of communication • Sport for life <i>Idrottsklivet</i> project • Training ladder for intensity • Para-swimming, swimming for inclusion • Policy for travel, anti-doping and safeguarding 	<ul style="list-style-type: none"> • Trained volunteers, parents and sports participants • Enhanced diversity of sports club members 	<ul style="list-style-type: none"> • Healthier and more performant sports participants • Enjoyable sport experience
Sports Manager Activities	<ul style="list-style-type: none"> • Partnerships of local organizations (e.g. youth, universities) for organizing lectures and events • Exchanges with other clubs • Support from the executive board 	<ul style="list-style-type: none"> • Manage sports projects for different target groups • Improve communication within the club on health promotion • Involve parents to ensure programme delivery and sustainability • Signposting at events on different health topics (e.g. menstruation) • Search for sponsors or apply for funding 	<ul style="list-style-type: none"> • Parents' engagement with sports club training and activities • Integration into community networks 	<ul style="list-style-type: none"> • Health-educated participants and relatives • Enhanced performance and inclusion

Inputs for health promotion

The sports club has different inputs, especially regulations and support for project implementation from the national Swedish sports federation. The regional sports organization supports the club in terms of counselling and networking. The city is supportive in terms of developing sports programmes in vulnerable areas. The sports club also has many relationships with local organizations in the sport, youth, health and research sectors, which help with programme inspiration, lectures on specific topics, event organization and programme management. The manager is part of the executive board and is employed by the sports club along with four other people.

Health promotion activities implemented

The sports club has different activities for its members and participants. The biggest programme being implemented is on sport participation for all, called sport for life. Moreover, the sports club has a policy on doping, travel and safeguarding, setting up rules for taking part in different competitive sports or training

events, as well as ensuring the regulations from the sports federations are respected. The sports club also has different sections for para-swimming and swimming for inclusion. Finally, the sports club organizes lectures and communicates health messages to its different members.

Main outcomes and impacts

Multiple outcomes have been described from the manager's perspective, including:

1. sports participants, coaches and parents educated in health promotion;
2. an enhanced quality of sports delivery, enjoyment in sport and enhanced performance;
3. inclusivity and participation for all, through a one club approach; and
4. recognition of the sports club by the community, and its integration into the local community with stakeholder support from different sectors (e.g. health, youth, education).

3.3 Health promotion in sport (organic stage):

Ballygunner Hurling Club in Ireland

Club description

The Ballygunner Hurling Club of the Gaelic Athletics Association (GAA) – hurling is a traditional Gaelic sport – is male only and was founded in 1954. The club has approximately 800 members, with children beginning training at age four and age categories through to adult senior level. The club senior team is particularly successful in terms of performance. The club is accredited by the GAA Healthy Club and Green Club programmes.

The Irish Life GAA Healthy Club Programme is the GAA's flagship programme for promoting health and well-being in Ireland outside of its official game's structures. It aims to support GAA clubs and communities to achieve locally defined health and well-being goals that also reflect the national policy agenda for sport, physical activity, mental health and preventive health.

The Green Club Programme was established to support Gaelic Games clubs in taking simple and effective sustainability action in their grounds and activities. The programme is structured around different themes – energy, water, waste, biodiversity and travel and transport – and is designed to promote sustainability awareness and action in GAA clubs and communities.

The club has one female volunteer officer and a physiotherapist dedicated to health promotion, with a team of six people appointed for the development of the Healthy Club. This sub-committee meets every two to three months. The club has no specific budget for health promotion but supports fundraising events and activities to gather funds.

Health promotion vision

The club is successful in competition and wanted to pursue that goal further and to develop community-focused health initiatives.





The club has stated on its website, "Young players deserve to be given enjoyable, safe sporting opportunities, free of abuse and intimidation in any form. These players have rights which must be respected, and rules that as members, they must accept."

Manager's role

The manager undertakes several assignments in the present Healthy Club project (see Table 6), including:

1. chairing the Healthy Club committee, and organizing programmes and events under the Healthy Club project umbrella;
2. communicating with the club's executive board, getting their approval and reporting on achievements;
3. partnering with charities, health organizations or the community to organize events or programmes;
4. having informal discussions and fostering a sense of belonging to the club for all sports club staff and members;
5. gathering funding and human resources to deliver health promotion activities and ensuring they are organized in the best possible conditions; and
6. ensuring the visibility of different sports club actions towards health promotion, as well as pulling them together to contribute to a health promotion vision of the club.

Table 6. Logic model of the Hurling Club

	Inputs 	Activities 	Outcomes 	Impact 
Sports Club Activities	<ul style="list-style-type: none"> • GAA Healthy Club project support from sports federation • Fundraising with local charities or health organizations • Support from local health organizations 	<ul style="list-style-type: none"> • Workshops on mental health • Signage in the club • Development of a sensory garden for inclusion • Fundraising for a defibrillator • Cardiac screening 	<ul style="list-style-type: none"> • Safe and welcoming sports facilities • Inclusion of all members of the community • Higher membership and better satisfaction with the club 	<ul style="list-style-type: none"> • Increased number of volunteers through specific mentoring and training
Sports Manager Activities	<ul style="list-style-type: none"> • Recognition by sports club executives 	<ul style="list-style-type: none"> • Getting more volunteers on board, through "give it back" events • Organize "Give Back Week" and charity events • Informal chats with members to identify priorities • Organize welcome of new players • Collate all activities related to health under a single umbrella • Raise funding from sponsors or partnerships to collect and offer healthy products (e.g. fruits) 	<ul style="list-style-type: none"> • Increased human and financial resources for the club • Better relationships with the local community • Higher quality training • Recognition and award as a healthy club 	<ul style="list-style-type: none"> • Community spirit and sense of belonging to the club • Recognition for actions

Inputs for health promotion

The club has the support from the GAA Healthy Club project for training, implementation strategies, celebration awards and small resource materials. The club partners with different local organizations and charities to raise funds for activities and vulnerable groups. The sports club partners with the Irish Health Service Executive for events, such as talks on drug awareness or suicide awareness (e.g. Safe Talk, a mental health programme) in addition to other health topics.

When organizing fundraising events, such as a bingo or fundraising night, the sports club partners with the Lion's Club and St. Vincent de Paul or the Samaritans – nongovernmental organizations supporting vulnerable people. The sports club also has a partnership with local schools to maintain a sensory garden and allows schools to use their sports club facilities for a modest annual fee.

Health promotion activities implemented

The Healthy Club committee organizes a health-focused theme every year, with an activity taking place approximately every three months. This year, to raise awareness about volunteering, the committee has started a project called Give Back Week. "It is kind of starting with every age group, that they just do something small," said the manager who was interviewed. "So, it's just to try and maybe build that culture that, as they go up through the club, that it's not all about them. Every age category has some duty: litter pick for kids aged below six years old; a sports equipment second-hand market for kids aged six to twelve years old; and the older ages are doing some renovation (e.g. painting, cleaning) to help also in the management of the sports clubs."

The sports club offers training for coaches, called the Ballygunner Way, which is a specific programme that guides coaches on player welfare, ethics and non-hurling-specific training with kids with a holistic approach to coaching. Coaches are also trained on cardiopulmonary resuscitation and first aid and have a coach group chat for mentoring and support.

Main outcomes and impact

Several outcomes have been identified for different stakeholders, including:

1. coaches are educated in health and have support to organize their practice through mentoring and experience sharing, enhancing their coaching quality; and
2. all sports club members have support on mental health or other issues from the sports club through the relationship network or specific activities (e.g. support for a family with a son with autism).

3.4 Health promoting sports club (comprehensive stage): Officer City Soccer Club in Australia

Club description

The Officer City Soccer Club is a community soccer club located in the Cardinia Shire in Australia, which welcomes all age groups. The club was launched in 2017, just before the coronavirus disease (COVID-19) epidemic, and has 22 teams with 540 sport participants, which is their maximum capacity. The club has two facilities provided by the local city council. The club raises money dedicated to their health promotion programmes through sponsorship and fundraising.

Health promotion vision

The club has a clear vision for its members, including:

1. providing the highest possible standard of local soccer training to all players;
2. promoting a strong sense of community, empowering members with local knowledge and skills to be active volunteers, and ensuring that all members, regardless of culture, gender and ability, feel included and valued; and
3. looking after its members' well-being, and promoting fun, fitness and a healthy lifestyle in all aspects of the club.





Regarding health promotion, the club manager said, "Do not go down the traditional path of what people perceive what sporting clubs are about." In other words, the manager stated this about the general principles, "A community club as we can and make it about what suits them, we don't want people to adjust to what we are." The manager also said, "But we want to focus on the kids, because I think they're the ones that need our help and assistance. It's not often the focus of the club where the male senior team would be the one that needs to have the results."

Manager's role

The manager describes her role more as a catalyst between different stakeholders, both internally and externally. Different strategies were discussed during the interview (see Table 7), including:

1. ensuring volunteer-led and sustainable programmes prior to their launch;
2. encouraging parents and relatives to play an active role in the club, especially for training, event management and other tasks, with parents recruited based on soft skills criteria beyond their sport knowledge;
3. having informal discussions with sports club members, to better understand them, identify their needs and relate their needs to the needs of the sports club;
4. having the manager appoint a different committee or person for specific purposes: (a) grant application writing; (b) coach mentoring and support; and (c) managing fundraising events; as well as appointing a youth committee to represent youth needs and perceptions, in addition to a manager and a coach responsible for each team; and
5. communicating policies, processes and activities with different members, through emails, social network group chat channels (one per team) or phone calls.

Table 7. Logic model of the soccer club

	Inputs 	Activities 	Outcomes 	Impact 
Sports Club Activities	<ul style="list-style-type: none"> Partnership with health promotion professionals Support from local council Monash Health Healthy Sports Clubs programme (a programme where local health organisation support sports clubs to develop health promotion) Victoria Football (Regional Soccer Federation) 	<ul style="list-style-type: none"> Volunteer recruitment and assignment Event organization linking to the community HPSC policies HPSC training for managers and coaches HPSC partnering for and writing of funding application Request form on website for ideas/ complaints Healthy food prominently displayed in canteen 	<ul style="list-style-type: none"> Club social health and an inclusive, sustainable sport environment Health promotion trained volunteers Health promotion culture and norms (e.g. sport for all, no smoking, no alcohol) Health promotion partners Health promotion signage in the club Local cooperation with other settings (e.g. schools, workplaces) Better understanding of sports club members' needs 	<ul style="list-style-type: none"> Increased capacity Larger and more diverse membership Enhanced rootedness in the local community Larger contribution to social and community capital
Sports Manager Activities	<ul style="list-style-type: none"> Sports club strategic plan Sports club volunteers Sports club training support Dedicated health promotion programme 	<ul style="list-style-type: none"> HPSC policies implemented HPSC non-sporting activities Coordination for how members can participate in the decision-making process for an HPSC Coordination with external stakeholders on HPSC Ensuring coaches are healthy role models 	<ul style="list-style-type: none"> Positive attitude towards HPSC Enhanced sense of belonging to the club Enhanced skills in health promotion Higher motivation and retainment of managers Peer support for coaching 	<ul style="list-style-type: none"> Health-educated managers and coaches Enhanced sports performance Healthy choices become easy choices in club One-club culture Commitment and long-term involvement in the club

HPSC: Health promoting sports club.

Inputs for health promotion

The club has several supports from external stakeholders, including the sports federation (Victoria Football), local city council, a local health promotion organization (Monash Health's Healthy Sports Clubs programme), the community and sponsors. Football Victoria, the regional branch of Football Australia, reviews the sports club's strategic plan to provide advice and offers a direct hotline for requests as well as training for volunteers, but has no capacity to offer more from the manager's point of view. For the local city council, the Officer reviews the sports club's strategic plan and offers support for facilities, but it has no existing policy to support health promotion in the sports club. The Monash Health Healthy Sports Clubs

programme has one health promotion officer appointed to support the development of sports club health promotion with regular meetings and follow-up, in addition to a policy template and material support (e.g. no-smoking signs). The support from the community is bidirectional, as the manager explains, “So, it’s a, it’s a two-way straight. I think, we think as a club that, if we’re engaged in what our families connect to, then they’ll be engaged in what we’re connected to.” In 2024, the club raised 30 000 Australian dollars (approximately 17 000 euros) for equipment and training.

Health promotion activities implemented

The sports club has different policies regarding child safety, a positive climate, smoking and other health-related topics. It implements a large diversity of activities on different health topics and through different means. For example, the club is non-smoking and has a programme for mental health and a specific programme for women and girls, which went from zero teams to five teams. Coaches are trained on safeguarding, first aid and injury prevention, such as for warming up before training or linking members with a physiotherapist. The club is present in different local activities and uses a stand to connect with the community. Its canteen offers healthy options and has an alcohol-responsible policy.

Main outcomes and impact

The managers identify several benefits for the sports club members, including the following.

1. Managers and volunteers are connected to the community, especially as many are new to the area and creating linkages within the local community, getting support for settling in and developing long-term friendships.
2. Coaches and sports participants feel respected and welcomed at the sports club, which leads to more role clarity and satisfaction and less sports participants dropping out at the end of the season, which saves time for management.
3. Young sports participants develop soccer skills, but also self-management skills.
4. Coaches are trained on health promotion, which enhances their skills.



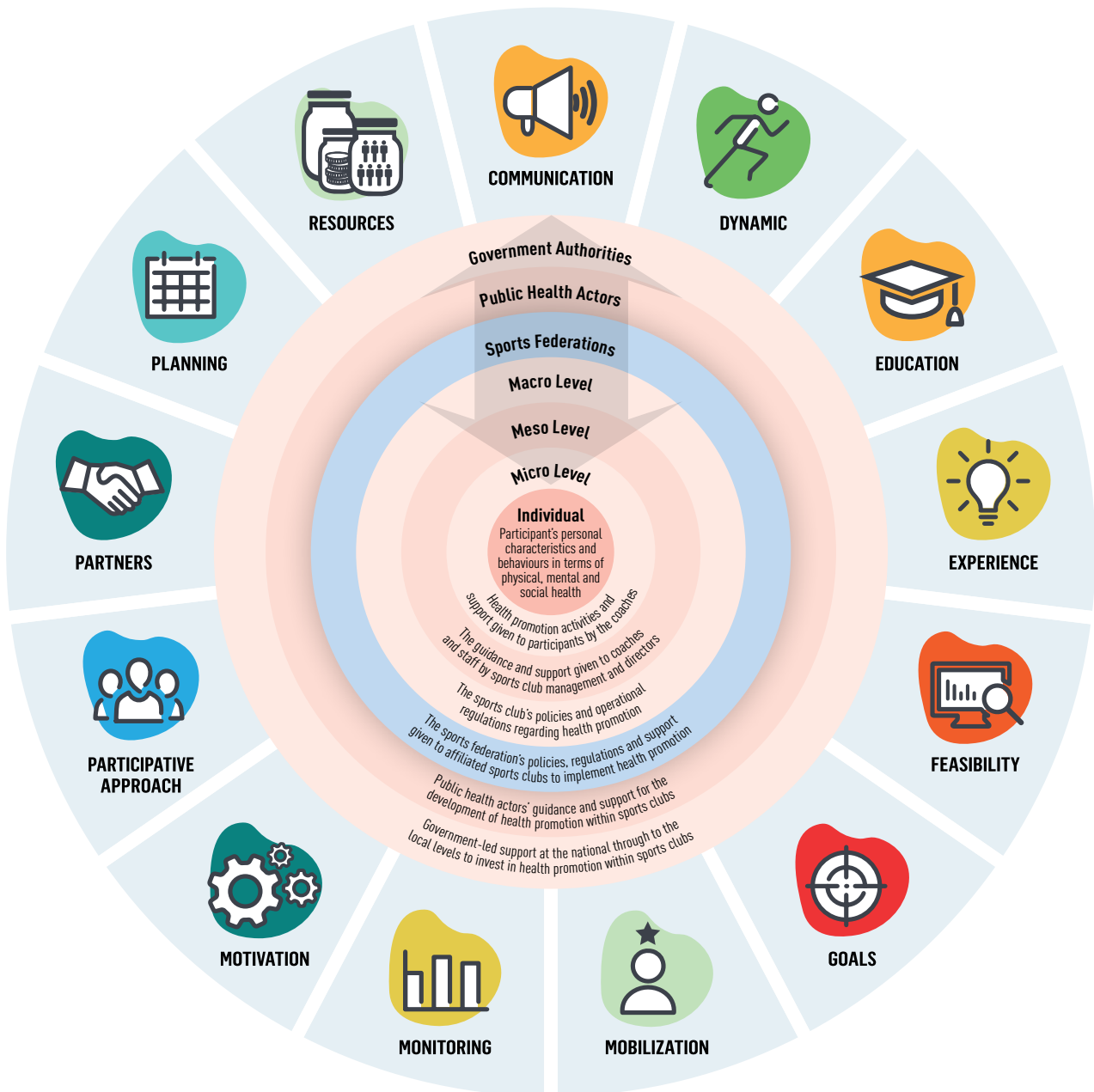
Section 4: Implementing the health promoting sports club intervention framework

This section describes long-term collective strategies that managers or club boards can use to promote health, based on the health promoting sports club logic model *(5)*. These strategies complement the concrete actions that managers can implement in the different stages of management noted in the previous section. In this section, the strategies described are linked to the involvement of the entire sports system or certain parts of it, and they are illustrated with practical examples of actions called intervention components. The following aspects are discussed for each strategy: (a) how the strategy is linked to what managers already do; (b) examples of good practices; (c) managers' skills used to implement the strategy; and (d) implementation advice based on the stages of the health promoting sports club.

Health promoting sports club framework

The health promoting sports club framework *(5)* summarizes the integration of health promotion in sport in 13 strategies and 69 intervention components derived from evidence-based guidelines used by sports clubs and reported in published scientific literature *(5)*. Fig. 5 illustrates the 13 strategies within the framework.

Fig. 5. Strategies of the HPSC Framework



HPSC: Health promoting sports club.
Source: [38].

Of the 69 intervention components included in the 13 strategies of the health promoting sports club framework, 42 were classified by 65 sports club stakeholders as falling under the responsibility of managers in collaboration with other stakeholders [5, 38].



Develop a communication plan



How is this linked to what managers already do?

- Managers in sports clubs often act as gatekeepers of the club, meeting with sports participants and relatives and sharing important information from the club with them.
- Managers have a key role in crafting messages and providing guidance to coaches, based on their strong communication skills.



Why should a sports club use this strategy?

- To organize and structure communication around health.
- To increase the visibility of the sports club's health promotion activities.
- To improve member awareness and understanding of health-related topics.



What are some examples of good practice?

Managers can create a communication planning tool (e.g. a table or calendar) helping them to see what to communicate, when to communicate and to whom. Start by identifying what is already communicated regarding sports offerings and explore how health messages could be integrated.

As a manager in my club	As a member of the club board
I can coordinate how health promotion is presented on social media, the club's website and via club signage.	I am responsible for ensuring that health-related messages are clearly communicated to our sports club's members.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Inform sports participants about the benefits of your sport and encourage them to share the message via meetings, newsletters and social media.	Communicate the benefits of the sport and provide health information to coaches and sports participants.	Organize events and conferences as part of your communication plan, such as health workshops and guest speaker sessions.	Communicate the club's values by promoting good practices, sharing external health resources and informing members of health-related decisions.



How is this linked to what managers already do?

- As a manager, you are engaged in formal and informal discussions with sports club members.
- As a manager, you represent your sports club and disseminate messages about its core values and principles to members, families and the broader community.



Why should a sports club use this strategy?

- To unify and streamline its communication about health.
- To establish a common language and identity.
- To disseminate the sports club's health promotion activities.
- To enhance members' awareness and understanding of health-related topics.



What are some examples of good practice?

Managers can develop a clear, memorable slogan for their health promotion project by first identifying the objective of the message and the target audience, using short phrases, simple words and a positive message. Being creative (e.g. rhymes, jokes) or humour can be an effective method. Consider how and where the slogan will be used (e.g. flyer, poster).

As a manager in my club	As a member of the club board
I can create short and clear messages to be posted on social media, the club's website and signage.	I am responsible for creating a common culture and language to communicate with our sports club members.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Share existing information on sport practice from other organizations.	Generate your own message on how your sports club supports health through your sport offer.	Generate your own message on how your sports club is a health promoting environment in addition to its sport offer.	Integrate your single message into your policy, strategies, communications and dissemination plan.



Communicate effectively within the club



How is this linked to what managers already do?

- Managers are used to having formal and informal conversations with sports club members.
- Managers already receive feedback, including complaints, compliments and suggestions regarding their club's activities.



Why should a sports club use this strategy?

- To ensure all members are informed about club principles, values, regulations and policies.
- To encourage participation and volunteering in various events and club activities.
- To make health promotion efforts visible, understandable and accessible within the club environment.



What are some examples of good practice?

Sports clubs can display posters, signage and welcome boards to share information about health promotion practices and help orient new members. Creating a suggestion box, feedback form or online forum allows members to raise concerns, offer ideas and verify whether key messages are effectively reaching them.

As a manager in my club	As a member of the club board
I can meet with sports club members, coaches, parents, volunteers and support staff to discuss club activities, share information and offer support on health-related topics.	I am responsible for making sure that every member is aware of the club's core messages, including values and principles, and health promotion activities and events.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Inform members about legal requirements and standards and provide opportunities for open communication.	Propose specific signage and messaging to promote everyday activities and events.	Organize various activities, events and awareness campaigns to promote health topics and encourage cross-posting of content from health organizations.	Disseminate best practice on the sports club website/ social media; create an internal communication platform or forum to share information with members; and ensure members' voices can be heard through direct contact or website forums.



How is this linked to what managers already do?

- Managers are primarily responsible for the outreach of the club and for liaising with local authorities on sports club activities.
- Managers are also responsible for the recruitment and retention strategy of staff, volunteers and members, primarily coming from the surrounding community.



Why should a sports club use this strategy?

- To gain recognition and support from local community members on the health promotion activities offered at the club.
- To strengthen connections with local stakeholders, attracting partners who share similar principles, values and interests.



What are some examples of good practice?

To communicate with people outside the club, managers can organize meetings with every individual member, including parents and volunteers, talk with other clubs during competitions or disseminate the branding of the club. They can also present the club's initiatives to the community, inter-club meetings or at local conferences.

As a manager in my club	As a member of the club board
I can organize my sports club's presence at local events to recruit members and volunteers as well as showcase the sports club's engagement in the community.	I liaise with the local municipality, charities, local health organizations and other relevant stakeholders to mobilize them to promote community health.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Inform the community about legal requirements for entering and using club facilities.	Share information about how the club promotes health through its sport offer.	Host community events (e.g. open days, "come and try") to showcase club activities and health initiatives.	Identify key events and actions where the community can benefit from the club's support and request community support for club actions.



Communicate with the sports club partners



How is this linked to what managers already do?

- Managers are responsible for the sports club's budget and gathering funding through sponsorships and partnerships.
- Managers are liaisons, interacting with each partner, and responsible for informing partners about sports club actions.



Why should a sports club use this strategy?

- To highlight the win-win nature of partnerships and show how active the club is with health promotion activities.
- To maintain partner interest and trust, fostering stronger and longer lasting collaborations.



What are some examples of good practice?

Managers can establish a shared communication and advocacy strategy with partners to strengthen their voices and enhance their visibility in the community.

As a manager in my club	As a member of the club board
I can engage in dialogue with club partners to build a common culture and engagement as well as shared messages.	I am responsible for providing resources to the club from partnerships, where communication is a key to their engagement.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Inform partners about your club's sport offer and key health-related activities.	Collaborate with local organizations on specific events or campaigns and feature partners' logos on your website and promotional materials to show their involvement.	Establish a long-lasting partnership with common messages and advocacy, as well as shared communication across websites.



COMMUNICATION



How is this linked to what managers already do?

- Managers are the primary advocates for the club's activities and their associated benefits.
- Managers maintain regular contact with stakeholders (e.g. members, parents, coaches and board members).



Why should a sports club use this strategy?

- To enhance recognition of the positive social value that the sports club brings to the community.
- To raise awareness of the sports club's contribution to the community and society.



What are some examples of good practice?

Managers can communicate the benefits of sports practice for mental, social and physical health. Managers can explain the importance of being fit and healthy by posting a health promotion video on the club's website or social media page and through organizing meetings to highlight the benefits of what has been implemented.

As a manager in my club	As a member of the club board
I know what activities we are delivering and I can share stories about how they contribute to the sports club member's health.	I identify the key benefits of our work, supporting the branding of my sports club and its recognition among members and the community.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Disseminate information on how your sport contributes to health.	Emphasize how your club promotes its members' health.	Integrate health benefits into your club's branding and external communication and highlight the club's contribution to individual and community well-being across social media.



Enhance managers' coaches' and volunteers' skills in health promotion



How is this linked to what managers already do?

- Management has experience in recruiting and reviewing the skills and knowledge of their managers, coaches and volunteers.
- Managers are responsible for overseeing training, accreditation and registration processes through their sport federation or governing bodies.



Why should a sports club use this strategy?

- To improve the quality of sport and health promotion activities provided.
- To increase sports club member's health, satisfaction and retention.
- To better address participants' health needs, both in relation to performance and long-term engagement in sport.



What are some examples of good practice?

Identify both online and in-person training on different health promotion skills, especially soft skills, which are core elements required by managers and coaches, beyond technical and tactical aspects.

As a manager in my club	As a member of the club board
I can support other managers, coaches and volunteers as well as myself in undertaking or consulting physical or online resources about health promotion.	I can ensure that training is provided for managers, coaches and volunteers to promote health among sports club members.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Remind managers and coaches about regulations for coaching certification.	Provide a reading list and trainings to enhance the skills and knowledge of coaches, volunteers and managers in health promotion.	Propose training to deliver specific health promotion programmes to ensure the quality of delivery.	Accredit coaches, volunteers and managers in public health training, support certification and provide funding as an incentive.

**How is this linked to what managers already do?**

- Managers already check on their coach's involvement and training and support them in their coaching practice.
- Managers have a good relationship with their sports club members and collect feedback from them through formal and informal discussions.

**Why should a sports club use this strategy?**

- To diversify sports club membership and make sure everyone feels welcome at the club.
- To enhance sports participant, manager, volunteer and coach retention within the club.
- To allocate the right person to the right delivery outcomes.

**What are some examples of good practice?**

At the end of the season, meet with coaches to discuss their sport and health promotion activities, expectations for the next seasons and opportunities for progressing, and together identify the needs and expectations of their sports participants.

As a manager in my club	As a member of the club board
I can identify different ways of supporting managers, coaches and volunteers based on their specific sports participant needs.	I can ensure that the recruitment and allocation process of managers, coaches and volunteers matches the target groups they serve. In addition, I can provide resources, such as online tools and mentoring, to help them develop regarding guidance and health promotion for their target groups.

**How should this strategy be implemented?**

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Inform coaches of legal requirements.	Provide information (e.g. leaflets) to coaches, managers or volunteers to increase their knowledge in the health promotion of specific target groups.	Promote programmes about health topics for specific target groups, including different educational options (e.g. online tools, leaflets, games).	Include specific programmes in sports club policies for specific target groups. Offer a platform to share experiences, online courses and mentoring for coaches, managers and volunteers.



Create strong and supportive relationships among coaches and managers



How is this linked to what managers already do?

- Managers are the backbone of a sport club and know most, if not all, of their sports club members.
- Managers recruit and retain coaches, discussing and ensuring appropriate sport delivery.



Why should a sports club use this strategy?

- To foster the organization of health promotion skills and activities in clubs.
- To encourage new coaches and participants to share their experiences and to educate them on health promotion and its importance for sport performance and participation.
- To work towards the inclusion of health promotion in the sports club's policies.



What are some examples of good practice?

Managers can propose an introductory meeting at the start of the season to ensure managers and coaches connect with each other, as well as take part in activities together to develop a supportive atmosphere between staff.

As a manager in my club	As a member of the club board
I can make sure managers and coaches feel free to express themselves in the club and feel they belong to the club.	I can create events and social activities to make managers and volunteers feel connected with and supported by each other.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Organize events in your sports club and locally to support a collective dynamic around health promotion.	Offer support and programmes for the development of a participative approach and experience sharing in sports clubs.	Create a health promotion commission, where coaches can have a voice and express their needs with the club board.



How is this linked to what managers already do?

- Managers are responsible for the vision and strategic planning of the club; as a member of the board, they define its short- and long-term goals.
- The identity of the club is shaped by managers and club values are reinforced and actively promoted within and outside the club.



Why should a sports club use this strategy?

- To increase the sense of belonging to the club, making members feel connected, retain staff and participants and enhance rootedness in the community.
- To have clear and aligned goals that match with sports club members and the identity of the club, which is crucial for growth and success.



What are some examples of good practice?

Managers can ask sports club members about their reasons for joining and how they would describe the club, to help inform the club's goals.

As a manager in my club	As a member of the club board
I can make sure that everyone feels welcome and connected in the sports club, which is visible through its values and goals.	I can translate sports club members' perceptions into a strategic vision for the club, reflected in its goals.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Generate an identity for the club.	Identify and highlight the principles and values of the club.	Consider the identity, values and principles of the club in the objectives.	Gather perceptions from sports club members and request their participation in defining the sports club's goals.



EXPERIENCE

Identify reasons for commitment to promote health



How is this linked to what managers already do?

- Managers are in touch with other managers and coaches who are willing to help the club to develop strategies and good practices.
- Managers talk informally with members and can spot expertise in their sports club environment.
- Managers are familiar with the issues and successes of their sports club.



Why should a sports club use this strategy?

- To ensure projects are launched for valid reasons and to be able to justify sports club actions in the community.
- To build a long-term strategy for project sustainability.



What are some examples of good practice?

Meet informally with sports club members to see what they do and if they would like to help with specific activities that your sports club is initiating, in line with their interests.

As a manager in my club	As a member of the club board
I can reach out to parents and relatives to see how they can be further involved in the daily life of the sports club.	I am responsible for recruiting volunteers and coaches to help with health promotion activities as well as with different projects within the club.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Promote the activity of your club and call for volunteers.	Identify key activities or events that could be run by specific people in the club and ask for their commitment.	Appoint a person or committee responsible for volunteer recruitment and retention; take responsibility to follow up on volunteer activities and discuss their reasons for commitment.



How is this linked to what managers already do?

- Managers are drivers of their sports club but cannot do everything on their own; they need other committed volunteers to have a well-functioning club.
- Managers talk informally with members and can motivate people in their sports club environment to take part in activities.
- Managers have a deep understanding of the sports club's activities and can identify the level of commitment required to keep them running effectively.



Why should a sports club use this strategy?

- To protect and safeguard volunteers and coaches from over-investment fatigue.
- To ensure the sustainability of actions with a sufficiently motivated volunteer force for various activities.
- To assign the right people to the right task and action.



What are some examples of good practice?

Appointing a person to coordinate a health promotion committee or lead health development within the sports club enables that person to identify the level of commitment needed to conduct activities effectively.

As a manager in my club	As a member of the club board
I can reach out to actors in my sports club to identify their degree of commitment during the season, and see how this fits with their role.	I can develop "job" profiles describing the tasks and degree of commitment necessary to conduct health promotion activities, to appoint the right person.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Call for volunteers for the sports club.	Identify key activities or events that could be run by specific actors within the club and ask about their level of motivation to undertake the activity.	Appoint a person or committee responsible for volunteer recruitment and retention; take responsibility to follow-up on volunteer activities and ascertain their degree of commitment and satisfaction with allocated tasks.



EXPERIENCE

Meet other clubs to build on their health promotion experience



How is this linked to what managers already do?

- As a manager of your club, you meet other clubs in your community or during competitions to talk with and exchange experiences on how to promote health in the sports club context.
- Sports federations often have certifications or recognition awards for sports clubs having exemplary projects, which could be a source of inspiration.



Why should a sports club use this strategy?

- To build on real-life experiences and share good practice.
- To create a support network for peer learning in your community.
- To increase your capacity in health promotion.



What are some examples of good practice?

Managers can search for good practice examples on websites from their sports federations, local municipalities and health promotion agencies. They can also reach out to local sport services for help with identifying exemplary health promotion projects.

As a manager in my club	As a member of the club board
I can meet other managers to discuss how to promote health by sharing ideas and experiences as well as by discussing how to overcome challenges.	I can meet other club executives in the community to discuss and develop common actions on health promotion.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Identify examples of good practice on another sports club website.	Meet with other clubs to join forces on events or activities to promote health.	Respond to a sports federation website and share your experience with other clubs through a local community of practice.



How is this linked to what managers already do?

- Managers are responsible for conducting actions and identifying the financial resources to implement them.
- Managers are in contact with funding opportunities for sports clubs coming from public or private sources.



Why should a sports club use this strategy?

- To manage the sports club's financial resources regarding health promotion and make changes if a budget is unavailable or limited.
- To make sure health promotion activities can be sustained and embedded in the sports club's long-term vision.



What are some examples of good practice?

Make an Excel document with a budget to present a clear view of resources, update it regularly and share it among the sports club's managers responsible for promoting health.

As a manager in my club	As a member of the club board
I can develop a shared document (Excel or table) to monitor the budget for health promotion.	I am responsible for dedicating a budget to health promoting activities and monitoring this part of the club's budget.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Review funds allocated to run the club's sports practice.	Review funds allocated for events or specific activities dedicated to health promotion.	Among committee members, share a document to review and adjust a specific budget for health promotion, based on an estimation of future actions and funding applications.



Regularly review volunteer commitment and dedication to promote health



How is this linked to what managers already do?

- Managers know the volunteers in the sports club and the inputs (e.g. motivation, time, and skills) they can commit to their sport.
- Managers are responsible for identifying and matching volunteers to activities in the sports club.



Why should a sports club use this strategy?

- To ensure activities are well-delivered and strive to implement best practice while ensuring participant safety and well-being.
- To set realistic workloads for volunteers and ensure sustainability of activities.



What are some examples of good practice?

Managers can engage with volunteers to make sure their roles and responsibilities align with the sports club's commitment and actions around health promotion.

As a manager in my club	As a member of the club board
I can meet volunteers every three months formally or informally to monitor their health promotion activities.	I am responsible for overseeing volunteers, appointing them to the right activities and clarifying their roles and responsibilities.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Identify volunteers and their availability to engage in health promotion activities.	Review volunteers' time allocated for events or specific activities dedicated to health promotion and ensure clarity of roles and commitment.	Among committee members, share a document to review and adjust volunteers' roles in health promotion based on an estimation of future actions and recruitment expectations.



FEASIBILITY

Regularly review the club's capacity to promote health

57



How is this linked to what managers already do?

- Managers plan the sport season, including training and competition, in collaboration with coaches.
- Managers are aware of the sports club's objectives during and after the season as well as its capacity to undertake actions beyond core club activities.



Why should a sports club use this strategy?

- To account for volunteer investment and turnover when planning and delivering health promotion activities.
- To align health promotion activities with the club's overarching goals and avoid one-off, disconnected efforts.



What are some examples of good practice?

Prepare a plan for the season with foreseen activities and required resources, allowing for adaptations of activities and aligning the plan with the overarching goals of the club.

As a manager in my club	As a member of the club board
I can implement and follow up on the delivery of health promotion actions, which is part of the broader goals of the club.	I am responsible for aligning the vision, policy and activities as well as ensuring sufficient resources to deliver health promotion activities.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Focus on planning sport delivery (i.e. training and competition).	Ensure a quarterly health promotion activity, each on a different health topic, and plan its delivery according to available resources.	Plan for routine health promotion activities throughout the season and beyond that are integrated with the core business of the club for each goal, including a quarterly activity and its preparation and resources required, adapting it over the season and beyond.



Regularly review the timing of health promotion activities



How is this linked to what managers already do?

- Managers plan the sport season in collaboration with coaches, board members and other individuals necessary for such preparation, considering both training and competition schedules.
- Managers are aware of the sports club's capacity to carry out various actions as well as objectives for the season and the longer term.



Why should a sports club use this strategy?

- To ensure that health promotion activities align with the busy schedules of participants, members and volunteers.
- To recognize that promoting health is a continuous process built on small, manageable steps, especially when time demands are difficult to estimate.



What are some examples of good practice?

Plan health promotion activities or events at least three months in advance. Estimate the time required, set deadlines and define a follow-up process to ensure effective decisions at the right moment.

As a manager in my club	As a member of the club board
I can develop a plan for health promotion activities and events and estimate the time each volunteer is able to contribute.	I can review available human resources and the club calendar to ensure activities fit with members' schedules and align the timing with the involvement of external partners.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Observe and record sport participation attendance.	Evaluate the timing for sport delivery and the usage rate of equipment, facilities and infrastructure.	Assess the time required to deliver health promotion activities and adjust accordingly.	Plan with time allocations in mind, including regular reviews and updates.



GOALS

Define the goals of health promotion

59



How is this linked to what managers already do?

- Managers are responsible for the implementation of sports club policies, which can include goals for promoting social, mental and physical health.
- Managers are responsible for guiding coaches and volunteers, informally and formally, helping them to deliver high-quality coaching and health promotion activities.



Why should a sports club use this strategy?

- To set clear objectives for promoting health and communicate them within and outside the sports club.
- To ensure financial resources for health promotion activities, if needed.
- To be open to improving sports club policies, whereby new health topics introduced by policy-makers are considered.



What are some examples of good practice?

Every new season, identify three main goals to promote social, mental or physical health among sports club members, based on their needs or visions, and share them within and outside the club.

As a manager in my club	As a member of the club board
I can identify concrete health promotion goals and see how they contribute to the application of sports club policies, making health promotion explicit in my sports club.	I am driving my sports club vision regarding health. Having concrete goals helps to share a common vision and put health on the agenda as a clear goal for my sports club.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Ensure that goals meet legal requirements and the club's mission and vision.	Include goals on specific health topics or on quality sport delivery in the sports club's policies.	Guide coaches and volunteers to define their goals for health promotion.	Consider health promotion as a cross-cutting goal in policy development and have goals for integrating health into every decision-making process.



GOALS

Write the goals in your strategic plan



How is this linked to what managers already do?

- Managers are responsible for guiding coaches and volunteers, informally and formally, helping them to deliver high-quality activities.
- Managers are responsible for the application of the sports club's policies, which can include goals for promoting social, mental or physical health, written in the strategic plan.



Why should a sports club use this strategy?

- To clearly and formally claim the sports club's commitment to health promotion, making it an explicit goal.
- To help align goals with planning, resources and activity management, giving visibility and support for health promotion.



What are some examples of good practice?

Include one cross-cutting goal in the strategic plan on how your club promotes the health and well-being of its members, linking it with sports delivery, community involvement and further actions.

As a manager in my club	As a member of the club board
I can write my own health promotion goals and review them every season, aligning them with those of my sports club.	I am responsible for writing the strategic plan, including health promotion goals.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Write how your sport contributes to health.	Include short-term goals on a single health topic.	Propose a cross-cutting, long-term goal on health promotion with specific subgoals per season, aligned with the sports club's core business of sport delivery.



How is this linked to what managers already do?

- Managers are aware of sports club members who have been recognized for their sport or social achievements.
- Managers are responsible for recruiting volunteers and identifying leaders for sports club health promotion actions.



Why should a sports club use this strategy?

- To inspire and motivate club members to engage in health promotion through the involvement of sport champions.
- To enhance the visibility of health promotion within the sports club and in the broader community by using sport champions.
- To deliver messages from a sports champion about their personal experiences, background or qualifications.



What are some examples of good practice?

Use the sports club to identify individuals that inspire others and ask them to contribute to health promotion activities.

As a manager in my club	As a member of the club board
I can reach out to influential role models among members that I know, to help disseminate messages on health promotion.	I can identify relevant role models and have them inspire other members and the club to be more health promoting.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Disseminate messages from a high-level athlete on the benefits of sports.	Recruit someone to become a role model for a health topic or project and associate their image with the programme. Educate and support the role model in their position.	Encourage and support each champion to develop health promotion actions or programmes, by engaging them in programme content, implementation and dissemination.



Engage relatives to support health promotion actions



How is this linked to what managers already do?

- Managers generally communicate with the relatives and friends of their sports participants.
- Managers regularly deliver messages to parents/caregivers around health promotion in the sports club.



Why should a sports club use this strategy?

- To engage parents who support their children's participation and may have skills or interest to contribute more broadly to club activities.
- To strengthen sports participant retention and promote the sports club as a family-friendly environment by involving parents.



What are some examples of good practice?

Managers can communicate with parents and relatives just before or after training. They can ask relatives or parents about the possibility of lending a hand. Managers can organize sessions or events involving relatives or parents.

As a manager in my club	As a member of the club board
I can reach out to the parents or relatives of sports club participants to identify their willingness to help and informally offer them a role and clear tasks.	I am responsible for establishing a communication strategy, asking parents through appropriate channels to contribute to health promotion activities in the sports club.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Set up activities or training with the parents or friends of sports participants.	Recruit parents for each health topic/project. Provide them with education and support, as well as clear roles and responsibilities.	Encourage and support each parent to develop health promotion programmes in your sports club by engaging them in programme design and implementation.

**How is this linked to what managers already do?**

- Sports clubs are often funded and supported by local policy-makers, which are not always aware of all the club's achievements.
- Managers are responsible for signing partnerships with public organizations or discussing relationships with the municipality.

**Why should a sports club use this strategy?**

- To enhance the visibility of and work on health promotion in the sports club.
- To generate collective commitment and support through partnerships with the municipality.
- To learn and share experiences with local stakeholders, especially policy-makers.

**What are some examples of good practice?**

At the end of each season, request a meeting with the local municipality to present achievements and plan the next season, and present the health promotion activities undertaken as well as the necessary resources and commitment for the next season. Invite local policy-makers to your general assembly and meetings.

As a manager in my club	As a member of the club board
I can identify local policy-makers and invite them to my sports club to showcase our work or send them information about how we promote health.	I am responsible for liaising with the municipality for support and funding opportunities, fostering how the club supports and protects its members' health and contributes to the broader community.

**How should this strategy be implemented?**

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Communicate sports club health promotion activities to the municipality.	Organize events related to health promotion with the municipality.	Through partnerships, include the sports club's health promotion activities in municipal policies and actions and become a member of local interest groups.



MONITORING

Review health promotion activities

**How is this linked to what managers already do?**

- Managers monitor the success and achievements of the sports club, including its health promotion activities.
- Managers are responsible for reproducing actions based on their success or failure and possible adaptations.

**Why should a sports club use this strategy?**

- To ensure that the sports club has achieved its goals.
- To share good practices on how to promote health.

**What are some examples of good practice?**

Create a template for reporting on each health promotion activity, including type, date, participants, successes, challenges and improvements, as a repository for future activities.

As a manager in my club	As a member of the club board
I can identify indicators of success for the health promotion activities implemented by my sports club (e.g. number of participants, activities taking place, testimonials).	I can ensure that each health promotion activity is reviewed and compiled in a repository, identifying what is implemented in the sports club.

**How should this strategy be implemented?**

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Review the delivery of sports-based activities.	Review all relevant events in the club and compile them in a repository.	Institute a reporting system in which the manager can report on the health promotion activities they initiated, linking them with goals and the implementation plan.



MONITORING

Review the short-term effects of your health promotion actions

65



How is this linked to what managers already do?

- Managers are in the best position to observe change in sports club members' health throughout the season.
- Managers help decide if an activity is worth undertaking or reproducing, based on an evaluation of its effects.



Why should a sports club use this strategy?

- To monitor progress and determine whether health promotion activities are achieving their intended effects, as well as to identify any unintended outcomes.
- To highlight and communicate the impacts of health promotion activities.



What are some examples of good practice?

Ask participants about the outcomes of the activities either through surveys or face-to-face discussions, including how satisfied they are with them.

As a manager in my club	As a member of the club board
I can prepare a short survey for members on the effects of sports club activities.	I can establish a monitoring system (e.g. end-of-season reviews or evaluations of specific activities) to identify and showcase the effects of the sports club's initiatives.



How should this strategy component be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Identify the reach of your sports club's activities.	Review physical activity levels, fitness, performance and physical health among sports participants.	Track attendance and engagement and collect participant testimonials of health promotion activities. Engage role models, such as captains, coaches and leaders, in promoting supportive behaviours.	Implement a strategy monitoring health promotion actions and their effects, using tools and regular meetings, and organize discussions at the end of the season to plan initiatives for the following season.



MONITORING

Review the long-term effects of your health promotion actions



How is this linked to what managers already do?

- Managers are in the best position to observe change in sports club members' health over several seasons.
- Managers help decide if an activity is worth undertaking or reproducing, and encourage sustainable activities over one-shot events.



Why should a sports club use this strategy?

- To build on existing activities and their successes and challenges, knowing their effects on participants' health.
- To highlight long-term efforts and keep track of activities over time using a monitoring system, even if there is staff turnover.



What are some examples of good practice?

Managers can monitor the indicators of success of health promotion actions (e.g. number of injuries, food and beverage consumption in the cafeteria, well-being of sports participants) over several seasons.

As a manager in my club	As a member of the club board
I can organize annual meetings about the implemented health promotion actions and create a document (e.g. poster, online, manual), which presents their evolution over several years.	I can ensure the results of activities are presented at the general assembly, based on a monitoring system of each health promotion activity.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Review participation rates for activities over different seasons.	Review physical activity levels, fitness, performance and health among sports participants over several seasons.	Organize annual discussions with participants to monitor long-term effects and set up monitoring indicators.	Incorporate long-term monitoring of health promotion actions into planning by using monitoring tools and organize follow-up meetings using this long-term evaluation as a basis for developing policy and practice.



MOTIVATION

Stimulate positive relationships between members

67



How is this linked to what managers already do?

- Managers play a key role in recruiting, supporting and guiding volunteers and coaches.
- Managers have regular contact with sports club members, discussing with them and introducing them to each other.



Why should a sports club use this strategy?

- To promote the retention of sports club staff and members by fostering a positive and open atmosphere.
- To support sport club member growth, empowerment and development.



What are some examples of good practice?

Managers can promote teamwork and the involvement of all sports club members during activities, taking the time to get to know them beyond their sporting activities by giving them personal attention.

As a manager in my club	As a member of the club board
I can set up regular meetings with members (either by age group or interest) to share experiences and connect people.	I can ensure that sports club members know each other and have proper communication channels with staff and other members.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Stimulate positive relationships and fair play during training and competition.	Develop a discourse and implement rules that encourage positive interpersonal relationships and prosocial behaviour in each sports club activity.	Create specific times for every member to meet and share their experiences. Establish a philosophy of group cohesion and create a strong sports club identity that fosters a sense of belonging and affiliation among members.



Adapt yourself to coaches' skills and preferences



How is this linked to what managers already do?

- Managers have many health promotion skills that can be used to develop health promotion initiatives or stimulate the health of sports club members.
- Managers can identify people in the club (e.g. coaches, volunteers, parents, sports participants) with expertise, skills, capabilities and interest in promoting health.



Why should a sports club use this strategy?

- To make the most of the existing strengths, motivations and expertise of club members and coaches.
- To ensure that the engagement of coaches in health promotion efforts is not overly burdensome.
- To facilitate the retention of a trained workforce in the club and avoid turnover of coaches.
- To support individual progress within the organization.



What are some examples of good practice?

Managers can start by making a list of their own health promotion skills, interests and capabilities and identify those they would like to develop.

As a manager in my club	As a member of the club board
I can meet with coaches to discuss their skills, successes and challenges and identify pathways to move forward.	I can ensure that coaches are allocated to a group for which they have skills and are motivated to coach.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Identify the skills required for health promotion through sport.	Consider coaches' health promotion skills or those of sports club members in setting up structured health promotion activities.	Make a collective mapping of human resources and know-how regarding coaching and for organizing other activities, ensuring a match with staff preferences.



MOTIVATION



How is this linked to what managers already do?

- Managers provide guidance or support to coaches, which can include health promotion.
- Managers are responsible for the recruitment and retention of coaches as well as their development.



Why should a sports club use this strategy?

- To consider coaches' knowledge and willingness to promote health.
- To empower coaches to promote health.
- To enhance the quality of the sports club's activities in training, competition, events and programmes.



What are some examples of good practice?

Managers can identify training opportunities (e.g. education, tools, apps, leaflets) that can help coaches develop health promotion knowledge and skills.

As a manager in my club	As a member of the club board
I can mentor coaches and help them develop their health promotion skills.	I can set up supportive policies to provide coaches the opportunity to engage in health promotion programmes.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Be aware of coaches' respect for regulations.	Be aware of which health promotion initiatives are appropriate for coaches to deliver.	Implement health promotion initiatives by mentoring coaches to develop their own skills and knowledge.	Develop a repository of resources for coaches used to promote health, which supports the development of the club's health promotion policies and the application of a staff code of conduct.



Support coaches' sense of belonging to your sports club



How is this linked to what managers already do?

- Managers have opportunities for formal and informal discussion with coaches and other sports club members.
- Managers are responsible for the branding and marketing of their sports club.



Why should a sports club use this strategy?

- To retain a workforce trained in health promotion in clubs.
- To enhance the rootedness to the community and a clear identity for the sports club.



What are some examples of good practice?

Managers can prepare a welcome meeting and follow up with coaches, offering regular cordial meetings as well as equipment with sports club logos.

As a manager in my club	As a member of the club board
I can foster a positive climate and cordial moments with coaches, in addition to informal discussions to cultivate a positive climate.	I can ensure that coaches are welcome and have a clear representation of their role, and I follow up with them over the sport season and ensure they adhere to the sports club's philosophy.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Ensure coaches respect sports regulations.	Ensure trainings and competitions are well-managed, cultivating a positive climate.	Provide guidance on retaining volunteer coaches, establish good working conditions for coaches and offer continuing education.	Establish a welcome kit, a follow-up system and regular cordial meetings as the basis for a coach career plan and mentoring system for coaches.



How is this linked to what managers already do?

- Managers are often in the club and can observe good practices to disseminate.
- Managers are responsible for the communication strategy in the sports club.



Why should a sports club use this strategy?

- To share exemplary actions in the sports club.
- To learn club stories, project implementation and skills development in health promotion.
- To increase the visibility of health promotion at all levels of the sports club.



What are some examples of good practice?

Managers can ask coaches to schedule time to invite sports participants to share their experience in dealing with their health or express their needs regarding health.

As a manager in my club	As a member of the club board
I can disseminate good practices to other members of the sports club and community, encourage or reward people who have developed initiatives and offer help and support to people implementing health promotion initiatives.	I can make sure coaches put forward good practices in addition to sharing challenges regarding participants' health, which can be disseminated and shared within the community.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Identify behaviours respecting sports regulations.	Promote the benefits of sports practice.	Organize events to showcase good practices in individual health promotion.	Establish a system for reporting exemplary actions and offer accreditation for exceptional individual contributions to health promotion.



PARTICIPATIVE APPROACH

Include everyone in the decision-making process



How is this linked to what managers already do?

- Managers are used to having discussions with sports club members and trying to understand their needs and expectations.
- Managers are responsible for driving the sports club, establishing policy and regulations and allocating key responsibilities.



Why should a sports club use this strategy?

- To gather better adherence and support for a decision.
- To ensure decisions meet the needs of the target population and are feasible in terms of implementation.



What are some examples of good practice?

I can ensure that peoples' opinions regarding decisions are heard through different means: by proposing a box for ideas, collecting feedback through surveys or discussions and ensuring they can participate in the decision-making process.

As a manager in my club	As a member of the club board
I can identify how to collect the needs and opinions of sports club members to support decisions.	I can organize a commission or specific groups of members responsible for undertaking different tasks (e.g. health committee, youth committee).



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Sports participants have opinions in training and competition.	Sports club members are solicited to express their opinions and propose solutions and activities.	Different commissions and processes for collecting sports club members' opinions are in place, where everyone is represented in the decision-making process.



How is this linked to what managers already do?

- Managers are used to having discussions with partners from the public and private sectors in their community.
- Managers know sports club members and can identify their professional activity, which could support the development of the sports club.



Why should a sports club use this strategy?

- To increase resources for health promotion.
- To gain knowledge, skills and expertise in health promotion.
- To help sports clubs form local partnerships and integrate their actions into the community.



What are some examples of good practice?

Managers can identify local organizations and inquire at community events if any organizations are willing to build partnerships with the sports club.

As a manager in my club	As a member of the club board
I can search for partners in my local community and engage in discussions with them.	I can establish a strategic plan and make decisions about which partners would be the most suitable to promote health in my sports club, and reach out them.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Communicate sports results.	Communicate how the sports club promotes health and its philosophy and missions.	Identify local organizations supporting events and activities at the sports club.	Include national partners and their local representatives in developing and implementing a health-in-all policy to foster health promotion.



Define how to collaborate with partners



How is this linked to what managers already do?

- Managers know the sports club's goals and vision, helping it to define its needs and timing for collaborations.
- Managers are responsible for searching for resources to help develop the sports club, which includes lasting collaborations and win-win agreements.



Why should a sports club use this strategy?

- To gather resources, both human and financial, to promote health.
- To ensure collaborations are sustainable and save energy while searching for new partners, as well as ensuring a balance between inputs and outputs.



What are some examples of good practice?

I can have regular meetings with partners to discuss who is doing what, how the collaboration will evolve in the next five years and how to identify benefits for each partner.

As a manager in my club	As a member of the club board
I can follow up with one or two partners that help me develop my health promotion activities.	I can have templates for agreements and monitor partnerships and relationships to ensure sustainable and balanced collaborations.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Propose partners to attend a competition to showcase sport activities.	Create an agreement with a partner to offer regular health promotion initiatives during the sporting season.	Create a long-term agreement with a partner to develop health promotion initiatives and involve them in the development of the club, based on regular meetings and common activities.

**How is this linked to what managers already do?**

- Managers know the goals and vision of the sports club, helping to define its needs and timing for collaboration.
- Managers are responsible for searching for resources to help the sports club develop health promotion actions, which include lasting collaborations and win-win agreements.

**Why should a sports club use this strategy?**

- To gather resources (human, material and financial) to promote health and advocate consistent messages to the community with partners.
- To ensure collaborations are sustainable and appropriate ensuring a balance between inputs and outputs.

**What are some examples of good practice?**

I can explicitly describe the sports club's principles, vision and activities regarding health promotion to partners and identify common goals to establish a long-term relationship.

As a manager in my club	As a member of the club board
I can prepare flyers which include the vision and health promotion activities of the sports club and consider conditions for sustainable partnerships.	I can create agreement templates, including principles and the functions and responsibilities of each partner.

**How should this strategy be implemented?**

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Share the sports club's results with partners.	Share the sports club's health promotion vision and goals with partners.	Advocate with partners and involve them in events.	Create consistent communications and advocate for fostering health promotion in the sports club and throughout the community.



PLANNING

Include your health promotion goal in the sports club's plan



How is this linked to what managers already do?

- Managers are responsible for establishing the sports club's strategic plan.
- Managers drive the sports club's activities and ensure the quality of their delivery.



Why should a sports club use this strategy?

- To ensure alignment between sports club policies and activities and make this explicit.
- To be able to monitor the long-term effect of policy and practice in sports clubs.



What are some examples of good practice?

Managers can establish objectives with sports club members based on their needs and motivations by using SMART goals (i.e. specific, measurable, attainable, relevant, time-bound).

As a manager in my club	As a member of the club's board
I can identify activities linked to the sports club's goals and vision, aligning vision with action.	I can ensure that goals are revised annually and for the next five years, and that their implementation is described and planned.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Set goals and related actions to decrease the risk of fines or manipulation.	Set goals and related health promotion actions that enhance the quality of sport practice.	Set goals and related actions to embed health promotion activities in the strategic plan.	Set short- and long-term goals with related actions for the next season and beyond, describing their planning and implementation.



PLANNING

Include the target group in your sports club's health promotion plan

77



How is this linked to what managers already do?

- Managers interact with sports club members and staff to understand their feelings about training and their implications for the sports club.
- Managers are often the ones that receive sports club member complaints or requests for improvement, which can serve as a basis for action.



Why should a sports club use this strategy?

- To retain participants by ensuring quality training and promoting equity among all groups.
- To acknowledge the diverse motivations of sports club members across different ages and engagement levels.



What are some examples of good practice?

Managers can make a list of who and how many people are involved in implementing the club health promotion plan. They can set up feedback boxes, anonymous feedback spaces on their website or social media pages and discussion groups to involve target populations and get their input.

As a manager in my club	As a member of the club's board
I can regularly question target populations about their needs or further involve them in the implementation, evaluation or communication of health promotion actions.	I must guarantee equity and inclusion in sports club activities by offering activities for different groups as well as ensuring each group's specific needs are considered.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Prioritize sports performance over general sports practice.	Ensure quality training for all age groups and levels, and equity in access to infrastructures.	Regularly organize discussion times or provide feedback opportunities with sports club members to acquire information about their needs and experiences.	Co-construct, co-plan and co-implement activities with sports club members and staff and develop health promotion programmes with them.



PLANNING

Include funding in your sports club's health promotion plan



How is this linked to what managers already do?

- Managers are responsible for the sports club's budget and expenses, as well as searching for additional funding.
- Managers must evaluate the resources available for the activities they are undertaking.



Why should a sports club use this strategy?

- To ensure the feasibility and sustainability of the health promotion actions undertaken by the sports club.
- To be able to link the objectives, activities and budget for an aligned and effective strategic plan.



What are some examples of good practice?

I can ensure that, when planning, a budget and an evaluation of human, material and financial resources are associated with each activity.

As a manager in my club	As a member of the club's board
I can plan the necessary budget for my health promotion actions and identify funding streams.	I must ensure alignment between activities and the budget when planning and search for supplementary funding, if necessary.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Ensure budgets exist for all trainings and competitions.	Ensure budgets exist for events or activities that promote health.	Identify funding streams which support health promotion activities and programmes and align with actions and goals.



PLANNING

Include the responsible persons in your sports club's health promotion plan

79



How is this linked to what managers already do?

- Managers know the people responsible for different tasks in the club, including board members.
- Managers are responsible for planning tasks, including volunteer allocation to specific duties.



Why should a sports club use this strategy?

- To have a strategic plan in terms of recruitment and retention of members and volunteers.
- To ensure sufficient human resources to deliver different activities and ensure volunteers are not overwhelmed.



What are some examples of good practice?

I can add the names of volunteers while planning different actions or share an Excel file with the number of volunteers needed for some actions, so they can register well in advance and add them to their agendas.

As a manager in my club	As a member of the club's board
I can recruit volunteers and include them in my planning of actions.	I am responsible for identifying the human resources required for each action and making sure that sufficient human resources are available.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
I plan for sufficient human resources to conform to sports regulations.	I recruit sufficient human resources to ensure a high quality of practice (i.e. training and competition).	I plan for human resources to conduct health promotion actions and identify volunteers' preferences for involvement.	In my planning season and for each activity, I have a list of tasks through which people can include themselves.



PLANNING

Include key steps in your sports club's health promotion plan



How is this linked to what managers already do?

- Managers are familiar with planning actions, defining key deadlines to achieve the sports club goals.
- Managers plan the sports season and anticipate needs and activities at the club member and administrative levels.



Why should a sports club use this strategy?

- To ensure proper preparation of health promotion activities and avoid poor implementation due to time limitations or shortfalls.
- To develop a realistic plan, including small steps and goals rather than one-off, short-term actions.



What are some examples of good practice?

I can use specific monitoring tools (e.g. dashboards) to develop timelines for evaluations of health promotion implementation and thus prioritize activities before, during and after implementation.

As a manager in my club	As a member of the club's board
I can establish a detailed schedule for health promotion actions and identify specific resource needs and a timeline for implementation.	I can divide actions into steps to be undertaken every three months over the sport season and build a long-term strategy by identifying small wins aligned with the sports club's objectives.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Plan key training activities over the sport season.	Plan key steps to achieve different health promotion activities over the sport season.	Develop a monitoring tool to help identify key steps before, during and after each activity, and plan the replication of successful activities for next season as a part of long-term implementation plans.



PLANNING

Encourage sustainable health promotion actions

81



How is this linked to what managers already do?

- Managers are experienced in establishing the feasibility of and planning their actions.
- Managers are responsible for the long-term planning of actions in their sports club.



Why should a sports club use this strategy?

- To consider long-term and sustainable implementation of health promotion practice.
- To decrease the long-term financial and human resource costs in health promotion development.



What are some examples of good practice?

I can take the time to develop, step by step, a plan to promote the health of sports participants, considering available resources and accounting for sustainability in planning (e.g. cost, environment, human resources).

As a manager in my club	As a member of the club's board
I can identify key factors and activities that will support sustainability.	I can encourage sports club staff to consider sustainability in their actions (e.g. costs, materials, recycling) by establishing a charter or including it in the sports club strategic plan.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Make a plan for continuous health improvements of sports club members.	When proposing health promotion actions, ensure they can be reproduced and identify key factors that strengthen these actions.	For each action or decision, ensure sustainability is considered and respected through a charter or strategic plan.



PLANNING

Plan future actions based on the monitoring of current actions



How is this linked to what managers already do?

- Managers regularly reflect on their actions and methods to consider how they can improve outcomes for sports club members.
- Managers refer to sports club members' experiences, feelings and existing knowledge in order to plan their actions and establish their long-term vision.



Why should a sports club use this strategy?

- To strategically build ongoing activities and achieve the best cost-benefit balance.
- To ensure continuity in sports club actions are aligned with the sports club's objectives and vision.



What are some examples of good practice?

I can have a reproducible Excel file with current actions and their successes and challenges, which can be integrated into the sports club's strategic plan.

As a manager in my club	As a member of the club's board
I can reflect and collect feedback on the effects of current and former health promotion actions and policies. I can integrate these to build good/best practices for future health promotion actions.	I can have a monitoring system evaluating current actions and reproduce the most interesting ones, as well as align them with future policies and a strategic plan.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
No action	Base actions on training achievements.	Base actions on previous health promotion initiatives and programmes.	Set up a system to monitor health promotion projects, communicating progress to club members to encourage and inspire them as well as obtaining their advice.



RESOURCES

Review financial resources available to invest in health promotion

83



How is this linked to what managers already do?

- Managers are experienced in identifying and monitoring funding calls or sponsorship opportunities.
- Managers are responsible for preparing the budget and estimating financial resources required to deliver the sports club's planned activities.



Why should a sports club use this strategy?

- To increase the resources available for health promotion.
- To showcase the club's achievements and gain visibility in funding calls.
- To support the club's development by successfully responding to funding opportunities.



What are some examples of good practice?

I can evaluate the financial requirements of each health promotion activity and identify suitable funding opportunities.

As a manager in my club	As a member of the club board
I can prepare funding applications for my sports club.	I can develop and maintain a repository of relevant funding opportunities, draft applications and assess their suitability for my club's goals.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Review resources dedicated to the quality of training.	Communicate available funding streams from various organizations.	Provide a list of funding opportunities and support staff or volunteers in drafting funding applications.	Evaluate the appropriateness of funding and provide guidance and training in designing quality proposals.



RESOURCES

Review current skills and knowledge available to invest in health promotion



How is this linked to what managers already do?

- Managers are experienced in identifying relevant skills and expertise among sports club members that can support health promotion.
- Managers are used to planning and evaluating the resources required for their club's activities, including the necessary knowledge and competencies.



Why should a sports club use this strategy?

- To recognize individual expertise.
- To ensure that actions are based on existing resources and knowledge.
- To merge actions or programmes on specific health topics under a health promotion umbrella.



What are some examples of good practice?

I can identify the skills and knowledge necessary to implement health promotion activities and look for individuals within the community that match needed profiles.

As a manager in my club	As a member of the club board
I can promote specific roles or tasks related to identified skills or identify specific training or mentoring activities for the club's volunteers.	I can maintain a database of individuals, including their knowledge and skills, to ensure quality in delivering health promotion activities.



How should this strategy be implemented?

Stage 1 Health promotion as an outcome of sport	Stage 2 Health promotion through sport	Stage 3 Health promotion in sport	Stage 4 Health promoting sport
Ensure funding for human and material resources which are dedicated to the organization of practice (i.e. training and competition).	Share a list of programmes and courses on health topics or health promotion.	Provide guidance and a checklist on the skills required to organize health promotion events.	Establish a directory of sports staff and volunteers in sports clubs who could support health promotion.

Conclusions

Promoting health in and through sports clubs is neither a uniform nor linear process, but rather a dynamic journey shaped by local context, available resources and specific stages of club development. This guide illustrates, through theory, case studies and practical tools, that every step toward health promotion matters. Regardless of where a club begins, each action, no matter how small, can contribute to building a more inclusive, supportive and health-enhancing sports environment.

While previous publications have focused on sports federations (34) and the role of coaches (35), this guide centres on the often under-utilized skills of sports club managers. Managers are not expected to carry the full responsibility for health promotion; instead, they play a strategic role within the broader sports club system. Rather than implementing every initiative themselves, managers can act as facilitators by connecting people, coordinating efforts and embedding health promotion into the club's daily operations and long-term vision. Health promotion should therefore not be regarded as an additional burden but as a strategic investment that aligns with the sports club's core mission and the role of managers. Healthier club environments contribute not only to improved athletic performance but also to member satisfaction and retention and stronger connections with the wider community.

Importantly, every club is different; what works in one sports club may not be suitable in another. Clubs vary in terms of size, structure, ownership of facilities and decision-making authority. Additionally, the various sports themselves differ in their characteristics, philosophies and cultures, which further shapes how health promotion can be approached. This guide recognizes these differences and offers flexible, adaptable tools to support management in identifying what is feasible and meaningful within their local context. The case studies offer examples of how strategies have been previously employed by sports club managers, allowing them to move from a passive to a comprehensive health promotion approach by systematically incorporating health promotion into all of the daily actions of sports club actors. Together, the strategies, observational tool and case studies offer potential plans of action, increasing the health promotion toolkit for sports club management. By utilizing practical tools, clubs can gain leverage for advocacy, funding applications and partnerships, which ultimately reinforces their role as key actors in promoting health through sport.

The journey toward becoming a health promoting sports club takes time and is a gradual process; the emphasis should be on continuous improvement rather than perfection. This guide aligns with global efforts in supporting health promotion by WHO, supporting system change from the global to local scale, including implementation resources for federations (34) and coaches (35), by offering club-level managers concrete and actionable ways to engage with health promotion.

By intentionally integrating health into everyday club life, managers can empower coaches, volunteers, families and participants, thereby enhancing the natural benefits of sport – supporting well-being, building stronger communities and contributing to a healthier, more resilient society.

In this way, step by step, intention can be translated into action, and action into a meaningful and sustainable impact for a more inclusive, empowering and supportive sports club.

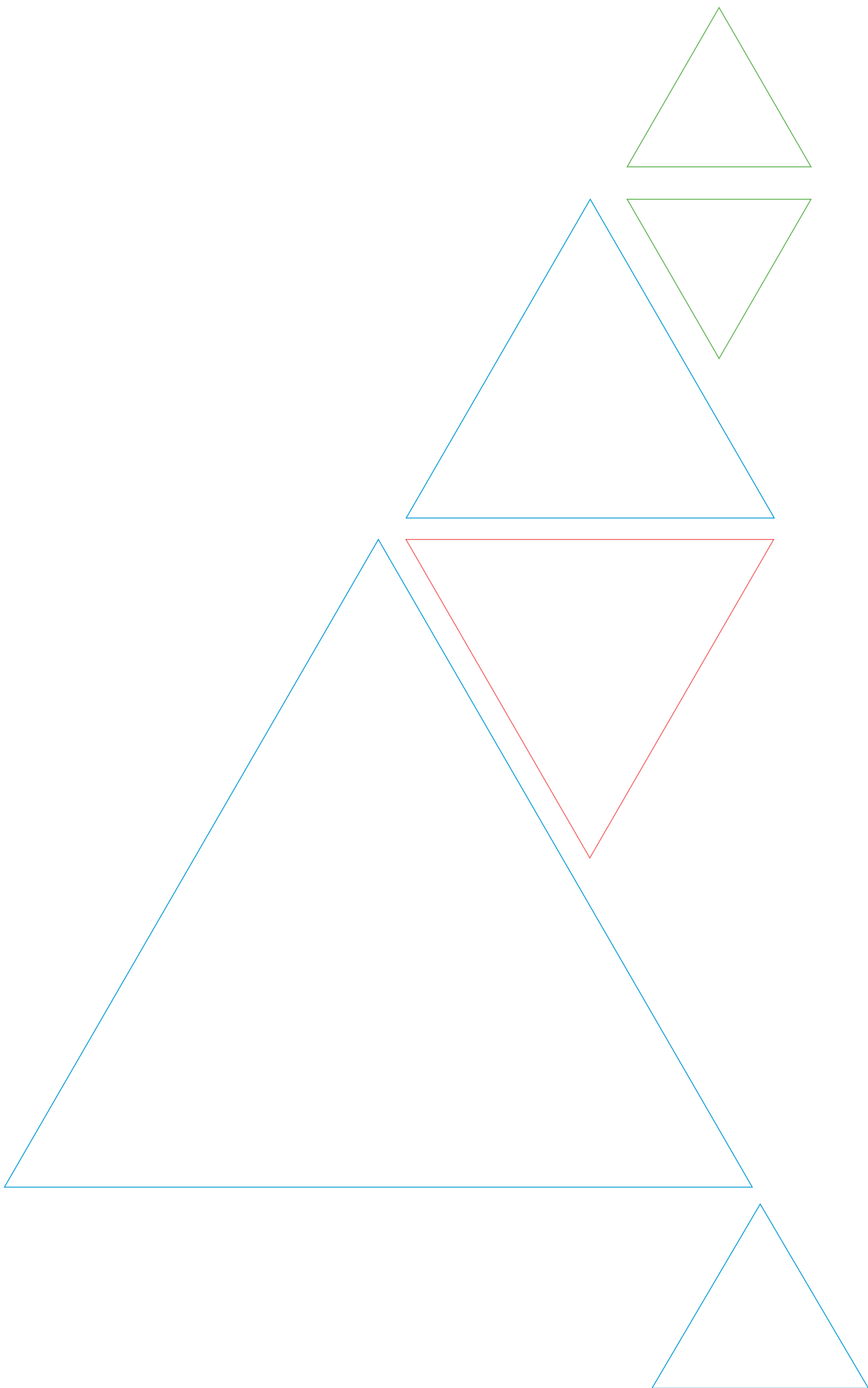
References¹

1. Health promotion glossary of terms 2021. Geneva, World Health Organization; 2021 (<https://iris.who.int/handle/10665/350161>). License: CC BY-NC-SA 3.0 IGO.
2. Johnson S, Vuillemin A, Epstein J, Geidne S, Donaldson A, Tezier B, et al. French validation of the e-PROSCeSS questionnaire: stakeholder perceptions of the Health promoting sports club. *Health Promot Int*. 2022;38(3):daab213. (<http://doi.org/10.1093/heapro/daab213>).
3. Ottawa Charter for Health promotion. World health. May 1987 (<https://iris.who.int/handle/10665/53166>).
4. Health-enhancing physical activity (HEPA) policy audit tool (PAT), version 2. Copenhagen: WHO Regional Office for Europe; 2015 (<https://iris.who.int/handle/10665/369593>).
5. Van Hoya A, Johnson S, Geidne S, Donaldson A, Rostan F, Lemonnier F, et al. The Health promoting sports club model: an intervention planning framework. *Health Promot Int*. 2021;36(3):811-23. (<http://doi.org/10.1093/heapro/daaa093>).
6. Middleton TRF, Dupuis-Latour J, Ge Y, Schinke RJ, Blodgett AT, Coholic D, et al. Stories of Identity from High Performance Male Boxers in Their Training and Competition Environments. *J Funct Morphol Kinesiol*. 2018;3(4):58. (<http://doi.org/10.3390/jfmk3040058>).
7. Elmoose-Østerlund K, Ibsen Bjarne. Introduction to the project: Social inclusion and volunteering in sports clubs in Europe. Odense: University of Southern Denmark; 2016 (https://www.sdu.dk/-/media/files/om_sdu/centre/c_isc/euprojekt/sivsce_introduction.pdf).
8. Kokko S, Donaldson A, Geidne S, Seghers J, Scheerder J, Meganck J, et al. Piecing the puzzle together: case studies of international research in health-promoting sports clubs. *Glob Health Promot*. 2016;23(1_suppl):75-84. (<http://doi.org/10.1177/1757975915601615>).
9. Sport and physical activity [website]. European Commission; 2022 (<https://europa.eu/eurobarometer/surveys/detail/2668>).
10. Kokko S. Sports clubs as settings for health promotion: Fundamentals and an overview to research. *Scand J Public Health*. 2014;42(15 suppl):60-5. (<http://doi.org/10.1177/1403494814545105>).
11. Van Hoya A, Lane A, Dowd K, Seghers J, Donaldson A, Ooms L, et al. Health promoting sports clubs: from theoretical model to logic model. *Health Promot Int*. 2023;38(2):daad009. (<http://doi.org/10.1093/heapro/daad009>).
12. Oja P, Titze S, Kokko S, Kujala UM, Heinonen A, Kelly P, et al. Health benefits of different sport disciplines for adults: systematic review of observational and intervention studies with meta-analysis. *Br J Sports Med*. 2015;49(7):434-40. (<http://doi.org/10.1136/bjsports-2014-093885>).
13. Eime RM, Young JA, Harvey JT, Charity MJ, Payne WR. A systematic review of the psychological and social benefits of participation in sport for children and adolescents: informing development of a conceptual model of health through sport. *Int J Behav Nutr Phys Act*. 2013;10(98):16. (<https://doi.org/10.1186/1479-5868-10-98>).

¹ All references were accessed on 10 August 2025.

14. Oja P, Memon AR, Titze S, Jurakic D, Chen ST, Shrestha N, et al. Health Benefits of Different Sports: a Systematic Review and Meta-Analysis of Longitudinal and Intervention Studies Including 2.6 Million Adult Participants. *Sports Med Open*. 2024;10(1):46. (<http://doi.org/10.1186/s40798-024-00692-x>).
15. Eather N, Wade L, Pankowiak A, Eime R. The impact of sports participation on mental health and social outcomes in adults: a systematic review and the 'Mental Health through Sport' conceptual model. *Syst Rev*. 2023;12(1):102. (<http://doi.org/10.1186/s13643-023-02264-8>).
16. Owen KB, Nau T, Reece LJ, Bellew W, Rose C, Bauman A, et al. Fair play? Participation equity in organised sport and physical activity among children and adolescents in high income countries: a systematic review and meta-analysis. *Int J Behav Nutr Phys Act*. 2022;19(1):27. (<http://doi.org/10.1186/s12966-022-01263-7>).
17. Geidne S, Quennerstedt M, Eriksson C. The youth sports club as a health-promoting setting: An integrative review of research. *Scand J Public Health*. 2013;41(3):269-83. (<http://doi.org/10.1177/1403494812473204>).
18. Schubring A, Bergentoft H, Caspers A, Jaczina K, Lundvall S, Jacobsson J, et al. Sustainable Elite Youth Sports: A Systematic Scoping Review of the Social Dimensions. *Sustain Dev*. 2025 (<https://doi.org/10.1002/sd.3526>).
19. Kelly B, Chapman K, King L, Hardy L, Farrell L. Double standards for community sports: promoting active lifestyles but unhealthy diets. *Health Promot J Austr*. 2008;19(3):226-8. (<http://doi.org/10.1071/he08226>).
20. Westberg K, Stavros C, Parker L, Powell A, Martin DM, Worsley A et al. Promoting healthy eating in the community sport setting: A scoping review. *Health Promot Int*. 2022;37(1):daab030. (<http://doi.org/10.1093/heapro/daab030>).
21. Wilczyńska D, Qi W, Jaenes JC, Alarcón D, Arenilla MJ, Lipowski M. Burnout and mental interventions among youth athletes: A systematic review and meta-analysis of the studies. *Int J Environ Res Public Health*. 2022;19(17):10662. (<http://doi.org/10.3390/ijerph191710662>).
22. Donaldson A, Nicholson M. Attitudes of sports organisation members to junk food sponsorship. *Public Health*. 2020;185:212-7. (<http://doi.org/10.1016/j.puhe.2020.04.043>).
23. Kokko S, Martin L, Geidne S, Van Hoya A, Lane A, Meganck J, et al. Does sports club participation contribute to physical activity among children and adolescents? A comparison across six European countries. *Scand J Public Health*. 2018;47(8):851-8. (<http://doi.org/10.1177/1403494818786110>).
24. Van Hoya A, Heuzé JP, Van den Broucke S, Sarrazin P. Are coaches' health promotion activities beneficial for sport participants? A multilevel analysis. *J Sci Med Sport*. 2016;19(12):1028-32. (<http://doi.org/10.1016/j.jsams.2016.03.002>).
25. Van Hoya A, Johnson S, Geidne S, Vuillemin A. Relationship between coaches' health promotion activities, sports experience and health among adults. *Health Educ J*. 2020;79(7):763-4. (<https://doi.org/10.1177/0017896920919777>).
26. Van Hoya A, Heuzé JP, Meganck J, Seghers J, Sarrazin P. Coaches' and players' perceptions of health promotion activities in sport clubs. *Health Educ J*. 2018;77(2):169-78. (<https://doi.org/10.1177/0017896917739445>).

27. Lane A, Murphy N, Regan C, Callaghan D. Health promoting sports club in Practice: A Controlled Evaluation of the GAA Healthy Club Project. *Int J Environ Res Public Health*. 2021;18(9):4786. (<http://doi.org/10.3390/ijerph18094786>).
28. Van Hoya A, Sarrazin P, Heuzé JP, Kokko S. Coaches' perceptions of French sports clubs: Health-promotion activities, aims and coach motivation. *Health Education Journal*. 2014;74(2):231-43. (<https://doi.org/10.1177/0017896914531510>).
29. Hodder RK, O'Brien KM, Al-Gobari M, Flatz A, Borchard A, Klerings I, et al. Interventions implemented through sporting organisations for promoting healthy behaviour or improving health outcomes. *Cochrane Database Syst Rev*. 2025;1(1):CD012170. (<http://doi.org/10.1002/14651858.CD012170.pub2>).
30. Caspersen CJ, Powell KE, Christenson GM. Physical activity, exercise, and physical fitness: definitions and distinctions for health-related research. *Public health Rep*. 1985;100(2):126-31. (<https://pmc.ncbi.nlm.nih.gov/articles/PMC1424733/>).
31. Vella SA, Schweickle MJ, Sutcliffe J, Liddelow C, Swann C. A Systems Theory of Mental Health in Recreational Sport. *Int J Environ Res Public Health*. 2022;19(21):14244. (<http://doi.org/10.3390/ijerph192114244>).
32. Triantafyllidis S, Mallen C, editors. Sport for sustainable development: An Introduction. London: Routledge; 2022 (https://www.taylorfrancis.com/books/edit/10.4324/9781003128953/sport-sustainable-development-stavros-triantafyllidis-cheryl-mallen?_ga=595699498.1682726400).
33. Whitelaw S, Baxendale A, Bryce C, MacHardy L, Young I, Witney E. 'Settings' based health promotion: a review. *Health Promot Int*. 2001;16(4):339-53. (<http://doi.org/10.1093/heapro/16.4.339>).
34. Inclusive, sustainable, welcoming national sports federations: health promoting sports federation implementation guidance. Copenhagen: WHO Regional Office for Europe; 2023 (<https://iris.who.int/handle/10665/370624>). License: CC BY-NC-SA 3.0 IGO.
35. Be an empowering and supportive coach: Health Promoting Sports Coach implementation guide. Copenhagen: WHO Regional Office for Europe; 2024 (<https://iris.who.int/handle/10665/378473>). License: CC BY-NC-SA 3.0 IGO.
36. Geidne S, Ericson H, Quennerstedt M, Van Hoya A. Health Promotion and Sports. In: Liamputtong, editor. *Handbook of Concepts in Health, Health Behavior and Environmental Health*. Singapore: Springer; 2025. (https://link.springer.com/rwe/10.1007/978-981-97-0821-5_84-1).
37. Healthy Sports Clubs [website]. Monash Health (<https://monashhealth.org/services/health-promotion/healthy-sports-clubs/>).
38. Johnson S, Van Hoya A, Geidne S, Donaldson A, Rostan F, Lemonnier F, et al. A Health promoting sports club framework: strategies from the field. *Glob Health Promot*. 2024;31(1):85-90. (<http://doi.org/10.1177/17579759231195562>).



The WHO Regional Office for Europe

The World Health Organization (WHO) is a specialized agency of the United Nations created in 1948 with the primary responsibility for international health matters and public health. The WHO Regional Office for Europe is one of six regional offices throughout the world, each with its own programme geared to the particular health conditions of the countries it serves.

Member States

Albania
Andorra
Armenia
Austria
Azerbaijan
Belarus
Belgium
Bosnia and Herzegovina
Bulgaria
Croatia
Cyprus
Czechia
Denmark
Estonia
Finland
France
Georgia
Germany
Greece
Hungary
Iceland
Ireland
Israel
Italy
Kazakhstan
Kyrgyzstan
Latvia
Lithuania
Luxembourg
Malta
Monaco
Montenegro
Netherlands (Kingdom of the)
North Macedonia
Norway
Poland
Portugal
Republic of Moldova
Romania
Russian Federation
San Marino
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
Tajikistan
Türkiye
Turkmenistan
Ukraine
United Kingdom
Uzbekistan



World Health Organization Regional Office for Europe

UN City, Marmorvej 51,
DK-2100, Copenhagen Ø, Denmark
Tel.: +45 45 33 70 00
Fax: +45 45 33 70 01
Email: eurocontact@who.int
Website: www.who.int/europe

WHO/EURO:2025-12704-52478-81014 (PDF)