



EFDN

**12th EFDN Conference Report
CSR in European Football
Hosted by Chelsea FC, London, England
26-27 March 2019**





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Table of Contents

Opening Conference:	1
EFDN: More than Football Action Weeks	4
Chelsea FC.....	6
Erasmus Plus	9
Breakout sessions	11
1. Malmö FF: Careerday with football, NET-WORK-ing on and off the pitch	11
2. Athletic Club: Connecting Culture with Football.	13
3. Chelsea FC: Antisemitism programme.....	15
4. Real Madrid Foundation: “They play, we educate” programme.....	17
5. Scottish Football Association: The Value of Scottish Football	18
Kindred Group.....	20
EFDN Breakout sessions.....	22
1. Werder Bremen: Welcome Through Football	22
2. EFDN & NAC Breda: Community Champions League	24
3. Rangers FC: Employability Support for the Hard to Reach	26
4. CAFE: The Value of DSAs & Colour Blind Awareness: What are we missing?	28
5. Premier League: Good Governance and Quality Assurance	30
Chicago Fire: CSR in the USA.....	32
EFDN: Healthy Football League.....	33
MatchWornshirt.....	35
Breakout sessions	36
1. PAOK: CSR Strategy in the Midst of Greece’s Socioeconomic Crisis.....	36
2. Club Brugge: Start to run!	38
3. Hibernian: Young Volunteering programme.....	41
4. Fundação Benfica: Walking Football.....	42
5. Football Association of Ireland: More than a Club	44
Chelsea FC Practical sessions & workshops.....	46
• STEM - Digital Blue (showcase coding and highlight collaboration with Feyenoord).....	46
• Entrepreneur and 45 min Business Challenge	48
• Chelsea Champions (resilience and emotional wellbeing)	50
• Disability (Remove the Fear of Coaching Disabled People)	51
• Safeguarding (Foundation and Club perspective).....	53

Opening Conference:

Ton Strooband, chairman of the EFDN opens the conference with an introduction:



“Good morning, on behalf of the Entire EFDN, I would like to welcome you all!

The EFDN conferences can be seen as the biggest event in Europe for CSR in football. Again, expect the programme for today and tomorrow to be full of presentation, network sessions and discussions from pioneers and experts in the field. The conference is taking place in the middle of the 2019 More than Football Action week and we hope that all of you will join us to grow the More than Football movement in Europe. 2019 is still very young but we have already launched 3 new EFDN fan programmes: Welcome Through Football, Community Champions League and Scoring for Health.

We still have the Active Fans programme open and running and we will introduce the Healthy Football League later this year. We also have 2 big festivals taking place this summer with one in Holland and one in Portugal.

With all these activities, the EFDN and you the European Clubs are together trying to tackle European wide and local problems. Our impact is growing every day.

These Conferences are famous for the combination of receiving information, giving your ideas, meeting your friends and of course having fun. And I think that with this program, this location, this city and all of you here today, we have the right ingredients to meet this expectation.

Thank you for your attention and enjoy your next 2 days.”

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Surprise Welcome from Tore André Flo (retired Norwegian football striker and former player of Chelsea FC, SK Brann, Rangers FC, Valerenga Fotboll)



“Good morning everyone and welcome to the 12th EFDN More than Football Conference. It's my pleasure to welcome you for what I'm sure will be a fantastic couple of days and a great opportunity to highlight the work done all across Europe by clubs to support their respective communities.

As a former player, I was always aware of the role football can play in the community but since becoming an ambassador at Chelsea, I get to see that more and more through my work at the foundation. It is always a privilege to attend, take part and support the work being done. The examples that I mentioned are just a snapshot of the work being done but to me they highlight the essential role football can play in the community and the difference they can make. Football and sport, in general, has a huge role to play as a vehicle to inspire and motivate and that's why it is so important to have events like these that brings together those who make a difference to discuss the best practices.

As a young boy, I idolised the footballers I watched. Well, should it be as simple as encouraging people to play football instead of hanging around in the street? Or inspiring those who struggle with school to try something new? Football has the unique power to inspire and engage with its audience. Time is changing and innovative ways in which club's are supporting their communities continue to amaze.

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The next couple of days are a unique opportunity to learn from one another and continue to bring new boundaries in our community and CSR work. You're all making a difference to the people and communities we work with, but the aim is always to do better and do more and that is why I'm sure so many of you are here at Stamford Bridge this week. So, across the next couple of days, I encourage you to learn from another, discuss new ideas and take time to congratulate each other for your work. From the coaches on the ground to the staff behind the scenes, the work done is priceless and making a difference to so many lives across Europe.

Thank you everyone."



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EFDN: More than Football Action Weeks

Hubert Rovers, CEO of the European Football for Development Network.



After the opening of the conference, Hubert Rovers, CEO of the European Football for Development Network presented the “More than Football Action Weeks”.

Nowadays, CSR in football is still, unfortunately, the best-kept secret in football. Three years ago, EFDN started “More than Football Action Weeks” to give clubs, leagues and FAs the opportunity to highlight the work that they do to their fans, to their stakeholders, to their partners.

The action weeks are running at the moment from the 19th march to the 9th of April and the movement is supported by the UEFA Foundation, ECA and of course EFDN.

The More than Football Action Weeks is a campaign for the foundations, or community trusts who struggle to tell stories, as well as the clubs themselves, and that’s why Hubert is really glad that the ECA is involved in this project.

It comes from the ECA to use the hashtag with the clubs and through EFDN, through you, through the foundation of the clubs and together we are going to tell everyone that we do a lot more than just play one home game every 2 weeks.

More than Football is a platform. It’s where we promote through our partners and stakeholders as much as possible.

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Something new this year, is the creation of the More Than Football Award. Everyone can participate. Every club, every FA who participate in the More than Football Action Weeks can automatically participate in the Award which will have a ceremony at the 13th EFDN Conference in Barcelona. Hubert asks to have the project with the most impact and the most value in the community that will be replicated through clubs, leagues and FA's no matter what their budget is, no matter how big their community is.

EFDN launched the video campaign last Tuesday and this is the 3rd year that EFDN uses this as part of the campaign. So, for the 2nd year of the campaign in 2018 we had 99 organisations participating. We are already around 75 this year. And we hope that in the next 2 weeks the amount will be more than 100. So, we invite you to participate in the next couple of days and weeks that follow.

Finally, Hubert Rovers presented the projects of Juventus FC and Legia Warsaw from last years campaign.

Juventus did a whole social media campaign with UNESCO where they invited their fans to send a photo using #MorethanFootball to tell through their photo why football is more than football for them. Legia did a campaign with you could win the signed shirt of the first team players if their fans were online and tell why football is more than football for them. Legia are actively participating this year as well."

Everyone is invited to join in with the #Passiton video challenge.

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Chelsea FC

Simon Taylor, Head of the Chelsea Foundation.

Simon Taylor, Head of the Chelsea Foundation started to present the foundation.

Chelsea FC Foundation was established in 2010 to bring together the work of what was done for the community in the education department, the CSR work of the club that had been done. The Foundation is an independent charity but linked to and supported by the football club. The board of trustees is half independent, half club trustees and wants to use football as a force for good in the community. The one direction we've got from the owner, from the board is to use football to make a difference. Everyone wants to use football to make a difference and that's what people are passionate about. We only use football to inspire, motivate and educate.



Simon Taylor then presented the various programmes and projects that Chelsea FC Foundation organizes at the national and international level.

Chelsea Champions programme is now embedding Chelsea coaches into schools. The Chelsea Champion's goals are to integrate into school life, by accessing all varieties of students. They also work in collaboration with the pastoral and behavioural leaders of each school. It identifies initiatives that help build youth capacity, ensuring that the right young person is involved in the right activity to improve their emotional well-being. To be the central point of contact for all CFCF programmes and improve relationships with local authorities, youth services and mental health teams. They provide an

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open-door policy for youth and help them overcome personal barriers at home, in the community or at school. A Chelsea champion must be a trusted adult that students can approach and receive support, advice and guidance at all times throughout their education.

Kick Social programmes are organised in some of the most deprived areas with 18 sessions per week.

Disability showcase representing the club as well. The Disability Inclusion programme enables young people and adults with any disability to participate in regular, organised football matches and coaching sessions in a safe and enjoyable environment.

800 players and hundreds of spectators from 75 teams joined an Event.

The Chelsea FC Foundation's **Education** Department continues also to build successful relationships with schools, colleges and the local community and to develop and deliver challenging educational initiatives that help participants achieve their learning objectives. Every season, educational projects help more than 2,000 learners aged 7 to 70 years and over.

An example is their participation in the **Premier League Primary Stars**. This programme shows that football can be used to explain several issues to children. We can explain very complex things through football (coding, anatomy, physiology, etc).

The **Entrepreneurial** Programme is a pioneering example of what football can bring to people. The Chelsea Entrepreneur Programme works with job seekers who are looking to start a business. It is an incubator for business ideas to develop and grow. The programme covers key areas such as customer research, market research, finance, pricing, social media, brand building, marketing and sales. This is a partnership with Ixion Holdings, which issues the New Enterprise Allowance throughout London. It is a great learning experience that allows you to think and act like a start-up. Learners obtain a level 2 qualification in the spirit of entrepreneurship and entrepreneurship.

At the **international** level, the foundation visited 45 countries to organize workshops, training courses for 25,000 coaches and more than 40,000 committed participants. FC Harlem is the first community club partnership in the United States and an opportunity to have permanent coaches who train children.

Chelsea FC Foundation through the **Past Player's Trust** support former players by providing medical, financial and social assistance. The trust has funded a variety of stakeholders to cover transactions, unpaid bills, assistance needs and social assistance issues. They played a fundraising game against Real Madrid last year, for example.

Antisemitism project serves to re-educate and provide education and say what antisemitism is. Chelsea FC has launched various activities since the launch of the campaign. They were organized by a group of club representatives who participated in the annual March of the Living between the Auschwitz and Birkenau concentration and extermination camps, followed by an educational visit of the club to these camps with its supporters. They bring 140 fans to Auschwitz to show them what antisemitism can be.

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Regarding **charities**, Chelsea FC Foundation supports 250 charities through the donation of signed merchandise. They also have a long-term partnership exclusive with Plan International to raise money and awareness of their work.

Their **Ambition** is to do more. See more schools, children, see more kids educated, see more international programmes. And see and learn from the others what we can do. We should always learn from others.



Erasmus Plus

Ute Haller-Block, Head of Unit in the EU Erasmus Plus program.

As a head of the Erasmus+ Youth & Sports unit, Ute is currently responsible for the implementation of the Sports action, as well as a number of Youth actions, European Solidarity Corps and EU Aid Volunteer programmes. Having worked as a head of unit at the EACEA since 2010.



Ute started by presenting the sport in the European Union by giving a brief history of the first rules of the economic area which all started with the Lisbon Treaty. Then, Ute presented the policy orientation with the EU Work Plan (2017-2020) which has been created to decide on the areas where they want to progress and the objectives that they have. Afterwards, she made a presentation of the Erasmus+ Funding opportunities for Sport with an overview of the Erasmus+ programme and a specific focus on the Sport Chapter.

The budget of Erasmus+ for 7 years is €265,940 Million. So approximately €38 Million per year. There are 3 main actions funded: collaborative, small collaborative Partnership and not for profit European Sport Events. The objectives are the transnational threats, good governance & dual careers and social inclusion. The different activities funded are networking, good practices, the collection of data, seminars, arising activities and educational and training modules tools.

The role of the Erasmus+ Programme is to support a lot of different organisations in helping to start a project, but the objective is just to launch a project not for it to be dependent on the funding from Erasmus +.

In addition, the presentation covered the development of the Erasmus+ Sport Action, providing information and the main rules regarding funding opportunities for each type of project (Collaborative partnership, small collaborative partnership, not for profit European Sport Event).

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Finally, Ute discussed best practice examples that can be used for ideas and inspiration for future projects.

For the European Sport Events, she presented ALCIS who made 2 projects that encourage children to reflect on different lifestyle choices. 20,000 school children in 9 countries participate and 86% of the students claimed that they were more active after completing the planner.

For the Collaborative partnerships, she presented SPIN (Sport Inclusion) with 7 countries involved and the publication of a handbook on volunteering of migrants in sports clubs and organisations.

The presentation also included the EFDN programme “Community Champions League” which is taking place in 10 cities from 8 European countries. The aim being to produce social inclusion from different cultures to come together to build relationships and friendships while breaking barriers through the prevention of violence, racism, and intolerance in grassroots sports and their communities.

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Breakout sessions

1. Malmö FF: Careerday with football, NET-WORK-ing on and off the pitch

Karin Heri, Head of Malmo FF community



Careeracademy, started locally, from a local initiative before evolving in to a national matter. There is a lot of cooperation between clubs. Malmo is the only professional club in the city. They try to work with actions on education engaging with 100 children a week by combining education and football (95% reach their goals).

Aimed at unemployment, they organise Match-making events with 204 jobs in sponsor companies and in activating sponsors. There is also 1500 hours career work on 700 individuals, now open to everyone up to the age of 65.

After this introduction, Karin Heri talks about facts and truths. In 2013 there were many headlines of 25% of youth employment. What could we do? Most of the jobs found are about contacts and a lot of people did not have these contacts.

They started discussing, identifying stakeholders, sponsors, municipality, funding and the need to team up with responsible stakeholders. They were very naïve in the beginning. It was difficult to find good contacts– how do you reach the target group, but it was an interesting journey. They made a feasibility study and a lot of theoretical mistakes.

For Karin, partners are the most important thing: club, sponsors, municipality, Swedish employment service etc but it's also important that the clubs do it themselves and not as a foundation. Progress is

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the most important aspect of using soft skills or unknown skills of participants. They organised a tournament as a career day, sponsors played together with future employees and they are now supported by national services.

Karin is helping other clubs connect with the employment service. The target groups of clubs are different, but agreements are made in a local context. For example, three clubs took over a career-day concept from Malmö. At Malmö 60 % of participants get a job.

Simplicity is making it successful. This is something new that other clubs did not see until now.

The reflections and lessons learned are that after six years it takes longer than you think. Before you see the results there are three hard years of work. Employability, partnerships with public service and sponsor involvement was all new, people were struggling while accepting clubs but with sponsors it was less complicated. The ambassadors have a strong power. For Karin, sports, youth work and community work are the main topics of Malmö. Clubs and other stakeholders need benefits, funding. So they need to simplify things and not over-complicate things, but they can be open to possibilities and their own context. Karin says that she hates campaigns without content and substance “We do first and then we communicate”.

Focus on the target group: Nine people were used as a focus group; they planned an event on employability and got work experience

Focus on local context: It's difficult to have knowledge but partners can provide you with the knowledge. It is important to measure the outcome. You have to use feedback from participants, sponsors and statistics from public services

Now, they can feel secure about the project because they saw the effect and learned from mistakes

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2. Athletic Club: Connecting Culture with Football.

John Vazquez-Eguskiza, Director of Athletic Club Foundation & Galder Reguera, Responsible of Activities of Athletic Club Foundation

Jon Vazquez-Eguskiza and Galder Reguera from Athletic Club talked about connecting culture with football. The foundation was founded in 2002, the Athletic Club Foundation is a non-profit organisation. They explained the thinking behind the creative and ambitious Athletic Club Fundazioa Cultural Project and sharing their experience and best practice from the project development and implementation. The project aims to involve all stakeholders of the club, from players to the fans. A lot of different activities that are led by the Foundation use football and/or Athletic Club's social, historical and cultural dimension as tools to improve the quality of life of their target audiences in their local community.



The Foundation use their sponsor money for three different kind of projects namely; cultural, environmental and educational projects.

They are looking more and more at environmental projects and one of these is that they are going to the beach with academy players to play beach football, but before they start playing football, they will collect plastic from the pitch.

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The Cultural projects are important for Athletic Club Fundazioa. They want to have people thinking about football and for football fans to become closer to the world of cultural reflection, showing them different ways of experiencing their passion for football. They have six cultural projects, but the main ones that were presented during the breakout session were;

Letters and Football:

Respected and recognised authors, journalists and film directors come to this festival. An author who has never written about football, will for this event write a small book about football. They also use the website where people can propose to current or former players and coaches to read a book, who will then choose from one of the books and they then have an event where the player or coach reads the book out to a group of supporters. Afterwards they discuss this particular book with the person that suggested the book in attendance along with the rest of the fans.

An example of this was Kike Arrizabalaga (first team player), who had never read a book in his life before and he really wanted to, so he let the people suggest some books for him to read. He chose one of those books to read and the final discussion was a full class of students because the person that suggested the book was a teacher.

The second cultural project is the Bertso Derby:

The derby for Athletic Club is the game against Real Sociedad but this does not only happen on the football pitch. This also happens in the theatre with the use of poetry and music in the form of the local Basque culture. Fans from both Real Sociedad and Athletic Club battle against each other using only their words. It is an event that takes place before the game. The topics of the poetry are about football and the rivalry between both clubs.

The third cultural project is the Thinking Football Film Festival:

During this festival mostly documentaries are shown with the topic of football, there are occasionally fictional movies but most of the time it is documentaries. But not hagiographies of footballers with the films focusing on the social character of football. After the films have finished the director and cast will talk about the film on stage to discuss what happened in the documentary. The films/documentaries can be about a variety of subjects within the general scope of football and include sensitive topics in the football industry such as the acceptance of gay people in football and equal sexuality, one example of this being the film Mario, which is about two team mates who become a real couple but can't make this public.

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3. Chelsea FC: Antisemitism programme

Simon Taylor, Head of the Chelsea Foundation.



This breakout session started with an alarming fact: antisemitism is growing. As Head of the Chelsea Foundation, Simon Taylor claimed that Chelsea FC wants to welcome everybody in the stadium and is determined to tackle all forms of racism.

Launched in December 2017, the “Say No To Antisemitism” campaign first came from the club owner Roman Abramovich, around the danger of antisemitism hatred. The goal behind it was to raise awareness of the impact of antisemitism on the Jewish community and wider society, and also to create a programme adaptable to other clubs, sports, and countries. To implement the project in the right direction, Chelsea FC Foundation engaged with the Jewish community, and anti-Semitism experts. They all agreed with the fact that lack of education is the main cause of anti-Semitism behaviours.

To tackle the anti-Semitism problem, the Foundation released different tools such as a stewarding training guide entitled “Tackling Antisemitism in Football” to educate about the law regarding hate speech and how to report instances of antisemitism. Simon Taylor invited the audience to watch one of the films made in partnership with Kick It Out. The film delivered an emotional and impactful message that: while football is full of debate, there is no debate concerning the fact that antisemitism has no place in football or in the community. The purpose of the film is also to encourage fans to report anti-Semitic behaviours they witness.

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Another tool used by the Foundation to stamp out antisemitism is restorative justice. Chelsea FC used to react with punishments and bans but because lack of education is the source of the problem, the club decided to launch the first educational programme in the UK for people found guilty. Through this programme, participants can reduce their sentence by following the satisfactory completion of education courses to ensure they are aware of the consequences of their words and actions.

As it is still ongoing, it is difficult to measure exactly the impact of the campaign, but the Chelsea Foundation has already noted an increase of stewards' confidence, self-policing by fans, and a decrease of incidents.

After the presentation, Simon Taylor opened a Q&A session with the attendees. The questions were related to Chelsea fans' reaction, the communication process regarding the campaign, building bridges with other Chelsea projects, and giving advice to the participants.



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4. Real Madrid Foundation: “They play, we educate” programme

Silvia Montes-Jovellar Folch

Silvia Montes-Jovellar Folch joined the Real Madrid Foundation in 2013 as Responsible of the Area of America, which is where she works now as the Director of the National Area of the Foundation.

After a video presentation of the Real Madrid Foundation, she started by presenting the foundation.



Real Madrid Foundation was established in 1997. The mission is to express solidarity commitment of Real Madrid FC, preserve club historical heritage and promote the inherent values of sport. The vision is to be a universal reference in the use of sport.

The main activities of the foundations are sport, training, cultural and the communication.

At the National Area in Spain, Real Madrid Foundation supports 165 projects for 13,500 beneficiaries and 73% are scholarships.

There are 9 different programmes: Social Sports Schools: Football and Basketball; Adapted and Inclusive Social Sports Schools; Social Sports Schools in Shelter Homes and Detention Centres; Basketball Programme in Hospitals; Physical Exercise programme for the Elderly; “Emprendeporte”. Physical Programmes for long-term unemployed; Physical Activity Programmes for Homeless people; Sport physiotherapy programmes for people with neurological disease



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5. Scottish Football Association: The Value of Scottish Football

Andy Gould, Head of Football Development Scottish FA & Danny Bisland, SFA's National Club GROW Manager.



Andrew Gould was the first to speak and started by saying that there are 147,555 registered football players in Scotland but 632,445 casual players.

The Scotland slogan is 'Football for everyone' and "it's not about what we do it but it's about why we do it".

He then presented the development framework 2019-2023 'Football for Life'. It focuses on football to change by educating people, coaches, track perceptions. They want to inspire people to enjoy lifelong participation

For Para Football, their vision is to allow people with a disability in Scotland to have a meaningful voice within the Scottish Football Environment which will allow the Para-Football game to reach its full potential.

This also covers football memories (which deals with older people with dementia), powerchair football and mental health programmes.

Then the presentation focuses on Para Football. The objective is to create the World's 1st Para-Football Association, bringing together all Scottish Para-Football Game Leader Organisations under one National umbrella giving Para-Football a meaningful voice.

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Para football covers different kind of works: mental health, amputee, deaf, powerchair, cerebral palsy, dementia PAN, Visual impaired and frame in having the main seat in each association.

Para football is based on 3 programmes. The first is **Football memories** which has 2000 people in the programme each year. They can use clubs' facilities and make the link to former players association and the link to Health care, museums, libraries etc. They are engaged with club historians and have a wider range of volunteers. This permits the SFA to be engaged with the lost generation of fans. 39 of the 42 senior Scottish Clubs are part of this project.

The second is **Powerchair football**. The activity is highly visible and marketable. There is the possibility to establish a link with the Disabled Support Clubs. The clubs are linked to Scottish Powerchair. For the moment Clyde, Aberdeen, Ayr United, Hibernian, Dundee Utd, Stirling Albion participate in this program.

The third is **Mental Health**. It's a question very much related to Scottish football. There is an opportunity to establish links with mental health charities that can then establish links with community programs and larger clubs.

They collaborate with NHS providers and support community programs. Mental health clubs include Aberdeen, St Johnstone, Clyde, Partick Thistle, Dundee United, Stenhousemuir, Queens Park.

Then, Danny Bisland talked about UEFA. For the Scottish FA, UEFA grows social return on investment model in measuring the value of football participation in Scotland. Football is the 1st sport in Scotland. 41% of all youth aged 16 or under currently play football. There are 2500 Scottish clubs. And they are followed by 1.8 million adults in the country. The Scottish FA is followed by 1 million people through all the different social media.

The economic contribution represents 96.1 million euros. The Facility Economic value represents 62.1 million with 20.3 million euros coming from the construction sector in Scotland and 41.7 million through the direct value of pitch construction and hires. Participation spending represents 34 million euros with the revenue generated within the football industry by direct participant spending on playing football. And with this contribution, this is 11,000 jobs which are created (7,000 in the sports industry and 4,000 jobs through local construction industry investment).



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Kindred Group

Britt Boeskov, Chief Experience Officer

The Kindred Group is a large online betting group and is a partner for the EFDN's Active Fans programme. The Kindred Group was founded in 1992 and wants to transform gambling by ensuring fair play, the best deal and a great experience.

The Kindred Group focusses on three different strategic pillars;

- Licence to operate
- Ability to achieve results
- Always the best deal and products



For Britt Boeskov, there are five important topics.

The first is “**responsible gambling**”. The Kindred Group invests heavily in developing technologies to detect and prevent problematic gambling behaviour. The Kindred Group helps its customers to make informed choices and stay in control by offering responsible gambling information, providing a variety of control tools and supporting best practice in marketing. Invest in research and technology so that you can help your consumers if they have a gambling problem. Launching marketing communications such as commercials are performing very well. 11% of the Kindred Group consumers use one or several of their non-mandatory control tools. 72% of consumers adopt healthier gambling behaviour after a responsible gambling message. The ambition for 2023 is to have 0% of gross winnings revenue derived from harmful gambling.

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The second is “**maintaining integrity**”. The mission from the Kindred Group is to offer customers a great experience through a platform that is safe and secure. The Kindred Group continues to work hard to ensure that gambling on their platform is conducted fairly and openly, free from betting-related corruption. It is critical for the Kindred Group to have the consumers retain trust in the unpredictability of the game. It is also critical for the Kindred Group that the consumers retain trust in the platform. They monitor all placed bets and report all suspicious behaviour to local authorities, relevant sports bodies and to ESSA. Match-fixing is a real threat to the sport and industry, collaboration is necessary to eradicate match-fixing. In 2018, 35 sports betting events were reported for match-fixing suspicion. The Kindred Group received a 70% rating in Ethisport Audit, classified as “very good”.

The third is “**running a compliant business**”. The Kindred Group holds international gambling licences in Malta and Gibraltar and has local licences in 11 jurisdictions, which are all monitored through local gambling authorities. In 2018, 43% of the Kindred Group’s revenue came in locally regulated markets and this will increase in 2019. 110 employees of the Kindred Group work to ensure that the Kindred Group remains compliant. Money laundering is a key area that the Kindred Group are working hard on preventing and in 2018 343 suspected cases were reported.

The fourth is “**being Kindred**”. Kindred strive to build a great place to work through developing their culture and offering access to a supreme office environment, training and development of their employees, highly competitive benefits and great events for all employees. The Kindred Group’s target is for a 50/50 gender split across its senior management team by 2023. Employee education and development with 33 hours of training on average per year. 35% of the employees at the Kindred Group are female. They cannot attract talents without building a reputation for trust, integrity and player safety.

And the fifth is “**contributing to their community**”. All corporations contribute to society, the local communities and their people in some way. The Kindred Group offer 3 extra days off per employee for community work. Examples of community work are; supporting local communities in the UK through partnerships with football clubs, horse racing and darts; engaging with communities in Sweden and UK to promote programming skills, such as Hackney IT Drop (skills session for elderly), or Nolla Utanförskapet (skills session for vulnerable youth in Sweden); All offices using soap from SoapCo which is made by disabled or blind people; taking place in the annual Charity Cardboard Boat Race in Gibraltar.

Unibet, a Kindred Group Company is the new sponsor for the first two leagues of Sweden (Allsvenskan and Superettan). The sponsorship has a duration of 12 years and starts on the 1st of January 2020 and is the first opportunity for Kindred to give back to local communities in Sweden. They will spend up to 25 mil SEK per year of the fee earmarked for CSR & talent development project to help and support the growth of football in Sweden from the bottom up. Supporting local CSR initiatives with funds through “Kindred Fund” of 3 mil SEK per year. Joint projects to help battle against match-fixing.

The 30/30 foundation: Partnerships with Henrik Lundqvist in January 2019. 30 Clubs receive 30.000 SEK per year. Focus on fair sports culture, equality and fair play.



EFDN Breakout sessions

1. Werder Bremen: Welcome Through Football

Henrik Oesau, SV Werder Bremen presented on Werder Bremen's Welcome through Football programme.



The programme has existed since 2015. There is a cooperation partner in the German Children and Youth foundation which is funded by the DFL Foundation and Federal government fund. 23 Clubs participate and every club does it differently. The goals are to make easily accessible training opportunities for refugees and to enable social inclusion through sport. Since the beginning, more than 3,500 young refugees participated in Germany. The aim is to integrate refugees and Bremen wants to create spaces through football with 5 offers in different city districts. There are 2 staff members, 2 psychologists, 9 honorarium coaches, 6 volunteers.

There are changing goals because there is a problem in that there is not enough participation of women and girls. They also want to use sports for employability and that the roles change (from participation to taking responsibilities by obtaining a coaching licence and / or in becoming a referee).

They also try to set up a virtuous circle in 3 steps: Socialisation to sports (low threshold), Socialisation in sports (building up personality and networks) and Socialisation through sports (to use and share skills learned).

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The Children and Youth Foundation have an important role. They organise meetings, consultation, qualifications, network meetings, training for practitioners, tournaments. They started as a low-level movement (grants from 500€) and the funding now is from 4,000 to 14,000 €.

Bremen have now developed their own qualification and have a phased model with:

- External scout
- Trainee
- Assistant
- Coach
- Manager

The participants should learn the values and technical skills (coaching sessions) and the participants can develop.

As a manager you should be able to reflect and work on mistakes. There are a lot of different challenges. And finally, they need to deal with shifts in public discourse (problems in East Germany, Bremen is still liberal and friendly, left-wing fans).

The training sessions are organised in 4 steps. The first is team talk (values, dialogue, personal greeting). The second is warm-up, exercise, game, the third is feedback (final discussion, rituals, time to talk). And the fourth is leisure time activities, stadium visits.

The Foundation provides clubs with toolkits and packages and Bremen created a coaching manual with easy language.

To conclude, the alliances profit from each other and their output (media), willingness to be flexible – no static goals and activities and sharing experiences with like-minded people.

The key coaching skills are the empowerment to identify potential and to define common goals and delegate responsibility successively.

“Participants of today are our role models for tomorrow”.



EFDN

2. EFDN & NAC Breda: Community Champions League

Hubert Rovers, CEO European Football for Development Network & Tim Coremans, Project Coordinator Teamplay@NAC.



The Community Champions League is a social inclusion project that promotes social inclusion between youth from different backgrounds. This project started at NAC Breda in 2007 and promotes a healthy lifestyle/tackles obesity. During the project there will also be a nutrition workshop in which a nutritionist will explain what is healthy for the participants to eat and what is not. The Community Champions League and Street League are not just about the football competition, they have to do different tasks in the community of their team or school. With this project, you can win more points off the field than on it. You will receive points for the tasks you do. Examples of tasks are: Cleaning up litter from your neighbourhood, fundraising for a good cause or cleaning up the fireworks after New Year's Day.

All clubs that will take part in the Community champions League will use the same framework but will have customised some of it to their own needs and possibilities. They will cooperate with local schools, government and housing. But they will also work together with the grassroots football clubs from the community. There are multiple different age/gender groups that will compete in the competition. There is a boys Street League (12-15), girls Street League (12-16) and junior Street League (7-12).

During the Community Champions League there will be different activities such as the matches, clinics, workshops (health, first aid, dangerous drugs, citizenship), community activities/volunteering and the children will have homework support.

**EFDN**

There will be one big kick-off event at the stadium of the football club from the city or the city centre to gain attention for the project and start the project. There will be 12 teams of 10 persons and the children will play 60 matches in total. The games will take 2 x 25 minutes with flexible rules (pitches). The games will be 4 x 4 / 5 x 5 / 6 x 6 (depending on the pitch) and the games will take place on Sundays so as not to interfere with the grassroots football clubs. Parents shall also be involved. The children will have 4 workshops in total and will do 48 community contributions which is not only for the participants but also for other people in the community. There will also be 48 training sessions and in the end, there will be 1 final event again at the stadium of the football club from the city or the city centre.

The NAC Street League:

The project goal is to promote sport among children and youngsters. The NAC Street League is divided into different parts. There is a NAC junior Street League which is for children that are in primary school aged 10-12. The other one is for children in secondary school which are children in the age region of 12-14. The games at the secondary school are played on Thursday at 16:00 just after school. There are 10 boys' teams and 8 girls' teams (one per school). There are 1,750 participants in the workshops during the project. The school are free to select their squad every week, but it must be 10-12 kids. The games are spread out over the whole school year. The first five games will be played from October until November and the second five games are played in March-April with the final to be in May. Each school picks its own home stadium which is normally a Johan Cruyff Court.

During the games it is not just about the football matches but there is also a fair play system, such as outfit, complete and on time, support and positivity. Each workshop has a video from a player from NAC explaining the workshop/theme. The workshops are about a healthy lifestyle, prejudice, alcohol and peer pressure, and money management. Partners of the project include the health services in West-Brabant, the municipality and a dietitian. It will also have an impact on young people in the community to help more people in their community. The triggers for the participants of the project are the NAC players, that they can play with the NAC logo on their shirt and social organisations can reach their target group.



3. Rangers FC: Employability Support for the Hard to Reach

Jamie Duncanson, Senior Community Executive at Rangers Charity Foundation.



The Foundation was created in 2002 and interacts with local, national, and international partners. More than 15 programmes cover the following key themes: education, employability, health and wellbeing, diversity and inclusion. During this presentation, Jamie Duncanson provided an overview of 5 employability programmes.

Ready 4 Employment:

The “Ready 4 employment” programme aims to improve the job prospects of local people in partnership with job centres, department for work and pensions across Glasgow by delivering an individualised training programme to help develop their skills, confidence and relevant experience.

The 3 to 6 weeks programme is aimed at unemployed who are at least 18 years old (most of the participants are 30+). The participants attend workshops by employers who offer participants insights into work and training with the possibility of getting a full-time job at the end of the programme.

Get Started with Rangers:

In partnership with the Prince’s Trust, the “Get started with rangers” programme is designed for the NEET category (Not in Education, Employment, or Training) who are disengaged but are interested in football. For 1 intensive week, the participants have the opportunity to learn coaching skills and improve their self-esteem and confidence. After the week, the staff members support the participants in their processes to follow further education or employment.

**EFDN****Programme of Wider Achievement:**

In partnership with Glasgow city council and bespoke secondary schools, the “Programme of Wider Achievement” targets vulnerable and challenging young people of 13-16 years old. The programme allows participants to develop general and practical skills, knowledge and understanding, and attitudes that will be useful in their personal and professional lives.

Ready 2 Succeed:

The "Ready to Succeed" is one of the most demanding programmes of the Rangers Charity Foundation. In partnership with Skills Development Scotland, the programme targets people over 16 years old, who are unemployed and face barriers to progression in terms of personal development and/or in gaining employment. For over 10 weeks, participants develop skills such as teamwork or discipline and are encouraged to transfer them off the field.

Hub in the Community:

Based on the Manchester United Foundation model, the Hub in the Community is a 3-year project which delivers programmes around employability, health and wellbeing, and diversity and equality. The Hub in the Community was the first facility of its kind in Scotland and is operated with various partners such as the Glasgow City Council and Govan High School.

**EFDN**

4. CAFE: The Value of Disability Supporter Associations & Colour Blind Awareness: Colour Blindness – What are we missing?

Amy Wilson, CAFE's Fan Liaison, Access and Administration Officer & Kathryn Albany-Ward, founder of Colour Blind Awareness.



Kathryn Albany-Ward started the presentation about Colour Blind Awareness. First, she explained what Colour Blind awareness is, showing examples (pictures) between people who can see normally and people with colour blindness.

She also gave advice on how clubs can adapt pictures, jerseys, stadiums, ticketing for colour blind people in adding extra information as text or symbols or in simplifying information.

Amy Wilson from CAFE (Centre for Access to Football in Europe) then presented the organisation and their recent development work.

CAFE was founded in 2009 and is a UEFA Core partner. They work to improve access and inclusion using the unique power of football in ensuring that disabled people can take their rightful places across all levels of the game.

They have launched a European Audio Descriptive Commentary (ADC) Network. In 2018, they hosted their largest international Conference at Bilbao. They also create various guidance and best-practice documents.

**EFDN**

Afterwards, they were exchanging best practices in recent years. Like for example with the DAO who delivered training in 21 countries since August 2017 and over 500 clubs have now appointed a DAO. They also have other ideas like the creation of a supporter document on importance and inclusion, the creation of a European DAO certification, rewards for positive improvements regarding access and inclusion.

And finally, there was an explanation of what Disable Supporters Association is. DSA represents the interests of all disabled supporters of a club, liaises with club officials to improve the matchday experience for all disabled fans and there are more than 100 established across European clubs.

The benefits of establishing a DSA in a club are:

- Greater empowerment of disabled supporters
- Create an inclusive and welcoming environment for disabled people
- Improved matchday experiences
- More disabled fans attending matches
- Increased awareness and knowledge on accessibility matters
- A stronger and productive relationship between the club and its disabled fans
- Sharing of best practice examples

A DSA advises club on the distribution of matchday tickets, organises accessible travel to away matches, liaises with club's Disabilities Access Officer and other club officials on accessibility issues and works with the club on how to improve the matchday experience for all disabled fans.

CAFE support DSAs in offering guidance to clubs and disabled supporters wanting to establish DSAs. But they also facilitate meetings between both parties and promote DSAs, news and DSA-led events amongst our networks and stakeholders.



5. Premier League: Good Governance and Quality Assurance

Alex White, Quality Assurance and Governance Manager Premier League Charitable Fund.



Alex White presented the effective governance and management of football club's foundation and trusts.

The Premier League Charitable Fund was established in 2010. With an annual budget in excess of £35 Million which is distributed to the football clubs. The PLCF is independent, separate from the Premier League and delivers high quality projects and evidences its success to key stakeholders. The PLCF is highly ambitious and aims to create positive and lasting sporting, social health and education.

The PLCF is in partnership with 92 professional clubs in the top 4 leagues plus others non-professional clubs.

The aims are to improve the quality of delivery funded, improve the performance of the funded organisations, sustainably improve infrastructure and capabilities and demonstrate the value.

After presenting the structure of the PLCF and the context, Alex White explained the Capability status 2019-2020 and the Capability of Code of Practice organising into 14 governance areas: *Structure; Affiliated Club; Governance and the Board; People; Strategy and Implementation; Safeguarding; Finance; Equality, Diversity and Inclusion; Data Protection; Risk Management Health and Safety; Incident Reporting; Impact; Communication.*



EFDN

For each section, Alex White explained the focus subjects, the number of recommendations, the number of recommendations required for PLCF & EFLT funding and the different suggested evidence. There is a total of 168 recommendations, some of which are required to secure PLCF and EFLT funding.

The Capability of Code and Practice can be an opportunity to step back and assess the health of an organisation. It is important to be honest in self-assessment because this is an opportunity to improve the organisation. It's an on-going process and CCOs must take opportunity to embed a culture of continuous improvement. It's helped to improve relationships with trustees and club staff, provides transparency and clear direction for team and staff.



EFON

Chicago Fire: CSR in the USA

Jessica Yavitz, Vice-President of Community Relations / Executive Director for the Chicago Fire SC & Executive Director of the Chicago Fire Foundation.



Jessica Yavitz is Vice-President of Community Relations / Executive Director for the Chicago Fire Soccer Club and Executive Director of the Chicago Fire Foundation. After introducing herself, Jessica Yavitz gave us an overview of the crisis that Chicago is facing, putting emphasis on the high crime rate, and the low graduation rate in high schools.

Created in 1998, the main mission of the Chicago Fire Foundation is to improve the life chances of kids from Chicago and its surrounding communities. Chicago Fire FC and the Foundation are closely aligned to develop and deliver the different programmes.

The presentation focused on 'P.L.A.Y.S.' (Participate, Learn, Achieve, Youth Soccer), a programme which is committed to enhancing the academic performance and development of key social and emotional (SEL) skills of elementary school students through a sports-based curriculum. The programme has welcomed 3,176 kids, with 40% of girls, and 55% of women coaches.

When they participate in the 'P.L.A.Y.S.' programme, children follow a total of 50 hours of soccer for 10 weeks, where they learn skills such as teamwork and self-management, adopt these values, transfer them from the athletic field to the classroom and thereby improve both their behaviour as well as their academic outcomes. In this programme, the role of teachers and parents is also fundamental. The Foundation's staff members train the teachers with soccer skills, while a practical guide is given to parents so they can see the improvements of their children.

Based on qualitative and quantitative surveys completed by the participants, the Foundation is able to measure the impact of the programme. The results have highlighted the improvement in adaptability, self-regulation, positive relationships, and safe environment.



EFDN

EFDN: Healthy Football League

Hubert Rovers, CEO European Football for Development Network

"Normally you would like to only beat your rivals on the pitch, now you can also beat your rivals as fans of the pitch." With these words, Hubert Rovers introduced the presentation of the application.



The Healthy Football League is an online health competition between fans of clubs on European, national and local level. It uses the rivalry between fans to get people moving and is an expansion of the active fans programme which is a programme that wants to get fans of football clubs healthier using the facilities of the clubs to host a training session once a week. It is based on three health programmes; football fans in training, eurofit and fanactive.

Active Fans include 9 EFDN member clubs and is a 12-week programme at the stadium of their favourite club. The fans must be between 35 years old and 60 years old. Fulham FC developed the online competition concept with the fanactive programme.

The app will not be used for just for one club or on project because the investment is too big. The app will be connected with the wearables. Only 3% of people currently have wearables and actively use it. The app will also be used with the Scoring for Health project which started in 2019 and is a primary school programme which focusses on healthy eating and sufficient moving. The class will work together on a group goal, for example to always cycle or walk to school. So, for the Healthy Football League, the fans will use a website and app to keep up with their points and health. It's for people of all ages and the participants can score points for their steps, distance they have moved and the calories

**EFDN**

they have burned. The data from all this will come from the phone of the participant. The calories are calculated through GPS information and the weight and height of the participant.

In the App you can also see the leader board on European, national, local level. You can see the amount of points you have scored for your club and see how much the club has scored in total. You can win daily badges / incentives from the club you support. There are different benefits for both the community and the club / league / FA. The community becomes healthier which means less costs for the healthcare. The benefits for the club / league / FA are that it's a great promotion for the club and it builds a fanbase that becomes healthier. It is also good opportunity to establish new partnerships / spin-off programmes. The app is free of charge but EFDN member clubs and fans of those member clubs will have additional options and services. The fans will sign up for the app and choose the club they support and immediately start winning points for their club. But for the app / competition to become bigger and better we need the EFDN member clubs to make their club members of the app so that the fans of that club can also participate in the Healthy Football League and beat their rivals off the pitch. Each participant will need to give the GPS signal of their phone access to the app. In the future other health apps will be added and the wearables will also be used. The clubs that participate in the Healthy Football League can only participate on a European or national level. The EFDN member clubs can also create local competitions such as school competitions, grassroots club competitions and company employees can also compete against each other. They can score points for their team and for their club. The fans can compare their results to a local, national and European level.

You can receive social points, because the phone can see if people are together at the same time. Additional points are given out during matchdays when more people are together at the same time and the phones will detect that. The participants can win badges when they are performing well. EFDN member clubs can create 5 personalised badges, a future feature includes unlimited badges. The clubs will use the same framework, but they will customise some things to their own needs and possibilities. They will cooperate with local schools, grassroots clubs, health organisations and sponsors. You should promote the app to the fans and through social media and could stimulate the fans to go to the stadium in a healthy way (walking or cycling) which contribute to accessibility on match days. There are also some incentives for the fans, for when they are performing well. These incentives include a discount on merchandise of the club, matchday tickets and a different matchday experience. The app is available in English, but you can customise it to the branding of your own club / league / FA examples are Chelsea FC Healthy Football Club, London United Healthy football League, Premier League Healthy Football League or English Healthy Football League. You can have your own app in the app store, and it connects with the European Healthy Football League.



MatchWornshirt

Tijmen Zonderwijk, Founder of MatchWornShirt.

Do you know Matchwornshirt? To this question raised by Tijmen Zonderwijk, co-founder of the company, it seemed that the audience has already experienced the concept.



Tijmen Zonderwijk presented MatchWornShirt.com, an online fundraising platform for auctioning off the match worn shirts of the entire playing squad with the proceeds going to the club's foundation, community trust or designated charities. The platform is available in different languages, has partnerships with almost all clubs within the Netherlands and aims to expand the activity and become the number one reference in Europe.

The company's mission is to generate extra fundraising turnovers while offering a real fan experience during and after the matchday. To respond to clubs' issues like the amount of work, or the lack of time, Matchworn is responsible for the entire process. The company is in charge of producing all the content (videos, visuals), promoting the action (players' involvement, social media, local and national press), assisting during the logistics process (including shipping the product, certifying the authenticity of the shirt, calling and collecting feedback from the winners, verifying payment details).



Breakout sessions

1. PAOK: CSR Strategy in the Midst of Greece's Socioeconomic Crisis

Anastasios Papadopoulos, Marketing Project Manager & CSR Manager & Lazaros Bachtsevanos.



PAOK Action has been in existence for six years. PAOK have a huge fan base in Greece but also in Germany and other countries.

To contextualize, there are many problems. Firstly, PAOK is a poor club, to complicate things there is a big economic crisis and finally the refugee crisis (where 850,000 refugees arrived in Greece in 2015). The club is very sensitive to this cause and this program because it was founded by refugees (from Constantinople in 1926).

For the club, CSR means returning to the history built on the following Values: Passion, Heritage, Honesty, Contribution. At PAOK, fan engagement and CSR are in a single section or department. The economic crisis is also affecting CSR work. PAOK Action is the brand of all CSR activities. The philosophy that directs these actions is "Human beings in the centre, improvement without discrimination" based on a Homeric idea, be kind and be a better person.

**EFDN**

There are 4 main programs running:

- Volunteer network: Greek mentality problem
- Action Ambassador
- Fully accessible web platform and website this summer
- PAOK education: changing people's mentality

There are also 2 Refugee Health Programs. First, sponsorship of the employment and the children's cancer clinic at the University Hospital of Thessaloniki and second sponsored high-tech devices.

PAOK also supports families of sick children with a portion of ticket revenues, supports people with health or anti-discrimination programmes and tries to establish a long-term relationship with children and families.

Football unites all the program and is the common point that unites all these programs and especially all these people. So, football is very important. There is close cooperation with partners, the United Nations and others. They have created a new blind football team and they participate in tournaments. They collaborate with the Heritage campaign to fight against graffities and with many health causes such as organ donating campaign, long support of the association of down syndrome and blood donations.

At an eco-responsible level, the club wants to set an example and organise beach cleaning by youth athletes.

**EFDN**

2. Club Brugge: Start to run!

Peter Gheysen, Foundation Manager Club Brugge.

Club Brugge is based on three different balls; you have the Champions League ball which stands for the sports department of the club, they have an orange ball which stands for the commercial department of the club and a third ball which is the social ball. The foundation is also a shareholder in the football club. The slogan of the foundation is to *be a + for society*. They only have two full-time employees at the foundation, and it is based on four pillars.



The main subject of the presentation was the "Start to Run" project.

Why did the Club Brugge foundation start this project?

50% of the people in Belgium are overweight. You aren't that motivated to run on your own when it is dark and cold outside. Running in a group motivates people. The people that participate in the program are also looking for good guidance during the training sessions. There are some barriers for people to take part in different organised clubs one of the barriers for them is the money they have to pay to take part in such a club. They also want to have a healthier lifestyle and Club Brugge does not only give the training sessions they also use the dietitian of the club to help the participants with their healthy lifestyle. The training sessions are also good for the participants because some people might feel alone the rest of the week, but during those training sessions, they are in contact with different people from different backgrounds.

**EFDN****What is the Start to Run Project?**

The start to run project is a weekly training session for people that want to start running or want to improve their running. There are different groups which are; the 0-5 km group, 5-10 km group, the 10-15 km group and there is now also a 15 to 25 km group. So, the project is not only for people that want to start running. It is also for more experienced runners that want to improve more or train for a half marathon. The people that take part are fans from the club or local residents that want to take part. The training takes 10 weeks and is during those 10 weeks every Wednesday evening.

What did the club/foundation do to promote the project?

People that are fans of Club Brugge can train at the stadium and run around the pitch and they will get a shirt from the foundation with the badge of Club Brugge on it. They also reached out to the local fans through the official social media of Club Brugge. They also use videos of first-team players to attract fans or local residents to take part in the next edition of the Start to Run project. 53% of the participants of the project are local residents. As previously mentioned, the training takes place at the Stadium (Jan Breydel Stadion) and the participants will run their rounds around the pitch. With this project, they advise using every department of your club. They used the communication team to promote the project on social media. They also used the dietitian (nutritionist) of the club to help the participants with their eating habits and a healthy lifestyle.

Who are the people that teach the project?

The project is given by alumni (former participants) who now voluntarily coach the different training groups. This year will be the first time that the project will include a physio. The aim of the project is to bring people together and become healthier and fitter together. The project promotes a healthy lifestyle that people should adopt. There are also weekly newsletters with the training scheme and tips and tricks for the runners.

The final event

At the end of the project, there is a foundation run in which the participants can take part and run their preferred distance. So, the people that trained for the 0-5 km will run the 5 km, because after the training sessions they should be able to finish the 5 km. The same is for the 10 km and 15 km. 79% of the subscribers reached the finish of the foundation run. 56% of the participants were women and 44% of the participants were men. The average age of the participants was 40 years old (the youngest participant was 9 years old and the oldest participant was 76 years old).

**EFDN****What happens after the project?**

After the start of the project, the participants fill in a survey. During the project social media groups are already made to discuss different things about the training sessions such as who needs a drive to the stadium or they don't think that one training session per week is enough and agree to meet up at a different time in the week (for example the Saturday). But they also keep in touch through these social media groups and meet up for drinks after the project, or they take part in a half marathon with each other. The coaches after the 10 weeks also recommend the people to go to an athletic club if they want to continue training.

Club Brugge also presented a case study about Dick Verbouw. In 2013 Dick Verbouw was involved in an accident and his injuries were cerebral haemorrhage and a pelvic fracture. He was not able to do sports for 1 year and in 2015 he signed up for the "Start to Run" project. It was very hard in the beginning but now he is running marathons and has become a coach at the "Start to Run" project.

**EFDN**

3. Hibernian: Young Volunteering programme

Gary Hocknull, Football Development Manager at Hibernian Community Foundation.



Gary Hocknull, Football Development Manager at Hibernian Community Foundation, gave an introduction of the Foundation's aim which is to use the power of sport to motivate, inspire and educate the communities. Incorporated as a Scottish charity and company limited by guarantee in 2008, Hibernian Community Foundation focuses on engaging with grassroots clubs, having good partnerships, and sharing important values. All the efforts to provide high-quality programmes and accessible services paid off as the Foundation was awarded as best professional Scottish club in the community this year.

The presentation focused on the 'Young Volunteering' programme which supports enthusiastic young people to develop leadership skills such as organisation, communication and teamwork, as well as increase their confidence and self-esteem, as they take on the responsibility of leading their peers and groups of younger children. At the end of the programme, volunteers can be afforded the possibility of an offer of a contract. The 'Young Volunteering' programme has already welcomed 93 participants, with 19 secondary schools represented, and more than 20 coaches.

To deliver the best programme to their communities, Hibernian Community Foundation relies on the first team players and partnerships with active schools, colleges, the Scottish Football Association, and Hibernian FC which give access to facilities.

As part of the programme, the Foundation organises conferences for young volunteers who want to become coaches and mentors' clubs which want to learn more about how to involve and manage their volunteers. All these actions allow participants to network and develop professional and personal skills.



4. Fundação Benfica: Walking Football

Paula Alexandra Aguiar, Project Manager Fundação Benfica

Initially planned to be presented by Jorge Miranda, a last-minute unforeseen event prevented him from making his flight. We therefore had the pleasure of attending the presentation of Fundação Benfica's Paula Aguiar.



Fundação Benfica was established in 2009 and therefore this year they are celebrating their 10th anniversary. This is an economically independent foundation from Benfica FC.

The Mission of the foundation is to conceptualise, plan and implement a number of projects dealing with social, educational, environmental and health issues as a way to contribute to the quality of life of the human being, in particular children and young adults in a social risk situation, by also promoting inclusive sports.

The goals through the strategic objectives is to develop the Portuguese Human capital, to tackle poverty and exclusion in all its forms, to deliver educational projects, to cooperate with charities.

This year 7 projects are running. In 2016, starts the EFDN project with Walking Football. The participation in this project comes from a simple observation: the demographic situation in Portugal.

With Walking Football, they tackle active ageing issues, the health prevention issues, mental health issues, social issues, gender issues, social integration, inclusion issues and violence.

**EFDN**

The very high representation of elderly and non-active people in the Portuguese population is a huge problem for Portugal, whether it is at the economic, health or social level. It is in this interest that the Foundation has embarked on this project.

The foundation disseminated the programme through 4 projects: regular participants in the stadium (52 participants per year), senior universities (from 12 in 2017-2018 to 30 in 2018-2019), regional tournaments (from 4 in 2017-2018 to 6 in 2018-2019) and Walking Football Festival (from 100 in 2016-2017 to 500 in 2017-2018 and 1000 participants expected in 2018-2019).

Then followed a broad discussion between the different participants of the breakout session to find out what each club was organizing around the Walking Football project. Some have created local tournaments, others have tried to create international championships (Germany, Belgium, Netherlands).



5. Football Association of Ireland: More than a Club

Carina O'Brien, Coordinator of The Bohemian Football Club & Derek O'Neill Project Manager FA Ireland.

Derek O'Neil, who was supposed to be joining Carina in presenting the session unfortunately, couldn't make it so Shane Fox took his place



Carina started off by discussing how many clubs in Ireland have struggled financially in recent times with 8 of the 24 clubs in Ireland going into liquidation and the bigger clubs such as Bohemians, Cork City, Shamrock Rovers, Dundalk and Drogheda being at high risk of following only to be saved by their supporters.

Both Carina and Shane work for Bohemians FC as part of the More than a Club project which is a joint venture between the FAI and the Welsh social enterprise called Vi-Ability. Funded by the European Regional Development Fund (ERDF) via the Ireland Wales Cooperation programme 2014-2020.

The project aims to cooperate with local professional football clubs in Ireland and Wales and assist them in the development of stand-alone social enterprises to provide important support and address underserved social needs within disadvantaged communities. FAI supported recruitment of 2 full-time employees at the 2 participating Irish clubs Bohemians FC and Cork City FC (the only fully professional club in Ireland).

The project has enabled clubs to grow engagement with their fans and local communities and has allowed for the development and refurbishment of Bohemians FC's Dalymount Park stadium which

**EFDN**

will be shared with Shelbourne FC and used extensively by the local community. The project has also enabled the development of Cork City FC's new Glanmire Centre of Excellence (training centre/academy) which as well as being used by all teams/academy of Cork City FC will play host to a variety of local community football programmes.

At the beginning of the project, a staff exchange took place with a training week with employees of the More than a Club project in Wales coming to Ireland.

Shane then explained the projects which they have initiated in the last year and seen a great deal of success from including:

'Walking football' and Wellbeing football aimed at encouraging social inclusion and promoting the wellbeing of the elderly and younger children with disabilities such as autism.

'Football Memories' using the club's 130-year-old museum to engage with and support elderly people with early-stage dementia. They have also held fundraising events on match days for Alzheimer's charities, which have resulted in a sold-out attendance at the stadium each time.

'Double Club' which includes involvement of first-team players supporting kids in a numeracy educational programme over a 12-week period with free tickets to the game given out at the end of the programme.

'Run the Club' giving secondary school students hands-on sessions on topics such as presentation skills and event management to help develop sports volunteers and future sports administrators.

Both Bohemians and Cork have also started amputee football programmes.

They have also been organizing events for fundraising and raising awareness for topics such as men health by setting up a stall at matchdays and handing out leaflets without putting pressure on anyone to get help. In terms of fundraising, they raised €8,000 for male cancer research and Cork City raised €3,000 for suicide awareness through a Cork legends v fans game.

Carina noted that 12 months ago when they were at the EFDN Conference in Paris they didn't have one programme and that they are now looking at bigger goals and how to continue the support and growth.

The presentation finished with a video which saw Niall Quinn, former Irish international striker and CEO of Sunderland talking about the important role football can play in the community, the need of government and other institutions to support the clubs in doing this and from his own experience at Sunderland, how even in times when the club is performing poorly on the pitch, community programmes can give a bit of perspective to things.

**EFDN**

Chelsea FC Practical sessions & workshops

- **STEM - Digital Blue (showcase coding and highlight collaboration with Feyenoord)**

Matt Mead, Schools Education Manager at Chelsea FC Foundation & Sam Gaskin-Kemp, Head of Education & Innovation at Chelsea FC Foundation

Matt explained that the scope of Digital Blue covers all of the Chelsea FC Foundations programmes related to STEM (Science, Technology, Engineering, Mathematics) education which they have put a focus on with a view to using football to encourage kids to engage and learn the critical skills required for the 21st century.



Matt also explained that they have divided their STEM programmes into 4 parts:

- 1) Their collaboration with leading education technology company EVERFI in Harlem, New York which benefitting 25 schools in Harlem and the surrounding areas
- 2) Robotics where kids can build their own robotic arm
- 3) Coding element with Sphero (which was the focus of this workshop)
- 4) Design where kids get the opportunity to learn and use Autodesk software to design football boots and stadiums

Matt also discussed the recent collaboration with Feyenoord which has taken place one year after they first presented the programme at the 10th EFDN Conference in Paris last March. The Chelsea

**EFDN**

Foundation education team visited the new Feyenoord Community Hub in south Rotterdam at the beginning of March and delivered two sessions to 40 students from the local Rotterdam school. They are hoping to encourage other clubs to join the initiative of using football to promote the learning of STEM skills and explained that club branding can be included in the equipment used e.g. the pitches which were used for the Sphero demonstration can have the club logos added to them.

It was explained that the Sphero project has been run as part of Premier League Primary Stars, which is a Premier League initiative using the appeal of the Premier League and clubs to inspire children to learn, be active and develop important life skills. Some of the Chelsea Ambassadors were in the breakout session to help the attendees. The Chelsea Ambassadors are kids from a local school who, as explained by one of them, attended an event at Stamford Bridge where they were selected as Chelsea Ambassadors due to the work they did at the event.

As a sidenote, Matt explained that BB8 from most recent Star Wars movies was built by Sphero.

The final part of the workshop was a practical session with the attendees getting an opportunity to see how the coding / Sphero robot football project works in practice. The game requiring the students / participants to use block-based code on an iPad to control the spherical robot across the pitch, scoring points when stopping the robot / ball in the coloured circle area or the goal. The game not only requires the players to be able to use basic block-based code but also work out the correct angles and work together as a team if they are to be successful.



• Entrepreneur and 45 min Business Challenge

Carl Southwell, Enterprise Manager at Chelsea FC Foundation



This workshop started with a "Breaking News: Forest green Rovers Signs Lionel Messi!"

Then, Carl Southwell began introducing the topic "how a football club can ensure that the skills, mindset and confidence that the market needs and that companies need tomorrow and for the next 10/12 years are established."

Starting a business is a great experience and allows you to learn a lot of skills. That's why 4 years ago, the idea was purely to do that. We are convinced that the football club can offer open innovation. This means that if you are a schoolboy if you are 17 years old if you are an adult: how do you access technology? How do you access the Internet? How did you access the skills, mindset and market you need? This is the driving force behind the Chelsea Programme because if you can allow everyone to have it in your communities, then you can have a smarter community. People will be better equipped, and people will have the things they need.

The programme lasts 10 days and is open to any adult over 19 years of age. They work with colleges to ensure that participants can obtain a Level 2 qualification during the program. They also offer a level 1 qualification in accounting to help learners achieve a sustainable activity. During the program, they learn about half about the person, the other half about the idea. And what they did for 10 days allowed them to access government funding. 60% of the people who come through the incubator start trading, which is really difficult.

**EFDN**

They have also created a club once a month and all those who have gone to their incubator, all those who are a young company can come once a month to collaborate, to networking. It is now a market where 30 to 35 companies come to try their products.

Their goal is either the 20 Premier League clubs can have it, or it can become a European club or a global start-up business club.

Then, there was a group work on the Breaking News: in teams of 4 for 30 minutes. If you were Forest Green Rovers, think about the profile of the person you would like to target. Because it goes without saying that if you send the same information to all your fans, it will never touch anyone. Focus on the young audience. Which social media platform you can use, which message you want to send, how you will measure it and also think about a real conversation with someone: do you want to target a fan or a customer?

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• Chelsea Champions (resilience and emotional wellbeing)

Johanne Tighe, Senior Chelsea Champions Officer at Chelsea FC Foundation



During this practical session, Joanne Tighe first presented the Chelsea Champions Programme, which is a Premier League funded project that enables the Foundation to place 5 full-time staff within 5 secondary schools. The programme aims to increase physical activity, support leadership qualities and improve in particular emotional wellbeing and resilience of pupils.

The Chelsea Champions Programme is designed in 2 parts called 'Core Programmes' and 'Wellbeing Delivery'. Through a number of universal, targeted and individual initiatives, participants are able to overcome personal barriers they face at home, in the community, or at school.

To deliver this programme, the Chelsea Foundation works collaboratively with pastoral and behavioural leads, local authority, youth services, and mental health teams in each school to make sure that each pupil is paired with the right activity.

After the presentation, Joanne Tighe along with Chelsea Champions' students invited the audience to split into groups and participate in various activities. The pupils asked different questions about the meaning of sport, the use of social media, our goals for the future and more, and also encouraged us to take a moment to relax while following their instructions.

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• Disability (Remove the Fear of Coaching Disabled People)

Andy Rose, Disability Inclusion Senior Officer at Chelsea FC Foundation.



The mission from Chelsea FC is to create a culture of equal opportunities for disabled and non-disabled people. Raise the profile of the club's work in disability and equality using the influence of the club. Also influence the wider sector of the community, because of the name of the club.

Disabled players tend to be more engaged during the games and are more willing to learn. The tip is that the fun sessions will challenge and support the disabled players at the same time. However, the older disabled players are more competitive during games. During those sessions, coaches should coach the individual, not the disability. And because of that, a coach should adapt to every different situation and every kid or adult with a disability, because they all may need a different approach from a coach.

In the UK 85% of disabled children go to a normal school.

A coach has to be welcoming and adaptable to every situation. When coaches organise training sessions, they have to make them fun but challenging for people with disabilities. They have to be firm but also fair and during the sessions, they also have to be understanding of the people, because they all need different guidance.

They have to use different kinds of equipment to make the sessions more inclusive. For example, they can make different pitches and not use just a normal square pitch (round pitch or a diamond pitch). They should also use different rules (3 times before you are allowed to score, a safe zone where you

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cannot be attacked by other players or you cannot head the ball). They can also use different group sizes, such as 1 vs 3, 2 vs 3 or 3 vs 3. Differentiation is very important during those sessions.

Differentiation is "The action or process of differentiating or distinguishing between two or more things or people". The coaching definition could be: "Allowing a mixed ability group to take part in a particular session, for example, ball juggling, using subtly different adjustments to ensure each individual is challenged regardless of their ability level".

The games Chelsea FC use in their training sessions for the disabled people are different. An example is the parallel games this is when a coach uses different sized pitches, different sizes of goals and different numbers of participants all at the same time.

Another game is the safe zone. Where players are allowed to enter a safe zone if they want to, but only one person can be in a zone at one time. You will find the more-able players enter at the beginning of the session and stay in it for a short time. Other less-able players will stay in the safe zone for a longer time.



- Safeguarding (Foundation and Club perspective)

Dani Taylor, Safeguarding Manager at Chelsea FC

This Workshop session was presented by Dani Taylor.



Safeguarding must be at the core of activity. Indeed, vulnerable youth need safe spaces and to have educated coaches is necessary.

There are 4 learning objectives: principles, structure, case study and reporting.

The principles of safeguarding are to keep children from harm in a helpful environment for development. This means protected from abuse, the welfare of participants and duty of fair and legal obligations. All have equal responsibilities and need to react if they see or hear something. The coaches have to explain to the participants and parents safeguarding with an age-oriented language. Their role is to observe, support and take actions (coach the coaches).

There are concerns outside football like the difficult family relationship, bullying, abuse and gang problems. Chelsea FC Foundation has a training model with FA safeguarding (by a government body). The baseline training is for 2 hours to learn about the reality, the laws and the club perspective, the indicators for neglect and physical abuse. They talk about risks, plans and actions. It has led to a brand-new policy and backup guide.

There are also concerns within football like the allegations against the staff, the poor practice (shouting at the children), peer on peer abuse, incidents within sessions, the drugs or alcohol use and concerns about the non-Chelsea staff.

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Each time that a staff member recognises something he makes a written record and report to the safeguarding officer.

After this explanation Dani then introduced a case study: *“2 male coaches run a session as part of a college program for female players. A teaching assistant informs one of the coaches that a girl from the session told them that one of the coaches had made her feel uncomfortable by the comments he made. What should happen next.... “*

First, the coach informs safeguarding lead, provide background information and the officer informs the safeguarding hub. There is a digital form that questions all the details: Who? What? Conversations? Background?

To assess the risks, it is necessary to list; pro and cons, likelihood of following events. You also have to ask yourself a lot of questions and maybe contact experts. It should be noted that the adult safeguarding works only with the persons consent. You also need to talk to players and their doctors, talk to staff members and conduct a risk assessment. Then, it is necessary to consider the time plan, medication, debriefing. You also need of triple collaboration between; coaches, safeguarding hub and adult. And at the end to do a feedback about risk assessment from players. The outcomes in return are: Safe, Transparent, Thorough.