

**POLICY PROGRAMME
TOWARDS**

2030



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**POLICY PROGRAMME
TOWARDS
2030**

***SPORT SHOULD BE
IMPORTANT THROUGHOUT
OUR LIVES***



**STRONG CLUBS AND
COMMUNITIES**

... where volunteering is easy and meaningful. We want to ensure that our sports clubs are thriving in the future and that sport is an attractive arena for developing coaching and leadership skills.

**ATTRACTIVE SPORTS
ENVIRONMENTS FOR CHILDREN
AND YOUNG PEOPLE**

... where everyone has access to sports communities and can shape the way they participate in sport. We want to nurture talent and provide flexible, leading-edge programmes to engage and activate young people.

**SPORT IS PLAYING
ITS PART**

... by addressing big societal challenges through sports communities. In addition to taking responsible action on the climate, the environment and vulnerable groups, we want to lead the way in diversity and sport integrity.

**WE WANT TO PROMOTE
VOLUNTEERING**

Local skill development
Recruitment of staff to support volunteering
Reducing bureaucracy

**WE WANT TO DEVELOP SPORTS
ENVIRONMENTS FOR YOUNG PEOPLE**

Youth participation in decision making
New types of competition

**WE WANT TO PRIORITISE TALENT
DEVELOPMENT**

Talent initiatives and collaboration with Team Danmark

**WE WANT TO STRIVE FOR
RESPONSIBILITY IN SPORT**

Green transition
Social responsibility and wellbeing
Integrity and international sports policy

KEY TOOLS:

DIGITAL DEVELOPMENT // CROSS-CUTTING COOPERATION // LEADERSHIP & ORGANISATIONS // WORKING WITH EXTERNAL STAKEHOLDERS



POLICY PROGRAMME TOWARDS 2030

The National Olympic Committee and Sports Confederation of Denmark (DIF) have a vision and a mission to create communities, dynamism and cohesion to strengthen both individuals and society overall. Together, our vision and mission describe the direction we would like to head with DIF sport as a whole. Including beyond 2030.

WE ARE DIF SPORT

As the National Olympic Committee and member organisation for 62 federations comprising nearly 8,500 clubs and associations and more than two million members, DIF sport is perfectly placed to further the development of sport and sports clubs and associations in Denmark and to play an important role in Danish society. With our size and reach, we feel a keen desire and duty to be a dynamic and unifying force in Denmark. This policy programme is for DIF sport in its entirety, i.e. for all of its members, clubs and associations, and federations, and for DIF itself. So by “we”, we mean DIF sport as a whole.

THE ROLE OF SPORT

DIF sport encompasses 79 different land, water, and air-based sports. DIF sports is built on the efforts of thousands of volunteers who each and every day bring together children,

young people and adults of all ages and sexes in local club communities. Every day children, sports hobbyists, young talent and elite athletes stand side by side in DIF’s clubs and associations and at its events. As a National Olympic Committee and organisation representing elite sport, our goal is to give every child and young person the opportunity to nurture their talent – and maybe even win a gold medal for Denmark, their hometown or their club.

BUILDING ON EXISTING INITIATIVES

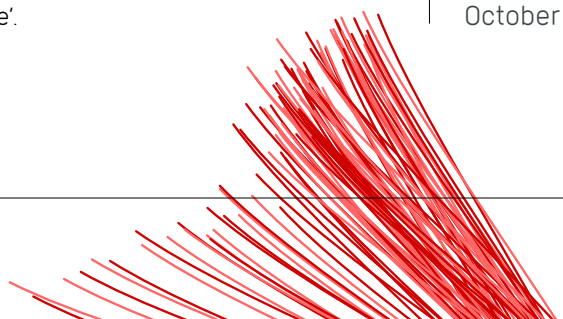
Our policy programme towards 2030 builds on 128 years of Danish sports history and the history of its clubs and associations, making it a direct continuation of previous policy programmes and strategies. Our vision and mission remain unchanged. Towards 2030 we want to progress with our endeavours towards ‘Strong Clubs and Communities’, ‘Attractive Sports Environments for Children and Young People’ and ‘Responsibility in Sport’. This means pressing on with the important task of lowering barriers for adult participation in sport as part of the ‘Move for Life’ initiative. Of course we will also continue our important work for children, encapsulated in ‘DIF’s National Vision Statement on Children and Young People’ and the national campaign ‘Future of Sport for Children and Young People’.

NEW FOCAL POINTS TOWARDS 2030

Our policy programme zeroes in on volunteering, young people, talent development and social responsibility. To achieve success in these areas, we also want to acquire new skills and improve our capability within the key tools of digital development, cross-cutting cooperation, management and organisation, and working with external stakeholders. Our endeavours in DIF sport, however go beyond these selected focal points. We will continue to develop and maintain DIF sport as a whole for the benefit of our members, volunteers and society at large. What we are seeking to do is to prioritise these specific focal points in the period towards 2030. We feel that by doing that, we can further strengthen sport, encourage engagement in sport and improve responsibility in sport.

MANAGEMENT BOARD

Sports Confederation of Denmark
October 2024





VISION

Sport should play an important role throughout our lives – in communities on and off the sports field and through experiences that inspire and bring the people of Denmark together.



MISSION

DIF gets Denmark moving through sport, volunteer work and fun. Our wealth of sports and diverse culture of sports clubs produce great achievements and strengthen social cohesion.

STRONG CLUBS AND COMMUNITIES

... where volunteering is easy and meaningful. We want to ensure that our sports clubs are thriving in the future and that sport is an attractive arena for developing coaching and leadership skills.

WE WANT TO PROMOTE VOLUNTEERING

VOLUNTEERING IS UNDER PRESSURE BUT THERE IS BIG POTENTIAL

Despite a growing membership, permanent volunteers are becoming fewer in number and clubs and associations point out that attracting volunteers is a major challenge for them. Fortunately there are plenty of people in Denmark who are keen to work in a volunteering capacity, so there is considerable potential out there. However clubs and associations are looking for permanent volunteers, whereas many Danes would prefer to be volunteers on an occasional basis. To make use of this large potential pool of helpers, we need to involve more occasional volunteers and enhance the appeal of working in a volunteer leadership or coaching role.

44%

of clubs and associations are having difficulty attracting volunteers to sit on boards and committees.

11%

of the population do not currently work as a volunteer but would like to.



INITIATIVES TOWARDS 2030

STRONG SKILLS DEVELOPMENT AS A FOUNDATION FOR LOCAL VOLUNTEERING

One of DIF sport's biggest tasks is to support and develop the skills of local volunteers by providing training, feedback and workshops to improve clubs and associations and better equip them for the future.



WE WANT TO:

- boost development of local skills and focus on lasting change so that it leads to greater local impact.

Our efforts will centre on stronger implementation of our well-known concepts and more guided local initiatives, which will boost the recruitment of volunteers, and improve the management and quality of clubs and associations locally.

UPSKILLING TO STRENGTHEN VOLUNTEER COACHES

Many club and association volunteers are coaches, so motivating them and honing their skills is crucial. We need to buttress the foundation for children's and young people's sport by placing the focus on training and competition environments that are nurturing, motivating and respectful.



WE WANT TO:

- use our online upskilling course for coaches to create a movement among sports coaches for children and young people in Denmark that focuses on skills development and acknowledgement of the fantastic work they do.

BOOSTING VOLUNTEERING BY INCREASING STAFF

Having greater numbers of loosely affiliated volunteers means we need more and better qualified coordinating roles. We know that just one sports club employee can be pivotal in engaging more volunteers.



WE WANT TO:

- increase recruitment in clubs and associations and create models allowing smaller clubs to share staff.
- gain municipal support for employees, which could provide impetus for volunteering in clubs and associations.
- promote the positive examples of models for supporting volunteering from DIF's funded projects such as DIF Get2-Sport and Future of Sport for Children and Young People.

SPORT SHOULD BE UNBUREAUCRATIC

The number of bureaucratic hurdles for volunteers in clubs and associations is mentioned as a primary obstacle to engaging and motivating volunteers.



WE WANT TO:

- dismantle and prevent bureaucratic legal and administrative hurdles both in Denmark and the EU.
- review our own regulations, processes and digital tools in DIF and its federations to reduce administrative hurdles for federations, associations and clubs.

ATTRACTIVE SPORTS ENVIRONMENTS FOR CHILDREN AND YOUNG PEOPLE

... where everyone has access to sports communities and can shape the way they participate in sport. We want to nurture talent and provide flexible and leading-edge programmes to engage and activate young people.

MORE YOUNG PEOPLE IN SPORT AND BETTER SPORTS ENVIRONMENTS

SPORT HAS THE POTENTIAL TO DO MORE FOR MORE YOUNG PEOPLE

Participation in sports clubs declines steeply from the age of twelve – a trend we need to alter. The general welfare of children and young people is increasingly coming under scrutiny and adolescent welfare is especially under pressure. We know that being active in a sports club has a beneficial effect on wellbeing, so sport has huge potential to make a difference to the lives of all children and young people. Sports clubs offer children and young people physical communities and close contact with peers, important adults and role models. They also provide the opportunity to grow and develop in a safe setting.

Sports communities should be able to accommodate the needs of all children and young people. We need to continue developing positive spaces for children and young people and at the same time promote the creation of new, different types of activity programmes, reinforce communities, support skill development and increase participation in decision making so that more children and young people are motivated to become active in sport and sports clubs.



INITIATIVES TOWARDS 2030

DEVELOPMENT OF SPORTS ENVIRONMENTS FOR YOUNG PEOPLE

Sports clubs are a vital part of many children and young people's lives and there are many positive aspects to environments for children and young people. Nonetheless we need to explore and devise new, different frameworks for motivating even more children and young people to engage in sport as part of a club.



WE WANT TO:

- put into practice what we learn from the project 'Future of Sport for Children and Young People' which could contribute to attractive, flexible sports environments for the youth.
- commit to focusing on developing and enhancing sports environments for children and young people, including devising new, different types of activities and improving coaching skills.

CLEAR INVOLVEMENT OF YOUTH IN DECISION MAKING

Involving young people is good for their wellbeing and motivation in sport and they are keen to participate and take on responsibility. Involving them to a greater extent will not only benefit their wellbeing and boost their motivation but will also add their voice and contribute resources to sport as a whole.



WE WANT TO:

- strive for young people to have a say in committees and management committees in DIF and the federations and we want to make it easier for management committees to welcome young people.
- promote talent development to also accommodate youth leaders off the sports field and make it more attractive for young people to take on management responsibility in clubs and associations.

TYPES OF COMPETITION TO SUIT ALL YOUNG PEOPLE

The number one motivation factor for young people in sport is the chance to improve in a safe and comfortable community, while competing means less to a large number of young people active in sports. With the aim of creating more attractive and inclusive sport for children and young people, we want to develop new types of competition and to revise existing regulations so that they accommodate a larger group of young people.



WE WANT TO:

- step up our efforts to analyse, test and develop new competitive structures for children and young people.
- push for all relevant federations revise their competitive structures.

FUTURE OF SPORT FOR CHILDREN AND YOUNG PEOPLE

With the help of funding from the A.P. Møller Foundation, DIF is rolling out an online upskilling course in 2023–2027 for 80,000 sports coaches and to establish 10 local innovation hubs and 15 club laboratories with a view to discovering new ways of improving sport for children and young people.



DIF's National Vision Statement on Children and Young People constitutes DIF sport's overarching values and ethical guidelines for work with children and young people.

Find out more.



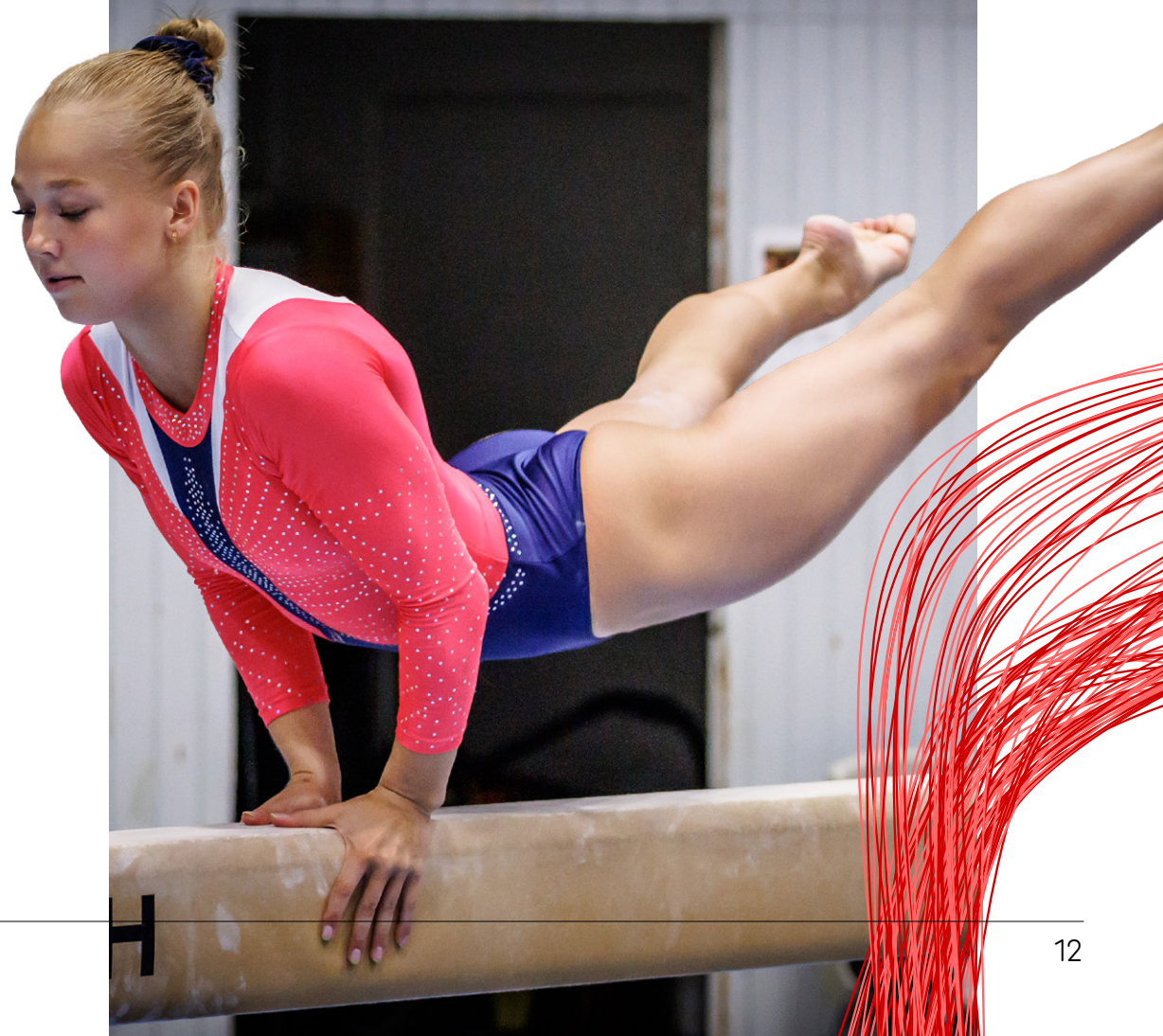
WE WANT TO PRIORITISE TALENT DEVELOPMENT

SHARPER FOCUS ON FOSTERING TALENT IS CRUCIAL

A sharper focus on fostering talent in Danish sport is crucial for our continued success in international sport.

With a population of just six million, Denmark has to spot and nurture talent from a relatively small pool of people. This means we have to use a targeted approach and prioritise our resources.

Although ours is a small country, we have an impressive track record of nurturing our talented sports people and making them into world-class athletes. It is important to continue this tradition and help everyone in Denmark to reach their full potential. This requires a long-term, structured approach to talent development with collaboration across the federations and institutions.



INITIATIVES TOWARDS 2030

TALENT DEVELOPMENT IN THE FEDERATIONS

We are striving to create attractive environments in which to foster talent, where talented young people can benefit from an environment geared towards nurturing and top-notch coaching.



WE WANT TO:

- draw up concrete talent development strategies with plans for developing coaching and for talent environments.
- collaborate with continuation schools focusing on sport, municipalities, education institutions and other relevant partners.
- prioritise measures that focus on the joy of sport, the transition of athletes and general skill building, and that take into account the youth culture the talented youngsters will develop in.

WORLD-CLASS COACHING

World-class coaching is a prerequisite for athletes to develop and thrive in their talent environments.



WE WANT TO:

- raise standards by focusing on coach development.
- concentrate efforts on certified coaches and focus on organising and recruiting highly qualified coaches to Danish talent development environments.

CLOSE COOPERATION WITH TEAM DENMARK

The defining feature of Danish talent development should be attractive, high-quality environments allowing the greatest potential number of young people to develop to their greatest potential. We want to more extensively coordinate and use the knowledge built up by DIF and Team Denmark.



WE WANT TO:

- ensure support and feedback to federations that focus on talent development.

INTERESTING FACTS

- In 2023 Danish athletes won as many as 145 World Championship, European Championship and European Games medals.
- Denmark is below average in international benchmarks for financial support, coach development and facilities.
- There are 24 Team Denmark elite municipalities spread across Denmark.

Talent development is the systematic efforts by a particular sport and its talent development environment to nurture a talented person's personal, social and sporting skills so that they can function as a whole person and over time attain a world-class level as a senior athlete.

RESPONSIBILITY IN SPORT

... addressing big societal challenges through sports communities. We want to take responsible action on the climate, the environment, and vulnerable groups, and to lead the way in diversity and sport integrity.



WE WANT TO STRIVE FOR RESPONSIBILITY IN SPORT

Sport and sports clubs are a cornerstone of society. As providers of sports activities and local communities all year round, clubs are an invaluable part of society. There is a strong expectation for sport to take on social responsibility, which is what several federations are doing, for example, through special initiatives for people unaccustomed to sport, for the chronically ill, and for employment, the climate, biodiversity and much more. We would like to be a responsible organisation and to continue to improve the way we use the opportunities afforded by sport to make a difference to society. We have chosen to structure this responsibility through the recognised environmental, social, governance (ESG) framework.

We will implement and support initiatives for the benefit of the climate, the environment, the social role of sport, and democracy, integrity and leadership in sport.



50%

REDUCTION OF DIF'S CARBON FOOTPRINT

DIF has signed the UN Sports for Climate Action Framework, thus committing to halve its carbon footprint by 2030 compared with 2019, when DIF's carbon footprint was 3,632 tonnes of CO₂e.

Find out more about DIF's action on climate and sustainability.



SPECIAL INITIATIVES

Find out more about existing social initiatives launched by DIF:

- Starting Block
- DIF get2sport
- DIF Soldier Project
- Veteran Match
- DIF Innovation Lab

SUPPLEMENTARY REPORTS

Read DIF's annual ESG and responsibility report.

WHAT DOES ESG STAND FOR?

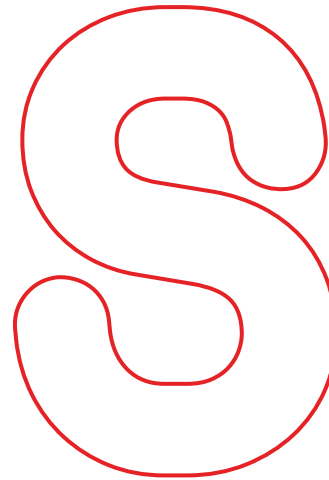
ESG stands for environmental (climate and environmental impact), social (social impact) and governance (democracy, integrity and leadership). ESG is a way of structuring an organisation's approach to social responsibility. It is also a set of standards for reporting on how responsibly companies, authorities and organisations are operating.





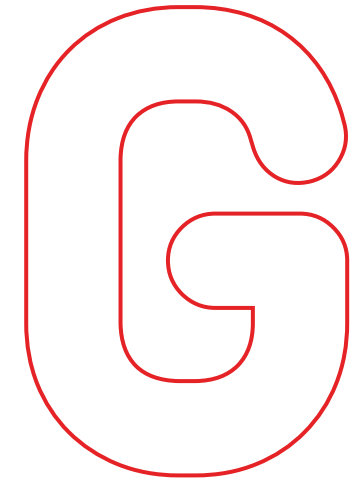
CLIMATE AND ENVIRONMENT

We have a duty to make an ambitious effort to reduce the carbon footprint of sport. All sorts of people are engaged in bringing about the green transition and sport has the unique potential to give members local opportunities to act. We will continue to launch initiatives to reduce the carbon footprint of DIF's activities and events and those of its federations. Going one step further, we will also launch initiatives to support the green transition in sports clubs.



SOCIAL INITIATIVES

Sport should be accessible to everyone, which is why we have schemes targeting children and young people living in disadvantaged neighbourhoods and from minority groups. We also want to support sports communities by helping vulnerable target groups, as we are already doing through our national initiatives for injured veterans and marginalised young people who are uneducated or unemployed. We will carry on with our present work and continually apply what we learn from our experience to other target groups.



DEMOCRACY, INTEGRITY AND LEADERSHIP

Sport clearly has a responsibility to demonstrate its accountability. DIF will continue to safeguard the integrity of sport and to ensure a secure legal framework for its members, associations and federations through its match-fixing committee, anti-doping committee, sport anti-doping committee, DIF's appeal board and the ethics committee. DIF will also continue to develop management diversity in DIF and its federations and to fight for democratic values in international sports organisations.

INITIATIVES TOWARDS 2030

SPORT SHOULD PLAY ITS PART IN THE GREEN TRANSITION

We have a duty to reduce our carbon footprint and support the green transition in all sports



WE WANT TO:

- reduce DIF's carbon footprint by 50% compared to 2019 and to ensure that all parts of the organisation address climate and sustainability.
- establish partnerships with the municipalities and KL – Local Government Denmark (KL) to support local collaboration on the green transition.
- launch a major national initiative enabling concrete measures to reduce the carbon footprint of sports clubs.

SPORT FOR EVERYONE

Everyone should have equal access to sports communities and sport should do its bit to support vulnerable groups in society.



WE WANT TO:

- strengthen and anchor existing social initiatives in DIF and the federations.
- support new initiatives by the federations aimed at people who are not active in sport or sports clubs and thus reduce inequity in sports participation.
- develop a new welfare model to support our efforts towards wellbeing and the development of healthy communities for children and young people. The welfare model should function as a reference work, i.e. a source of knowledge, inspiration and guidance for all.

SPORT MUST TAKE ON MORE RESPONSIBILITY

Sport must be built on a foundation of responsibility and must ensure that all members feel safe when they participate in sport.



WE WANT TO:

- seek greater influence in international organisations and federations with the aim of fulfilling goals in DIF's international strategy to increase responsibility, sustainability and transparency in international sport.
- further develop our ESG and responsibility reports with the aim of increasing the transparency, knowledge base and social values in sport.
- establish a central point of access that federations, clubs and associations, municipalities, and sports practitioners can refer to in the case of challenges involving severe mistreatment, such as abusive behaviour, sexual violation, digital abuse, severe bullying, violence or harassment.

KEY TOOLS

DIGITAL DEVELOPMENT

CROSS-CUTTING COOPERATION

Leadership & ORGANISATION

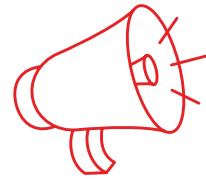
WORKING WITH EXTERNAL STAKEHOLDERS



DIGITAL DEVELOPMENT

BETTER DIGITAL SERVICES AND A SOLID DATA FOUNDATION

We are one of the most digitalised countries in the world and our citizens naturally expect better digital services in sport. Today, few federations know their members and volunteers individually and many thus have to base their activities on a narrow dataset. We need improved data services and a solid and secure data foundation to be able to develop better sports opportunities, support volunteering and measure what creates value.



TOWARDS 2030 WE WANT TO:

- improve central, digital advisory services for our federations and create economies of scale in relation to agreements, protection of data and contracts with suppliers, while also advancing knowledge sharing across federations and increasing familiarity with digital business models.
- modernise our central association register by establishing a solid common data foundation in the form of a sports ID shared across the clubs, associations and federations.
- explore and use options within AI that could benefit members, volunteers, associations and federations in the world of sport.

'ENHANCING OUR MEMBERS' EXPERIENCE'

We want to continue our efforts to achieve DIF's 2022 digital strategy:

Enhancing our members' experience.



GOAL

We want to upgrade our digital skills and create a solid data foundation to improve sport for our members, associations and federations.



CROSS-CUTTING COOPERATION

COOPERATION MAKES US STRONGER AND MORE ROBUST

Comprising 62 federations, 79 sports and nearly 8,500 associations, DIF sport has a wide reach and a high level of diversity. Its decentralised structure means that the federations and associations have important insight into their particular sport and are close to clubs and practitioners. We want to complement the decentralised structure by creating optimum conditions for cooperation across the board so that the federations and associations can join forces on initiatives and resources and be more resilient in the case of changes.



TOWARDS 2030 WE WANT TO:

- establish a better and wider range of sports through common strategic measures across the federations.
- increase the number of shared employees across the federations and associations.
- increase incentives for cooperation between the federations by adjusting membership records
- increase development and learning through more shared development projects.
- continue to adapt services and expert support provided by DIF to the federations.

INTERESTING FACT

- A federation typically has four full-time employees.
- A third of the federations have just one or two employees.
- Four shared employees who work for more than one federation.



GOAL

We want to advance Danish sport by sharing initiatives and resources across the federations and associations.



LEADERSHIP & ORGANISATION

GOOD LEADERSHIP IS THE BASIS FOR DEVELOPING SPORT

The success of our aspirations for the advancement of Danish sport is contingent on DIF, the federations and the associations and clubs striving to demonstrate and build world-class leadership in sport. We attract, nurture and engage talented leaders because sport is a natural area to hone leadership skills that are relevant to the leaders of today and tomorrow.

Our dedication to good leadership should lead to better decision making and greater stability and efficiency in DIF, the federations and associations and clubs, making it more attractive to be in a management role.

With energetic, diverse leadership that succeeds in setting the direction, engaging and taking action, we will create a strong foundation for future sport.



TOWARDS 2030 WE WANT TO

- launch 'Management principles for sport' to establish clear guidelines for management in sport and provide concrete recommendations for developing leaders and management boards in DIF, federations and clubs and associations.
- increase our focus on leadership quality and stability in the federations by means of skill development, regular evaluations and feedback.
- develop awareness of sport as an attractive arena to foster management skills recognised by the employment market, especially to attract young leaders.

VOLUNTEERING

The experience of volunteering in sport imparts collaborative, communication and organisational skills.



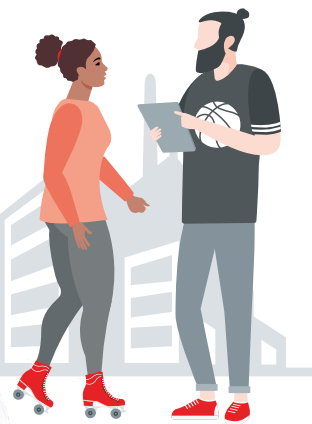
GOAL

We want to create robust and sustainable organisations and associations through an inspiring management culture in which members, volunteers and employees experience competent and committed leaders.

WORKING WITH EXTERNAL STAKEHOLDERS

WE COOPERATE ACROSS THE BOARD

DIF sport intersects with all areas of society, and club sport is dependent on frameworks established by national and local government. Thus DIF wants to continue to strive for financial support for sport, better physical facilities, and access to nature. To reach the goals in our policy programme, we need to work together with external stakeholders, whether through the political system, civil society, foundations or commercial actors.



TOWARDS 2030 WE WANT TO

- optimise representation of our political interests so that DIF sport is more clearly heard in national and local government, strengthening the framework for sport and sports clubs.
- join DGI in entering binding cooperation agreements with the largest municipalities in the country, allowing us to reach 1.7 million people and significantly widen our influence at local political level.
- continue our close cooperation with DGI. This is crucial for Danish sport to be able to achieve its full potential with regard to the different sports, associations and clubs, and political leverage.
- work together with foundations and commercial actors to get better at what we do and improve our activities, communities and access to sport.
- build and reinforce alliances with international organisations and federations to increase global influence and promote the interests of Danish sport.



GOAL

We want to improve conditions for sport and boost its importance for society by cooperating with public and private institutions that share our aspirations and visions.

IMPLEMENTATION

HOW WE WILL WORK WITH OUR POLICY PROGRAMME

Policy Programme



FEDERATIONS AND STRATEGY AGREEMENTS

The policy programme sets the framework for the strategic measures chosen by the federations towards 2030.

The federations prioritise the measures that offer them the greatest strategic value and these measures are financially backed via strategy agreements. Ultimately the federations play an instrumental role in implementation of the policy programme.



INITIATIVE FUND

The policy programme is also implemented by the federations through development projects financed by the initiative fund. The purpose of the fund is to support experimental development measures, both within the context of the policy programme and in terms of any needs that arise in the process.

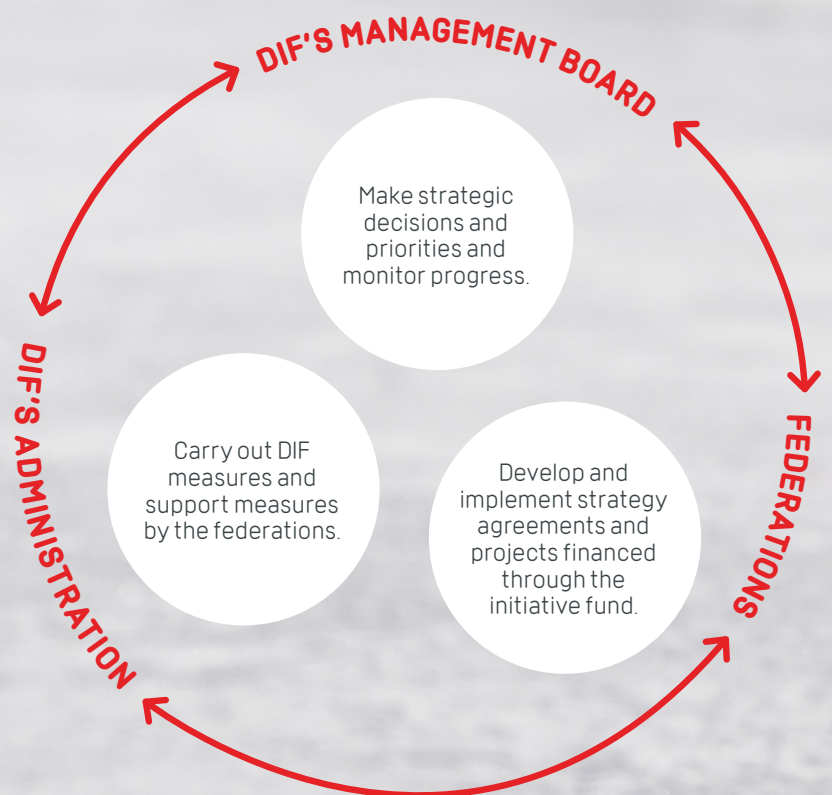
The projects are carried out by individual federations and jointly by several federations. Their prime objective is to test ideas before they are anchored in strategies.



DIF INITIATIVES

The policy programme is also implemented through initiatives driven by DIF, which include initiatives for improving services offered to the federations, developing sport, protecting political interests, working with external stakeholders, building knowledge, external communication and financial management. DIF's social initiatives, initiatives funded by foundations, and national events also contribute towards fulfilment of the goals in our policy programme.

THE POLICY PROGRAMME IS BROADLY ANCHORED IN DIF SPORT



DIF INITIATIVES	STRATEGY AGREEMENTS	INITIATIVE FUND
Carried out by DIF, with semi-annual reporting on goals and plans.	Performed by the federations, with semi-annual reporting of target achievement.	Deployed by the federations and reported on at the end of the project.
DIF	FEDERATIONS	





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