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9th EFDN Conference Report

CSR in European Football

Hosted by Vålerenga Fotball, Oslo Norway

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EFDN Programmes and Trends

Hubert Rovers – CEO, EFDN

Update on developments:

- Update Network
 - Started with 7 clubs in 2014
 - Now at 55 clubs from 23 European countries
 - Aim for 75 clubs in 2018 and 100 clubs in 2020
 - cooperation with leagues and fa's
- #morethanfootball Action Week
 - successful all over Europe, +80.500 people reached; 28 countries participated; 84 organisations were involved and +100 news items published
 - Save the date for #morethanfootball Action Week 2018 (26.03 – 08.04.2018)

EFDN Developments: Pan-European Programmes

- European Legends:
 - Application In 2015
 - 13 Clubs
 - 100 Participants Per Club In Two Years
 - National Events And Seminars
 - International Walking Football Festival
 - Test Walking Football Methodology In Other Countries
 - Test Walking Football Methodology In Other Sports
 - Inspire Other Clubs To Start With Walking Football
 - 24 month Project (1 January 2016 – 31 December 2017)
 - 7 countries

Key Project Objectives

- 4 International Meetings
- 14 National Events
- 624 Local Sessions
- 1 European Legends Championship & Final Seminar
- Creation of Walking Football Practitioner's Guide
- One Goal For Education:
 - 18 Month Programme January 2017 – July 2017
 - 10 EFDN Member Clubs
 - Identify best practice football based educational programmes
 - Test new innovative methodologies
 - Minimum 100 Participants / 10 hour delivery time per participant
 - Create Practitioner's Guide that can inspire and support other clubs in Europe to use
 1. 10 Presentations Of The Club Programmes
 2. 2 Case Studies Of Participants
 3. Research Support
 4. How To Use Your Club Facilities
 5. How To Use The Club Human Resources
 6. Partnerships And Key Relationships



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- Changing Lives Through Football
 - We are not competing on the field
 - CSR in football is growing in east and south europe
 - Inspire new clubs / sharing best practices
- CSR trends in Europe
 - CSR Is more mainstream, which means more Competition
 - Align your CSR goals with those at the top / club
 - Make CSR content available on every platform
 - CSR will become more personalised
 - Reporting is (not) everything
 - Showcase CSR efforts through video and animation
 - Engaged employees rule

Vålerenga Fotball Foundation

Lars Eirik Eggen, Head of Vålerenga Fotball Foundation

Vålerenga Fotball uses the power of football as a tool to change people's lives. The foundation has four major projects: Vålerenga mot rasisme (Vålerenga against racism) which focuses on integration, Jobbsjansen (the Job chance) an employability programme, Inkluderingsprosjektet (the inclusion project) which addresses the problem of poverty and Engaaktiv (Engaactive) which is a programme committed to improving participants' health and well-being. Lar's presentation provided insight into the reasons why Vålerenga Fotball is 'The pride of Oslo'.

Vålerenga Against Racism

- Offers children, youth and adults free recreational activities to promote positive attitudes and fair play.
- Goal: Integration – fair-play – friendship – improved health

Activities include:

- School tournaments
- Refugee football
- Football schools for girls
- Afterschool activities
- Role model project
- Anti-racism activities

The Job Chance

- Gives valuable job training for people that, for various reasons, find themselves unemployed
- Goal: Sense of achievement – self-esteem – unity – improved health
- Target audiences:
 - Youth: 17-25 years old (30 each year)
 - Drug addicts (8 each year)
 - Individuals sentenced to community service (5 each year)
 - 70% attain jobs or return to school

The Inclusion Project

- Offers children, youth and adults with socio-economic challenge san opportunity to have a meaningful life

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- Goal: Equal opportunities – positive experiences – improved health
- Measures:
 - Street football team
 - Vocational activities
 - The inclusion fund
 - Project at Hospitals

Enga Active

- Provides youth, adults and the elderly with opportunity to participate in physical activity and a social network, so they can experience an enhanced quality of life.
- Goal: improved health – social network – enhanced living
- Programme offers physical activity programming for elderly, overweight individuals, supporters, and Walking Football for elderly

The brand new Vålerenga Cultural and Sportspark (Intility Arena) has been a huge boost for the foundation. Vålerenga has engaged in extensive cooperation with Valle-Hovin high school, provided facilities and education programmes, as well as cooperation with companies such as Ulna kindergarden og Fazer Food service and a job-training partnership. The space has allowed for the increased development of new social projects.





NETWORK ROUNDTABLES 1: EFFECTIVE KNOWLEDGE TRANSFER AND EXCHANGE

During this engaging network roundtable attendees were divided into discussion groups based on five different topics. The topics were selected to represent a variety of relevant and interesting themes that are currently being explored in CSR in European Football. The topics were: physical health, education, employability, mental health and social inclusion. Attendees had the chance to introduce themselves and their current programmes within these topics. In order to engage and explore their knowledge in an in-depth discussion of programmes they are currently implementing, or programmes they wish to implement based on the topic group, attendees collaboratively worked on a “Plus-Interesting-Minus” Exercise tool. The purpose of this exercise was for attendees to exchange knowledge about their programmes within these specific topics, in order to share and learn from best practices, solutions, new approaches and innovative ideas.

1. PHYSICAL HEALTH

Table 1: N.E.C., Fulham FC, Bayer 04 Leverkusen, Rosenborg, River Path

Plus (+)	Interesting (I)	Minus (-)
<ul style="list-style-type: none"> Engaging players at home ground – access Brand integration – kits, grounds Club – fan engagement, communications, PR, new channels Staff employee engagement (corporate wellness) 	<ul style="list-style-type: none"> Sustainability – commercial / income generation Partnerships – sponsors? 	<ul style="list-style-type: none"> Scaling for participant numbers, resources, access, qualifications Pathways/sign-posting Sustainability Female engagement

Table 2: Leyton Orient, Stadion Energa Gdansk, FC Schalke 04, Vitesse

Plus (+)	Interesting (I)	Minus (-)
<ul style="list-style-type: none"> Power of football Influencing other friends/ family Player power (promoting programmes to the children) Wider health benefits Ability to engage with groups who don't access health services so could expand to engage wider area, such as: diabetes, cancers, falls 	<ul style="list-style-type: none"> Ladies FFIT Ways to reach target groups Engagement from one project into another Different sessions linking in to walking football for fitness/flexibility 	<ul style="list-style-type: none"> Engaging other sports Health problems Higher risk of injury Costs

Solutions and ways to continue to work together as clubs:

- Joint funded projects
- Bi-lateral evaluator – clubs who are doing similar programmes can evaluate one another, publish projects online to share best practices



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- WhatsApp or Facebook group set up for clubs, Informational videos
- Family engagement programmes (not just football)
- EFDN Translating reports/plans and specific health staff exchange

Table 3: Club Brugge, SPFL Trust, Valerenga, FC Schalke 04

<i>Plus (+)</i>	<i>Interesting (I)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> • Knowledge of health • Involvement of older players • Football as a habit • Education of youth leaders • Branding with club logo 	<ul style="list-style-type: none"> • Pan-European Programme (Practitioner's Guide) • Monitoring and evaluation (not only one club) 	<ul style="list-style-type: none"> • Transportation • Cooperation with council (city) • Facilities • Sponsors • Acknowledgement from CEO top club (board)

2. MENTAL HEALTH

Table 1: PSV, FFK Gatelag, KAA Gent, Everton, 1. Mainz 05 e.V.

<i>Plus (+)</i>	<i>Interesting (I)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> • Accessible, inclusive activities • Working with/engaging older people • Football as a starting point for reminiscence • Volunteers • Partnerships • Stadium as attraction/catalyst fans 	<ul style="list-style-type: none"> • Ownership of volunteers • EFDN to organise walking football programme but also take the next step with additional programme = care • EFDN - Central channel YouTube = content creating – funding for communication projects? • Exchange ideas in real life (conferences) or meetings for clubs with similar programmes 	<ul style="list-style-type: none"> • Too successful • Target group is not easy to reach out too • Always same people • Difficult groups • Funding for the long term (sustainability) • Costs

Solutions and ways to continue to work together as clubs:

- EFDN to organise walking football programme but also take the next step with additional programme = care
- EFDN - Central channel YouTube = content creating – funding for communication projects?

Table 2: Charleroi, SK Brann, Greenock Morton, FK Sarajevo, Kongsvinger IL

<i>Plus (+)</i>	<i>Interesting (I)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> • MHFA for staff • Reduce stigma • Players sharing experiences /role models • Attractive environment • Wider profile raised 	<ul style="list-style-type: none"> • Better preparation – resilience • Promotion and communication • Family network (professional and community) • Educate – thinking outside the box • Bringing players out 	<ul style="list-style-type: none"> • Stigma • Football (research) • Players and sport culture • Social media

**Table 3: FIFPro, Club Brugge, Charleroi, Valerenga**

Plus (+)	Interesting (I)	Minus (-)
<ul style="list-style-type: none"> • Use of facilities, open to everyone • Social workers • Volunteers • Support teams and all other staff that support the club to deliver programmes 	<ul style="list-style-type: none"> • Fight loneliness (elderly and depression) • Bridges – walking football • Youth job centre for students • Homeless and drug users – football – bring people help them, involve social workers • Nice environment/place • Violence and hooliganism / racism, working with neighbours • EFDN = Forum: a place on internet to exchange ideas → contact with each other much easier → Support and ideas 	<ul style="list-style-type: none"> • Communication • Funding • City funding • Not everyone likes football • Not enough places/spaces in the stadium

Solutions and ways to continue to work together as clubs:

- Pull together European case studies – pro's as examples (2 or 3 vocal in each country, pull together to give impact)
- World mental health day → #morethanfootball
- Core themes for staff exchanges and conferences
- Managers – educated, speak out

3. EMPLOYABILITY**Table 1: Belgian ProLeague, Greenock Morton, N.E.C., Stabaek Fotball, Vitesse**

Plus (+)	Interesting (I)	Minus (-)
<ul style="list-style-type: none"> • Instrumentalise you (im)material assets of your club to support the employability programme (stadium, football practice, partnerships) • Preparation • Employing • After care and back up • The broad appeal of your club to reach groups and puts everyone on equal ground • Broad target groups • Develop good relationships • Participants have greater loyalty to club than to other social partners 	<ul style="list-style-type: none"> • Football → leverage for integration • Structured training sessions → structured (1st) professional re-integration into job market • Bringing in partners to support individuals in each area preventing them from seeking employment (whether its mental health, physical health or disability, etc.) support partners such as social workers 	<ul style="list-style-type: none"> • Difficult long term planning and sustainability • 1 year project based financially • No control over the local municipality targets and finances



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Table 2: Randers FC, PSV, Scort Foundation, Tottenham Hotspur, Asker Fotball

<i>Plus (+)</i>	<i>Interesting (I)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> Brands/clubs Role models and players Use of sport and activity Sanctuary for youths Create pride, increase self-esteem Promotes inclusion 	<ul style="list-style-type: none"> Sponsor relations Success stories → more life-time ambassadors 	<ul style="list-style-type: none"> Drop outs Sustainable connections Mental health issues Budget constraints Stakeholders seeing different structures or seeking different outcomes Keeping participants focused and in the programme

4. SOCIAL INCLUSION

Table 1:

<i>Plus (+)</i>	<i>Interesting (I)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> The club has a huge community “manufacturer” of emotions Club bears big responsibility Influence/impact of clubs Clubs give back to community/society Connection between clubs and local authorities 		<ul style="list-style-type: none"> Funding /sponsors

Table 2:

<i>Plus (+)</i>	<i>Interesting (I)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> Employment programme (Job Seekers Programme) Supporter relationships Youth development and fan development Families programme Exclusion/Inclusion programme (“From Exclusion to Inclusion”) Disability access and inclusion 	<ul style="list-style-type: none"> Audio-descriptive commentary Sign language in all games Measuring results/ outcomes / stories from programme 	<ul style="list-style-type: none"> Lack of infrastructure Finance Communication Project funding when the project ends *future sustainability of project Awareness Regulations (UEFA) Lack of staff HR to delivery projects “brain-drain”



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5. EDUCATION

Table 1:

<i>Plus (+)</i>	<i>Interesting (!)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> • Inspiring power of football • Premier league 4 sport • Attitude to Education • Approach to schools • Building positive behaviour 	<ul style="list-style-type: none"> • Player integration • Less funding due to BREXIT 	<ul style="list-style-type: none"> • Multisport approach • Involvement of parents

Table 2:

<i>Plus (+)</i>	<i>Interesting (!)</i>	<i>Minus (-)</i>
<ul style="list-style-type: none"> • Behavioural changes • Own rules • Additional trigger (power of football) • Parents • Use of players/player involvement 	<ul style="list-style-type: none"> • Communication with schools or partners 	





STUDY VISITS – VÅLERENGA FOOTBALL

Study Visit: Aball1

In this study visit, conference attendees were introduced to the educational learning tool Aball1, developed by the Norwegian company Gladiator. Aball1 is an educational tool which allows teachers and coaches to increase physical activity whilst improving numeracy, literacy and social inclusion. During a practical session, which took place in the indoor facilities of Valerenga Fotball, participants had the opportunity to become familiar with the Aball1 equipment which is a set of 50 balls, 25 red, 25 blue and each with a letter and a number printed on it. The half-hour session included a catalogue of games demonstrating diverse drills and games that incorporate numeracy and health education which can be adapted to support almost any subject. Split up in three teams, the groups became familiar with the resources and training methods by trying out the games themselves. The participants joined activities which focus on strengthening team work. In an informal competition, the participants were introduced how the Aball1 equipment can be utilised to promote social inclusion, education programmes and how to foster teamwork by utilising each other's unique qualities.

Study Visit: Walking Football

Vålerenga Fotball started their Walking Football team in May 2016 as part of the EFDN European legends programme and aims to promote a new spot based methodology to get people ages 50 years and older physically active again. Walking Football is a variation of football in which players are not permitted to run, slide, make physical contact or play the ball above the waist. These rules are in place to prevent injuries and to make the game more accessible. After football practice, a social session takes place where players can relax have coffee/tea and snacks and interact. This aspect of the programme contributes to combating social isolation in older populations. The study visit included a demonstration of Walking Football and showcased skills and drills for Walking Football teams.

Study Visit: Refugee Football

Vålerenga Fotball started weekly football training for refugees over 10 years ago. The refugees were either coming from different kinds of transitcamps, or they recently obtained their own place to live in Oslo. Vålerenga Fotball is trying to build an environment where refugees can experience respectful interactions, positive behaviours and attitudes and have the opportunity to meet new people, learn the language and develop life skills in a new country. Vålerenga works closely with the transitcamps to offer other social activities such as football matches and bowling. This study visit took place in the indoor facilities of Valerenga Fotball, where coaches demonstrated a typical session, and communicated to the participants the approach of the programme.

Study Visit: Football for drug abusers

In 2014 Vålerenga started a football team for former drug abusers and ever since then, they have trained two times a week all year, played in a league against other teams during season and have participated in a national tournament for all the street teams in Norway. On top of that, they work during the A-team's games to earn money for one trip abroad every year. The team has travelled to London, Berlin and in November, they will travel to Barcelona. The club gives the players an arena to

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work with social skills, positive experiences, develop football skills, get in better shape and work as a team. The training and the social aspect, help the players to stay away from drugs. Some of the players receive work training in the club and at the partners and some end up getting a job. This study visit also took place in the indoor facilities of Valerenga Fotball during which, members of the team demonstrated the programme drills and a coach provided an explanation of the programme. A member from the streetteam was available for questions if participants wanted to know more about the programme.





BREAKOUT SESSION #1

Sporting Memories

Rob White – London Coordinator, Sporting Memories Network

Sport is a powerful medium for many people, providing memories of great games, sporting legends and marvellous victories, but also the friendships made and the sense of community that playing or watching sports brings. Talking about sporting events and cultures of the time helps to give people their identity back and reconnect them to the people and generations around them.

Once sparked, the desire to have a go at other physical activities can return and we encourage and facilitate physical activities, inclusive sports and games that everyone can take part in, to promote physical health as well as mental health. Sporting Memories aims to challenge stereotypical views of ageing and mental health issues, to reduce stigma around issues like dementia and depression and to help reduce loneliness and enable older people to live well.

During this workshop presentation Rob gave an introduction to Sporting Memories and the use of reminiscence and how a group might be formed. He gave an example of his favourite sporting memory.

Working in small groups or pairs, participants spent 5 minutes discussing their favourite/important sporting memory. Afterwards, the whole group shared stories that they have been discussing and talked about how this kind of session can be expanded on and the incredible value it has when used in contribution with Walking Football or other Walking Sport groups. Stimulating memory and social conversation around the positive memories of sport helps to combat mental health issues such as dementia and gives participants added value to the physical activity of sport.

Imagine Your Goals – Everton in the Community

Philip Duffy – Executive Director, Everton in the Community

Everton in the Community Vision: “to be the most effective charity that uses sport as a tool to identify and support vulnerable people”. It aims at reaching out to communities and improving accessibility.

Current Situation in Liverpool: 4th most deprived local authority. Areas to focus:

- Long term conditions (health inequalities, such as 12 year life expectancy gap)
- Mental health landscape is a challenge: 1 in 4 people will experience a mental health condition every year, suicide is the largest killer of men under the age of 45, and high rates of anxiety and depression in both children and adults
- Ageing population: 17% increase over the previous 10 years in number of older adults, at risk of dementia, social isolation and poor health outcomes

The Life Course Provision at Everton (21 projects) “born a blue” and continue on to provide programmes to engage populations through until older age.



Imagine Your Goals (IYG) – is a mental health and wellbeing football programme run in partnership with Mersey Care NHS Foundation Trust. It uses football as a therapeutic tool to inspire individuals to take up new challenges whilst improving their overall mental, physical and social health to aid recovery

- Objectives: participation (national roll-out, 3000+ people)
- Social inclusion (83% take part in new social activities; 76% mixing more with family & friends)
- Training and education
- Employment/volunteering (30+ supported into employment)
- Competition (3x European Champions, 4 x national MH Championships host)
- Research based
- Raising awareness

Partnership with Mersey care (MC) allows for efficient referral process. Participants express interest and undergo an eligibility filter with non-medicalised referral form sent to EFC, where the coach will invite the participant to discuss barriers to participation and session attendance. The participant attends with a link support worker or family or friend and a needs assessment is implemented. Efficient and supportive process with all partners.

Football therapy workshops delivered which convey various topics:

- Control and confidence, self-awareness, emotional awareness
- Mind set and motivation, goal setting
- Personal development, self-worth and identity, power of sleep,
- Feelings, Thoughts and Behaviour (FTB), character, perspective and focus

The IYG coaching methodology focus is on the people not the drills (coaching the person/player/life, awareness of environment and player needs and triggers, mutual respect and empathy), as well as a “WE” instead of “I” mentality reinforcing the value of team over individual focus.

Ultimately, the recipe for success includes:

- Utilising the power of the brand
- The ability to demonstrate a tangible impact in the community
- Effectively using partnerships to enhance the programme
- Early interventions
- Recruitment of specialist staff to support the individual participants

Challenges faced by the programme include:

- Effects of medication
- Timing of sessions
- Societal views and stigma surrounding mental health
- Service user apprehension or anxieties



Talent Development Programme - FC Schalke 04

Sebastian Buntkirchen – Managing Director, FC Schalke hilft!

In the past, Gelsenkirchen, home city of FC Schalke 04 historically saw a large amount of industry and has been economically very strong, at times an engine for the whole country. With 450.000 citizens including many guest workers from Poland and Turkey.

Today, Gelsenkirchen has one of the highest rates of unemployment in Germany, is one of the poorest cities in Germany, has the highest rate of school dropouts and real estate vacancy (around 14.000 empty flats) and the population has nearly been cut in half (estimated to be 226.000 in 2025)

As a result, in 2013 FC Schalke 04 had the idea to begin to a CSR department and CSR Programmes. Their ambitious aim is to become the most credible German clubs participating in CSR. The idea of CSR at FC Schalke is to follow an unique strategy and to activate the 150.000 members as well as the community of Gelsenkirchen. They tried to figure out which kind of CSR strategy would have the best fit between the brand and what the club does stand for and the social situation in Gelsenkirchen and the question of how they can reach sustainable outcome for the people.

One of the biggest and most important asset of the club is the development of professional football players within their youth academy “Knappenschmiede”, which saw 6 players at the World Cup 2014 all from the Academy, as well as in 2016 when Germany advanced to the Semis of Euro, 5 members of the German squad were alumni of Schalke’s Academy.

FC Schalke 04’s mission is to implement their strength of being a very successful talent maker into the CSR strategy. We want to help our hometown by developing well educated young people in the future. Aside from the professional team, the club now has more teams on the pitch, including the young talents in education programme.

Team - Ruhrtalente RuhrTalente is a new student scholarship program in the Ruhr Area. It accompanies children and adolescents from the 8th grade on across schools with practical offers, regular advice and support as well as individual talent development. The club supports their fellows in discovering their potential and their talents, developing them in the best possible way and making their own way successful.

Team Westfälische Hochschule Higher education students have the opportunity to apply for a German Scholarship and therefore might receive support from “Schalke hilft!” to afford their studies. Germany needs efficient young academics. That is the reason why the German government and private sponsors support the highly qualified academics of tomorrow. This is how FC Schalke 04 invest in the future of Germany. They have seen the successful completion of studies for 45 MBA graduates.

Team “Joblinge” programme supports young people in recognising and developing their talents in professional environments. “Joblinge” is a six-month on the job programme, in which the participants receive application training, learn about social skills and get the opportunity to receive an apprenticeship placement. The target group is young adults between 18 and 23, who are trying to find a way to get a future job. The placement rate in 2016 was (amazing) 77%!



The programme “Football meets Culture” aims at spreading the message that studying does not essentially have to be boring. Children from primary school with a migration background are the target group of this programme. Each week, they receive two hours of football training and two hours of German lessons. To stimulate the cultural interests, the group is taking part in cultural activities on a regular basis.

The football stadium becomes the classroom; this is the idea of the programme “Schalke School”. The programme exists since 2011/2012 and is based on the idea to use the inspiring environment of the VELTINS-Arena to engage with young people and to discuss socially relevant topics. The students address in an interactive manner topics such as discrimination, violence, exclusion and democratic competencies. The project contributes to the fact, that chances of social disadvantaged youth are getting better through education. The focus is on “political education”. It is about strengthening of democratic competencies, the reduction of prejudices and the question, how to create a positive cooperation.





UEFA – Development of Women's Football

Emma Sykes – Women's Football Development Coordinator, UEFA

Why are women in football important?

1. Modernity: Accountability and transparency. Young, well educated people don't accept inequality
2. Morality: Respect, equal opportunities, equal pay
3. Money: Increased attendances, partners, data

UEFA Key Milestones for women's football

- Women's football is first officially recognised in 1971
- The first UEFA women's Euro is in 1984, and UEFA Women's cup in 2001
- UEFA Women's Champions league in 2010
- Women's Football Development Programme (WFDP) established since 2012

There are currently 1.3 million total female players registered in Europe, with 7 countries having over 60,001 or more registered players, but 33 countries having 5,000 or less registered players. The aim for UEFA is to reduce this numbers gap and grow the game. WFDP funding allocates €100,000 per year per national association. The majority of WFDP funding spent by NA's between 2012 – 2016 has mostly been in the areas of on-field development, off-field development, coaching and promotion. As a result, in 2014 saw the development of the Women in Football Leadership Programme, development tournaments, and Youth Elite Player Development Programme (since 2012).

UEFA Women in Football Leadership Programme (UEFA WFLP) aims at increasing the number of female leaders in football organisations. The programme includes:

- one-week seminar
- one-year mentoring scheme

Four editions completed, including women from different positions within football

Experienced very positive feedback, a success for both participants and organisers, and a fifth edition planned in the spring of 2017

Vision:

- To make football the #1 played sport for women in every European country
- Focus on growing participation and reduce drop out
- UEFA provide a template plan for each NA to localise (55 local plans)

Drive participation through: 1. Image, 2. Engagement, 3. Visibility, 4. Partnerships, 5. NA Support

Target: Women's football becomes financially self sufficient

The NEW methodology and approach for 2017 includes encouraging mass participation through access and promotion, increasing the sporting quality across Europe (close the gap between the big and the small), raise the standards of competitions for competitive and sustainable football, and



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invest in the talent pipeline and elite youth from the club level all the way to the NA level to turn players into stars. Working overall in tandem with all stakeholders.

UEFA aims to achieve this through UEFA led projects and initiatives:

1. Give added value to existing projects and investment to NAs
2. Implement new projects that touch all actors and levels of the game (such as domestic league development, elite youth development, competition legacy, ambassadors and stakeholder think tanks)
3. Ultimately, developing UEFA's top competitions

Engaging women and girls into clubs –how others have done it

- Through community programmes, linking to grassroots or women's clubs and providing coaching
- Access to facilities. Allow girls or women's teams to use your pitches etc.
- Start a team and an elite youth player pathway
- Invest in the top –create a women's A team to play in the national league

Case Study –Premier League

- Targeting girls specifically through community coaching
- Raised female participation by 37%
- Aim to meet more than 40'000 more players
- Clubs used in the community through schools, regions etc.
- Attract participants through the power of the badge
- Can deliver quality coaching



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BREAKOUT SESSION #2

How to Develop your CSR Strategy

Hubert Rovers – CEO, EFDN

The goal of EFDN is to support the efforts of its members to broaden their impact and to use the power of football for positive change in collaboration with other European Football clubs. Therefore, in collaboration with the University of Brussels and the Belgium ProLeague, EFDN has developed a CSR Practitioner's Guide that provides Football Clubs and Foundations with support in the process of developing a community and engagement strategy.

Strategic Planning And The Planning Process

- Guide for the future planning process of internal and external stakeholders
- Need and aims for the club and the community
- Football is used as a tool to build stronger society
- Sustainable activities (not one off)
- Collaboration with partners

Phase 1: Who Will Create And Implement The Strategic Plan

- Board of trustees
- Steering Committee
- Club management
- Identify stakeholders – Create overview map of stakeholders
 - Fans
 - Target groups
 - Employees of the football club
 - Schools
 - Municipal and local government

Phase 2: (Re)Formulate The Vision And Organisation

- Identify vision, mission and values
- Utilise SWOT analysis matrix (Strengths, Weaknesses, Opportunities, Threats)

Phase 3: Identify and Define the Social Objectives of Your Club or Foundation

- Identify needs and challenges in the community
- Identify need inside the club
- What are the social issues, for example:
 - Education
 - Employment
 - Aging community
- Stakeholders and social partners within the community
- Human resources and employment
- Fair wages, guidance and training
- Ecology and sustainability
- Community relations
- Philanthropy
- Good governance

Phase 4: Put Your Social Objectives Into Practice

- Define strategic and operational objectives



- Make strategic choices/build and develop sustainable partnerships
- Target measurable objectives
- Setting smart goals (Specific-measurable-attainable-realistic-timely)
- Create a plan of action (Plan – do – check –act cycle)
- Evaluation and impact

Ultimately, the aim of the practitioner's guide is not to teach community management, but rather it is intended to assist clubs and foundations in creating a sustainable planning process for community project objectives. The practitioner's guide is directed toward community managers and the boards of professional football clubs. It covers a broad analysis of community challenges that your club or community foundation may address, and the variety of external stakeholders and community partners that can help you achieve your goals. Overall it will provide you with some tools that can enhance the sustainability of your projects.

Benefits of Player Involvement in CSR Work

Tony Higgins – FIFPro Division Europe

In this presentation, Tony Higgins concentrated on how clubs can better engage with players in their CSR work. He stressed the importance of informing players about what the objectives of the CSR work is, their role within it and what (if anything) they might derive from it. As a former professional footballer in Scotland himself, Tony's perspective and insight was highly valuable and helpful for clubs who seek to better engage players in their CSR work.

With a focus on the development of players as employees in modern football, FIFPro report (Goutteborge, 2013) demonstrated a significant challenges for mental health among football players in Europe. As a result, researchers look for pro-social effects or behaviours which refer to voluntary actions that are intended to help or benefit another individual or group of individuals. Essentially, engaging professional athletes in volunteer work or CSR programmes can help to address mental health issues, elevate happiness, satisfaction and self-esteem. In turn, the fame of the players is a credible asset to CSR programmes.

The presentation also highlighted interesting recent studies from NISO, the Norwegian Players Union. Tony's colleague from NISO, and former professional Norwegian footballer, Erlend Hanstveit, provided an update on the studies, which outlined the potential benefits to players of CSR work.

Preliminary findings

- Player participation in CSR activities: easy to succeed, very low risk of failure
- CSR activities is an "energy booster" for many players
- Committed players
- Some deeply meaningful stories from players
- Every player reported that they feel they can make a significant difference
- Positive team building effects: as a whole and within groups..."You become happy by doing this, by giving"
- Brings players out of bad mood. Perspective change.
- Players report to prefer this to normal market initiated activities



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- The learning aspect of meeting "other sides of society". Especially young players
- Clubs need to be aware of religious or cultural reasons for not wanting to participate.

Gratitude → helping behaviour

Self-disclosure → high quality connections

Feedback from players

- Many positive effects from doing CSR activities *together* with other players
- "It was nice to meet him [player] outside the dressing room..."
- "I had no idea he was that good with children, he's really not acting that way in the dressing room"
- "I didn't even know he had a brother who struggled with drug abuse"

Beneficiaries of player involvement in CSR work and community initiatives include the players themselves, the team as a whole, and the youth/community members/individuals facing social challenges, or general participants that the CSR programme targets. The research highlights the multidimensional benefits for all involved. The research early stage findings for participant beneficiaries highlights positive benefits of player involvement in CSR programmes:

- "...made me feel like I was part of the club"
- "Didn't know I shared so much with the player"
- "I'm better than him in Playstation!"
- Presence vs message
- Mental/physical disabilities: huge impact. To be seen.
- Children 8th grade: impact, but do the words get through?
- People with drug related problems: family feeling, "we belong to the same family, me and you"
- Nervous players have same value. Students report it to be "interesting"/recognisable.





Athletic Club Bilbao Foundation

Galder Reguera – Responsible for CSR Activities, Athletic Club Bilbao Foundation

Founded in 2002, the Athletic Club Foundation has the primary mission of returning to the society what Athletic Club has received over the years. This is being accomplished through undertaking activities in the social sector of sport and culture. The primary goal of all activities and initiatives is the improvement of the society. To achieve this goal, the Foundation delivers diverse programmes, partially in collaboration with other organisations and social agents. All these programmes use football and the power of Athletic Club, including its social, historical and cultural dimension as a tool to contribute to the improvement of the quality of life.

- Basque Adapted Sport League and cup: for people with disabilities, over 200 people participate
- Thinking of Football: films address social topics, show football films
- Bakuva Football School: Children from weak economical homes and disadvantaged
- Bizitegi Homeless team: have trainings and matches
- Mental health network league and cup
- ADSIS Project (former inmates)
- Hospital projects
- Utopia Project; for women
- Programme for people with reduced abilities
- Ahalegina Project: being able to do something for children with mental disabilities
- Social Sporting activities: project for children of street football in areas where football isn't permitted to play
- Lezama scholarships for discarded Player: opportunity for players who are let go by Athletic to start studying
- Letters and football: books, stories, theatre, etc., a programme that mixes culture and football, with a focus on cultural activities
- Bertso Derbia: derby of poets, takes place between Real Socieadad and Athletic within the topic of football



Disability Access Officer - CAFE

Jochen Kemmer – Disability Access Officer Project Manager, CAFE

In 2015, UEFA added article 35bis into its UEFA Club Licensing & Financial Fair Play regulations, which requires all clubs to appoint a Disability Access Officer (DAO) who shall work towards year-on-year improvements in access and inclusion within the club. The presentation highlighted why access and inclusion is important and provided a better understanding of the role of the Disability Access Officer within a club and/or a National Football Association.

Why is access important

- At least 40% of the population require good access at any given time
- Disabled people constitute the largest minority group (15% of world population = 1 billion people)
- 50% of disabled people have never attended a public or sporting event
- 80% of disabled fans say that going to a football game is important for them
- Accessible stadia and venues are economically attractive
- Football can work as a catalyst for social change

Working towards an accessible and inclusive football world

- Support and guidance in making stadiums more accessible
- Stadium access appraisals
- Disability Inclusion and Etiquette Trainings
- CAFE Audio Descriptive Commentary (ADC) Programme
- Working together with disabled fans / Disabled Supporters Association (DSA)
- Support and guidance in making stadiums more accessible

Article 35bis of UEFA Club Licensing & Financial Fair Play: Appointment of a DAO. The DAO will support improvements in access and inclusion and collaborate with the relevant departments. The launch of DAO handbook took place this September 2017.

Role of DAO

- Supporting and advising the club on all disability-related matters
- Improving access and inclusion for its disabled stakeholders year-on-year.
- Serving as the main point of contact for disabled supporters, players and employees
- Liaising between club and disability stakeholders
- Promoting access and inclusion internally and externally

Key responsibilities

- Being up to date on the latest local legislation & best-practices
- Getting to know the club's disabled fans and understanding their needs → Developing an access strategy across all levels of the club
- Supporting the communications team to create an inclusive and accessible communications policy / strategy
- Ensuring the club / stadium is proactive in meeting the needs of disabled people



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- Arrange disability inclusion and etiquette training for all club staff
- Establish a network with local disability NGOs, local disability communities and experts in the field
- Support the employment of disabled people within the club
- Ensure equal ticketing policy for disabled fans

CAFE supports clubs in various ways, including through disability inclusion and etiquette training, training on the role of the DAO, providing examples of best practice, as well as networking opportunities. Activities within clubs, leagues, and NA's include audio descriptive commentary (Austria and Switzerland) master thesis on accessibility (Iceland and Germany), video highlighting a matchday in the life of a DAO and a disabled fan (Manchester City) and sensory rooms at various English clubs. CAFE Week of Action March 3 – 11, 2018 – together promoting access and inclusion. Encouraging participation from disabled fans, DSA's, national association, leagues, clubs and other football organisations





United Nations Sustainable Development Goals (UNDP)

Trygve Olfarnes & Eirik Talleraas, UNDP Nordic Representation Office

The Sustainable Development Goals (SDGs) otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life in a sustainable way for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and challenges of the world at large. The SDGs are an inclusive agenda. In this presentation, the UNDP Nordic office introduced the SDGs and provided examples of how sport organisations can bring their CSR programmes in line with the SDGs. The presentation also provided knowledge on how European football can contribute to making people, such as their fans, more aware of the SDGs.

The UNDP is no stranger to football. Football legends and UNDP Goodwill Ambassadors Zinedine Zidane and Ronaldo helped kick-off 11 international Matches Against Poverty since 2003 that raised over 4 million US dollars to help eradicate out poverty worldwide.

What is new about the 17 SDGs?

1. First, and most important, these Goals apply to *every* nation ... and every sector. Cities, businesses, schools, organizations, *all* are challenged to act. This is called → Universality
2. Second, it is recognized that the Goals are all inter-connected, in a system. We cannot aim to achieve just one Goal. We must achieve them all. This is called → Integration
3. And finally, it is widely recognized that achieving these Goals involves making some fundamental changes. This is called → Transformation

17 Sustainable Development Goals:

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure access to water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources



Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

Why are the SDGs of relevance to you?

1. The SDGs are **national priorities** – governments and increasingly more businesses are pursuing them. The business case for sustainable development is strong already: it opens up new opportunities and big efficiency gains; it drives innovation; and it enhances reputations. With a reputation for sustainability, companies attract and retain employees, consumers, B2B customers and investors, and they secure their licence to operate. That's why sustainable companies around the globe are thriving and delivering attractive returns to shareholders. That is why over 9,000 companies around the world have already signed up to the 10 principles of the UN Global Compact, a guide to sustainable business behaviour
2. Governments are using the SDGs to **define policy and regulation** – resilient business models take this into account. Organisations that align and engage their strategy with national priorities will most likely be given their licence to operate, by governments and citizens alike – those that do not, or who struggle to demonstrate alignment with the national interest, cannot expect equivalent treatment, so creating competitive disadvantage. Governments are using the SDGs to define policy and regulation – those organisations that are aware of and engage with the SDGs are more likely to have alignment with emerging policy, giving them more resilient business models.
3. Contributing can enhance one's own **goals and aspirations** as an organisation. For organisations and the private sector, the SDGs can provide a more focused direction on how to boost the quality of sustainability goals, position them as commitments, and better communicate them in a credible and meaningful manner.
4. **Expect a demand** for the SDGs – the Millennials make up a significant portion of business target audiences, and they are SDG savvy. Millennials are the two billion people born between the early 1980s and 2000. 81% of millennials believe business has a key role to play in achieving the Sustainable Development Goals (SDGs).

Almost all conference participants are decision makers at football clubs or foundations and already deliver programmes and activities that are in line with the SDGs but might not have been aware of the SDGs. By increasing the awareness of the SDGs, we believe clubs can be inspired to do more to contribute to the by increasing awareness and providing some examples how their organisation programmes can contribute to them. For example, the UNDP has a partnership with Eir Soccer with whom they organise 'Global Goals Cup' with. The Global Goals Cup is a long term project for women, playing with a football designed for women, wherein teams that register to participate must choose one of the 17 Sustainable Development Goals to contribute to, and the matches are for forwarding the Global Goals.



BREAKOUT SESSION #3

Dementia Friendly Programme (Aberdeen FC Community Trust)

Ally Prockter – Chief Executive, AFCCT

David Smith – Senior Community Projects Officer, AFCCT

AFCCT wider community engagement encourages all members of the community to get involved – from young people in programmes such as youth work, poverty related attainment, social personal development, to adult engagement for behavioural change and peer support, to active ageing programmes tackling isolation, building dementia friendly communities and challenging stigma. The Dementia Friendly Well-being Programme aims to encourage and enable the inactive to be more active, as well as the active to stay active throughout life. The foundation supports wellbeing and resilience in communities through physical activity and sport.

The outcomes of the project for people with dementia and carers are to enable them to...

- Have a significant say in how their dementia friendly community is run
- Know they have a community of support around them
- Feel they are included
- Feel safe, listened to, valued and respected
- Feel empowered to do the things that matter to them

The programme is a city-wide approach, in that AFCCT teams up with over 15 partners in the community – this is integral to the success of the programme, using facilities and teaming up with other areas in the community to enhance the programme. Furthermore, a committed team of volunteers, many of whom are past participants in AFCCT programmes, continue to help out and want to give back to the community and contribute to the success of the programme. The partnerships allow AFCCT to deliver sessions to 200+ people with dementia per week. All sessions are facilitated by staff members who have completed dementia information sessions with Alzheimer's Scotland. Each partner is committed to integrating people living with dementia, their families, and their carers into existing services. By working collaboratively, the programme hopes to increase opportunities to as many people in the community as possible, and offer support to people. The programme highlights the importance of dementia enabling environment via infrastructure, but more importantly creating a dementia friendly community via behaviours and attitudes. The programme stresses integration and inclusion, not segregating those with dementia, and engaging them in meaningful activities, such as Walking Football.

Furthermore, AFCCT supports bringing programming to those who can't get to the stadium, whether they are in sheltered housing and care home projects, the programme aims to tackle isolation within the complex by increasing functional fitness, being more active and bringing the community to the home –primary schools, volunteers, theatre groups etc.



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“*Doing the right thing*” – AFCCT highlight that a successful programme begins by simply trying to engage ideas and learning from mistakes and learning by doing. Choosing a new area to target and something your organisation feels they can really make a difference in the community in and building a programme from there, keeping things simple and trying it out. The *doing* is what develops a successful programme, which over time leads to recognition and awards (the Dementia Friendly Programme was the recipient of the European Club Association Awards 2017 Best Community & Social Responsibility Programme Award), and then the marketing follows and publicity is promoted, thereby increasing the funding and prosperity of the club or foundation. An important take away point is that there is no point in thinking and discussing an idea if you don’t act on it, and start by doing and trying. We can all learn and share from each other too – and the AFCCT hopes other clubs are inspired to start their own similar programme. Monitoring and evaluation can be difficult aspect especially serving a population suffering from dementia, so you can’t really use recall or ask questionnaires at the end of a programme because participants might not remember, so instead they use tools such as a “wishing well” where participants can write down things they want to do or see in the next session, as well as lots of observational data. Ultimately, a successful programme stems from collaborative community work, partnerships and a genuine belief in the ability to provide support and opportunity to change the lives of those in your community for the better.

Fradi School Programme (Ferencváros TC)

Bálint Maté – International Project Manager, FTC

Back to the schools – Milestones of a Fair Play Award winner school programme. The brand awareness has grown tremendously in the past 7 years, and solidifies Ferencváros as the most recognisable brand in football in Hungary especially for those aged 30+. However, it is less trendy in the ages 6 – 18 generation. Reasons for this may include a lack in domestic and international success, scandals, financial problems, fan behaviour and football hooliganism and a lack of branding. Ferencváros decided it was time to break out and to make the club more attractive for younger people again.

In the early days, an education project, co-funded by the Erasmus+ Programme of the European Union, lasted 18 months from 2015 to 2016. Through specific sport events and meetings in schools, the aim was to promote voluntary activities in sport, together with social inclusion and awareness of the importance of health-enhancing physical activity through increased participation in sport for all. The motivation of the club was in reaching new target groups and exploration of the new generation of supporters, athletes and consumers.

The Fradi School programme developed into a more comprehensive one which saw players going on visits to the schools. There is often a Q&A about Ferencváros, where youth receive presents in case of correct answer, and they view films about Ferencváros, launch a draw contest about Ferencváros, play fun games and exercises, can live chat with elite athletes, legends and mascots, and have dedications and photo opportunities. The programme incorporates at times giving invitations to students to attend a Ferencváros match for free, and giving out club-branded products such as stickers, scarves and school sets. Overall, the club has found that this programme raises brand awareness in the community, and in the long term the younger people started to attend games more



often. As a result, the club invested more into the Fradi School Programme, and overall the club generates profit from it as the youth in the community attend more games. The programme has become trans-national as they have fans and entered schools in communities in surrounding nations, and they also participate in European campaigns such as #BeActive and #FootballPeople. Some key results and milestones of the programme include reaching 120+ schools, 34.000+ students, 5000+ vouchers for Ferencváros matches. Over 1000 children returned at least once to the programme, and about 200 children became regular visitors of club matches. The programme has received the Fair Play Award of the Hungarian Olympic Committee.

Links Park Community Trust (Montrose FC)

Peter Davidson – Chief Executive, LPCT

Montrose FC are a small club, with a big heart. The club, aware of its responsibilities towards the well-being of those in their locality, supported the development of Links Park Community Trust (LPCT) in 2011. LPCT, a registered charity, now engage with over 10% of their local population weekly, and one in every four annually, through an extensive range of community-benefitting programmes. The workshop provided insight into the work of LPCT, and the impact it has on addressing health and social inequalities in their locality. Montrose FC and LPCT offer community sport programmes that are both recreation and competitive, and for those of all ages. However, the majority of their programme participants are primary school aged children who take part in education and training programmes, such as:

Links Park Health Trail (Primary 1 Pupils): takes pupils on an exploration of Links Park Stadium, the home of Montrose Football Club, where they are challenged to undertake a range of fun and inspiring tasks. Pupils do practical exercises that explore healthy food choices and workshops which allow children to take part in a fun football-themed exercise session whilst discussing healthy and unhealthy daily activities. The dental health workshop involves the story of 'Monty Mole's Troublesome Tooth' and pupils explain and demonstrate how to maintain clean and healthy teeth. Pupils leave with an understanding of the importance of leading an active, healthy lifestyle.

Links Park Numeracy Trail (Primary 3 Pupils): this programme puts students mathematical skills to the test, whether taking part in our 'Squad Numbers Challenge' in the dressing rooms, completing 'Money Management' tasks in the Club Shop and Kiosk, or supporting the Groundsman complete the 'Distance and Dimension' measurements on the football pitch, youngsters investigate the important role Mathematics plays in the everyday running of a Professional Football Club.

Links Park Literacy Trail (Primary 5 Pupils): participants visit the board room and take on the role of both the 'new signing' and the 'sports reporter' as they participate in our extremely popular 'Press Conference' workshop. Pitch-side, youngsters assume the role of the 'Match Commentator' - demonstrating enthusiasm and clear expression as they describe events on the field to the watching/listening audience. In addition to such activities, our 'Question of Sport' game show also provides a fun, challenging context for pupils to apply their observation, reading, writing, speaking and listening skills, as they also investigate the important role Literacy/Language plays in the everyday running of a Professional Football Club.



Links Park Science Trail (Primary 7 Pupils): workshop investigates the body's response to, and recovery from participation in competitive football. Our 'Forces Trail' looks at different types of footwear and gloves and why footballers select specific types when training and competing. Pupils also have the opportunity as part of this activity to test their running speed both with and without the unhelpful (but fun) drag of a parachute!

School of Football (Secondary School Pupils): was established in partnership with Montrose Academy. LPCT tasked Montrose Academy, and the Community Police Officer with identifying young people that would be suitable candidates for the programme. LPCT wished to work with school pupils that were classified as being 'disengaged' from the traditional curriculum, with worrying attendance and attainment levels, and engaged in anti-social behaviour in the community. Participants (and their parents) were asked to agree to the terms of a 'playing contract' which encouraged them to stay involved. In the programme, participants could arrive at Links Park Stadium and could benefit from a breakfast. The School of Football curriculum involved the delivery of life skills through participation in sport with each session working on a particular theme, such as determination or resilience.

All projects contribute to the Scottish Curriculum for Excellence, which is designed to achieve a transformation in education in Scotland by providing a coherent, more flexible and enriched curriculum from ages 3 to 18. The term curriculum is understood to mean - everything that is planned for children and young people throughout their education, not just what happens in the classroom.

The Play-makers Employability Programme (ages 16+) utilises the facilities of the Montrose FC club, to offer a 14-week programme (1 day a week) for those aged 16-19 and not in employment, education and/or training. In partnership with the Angus council, and using sport, and in particular football, as an alternative and somewhat appealing context to learning, the project delivers an innovative programme which aims to develop personal and employability skills through the various activities and tasks that are undertaken, and participants are supported in capturing and demonstrating these new-found attributes, not only in their CV, but also verbally during interview. Furthermore, there is also a focus on health and well-being programmes, including the Football Fans in Training (supported by the SPFL Trust), the Walk & Talk programme, where various walk lengths are planned and led by trained walk leaders, with the aim to encourage more people to become active and stay active through walking. The Football Memories Programme utilises trained staff and volunteers that spend time with people who have dementia and also have an interest in football. With the use of player picture cards and team photos, the programme looks to ignite memories within the individual.

As a testament to the success of the club and its community programmes, the LPCT has won the Community Project of the Year, awarded by the SPFL Trust, as well as the Best Professional Club in the Community awarded by the Scottish FA. They have engaged with 3000 participants annually and support a total of 34 programmes.

**EFDN**

BREAKOUT SESSION #4:

Tackling Racism in European Football (FARE/EFDN)

Claudia Krobitzsch – Programmes Coordinator, FARE Network

The Fare Network is an international umbrella organisation of NGO's, activists, minority groups and football organisations who are committed to combat discrimination in football and use the sport to promote social inclusion through football. Fare works across all levels of the game to engage clubs, leagues and governing bodies in the anti-discrimination movement. This presentation highlighted Fare's work and explored opportunities for clubs to cooperate with Fare as part of their CRS work. Active in 40+ countries in Europe, Fare acts as a support mechanism and uses its expertise to provide advice and support in combating discrimination and promoting social inclusion.

Fare's core activities including working with ethnic minorities, activities to support LGBT and gender equality, address institutional discrimination, and offer guidance to clubs and FAs. Fare has the capacity to build members and lobby institutions, host international events and conferences, and producing best practice guides and educational materials for members. Through the organising of pan-European and international campaigns, including the *Football People* action weeks, Fare aims to advance social inclusion of marginalised and disenfranchised groups and to engage policy makers, key players and governing bodies in the anti-discrimination movement.

Fare has created a database of grassroots organisations, teams and football clubs that are actively welcoming refugees or organising training sessions and other initiatives to help refugees find a place. The database aims to give migrants and activists the opportunity to find out about teams near where they live and how they can get involved. Through football for refugees Fare aims to exchange best practice on a European level, liaise between the grassroots clubs and professional game and build ongoing projects for refugees and inclusion.

The Football People action weeks are open for all, for a two week period in October. The action weeks celebrate diversity and tackle discrimination and exclusion. The action weeks included over 2000 activities in 60 countries across all levels of the game. The Football People action weeks are a great opportunity for EFDN member clubs and foundations to participate and get involved in an anti-discrimination and social inclusion campaign.

Hubert Rovers – CEO, EFDN

Racism and discrimination is rising in European football, if not inside the stadium, it is on fan pages and platforms. There is a call to action to the wider football community to address this.

Many top down campaigns exists on national and international level

1. Say no to racism
2. Equal game
3. Kick it out
4. Respect



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Need of a grassroots campaign that is sustainable and close to the club

1. Show racism the red card
 - In elite football
 - Grassroots level
 - In schools
 - In companies
2. Targeting different topics:
 - General racism and discrimination
 - Homophobia
 - Islamophobia

3. Supported by FIFPro

4. Awareness campaign

Call to action to EFDN members to develop and be involved in a 2-3 year programme where we create practitioner's guides and methodologies that clubs can use in elite football, at the grassroots level, in schools and in companies and organisations. In cooperation with current campaigns and events and in cooperation with stakeholders.

Employment Programmes (IF Elfsborg/Vitesse Betrokken)

Jan Ryrlén – IF Elfsborg

This session provided an overview of IF Elfsborg's Social Responsibility Strategy 'We Together', which is based on the three pillars: Camp Elfsborg, Social Responsibility and Supporter Relationship. This particular session focused on the employment programmes 'Work Together' and 'Future Together'. IF Elfsborg's cooperation with the Swedish League and other Swedish football clubs has been a big highlight.

Values of IF Elfsborg "We Together"

We distance ourselves from violence, bullying, racism, drugs and doping.

We must work together to be successful.

As our leadership, we have attitude – responsibility - respect. That's how we want to be against each other and our opponents.

Work Together

- The purpose is to help young people who have been outside the labor market and school for many years. Either for resumed studies or work. These young people are the furthest from the labor market. They must submit an application, and go through an interview to demonstrate that this is something they really want and are ready for. Then there is an introduction week, and ideally the programme follows up with an internship and continuous follow-up

Future Together

- Help young people and children in, or on their way to, exclusion into inclusion.
- Our leaders also come from unemployment
- Today at 5 different districts in Borås
- 1 project leader, 10-15 leaders, involves approximately 3000 children each year.
- In school, in youth centers, in clubs, in associations, in religion



EFDN

- Find those who are alone without friends and help them get involved in something they like and thus make new friends
- Works together with all local organisations
- A positive side effect is that the environment in school and district has become much calmer

Cooperations

- Borås City, the municipality
- Swedish FA, Svenska Fotbolls Förbundet and Swedish League, SEF, CSR committee
- Clubs in our region, about 60 member clubs
- EFDN
- About 400 sponsors

Martijn de Wild, Manager of Vitesse Betrokken – Vitesse Works

Established in 2007, Vitesse Betrokken (Vitesse Foundation) has fulfilled over 150 wishes each year, reached over 8000 people annually, and has over 1500 participants in structured projects.

Vitesse views the participation of members as being over a 'life time' and is inclusive of all ages.

Young people ages 0 – 12 have healthy lifestyle programmes, youth ages 13-18 have the moving together programme, young adults aged 18-35 have access to employability programmes, adults 35-65 years and older adults ages 65+ have vitality and social activation programmes such as Walking Football.

The 'Vitesse Works' programme started in 2015 and aims at supporting unemployed people in improving their education or employment prospects. Vitesse Works provides education, employment and training opportunities for young people that are currently not in employment, receiving unemployment benefits and for asylum seekers from Eritrea. The programme Vitesse Works uses football as a tool for preparing the participants for a professional environment. During the first half year, the groups take part in football training sessions (two sessions per week). The sessions provides the them the opportunity to acquire skills that later can be applied in a professional working environment. After the first half year, the participants start an education or an employment position, for this the Vitesse Business Club Network is used. The Vitesse Work coaches support the participants progression into the workplace and keep in contact with the institutions for at least a year. The individualised after care of participants is a critical success factor of the programme. Participants have weekly contact with the Vitesse coaches and are often in contact with the employer or school in order to prevent drop out. Vitesse organises company visits to orient participants to different kinds of work. They have the opportunity to present themselves to different employers and Vitesse Business Club members. Since the start of Vitesse Works, three groups have participated in the programme with an overall success rate of 80%. Recently, the first group finished their programme with the result of 92% of the participants not depending any longer on unemployment benefits. The programme is a great opportunity for asylum seekers to feel better integrated into Dutch society and to learn the language and adjust to customs and culture in the Netherlands. The co-operations and partners of the program are also imperative to its success and they include the municipality of Arnhem, the job coaching company and welfare organisations. Vitesse is an active participant in the youth and staff exchanges and has hosted one of each, enabling them to learn and share their programme ideas with other network members around Europe.



EFDN

International Development Programmes

Marc-André Buchwalder – CEO and Co-Founder, Scort Foundation (FCSA)

Meinolf Sprink – Fans & Social Engagement, Bayer 04 Leverkusen

Sebastian Buntkirchen – Managing Director, FC Schalke hilft!

The training programmes of the Football Club Social Alliance (FCSA) aim towards the empowerment of young leaders for mental health and social change and to enable them to create safe spaces for children in their communities. The FCSA aims to provide support for young women and men who lack sustainable opportunities. For the programme implementation, Scort cooperates closely with both governmental and non-governmental organisations and takes advantage of a broad network of specialists in the fields of sport, development cooperation, economics, science, politics and communication. With the experience on how to link professional football with development work, Scort sensitises and consults different stakeholders on CSR. Bayer 04 Leverkusen is one of the founding members of the foundation and has provided training to hundreds of Young Coaches in areas of crisis and refugee camps. FC Schalke 04 as the newest member, is passionate about helping to reach more young leaders and moving the foundation to another level of global support.

Leadership Education is built on Three Pillars:

- Coaching skills: technical and organisational skills in the field of grassroots/children's football (such as basic football techniques, organisation of football festivals, tournaments, training sessions)
- Leadership: pedagogical and social skills to help Young Coaches work with children on and off the pitch (such as teambuilding, coaching methods, communication, acting as role model, code of conduct)
- Life & Soft Skills: local relevant topics as well as non-football related skills for further personal development (such as health promotion, first aid, malaria prevention, conflict management, problem solving, PR and strategic planning)

Young Coaches

- Young Women and Men of 18 to 28 year of age
- Already working with children (professionally or voluntarily)
- Interest in Sports/Football
- Passion to play a vital role in the Development of the Child
- Motivation to pass on their knowledge to Peers, create a pool of Young Leaders
- 2557 young leaders; 442 certified young coaches; more than 67,000 children directly benefit

Case Study: Lebanon

- Participants selected by UNHCR and Lebanese Football Association
- Total Participating Young Coaches: 37 (20 from LFA, 17 from UNHCR)
- Female Young Coaches: 8 (21.5%)
- Origin: Lebanese citizens: 54%; Syrian refugees: 40.5%; Palestinian Refugees: 5.5%
- "We don't have physical education in South Lebanon, only in Beirut. So, when I am finished with the course I can do many more fun activities with the kids. I am already looking forward to this." – Young Female Coach Nour



NETWORK ROUNDTABLES 2: TIME TO INNOVATE! PAN-EUROPEAN PROGRAMMES

Participants were divided into discussion groups based on their interest in each of the five different programme topics: mental health, disability, anti-racism and anti-discrimination, employability, and European Voluntary Service.

Attendees received an outline for how to create a pan-European programme. They were then responsible for collectively brainstorming ideas and approaches to create a pan-European programme within their topic choice, for example a Youth Exchange or Staff Exchange. The aim of the roundtable discussion was to stimulate ideas and creativity about pan-European programme topic areas and to determine tangible solutions, actions and timelines, so that they could potentially be further developed and implemented in the future.

1. ANTI-RACISM AND ANTI DISCRIMINATION

Table 1: NEC, Everton, Tottenham, Werder Bremen

Project: Anti-racism, anti-discrimination, challenging anti-social behaviour

Objectives/Goals and Outcomes:

1. Identify examples of best or good practice in football clubs. Take examples of successful schemes that have made an impact positively, based on measures and data.
2. Produce case studies where changes of behaviour are evident

Purpose: to challenge and combat the racism and discrimination across Europe arising from political changes and asylum seekers/refugees

How can each person/organisation contribute to the programme's success:

- Key issue: to follow up with fans who are banned from a ground because of poor behaviour, racism, homophobia, etc.
- Incentives for getting back into their ground – community work, helping others
- Combatting language usage to avoid it becoming acceptable in describing people or ideas

Project Partners:

- Groups that exist in countries to combat anti-discrimination practices

Table 2: Substance, NEC, Sparta Prague, Manchester United Consultant

Project: Advocacy campaign for tolerance of refugees

Target club employees and fans.

Involve players in videos, especially players who were refugees

Objectives/Goals and Outcomes:

- Awareness of programme
- Changed perceptions of refugees among target groups
- Support campaign with grassroots refugee football, with local people playing alongside
- Located in participating countries, marketing badges, and staff and infrastructure for delivery



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How can each person/organisation contribute to the programme's success:

- Players
- Facilities
- Badge
- M+E tools
- Marketing and social media expertise and platforms

Project Partners:

- UNHCR
- UEFA Foundation
- Local NGO's such as RefugeeAction in UK
- Local gov'ts
- National media and local media
- Advertising agencies
- EU for funding
- Stavros Niarchos Foundation

Activities

- Multimedia campaign, both pan-European and local
- Stadium education campaigns
- 2 activities/week: 1. Football for refugees and locals, 2. Education in schools taking refugees into schools
- 2 year programme, finish with a festival in own town and a pan-European festival

Table 3: Feyenoord, Vitesse, Ajax, KAA Gent, FARE

Project: Youth Exchange

Target group: 17 – 24 year olds, males and females from various club's CSR projects

Objectives/Goals and Outcomes:

- Increase awareness and influencing youth to change perceptions
- Tools to stand up against racism
- Cultural differences → sharing
- Use/share different club values to hear from other cultures and perspectives
- Empowering young people through speaking and presentations and sharing

How can each person/organisation contribute to the programme's success:

- Contact other NGO's/minority representation groups for strategy visits (FARE)
- Workshops on anti-discrimination
- Strong respect/anti-discrimination values → translate to the program / golden rules / Inclusive club throughout all programs (KAA Gent)
- Anti-racism/anti-Semitism in relation to WWII/discrimination programmes (Feyenoord)
- Experience in participating/hosting exchanges (Feyenoord/Vitesse)
- Coaches specialized in coaching anti-discrimination (Feyenoord/Vitesse)

Project Description:

- 5 clubs or organisations
- Boys and girls 17 to 24 Youth Exchange on the topic of anti-racism



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- 5 days + 2 travel days
- Clubs hosting workshops and activities (teambuilding, cultural exchanges, football activities, football as a tool)
- Study visits
- Visit cultural and historical things or places in the city/country
- Stadium tours
- Actual trends/topics and group discussions

2. EMPLOYABILITY

Table 1: KAA Gent, Legia Foundation, Asker Fotball, NEC, Vitesse, Randers FC

Project: young unemployed people (different approaches when you use a specific group)

- Young unemployed people (locals / asylum seekers / people with social issues)
- Need different professionals to be involved in relation to the social issues or problems you will address (but methodology or dynamic is the same)
- The exercises have to be accomplished by everybody

Objectives/Goals and Outcomes:

1. What do I want to accomplish?
 - Unemployment → employ people by strengthening their social skills / life skills and competences needed for entering the labour market
2. Who is involved?
 - Coaches/Professionals → multidisciplinary team involvement, job coach, social workers, football coaches, etc. to address the individual needs of each participant
3. Where is it located?
 - Use the training facilities of the club/stadium
4. Which resources are involved?
 - Human resources (to run programme), financial resources (to hire professionals), Facilities (club)

How can each person/organisation contribute:

- Football clubs (facilities, coaches)
- Local authorities (policies, belief!)
- Professionals (social workers, individuals to address the issues of each participant)
- Employment services/companies (consultancies)

Project Partners

- Club
- Local authorities
- Employment policy makers
- Social welfare organisations (professionals with specialties, such as with asylum seekers, refugees, people with addition or mental illness)
- Commercial network (workforces) to employ them at the end of the programme

Activities

- Sports participation (teams, leadership, life skills)
- Training → competencies labour market, such as CV, interview practice, behaviour)



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Impacts and Dissemination

- Sustainable employment by strengthening skills in these individuals is the ultimate impact in the community

Table 2: Scort Foundation, Odds BK, SK Brann, Stabaek Football, NAV RBK-Youth@Work, IF Elfsborg

Project overview: Staff or Youth exchange, x4 clubs for 6 days in one location

- Team building
- Get to know each other
- Visit different departments within the club
- Q&A with manager (dept)
- Share experiences/challenges
- Building skills and developing weaknesses (confidence/ social interactions etc.)
- Interview techniques and CV building
- Dinner and cultural events based on each attending country
- Presentations: what its like finding work in my community
- Qualifications/certifications jobs offered during the course?

3. MENTAL HEALTH

Table 1: Ferenscvaros TC, Leyton Orient, Club Brugge

Project: “Legends” programme

Target group: Age 60+ of all community members/clubs

Objectives/Goals and Outcomes:

- Involve club legends as ambassadors for important social missions
- Engage all older aged fans to reduce their social isolation
- To increase involvement in the club
- Refresh the memories of the older fans
- To promote the history of the club from a personal angle

How can each organisation contribute to the success of the programme:

- Club facilities
- Club media
- Club legends
- Connections with social institutions

Project description:

- Weekly groups coming together and sharing their football memories (and maybe even doing some physical activity)
- Recording their memories – documentary movie
- Involvement of Club legends at the sessions to stimulate memory and involvement

European level: each member club showcase their video/documentary → European conference, film festivals



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Project partners and stakeholders:

- Local partners
- UEFA Foundation/Local FA's
- Dementia centres
- Sporting Memories network (Rob White)
- Carehouses/shelter houses

Activities:

- Weekly sessions and meetings
- Involvement of club legends

Outcomes: Forming social platform for older people in order to...

- Refresh their memories
- Strengthen their mental conditions
- Fight against dementia
- Use of the club legends for a social purpose
- Documentary movie

Impacts and Dissemination

- Contribution of the group sessions, different age groups
- Extension of the project → involvement of other local clubs
- Share experiences at international conferences (such as EFDN conference)

Table 2: Aberdeen, Feyenoord, Sparta Prague

Project: Youth Exchange

- Youth bullying
- Focused on behaviours/mental health impacts
- Youth ages 12-16, boys and girls
- Victims and perpetrators
- Club based programme + Youth Exchange

Objectives/Goals: learn about the..

- Impact and causes of bullying
- Mental health affects
- Coping mechanisms
- Solutions → identify/practice

Outcomes: increased self-esteem, resilience, and positive outlook to future

How can each organisation contribute:

- Access to schools
- Lesson plan development
- Contact professionals
- Venue and wow factor of the stadium
- Potential access to relevant players/video
- Positivity/energy/flexibility of delivery

Project Description:

- Select youth for youth exchange

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- Phased learning of issues and how to deal with them
- Physical and mental health personal development
- Graduation ceremony
- Youth exchange

Project partners and stakeholders:

- Schools
- Children/youth
- Parents
- Trusts
- Health groups
- Local authorities

4. EUROPEAN VOLUNTARY SERVICE

After an explanation of what and how the European Voluntary Service (EVS) programme runs, the participants in this discussion group developed relationships to utilise the EVS service going forward. EVS is an Erasmus+ programme that helps young people travel abroad to participate in volunteering projects. As an EVS volunteer, you commit yourself to the work of an organisation abroad.

Volunteering projects can involve many different kinds of activities in areas such as youth work, cultural activities, social care or environmental protection. You volunteer on an unpaid and full-time basis. In the case of EFDN, participants and volunteers from EFDN member clubs can participate in the EVS programme and exchange with another EFDN member clubs participants or volunteers. The EVS programme allows for participants to experience the programme (for example a jobs or education programme) in another country and with a different club. What participants achieve and learn through EVS is certified Europe-wide via the Youthpass recognition tool. During the group discussion, two clubs in specific, NAC Breda of the Netherlands and Vålerenga of Norway were motivated to exchange participants to learn from each other's programmes and to exchange knowledge. The discussion was the beginning of a future valuable partnership and transfer of participants skills via the EVS programme





FútbolNet (FC Barcelona Foundation)

Aisha Al-Said Albela – Partnerships, Campaigns & Fundraising Manager, FC Barcelona Foundation

The objective of the FútbolNet programme of the FC Barcelona Foundation is to provide support to children and young people by fostering integration and social cohesion and by creating favourable conditions for violence prevention by using sport as an educational tool. FútbolNet is a tool designed to make a big difference in the communities where it is implemented. The dimensions of its social impact vary in each context, depending on each specific disposition and the cultural context of the community where it is being implemented. FC Barcelona: a sports institution open to all, an inclusive club and a democratic society. Values FC Barcelona: Humility, Effort, Ambition, Respect, Teamwork.

FC Barcelona Foundation

- Allocated 0.7% of the income and 0.5% of the players salary to the Foundation
- Want to improve critical social aspects that affect 1) Children 2) Vulnerable groups
- An innovative approach in the global field of sports organisations, all programmes use the FútbolNet methodology among others

1. Prevention of violence
 - Bullying Program
 - Youth violence program
2. Struggle against social exclusion and discrimination
 - Pediatric emotional wellness programme
 - Refugees programme
 - Social inclusion programme
 - Gender programme
 - Children with disabilities programme
3. Access to and reinforcement of education
 - Education in values
 - Access to education (UNICEF)
 - Masia Solidaria

FútbolNet Session

1. Welcome
2. Breaking the Ice
3. Theoretical Dynamics: Participants reflect on the session's focus value
4. Practical Dynamics: Participants play a sports-based game related to the session's value.
5. FútbolNet Match: Matches are divided into three periods. First period players discuss and reach agreements regarding the behaviour and rules of play during the football match. Second period: the football match is played. Third period: players rate compliance with the agreements previously reached and define the result of the match. The final score is the sum of the participation, the other team's assessment, self-assessment and the actual match score.
6. Dialogue and reflection

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Results: Impact of the Foundation on its Beneficiaries

- Reduction of aggressive behaviours
- Improvement of skills in social relationships
- Improvement in performance
- Reduction of school absenteeism
- Increase in self-esteem
- Improvement of the capacity to resolve conflicts through dialogue



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Active Fans Europe (EFDN)

Hubert Rovers – CEO, EFDN

EFDN is pleased to announce that from January 2018 onwards, EFDN will deliver in collaboration with the Network members Fulham FC Foundation, Vitesse Betrokken, Bayer 04 Leverkusen, Rangers FC Foundation, Ferencváros TC, NEC Nijmegen, Feyenoord Rotterdam, KAA Gent and Valerenga Fotball a new Pan-European Erasmus+ funded Programme.

The 18-months programme Active Fans/ Healthy Football League aims at developing a new European standard and methodology that uses football as a tool to reach men and women from 35 years and older who would like to get physically active again, make lifestyle changes and improve their diets. The programme uses the clubs' stadiums and training facilities as a motivational tool. Moreover, Active Fans harnesses men's and women's symbolic attachment to professional football clubs to engage them in lifestyle change.

Within the Active Fans programme, the participants receive the opportunity to learn about nutrition, get physically active and start to feel the benefits of weight loss and increased energy. In recent years, a number of clubs and organisations in Europe have developed methodologies for a similar programme, promoting physical activity and healthy lifestyle for that particular target group. However, until now, the clubs are primarily using different methodologies and working in an isolated manner preventing collaboration and sharing of knowledge and experience. The EFDN Active Fans programme will develop a European methodology supported by football clubs from the Netherlands, UK, Hungary, Norway, Belgium and Germany. Additionally, the project will be supported by local, national and international organisations, FA's and local governments.

Within the framework of the development of the Active Fans methodology, a Healthy Football League will be established. The Healthy Football League will be an online competition that encourages the participants of the Active Fans programme to make healthy lifestyle choices and provides the opportunity to compete online with fans from other clubs to become the healthiest club in Europe. All participants will act as a player in an online app and can score points for their club, long after they have finalised their 12 week programme. The Healthy Football League Website and online App will make it easy to track exercise and it will be simple to use – the more they train, the more points they score to beat the fans of other clubs in the competition.

Active Fans is the overarching project in which the methodology will be tested in nine cities in six European Countries. Every city has its own local Healthy Football League activities and through the online Healthy Football app they will compete with the other clubs in the project. The project also follows the goal of training the staff members of the participating clubs in this new methodological approach. Additionally, a Healthy Football League Practitioners Guide and 'Train the Trainer' course will be developed and made freely accessible for all organisations in Europe including local authorities, football clubs, sport clubs and sport governing bodies. We are looking forward to bringing forward such a promising methodology in Europe in collaboration with our participating members and the European Erasmus + programme.