

European Football for



Development Network

EFDN



**COMMUNITY
AND SOCIAL
RESPONSIBILITY
PRACTITIONER'S GUIDE**

CHANGING LIVES THROUGH FOOTBALL

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PREFACE

Football is the most popular sport in Europe. Every week tens of thousands of fans support their favourite clubs on the field, while hundreds of thousands of fans follow football through the media. Football inspires and mobilises.

Football leagues and clubs are becoming increasingly aware of their roles in society and want to use the power of football to take an active role in their communities.

The European Football for Development Network (EFDN) consists of professional football clubs, who are committed to their social responsibilities both inside and outside of their organisations and have the passion for co-operating and engaging on a European level. Football has the power to help people achieve more. It can aid in addressing issues such as health and well-being, tackling racism, youth unemployment, school absenteeism and volunteering. Football can enhance individual development and self-confidence and conveys values of team spirit, fair play and responsibility.

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. This practitioner's guide is for clubs who want to develop their community and social responsibility programmes and integrate them within the club and the local community. While these programmes can have immense positive impacts in their respective communities, this relationship is mutually beneficial and can be incredibly useful for the club. Community programmes promote awareness of the club, encourage engagement in club and foundation activities, and increase the attractiveness of the organisation to the public, ultimately broadening the overall network.

This practitioner's guide provides a step by step planning process that will equip football clubs and community foundations with the resources and knowledge required to implement a community engagement strategy.

This practitioner's guide is an English translation of the original work of the Belgium ProLeague and the University of Brussels, with some additions made from EFDN.



INTRODUCTION

STRATEGIC PLANNING

This practitioner's guide focuses on the strategic planning process for community engagement through social activities within professional football clubs and community foundations. Social engagement activities take place in the context of "Community and Social Responsibility" (CSR). They include these key elements:

- Football is used as a resource to build a stronger society and/or to benefit the local community
- The activities are sustainable and therefore not a one-off intervention
- There is a collaboration with one or more community partners and/or stakeholders

In addition to the term "social activities," this document also uses the following terms to indicate the same meaning: corporate social responsibility, community actions, community projects, community engagement and social engagement. In practice, all of these terms are often used interchangeably in reference to CSR.

This practitioner's guide provides a description of a strategic planning process. The process and plan describe who and what your organisation is, what it stands for, why it exists, and in which environment you wish to operate. The strategic plan will then formulate the future planning of your organisation. It outlines what objectives your organisation wants to achieve during the strategic period, and the actions it will take to achieve the desired results.

As an operator within the community, you can choose the time period covered by your strategic plan. Typically, it is an average period of 3 to 5 years. This way, you can formulate concrete objectives and actions that sufficiently connect to the current realities in your community. A strategic plan, therefore, is a collection of ambitions or objectives of your organisation.



During this period, you will endeavour to achieve your mission by working through this step by step guide. As each club has its own specific social environment, the strategic planning process will also depend on the individuality and history of the football club.

In other words, a strategic plan is a guide for the future, where you will implement future planning processes for internal and external stakeholders. As an organisation, you will not be able to implement all the objectives on your own, and so this process will require you to form alliances and partnerships internally and externally. It is a snapshot of how you will use the time and resources available to you to achieve your objectives and provides an overview of the actions you will take and the relationship between those actions.

To start this process, is not always a simple one, at times you may come up against different perspectives and objections

within your organisation. A strategic plan reflects a long-term commitment between partners in an organisation. Be sure to involve a sufficient number of internal partners in the layout of your strategic plan from the beginning, to maximise a collective understanding of direction with the organisation at this stage.

The aim of this practitioner's guide is not to teach community management, but rather it is intended to assist you in creating a sustainable planning process for your 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. Finally, this guide will provide you with some tools that can enhance the sustainability of your projects.

THE STRATEGIC PLANNING PROCESS

The process of strategic planning for your club or community foundation takes place in several operational phases. It may be the case that you have already gone through several stages of this process, or perhaps

you have specific stages already thoroughly worked out. This overview is therefore only a guideline for shaping a comprehensive strategic plan.

This practitioner's guide will highlight the following phases of strategic plan development, including specific examples and exercises:

PHASE

1

WHO WILL ESTABLISH AND IMPLEMENT THE STRATEGIC PLAN FOR THE CLUB OR COMMUNITY FOUNDATION?

Who is responsible for establishing a strategic community plan?
Who will you require to support you in this process?

PHASE

2

(RE)FORMULATE THE VISION AND ORGANISATION

What is the identity of the club or community foundation? What are the core values?
What is the vision and mission of the football club and/or the community foundation?
What resources and skills do you have at your disposal as a community manager?
SWOT Analysis

PHASE

3

IDENTIFY AND DEFINE THE SOCIAL OBJECTIVES OF THE FOOTBALL CLUB OR COMMUNITY FOUNDATION

Understand the needs, challenges and issues within the community
Which challenges will your club or community foundation address?
Identify the social partners within the community
Define your communities social ambitions

PHASE

4

PUT YOUR SOCIAL OBJECTIVES INTO PRACTICE

Define strategic and operational objectives
Identify the indicators
Plan of action
Evaluation and impact



WHO WILL ESTABLISH AND IMPLEMENT THE STRATEGIC PLAN FOR THE CLUB OR COMMUNITY FOUNDATION?

It is advisable that a **Steering Committee or Board of Trustees** is assigned to assist the **Community Manager**. This group of experts can strengthen the planning process. Potential members of the **Steering Committee** should include senior club management figures and stakeholder partners who are involved with the target groups of the social projects, or involved in the operation or industry.

Internally, key employees can provide important strategic input in the planning process. For example, involving staff members working in the marketing and commercial department of the club can strengthen and support the organisational capacity to meet its social objectives.

ADDING VALUE WITH A STEERING COMMITTEE

- A Steering Committee is made up of a group of experts in the field and can contribute significant knowledge and experience in developing the strategic plan
- A Steering Committee will primarily be responsible for planning and coordinating the development of the strategic plan. Collaboration with the community manager is of critical importance
- The Steering Committee should ensure that the community foundation strategic plan is widely supported internally and externally by all stakeholders
- Following the establishment of the strategic plan, the Steering Committee also coordinates the implementation, monitoring and evaluation of the plan
- To provide guidance and knowledge within the community
- The Steering Committee can, therefore, be regarded as the overall architects of the strategic plan
- Developing a Steering Committee is a form of interactive management. The concept of “communicative planning” is essential. The strategic plan must be based on positive collaboration between all stakeholders.

It is imperative that the strategic plan is developed with the participation of multiple actors representing the target groups that the social programmes will aim to address. From the beginning development phase it is important to identify: who are the actors and their target groups? What are their needs? How do they fit within the club’s community strategy? By identifying all specific stakeholders and encouraging collaborative planning, the strategic plan will be designed to best address of the needs of the community.

TIPS

- Ensure that each consultation with the Steering Committee group of experts is well prepared
- To ensure that the strategic plan of the club or community foundation is an essential part of your club, it is necessary to involve key individuals from club management. If this is not possible, the community manager must regularly provide feedback to the board members and management of the club



IDENTIFYING STAKEHOLDERS

Stakeholders are individuals, groups or organisations that will have an impact on the strategic plan, or who will be affected by the strategic plan of the club or community foundation. Stakeholders comprise all parties of interest: people, groups and organisations with an interest in the social functioning of the football club or community foundation.

Examples of stakeholders are:

- Fans
- Target groups and individuals: children, youth, adults, seniors, persons with disabilities, local residents
- Employees of the football club
- Managers and sponsors
- Local politicians
- Schools
- Municipal and local government services related to sport and certain social challenges (sport, youth services, education and health)
- Private organisations

OVERVIEW OF STAKEHOLDERS

With the assistance of the Steering Committee, the club or foundation should produce an overview of all the interested parties and stakeholders. The aim is to find as many stakeholders as possible to form a group that can indicate their specific involvement or influence in the community (they should discuss points on the strengths and weaknesses of the organisation, the staff, the financial means etc.). They can bring expertise from different areas to the operation to maximise the impact of their involvement.

The stakeholders group should provide its opinion and feedback concerning all aspects of involvement in the development of the strategic plan and the conduct of sports strategy. Within the group, ideas are exchanged and strengthened, and creative suggestions are made for the strategic plan. The important decisions taken by the Steering Committee will thus be subject to suggestions and input of the stakeholders group. In this way, all interested parties

and stakeholders are actively involved in creating the strategic plan and the basis of the operating plan for community involvement.

TIPS

- **If your stakeholders group represents very diverse social functions, you can choose to delegate responsibilities into subgroups based on the social priorities you want to reach. Thus, not everyone needs to be present when a certain theme is discussed**
- **You can request to be involved in other groups or councils of organisation partners (such as sports councils, organisations for people in need, etc.) to gain further knowledge, input and awareness within the community**
- **It is important that the stakeholders group is created so a variety of relevant organisations are represented (for example community workers, local authorities, education sector representatives, associations for people in need, etc.)**



A SCHEDULE FOR YOUR STRATEGIC PLAN

Once the Steering Committee and the stakeholders group are identified and created, attention should then be devoted to the working method or the approach of the preparation of the strategic plan. Stakeholders need to be involved in the implementation process, each with their respective roles and contributions. The preparation of a work schedule ensures that this process is clear and all parties are held accountable.

A work plan schedule should provide an overview of what needs to be done. It should indicate the phases of strategic planning (formulation of mission and vision, data collection, strategic goal setting, operational objectives and plan of approach, development of social actions).

best to work reasonably and logically and to develop this timetable in collaboration with the Steering Committee.

A schedule includes three steps:

1 DISTRIBUTION OF THE PROCESS IN DIFFERENT PHASES

- Vision and organisation
- Collection and analysis of data
- Determination of social objectives
- Strategic targets
- Operational objectives
- Plan of approach and development of social actions
- Evaluation plans
- Adaptations based on evaluations

2 PLACE THE DIFFERENT PHASES ON A TIMELINE

- Establish timeline

3 TRANSLATE THE PHASES AND TIMELINE INTO A WORKING AGENDA

- Who is responsible for which tasks?
- Who sends what and when?
- When do tasks have to be completed?
- What stakeholders should you consider?

Ensure that the beginning phase of your strategic plan for your community functioning is formal and clear. This is done by formulating a 'starting note' to communicate the start with employees in your football club, foundation, and your community partners. In the introductory starting note, you can:

- Explain the reasons behind the process
- Provide them with the working method and the timeline of the process
- Explain the composition of Steering Committee



PHASE 2

(RE)FORMULATE THE VISION AND ORGANISATION

During the second phase of the strategic planning process, attention will focus on the club or community foundation itself. What is the history of the club? Who is the club and/or foundation, and what does it do? What does it want to be and what does it want to achieve? Start from the identity, mission and vision of the club and/or community foundation. In addition to these components, focus on the structural elements; what resources and capacities do you have at the disposal of the club for the community foundation? This process should include a SWOT analysis of the club and/or foundation and overall operation.

IDENTITY OF THE FOOTBALL CLUB OR COMMUNITY FOUNDATION

A football club (as well as the stadium) often has a strong sentimental value for its supporters. It gives a sense of 'home' and promotes feelings of community pride. The club forms an identity around these sentimental expressions, and the community members and fans develop a personal and collective connection to the club identity. The identity of a club is based on values, norms, symbols and collective hymns or chants that are lived out by the fans. Some even view this as similar to a kind of 'religion', in which exterior characteristics such as logos, colours, hymns, stadiums, fixed rituals and specific symbolism are linked to represent an identity. In this way, you can also differentiate yourself from others and establish core of the club's individuality and identity. The identity of an organisation is thus primarily reflected in its values, and also through the club and foundation's mission and vision.



VALUES

Values define the culture and individuality of a sports club. Shared values help staff members, supporters and partners to understand the function of the organisation, and ensure that they uphold certain standards of conduct throughout their daily functions.

Values determine organisational culture. The values, norms and identity of an organisation are, in other words, the basis of the social fabric which knits together the people and organisation. Values are determined by the organisation and need strong support from volunteers, supporters and partners, who should contribute to the determination of the club's values and culture in the first place.

Community Managers are important ambassadors for the football club or community foundation to various social partners. This role has the responsibility to

convey the values of the club. Most football clubs have clearly determined their identity, values and standards and differentiate themselves from competing teams. It is not only about who the club or foundation is, but also about what differentiates you from others. Community Managers should ask the question: how well are the values of the football club or community foundation truly reflected in the community?

Listed below are some examples of values inherent to different sports clubs, which can help you to discover and differentiate the specific individuality of the clubs. Do not only consider the team's game (type, style, mentality, etc.), but also consider the characteristics of the club (colours, logo, origin, status, etc.) and the characteristics of the region or environment the football club is located. This list is referring to various sports clubs:

CLUB	VALUES
MOTHERWELL FC COMMUNITY TRUST	<p>At the heart of Motherwell FC Community Trust are the following values</p> <ul style="list-style-type: none"> • We are person-centric and put the needs and aspirations of the people and communities whom we serve first. We show respect for all regardless of age, faith, gender, race, colour or ability. • We work in partnership with those who share our vision, objectives, values, and passion. • We provide professional, innovative, and accessible services which provide value for money. • We invest in our staff and volunteers by supporting them to develop their skills, knowledge and experience to achieve our objectives and grow them as people
EVERTON FC	<p>Values of Everton FC</p> <ul style="list-style-type: none"> • Authentic • Determined • Ambitious • Family
ABERDEEN FC COMMUNITY TRUST	<p>The Aberdeen FC Community Trust Core Values</p> <ul style="list-style-type: none"> • Always strive to 'do the right thing', operating in an ethical and transparent manner • Respect everyone, irrespective of ability, age, gender, race, religion or sexual orientation • Work in equal partnership with those individuals and organisations who share similar visions, objectives, values and commitment • Participate in innovative and accessible initiatives that provide value for money • Invest on our staff and volunteers by supporting their personal development • Respond to appropriate feedback and constantly seek to improve
FC BARCELONA	<p>The five principle values that define the spirit of FC Barcelona "mes que un club" ("More than a club")</p> <ul style="list-style-type: none"> • Respect • Effort • Ambition • Teamwork • Humility

Table 1 Examples of Club or Community Foundation Values

MISSION AND VISION

The terms mission and vision are often used interchangeably, as the concepts are linked. However, the mission defines the organisation's purpose, identifying the scope of its operations. A vision statement describes the desired future position and direction of the organisation. Elements of mission and vision statements are often combined to provide a statement of the company's purposes, goals and values. A mission and a vision are unique and specific to each football club. In short, mission and vision statements are an essential part of an organisation's strategic plan for internal and external purposes. Internally, the mission and vision are considered as a compass that guide the organisation's decisions in the right direction. Externally, it provides a clear overview of the organisational identity and is part of the communication strategy by conveying the image of the club to the public.

The most important aspect of strategic planning is clearly defining and communicating what your organisation does, and why it does what it does. This is communicated with a powerful sentence. A mission and vision must define:

- What is the function of the club or foundation?
- What are the values and standards of the club or foundation?
- What does the club or foundation do?
- Why does the club or foundation do it?
- With who does the club or foundation engage?

The formulation of a mission statement is therefore preferably preceded by a discussion within the club or community foundation, and guided by a group of stakeholders. It is therefore, ideally, a group process. We have provided some examples of mission and vision statements, expressed below:

LEYTON ORIENT TRUST

The Leyton Orient Trust mission is to deliver and develop a range of programmes and interventions that are relevant, engaging and inspiring. The Leyton Orient Trust vision is to realise the potential of the communities it serves and the people it engages with.

BENFICA FOUNDATION

The Benfica Foundation mission is to develop integrated projects emphasising early intervention on exclusion factors. In these areas, the Foundation has the primary concern of preventing delinquency and

promoting educational success of children and youngsters as crucial factors of social mobility.

Our organisation aims to be acknowledged as a reference in the fields of innovation and European social accountability as well as a leader in the social sports sector across the Portuguese society and its Diaspora, being proactive and engaging in proximity actions near situations of exclusion or social weakness. The Benfica Foundation aims to establish itself as a social partner of both state and civil society, mobilising people and institutions and catalysing local dynamics for social development and individual and community empowerment.



RESOURCES AND SKILLS

Implementing projects, programmes and actions requires resources and skills. This involves understanding what your capabilities are and what resources are available to your club or community foundation.

Examples of resources:

- Infrastructure: offices, classrooms, stadium, training grounds, cafeterias
- People: community manager, internal staff, players, coaches, management, supporters, sponsors
- Goods and services: office equipment, vehicles, cooperation agreements with partners, sponsoring equipment, communication channels, etc.

Clubs also have other opportunities that can serve the community initiatives. These include commercial contacts with sponsors or communication with fans and community residents. You can leverage these resources for community functions. Clubs and foundations can also engage with external partners who have certain skill sets, such as the ability to reach specific target groups or who can take action for them. It is important that the club or foundation utilise these resources to allow for the specific expertise of the stakeholders to reach its full potential. An important condition for an optimal and sustainable community strategy is ensuring an efficient and beneficial combination of internal and external resources and skills.



EXERCISES

FORMULATING A MISSION

Below is a list of questions that can aid you in the process of formulating a mission statement:

- What do we want to achieve? What is our ultimate goal? Who do we address? Who's needs do we want to take into account? What are those needs?

For example:

- Specific target groups
- Specific neighbourhoods
- Physical activity of young people
- Social involvement of disadvantaged people

- What do we do? What are our main activities? What are our main services?

For example:

- Own offer
- One-time or recurring action
- Establish partnerships

What is our purpose? From what values, beliefs, principles are we doing this? What would the football club and the social partners miss if the Community Foundation disappeared tomorrow?

For example:

- strong social commitment,
- open communication with social partners and local government
- A football club that is accessible to all in the society

RESOURCES AND SKILLS

Establish an overview of your available resources and competencies for the club or community foundation. Make a distinction

between internal and external resources and competencies. Take the following questions into account:

- What is the role of the municipality/ local authority and external partners in your community foundation?
- Which employees of your club are involved in the operation? How are your external partners involved? Is their role more strategic, coordinating or executive?
- What resources and competencies are critical in your situation to achieve your objectives successfully?
- What resources and skills are required to achieve optimal performance within your community foundation?



A SWOT analysis will allow you to make a general assessment of your operation. It's a snapshot of your operation. By listing the various strengths and weaknesses, you provide an overview of things to work on for the future, and the success factors integral to your operations. Analysing the environmental factors indicate more clearly where the opportunities and threats exist. It is advised that you do not conduct a SWOT analysis on your own, but rather consult with the Steering Committee in advance. This process will provide valuable insight from the perspective of how your internal and external partners perceive your current situation and overall organisation.

A matrix can be used to perform a SWOT analysis. The objective of this matrix is to highlight all internal and external elements between the club or foundation and its environment.

There are two possible ways to approach the SWOT:

- **'From the outside in'** – start by analysing opportunities and threats and then move to strengths and weaknesses. According to this method, one cannot develop an impact on the external environment, but the external situation can be linked to the internal situation. A shortcoming of the outside in method is that one may not take sufficient account of its own internal abilities, and as a result the external environment will have greater influence on the community initiatives.
- **'From the inside out'** – start by asking the question: how can we use force 'A' to act on opportunity 'Y'. A shortcoming of this method is that you may not necessarily take into account the external factors that you aren't able to influence. You want to avoid working from an "ivory tower".

SWOT ANALYSIS

A SWOT analysis is a tool that is widely used to identify the strengths and weaknesses of an organisation and the opportunities and threats of its environment. SWOT is an acronym that stands for Strengths, Weaknesses, Opportunities and Threats.

Internal Analysis:

- **Strengths** highlight the strong internal points of a club or community foundation. These are the points that take advantage of changes in the internal environment. For example: Running a full-time community foundation with your own budget is a strength, along with good internal communication and successful fundraising strategies
- **Weaknesses** highlight weak spots and areas for improvement in a club or community foundation. For example, if your football club or foundation is not active in any social projects within the community, you can quote this as a weakness

When identifying strengths and weaknesses, it is important to take into account the views of the various stakeholders or representatives of the Steering Committee. This allows you to understand what stakeholders perceive as internal strengths or weaknesses of the community foundation.

External analysis:

- **Opportunities** identify the interesting and relevant external factors related to a sports department. For example, a new composition of the municipal administration can lead to the formation of new social priorities, which your club can capitalise on and reinforce through its programmes
- **Threats** refer to external factors that weaken community functioning or threaten its survival. For example, partners who are struggling financially may endanger the survival of certain social projects

To achieve the best possible analysis, it is best to use the two methods together, while taking into account the respective disadvantages. By using a SWOT Analysis, you then can perform the confrontation matrix.

	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • EXAMPLE 1 • EXAMPLE 2 	<ul style="list-style-type: none"> • EXAMPLE 1 • EXAMPLE 2
STRENGTHS	<p>LEVERAGE/INVEST: Do the strengths allow us to exploit the opportunities?</p>	<p>DEFEND: Do strengths allow us to deter threats?</p>
WEAKNESSES	<p>IMPROVE: Do the weaknesses prevent us from exploiting the opportunities?</p>	<p>ELIMINATE/IMPROVE: Do weaknesses prevent us from deterring threats?</p>

Table 2 SWOT Analysis Matrix

	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> 1 CHANGE IN LOCAL OR REGIONAL GOVERNMENT 2 ACCESS TO GRANTS 	<ol style="list-style-type: none"> 1 LACK OF ACCESS TO TARGET GROUPS 2 COMPETING FOR RESOURCES WITH OTHER ORGANISATIONS
STRENGTHS	<p>LEVERAGE/INVEST: A large community network of affiliates can put you in contact with the new municipal government to develop a partnership. Dedicated employees and good internal communication can allow for greater understanding of programmes and needs, and lead to more effective grant applications.</p>	<p>DEFEND: Utilise your network of affiliates and supporters who might already have access to target groups. Dedicated employees and good internal communication can help you stay ahead of the threat of competition.</p>
WEAKNESSES	<p>IMPROVE: Without an adequate crisis plan, you may not be eligible for grant applications. Cash flow issues could limit your development of new programmes with local gov't's.</p>	<p>ELIMINATE/IMPROVE: Limited cash flow means less resources to address and access target groups. It also makes it more difficult to compete with other similar organisations. Not having an adequate crisis plan could deter groups from wanting to work with you.</p>

Table 3 SWOT Analysis Matrix - Example

Several trends are concluded from the matrix:

LEVERAGE/ INVEST: a match-up between strengths and opportunities generates an advantage. They provide an opportunity to strengthen the organisation. One should always move forward here

IMPROVE: weaknesses that coincide with opportunities require improvement. The aim is to turn these weaknesses into strengths

DEFEND: threats that overlap with strengths indicate the need to mobilise resources

ELIMINATE /IMPROVE: threats that overlap with weaknesses have two consequences:

1. *Eliminate:* cessation of weakness
2. *Improve:* transform weakness into strengths

EXERCISE

SWOT ANALYSIS AND CONFRONTATION MATRIX

Fill in the SWOT chart (Table 2) to evaluate your own club or community foundation. You can also give it to the members of your stakeholders group in preparation for a joint evaluation of your current operation.

- Have you already done the SWOT analysis? Use the confrontation matrix to see the intersections between the internal and external elements of your SWOT analysis. Consider how each of the four strategies influences your club or community foundation.



PHASE
3

IDENTIFY AND DEFINE THE SOCIAL OBJECTIVES OF THE CLUB OR COMMUNITY FOUNDATION

It is good practice for a football club or community foundation to understand who you will be able to work in partnership with in your community. Establishing strategic relationships with external stakeholders is an essential part of the community foundation.

Organisations such as local authorities, municipalities, schools, youth services, health services and related sponsors have their own private networks who will be working with your target groups. Thus it is critical to establish collaborative working relationships with them to achieve your common goals. External partners are typically interested in working with recognisable organisations such as local football clubs within the community.

It is important to determine which areas or social objectives you would like to focus your programme deliverables. Researching your target market and gathering data on the target market is good practice in order to obtain a broad understanding of your working environment.

This practice involves the identification of the following elements:

- Current social issues in your community (such as physical inactivity and obesity among youth, social isolation of seniors, high rates of unemployment, marginalised populations, etc.)
- External partners who can support your objectives or access those target groups

WHAT ARE THE SOCIAL ISSUES IN YOUR COMMUNITY?

In your strategic plan, collecting data about the various social issues and challenges in your community environment is a key element during this phase. It is best to be aware of what is happening in and around the club itself, in the town or region. Furthermore, it is important to find common ground between your mission and vision and the local social issues or target groups, which you can realistically address.

What social obligations would you like to commit too? Does a high unemployment rate characterise your municipality? Are social or cultural associations seeking space for their activities? By understanding the activities and services of other organisations in your area, you can search for synergistic relationships to best address certain social problems in a collaborative approach. Through data collection and research of your local community, you will quickly get acquainted with the organisations, companies, target groups and the social issues they are facing.

It is advisable to conduct a comprehensive data collection process first, and then, based on concrete data – formulate appropriate social ambitions tailored to your club or community foundation's:

- Values
- Mission statement and vision
- Resources and skills available to your organisation
- SWOT analysis
- Stakeholders and partners
- Trends in social issues





To identify and select the programmes you wish to deliver, get involved in discussions with your sponsors, supporter groups, the municipality, community centres, youth services and local organisations. Try to broaden your network and connect with individuals whose respective networks involve the right organisations or people. Look for the mission and vision of potential partner organisations and search for common goals in their strategic plan. This process will create a snowball effect – you will continue to come into contact with new people and organisations where you can establish sustainable partnerships and goals.

According to scientific research, most CSR programmes are organised around six different themes:

Human Resources Management (HRM): providing safe working conditions, fair wages, guidance and training opportunities, health insurance, retirement savings, etc.

Ecology and Sustainability: attention to energy consumption and prevention of waste in the stadium and the various sports facilities, compensation of ecological impact, etc.

Community Relations: active involvement of the organisation in society, with specific target groups related to the way in which a sports organisation operates.

Philanthropy: different forms of donations, participation and financial support for projects and organisations in the community.

Diversity and Equality: equal opportunities for employment, employment opportunities for minority groups, staff as a reflection of the community, and representation of a broader social vision.

Good Governance: attention to, and use of, effective policy, ethical and responsible management, trust in stakeholder relations, transparency and sustainability.

An effective starting point to analyse the social issues is the D.E.S.T.E.P method. D.E.S.T.E.P. is an acronym for, Demographic, Ecological, Sociological, Technological, Economic and Political trends. Through data collection and research you can define which trends you will address, based on which have (or will have) an impact on community functioning. The objective is to develop a comprehensive understanding of the social situation.

DEMOGRAPHIC TRENDS	Trends such as family income, ageing, gender, diversity
ECOLOGICAL TRENDS	Trends in the areas of energy, nature conservation, waste management, climate change, sustainable technologies
SOCIOLOGICAL TRENDS	Trends in lifestyle, attitudes toward the community, mobility, youth culture, popular behaviours
TECHNOLOGICAL TRENDS	Trends in the areas of information technology, communication, emerging technologies, use of technology in the community
ECONOMIC TRENDS	Trends in employment, the standard of living, labour costs, the relationship between work and leisure, financial stability of the community
POLITICAL TRENDS	Trends in policy, labour laws, European directives

Table 4 D.E.S.T.E.P. Analysis

You may find that trends fit within several categories, or you may have to create another category altogether. These categories are mainly starting points to give substance to your list and contribute to the discussion of trends.

These six different themes for CSR programmes in sport are only theoretical concepts. As a club, you can choose to apply philanthropy and voluntary financial participation to various social problems and specific organisations. To further refine your research process for specific themes and actions, consider taking inspiration from the list below:

POTENTIAL SOCIAL CHALLENGES FOUND IN THE COMMUNITY

- Pollution
- Energy consumption
- Involvement of supporters
- Discrimination
- Healthy eating
- Physical inactivity (youth population, senior population, etc.)
- Accessibility of socio-cultural projects
- Participation in leisure activities for disadvantaged groups
- Problems with language and study
- Green areas in the neighbourhood
- School absenteeism
- Social work
- Participation in sport
- Homeless individuals
- Waste policy
- Community cohesion
- Disease prevention
- Stadium accessibility
- Social integration
- Unemployment

Table 5 Potential Social Challenges for the Club or Community Foundation to Address



WHO ARE THE SOCIAL PARTNERS?

To determine the social issues you would like to address with the community, and thus the social partners you will deem necessary, take the necessary time to carry out an in-depth analysis of your environment. Elements to consider include:

- What is the club or community foundation doing now?
- What social actions did you already take?
- What are the priorities according to the Steering Committee?
- How can the club or foundation contribute?
- What is the feeling among fans? What are their needs and concerns?
- What are the objectives of your CSR sponsors? How do they contribute to existing social challenges?

- Are there any collaborative programmes that are deliverable together?
- What are the priorities of the local authorities and the municipality?
- Is there a youth, sport and leisure service provided in the area? What services do they offer?
- What local charities exist (organisations for young people, people in precarious situations)?
- What interventions, programmes and services do they use to support, and for which target groups?

- What are the local social issues that fit with my mission and vision?
- Who are my local partners?
- Which local organisations respond to the identified social challenges?
- Which social issues can the club impact on the most?

The CSR initiatives of the club or community foundation aim to benefit the local community in some form. Thus, it is important to choose to address social issues which are most relevant to you and to the majority of partners. Most importantly, they should reflect your values and contribute to the achievement of your mission and vision statement.

Choosing which social issues to address is not an independent process. These problems are often linked to specific organisations. It is best to seek answers to the following questions:

EXERCISE

SOCIAL CHALLENGES AND PARTNERS MATRIX

Perform an analysis of your current community foundation based on the contingency table in Appendix 1. This will provide a comparison between the potential social challenges in your community and potential partner organisations. The exercise can be done in several ways:

- 1 Tick the boxes where your current community-objectives (horizontal) can link with certain partners. This way you get an idea of what potential targets and partners you may or may not involve in your organisation.
- 2 For each project of your operation, use a different colour. For example orange for 'Playing for Success', purple for 'Healthy scores' and blue for 'Homeless Cup'.

By colouring the boxes, you specify which goals you want to achieve with this project and the partners who are involved (see example in the Appendix).

Try to reflect critically on these questions:

- Are you missing partners for some projects? Would you add new partners?
- How do your projects meet certain objectives?



PHASE
4

PUT YOUR SOCIAL OBJECTIVES INTO PRACTICE

Through the combination of your club or community foundation’s identity (mission and vision), opportunities available (resources, skills and SWOT analysis) and the intentional selection of social challenges to address, as well as social partners, you can develop a clear and credible operation in collaboration with your internal and external partners.

Make strategic choices, such as:

- Ensure that your social objectives and priorities are understood and recognised
- Build and develop sustainable partnerships with partners who share a commitment to your social objectives
- Target measurable objectives for the short, medium and long-term

In this section, we want to draw your attention to the sustainability of the community strategy and the measurability of the different projects. Your social objectives should require strategic choices and arrangements with partners that allow for a margin of progress. If you can present specific results of your projects to internal and external partners, you increase the legitimacy and the social value of the club or community foundation.

The illustration below refers to the desired steps to take to put your social objectives into practice, and then critically evaluate them. Initially, these are strategic and operational objectives that you must convert into concrete actions or measures. These actions are a collection of all projects that you implement, relevant to the social needs of the community. Using the appropriate indicators, you can test the results based on the formulated objectives.

STRATEGIC OBJECTIVES

OPERATIONAL OBJECTIVE 1		OPERATIONAL OBJECTIVE 2			OPERATIONAL OBJECTIVE 3	
Measure 1	Measure 2	Measure 3	Measure 4	Measure 5	Measure 6	Measure 7
Indicators	Indicators	Indicators	Indicators	Indicators	Indicators	Indicators

Table 6 The relationship between objectives, measures and indicators





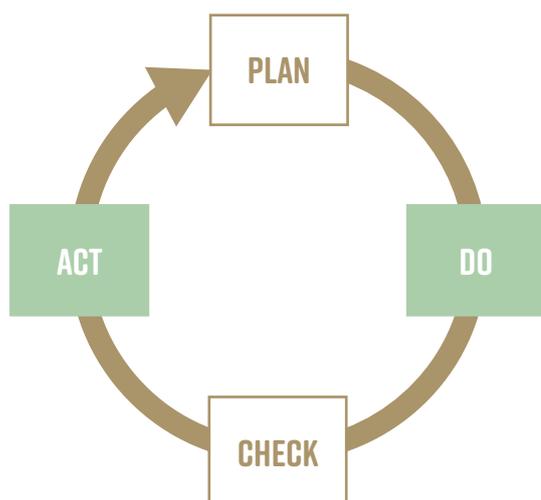
Once you have determined the social objectives of your club or community foundation, it is time to implement them into action. An action is successful only if you reach a certain goal. Specific objectives are a description of what the club or community foundation wants to achieve in the coming period. It is a formulation of the desired situation, specified by desired effects and results.

The objectives of a strategic plan are used to guide the strategy towards a particular direction for future years. These are the directions given by the mission, the results

of the SWOT analysis and the priority of the social challenges. The social issues that you aim to address are chosen based on the importance of these challenges, the priorities of the interested parties and the impact that the club or community foundation can provide.

Before going deeper into the analysis of objectives, measures and indicators, a Plan-Do-Check-Act (PDCA) cycle can be used to focus on the systematic and continuous improvement of the organisation or specific projects. It is a cycle that encourages the organisation to

consistently reach higher levels of quality through continuous improvement of the organisation. The PDCA cycle is used as a management tool, as a system to adjust the quality of the operations and to provide accountability.



PLAN-DO-CHECK-ACT (PDCA)

PLAN the activity and include shared responsibilities, objectives and specific indicators

DO implement the plan and measures using specific indicators

CHECK test and evaluate the plan after delivery. Have the objectives and indicators been achieved?

ACT based on the previous stage, you can adjust the schedule for a follow-up project to improve actions

It is important to go through and complete the entire cycle. When this is the case, it is expected that the quality of social actions will be improved, through adjustments made throughout the operation. In this way, the process is self-sustaining and continually improves.

A few simple actions can ensure the quality of your projects:

- Invite your partners to participate in planning prior to the start of the project. This will increase the support within the organisation.
- Explore the different objectives and actions that you will adopt with your social partners.
You can also use the strategic planning schedule (referred to in Phase 1).
- How are financial resources adequately secured?
- What role do the various stakeholders have in the community organisation?
- What resources and competencies will you deploy?
- What are the objectives and how do you evaluate the results?

Make clear reports and take minutes during consultation meetings. This way you can take action on specific tasks that have been agreed upon, as well as learn lessons from past evaluations.



SETTING 'SMART' GOALS/OBJECTIVES

Properly formulated objectives will meet the 'SMART' principle. This principle includes a number of important characteristics that should be taken into account when formulating goals and objectives:

Specific: goals must be specifically formulated, based on a set of clear and recognisable results within a specified timeframe. A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal it is beneficial to answer the 5 W's: Who, What, Where, When, Why, to be as specific as possible.



Measurable: we need to understand to what extent the objective of the programme is being achieved. Concrete criteria are established for measuring progress toward the attainment of each goal you set. To determine if your goal is measurable, ask questions such as: How much? How many? How will I know when I have accomplished my goal? The objective may include phrases such as ‘reaching x number of participants’ or a percentage increase that you must reach within a set timeframe (for example 10% of seniors must have participated by the end of 2020).

Attainable: an acceptable objective is one that is supported by all involved parties, and that the goal is perceived as being

adequately challenging. This is important for parties to feel motivated to achieve the presupposed and agreed outcome.

Realistic: a realistic goal must represent an objective which all parties are willing and able to work toward. Realistic goals represent substantial progress. A goal set too high will be considered unattainable and will be demotivating. On the other hand, a goal should not be placed too low, because then there is no challenge at all. For example, it would not be a realistic goal to bring all of the inhabitants of a town to the football stadium. It is realistic, however, to want to involve between 50 – 60% of the neighbours in the club’s community.

Time: a goal or objective should always be determined within a timeframe that the desired results must be achieved. With no time frame tied to the objective, there’s no sense of urgency or motivation to continue working towards it. It can be answered by setting a limit, for example ‘by the end of 2020’.

STRATEGIC PLANNING: DETERMINING STRATEGIC AND OPERATIONAL OBJECTIVES

Your objectives and actions are in place to achieve a desired result. You want to change a situation or contribute to change for the club or in the social environment. It is best to indicate early on what results or benefits you are aiming for so that your internal and external partners know the direction and the objectives of your project. The **strategic** and **operational** objectives allow you to describe the desired situation in which you want to participate. The **indicators** allow you to evaluate the results achieved in light of these objectives.

STRATEGIC OBJECTIVES

A strategic objective is representative of the highest overall goals of the organisation. It applies to the entire strategic implementation period and outlines the desirable outcomes for the entire organisation. Strategic objectives should provide an answer to the question: What has the organisation achieved? In this context, the strategic objectives are

therefore formulated retrospectively, as if your club or community foundation was already at the end of the strategic period and was looking back at its achievements.

A goal or objective can be considered a strategic objective if it meets the following criteria:

- The objective is linked to the results of the SWOT analysis and with the social objectives, mission and values
- The objective meets the SMART principle
- The objective will typically take a few years
- The objectives are closely linked to the achievement of the mission

OPERATIONAL OBJECTIVES

Operational objectives are tactical or concrete objectives. They are short-term goals whose achievement brings an organisation closer to its long-term goals. Thus, operational objectives are shorter term plans of how to achieve the strategic objectives. They focus more on the 'how', while the strategic objectives focus more on

the 'what'. Operational objectives should provide an answer to the following question: how will the community foundation achieve its desired results?

Several operational objectives are typically required to achieve a strategic objective. Here are some examples that can help to differentiate between strategic objectives and operational objectives:

- The operational objective serves to fulfil the strategic objective
- The achievement of the operational objective is an intermediate step towards achieving the strategic objective
- The operational objectives are formulated in the short term

As in the case of strategic objectives, operational objectives must meet the following criteria:

- The objective is linked to the results of the SWOT analysis and with the social objectives, mission and values
- The objective meets the SMART principle



INDICATORS

Indicators are instruments that help you to know if your actions are moving you in the direction of your goals and helping you to meet your objectives. For some objectives, clear figures are presented as indicators in the evaluation of the project. For the other objectives, the reference to a figure is not possible. In this case, the indicator shows how a certain aspect of the process has impacted the participants involved. Indicators help to explain how the implementation of a certain objective can be measured and evaluated during the execution of your strategic plan. Indicators are practical and necessary tools to understand if you are on the right track with your initiatives. They inform you about the extent to which your objectives are reached. Indicators should answer the following questions:

- What should we measure to know whether our objectives are achieved?
- At the end of a project, how will we verify and/or detect and/or prove that we have achieved what we set out to do?

When determining your indicators, consider these points:

- Determine a **measurement method**. How can you measure the result? Do you need to interview participants? Is it enough to simply count the number of participants? How do you identify potential behavioural changes around health or physical activity? Look for a way to approach the results as in-depth as possible, and by using the SMART principles.
- Define a **frequency measurement** and a **time measurement**. When, and how often do you measure the results of your projects? Do not limit yourself to only measuring results at the end of the project.
- Determine the **measurement source**. Where can you obtain the necessary data for the execution of the measurement?
- Determine the **measurement standard**. Describe a situation that you deem necessary to describe a certain



objective as successful. For example, you can make the measurement standard the minimum number of participants, the number of partners involved or the degree of satisfaction of those involved.

By determining method, frequency, timing and measurement standard for your indicators in advance, you can evaluate your projects, plans and objectives more accurately. Additionally, it provides you with concrete evidence and results, which will allow you to adjust your actions in the future.

The four most important indicators are:

- **Effect indicators** relate to the strategic level, and apply to the whole organisation. They highlight the entire strategic plan. They indicate if you are on the right track and moving in the direction of the mission.

- **Strategic indicators** relate to strategic objectives. All strategic objectives have an indicator. These indicate the extent to which the organisation is moving in the direction of the desired strategic outcome.
- **Outcome indicators** relate to operational objectives. These objectives are formulated in terms of measurable results, which explains the term for this indicator. These indicate the extent to which the expected results are achieved.
- **Process and delivery indicators** relate to the operational level the organisation. The first two types of indicators gauge the extent to which the strategy was achieved, the last two explain how well the strategic objectives are met. The performance indicators provide an overview of the results of the measurements. The process indicators provide insight into how efficiently and effectively the results are achieved.

PLAN OF APPROACH

An approach plan demonstrates how the objectives will be addressed, for the strategic plan to be implemented. As described above, the objectives define the situation or outcome. The measures determine what must happen, how it must happen, who must be involved, and in what time period, to achieve the desired results. Thus, several measures are necessary to achieve an objective.

Keep in mind that ‘actions’ differ from measures, although ‘actions’ are typically referred to. Measures are seen at a higher level and are not as concrete. It is practical to give an overview of concrete actions including exact timing, cost estimates, target group, location, etc., and display it in an annual action plan. While this is not mandatory, it is very helpful to have a plan of action to follow and to know what actions will be carried out in the next year. A project typically includes several different activities, and thus different types of measurements exist for those activities. Various types of measurements include:

- **Continuous measurements:** these are for projects or initiatives that are annually recurring. For example, organising a school tournament each year.
- **Innovative measurements:** innovative measures and actions are new ones that are developed to complement the existing programme. For example, if you have not yet implemented actions for a target group, you can choose innovative measures.
- **One-off measurements:** One-time measurements, for example, sports activities organised as the result of collective action from the football association or a short-term collaboration with a social partner.
- **Large-scale project measurements:** These are performed in phases. Large projects require long-term, multi-year planning. The number of projects is often limited, but the impact is rather large. For example, the supporters and residents involved in the development and construction of a new stadium.

STRATEGIC OBJECTIVE I Strengthen Supporter Involvement and Positive Experience in and Around the Football Stadium



OPERATIONAL OBJECTIVE I: STRENGTHEN SUPPORTER INVOLVEMENT

BUDGET: € 3.000

MEASURES	TIME-PERIOD	WHO?
1 Monthly meeting with representatives of supporter associations, which facilitate the actions of supporters in and around the stadium	01/09/2018 – 01/06/2019, Each month	1 Community Manager / Supporters Liaison Officer
2 Quarterly consultation of the president and the sports director with the supporters to explain the sporting activities of the club	01/09/2018 – 01/06/2019, Every three months	1 President 2 Technical Director 3 Community manager
3 Open the stadium for tours and activities for other organisations	01/09/2018 – 01/06/2019	1 Community Manager



OPERATIONAL OBJECTIVE 2: STRENGTHEN THE POSITIVE EXPERIENCE IN AND AROUND THE STADIUM

BUDGET: € 3.000

MEASURES	TIME-PERIOD	WHO?
4 Engage in a dialogue with the neighbourhood to discuss opportunity for community projects in and out of the stadium	01/09/2018 – 01/06/2019 Every three months	1 Community manager 2 Business Director 3 Representative of the city
5 Organise sponsor activities before, during or after home games	01/09/2018 – 01/06/2019	1 Community Manager 2 Business Manager 3 Sponsors

EXERCISE

OBJECTIVES, INDICATORS, ACTIONS AND MEASUREMENT PERIOD

Choose one of your social projects and then describe the target groups, strategic and operational objectives, appropriate indicators and a suitable measurement method. The examples below can inspire you in the development of your project:

- What social challenge(s) is your club facing? Or what social challenges in the community will your club or community foundation address?
- Who are the relevant target groups?
- Who are the partners of the organisation?
- What are the strategic objectives?
- What are the operational objectives?
- What will the programme or intervention look like?
- What measures or actions are you going to take?
- What indicators can you formulate for these objectives?
- How long will it take to deliver the programme? (what is the time period for these actions?)
- Which measurement techniques will you utilise before, during and after the project?
- What do you want to achieve at the end of your project?

The following are two hypothetical adaptations of existing programmes to help you better understand the process:



PROJECT EXAMPLE 1: WALKING FOOTBALL FOR AGES 50+ (ADAPTED FROM EFDN EUROPEAN LEGENDS PROGRAMME)

What social challenge in the community will your club address?

- This project will address (1) physical activity of seniors, (2) participation in sport and (3) social isolation

Who are the relevant target groups and partners involved in the organisation?

- Supporters or fans who have a low degree of physical activity who are ages 50+
- Supporters or fans who are experiencing social isolation, who are ages 50+
- The Community Manager and a community coach
- The club's communication service

What are the strategic objectives?

- Improved physical health of participants ages 50+
- Increased participation in sport of participants ages 50 +
- Decrease feelings of social isolation in participants ages 50+

What are the operational objectives?

- Inform and empower supporters/fans ages 50+ about the walking sport programme and its physical and social health benefits
- Assemble a walking sport team, to include ten participants ages 50+, one coach, one community manager
- Complete a twelve-week walking sport programme, consisting of a single two-hour training session each week
- Include at the end of each training session a designated social activity time



- Inform local media channels about the programme to promote awareness of sport participation in the senior population and about the club or community foundations initiative in the community
2. *Participant Questionnaires*
 - At the beginning (before the first session), mid-term (after six sessions) and end (after twelve sessions) the participants will complete a questionnaire about their participation in the programme
 - The questionnaire will focus on the personal experience of the participant before, during and after the walking sport programme experience. It will aim to capture how each participant perceives any changes in their physical, and social/emotional health.
 3. *Change in BMI and physical fitness*
 - General fitness test of participants (before and after the programme)
 - Test the BMI of participants before, during (after six sessions) and at the end (after twelve sessions) of the walking sport programme

What indicators can you formulate for these objectives?

1. *Informing and raising awareness*
 - Every month for three months leading up to the start of the programme, the club newsletter will contain a message about the walking sport initiative
 - An information session directed towards supporters/fans ages 50+ will be arranged, aiming for a minimum of twelve participants to attend
 - Inform local media channels. Aim for a minimum of one article to be written in the local newspaper highlighting the programme and its objectives
2. *Participant Questionnaires*
 - Each member will participate in a questionnaire (ten members, plus one coach and one community manager) once at the beginning (before first session) mid-term (after six sessions) and end (after twelve sessions) the participants will be interviewed about their participation in the programme
 - The questionnaire will feature questions such as: How is your physical health? How often do you participate in physical activity or sport? Can you rate your feelings of social isolation? All answers will be rated on a scale from 0 – 6. It will remain the same questionnaire at the beginning, mid-term and end of the project in order to compare how effective the walking sport sessions have been in addressing these issues
 - The participant questionnaire aims for a 100% response rate. We aim to see a decrease in feelings of social isolation throughout the programme

What will the programme or intervention look like?

- The programme intervention will encourage a group of supporters/fans who are ages 50+ to participate in a walking sport programme to increase the physical activity of this population and to combat feelings of social isolation, that older populations tend to feel. Participants will engage in walking sport training practice once per week followed by a social activity (for twelve weeks).

What measures or actions are you going to take?

1. *Informing and raising awareness*
 - Leading up to the walking sport sessions, this age group of supporters/fans will be informed about the programme through newsletters and announcements at the home matches
 - Supporters/fans in this age group will be invited to attend an information session



3. *Change in BMI and physical fitness*

- Aim to see an increase in fitness test results from the beginning of the programme to the end of the programme in at least seven out of ten (70%) of participants
- Aim to see a positive shift in BMI to a healthier category in a minimum of five out of ten (50%) participants
- Participants will be asked if they are willing to share input from their medical doctors, if any major changes (such as reversing the effects of Type 2 Diabetes, a decrease in blood pressure, significant increased joint flexibility, etc.) occur during or immediately following the programme

**How long will it take to deliver the programme?
(What is the time period for these actions?)**

- Three months to inform and raise awareness about the program
- Twelve weeks for the walking sport sessions followed by social activity
- Total – six months programme

Which measurement techniques will you utilise before, during and after the project?

- Analysis of the participant questionnaires from the beginning, middle and end of the programme
- BMI and physical fitness test measurements (change in results from beginning of programme to end of programme)
- External input from participants medical doctors if any major changes (such as reversing the effects of Type 2 Diabetes, a decrease in blood pressure, significant increased joint flexibility, etc.) occur during or immediately following the programme

**PROJECT EXAMPLE 2: SPORT PROGRAMME TARGETING AT-RISK YOUTH
(ADAPTED FROM THE EVERTON FC'S PREMIER LEAGUE "KICKS" PROGRAM)**

What social challenge in the community will your club address?

- This project aims to reduce anti-social behaviour in youth who are at a high risk of crime involvement

Who are the relevant target groups and partners involved in the organisation?

- Youth at risk of crime involvement
- The Community Manager of the club or community foundation
- The club's communication service
- Local police service
- Local/municipal council services for youth

What are the strategic objectives?

- Reduce anti-social behaviour in youth in identified hotspot areas
- Create a stronger, more respectful and cohesive community

What are the operational objectives?

- Work with the local police service and municipal council to identify hotspot areas
- Provide sport programmes specifically designed to target and empower young people at risk of involvement in crime
- Encourage community cohesion and positive community perception in at risk youth, through the intentional sport programmes

What will the programme or intervention look like?

- The intervention will utilise sport programmes to empower youth who are at-risk of involvement in crime and anti-social behaviour, towards more positive actions and encourages community cohesion.



What measures or actions are you going to take?

1. *Establish partnership with local police and municipal council*
 - This will enable you to best identify hotspot areas, where there are the most youth at risk for crime. It will also enable you to determine the impact of the programme and how many youth you are reaching.
2. *Implement sport programmes to engage at-risk youth*
 - Identify programmes that will be captivating or engaging for the youth
 - Create sport programmes that are incentives for the youth to attend that encourage social behaviour and interaction
 - Encourage children to develop to their full potential by staying away from crime

What indicators can you formulate for these objectives?

1. *Establish partnership with local police and municipal council*
 - Aim to build a working relationship with the local police service to discuss ideas for the programme
 - Identify a minimum of three hotspot areas to target
2. *Implement sport programmes to engage at-risk youth*
 - Research at least one other sport programme that a similar organisation is implementing to learn about best practices
 - Create a minimum of two sport programme activities, that are engaging enough to be incentive for the youth to attend.
 - Aim to run a minimum of twelve sessions
 - Aim for a minimum attendance of ten youth per session
 - Aim to decrease youth anti-social behaviour by 50% and crime involvement by 50%

**How long will it take to deliver the programme?
(What is the time period for these actions?)**

- Twelve sessions (minimum once per week) for a total of twelve weeks

Which measurement techniques will you utilise before, during and after the project?

- Record attendance for each session, and per individual
- Statistics provided by the local police service to indicate the percentage reduction in anti-social behaviour
- Statistics provided by the local police service to indicate the percentage reduction in youth crime involvement
- Adapt the length of the programme to increase the number of sessions, and then measure the results again through statistics, to compare the impact of programme length on results





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APPENDIX I

Contingency Table: Social Challenges and Social Actors in the Community



	MUNICIPALITY	SUPPORTERS
Pollution		
Energy consumption		
Involvement of supporters		
Discrimination		
Healthy eating		
Physical activity of seniors		
Accessibility of social-cultural Projects		
Participation in leisure activities for disadvantaged groups		
Problems with language and study		
Green areas in the neighbourhood		
School absenteeism		
Social work		
Participation in sport		
Waste policy		
Community cohesion		
Disease prevention		
Stadium accessibility		
Social integration		
Unemployment		
Homeless individuals		

APPENDIX I / EXAMPLE

Contingency Table: Social Challenges and Social Actors in the Community



	MUNICIPALITY	SUPPORTERS
Pollution		
Energy consumption		
Involvement of supporters		
Discrimination		
Healthy eating		
Physical activity of seniors		
Accessibility of social-cultural Projects		
Participation in leisure activities for disadvantaged groups		
Problems with language and study		
Green areas in the neighbourhood		
School absenteism		
Social work		
Participation in sport		
Waste policy		
Community cohesion		
Disease prevention		
Stadium accessibility		
Social integration		
Unemployment		
Homeless individuals		

APPENDIX 2

Items for a Club or Community Foundation Strategic Plan

It is important to establish a strategic plan that best serves the needs of your organisation, and that most effectively promotes the mission, vision, and values inherent to your club or community foundation. This practitioner's guide provides suggestions and tools that can aid you in the development and implementation of a strategic plan, such as:

- Identity, mission and vision of the club or community foundation
- Values and standards
- Organisation of the club and organisation of the community
- Organisational skills and resources
- Environmental analysis and social challenges
- Identification of the social partners (current and potential partners)
- Description of the club's social objectives and ambitions
- Strategic objectives
- Operational objectives
- Overview of social actions and measurements
- Plan of approach

You can monitor the development of strategic and operational objectives during the period using annual reports and plans to provide status reports. These can serve as a guideline for the Steering Committee to monitor the development of the overall strategic plan of the club or community foundation.





Any questions or in need of further information?

Please contact us by phone or email:



EFDN | European Football for Development Network



+31 76 369 05 61
info@efdn.org



WWW.EFDN.ORG