

**ALL – IN |**

**Developing Pathways of Lifelong Physical Activity for People with a Disability in Europe**



**KNOWLEDGE HUB**  
**COMPETITION**  
**Exploitation Guidelines**

# Knowledge Hub

# Exploitation Guidelines

## Competition

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# Section One

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## Introduction

### i. The ALL>>IN Project

The ALL»IN PROJECT is co-funded as part of the Erasmus+ programme of the European Union and was developed to establish a cross-sectoral cooperation model at a European sub-regional level that allows for integrated pathways of lifelong physical activity for people with a disability.

The project was led by Parasport Sweden with a strong partnership which includes Parasport Denmark, the Finnish Paralympic Committee, the Finnish Sports Association for Persons with Disabilities, Laajasalo Folk School (FIN) the Icelandic Sport Organisation for the Disabled and Paralympic Committee, the Norwegian Olympic and Paralympic Committee and Confederation of Sports, the Norwegian Ski Federation, the City of Östersund (SWE), Mid-Sweden University, the Swedish Confederation of Sport, the European Observatoire of Sport and Employment, the European Paralympic Committee and SPIN Sport Innovation (DE), with the intention of establishing such a model in the Nordic Region.

The project calls for a holistic approach at a trans-national level; with a clear strategic view and practice-based problem-solving. The ALL»IN PROJECT takes on these needs and establishes a cross-sectoral cooperation model at a European sub-regional level that develops, exploits and implements good practices for integrated pathways of lifelong physical activity for people with a disability.

With it, the project addresses both solutions for current weakness in superordinated governance in disability sports and develops practice-based creative solutions for individual, but highly connected challenges. For it, a cross-sectoral team of local to national stakeholders from the entire Nordic sub-region, enriched by experts and European organisations, collaborates through five Knowledge Hubs in the areas of: Marketing; Recruitment; Competition; Education; and Governance.

The Knowledge Hub concept encourages collaboration through a focus on strategic topics of collaboration, strengthening the organisation both in terms of knowledge exchange and joint initiatives in a structured manner, which sees the cooperation move from a 'macro' level approach of discussion and agreement to a 'micro' level approach of implementation. Pledging to work together to develop a Knowledge Hub allows the organisations to highlight and

efficiently use the resources they have within the group, and to select and commit personnel to topics whilst defining clear micro level objectives and intended impacts to affect the overall macro level goals.

All outcomes are processed into transferable learning elements to be exploited by single organisations or other sub- and macro-regions in Europe. The vision is that the ALL»IN PROJECT will help disability sport stakeholders to establish cross-sectoral pathways at a trans-national level and that these create sustainable higher day-to-day participation in sports and lifelong physical activity for people with a disability.

### ii. Knowledge Hubs

#### The Knowledge Hub Process

In order to support the practical implementation of the Knowledge Hub activities the project partners sought to develop a sustainable and transferable model which would guide the process of setting up and managing a Knowledge Hub process, compare it to academic standards and provide the results of experiential learning as a result of implementing the methodology through the project.

#### The Knowledge Hub Process; An Overview

As emphasized above, the main challenge facing the organisations involved in the project, and many other organisations operating within the Sport and Paraspport sectors in Europe is their limited size and the resultant inability to reach a critical mass when acting alone to achieve development aims. Therefore, rather than leaving challenges to be solved by each country on its own – maybe even at the same time, the ALL»IN KNOWLEDGE HUB CONCEPT represents the idea to provide a focal point for (the exchange of) knowledge, support, and the innovative development of ideas for one specific topic in one country for the benefit of all countries working under an umbrella of a sub-regional cooperation structure.

The Knowledge Hub process was developed so that each ALL»IN KNOWLEDGE HUB would follow a generic working approach, which would include the following elements; 1) A specific needs assessment phase and the identification of good practices at a cross-national & cross-sectoral level; 2) The development of creative solutions and action planning for national and cross-national implementation; and 3) The actual implementation and testing of the developed innovative solutions in the field.

The theory behind the Knowledge Hub was to establish a process which was generic at the super ordinated level, but that the single creative solutions developed through the Knowledge Hubs were tailored to real and specific challenges and implemented and managed by people with the local, specific skills and knowledge to ensure that the outcomes were as applicable and sustainable as possible.

KNOWLEDGE HUB PROCESS



Single tasks within the generic process that are similar for the five Knowledge Hubs include: (a) Desktop Research, (b) Qualitative Interviews, (c) Workshops and meetings with cross-sector partners at national and local level, (d) Workshops and meetings with cross-national partners at sub-regional level; (e) Individual planning and implementation at national and local levels with cross-sector partners; (f) Workshops and meetings for consolidation, validation and abstraction.

During the ALL-IN Project the following elements were chosen for to be focusses upon through the Knowledge Hub implementations. A) Awareness-Raising, B) Recruiting & Inclusion, C) Competition Opportunities, D) Human Resources Training in the area of Classification, and E) Governance.

iii. Knowledge Hub Toolkit

The Knowledge Hub Toolkit aims to provide some overall guidance and specific tools to support organisations to kickstart their own Knowledge Hubs. It is intended as a standalone document which provides information on the ALL-IN project, the need for collaboration and some specific tools and mechanism to be used during the workshops/seminars/meetings of the Knowledge Hubs.

The tools provided are intended as a basis from which to build your own processes further and expand upon the ideas contained within the different workshops, documents and processes. Furthermore, the tools are not intended as a complete step by step guide, rather a suggestion to spark own innovation. This is reflected in the nature of the tools provided, which are open ended and non-prescriptive, to provide enough room to tailor them to the target group and the topic which is being addressed through the Knowledge Hub and the resources, demographics and timeline which are involved.

The tools are based around the four stages of the Knowledge Hub and provide some foundation examples for to use in each step. When these interventions will be made will vary based on the timeline you have established for the Knowledge Hub itself, where the tools can be used over a number of weeks, months or indeed years.

### iv. Exploitation Guidelines

Following the completion of the ALL»IN project, exploitation guidelines have been developed for each of the Knowledge Hubs. Each of the exploitation guidelines contains a HUB specific needs assessment at a cross-national & cross-sectoral level; identification of good practices at a cross-national & cross-sectoral level related to the HUB's principles; development of creative solutions and action planning for national and cross-national implementation; and implementation and testing of the developed innovative solutions in the field.

The Exploitation Guidelines aim to provide transferrable knowledge and lessons learned from the project for a variety of stakeholders, including NORDHIF and Similar Profile Organisations, EU Sub-regions, Individual countries and individual practitioners.

To inform stakeholders:

- What was available or used at the time the project was implemented and what was really missed or needed by the sector practitioners?
- What did really work for the sector and what kind of creative solution was developed by the respective Knowledge HUB, and why?
- How could and should this respective creative solution be implemented to reach its goals?
- How could it be adapted and used by other stakeholders?

The Exploitation Guidelines are designed to serve as a record of the activity of the ALL-IN Project and as a resource for interested stakeholders to benefit either their own programmes based on the Knowledge Hub outputs and to provide an account of cooperation and collaboration in a transnational perspective.

# Section Two

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## An Overview of The Processes and Results of The Knowledge Hub: Recruitment

**Lead Organisation:** Parasport Denmark

**Validation Organisations:** NPC Finland, NPC Iceland, Parasport Sweden, NOC & NPC Norway, Faroe Islands

### STEP ONE: CONTEXT/NEEDS ASSESMENT

#### Competition/Training Camps in Parasport

The creation and development of training camps/competitions for disabled athletes is one of the core areas of focus for Paralympic athletes, coaches and organisations. As the Paralympic sector has professionalised significantly over the last 20 years, due to the increase in investment and attention on the sector, the margins of success have become smaller/the benefits of victory have increased/ there has been an increased focus on preparing athletes for victory in the Paralympics AND as a result there has been an increasing need and focus on developing training camps to help countries train their athletes and give them an edge in competitions.

Furthermore, whilst there have been a number of outstanding practitioners and coaches in Paralympic sport since its creation, the professionalisation of the sector and increase of funding available has spurred the professionalization of coaching profession, the development of new training techniques and concepts to help give athletes an edge in competition.

Besides the problems related to the lack of awareness of opportunities for doing physical activity and sports on an individual level, people with a disability still need to overcome a number of additional barriers, if they have decided to take the next step from competitive athlete to elite athlete.

One of the challenges in Paralympic sport is the typically smaller number of competitive disabled athletes compared to able bodied athletes in addition to the lower number of specialised Paralympic coaches. As a result, the sector often lacks the capacity to provide structures and coaches for competitive disabled athletes in all sports at a local level. Therefore, there is often a need to create training camp concepts to bring together athletes and coaches to reach a critical mass, maximise the benefits of receiving specialised training and minimise the resources required to deliver the session.

Therefore, the creation of training camps/competitions which are suitable for disabled athletes at the competitive stage of the athlete pathway are an important element regarding the development of pathways for participation in lifelong physical activity and sport.

### Competition/Training Camps in the Nordic region

Prior to the creation of the ALL>IN Project, all NORDHIF members had individual projects related to training camps and were attempting to develop their own programmes. These programmes varied from country to country and included single sport camps and multi-sport camps aimed at novice, competitive and elite disabled athletes.

For example, in Finland, the Finnish Paralympic Committee organised regular training camps for their Paralympic Youth Team at a number of venues in Southern Finland, including their main training centre, the Pajulahti Olympic and Paralympic Training Centre. These camps generally brought together all of Finland's Paralympic Youth Team, with the camp providing both sports specific training sessions for particular athletes, but also communal training sessions to support teambuilding. In addition to the camps for established team members, the Paralympic Committee also organised some camps to coincide with recruitment events the Para Talent Day, which was developed as part of the ALL>IN project, in order to allow Para Talent Day participants to see their potential development pathway and cross over to Finland's Paralympic Youth Team.

Whilst there were some trans-national training camps in specific sports, there was limited cooperation and knowledge sharing regarding training and coach's development at the National Paralympic Committee level in the Nordics.

### Competition/Training Camps in NORDHIF

Prior to the ALL>IN project, the training camps were delivered on an ad-hoc basis. The responsibility and control over organising the camp was the responsibility of the host nation, with little structured planning or discussions at the NORDHIF level about which sports the camp should cover and what the training programmes should look like.

As a result, the sports delivered at the camps varied from camp to camp and were largely dependent on what the host nation wished to focus on, influenced by the number and types of athletes they had in each sport in the country and the facilities available to them. Furthermore, the coaches responsible for each of the training sessions were from the host country and had full control over what would be delivered as part of the session. Whilst each participating nation would send accompanying coaches with their athletes, it was the host nation's coaches who delivered the sessions. Furthermore, the competition and training camps were very sport focussed and lacked a 'holistic approach'.

These events, when delivered suffered from low attendance and engagement with the camp was reducing. Furthermore there was an emerging lack of alignment between countries regarding their perceived purpose of such camps, if and when they were delivered. In particular, a number of countries believed such camps should be arranged for competitive athletes, while others believed that camps should be established for novice athletes.

Based on this need, the working group sought to establish a sub-regional training and competition camp which served both the needs of the NORDHIF members and the end users, aligning it with the other mechanisms (i.e. Pathways Model) and integrating it into the wider communications strategy (6 Nations One Team), and importantly exploring the chance to include holistic athlete elements to the camp.

### The Common Challenge

Therefore, based on the current situation in the Nordics, a number of common challenges were identified which needed to be resolved as part of the ALL>IN Competition Knowledge Hub.

#### a) Lack of competition opportunities available

The Paralympic sector in the Nordic region has taken huge strides in developing the local offering of sports participation opportunities for people with a disability. However, the lack of competition opportunities was a recognised weakness in the pathway of both athlete development and as a missing element in grassroots participation. Opportunities to arrange (fair) competitive scenarios are limited by the low numbers of age specific, classification specific, and even ability specific athletes in the national system.

Therefore, by creating sub-regional or regional competitions, these low numbers can be aggregated across the different regions and allow for the conditions of fair competition to occur. Secondly, the opportunity to compete is also considered here. Competition numbers can reach a critical mass at the sub-regional level, as shown through the European Para Youth Games example. However, while this is true for individual sports the low number of athletes at the national level still hinder the chances to compete.

#### b) Difference in perspectives of the purpose and effectiveness of Sub-Regional Camps

The working group recognised that NORDHIF members had different perspectives about the purpose of sub-regional camps. It was raised that when camps had been previously attempted, the difference in the level of athletes being sent to the from different countries had resulted in the training camp becoming less effective and subsequently reduced engagement from countries in the following iteration of the camp. Therefore in order to create a new training camp concept, the working group recognised the need to first address the disparity between members and clarify the purpose of the camps and who the camp was targeted at.

#### c) Lack of knowledge sharing concept for coaches and other practitioners developing training methods

The working group identified they/NORDHIF did not have an effective mechanism for knowledge sharing and developing training methods with Paralympic coaches and professionals at the competitive level. This was surprising given NORDHIF's acceptance that there was a fundamental challenge and need for the Nordic countries to share their knowledge and work together in the Paralympic sector due to their small size and budgets.

### d) Lack of 6N1T Concept at the grassroots to competition level

Furthermore, whilst the 6N1T concept had been implemented at the elite athlete level, with a general understanding between NORDHIF members that they would support each other at competitions, including sharing team doctors and other staff, the concept had not been tested and implemented at the competitive or novice level. Therefore as part of the ALL>IN project, the working group wished to investigate the possibility of implementing the 6N1T concept into the camp to see if it would be suitable and compatible with NORDHIF's activities at the competitive athlete level.

#### Key Considerations for the Creative Solutions phase

- Need to create a common understanding of the purpose of the Nordic Training Camp
- Need to develop a Nordic Training Camp which is suitable for all NORDHIF members at the competitive level and increases their engagement in the concept.
- Investigate the possibility of incorporating the 6N1T concept into the competitive athlete level
- Need to develop a mechanism to share knowledge and support the development of coaches and practitioners as well as athletes

#### The Expected Impact

- **Create a new cutting edge training Camp Concept for the Nordic region**

The group aimed to create a brand new and cutting edge training camp concept for the Nordic region. In doing so, the group aimed to fill part of the gap in NORDHIF's overall development pathway for athletes, and focus on athletes at the competitive level.

Furthermore the group hoped to create a more coherent and clear approach to supporting competitive athletes, coaches and practitioners as part of the camp under NORDHIF. Thus reasserting the importance and relevance of NORDHIF in the work of each member state.

- **Engage all NORDHIF members in the Camp Concept**

It was hoped by creating a clear and new cutting edge training camp for competitive athletes, it would engage all of NORDHIF's members in the concept. In particular, it was hoped all NORDHIF members would send competitive level athletes, coaches and practitioners to the camp, thus reversing the trend that had been noticed by the working group and maximising the effectiveness of the camp and its training programmes.

- **Develop coaches and training practices in competitive Paralympic sport in the Nordics**

By adding a structured educational arm as part of the core programme of the new camp and placing a focus on sharing knowledge and expertise, the working group hoped to support the development of coaches and practitioners in competitive Paralympic sport. It was hoped the knock-on effect of this would be the

development of new training practices and increased success of Nordic Paralympic athletes and coaches in competitions.

- **Develop holistic elements for a camp concept**

By adding a structured holistic elements as part of the core programme of the new camp and placing a focus on whole athlete development, the working group hoped to improve the offer to athletes in the system and give them the support they need outside of a sporting context.

- **Increase recognition of the 6N1T Concept and foster closer relations between competitive Nordic athletes**

As up until the ALL>IN Project, the 6N1T concept had largely been used in elite level Paralympic sport in the Nordics, through the sharing of Nordic doctors and other practitioners at international competitions, the working group hoped to introduce the concept to the competitive level athletes. It was hoped this would increase recognition of the concept and also develop a collaborative environment between athletes, coaches and practitioners, so rather than seeing themselves as a Finnish or Danish team member, they would see themselves as part of the 6 Nations 1 Team team. This would also help to bridge the gap and create a clearer Nordic pathway from the competitive level to the elite level. In addition to fostering closer relations between members.

## STEP TWO: IDENTIFICATION OF GOOD PRACTICES

In order to create and develop a new and cutting edge training camp concept in the Nordics, the working group undertook significant research to identify and analyse good practices. In particular, the group recognised the need to scope and identify work and expertise in 3 areas: (1) Existing resources within the Paralympic Sector in the Nordic region (2) Existing resources in the Paralympic Sector, beyond the NORDHIF network and project partnership (3) Existing resources in the Sports Sector, beyond the Parasport Sector.

### (1) Existing resources within the Paralympic Sector in the Nordic region

#### Denmark Training Camps

Prior to the ALL>IN Project, Denmark hosted a range of training camps in a number of different sports, which were overseen by Parasport Denmark.

The dual career aspect of the education programme was seen as an essential part for the working group, as practitioners in Denmark had already introduced similar programmes in the Danish Youth Paralympic Teams with great success. In particular practitioners in Denmark had sought to engage and educate not only athletes, but their families, friends and schools in order to create a new way of developing athletes.

### (2) Existing resources in the Paralympic Sector, beyond the NORDHIF network and project partnership

#### IPC European Para Snow Sport Youth Circuit

Outside of NORDHIF, the working group identified the IPC European Para Snow Sport Youth Circuit, which helped to inspire the Nordic Training Youth Camp.

Established in 2013, the circuit consists of five competition camps for young disabled athletes from Germany, Italy, Netherlands, Slovenia and Spain at the competitive level. Each country has the ability to nominate up to eight athletes and two coaches from Alpine Skiing, Snowboarding and Nordic Skiing, who once selected will take part in all 5 competition camps. The Circuit's primary objective is to engage young competitive athletes in winter sports and provide them with professional training and education as they prepare to take part in their first competition.

During the first two days of each camp, athletes receive a variety of sport specific training and educational workshops on topics including the Paralympic Movement, anti-doping and performance lifestyle training. The final day of the camp is dedicated to competition, where participating athletes gain experience of taking part in a professional competitive environment.

From the Circuit, the working group identified the benefit of bringing together athletes from across a range of countries to receive sport specific training and educational workshops from experts in winter Paraspport. In particular, the working group recognised the importance of providing participants with educational training about the Paralympic movement and a number of topics, such as anti-doping and media training, which would be essential for participants if they were to develop into more competitive or elite level athletes. Finally, the working group identified the ability of such events to help promote and build a network of coaches from across different countries, which may subsequently support the development of para winter sport in the future.

### (3) Existing resources in the Sports Sector, beyond the Paraspport Sector

#### Athletics 365- England Athletics

Outside of Paralympic Sport, the working group identified England Athletics' Athletics 365 programme, which helped to inspire the Nordic Training Youth Camp.

The Athletics 365 concept is a multi-event development programme for young athletes, primarily aged 8-15 years old, which aims to train the fundamental skills of athletics and athleticism, which are required for all sports. Over a series of events, the programme aims to develop technical skills, such as how to run, jump and throw, and also give young people a range of training and tools to support their physical, mental and emotional development. In addition the programme aims to influence an athlete's lifestyle and social development. The programme, which is based on the principle that good athletes need to have a wide ranging skills base, is divided into nine progression stages which aims to teach athletes all the skills and events involved in athletics.

From the programme, the working group identified the need to develop a range of skills for athletes outside of their particular sport. In addition, they recognised the value of providing a range of training related to lifestyle development and giving athletes the tools to support their wellbeing.

### STEP THREE: CREATIVE SOLUTIONS AND ACTION PLANS

Over the course of the ALL>IN project the working group developed the concept and presented a number of draft proposals to NORDHIF, which were discussed and developed before the final Nordic Youth Training Camp concept was approved by NORDHIF to be delivered in August 2018.

#### (A) NORDIC YOUTH TRAINING CAMP

In order to develop a training camp which was suitable for competitive para athletes, the working group first set out to create a clear criteria of who the new training camp was designed for.

Furthermore, as the working group wanted the concept to be cutting edge, including utilising and developing the latest training methods in each sport, a significant emphasis was placed on knowledge sharing between coaches and countries. In the invitation to countries, the working group made this aim clear, stating “the Nordic Youth Training Camp 2018 will have a strong focus on sporting development alongside sharing and strengthening knowledge and education of athletes and coaches”. As part of this, it was hoped that the leading coaches for a particular sport from each country would attend the camp, to deliver training sessions and support the development of all athletes and coaches. In addition, the working group was open to collaborating with outside organisations, even from outside the sector, in order to develop a cutting edge concept.

Furthermore, the group wanted the camp to be able to prepare athletes for the future and the next stage in their development path, as a result it was agreed a core element of the camp would be an educational programme, which ran alongside the training programme, to cover concepts such as dual career and talent development coaching.

Finally, it was hoped the training camp would adopt and become part of the 6N1T concept. In this way the camp aimed to bridge the gap between the competitive and elite athlete stages and provide a clear pathway from one to the other utilising the 6N1T concept. The working group hoped by developing the training camp concept it would foster closer relations between the athletes of Nordic countries and further spread the 6N1T concept.

## **KEY ELEMENTS OF THE NORDIC TRAINING CAMP**

- **TARGETED:** A camp specifically designed for competitive para athletes
- **CUTTING EDGE:** Utilising and developing the latest training techniques by encouraging collaboration between coaches across the region and outside organisations.
- **EDUCATION:** Preparing athletes for the next stage in their career with an education programme alongside their training.
- **COOPERATION:** Including the 6N1T concept in the camp to provide a link to the elite level and create a greater sense of teamwork between nations.

### **Fundamental Principles**

Based on the outcomes of previous stages of the Knowledge Hus, the working group sought to develop a number of fundamental principles for the event.

### **Frequency**

The group agreed to deliver the new training camp every two years. It was hoped this would allow sufficient time for training programmes to be developed, but also allow athletes to attend other training camps either in their home country or elsewhere.

### **Camp Location and Venue**

Following discussions, the working group agreed the training camp should be hosted in Denmark as the main members of the working group were from Denmark and had experience in organising Denmark's own training camps. Furthermore, as the group aimed to have all countries attend the camp, they hoped by hosting the camp in a country which was relatively central in the Nordics, it would be more likely that all countries would participate.

Once the host country had been agreed, the working group set out to identify and agree the host venue for the camp. Following quick discussions within the working group and Parasport Denmark, the group concluded the Vejen Sports Centre was the most suitable venue for the Nordic Training Camp. The Sports Centre was chosen due to its ability to host all the camp's sports and house the camp's participants in its accommodation. Furthermore, as the venue was close to the main airport and was an affordable price to hire, it was seen as an ideal location for an international training camp. Finally, the sports centre had previously collaborated with Parasport Denmark in a number of different areas and as a result the sports centre staff had developed expertise in Para sport, which was seen as a bonus.

### Participating Countries

The working group aimed to develop a concept which would engage all the member countries. The working group aimed to do this by developing an engaging and cutting edge concept which would be attractive and suitable for all members. The working group sent out invitations to all NORDHIF members and made it clear this was a brand new concept as part of the ALL>IN Project and was open for all NORDHIF countries to participate in. Furthermore, the new camp was discussed at the NORDHIF Secretary General meeting, with all members agreeing to send athletes and coaches to the event.

### Participant Demographics

The working group set out to create a clear set of criteria for event participants in the new Nordic Training Camp Concept.

The initial criteria for the participants were:

- Athletes with both physical and intellectual disabilities.
- Athletes age 12 – 20 years
- Competitive athletes who practice their specific sport on a weekly basis.
- Athletes viewed as a potential talent in their sport class.

### Camp Sports

Furthermore, the working group looked to develop a concept which had a number of core sports which were to be delivered at each camp, but also remained open to adding additional sports in the future if the demand/expertise was there.

The initial sports to be delivered as part of the camp were as follows:

- Athletics (including Race Running)
- Goalball
- Judo
- Swimming
- Table Tennis
- Para Dressage

These sports were chosen by the working group following research into youth groups and organisations in the Nordics which helped to identify which sports were popular, but also the areas of expertise of coaches in the region. Furthermore, as they wanted the camp to be suitable for as wide a range of disabilities as possible, they chose a mixture of team and individual sports which already had established classifications and adaptations.

### Training Programme- Coaches Knowledge sharing

The core element of the camp was the sports training programme developed for each of the sports. In particular the working group aimed to deliver 5-6 hours of sports training per day. This included sport specific training for the athlete's particular sport, but also more general sports sessions for all camp participants to take part in together. These general sessions were where the working group envisaged the possibility collaborating with outside organisations to deliver sessions. As the working group wanted to add a variety of different training sessions to the programme and get athletes and coaches to think outside the box, they used Judo as both an individual sport for those athletes, but also a general training session for all camp participants, as they recognised the benefits taking part in multiple sports, including developing balance, strength and coordination.

Furthermore in order to ensure the training sessions were cutting edge and used the latest techniques, the working group emphasised the requirement for coaches from participating countries work together in the weeks and months building up to the camp to plan and develop the camp's training programme. It was hoped the coaches would be able to share and utilise their expertise from training elite athletes and the camp would act as a forum for coaches to discuss and develop best practice. As a by-product of this process, it was hoped coaches would develop their professional networks and skills in training athletes.

Overall, the working group aimed to have one coach from each country responsible for one of the sports in the training camp programme. It was the responsibility of the network of coaches from one individual sport to select the lead coach for the camp. However the group were open to the reality that the most experienced coaches may not all be from different countries.

### Education Programme- Dual Career

The other core element of the training camp was the education programme which was to run alongside the sports programme. The working group believed if the new camp concept was to be cutting edge, they needed to help prepare athletes for the future by running a number of different sessions including talent development, dual career and performance coaching. In particular the working group planned for athletes to take part in 1-2 hours of education programmes every day as part of the camp.

The dual career element of the education programme was seen as a core element of the camp, with the working group believing in order to create a cutting edge camp, athletes and coaches needed to broaden their horizons and recognise that becoming an athlete is a process which encapsulates all aspects of your life. Alongside the camp, the working group also organised a Dual Career conference which was attended by a number of Europe's leading researchers and practitioners in the field and was designed for both researchers and practitioners.

However crucially, the education programme also covered coaches and their development. In particular, the working group also believed it was essential to use the camp as an opportunity to develop coaches from across the Nordics. As

a result, the working group placed a heavy emphasis on coaches sharing their knowledge and expertise with other coaches, both in the build up to the event when planning the sessions, but also at the camp itself.

### Collaboration with outside organisations

Furthermore, in order to support the working group's aim for the camp to deliver cutting edge training to participating athletes, coaches and practitioners, the working group was open to collaborating with outside organisation to either support the development of training sessions, or in fact deliver their own sessions as part of the camp.

In the case of the 2018 camp, the working group collaborated with Pilates for Wounded Warriors, a Danish organisation which had developed Pilates specifically for disabled veterans. Whilst the Pilates programmes had been originally developed for veterans, the organisation had also previously collaborated with Danish Paralympic Table Tennis Champion Peter Rosenmeier, who incorporated Pilates into his overall training programme. Following the success of the collaboration, Parasport Denmark had begun to incorporate Pilates into its training programmes, which led to the working group asking Pilates for Wounded Warriors to deliver a session as part of the training camp.

The working group believed it was important to collaborate with outside organisations in order to gain different perspectives and open the minds of both the athletes and coaches as to the different types of training which may not be connected to the individual sport, but still have a number of benefits. Furthermore the working group hoped that as many athletes and coaches would not have tried Pilates before, the inclusion of this in the program, would be both shocking and engaging.

### 6N1T Incorporation

Whilst the 6N1T concept had been long established at the elite level of Paralympic sport, with countries collaborating at international competitions through sharing doctors and personnel etc, the concept had not been incorporated at the competitive or amateur level.

Therefore as part of the Nordic Training Camp, the working group aimed to incorporate the 6N1T concept in order to help create a clear pathway from the competitive to the elite level. Furthermore, the group hoped to foster closer relations between the camp participants from different countries and develop the mind-set that a person is not an athlete from X country, but is in fact part of a wider project and is a 6N1T athlete. The knock-on effect of this, it was hoped, was that practitioners and coaches from different countries would collaborate more, recognising they would be able to develop themselves and their athletes more effectively if they worked together.

At the 2018 Camp the working group aimed to use the 6N1T branding as much as possible, including on all communication documents, camp materials and even camp participant t-shirts. In addition the working group took significant steps to ensure the language used at the camp was collaborative and focused on everyone being part of one group, the 6N1T, rather than being representatives of their home country. This included coaches and practitioners explaining to athletes during their sessions that everyone taking part in the camp is part of the 6N1T and we all have a

similar aim of working towards EPG 2019 and elite Paralympic Competition. Furthermore as part of the Education programme, an athlete to athlete session was organised with two more experienced athletes from Sweden and Denmark, who hosted an interactive discussion encouraging camp participants to talk as one team. The working group hoped this collaboration would subliminally reinforce the message that if the Nordics wish to succeed even more at the Paralympic level, then everyone in the region needs to work together.

### Fun and Engaging Camp

Overall the working group aimed to create a fun and engaging camp for all participating athletes, coaches and practitioners. As the camp was designed to deliver cutting edge training programmes and development opportunities, the working group recognised it was essential for the camp to be enjoyable for participants, in order to ensure participants engaged in the programmes, developed their social networks and left the camp with a positive memory of 6N1T and Nordic cooperation.

#### ACTION PLAN

Over the course of the three year ALL>In project, the working group aimed to develop and deliver one Nordic Training Camp and use feedback loops and development meetings to analyse the event and make improvements. It was hoped by the end of the All>IN project the working group would have developed training camp concept which would be adopted by NORDHIF.

## STEP FOUR: IMPLEMENTATION AND TESTING

### (A) Nordic Youth Training Camp

#### Nordic Youth Training Camp

##### IMPLEMENTATION OVERVIEW

The implementation and testing of the Nordic Youth Training Camp was led by members of the working group in Denmark. The group aimed to deliver one event during the ALL>IN Project which had a number of elements including the training and education programmes. In addition the concept had a number of fundamental principles including the incorporation of the 6N1T concept and sharing of knowledge and expertise between coaches and practitioners. Over the three years of the ALL>IN Project the working group delivered one training camp in 2018 with the second planned for August 2020.

##### ELEMENTS TESTED

The concept had a number of fundamental elements and principles, some of which were tested during the ALL>In Project. Whilst the concept and its elements had been largely developed at the beginning of the ALL>In project, they

were tested at the 2018 training camp and the working group was open to making changes if needed on the basis of feedback. As the concept was only delivered once during the ALL IN project, all the elements remained the same throughout the project.

### FEEDBACK & REVISION PROCESS

The working group followed a clear review process during the development and delivery of the concept, including feedback loops and review meetings. During the delivery of the camp the working group observed and internally reviewed all aspects of the camp. Furthermore following the delivery of the camp, the working group worked with some of the coaches involved in the camp to gain their thoughts about the camp. However the working group did not formally work with athletes directly after the camp to gain their perspectives. Overall, after conducting the review process the working group decided not to fundamentally change any of the elements and only made minor improvements to the programmes.

### Frequency

### IMPLEMENTATION OVERVIEW

As the camp was only delivered once during the ALL>IN project, the working group were unable to test the concept to identify the optimal frequency of the camp. However the working group relied on the feedback loops they had used during the development of the concept and feedback from coaches during the camp to understand if the camp was at an optimal frequency.

### ELEMENTS TESTED

During the development of the concept, the working group agreed hold the new Nordic training Camp once every two years. It was hoped this would allow sufficient time for practices to be developed and also allow athletes and coaches to attend other camps, thus keeping a low commitment to NORDHIF and making it more likely participants would attend.

### FEEDBACK & REVISION PROCESS

Following an internal review and collecting feedback from coaches, the working group agreed the Nordic Camp should be held every two years, however they were open to changing this in the future if deemed necessary.

### Camp Location and Venue

### IMPLEMENTATION OVERVIEW

In order to identify the most suitable host country and venue for the Nordic Training Camp, the working group recognised the need to choose a central country and host venue which had the ability to host all of the sports, education and accommodation facilities in one venue. Whilst the camp was only delivered once during the ALL>IN project, and as a result the working was unable to test multiple venues/countries, the group hoped the research they had conducted prior to choosing the venue allowed them to identify the most appropriate host country and venue.

### ELEMENTS TESTED

Therefore whilst the working group were confident the country and venue would be suitable hosts, based on their research and success of previous Danish domestic camps, the delivery of the camp in 2018 allowed for the host country and venue to be tested. During the camp, the working group indirectly tested the different elements of the venue, including the sports facilities, education facilities and accommodation in order to identify if they were suitable.

### FEEDBACK & REVISION PROCESS

Following an internal review process and informally collecting feedback from participants during the camp, the working group concluded Denmark and the Vejen Sports Centre were suitable hosts for the camp and did not identify any major problems. However the group noted feedback from participants that the number of people in accommodation rooms was too high and more breakfast was needed for the athletes due to the intensity of the morning training programmes. As a result, whilst the group were open to changing the host country and venue in the future, they planned to host the 2020 Camp at the Vejen Sports Center in Denmark.

### Participant Demographics

#### IMPLEMENTATION OVERVIEW

As the working group only delivered the training camp once during the project, they were unable to test the participant demographics as part of the ALL>IN project.

### ELEMENTS TESTED

At the 2018 camp the working group create a clear criteria for participants to ensure only competitive level athletes attended the event. In total 88 athletes attended the camp from across the Nordic region and were all deemed to be at the appropriate competitive level.

### FEEDBACK & REVISION PROCESS

Following an informal internal review process and collecting feedback from coaches, the working group concluded the clear participant criteria had helped in the implementation of the camp. As a result the working group agreed to continue the criteria in the 2020 edition.

### Camp Sports

#### IMPLEMENTATION OVERVIEW

In order for the camp to be suitable and engaging for the Nordic region as a whole, the working group recognised the need to include a range of sports which were popular in all countries and had sufficient expertise in the region to support a cutting edge training camp.

### ELEMENTS TESTED

Whilst the group only delivered one training camp during the ALL IN project, they had designed the camp to include a range of sports which they hoped would suitably engage all of NORDHIF's members. At the 2018 edition of the camp, the working group organised different sports as part of the camp's programme, which had sufficient engagement to be re-included in future iterations.

### FEEDBACK & REVISION PROCESS

Following an informal internal review process, the working group concluded the sports at the camp were sufficient, however the group was open to adding additional sports in the future. As a result, the working group agreed to include in future camp invitations the opportunity for countries to express if there were any sports in particular they wished to add. Furthermore the working group agreed to make it clear in communications that even if one country only had a small number of athletes for that sport, they would still welcome the suggestion as they would work to engage other countries to send their own athletes. Furthermore the working group believed the sports training programme could be developed further

### Training Programme- Coaches Knowledge Sharing

### IMPLEMENTATION OVERVIEW

In order to develop a cutting edge training camp concept which supported the development of new training methods and coaches, the working group aimed to organise a varied training programme, which consisted of sport specific and general training sessions.

### ELEMENTS TESTED

As the camp was only delivered once during the ALL>IN project the working group was unable to test a significant range of different sessions, however they were confident that the sessions would be appropriate as they had been developed by coaches from different countries collaborating with each other. Overall the working group aimed to deliver between 5-6 hours of training per day as part of the camp, all of which would be organised and delivered by coaches from participating countries or outside organisations.

### FEEDBACK & REVISION PROCESS

Following an internal review after the camp and collecting feedback from coaches, the working group overall believed the training programmes were sufficient for the target audience. The working group received positive feedback from coaches and participants about the general training sessions, including Judo, and as a result they agreed to continue the general sports sessions as part of the programme in 2020.

The coaches also expressed to the working group that they believed the interaction they had had prior to the camp for planning the sessions was successful and they strongly encouraged the working group to keep the coaches meetings that had been organised at the beginning of the camp as part of the programme. As a result, the working group agreed

to organise a number of coaches meetings for the 2020 camp, both as a group, but also in individual sports in the first evening, in order to further support collaboration and knowledge sharing.

However the working group also identified a number of small changes that would need to be made to the overall training schedules in general. Firstly, following feedback from coaches, the working group agreed there was a need for a longer break between the morning and evening sessions. Furthermore the working group agreed the group training sessions on Saturday were too long and therefore they agreed to cut down the length of the sessions in the 2020 edition or spread them out over the whole camp.

### Education Programme

#### IMPLEMENTATION OVERVIEW

In order to develop a cutting edge camp and identify the educational sessions which were most appropriate for the camp participants, the working group recognised the need to deliver and test a number of different sessions as part of the camp. Furthermore the working group aimed to confirm the importance of an education programme as part of the camp concept.

#### ELEMENTS TESTED

As the camp was only delivered once during the ALL>IN project the working group was unable to deliver a significant variety of education sessions, however they were confident that the sessions would be useful and appropriate for the participants as they had been based on what Parasport Denmark had previously delivered for their own athletes.

The working group delivered the education sessions in the evenings of the camp and these were considered just as important as the sports training sessions by the working group

#### FEEDBACK & REVISION PROCESS

Following an internal review after the camp, the working group agreed the education programme should remain as a fundamental and equally important element of the camp alongside the training programme. In particular they believed if the camp was to remain cutting edge, the education programme was an essential part of the camp which they wished to develop more in the future. Following feedback from coaches, the working group agreed to investigate the possibility of adding sessions on topics such as sleep and diet and nutrition. Furthermore the group remained open to reviewing and adding new elements to their education programme in the future.

However during the Camp, the group noted that some participants struggled to engage with the sessions due to them being in English. As a result they recognised the need to provide additional support to participants in the future by creating materials in the home language of participants, but also ensure coaches attend the sessions with athletes and provide language support. Furthermore, the group believed the size of the working groups should be reduced, in order to give participants more of an opportunity to engage in the group discussions.

With the dual career talks, the working group agreed some of the speakers did not fully understand the target audience and as a result some parts of the sessions were not easily applicable or understandable for the competitive athletes. This further reinforced the need for coaches to attend the session to support and focus their athletes.

Following an internal review after the camp, the working group also concluded all elements of the camp, including the education programme, should continue to be delivered in English, however they were open to the possibility of this changing in the future.

### Collaboration with outside organisation

#### IMPLEMENTATION OVERVIEW

In order to develop a cutting edge camp, the working group believed there was value in collaborating with outside organisations to help deliver training or education sessions to camp participants. The working group hoped by including outside organisation in the camp it would confirm their belief that outside organisations could add significant value.

#### ELEMENTS TESTED

As part of the camp the Danish organisation Pilates for Wounded Warriors delivered a Pilates session as part of the general sports training sessions. The organisation was responsible for organising and delivering the sessions, including collaborating with coaches in Denmark to ensure the planned session would be appropriate for the target audience.

#### FEEDBACK & REVISION PROCESS

The working group received good feedback from the Pilates session and following an internal review after the camp, they agreed to continue the session for the 2020 camp.

### 6N1T Incorporation

#### IMPLEMENTATION OVERVIEW

In order to foster closer collaborative relationships between camp participants and create a clearer pathway from the competitive to elite level in Paralympic sport, the working group looked to incorporate and develop the 6N1T concept into the Training camp.

#### ELEMENTS TESTED

As the camp was only delivered once during the ALL>IN project, the working group weren't able to test a variety of ways to incorporate the concept into the camp during the project. Nevertheless the working group attempted to incorporate the concept into the training camp, including using the logo in the event branding and hosting an education session about the 6N1T concept to try and make camp participants realise they are part of a bigger team than just their home country.

**FEEDBACK & REVISION PROCESS**

Following an internal review after the camp, the working group agreed it was important to incorporate the 6N1T concept into the camp, however there were a number of improvements that needed to be made. Firstly, in order to foster closer relationships between camp participants as part of the 6N1T concept, the working group noted more should have been done at the beginning of the camp to make athletes interact with others from different countries in different sports. As a result the working group agreed to add a team building exercise to the beginning of the 2020 camp to break down the barriers and force individuals to work together from the beginning. Furthermore, the working group agreed work with NORDHIF to investigate other ways to incorporate the concept into the camp.

# Section Three

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## Learning Summary

### Introduction

Following the delivery and review the Nordic Youth Training Camp, the working group identified a number of lessons learned which have been developed into exploitable learning points for practitioners and organisations wishing to undertake similar activities.

The following tables in this section are designed to clearly break down the learning points into each area of the recruitment hub so they can be easily exploited. Whilst some of the points overlap different areas of the hub, it is hoped this format allows for the easiest exploitation of learning points.

Throughout the ALL>IN Project, the working group followed a clear review process, with a number of feedback loops and development meetings to review the events delivered each year and to identify areas for improvement. During this process the working group began identifying some lessons learned which could be developed into exploitable learning points.

(A) NORDIC YOUTH TRAINING CAMP CONCEPT

WE BELIEVED THAT...	WE OBSERVED THAT...	FROM THAT WE LEARNED...	THEREFORE WE RECOMMEND...
<p>We would need to create participants criteria to ensure only the target audience participated.</p>	<p>The creation of the participant criteria ensured only the target audience took part in the camp, which led to a more successful camp.</p>	<p>The importance of creating clear participant criteria when designing an international training camp, in order to ensure only the target audience take part.</p>	<p>Create clear participant criteria which are shared to all members when creating a project designed to target a particular audience.</p>
<p>By incorporating the 6N1T concept into the training camp concept, we would bridge the gap between the competitive and elite level, where the 6N1T concept was already established.</p>	<p>The incorporation of the 6N1T concept helped to bridge the gap, encourage closer collaboration between camp participants and create a mental pathway for athletes between the competitive and elite level.</p>	<p>The 6N1T concept has the ability to foster closer relations between countries at the competitive level and is applicable at the competitive level.</p>	<p>That camps such as these benefit from being part of a wider movement, brand or concept.</p>
<p>There was significant value in collaborating with outside organisations, including those outside of Paralympic sport, in order to create a cutting edge training camp.</p>	<p>Collaborating with outside organisations added significant value to the concept and supported the development and delivery of the cutting edge camp.</p>	<p>The importance of organisations being open to collaborating with outside organisations, including those outside of the sector.</p>	<p>Remain open-minded about collaborating with outside organisations due to the value they can add.</p>
<p>The expansion of the 6N1T concept to the competitive level was a new idea as it had previously only been implemented by NORDHIF at the elite level.</p>	<p>The working group and NORDHIF members were not aware of how the 6N1T concept was being implemented in each member country and there was a lack of coordination between countries at the NORDHIF level.</p>	<p>The need for NORDHIF members to share with each other how they are implementing the concept and agreed some level of coordination.</p>	<p>Identify the target audience and how it can be expanded to ensure consistency in messaging and audience.</p>

<p>The Nordic region lacked an effective international training camp for competitive athletes and their coaches.</p>	<p>The development of the Nordic Youth Training Camp successfully developed athletes and coaches in the region and filled a gap in NORDHIF's development pathway as part of 6N1T.</p>	<p>The project reinforced our belief that NORDHIF members could significantly benefit from engaging in collective projects to develop athletes in coaches in the region.</p>	<p>Work with members to continue to develop the concept and increase engagement from all member states.</p>
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COLLABORATING ON A SUB REGIONAL LEVEL			
WE BELIEVED THAT...	WE OBSERVED THAT...	FROM THAT WE LEARNED...	THEREFORE WE RECOMMEND...
<p>The working group should be primarily made up of staff from Parasport Denmark who had experience in organising training camps.</p>	<p>Whilst members of the working group from Denmark had significant expertise, the outputs of the working group improved with input from other NORDHIF members;</p>	<p>The importance of engaging all NORDHIF members from the beginning in a working group when attempting to develop a new concept designed for all members to engage in.</p>	<p>Include all members as part of a working group to ensure engagement in the organisation and delivery of the concept.</p>
<p>The camp concept and focus on collaboration would encourage coaches and practitioners to share knowledge and develop best practice pre, during and post camp.</p>	<p>The concept allowed for and encouraged collaboration between coaches before and during the camp, but the working group struggled to track and encourage cooperation post camp.</p>	<p>The camp concept was suitable for encouraging collaboration between coaches and developing best practice, but the concept lacked the mechanism to track collaboration post camp.</p>	<p>If similar organisations want to undertake activity to encourage collaboration and develop best practice centred around a camp, they need to make sure the concept has mechanisms for doing so pre, during and post camp.</p>