



EFDN

13th EFDN Conference Report

“CSR in European Football”

Hosted by Barça Foundation, Camp Nou, Spain

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Welcome Speech FC Barcelona

Oriol Tomàs, member of the Board of Directors at FC Barcelona

“Welcome to the Conference, to Barcelona and to the Camp Nou. We are here together to join forces and to promote the power of football as a tool for social development. We are very proud to be part of this network and as Barça Foundation, as you all know, we are more than a club and that is reflected in our values.

Barça is not only admired for their sporting success, but also for their social and solidarity work. The social department and the Foundation promote values like respect, effort, equality, discipline, humanity, inclusion and teamwork.

The Barça Foundation, which is celebrating its 25th anniversary this year, has achieved its goal of being more than a club, by helping to change the lives of the most vulnerable boys and girls through the work and values of the club.

The programmes focus on a broad range of topics such as violence prevention, bullying, social inclusion, diversity, well-being and access to education. We are proud to align ourself and collaborate with other foundations from Johann Cruyff, Lionel Messi, Eric Abidal and Lilian Thuram.

I hope everybody will enjoy the two days of the Conference and we will be able to connect, because together we are stronger to tackle future problems.”



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Opening Conference

Ton Strooband, Supporters and CSR Manager of Feyenoord Rotterdam &
Chairman of EFDN

“I would like to welcome everyone on behalf of the whole EFDN board and EFDN staff to the 13th EFDN Conference in Barcelona. Everyone knows Barcelona as one of the most important football cities worldwide, well-known for their spectacular players and famous style of playing football. But FC Barcelona is not just that, they affect a million lives of people all around the world through their social campaigns and even if you can’t speak Spanish, all of us understand the meaning of “Més que un Club”. That is what we are all here for.

The More than Football movement gathered in Barcelona for the biggest and most precious CSR in football event in Europe. During the next two days, we will not just celebrate the 5th anniversary of EFDN or the 25th anniversary of the Barça Foundation, but also the amazing work of clubs, foundations, leagues, players and staff members.



EFDN started the More than Football campaign just 2 years ago in order to raise more awareness and nowadays it already affects more than 33 million people all over Europe. One of the highlights of today will be the first time that the “More than Football Award” will be presented to one of our members’ projects.

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EFDN is getting bigger and stronger every day. In 2019 we observed an increase of members, supporters and activities. In total, we delivered 14 different programmes on health, education and social inclusion. For the next year, we are striving for further growth of our organisation which will enable us to continue serving our members and to give us a more powerful voice in Europe.

We know that football is one of the strongest tools in CSR and therefore it is unacceptable that so many of our members are facing funding problems. Inspired by FC Barcelona, one project that will feature in the near future is to implement the 1% fair share from professional football players project. Later that day we will have a panel discussion regarding the 1% fair share, which will hopefully help to establish a strong lobby in Europe and if that initiative can be implemented, many projects should not face funding problems anymore.

The EFDN Conferences are known for the combination of sharing information, new ideas, meeting new friends and having a good time. With all of us together, we have the right ingredients to meet all our expectations in the next two days and the whole EFDN team would like to wish you a good time at this conference”.





Barça Foundation: Sport as a tool to prevent violence

Maria Vallés, General Manager of Barça Foundation

“Join us to beat bullying together!” - Barça Foundation

As Barça Foundation, we are running projects for and with children and young people in the fields of prevention of violence, promoting social inclusion and access to education. In all our programmes we promote gender equality, healthy habits and values.

Prevention of violence: Barça Foundation runs two violence and bullying programmes for young people in countries like Colombia, Salvador, Brazil (Favelas) but also in Catalonia.

Promoting social inclusion: Barça Foundation is involved in several projects promoting social inclusion of children and young people. The programmes aim to support vulnerable children in hospitals, the social inclusion of refugees and migrants worldwide and to tackle social exclusion of young people who are suffering from poverty. There is also a programme for people with disabilities to enhance diversity.

Access to education: Barça Foundation runs projects in collaboration with UNICEF in 4 different countries.

In order to spread the values of the Barça Foundation 5 rules were developed and are implemented in all programmes:

1. The world is one huge pitch.
2. Everybody can play.
3. We don't play against anyone.
4. The score doesn't really matter.
5. These rules are not just for the game.

Barça Foundation wants to act as a relevant force in the 2030 Agenda for Sustainable Development and for that reason they are going to contribute actively to achieve the SDGs. The goal is to build a more egalitarian and inclusive society as the Foundation believes that a real society only exists when everyone recognises and accepts each other. Therefore, the programmes support the most vulnerable children worldwide.

Barça Foundation is present in 58 different countries, reaching 1.6 million children and young people worldwide. In Catalonia they have programmes in 85 different places, and around 530 000 children and young people benefit from those projects. 89% of the income of the Barça Foundation is invested into all social missions and 5.5 million people are following the Foundation on social media.



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One of the programmes aims to tackle the bullying problem in schools and football clubs. Researchers found out that after climate change, the bullying problem is the second biggest concern for the children and young people nowadays. The programme uses sport as a tool for the prevention of bullying, because physical activity helps children to learn about and experience emotions. The programme promotes emotional education, for example, gaining self-esteem or empathy, learning social skills like self-control, conflict management and values like respect and cooperation.

In order to meet the programme goals, a four-step methodology was developed and implemented in all projects.

The methodology:

1. Bullying definition and indicators – Explaining to the coaches and children what bullying is
2. Sport preventive activities – Teaching the coaches how to include activities to overcome bullying problems
3. Educational strategies applied to case studies – Going through case studies with the coaches and developing a plan of action
4. Protocol of action

The training sessions are conducted as a 4-hour session in the form of a face-to-face seminar. On average 30-60 coaches are instructed per session and to succeed at the end of the seminar, and thus in order to receive the certification, the coaches must pass a pre- and post-test.

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MORE THAN FOOTBALL AWARD 2019 - SHORTLISTED PROJECTS

1. Chelsea FC: Say No to Antisemitism

Simon Taylor, Head of the Chelsea FC Foundation

“We wanted to create a programme that has a sustainable impact and was adaptable to other clubs, sports and countries” – Simon Taylor

The **“Say no to Antisemitism”** campaign was designed in response to high profile racist incidents against the Jewish community both at home and abroad. The Chelsea Foundation was tasked by owner Roman Abramovich to create and implement a comprehensive strategy to tackle antisemitism at Chelsea, within sport and in the wider community.

In order to build up the programme, the staff first listened and talked to the Jewish community to understand what issues the community is facing. The Foundation examined examples of good practice from across Europe and the US. The goal was to create an industry-leading equality campaign as part of the Building Bridges initiative.

The Foundation collaborated with a wide range of partners across the Jewish community. Additionally, the Foundation met with the Premier League and Chelsea Fans Forum to ensure that all groups supported their work. In cooperation with the partners, the foundation designed a wide-ranging campaign which involves the whole club. The central pillars focus on **education, support and awareness** in order to create a welcoming and safe environment for fans and to educate the wider community that discrimination has no place in the club or society. The programme was launched on Holocaust Memorial Day in 2018.

The Foundation found it very important to include and educate the staff, especially the security and safety staff which is in close contact with the fans. A lot of them weren't aware of how antisemitism looks like and therefore the Foundation created educational material, for instance, a training guide as well as a pocket. Through this, the club wants to give the stewards and security staff confidence in order to tackle antisemitism. In addition, the club organises training sessions for all stewards and safety staff. The guide was re-designed and sent to all Premier League and Football League clubs ahead of 18/19 season.

The involvement of the fans and giving them the opportunity to report antisemitism incidents is also important. In order to do that, the Foundation designed and distributed 30.000 phone wallets displaying the number for a hotline. Chelsea FC produced a series of hard-hitting education films and published them on social media.



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The foundation organised several events for the fans, players and other staff. For example, four Holocaust survivors have talked with the Chelsea female and male professional players, academy teams and fans groups. Alongside the World Jewish Congress, the Foundation launched the **Red Card for Hate initiative**, engaging young people to tackle discrimination. Together, they hosted a series of conferences to discuss how sport can play a role in the fight against hate. The Programme is now included in the syllabus of the New York University Business School as part of their CSR best practice Seminar.

For the **“Whistle for Hate”** match the men’s team played the New England Revolution and visited the Boston Holocaust Memorial. The players were also involved in a match for the fans raising \$4m, which was donated to groups sharing the same vision of a game free from discrimination. The women’s team played a pre-season game in Israel and took part in the coaching sessions with young Israeli, Arab and Palestinian girls.



The club re-designed the sanctioning process to introduce a restorative education element for fans found guilty of antisemitic behaviour. Bans can be reduced by satisfactory completion of an education course to ensure supporters are aware of the consequences of their words and actions. The Foundation continues to work with fan groups and partner organisations to tackle antisemitism. They also aim to help other clubs to develop their own campaigns, to expand the restorative justice programme and to continue to use Chelsea’s power and influence to tackle discrimination in all forms.



2. Juventus FC: Juventus For Special@School

Andrea Maschietto, Sustainability Manager at Juventus FC

6 years ago, Juventus decided to make a sustainable impact off the pitch. Juventus is a huge football company and decided to use that power to implement social projects. The **Juventus for Special@School project** is not the biggest programme in terms of numbers but is the one with the biggest impact. The project, which is dedicated to people with cognitive-relational disabilities involves 80 adults and 20 children.

The project gives the participants an opportunity which they never had before, playing football in a team, competing in a league and enjoying their passion for football. The participants are enabled to be a football player in all aspects, but they have to earn their place in the team through good performances and commitment during practice and matches. The players are treated as equal members of the Juventus family. In collaboration with players of the First team, Juventus tries to share the stories of the Juventus for Special teams off the pitch and they think that the disabled players are the perfect interviewees through which to do this.



Juventus for Special players and coaches visit schools in the local community to overcome stereotypes and prejudices. Juventus staff members provide pupils of all ages with information related to disabilities and living with disabilities. In the **first phase** of a session at the schools, the staff member prepares 3 different exercises to simulate situations that people with disabilities experience while playing football. The **second phase** is a feedback conversation with the whole class led by one of the staff members. The pupils share their thoughts about what happened during the training session, how society deals with disabilities and what challenges they face in football and in general.

The aim of these workshops is to spread the message that disability should not be a limit, but rather one of the many opportunities in life, and to create a general understanding of people with disabilities. Last year approx. 2000 children and young people attended workshops and Juventus is looking forward to increasing the numbers.

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3. Rangers FC: Programme of Wider Achievement

Jamie Duncanson, Senior Community Executive at Rangers Charity Foundation

The Rangers Charity Foundation exists as a force for good on behalf of the Rangers Family, and focus on showing compassion to those in need, tackling inequalities and creating opportunities for people of all ages to change their lives for the better. The **Programme of Wider Achievement** aims to support and help vulnerable children in the community by using the club's power and influence.

The Programme of Wider Achievement aims to support mainly young people with adverse childhood experiences and chaotic backgrounds. The aim of the programme is to re-engage young people into society and prepare them for working life. By providing work-related workshops the young people are able to build confidence and self-belief, gain vocational project experience and feel like a part of the community again. About 60 young people attend on a weekly basis for the full academic term.

The Foundation uses the club and the stadium as a hook to provide workshops such as a visit from a company working in the construction and engineering sector. Within those workshops, the participants have to overcome challenges and learn how to become proficient in problem-solving. Many case studies of young participants prove that the programme is an alternative curriculum for certain young people. The courses provide participants with different kinds of qualifications and the participants must follow a couple of steps to receive the Work Award. To make the workshops efficient and create a valid working experience, Rangers Charity Foundation teams up with partners from the industry who share their work-related experience and information with the young people.

Since 2018, the programme reached 120 pupils aged between 10 and 16. The attainment stats show the positive impact on the participants by displaying almost a 100% full qualification attainment rate, a nearly 100% attendance rate and a high number of re-engaging students entering back into the school curriculum.



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4. Shakhtar Social: Come On, Let's Play!

Inna Khmyzova, Director of Shakhtar Social Foundation

In 2014, the whole club was relocated to Kyiv because of the war. Being refugees themselves, the club thought about a way to be useful to the country in order to unite people and establish the Shakhtar Social Foundation with the aim to develop children's grassroots football in Ukraine.

Shakhtar Social works in 5 areas:

- 1) Football for Development
- 2) Football for Children with Disabilities
- 3) Girls Football
- 4) Coaches Education
- 5) Charity

The Programme **"Come on, Let's Play"** provides regular football training sessions in disadvantaged neighbourhoods. Participants are mainly boys and girls aged 7 to 12, including kids with disabilities. The project goals are to form a habit of doing sport regularly and to develop human values. For now, Shakhtar Social delivers the project in 34 cities, on 64 playgrounds and works with more than 4500 children and young people.

8 locations of the project are close to the frontline regions which were tremendously affected by the military conflict in eastern Ukraine since 2014. In those areas there are barely opportunities for children to do sports and the project, with the help of the UEFA Foundation for Children, aims to improve the social inclusion of children, refugees and socially disadvantaged children in those areas. So far, 540 boys and girls take part in the training sessions in those areas.

The project promotes social inclusion by offering children with disabilities the opportunity to play football in 6 different cities of Ukraine. 240 children with disabilities are attending these football sessions. Furthermore, Shakhtar Social strive to engage with girls in the project to overcome old-fashioned stereotypes in Ukraine. For that movement, the Foundation cooperates with the **United Nations Population Fund (UNPF)** to support gender equality and to make football popular among girls. More than 200 girls have already participated in the project. In cooperation with Special Olympics, the programme provides training sessions for girls with special needs in 4 cities. 80 girls are participating in these training sessions.

During the #Morethanfootball Action Weeks, the former head coach and players from the first team acted as role models.

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During the **#Morethanfootball Action Weeks 2019**, Shakhtar Social conducted 3 major activities:

- 1) Open training session by FC Shakhtar players together with 25 kids with disabilities – World Down Syndrome Day
- 2) The football training session for kids with disabilities conducted by Shakhtar Social coaches – World Autism Awareness Day
- 3) Kick-off of the school football league for 160 kids in a disadvantaged neighbourhood close to the frontline

There are 10,000 regular beneficiaries of the main grassroots programme “Come On, Let’s Play” and more than 100 Shakhtar Social football playgrounds available for all participants, including children with disabilities.





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More than Football Award Ceremony

Shakhtar Social won the 1st More than Football Award for “Come on, Let’s Play!”:



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EFDN: Changing lives through Football

Hubert Rovers, CEO & one of the founders of EFDN

“We started EFDN with an idea and 7 people in 2014 and now we are in Barcelona hosting our 13th Conference with 180 people at Camp Nou. That is a journey that proves CSR is getting more and more important in Europe” - Hubert Rovers

EFDN aims in 2014:

- Connecting people and organisations
- Sharing knowledge between clubs and network partners
- Creating opportunities for members and local participants of our members
- Raising the quality and credibility of CSR in European Football
- Advocacy and networking
- Enhancing Visibility

“80 clubs and 3 leagues are now EFDN members. Our mission is to inspire and support all professional football clubs, leagues and FAs within the UEFA territory to be more than a football club and become a socially responsible and community-engaged organisation.

“We actively promote the social, connective power of football as a tool for social development. Additionally, we support our members in creating a sustainable impact within their organisation and in their communities.

Our ambition is that every club, league and FA in Europe, no matter how big or small, plays a positive role in their community. In order to achieve this, we are delivering a wide range of projects in local communities and are trying to “be better together” while having the **17 Sustainable Development Goals (SDGs)** in mind.

We want to be a network for our members and connect clubs and communities. Our vision is that all bodies in football work together to make a sustainable impact on their communities. That is what we are promoting throughout our work with UEFA, the European Union, ECA and our other partners. We want to be a network for every club, whether it’s a professional or grassroots club, League, FA or community.”

**EFDN****Our work is based on 4 PILLARS:****Dissemination:** Conferences, Online Platform, Practitioners' Guide, Consultancy**Programmes:** International Programmes, Exchanges, Festivals, Fundraising**Quality:** M&E, Research, Accreditation, EFDN Label**Visibility:** Action Weeks, EFDN Label, Campaigns, EFDN Platform

“We are trying to connect different clubs, leagues and FAs because there is always someone who already has a great idea or a great programme implemented within his/her club that you could use for your own community. We are collecting those ideas and are sharing them on our online learning platform. We have developed a manual for this online learning platform that explains you in detail how to upload your documents as well as how you receive information on topics and programmes you are interested in.

We have created 4 **Practitioner's Guides** which are very helpful, especially for clubs that want to start with CSR or particular programmes because those guides provide information regarding the implementation process, the impact, the objectives, the delivery, the challenges and display case studies. The guides are available on our Online Learning Platform.

In our **Youth Exchanges**, we want to provide opportunities for young people all over Europe who have similar dreams and help them to achieve those, share their ideas and create connections between clubs. Participants take part in activities such as workshops, debates, role-plays, outdoor activities, cultural evening and more.

EFDN **Staff Exchanges** bring volunteers and staff members of clubs, leagues and FAs together to share knowledge and to improve the quality of existing or new programmes. Project managers and community coaches work on specific topics and methodologies. The exchanges are funded by the European Union and the Erasmus Plus Programmes.”

EFDN is always looking for new hosts of [Youth and Staff Exchanges](#). EFDN organises most parts of the programme, travels and accommodation. All cost for travel, accommodation and food are covered by funding. Clubs that are willing to host an EFDN Youth or Staff Exchange will get priority in other EFDN funding bids. Contact us via email.

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These are all the programmes we are running right now and which we would like to multiply in 2020:

Health

- Active Fans
- Scoring for Health
- EFDN Healthy Football League

Anti-Racism and Anti-Discrimination

- Show Racism the Red Card

Social Cohesion

- Community Champions League
- European Walking Football League
- Welcome through Football

Education

- EFDN STEM Network
- One goal for Education

Employability

- Football Works

Total Access

- Tackling Awareness Colour Blindness in Sport

Prevention of Match Fixing

- Fair Sport for All

Good Governance

- More than Football Networks

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Scoring for Health is a 20-week school programme that promotes physical activity and the consumption of healthy food and drinks. Furthermore, it promotes an overall healthy lifestyle for children and families, encourages a positive involvement of parents and tackles obesity. Clubs will benefit from the great promotion that these programmes imply, the building of a fanbase and from opportunities to establish new partnerships.

All the clubs will use the same methodology, but each club might customize the programme to the local needs, culture and possibilities. **EFDN contributes towards the delivery plan, teacher manuals as well as workbooks and materials in several different projects (contract & diploma).**

Visit the [programme page](#) on efdn.org or follow [#ScoringforHealth](#)

The **European Healthy Football League** is an online health competition for fans where they can compete with each other to be the healthiest club in the city, region, country and Europe. The points are based on steps, distances covered, speed and calories burned, and are calculated through the GPS information, weight, and height. Everyone who signed up will be linked to his favourite club and will compete as a representative of that particular club against other fans from other clubs.

EFDN clubs can create local competitions like, for instance, school, programme or grassroots competitions. The clubs can motivate fans with customised badges for the participants. The app displays a history of achievements and participants can share sessions on social media.

Visit the [programme page](#) on efdn.org

Show Racism the Red Card (SRtRC) is a new anti-racism and anti-discrimination programme of EFDN which is based on the proven concept of the Red Card Campaign delivered in the UK, Ireland and the Netherlands. SRtRC utilises the high-profile status of football and football players to help tackle racism and discrimination in European society.

The programme starts with an awareness-raising campaign with professional and grassroots clubs and includes an educational programme in schools, workplaces and at events held in football stadia. **EFDN will produce the Red Cards against racism and discrimination in 24 European languages and all cards, training manuals, and toolkits can be used by clubs for free.**

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EFDN aims to bring together 100 clubs, leagues and FAs all around Europe who will join our fight against racism and discrimination and start their own Show Racism the Red Card campaign. For further information how your club, league or FA can join the Show Racism the Red Card programme send an email to info@rodekaart.eu.

EFDN supports interested clubs with educational and promotional material, teacher manuals, workbooks, an educational video, website and leaflets for grassroots clubs.

Visit the [programme page](#) on efdn.org or follow [#diversitywins](#) and [#SRtRC](#)

The **Community Champions League** is a city-wide street football competition for young people from 7-12 and 12-25 years old. The teams don't only compete during matches, but also off the pitch, and the teams get more points for fair play and community activities than winning the football games. Within the programme, football matches, workshops and volunteering activities are provided. The project promotes social inclusion, positive citizenship and a healthy lifestyle. Furthermore, it promotes a positive involvement of the parents and family as well as preventing street crime.

EFDN is happy to assist your club with setting up your own Community Champions League. EFDN will support you with a free, club-specific Community Champions League logo, your own dedicated website and the opportunity to participate in the European Community Champions League Festival in 2021.

Visit the [programme page](#) on efdn.org or follow [#CommunityChampionsLeague](#)



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Welcome through Football is a 3-step process where clubs host training sessions and organise educational coaching programmes for refugees, migrants and asylum seekers in order to integrate them into society, to offer them support relating to their specific needs and provide them with more self-confidence to be a part of the community. 5 clubs from 5 different countries are participating in this programme and have provided over 120 sessions in total.

EFDN is currently working on a new funding application for 2020. EFDN supports clubs with a project delivery plan, monitoring & evaluating and an EFDN practitioner's guide.

Visit the [programme page](#) on efdn.org or follow [#WelcomethroughFootball](#)

EFDN STEM network is an initiative that was created at the roundtables of the 12th Conference. STEM – Science, Technology, Engineering, and Mathematics – is the field that helps children learn how to program, make codes, and understand technological devices. The goal is to provide young people with employability skills suited to today's labour market. 14 clubs from 6 different countries have signed up and further information is published on the online platform.

Read more about the [EFDN STEM Network launch](#) in London on our website.

“For the future, we are planning to increase our research into our programmes to develop new CSR quality standards to create long-lasting CSR programmes, to increase the positive impacts, and to contribute to the sustainability of the member organisations.” - Hubert Rovers

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BREAKOUT SESSIONS – 1

1.1 AEK Athens: Dangers of the Internet

Angelika Arkadi, General Director at AEK Athens

“Football has the power to demolish walls and open borders between countries”

- Angelika Arkadi

AEK Athens was founded by Greek refugees to keep their historical values and memories alive.

AEK Athens has a **School Stand**. This stand is specifically for school children and the club creates banners for matchdays that show messages against bullying and violence or for education.

AEK is the first club in Greece that has founded an official fan club for kids known as **AEK Kids Club**. The kids not only have the opportunity to meet their favourite players but they also get taught some disciplinary and behavioural rules by their role models. One of the main partners of this project is the **House of Applied Languages**.

Co-operation with Cyber Security International Institute: The main aim is to spread knowledge about how to use the internet safely. In order to do this, the club has created the 10 rules of safe browsing:

- 1) Online friends must be only the ones we know in real life. Not accepting requests and friendships of people we don't know.
- 2) Don't go on a blind date
- 3) Never accept online 'challenges'. Never download digital baits as they are usually trying to trick us to buy something.
- 4) Don't accept to be cyberbullied by remaining silent...talk about it!
- 5) Don't let yourself be tricked. The knowledge we acquire via the web must be critically and logically analysed to avoid fake news.
- 6) Create strong passwords. Avoid the usage of birth dates, names. Careful with kids, they can be cyberbullied in order to give their passwords.
- 7) Be careful while using e-commerce and e-banking services
- 8) YES to the dark web of knowledge NO to the dark web of crime.
- 9) All in good measure. One hour of internet browsing a day is the secret to correct usage of internet. An excess can lead to addiction or depression.
- 10) Protect the data you share.

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Furthermore, the club organises football medical seminars for football clubs. AEK Athens also fights against poverty by helping certain foundations. Kids in poverty are frequently invited to go to the stadiums and see the players. Moreover, there are season greetings from players to certain sectors that support AEK and refugees matches in which the main idea behind it is the respect and tolerance of refugees.



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1.2 ENABLE Sweden: Building partnerships between clubs, supporters and police

Filip Lundberg, Co-founder and Co-lead of ENABLE Sweden
& Head of Sustainability at Djurgården Football Club

“We should talk about and collaborate on proven methods and the platforms that are available to implement effective measures in the short and long term. We should manage incidents together and not allow initiatives to end in disaster around us. We should develop proposals together instead.” – Noa Bachner, Expressen (one of the two nationwide evening newspapers in Sweden)

The death of a Djurgården supporter in 2014 highlighted the fact that Sweden had significant safety and security issues that needed to be confronted. **ENABLE Sweden** is an initiative that has been designed to meet this need. It is a non-profit organisation, based in Sweden, which was established with the aim to provide a positive engagement between the clubs, their supporters and the police.

During the breakout session, Filip explained about the **tragedy of the commons** which is a situation in a shared-resource system, where individual users acting independently according to their own self-interest, behave contrary to the common good of all users thereby depleting or spoiling the shared resource through their collective action.

ENABLE Sweden’s idea was to conduct research on how the other stakeholders implemented strategies to protect the common resources such as oceans, environment etc., and implement the same in football with football as a common resource and engaging with different cultures of football fans.

ENABLE Sweden strives to be a sustainable platform for cooperation and exchange of national and international expertise and perspectives. It believes that the solutions to the problems and conflicts in football are about partnerships. Therefore, the organisation works together with the Swedish football community (the league, the FA, the clubs and the fans) and the Swedish police with an **inward** and **outwards ambition**.

The **Inwards Ambition** is to contribute to the positive and sustainable development of Swedish football where the football sector, supporters and the police work together to identify and achieve common goals and the **Outwards Ambition** is to contribute to a nuanced, knowledge-based and inclusive public debate about the opportunities and challenges that football offers.

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How does ENABLE Sweden work?

OBJECTIVES

- 1. Strengthening Collaboration:** ENABLE SWEDEN wants to contribute to sustainable collaboration and mutual understanding among football's main stakeholders, by offering a dialogue platform and a knowledge base for constructive conversations.
- 2. Knowledge development & dissemination:** ENABLE SWEDEN wants to participate in the development and dissemination of theoretical and practical knowledge among football's stakeholders.
- 3. Method development:** ENABLE SWEDEN wants to support its partners in developing working methods in their organisations or events by identifying and spreading "good practice" within Swedish football.

METHOD

- 1. Neutral approach:** In order to be loyal to its purpose and goals, ENABLE Sweden always take a neutral and independent position in relation to its partners. A toned-down public profile is part of this approach.
- 2. Knowledge-based work:** ENABLE Sweden strives to rely on empirically documented knowledge when they interact with stakeholders inside and outside of Swedish football.
- 3. Systematic working methodology:** ENABLE Sweden advocates a systematic approach based on knowledge of a problem, directed towards achieving a goal. Considerations should be given to both the specific issue and the overall picture within Swedish football.

KNOWLEDGE

- 1. Cognitive approach:** ENABLE Sweden values both the academic knowledge and the experience that exists among Swedish football's stakeholders- and it wants to help bring these together. The aim is to contribute to translating theoretical knowledge into practically applicable working methods.
- 2. Collaboration:** ENABLE Sweden sees collaboration as a skilled craft. Like all other work, it must be knowledge-based and systematic.

Moving into the future: ENABLE Sweden is in the process of developing a business model which means that it will be able to continue to be a platform for the maintenance and development of successful stakeholder collaboration in the future.

ENABLE Sweden strongly believes that it can continue to provide a much-needed platform for collaboration and mediation, knowledge development and dissemination while providing support for the identification and development of good practice.

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1.3 Football Aid: Fan Engagement and Fundraising

David Dale, CEO of Football Aid and Field of Dreams

“Football Aid started by wondering how many people will be willing to play on a field.”

- David Dale

The main aim of **Football Aid** is to allow the fans, who have only dreamed of it, to have the chance to experience the ultimate thrill of matchday and to play on the hallowed turf in a “money can’t buy” experience. Moreover, it is also a great project to raise money for charities and community voluntary organisations (like for example **Field of Dreams**).

The project started in 2000 with Celtic Glasgow and has since had a massive growth, even reaching as far as the US. The first game was in the Camp Nou in 2003. So far, Football Aid have organised 700 games.

Who are the key supporters of this project? Mainly UEFA, FA Premier League, Football League, SFA, SPL, LMA, PFA.

Football Aid has passionate employees, takes care of the fundraising and raises awareness for organisations and charities.

This can be seen in these facts:

- Extensive network with contacts throughout Europe
- Deliver a wide variety of unique football-centric experiences
- UK’s most web-enabled football charity
- Delivered 700 games at iconic stadiums
- Pledged over 2,4 million pounds of grants and donations to a host of charity and community projects on a regional, national and international scale.
- Supported in excess of 220 charity projects
- Expanded into Europe in 2003 with FC Barcelona
- Expanded further into Europe in 2014 in Italy (with Sampdoria, Genoa and Bari) and Portugal in 2015 with Sporting Club de Portugal
- Expanded into the USA in 2018 with Chicago Fire
- Significant reputation gained in the football industry
- Contributing in a meaningful way to industry CSR charters
- More than 18.650 players have truly “lived the dream”

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Football Aid Pitch Day Event Management: Dedicated team with unrivalled experience in organising the ultimate pitch day football event. The main objective of this is to engage with the fan community. During the pitch day football event, the participants have the opportunity to experience the total reality of professional football. Participants will be able to have full access to the dressing room with a personalised team kit and manager team talk, player communication and management, player packs to ensure participants are fully prepared for match days, pre and post-match briefings and presentations, fully personalised official replica team kit, qualified match officials, catering and hospitality, administration and ticketing for players' guests, first aid professionals, training guide regarding cardio and training in order to make participant aware of which fitness routine is more efficient to follow before the match, and man of the match and best moment of the match awards.

Opportunity to participate: Football Aid usually takes place in the summertime (or in football/seasonal breaks) when the stadiums are free.

Who is the target group?

As not everyone can financially afford to play the 90 minutes, there are also chances of playing less time for less money. According to Dale, many of the participants are business owners and some people even travel from other countries to participate in Football Aid.

“Most of the people that assist Football Aid are actually business owners and not people related to the football environment.” - David Dale



**EFDN**

2.2. Twinning Project

Hilton Freund, CEO at the Twinning Project

The twinning project brings football into prisons. It is using the power of sport to give offenders the chance to learn leadership skills, motivate themselves, get physical exercise and to help turn their lives around. The project tries to connect football clubs with their local prison, focusing on coaching, referee and stewardess courses with the idea of preparing offenders for employment after their sentence.

The participants feel positive while participating, it brings a buzz to the prison and women are also interested in it. The project is beneficial in many ways, providing the participants with team working and communication skills as well as discipline. The attendees have the opportunity to take responsibility for themselves. This has a positive effect on their personal development and increases their chances in finding a job and restarting their life.

Prisoners are facing a lot of challenges after getting released and during their stay in prison. Most of them suffer from low self-esteem, boredom and lack of values. Prisoners cost society a large amount of money and therefore everybody should be interested in giving released prisoners a fair chance to be part of the community again and to help them restart their lives. The data proves that the education and training programmes are fundamental to reducing re-offending.

Football is an environment where many different characters come together. Football is the one thing everybody likes in the prison and it connects them. The Twinning Project aims to secure and facilitate relationships between football clubs and local prisons. Furthermore, the Twinning Project strives to educate inmates to ensure employability while reducing reoffending at the same time.

Staff or external coaches deliver coaching and employability-based qualifications to prisoners to better prepare them for their respective releases. In addition to the coaching certification, the participants have the opportunity to obtain a refereeing license which helps the attendees develop life skills, conflict resolution, team building and leadership skills.

The project was launched on the 31st of October 2018 and already 46 clubs have become part of the programme. In order to provide a professional atmosphere within the session, a twinning football kit was created for every participant. To ensure a sustainable impact of all the participants, the project focuses on local relationships between the clubs and prisons.



2.2 FC Barcelona: Sport for Development and the SDGs: A tool to contribute to the Sustainable Agenda

Aisha Al-Said Albella, Head of Partnerships, Innovation and Knowledge at Barça Foundation

“A project is not about the number of children participating, rather it’s about the change that the children experience because of participating in the project” - Aisha Al-Said Albella

The United Nations promote **17 Sustainable Development Goals (SDGs)**: social, economic, and environmental objectives that can help make the world fair and more sustainable. Sport is a fundamental part of meeting these goals. Its values have a positive influence on society by promoting inclusiveness and understanding between people. It is especially becoming valuable in those parts of the world suffering from conflict.

Sport can be used to promote and achieve many goals, for example, promoting education and life skills in sport, supporting children and refugees who are vulnerable, tackling mental health etc. During the breakout session, Aisha discussed how football, and sport in general, contributes to achieving the SDGs to create a more peaceful, sustainable future for all.

The **Barça Foundation** is the entity through which FC Barcelona conveys its corporate social responsibility. Since its founding in 1994, the Foundation has helped people take part in the many social, cultural and sporting activities that the club has carried out, which is a reflection of an advanced society. In particular, the Foundation’s specific framework of action is Sport for Development. All work revolves around the idea of using Sport as a tool to prevent violence, improve the social inclusion of vulnerable groups and improve the access to education.





Aisha explained how the sports sector still needs to address some issues to improve its impact in contributing to the SDGs such as the need for more collaboration between different organisations, greater ownership from public and private bodies, more focus on monitoring, evaluation and learning, stronger narratives about the real impacts etc.

Many clubs and private entities do not discuss with one another about the good work they do in their respective communities. It is important for every organisation to be a vector to promote the SDGs through sports and collaborate with one another to share the work that is done, especially the partnerships between the **sports sector** (clubs, leagues, Federations etc.) and the **development sector** (UN, Donors, SDG indicators etc.).

Although it is important to contribute to all the SDGs, it isn't necessary to be obsessed with contributing to all of them. The main focus must be on what the foundation is about and contribute on a greater level to the SDGs that are related to the Foundation's work.



The Barça Foundation is committed to the SDGs as the main framework of their core activities especially in the integration of children and youth in the most affected areas. The Foundation's Strategic Plan, programmes, partnerships and campaigns are aligned with the SDGs, especially the **1st (No Poverty)**, **4th (Quality Education)**, **5th (Gender Equality)**, **10th (Reduced Inequalities)** and the **17th (Partnerships for the Goals)**.



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2.3: SPFL TRUST: Trusted to Support

Nicky Reid, Chief executive of the SPFL Trust

What is the SPFL Trust? SPFL Trust is a Scottish organisation, an independent registered charity, but not a member of the SPFL. The main focus of the SPFL Trust is on health, inclusion, attainment, capacity building, promotion & lobbying.

SPFL Trust has gained some relevance in the past years. They do not receive money from Scottish NGO'S or from UEFA. They received some donations in the last years from the SPFL (Scottish Professional Football League).

Influence of SPFL Trust: SPFL Trust is working in a national landscape of 42 professional SPFL clubs, 24 independent registered charities. From these organisations, 41 delivered an SPFL project and 42 delivered projects or activities that are related to a form of community engagement.

Projects of SPFL Trust: One of the projects of the SPFL Trust is related to the **mental health** of players in professional football. The objective of this project is to research problems related to mental health that players might be suffering during their career. Sharing stories has been considered to be a perfect way to empower mental health in people. This project already has over 300 participants from 82 clubs and 98 football organisations.

Festive friends and the **changing room** are projects related to inclusion. It is a project funded by the SPFL with the cooperation of 36 clubs and 1.040 participants. Football players visit people in an advanced stage of life (oldest participant was 99 years old). The project also includes the visit of players during Christmas time.

A project related to attainment was the **4-4-2 reading challenge**, in which clubs in cooperation with schools encourage youngsters to read. This is achieved by providing people with tickets for the match if they read 4 books. 20,389 pupils participated so far, 200 libraries and 87 schools were involved, 680 books were read to get tickets, 330 match tickets were issued, and 769 young people engaged with the project. The main aim of this project is not to provide tickets but to encourage the youth to read.

Capacity building is another project that is considered a priority. Every club can be a participant of one of the educational projects.

Funding is the hardest part for the SPFL Trust. Promotion and lobbying are used to arrange agreements of clubs, their charities and the SPFL Trust.



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Panel Discussion: 1% Fair Share initiative

Bálint Maté, Hubert Rovers, Giomar Todo, Greg Baker

Current state:

- Since 2006, FC Barcelona has donated 0,7% of the club's income to the foundation. Since 2010, players have contributed 0,5% of their salary to the programmes of Barça Foundation and another 0,5% goes to the former players association. This contribution can lead to a better relationship with fans, a valuable relationship between the Foundation, the players, and managers. **(Giomar Todò, Barça Foundation)**
- The football players of Southampton want to share 1% of the salary. This month, the players will donate 1% of monthly salary for children's hospitals. It is only a monthly contribution but they are looking to make an annual contribution. **(Greg Baker, Saints Foundation).**
- The UEFA group stage money they receive will be given to a Transylvanian school for gym facilities **(Bálint Maté, Ferencváros).**
- The inspiration comes from an EFDN conference in Eindhoven where one member of Barcelona presented this idea of the 1% and everyone was interested. Around that time it would not have worked, but then Common Goal and other initiatives started, and more and more clubs think that a fair share is a great initiative. **(Hubert Rovers, EFDN).**



**EFDN****Benefits for players:**

- It's always a difficult to talk about money, also with the players. But the money a player spends on us is also good for him; it will not change his world but it does create important changes for those people who are in need. It also results in positive publicity for the player. **(Greg Baker, Saints Foundation)**
- The players participate in our campaigns, they are aware of the foundation and they contribute by going to hospitals but they also receive an annual report so they can see where the money goes towards. They don't have a lot of time but are always happy to participate. **(Guiomar Todò, Barça Foundation)**
- For the majority of clubs who didn't join yet it is probably going to be challenging as nobody will like to earn less. But this can increase the cash flow in CSR and it is important to make sure that the 1% goes to the foundation **(Bálint Maté, Ferencváros).**
- It is part of our mission to multiply activities and to disseminate best practices. We are trying to make players realise that they can also benefit from improving their image and by creating a connection with the fans. Now most clubs have players that are ambassadors. Some time ago it was not so common, so we hope the same happens for the 1% fair share initiative. **(Hubert Rovers, EFDN)**



**EFDN****What can clubs/ EFDN do?**

- It is up to us to find out what we can do and to find out what the players want to do (for example visiting youngster, or visiting a hospital). We have to make sure that they feel comfortable while working for the foundation. **(Greg Baker, Saints Foundation)**.
- We are working in 58 countries. If a player wants to do something in their own country he can talk to us (example: Messi and Rosario, Argentina). But we invest the 1% in Catalonia (locally). **(Guiomar Todò, Barça Foundation)**
- EFDN is not benefiting from any money raised through the 1% Fair Share initiative. Our task is to help clubs delivering high-quality CSR projects. Common Goal is a fundraising initiative for foundations from all over the world. The raised money is divided amongst the members of a network. It is a great initiative but we want to make sure that the players that have a close relationship to their club and are interested in the local community work, can take part in the initiative. EFDN will support interested clubs with guidance and by sharing best practices. **(Hubert Rovers, EFDN)**.
- It would be nice if all the players automatically donated 1% by signing the contract. But it is already a big step to have 2 or 3 players. Maybe then there are some players willing to participate, especially players who are a bit older who want leave some kind of legacy behind. However, it is also a challenge to find these players. We are trying to build a structure to be in close contact with the club and players **(Bálint Maté, Ferencváros)**.

Next steps:

- The next step is to keep the same level of engagement or even get more players involved. I think it is becoming a structure in our club but we would like it to become a global movement. As clubs, we should try to become available for the players. We should try to establish conditions that they can do it and decide how much they want to give. It has to be a personal choice, but we can show them the importance to do so. In the end, it is a personal choice and we can't force them. **(Greg Baker, Saints Foundation)**.
- If anyone has a good example it would be good to hear it and at the next conference, we will provide more information on the initiative. **(Hubert Rovers, EFDN)**

**EFDN**

Olympique Marseille Fondation FC La Castellane: A new Project of education through football

Lucie Venet, Executive Director of the OM Fondation

“The aim of La Castellane project is to show football as a vehicle to teach key values”-

Lucie Venet

The vision of Olympique Marseille Fondation

The vision of Olympique Marseille Fondation is to strive to transform the passion of its fans, the dedication of its employees and power of its brand into a vehicle for cultural development, economic opportunity and social responsibility in underprivileged communities of Marseille and in the foreseeable future where Olympique Marseille’s commitment can be a vehicle for change.

Why a new foundation?

Olympique Marseille is always looking for new projects for its foundation. OM Fondation is focusing on **four main pillars**.

- 1) Supporting education
- 2) Developing youth sports
- 3) Fostering entrepreneurship and job opportunities
- 4) Promoting contemporary art and culture

There are also two recurrent initiatives withing these projects: volunteering and the seasonal gala dinner. Volunteering is an opportunity to recruit new interested people and involve them in the foundation activities, while the seasonal gala dinner allows all the players to go for dinner together.

FC La Castellane

One of the most substantial projects in developing youth sports is FC La Castellane. La Castellane has become a district isolated from the rest of the territory due to drug trafficking and other problems. This is one of the main reasons why Olympique Marseille wants to focus on this specific district.

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One of the reasons for starting a project in La Castellane was the long-term relationships the club and foundation have with the local social centre. Together, all partners agreed on the following goals:

- Olympique Marseille will be a key operator in the district
- There will be various sports activities taking place
- This union supports the local youth living in La Castellane

Nonwithstanding, all the football activities taking place in La Castellane were not funded by any public institution which means that there was a **budgetary constraint**.

In June 2019 the decision was made that La Castellane would have its own football club.

Objectives of the FC La Castellane project

Stimulating the practice of football in a federal framework by focusing on the educational values of the sport. This also means that the **budgetary constraint** mentioned previously will not be a problem for the new project.

- 1) Football as leisure and a vehicle for key values. The project does not aim to scout players for Olympique Marseille, the purpose is to provide leisure activities that can empower key values in the area of La Castellane.
- 2) Exclusively a social project.

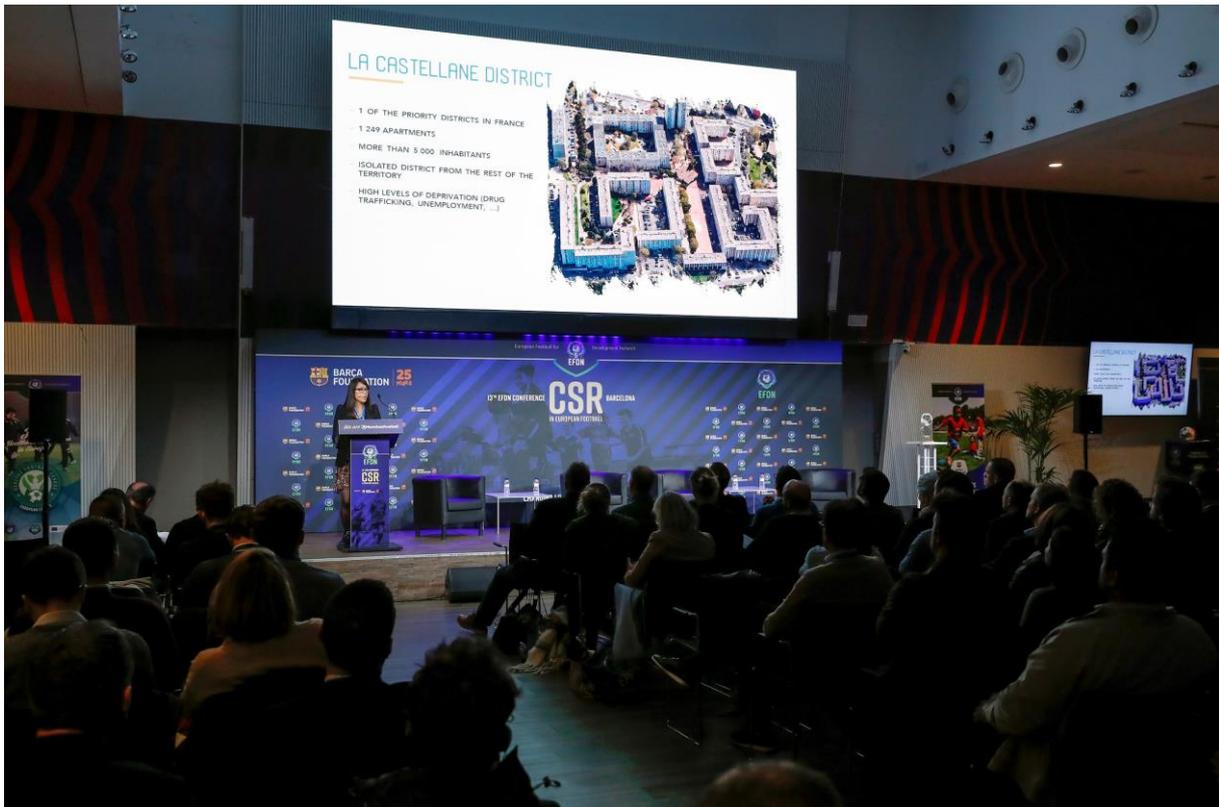
This team is structured and affiliated with the French football federation and the main partners of the team are the local social centre, the regional and local football authorities of the area of La Castellane, and PUMA.

The club itself consists of 64 players divided into 8 different teams and 9 coaches that do not have a coaching diploma yet. The club has two weekly training sessions and during the weekends there are friendly competitions between the different teams of the area.

After its creation, the project itself was launched on the 25th of September of 2019 as a festive event that was mainly dedicated to two themes: sports and youth. As a result of this, there were sports activities, a group lunch with all the participants, equipment distribution and the 1st official training session for La Castellane. The success of this launch was mainly thanks to the involvement and support of the local families residing in the area of La Castellane.



The focus of FC La Castellane is on the local community and therefore the Foundation uses a holistic approach. The people that are involved in the project receive individual support and the club pays for the supply and offers their knowledge.



Olympique Marseille also provide support to the team and the project by paying all the membership cards, insurances, by donating sports equipment and outfits, and by letting La Castellane football team train once a month at the campus of Olympique Marseille. Additionally, the club hosts friendly matches against Olympique Marseille and offers free training for coaches. In the educational section, there will be monthly homework sessions with Olympique Marseille workers in the district of La Castellane, special workshops dedicated to teamwork and sports values (these workshops are directed by a player of the Olympique Marseille team) and a workshop with an official referee focusing on rule compliance. Olympique Marseille also offer some leisure activities for kids in the club of La Castellane such as tickets to games of Olympique Marseille, stadium tours and cultural events (such as music concerts or going to the cinema).

Expectations for the future

Olympique Marseille's future ambitions for the FC La Castellane project are to launch a **girls team**, new teams in different age categories, provide more trained coaches, to renovate the pitch and to make La Castellane as sustainable and autonomous as possible.

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BREAKOUT SESSIONS – 3

3.1 Newcastle United Foundation: Be a Game Changer – Let's get talking about mental health

Sarah Medcalf, Senior Development Manager of the Newcastle United Foundation

“Telling someone to ‘Man up’ can result in a Man Down ” – Newcastle United Foundation

Each year, Newcastle United Foundation engages with more than 58.000 people. The main fields of action are health, learning, sport and community programs. By using football, the Foundation tries to change the “ordinary” into “extraordinary”.

What makes the Foundation different is the usage of the Newcastle logo, committed and motivated staff who are skilled at helping people realise their potential, strong partnerships that complement and strengthen the work, and 11 years of experience working in their own community.

There are 130 coaches and other educational staff delivering programs in schools and communities. The Newcastle United Foundation has 4 departments: Learning and Skills, Community, Football Development, and Health and Wellbeing.

Since 2007, Newcastle foundation has raised over 17 million pounds for the local community. From every pound, 92 pennies are directed to charitable activity and 8 pennies to management, administration or fundraising.

Mental Health Programmes

- 12th Man Project
- Walking Football
- Mental Health First Aid
- Sleep and Stress Workshops
- Mental Health Football
- Be a game changer campaign

Mental health includes our **emotional, psychological and social well-being**. It affects how we think, feel, and act. It also helps to determine how we handle stress, relate to others and make choices.

Mental Health Statics: 1 out of 4 people will experience a mental health problem, 1 out of 6 employees suffer from depression or anxiety, and suicide is the biggest killer of men. The North East of England has the highest rate of suicide.



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Mental health problems are more common than people think, but they can be solved. It is important to care about mental health the same way people care about physical health. This is the reason why Newcastle launched **“Be a Game Changer”** in February 2019. This programme encourages men to talk about these problems and provide them with tips on how to improve physical and mental wellbeing.

In addition to this, Newcastle United also run an online site where advice and tips can be found on how to stay mentally and physically fit, and information is made available on how to support your friends and family. Additionally, advice can be accessed on where to get help for a person or a friend, and the site can be used as a safe space to share stories. There is also a dedicated Facebook group with more than 1.300 members and with the majority aged between 35 and 44 years old. “Be a game changer” uses dedicated tournaments and promo material to raise awareness.



Be a game changer toolkit: A guide of how to use the free resources in your venue to promote positive conversations about mental health. Educational workshops on topics such as sleep, stress, nutrition, anger management, and happiness.

Furthermore, there is also a mental health first aid programme that will show the reader how to spot the first signals and symptoms of poor mental health so they will know how to respond on a first aid basis. Finally, there is also a Twitter campaign, where people can post and react regarding Be a game changer.



3.2 Heart of Midlothian: Digital for All - Using the Power of Football

Craig Wilson, General Manager of Big Hearts Community Trust

Tanya Howden, Learning Experience Designer for Robotical

“People With Big Hearts Doing Big Things Together”

-Big Hearts Community Trust

Big Hearts Community Trust is the official charity partner of Heart of Midlothian Football Club and uses the power of football to change lives by engaging with those who are vulnerable and the hardest to reach in their community. Some of the local challenges faced in the community are poverty, dementia, loneliness, addictions, mental health issues, children in care etc., which the club is trying to combat through their programmes.

Using their community projects that contribute to social and economic change, Big Hearts aims to reduce social isolation in particular with a focus on five key areas: **Poverty, Kinship Care, Older People, Mental Health and Multi-Culture** and looks to work in partnership with expert agencies, charities, and organisations focusing on families and individuals in need.

Some of the key projects include,

- **Kinship Care**, to support families that struggle to care for their children.
- **Football Memories**, to help older people living with dementia by stimulating their memories through football.
- **The Changing Room**, to promote men’s mental health.
- **T.E.A.M project** (Together Equality Achieves More) aims to reduce social isolation of young people etc.

During 2018/2019, Big Hearts Community Trust delivered 17 free programmes of support while successfully engaging with 2,285 children and adults. 1,485 free meals were provided with the help of about 200 volunteers. Big Hearts received the **‘Investing in Volunteers’ award** in 2017 for good practice in volunteer management and the Trust works together with supporters in bringing changes to the community through the volunteers, fundraising and partnerships.

Recently, Heart of Midlothian Football Club launched the **Digital Skills Hub** which gives all young people the opportunity to develop digital skills and be creative with technology. The Innovation Centre in partnership with Baillie Gifford and Dell uses the power of sport and football as a gateway to STEM.

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The Innovation Centre provides a range of unique digital education programmes and free workshops with necessary equipment and instructions that inspire young people to develop digital skills and to be creative with technology.

At the **Creative Digital Club**, participants learn to use a wide range of programmes and learn different photo editing techniques. Tanya Howden assisted Heart of Midlothian FC with setting up and running code clubs at their new Digital Skills Hub, including introducing a **Robotics club** through her work with **Robotical**.

Through these digital programmes, the young people learn basic coding skills and get their hands on **Marty the robot** with around 10 robots at each code club.



Marty is a fully programmable, Wi-Fi enabled robot, which the students can programme to perform a range of different challenges such as walking, turning, posing, dancing and kicking a ball into the net. During the breakout session, the attendees had the fun opportunity to get hands on with the robot.

The 2018/2019 statistics of the Innovation Centre show that 209 attendees were engaged through a digital projects club, 3 coding clubs, one robotics club, and a digital workshop over a period of 31 days of learning activities.

With the future transforming completely into digital, Heart of Midlothian Football Club aims to break down technology barriers in the community to boost engagement and develop the next generation of leaders in technology at their Digital Skills Hub.



3.3: CAFE: DAO and Stadium Accessibility

Jochen Kemmer, Project Manager at CAFE

“The most important thing is to make your accessibility visible. Most of the websites of clubs do not include a section on how the stadium is accessible or the special needs it has. Due to this people are not aware of these advantages.” - Jochen Kemmer

What is CAFE? CAFE stands for Centre for Access to Football in Europe. It was founded in 2009, is a UEFA CSR Core Partner and the main objectives of this organisation are to improve access and inclusion, and to promote the employment of disabled people within football. In order to provide the necessary help and knowledge, CAFE and UEFA have developed several guidelines. The **“UEFA and CAFE Access for All Guide”** includes the stadiums' access appraisals, an audio descriptive commentary program, guidance in creating a disabled supporter association.

Who does CAFE support? CAFE is looking forward to supporting national FA'S and leagues, clubs, disabled fans, FIFA, stadium owners and architects by informing about correct and legal measurements, academic research and the UEFA.

Regulations regarding accessibility: Demanding of the clubs to have the following facilities: accessible catering and refreshment facilities, accessible toilets (1 per 15 wheelchair spaces) and accessible seating with unobstructed view. Stadiums not only have to comply with the CAFE and the UEFA regulations but also with the local legislation regarding accessibility.

There are several barriers that disabled people can suffer when visiting the stadium. Some of them will need the use of wheelchairs or assistance, others will be deaf or suffer hearing problems, some of them will be blind and there will also be a section of people that will suffer from a learning disability.

In order to provide all these groups with a suitable experience in the stadium, there are several measures that have to be implemented. There should be accessible ticketing and parking points for these people, inclusive information, and trained volunteer staff that can take care of any special situation that might occur.

Infrastructure: Regarding the infrastructure of the stadium, there are several points to take into account to improve the accessibility to the stadium. Accessible parking (6% of the whole parking should be disabled parking spots), drop off and pick up points and rest points (such as benches) along the route. There should also be a wheelchair loan service, transport to the stadium from home and from stadium to their home, tactile wayfinding and paving.

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There should be stairs, ramped routes and resting areas on the way. Sight areas also need to be accommodated to disabled people as well as the toilets (there must be 1 disabled toilet per 15 wheelchair user spaces). Moreover, emergency exits also have to be adapted so disabled people can also be evacuated from the area of danger.

Communication: Can be more accessible to people by using assertive technologies (screen readers, voice to text), sufficient colour contrast, provide information in various formats, work with digital accessibility experts. In terms of ticketing, there should be a clear and easy way to find ticketing information and an equal ticketing policy and colour-blind friendly information. It is important that the information is also provided on the website.

Services: Audio Descriptive Commentary via FM frequency and personal radio or via dedicated headset. There will also be inclusive tours (for the stadium and museums) with all the specific items needed in order for the people with special needs to have the same experience during these tours. Volunteers and staff working with the disabled fans should be trained (know at least sign language, have experience with the main issues a person with a disability can be confronted with in the stadium).

Another option can be sensory viewing rooms or memory kits for fans with dementia (like memory matches). In addition to this, sensory packs can also be provided to people with autism or other sensory processing disabilities.

Other important services: Guide and assistance dogs, matchday buddies and volunteers, the adaptation of security and stadium regulations, training of stewards (and make sure of their availability for both home and away matches).

Key points (Stewards): Advising on stadia and accessible facilities, safety and education, proper searching techniques, Ingress and Egress, general support and monitoring of accessible facilities.

“It is important to ask professionals and people with the knowledge about accessibility, otherwise you can commit basic mistakes that will put the stadium’s accessibility in danger.” - Jochen Kemmer

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BREAKOUT SESSIONS – 4

4.1. Fundraising: Best practices from Southampton FC and Celtic FC

Saints Foundation

Greg Baker, Head of Saints Foundation & Community Partnerships at Southampton FC

*“Saints Foundation is the charity of Southampton Football Club
- we're the club's way of giving back”*

- Saints Foundation

FUNDRAISING STRATEGY 2019-2022

Purpose: Saints Foundation’s fundraising exists to support the charitable mission to transform lives in and around Southampton, helping people fulfil their potential to be more involved, healthier and empowered members of the community.

Mission Statement: Leveraging the club’s brand assets, through innovative events and activities, creative partnership development, and outstanding donor care. Through these means Saints Foundation aims to become the leading charitable fundraising organisation within professional sports club community organisations in the UK.

FUNDRAISING STRATEGIC OBJECTIVES

- **Increase income** to £3.4 million p.a. by September 2022, increasing unrestricted funds year on year in order to sustain and grow project delivery in the local community (this includes £600k p.a. from public fundraising).
- **Capitalise on SFC USP** by developing and creating events and activities which leverage SFC’s brand and assets in order to provide unique experiences which other charities cannot offer.
- **Maintain the highest standards** by demonstrating excellence to help develop and grow a strong relationship with donors, partners and other key stakeholders.
- **Build strategic partnerships** by developing strong and mutually beneficial relationships which help to generate funds, increase awareness and deliver targeted interventions.
- **Develop a culture of fundraising** by increasing the awareness of the charitable activities internally to embed knowledge of the fundraising culture within the club and engage support.
- **Build capacity** by embedding products, policies and procedures that provide a robust platform for fundraising, developing the expertise of staff and utilising the right tools to support growth.

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SOME EXAMPLES OF FUNDRAISING

Philanthropy: Friends of Saints Foundation (FOSF) is a patron's club for local businesses which invites them to show their support for the Foundation's work across the local community. Businesses contribute £500 each for an annual membership of FOSF, or £1,000 a year to become a 'Bronze Patron'. The main success of the initiative is that it provides a platform for the Foundation to talk to local businesses about other areas of their work, including sponsoring projects or buying tickets for our events.

Transactional: Since 2015, Saints Foundation has run successful online **Match Worn Auctions** of SFC items, including match-worn shirts, boots, and training kits on eBay. During the 2018/19 season, the Foundation made a gross profit of nearly £50,000 through these sales.

Participation: Now in its 10th year, the **Big Bike Challenge** sees SFC fans cycle back to St Mary's Stadium from an away stadium in time for the last game of the season. Their last challenge in May 2019 from Huddersfield Town included 60+ riders and made a revenue of £50,000 with a gross profit of £22,000.



**EFDN**

Celtic FC Foundation

Thomas Buchanan, Business Development Executive at Celtic FC Foundation

“ A football club will be formed for the maintenance of dinner tables for the children and unemployed.”

- Brother Walfrid, November 6, 1887, Founder of Celtic Football Club

Celtic FC's charitable roots have been spreading for more than 130 years and have been flourishing in communities around the world. Charity is a fundamental aspect of the club's identity and Celtic FC Foundation recognised the enormous importance and responsibility of honouring the legacy of its founder.

Geographically, the Foundation prioritises and conducts activities in the north and east of Glasgow which subsequently spreads across parts of Scotland, Ireland and London. Celtic FC Foundation's work also retains an international focus with an emphasis on tackling poverty in Africa and the Caribbean.

The main focus and aim of the Foundation is to **HELP**

- Improve **Health**: Improve the health and fitness of those facing specific challenges
- Promote **Equality**: Provide equality through sporting opportunities for children and young people with disabilities
- Encourage **Learning**: Offer additional learning support for schools and the foundation's learning centre and host training opportunities towards employment
- Tackle **Poverty**: Support for those facing poverty, homelessness and other disadvantages.

Project Delivery: The Foundation is supporting multiple community-based initiatives such as employability initiatives for ex-offenders, disability sport sessions for children and young people, dementia care projects with several partners, and health, wellbeing and lifestyle initiatives etc.

International Project Delivery: Celtic FC Foundation's project delivery was further enhanced in 2017 as a result of the hugely successful **#LionsLegacy Campaign** which raised an incredible 2 million pounds. **67 kitchens** were built in partnership with Mary's Meals. They were funded by Celtic Supporters' Clubs in which around 45,000 children were fed across Malawi and Zambia. 26% of funding comes from Celtic Supporters Clubs outside Scotland.

International Fundraising: 2018 saw the development of the Foundation's fundraising activities with successful events in London and New York.

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New York Gala Dinner: As a part of their international fundraising, planned in consultation with local Celtic Supporters' clubs, the Foundation hosted the New York Gala Dinner which was a huge success as they were able to raise \$300,000. Thomas Buchanan suggests looking at organisations that can help and especially those who have the structure overseas, for example, New York homeless project. Fundraising campaigns can then be initiated to develop projects in other parts of the world such as Africa.



The year 2018 ended with the most successful **Christmas appeal** to date for Celtic FC Foundation, with a net total of 240,000 pounds raised and distributed. The beneficiaries included almost 500 families in many parts of the UK and 50 north and east of Glasgow pensioners who faced poverty and hardships. Almost 800 local nursery and primary school children also enjoyed **Christmas parties** at Celtic Park. In addition, donations were provided to 20 grassroots charities who support those experiencing homelessness or other disadvantages.

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4.2 Montrose FC: More Than A Football Club

Peter Davidson, Founder and Chief Executive of Montrose Community Trust

John Crawford, Chairman of Montrose Football Club

“Clubs like ourselves are often guilty of asking what our supporters, and wider community, can do for us. Montrose Community Trust has challenged us to ask instead, what we as a club, and through football in its wider sense, can do to support the lives of those in our community.” – John Crawford, Chairman of Montrose Football Club.

Links Park Community Trust, founded in 2011, now Montrose Community Trust (MCT) is the independent charitable arm of Montrose Football Club. The Trust uses the power and widespread appeal of football to change lives and the community with a focus on sport, education and health. The Club and Trust were named as the best professional club in the community by the Scottish Football Association at the Grassroots Awards in 2017, having also won the Social Impact Business of the Year (Dundee Courier Business Awards) and Community Project of the Year (SPFL Trust).

Montrose Community Trust (MCT) engages with 1400 distinct participants, every week, and approximately 3000 per year, through an extensive range of life-changing programmes such as supporting those who are unemployed, socially isolated, recovering from harmful addictions, living with a disability, suffering from poor mental health and/or living with dementia etc.

Montrose Community Trust delivers **Recreational Community Sport** to people of all ages varying from 18 months to 96 years.

Every child undertakes the **Links Park Health Trail** programme where they learn to differentiate between healthy and unhealthy activities in order to live a healthy lifestyle.

Links Park Numeracy Trail programme includes a wide range of mathematical fun tasks in the Links Park Stadium where the children learn mathematics through the measurements of the football pitch etc.

The **Links Park Literacy Trail** programme allows young participants to take the roles of a match commentator, reporter etc., where they have the opportunities to communicate about the events on the field and express themselves to the audience in their unique ways.

Links Park Science Trail focuses on raising the interest in science among pupils by challenging them with various tasks related to science in football, for example, testing and improving efficiencies.

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The **Play-Makers Employability Programme** supports unemployed young adults over the age of 16, by training them to acquire job-seeking skills as well as providing them with opportunities within the club. The Trust also takes care of the physical and emotional well-being of their community, through programmes such as **Walk and Talk**, an initiative undertaken by Montrose Community Trust to encourage people to be active physically and socially through walking with other people in their community.

Statistics show that men are less likely to visit the doctor to check their health. At Montrose, a new Health Check initiative was launched recently by the Community Trust to help in **Tackling Men's Health** and save lives by intervening early. MCT's Chief Executive, Peter Davidson was the first to get his health checked as a part of the initiative to encourage men , in particular, to undertake regular health checks.

Montrose Community Trust believes in the power of football to change lives and create a positive impact in the community. One such project is **Football Memories**, a reminiscence project for elderly people living with dementia. During the sessions, they see old footage of their favourite players, teams and matches from the past and are taken down the memory lane into the dressing rooms, in an attempt to ignite football memories of their past.

Through Montrose Community Trust, the club supports the lives of the people in their community, in particular, those most in need of such support and as a result, the community believes that Montrose FC is more than a football club.

“Perhaps the impact of the Football Memories project is best described by one of the women who come to the sessions: I drive a sad old man with dementia to the session, but that’s my husband when I drive back home”, said Peter Davidson.





4.3. FC Barcelona: The Power of Social Media

Joan Marcet, Social Media Strategist for the Barcelona Foundation

“If your content is good, the quality will lead to quantity” - Joan Marcet

Barça Foundation is using social media and the internet in order to share inspiring stories. These inspiring stories form part of the social media approach of the Barcelona foundation. FC Barcelona has widened its reach through social media in the last years.

Barcelona Foundation has reached 1,6 million beneficiaries (people who receive the benefits of the activities of the foundation), created an impact across 58 countries, established more than 50 collaborations with other organisations that also work on CSR or the sector of volunteering and support, and has 5,5 million followers on the main social media channels.

In order to reach the goals, there are 3 steps that should be taken. Firstly, it is important to define a message and set the tone of this message. Secondly, is important to raise awareness and become an asset. Thirdly, become an advocacy channel.

Stories that Inspire Communities: Joan Marcet thinks that the best way to tell the stories that inspire communities is letting people from the community projects share their story.

One of the examples was the story of one of the beneficiaries that got a phone from Barça Foundation so he could film and share his story with all the people that were following the Foundation on social media.

Another story was the one of Pol. Pol had the dream of visiting the Camp Nou but had to stay in the hospital due to a long-time illness. Barça Foundation then used a robot in order to provide Pol with his dream experience: visiting the Camp Nou. Furthermore, he had a city tour by the ex-football player Éric Abidal. Pol was controlling the robot from the bed of the hospital. Finally, Éric Abidal visited Pol in the hospital.

The third story is settled in Perú, Jeremy Ethan Alejo has a physical disability. Barça Foundation has a specific programme that works with kids with disabilities.



Educators: The first example is about Coco, a sport football coordinator at Kara Tepe and a coach in the FutbolNet programme. In the process she learnt that teaching refugees is a different experience. These children come from different backgrounds and difficult situations and environments. Coco used activities mainly focusing on teamwork to show the kids the importance of trusting each other.

Jonathan Leon is a coordinator in New York, he has one student called Jonathan that has autism. Jonathan had difficulties expressing himself and talking with other people. One of the Barcelona programmes has made a deep impact on him. By the use of football, Jonathan has been able to express himself better and become a fan of the sport.



New Rules: Another programme that tries to ensure that no kid, no matter gender, ethnicity or any other kind of child with any type of difference is left outside or discriminated.

Content is everything, focus on beneficiaries (people that will benefit from the programmes or activities the foundation does). Timing is important. Don't be afraid of advocacy or interaction. Quality leads to quantity and not the opposite.

“Be aware that if you work with social networks or with the public, there will always be someone that is criticising or being negative about what you or the foundation does. That is the reason why is important to be able to cope with it and be aware that it will be impossible to make everyone happy.”- Joan Marcet

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Liverpool FC Foundation: A new CSR Strategy

Matt Parish, Head of Liverpool FC Foundation

Liverpool FC Foundation was established in 2010 although Liverpool was already working in the community and as a supportive tool for fan and community engagement for the previous 30 years. Liverpool foundation also provides a platform to use the power and passion of Liverpool FC fans to do good.

The main vision of the foundation is to be the leading football foundation that changes and transforms young people's lives, while the mission is to bring the Liverpool FC family together to create life-changing opportunities and experiences for the children and young people.

Liverpool FC has a five-year strategy that points out:

- 1) **How:** Social action, partnership working, Liverpool Foundation programmes, raising funds and monitoring and evaluating.
- 2) **Where:** Locally and Globally.
- 3) **What:** Wellbeing, skills, communities.
- 4) **When:** 20% tactical (alleviating the symptoms-short term), 80% strategical (long term)
- 5) **Why:** Establish a connection between Liverpool FC and the community

Liverpool FC is a responsible club that can galvanise long term support through success both **ON** and **OFF** the pitch. Inside Liverpool FC there are 4 different groups that are engaged in CSR strategies.

- LFC Foundation: Club's official charity
- Red Neighbours: The community program
- Reds go green: Environmental Policy
- Reds together: Equality, diversity and social inclusion

Liverpool FC Foundation has managed to acquire some extraordinary numbers in terms of children that took part in their programmes (28.630). It provided help and support for 652 young and adults with special needs. 337 girls took part in football sessions, and Liverpool FC boast an international network that has reached 3.557 young people. Liverpool FC conducted a survey in which the fans stated that it is necessary and important that the club has a charity (83% of the fans), as the foundation can take care of the social issues the fans care about and sports can make changes in people's lives in a way that only sports can do it.



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Liverpool is focusing the majority of their resources on delivering long term, sustainable change, that addresses the root causes of the issues that affect the communities they support.

The main local delivery is in the 5 boroughs of Liverpool city region (Liverpool, Knowsley, Wirral, Halton, Sefton, St Helens) and there is a strategic focus on areas of high deprivation and need. Moreover, considering the fact that Liverpool FC have such a large global fan base, Liverpool FC decided to team up with Right To Play in order to launch a global partnership to help vulnerable children around the world with tools and skills that they will need to overcome the challenges resulting from poverty, conflict and disease.

Liverpool FC Foundation works in schools, parks, open spaces and community venues in the areas with higher deprivation.

Wellbeing (living healthy and happy): they offer programmes for military veterans, holiday camps, health goals Malawi and multisports.

Life skills (achieving a successful life): they have programs that are meant to inspire people, such as primary stars, IntroUniversity North Liverpool (a partner of Liverpool FC Foundation), street soccer and works.

Community (inspiring living together): they offer programmes such as mini kicks, kicks, open goals local, open goals international.

In order to make their programmes as effective as possible, Liverpool FC Foundation also made some partnerships with other charities and organizations to improve the lives and health chances within the communities they support. Furthermore, there are projects such as Social Action Movement (which is beneficial for the community) and Right to Play (which tries to empower kids and football as well as social inclusion).



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Due to the fact that Liverpool FC has around 800 million people supporters, that at least support them to some extent, the Liverpool FC foundation has the unrivalled ability to drive **unrestricted** income and bolster its impact through fan fundraising initiatives. Due to the diversity of their fan base they have a different range of activities accessible for the whole Liverpool FC family. Approximately half of the foundation's income is currently generated through **grant funding**, this restricted income can only be invested in a specific activity agreed by the funder.

Liverpool FC foundation currently operates and works with six external funders. The other funding sources are partnerships and sponsorship income (thanks to the formation of a new Marketing & Business Development team). This funding can be used for specific programme delivery or as unrestricted funds to help with core operational costs.

Finally, the appointment of a new Impact & Insights Manager will facilitate the monitoring, evaluation and learning (MEL) of the impact and ensure that the resources are invested in the right way.



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Thank you!

EFDN would like to thank all attendees, speakers, volunteers and especially our host Barça Foundation for making the 13th EFDN Conference a huge success.

You can find all presentations and more resources on CSR in European Football on our [Online Learning Platform](#).

You can find additional photos and videos on our [conference website](#), [Facebook page](#) and other communication channels.

We hope to see you at our 14th EFDN “#Morethanfootball” Conference in Breda, The Netherlands on the 24th & 25th of March 2020.

[Please save these dates for 2020!](#)





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Save the dates

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23.03.2020 – 16.04.2020

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