



PROMOTING SOCIAL INTEGRATION AND VOLUNTEERING IN SPORTS CLUBS

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Promoting social integration and volunteering in sports clubs

Lessons from practice

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ISBN 978-87-93496-79-8 (Paperback)

ISBN 978-87-93496-80-4 (PDF)

Cover foto: Nils Rosenvold/DGI Fotoarkiv

Print: Digitaltryk, Odense



Co-funded by the
Erasmus+ Programme
of the European Union

This project has been funded with support from the European Commission. This publication only reflects the views of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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A short introduction to the SIVSCE-project

The ‘Social Inclusion and Volunteering in Sports Clubs in Europe’ (SIVSCE) project is a collaborative partnership co-funded by the Erasmus+ Programme of the European Union. The project has been, and will be, implemented in 2015, 2016 and 2017. This chapter provides a brief overview of the project.

Purpose

There is only a limited amount of knowledge on the political conditions for, and structural characteristics of, sports clubs that promote social inclusion and volunteering in sport. Most of the existing knowledge is, furthermore, context-specifically tied to individual member states within the European Union. This project seeks to provide comparative knowledge across ten European countries, convert it into specific suggestions for action, and disseminate this knowledge to politicians and sports professionals across Europe. The main aim is to promote social inclusion and volunteering in sports clubs in Europe.

Work packages and project output

The project is implemented in seven work packages (WPs):

- WP1: A collection of sports club policies in the participating countries.
- WP2: An online sports club survey conducted in each of the participating countries.
- WP3: An online member and volunteer survey conducted in at least 30 sports clubs in each country.
- WP4: Overall analysis of the results from the three studies conducted in WP1, WP2 and WP3.
- WP5: A collection of examples of best practice in relation to social inclusion and volunteering.
- WP6: Creation of a handbook with suggestions for sports policies, club management and the like, capable of promoting social inclusion and volunteering in sports clubs.
- WP7: A broad dissemination of findings and suggestions (e.g. European and national conferences).

The project generates the following output:

- 5 reports (one for each WP 1 to 5)
- A handbook (WP6)
- A European conference and ten national conferences (WP7)

Partners

The project includes eleven partners from ten countries dispersed across Europe, as illustrated in the map below. The representation of countries from different parts of Europe ensures that project findings will be of broad relevance to nations across Europe.



Map of partners in the SIVSCE project.

Jointly, the group of partners in the project represents vast knowledge about and experience with studies within the research field of sports participation, sports policies, sports organisations and sports clubs. For basic information about the project partners and their roles please consult the introductory report to the project (Elmose-Østerlund et al., 2016).

Central concepts

Particularly central to the project are the following three concepts: Sports clubs, social integration, and volunteering. These are described below.

Sports clubs

Sports clubs are generally considered to be participated in voluntarily, and led by volunteers, as opposed to paid employees. They are therefore part of the voluntary sector of leisure provision; in contrast to the private and public sectors. Even though they share this common characteristic, the population of sports clubs in Europe is highly diverse on a number of structural characteristics and it is therefore extremely difficult to present a clear and unambiguous

definition. Instead, researchers have suggested seven characteristics of an 'ideal type' sports club: 1) voluntary membership, 2) orientation towards the interests of members, 3) democratic decision-making structure, 4) voluntary work, 5) autonomy, 6) a non-profit orientation and 7) solidarity (Heinemann & Horch, 1981; Ibsen, 1992).

Social integration

In the project we have used the concept 'social integration' as a more broad term than social inclusion. We distinguish between three – interrelated – dimensions of social integration that draw attention to different aspects of the concept that are relevant to sports clubs (Elling, De Knop & Knoppers, 2001; Esser, 2009).

1. *Structural integration*: The representation of various social groups in the membership, relative to the population.
2. *Socio-cultural integration*: The ability of individuals to know and master dominant values and norms (assimilation) and the acceptance of multiculturalism (pluralism).
3. *Socio-affective integration*: Participation in social life and the formation of social networks (interaction) and the degree of identification and emotional devotion (identification).

Volunteering

In this project, we define volunteering or voluntary work by five central characteristics: 1) voluntary activities, 2) unpaid or paid for with a symbolic amount, 3) carried out for people other than one's own family, 4) for the benefit of other people 5) and having a formal character (organised or agreed) (Ibsen 1992).

Theoretical framework

This project is not guided by a single theoretical approach to the study of sports clubs. However, it does subscribe to the understanding that sports clubs are relevant objects of study themselves. In order to understand how sports clubs function and why, it is necessary to study the central characteristics of clubs. At the same time, sports clubs cannot be understood as detached from their environment, since the environment sets the framework in which sports clubs function and develop. Finally, sports clubs have come to exist due to members combining their resources to realize shared interests, which means that sports clubs primarily exist to serve the interests of their members.

In light of the above, this project departs from a multilevel model for the analysis of sports clubs (Nagel, 2007). The multilevel model takes into account the environment of sports clubs (macro level), sports club characteristics (meso level) and the characteristics of members and volunteers (micro level).

More information

Project progress, publications, articles and information about conferences can be found at the project website: <http://www.sdu.dk/SIVSCE>. For more detailed information about the project, please consult the introductory report (Elmose-Østerlund et al., 2016), which is also available on the project website.

1. Introduction

This report represents the fifth output from the project ‘Social Inclusion and Volunteering in Sports Clubs in Europe’ (SIVSCE). The first report (WP1) built on a collection of sports club policies in the ten participating countries with the aim of elucidating potential associations between the conditions that the governmental and political framework establishes on the one hand, and social integration and volunteering in sports clubs on the other hand (Ibsen et al., 2016). The second report (WP2) sought to investigate and compare characteristics of European sports clubs. The report builds on data collected through an online survey carried out among 35,790 sports clubs in Europe. In the survey, the participating clubs were invited to answer questions on structural characteristics, the general management of their club and specific goals and plans for promoting social integration and volunteering (Breuer et al., 2017). The third report (WP3) examined the involvement and commitment of adult (16+ years) members and volunteers in their respective sports clubs. The data for the report was gathered through an online survey among 13,082 members and volunteers from 642 sports clubs (Van der Roest et al., 2017). The fourth report (WP4) utilised the knowledge collected about sports policies, sports clubs and members and volunteers. By combining this information, similarities and differences – and their potential explanations – were identified and elaborated upon (Elmose-Østerlund et al., 2017).

This report builds on a collection of good practices of sports clubs in all of the participating countries, with the aim of providing a qualitative description of specific sports clubs and projects that are successful with social integration and in recruiting and retaining volunteers.

The authors are aware of numerous constraints in dealing with different theoretical and methodological foundations of the so-called ‘best practice’ research. The subject literature on best practice research is terminologically incoherent, fragmented and in many ways inconsistent (Vesely, 2011). So far, there has been no consensus on what best practice studies actually are and how they should be properly conducted (Myers, Smith, & Martin, 2004). Several interrelated terms are used in the literature to refer to best practice research, including ‘best practice’ (e.g. Bretschneider, Marc-Aurele, & Wu, 2005), ‘good practice’ (e.g. Stenström & Laine, 2011; Tuominen, Koskinen-Ollonqvist, & Ruvinen-Wilenius, 2004) and ‘smart practice’ (i.e. Bardach, 2004).

According to Bretschneider et al. (2005), the term ‘best practice’ implies a way of action that appears better than any alternative ways of action and, at the same time, attains a defined goal. However, as Bardach (2004) suggests, the term ‘best practice’ is misleading as it is not certain whether the researchers have identified the best exemplar of all options, which might solve the problem they are facing or the goal they are trying to achieve. Moreover, he also disputes the use of the term ‘good practice’ because what is and what is not ‘good practice’ depends on the context and setting.

For the purpose of the SIVSCE project, the authors will nevertheless use the term ‘good practice’, bearing in mind all the constraints. We are aware of the fact that providing ‘best practice’ is impossible, as such extensive research is not feasible to be carried out in all ten partner countries. But taking into account Tuominen et al.’s (2004) definition, the report will present ‘good practices’ that:

- can be anything which works fully or partially (a whole sports club or a project),
- may be a useful set of functions that generate learning for other sports clubs,
- have worked well in a partner country, and so they have been proven to be good and they have led to good results,
- are innovative as they create opportunities to introduce new procedures and approaches that may be implemented by other sports clubs,
- can be turned into new practices as they can be transformed to suit different situations occurring in a sports club.

The report is structured as follows: in Chapter 2, the methodology for the data collection in the ten participating countries is presented. Criteria are described for the selection of examples of good practice, the identification of target organisations, case study collection, analysis of key elements and good practices, as well as elimination criteria. Chapter 3 provides a cross-country analysis of the good practices structured in three main areas: 1) promoting social integration in sports clubs, 2) engagement in volunteering in sports clubs, and 3) promoting social integration through volunteering in sports clubs. It also presents a wide set of good practice elements in the above-mentioned areas which may serve as an inspiration for sports clubs. The final chapter – Chapter 4 – contains an alphabetically ordered (by country) collection and description of thirty good practice cases.

2. Data collection

The data collection for this report was conducted in the following steps:

A. Criteria for the selection of examples of good practice

Firstly, each partner was asked to select three to five examples of good practice and initially describe these in bullet points. In correspondence with the work package leaders, three good practice examples were selected per partner country for further description. The examples focused on:

- 1) promoting *social integration* in sports clubs, and
- 2) engagement in *volunteering* in sports clubs.

The third case could be selected in either of the two themes.

Each partner was free to choose the methodology in selecting clubs. Through previous research or from other sources, some partners might have already had knowledge about sports clubs that can be regarded as examples of good practice. Partners could also choose to contact sports federations for help in finding examples.

B. Identification of good practice cases

The following criteria were applied in the selection of good practice cases:

- The focus was broadly on good practices regarding *social integration* and *volunteering* in sports clubs, so it did not need to be limited to specific projects. Good practice examples from clubs that had taken their own initiatives to foster *social integration* and/or promote *volunteering* were also very relevant.
- The content of the good practice case may have referred to an integrated activity and/or a side, separated activity of a given organisation.
- The selected good practice cases may have used sport as a goal or sport as an instrument. This approach allowed for the selection of good practice cases in which the main focus was on sport – for leisure or for competition – but also cases in which sport was regarded as a tool to supplement the main activity, which may be outside of sport.
- The selected cases represent vibrant member democracy in a supportive social environment, and provide feasible knowledge for sports clubs on the grand theses of the project: *social integration* and *volunteering*.

C. Case study collection

The work package leaders received brief descriptions of 49 good practices describing the cases from all the 10 partner countries through bullet points:

- 23 cases in the area of *social integration*,
- 12 cases in the area of *volunteering*, and
- 14 cases combining both the above-mentioned areas.

In the logic of the selection, it was the priority goal to secure diversity within the areas, but also among target groups according to age, migration background, disability status, etc. Three good practice examples from each country were selected for further description.

D. Analysis of key elements and good practices

Each partner provided a brief description of the selected good practices based on key elements that relate to the most important areas of sports clubs' daily life. The key elements included the following:

1. Planning (existence of short, mid, and long term strategy, if any);
2. Funding (sources of funding and utilisation of funding, gaining the best value from available funding);
3. Partnerships and collaboration (partner organisation, stakeholder networks, cluster development, local/regional/national sport organisational and social community embedding, etc.);
4. Communication and awareness-raising methods, activities;
5. Recruitment and retainment procedures – with regard to members and volunteers;
6. Non-sport activities (social gatherings, community activities, donation management, network systems);
7. Empowerment through sports (contribution to social mobility, labour market or entrepreneurship facilitation, training and education in sport and through sport, etc.).

E. Elimination criteria

Programmes, activities and procedures that have been implemented by a state, federation or the EU could not be selected as examples of good practice. The descriptions of good examples are based on clubs and actions in clubs. However, this did not rule out the option that a state, federation or EU initiative could have been influential in designing this practice.

3. Cross-country analysis of good practices

Membership rates in sports clubs in Europe vary on a large scale. In Western Europe and Scandinavia, a relatively high percentage of citizens are sports club members. On the other hand, in southern and eastern European countries, sports clubs can reach only a small segment of society. Regardless of the participation rates in different parts of Europe, some sports clubs experience difficulties in raising or even maintaining their membership and find enough support to run their activities through the contribution of volunteers (Breuer et al., 2015).

Research data shows that the approaches taken by sports clubs towards both members and volunteers play a critical role in the decisions that people make when considering their commitment to a club as members or volunteers (Schlesinger & Nagel, 2013; Schlesinger, Egli, & Nagel, 2013). The question of how clubs can become more inclusive towards all segments of society seems to be a crucial issue in relation to the future existence, roles and functions that civil sports organisations may take, as opposed to commercial and informal sport with increasing popularity all over Europe (Breuer et al., 2015; Scheerder et al., 2015).

In this cross-national analysis of good practice cases, we made an attempt to create a connection between research findings and good examples that currently function around Europe on the practical daily life of sports clubs. Therefore, in the analysis there are references made to research findings previously conducted in relation to sports clubs, followed by examples taken from the thirty cases collected in the ten participating countries of this project. The good practice examples collected are presented in such a way that they can assist clubs in Europe in overcoming challenges regarding both involving segments of society that are currently underrepresented among their members, and also working with volunteers in their daily operation. The goal was to acknowledge and promote good practices, and also to provide ideas that can be adapted to national and local circumstances all around Europe in the two areas of *social integration* and also *volunteering*.

3.1. Promoting *social integration* in sports clubs

In addition to being a benefit to the participants' health, sport can be valuable in the context of *social integration*. Participation in sport can generate a social added value as sporting outcomes (such as skills and knowledge development) produced by organised sport involvement might eventually lead to personal pro-social development and broader societal integration and cohesion (Coalter, 2007). Activities undertaken by sports clubs provide opportunities for marginalised and underprivileged groups to interact and integrate with other social groups.

This part of the report will present good practice examples of the selected sports clubs from all ten partner countries that are successful in promoting *social integration* among their members.

With respect to *social integration*, the good practice cases were grouped around the most marginalised and underprivileged groups that are generally underrepresented in European sports clubs, such as migrants and refugees, ethnic minorities, the elderly, people with disabilities, women and young girls, and underprivileged children (see Figure 1). The groups

are also referred to by the EU (2010, 2011), emphasising the role and potential of sport and physical activity as a source of and a driver for active *social integration*.

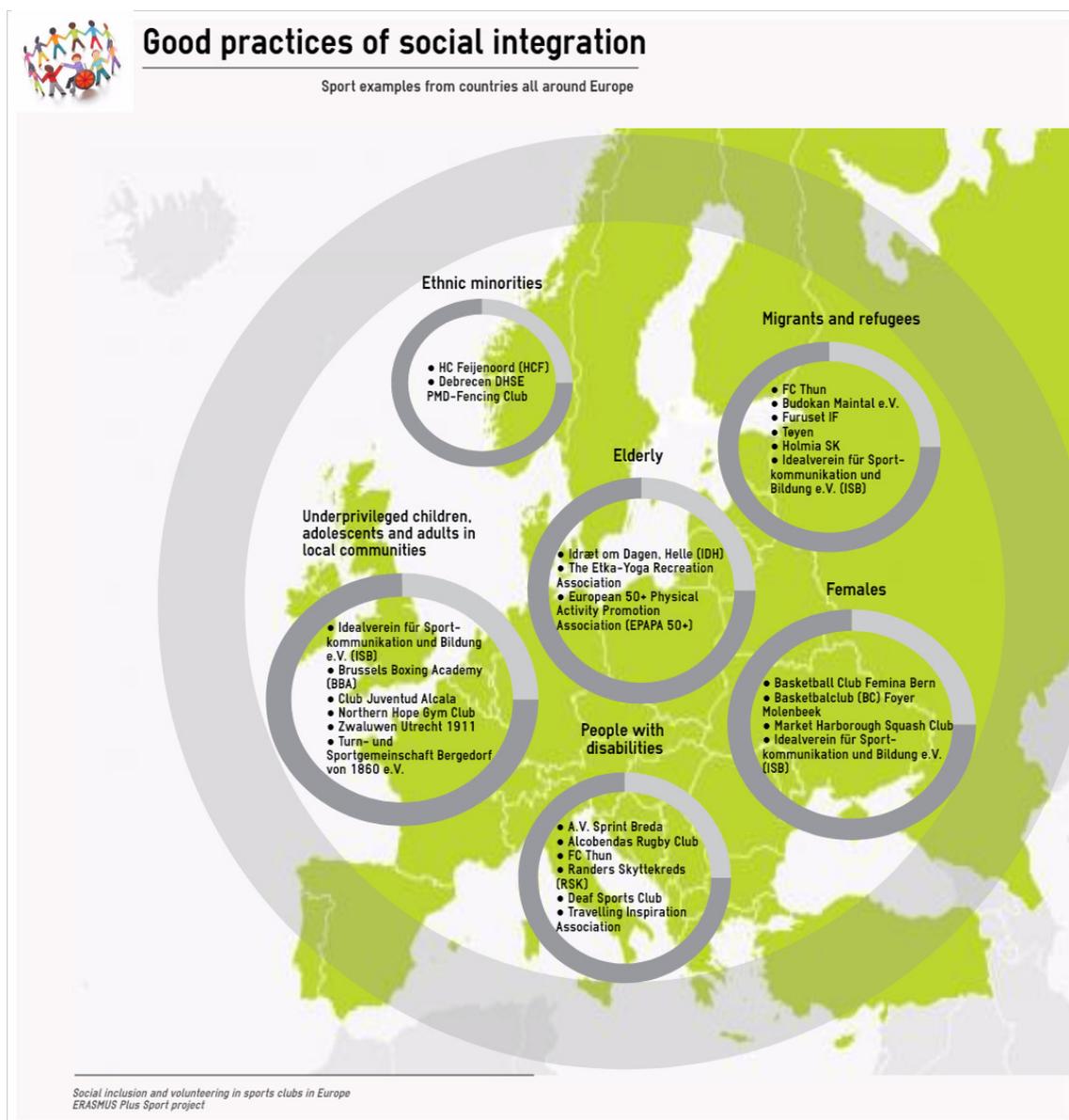


Figure 1. Sports clubs in Europe selected as good practice examples of social integration.

3.1.1. Migrants and refugees

Sports activities provide an opportunity to facilitate the integration of migrants and refugees by helping to promote and maintain intercultural contacts between immigrants and nationals (Bertram et al., 2016).

Social integration, sporting achievement and social recognition combine to form an im-

portant showpiece of **FC Thun**, a professional premier league football club in Switzerland. Since the season 2007/2008, FC Thun has incorporated the programme “FC Thun macht Schule” (“FC Thun performs training”), dedicated to young refugees living in refugee hostels, into its programme to train their players in a broad sense, through promoting personality development and the acquisition of social competences. Since the 2011/2012 season, the professional team has also been integrated into the project and has an important exemplary function. The “Wednesday Afternoon Special Training sessions” are organised free of charge in the Stockhorn Arena in Thun (the stadium of the professional team), and in particular it is open to beginners without imposing a limit on the number of participants. The young players of FC Thun learn to deal with diversity through experiences in a diverse social context. The asylum seekers can improve their skills with the German language and broaden their knowledge about the culture and common social manners. Consequently, the actions of FC Thun in the area of *social integration* can also be seen as corporate social responsibility, as there is no benefit from the athletic point of view or in terms of talent-spotting.



Figure 2. Wednesday Afternoon Special of FC Thun, Switzerland (for young migrants and children/adolescents with disabilities).

© FC Thun (Hans-Jürgen Bartl)

Another club engaged and committed to promoting the social integration of refugees is the **Budokan Maintal e.V.** sports club from Germany. One unique example of good practice has been to construct temporary refugee accommodation, which will be used as a club house and a judo boarding school in the future. The city of Maintal will rent the building with 68 places for a minimum of six years, with an option to extend the contract thereafter for two years.



Figure 3. Construction of a refugee home, later used as a clubhouse and boarding school.
© Sports club Budokan Maintal e.V.

Other successful good practice examples initiated by the Budokan Maintal sports club include diverse social projects, such as cooperation with schools and childcare centres. To encourage integration, the sports club also offers organised sport to the asylum seekers, supports the preparation of healthy lunch meals, and provides educational work during or after lunch time. The Budokan sports club sees its engagement in the education and development of its trainees and volunteers as an investment for the future.

The next three good practice examples come from three neighbourhoods of Oslo in Norway with a high proportion of immigrants. **Furuset IF** is a club with long traditions (est. 1914), which provides various sports activities to children with minority backgrounds. The club offers a very low membership fee with free use of equipment and free access to the sports facility every Sunday. Many of the activities are based on cooperation with external actors, other sports organisations, the municipality or private companies. Besides the regular sports activities, the club runs Alna-skolen, which provides leadership education (sport, voluntary

work, administration) for young members in order to include them in the running of the club. An especially important part of the school is to provide an active environment for young immigrant girls. The club is also engaged in “Regnbuen Arbeids- og Aktivitetsforum” (“The Rainbow Work and Activity Forum”) which provides meaningful work tasks and activities with a potential for personal development for mentally retarded people.

Another good practice example is the young club **Tøyen** (est. 2015) which uses a very wide spectrum of activities (from traditional sports activities like ball games, cricket, yoga and swimming, to Zumba, flamenco and more recreational forms like knitting) to foster *social integration* and enthusiasm in the local community, but also to strengthen the local affection and pride for the club. Whereas sports clubs traditionally have different groups (ski, football, etc.), Tøyen is very clear about supporting activities that are more ad hoc. For example, when someone takes the initiative to participate in knitting as an activity, this activity depends neither on there already being a more formalised knitting group in the club, nor on there being a demand to establish a more formalised structure for doing knitting in the future. The club also has a strong relationship with the municipality and the local city district, and it also engages in local events like festivals and Christmas markets. Being spontaneous, Tøyen utilises existing engagement in the local community to generate activity and solidarity.



Figure 4. Hiking in the woods.
© Tøyen SK

The third Norwegian example is the multisport club **Holmlia SK**, which is using sport to manifest the credo “we shall be proud of ourselves” in the local community. The area was struggling with a bad reputation due to a racially motivated murder. The aim of Holmlia SK is to contribute to helping “voluntary organisations support participation, dialogue and cooperation in the local community and improve the public health, particularly among the immigrant population”. The club participates in the larger “Vær stolt festival” (“Be proud festival”), which underpins the importance of the identity of the local community. Also, like the previous Norwegian cases, the club attempts to keep low prices and enables the renting of sports equipment to enhance sports participation among immigrants.

The German club named **Idealverein für Sportkommunikation und Bildung e.V. (ISB)** is a young and modern sports club which manages the “Bewegte Ganztagschule” (“moving all-day school”) project that fosters social integration. As an external partner, the ISB has been managing the afternoon programme of four all-day schools in and around Schweinfurt since 2008. About 300 boys and girls are offered activities like for example swimming, volleyball or hip hop dancing classes, but the “Bewegte Ganztagschule” is more than a line-up of different sports activities. The programme includes not only sports, but also education on topics such as nutrition and the catering during lunch time, as well as homework supervision. The idea is to support and foster social learning, thereby helping children to develop into confident individuals. Through the expansion of the all-day school model, children and adolescents who take part for at least one school year more frequently sign up as members of sports clubs than children who do not participate in the project.



Figure 5. Sports activities for children at the ISB.
© Idealverein für Sportkommunikation und Bildung e.V.

3.1.2. Ethnic minorities

Regarding *social integration* of ethnic minorities, studies revealed that these groups participate to a lesser extent in important social areas, including sport and leisure, than the majority of the population (Alesina & La Ferrara, 2000; Gowricharn, 2002; Walseth, 2006). The good

practices provided demonstrate ways to increase the participation of ethnic minorities in the activities of sports clubs.

A very interesting initiative in which sport is used to contribute to solving societal and economic issues is presented by **HC Feijenoord (HCF)** from the Netherlands. Operating in a neighbourhood of low income, high rates of unemployment and huge ethnic diversity (Rotterdam South: 70% of the inhabitants are from migrant groups), the club has succeeded in being the fastest growing sports club in Rotterdam. HCF builds bridges between the various groups and is a club where people come together on and alongside the sports fields irrespective of their social status, background and religion. Its approach can be distinguished from those at other regular sports clubs through an organisational structure that is more similar to organisations in the field of education and welfare. In contrast to regular sports clubs in the Netherlands, three professionals are running the sports club. There is a teacher of physical activities/pedagogue, a head trainer and a programme manager. In addition, there are on average fourteen students per season who work as trainers, coaches, team leaders and in other technical functions, which is part of their vocational education. In addition to the regular hockey training, the staff discusses themes such as nutrition and health and safety with the youth members. Furthermore, HCF works on social and life skills by providing activities for its members in the form of workshops.



Figure 6. Field hockey players during an official ceremony on a Cruyff Court.
© HC Feijenoord

The **Debrecen DHSE PMD-Fencing Club** (Debrecen Military Sport and Youth Sports Club PMD Fencing Club) from Hungary plays a very important role in *social integration* through sport among the Roma population.

Besides having several assets, the practice of the club is threefold. Firstly, the club is integrating Roma children into the sport of fencing that is outside the mainstream sports that are generally offered to this group. Secondly, on a nearby settlement with high rates of Roma children, the club assisted in the foundation of a new sports club, Hajdúvitézi Cultural and Sports Club, which started its operation independently offering fencing for Roma children. DHSE provides continued assistance in coaching and competition opportunities, as well as assistance in sport-related and management-related issues. Thirdly, DHSE also assisted in the building of a special fencing facility for its new companion club with the collaboration of the city council of Hajdúhatház. In September 2015, the new fencing room was opened as part of the new sports centre of Hajdúhadház. Through the assistance of a club with long traditions and experience in a specific sport, a new local sporting unit was established. The intervention of DHSE fulfilled the personnel, facility and management needs that were necessary to provide opportunities in the sport of fencing for involving and integrating local Roma children and youth.



Figure 7. Building the new sports centre of Hajdúhadház for fencers.
© Hajdú Online

3.1.3. The elderly

Social exclusion and isolation of elderly people are likely to become more significant issues for society as Europe experiences a changing demographic profile (Eurostat, 2015). The good practice examples presented show how sports clubs identify effective ways of addressing these challenges that can be easily mobilised to meet diverse needs in their settings.

The Danish club **Idræt om Dagen, Helle (IDH)** (Daytime sport, Helle) from Vrenderup offers a wide range of physical activities (from swimming to petanque and folk dancing) targeted mainly at seniors in the day time. The participants meet up once a week for three hours in the local sports facility, and in a break many of the elderly enjoy a cup of coffee/tea, fruit, cake etc. – and they sing together.



Figure 8. Gymnastics activities performed as part of the daytime sports activities in Helle.
© Idræt om dagen, Helle

“The social element – the coffee and the talks – is perhaps the most important element. It is, of course, important to stay active and do exercise, but it is also important to come out and talk to other people.” (Hans Verner Frandsen, one of the founders of IDH).

Normally, around 250-300 people show up for the activities, of which approximately 200 are members, while the remaining participants pay a flat fee to join in on the day of the activities. Today, IDH is one of many daytime sports clubs in Denmark that function in a relatively similar manner, but IDH was one of the first clubs of this sort, and it has served as an inspiration for a number of other clubs.

Another organisation targeted mainly at seniors is the Hungarian club - **The Etká-Yoga Recreation Association**, which deals mainly with yoga education, training instructors, and the popularisation of yoga. The Etká-Yoga Recreational Club is mainly targeted at senior citizens and people suffering from health problems, but it is also exposing its methods to kindergarten teachers, physical education teachers and the younger generation. But the largest group for the clubs' activities comprises seniors struggling with illnesses, but looking for an improvement in their quality of life, and they are expecting results from the methods. The club considers the opinion of the participants in the classes to be important, so they regularly gather participants' experiences and remarks, and these contribute to the continuous development of the methods.

Community and network building is a central element of the club's activities. The Etká-Yoga Recreational Club cannot demonstrate a large membership. It has 69 members in total, out of which 45 are qualified Etká Yoga instructors, with 27 having accredited instructor certification. As mentioned, about 30-40 volunteers help the daily operation of the club. However, the primary goal is to reach as many people as possible through the methods and build small communities for senior citizens to exercise and to provide them with a sense of belonging.



Figure 9. Morning session for club members.
© Etká-Yóga Recreational Association

Poland also brings an interesting example of an organisation that offers local programmes of physical recreation aimed at the promotion of physical activity among adults and elderly people, as well as *social integration* and improvement of the quality of life of seniors – **European 50+ Physical Activity Promotion Association (EPAPA 50+)**. The organisation provides recreational programmes for adults and elderly people, conducts scientific research (evaluation of activity efficiency), organises outdoor events for elderly people, and supports and organises training for instructors. It provides services that help elderly people feel secure, maintain their independence, and promote their physical and emotional well-being through the cooperation of local and national authorities, and also gerontology specialists. As a result of participation in the programme, seniors choose to participate regularly in physical recreation and self-realisation through participation in workshops for Activity Leaders, addressed to active leaders of local societies.

“EPAPA 50+ tries to socially include mature and elderly people into recreation programmes. By their attitude and engagement, they encourage their peers and the younger generation to be physically active. In this way, they become activity leaders and volunteers. Saint-Exupéry said: ‘In order to be, I must participate’. The elderly want and have time to participate – only an incentive is necessary”. (Marta Gaworska, Ph.D., a Vice-President of EPAPA 50+).

At the end of the programme, a meeting is organised in each community with representatives of self-government units, non-governmental organisations, and citizens in order to exchange information and experiences in the field of activity and the *social integration* of elderly people.



Figure 10. The elderly participating in the recreational picnic Seniorada 2016 organised by EPAPA 50+. © EPAPA 50+

3.1.4. People with disabilities

Participation in sports activities has always played a great role in promoting the *social integration* of people with some type of deficiency, incapacity or disability, or those with special educational needs, particularly among young people (Parayre, 2011). It enables individuals to communicate, to experience togetherness and to find out what they are capable of doing.

The case studies presented show how sports clubs can reach people with different types of disabilities, such as:

- physical disabilities,
- visual disabilities,
- hearing disabilities,
- mental health disabilities,
- intellectual disabilities,
- learning disabilities, and
- raise sports participation among these vulnerable groups.

A good practice example comes from a sports club from the Netherlands, **A.V. Sprint Breda**, which is targeted at people with a wide range of disabilities: physical, mental and Alzheimer's disease. In order to create a very inclusive club, sports activities within all disciplines of track and field are available to all athletes with a disability from age seven. All activities are focused on the *social integration* of people with disabilities. It has become a natural way of encountering each other, there are no barriers on the track or within this club. The board



Figure 11. Ambassadors of the Dutch Championships 2016.
© Frans Vledder, Sprint

members have constantly been realising their strategy to be one of the best *social integration* clubs within the EU by increasing the participation of the handicapped (from 3 in 1985 to 75 in 2016), hiring the best coaches and improving technical items of the sports facilities (in cooperation with the Technical University). The greater proportion of the athletes do not only develop on the track. Several disabled athletes achieved positions on the board and some of them earned a job outside the club. More important than a quicker time on the track is integration into society. The integration is at a high standard as Sprint helps the handicapped athletes to become ‘one of us’ (an able-bodied person).

Another club which has developed an inclusive project and promotes the integration of people with different types of disabilities is the **Alcobendas Rugby Club** from Spain. What is interesting is that the idea arose mainly from an association of parents of handicapped children in Alcobendas (APAMA). This is an example of an organisation that implemented a holistic approach and began the project with a process of training the board of governors, the members, the players, the technical team and the delegates of the club in collaboration with professors from the Autonomous University of Madrid about the significance of *social integration* among vulnerable groups. The club engages coaches and specialised support staff who work with players with cognitive and behavioural disabilities (i.e. autism, attention deficit, hyperactivity). Two support technicians coordinate the needs of the coaches, so that all players can follow the learning and training pace. The main advance achieved until now is the integration of the school’s players into the regional rugby leagues in the Community of Madrid, which is an important achievement in terms of normalising disability.



Figure 12. People with and without disabilities playing a rugby match.
© Club de Rugby Alcobendas, Spain

It is worth mentioning **FC Thun** from Switzerland once again, which has already been reported in the “migrants and refugees” subchapter, as it also offers special training sessions (“Wednesday Afternoon Specials”) for children and adolescents with disabilities from special need schools. The idea of the special training is from Special Olympics Switzerland for regular sports activities within a sports club for children and adolescents with mental disabilities. FC Thun’s special training sessions were planned for pupils with mental disabilities, but pupils with physical or multiple disabilities are also welcome at the training sessions. In addition to the regular training sessions, participants of the special training can take part in two or three tournaments per year held by the Special Olympics Federation, where the coaches of the regular training sessions take care of the teams. For example, the FC Thun special team took part in the National Summer Games for persons with mental disabilities in 2014 in Bern and won a bronze medal. To attract more attention and to announce their special offer, Special Olympics Switzerland and the project “FC Thun macht Schule” conducted a “Special Day” during a local derby in 2015 and offered activities for people with primarily mental disabilities which provided an unforgettable experience for the visitors. Through public activities, FC Thun even attracts fans of the club or even a larger part of the population in its catchment area for the diversity of the population and contributes to sustainable actions.

Another interesting good practice example is the **Randers Skyttekreds (RSK)** club from Denmark which provides activities for people with disabilities in general and specifically for children with Attention Deficit Hyperactivity Disorder (ADHD). Even though placing a rifle in the hands of children with ADHD could sound like a controversial idea, RSK has shown that it can be a very successful combination. The club has a person responsible for arranging and coordinating activities for the disabled. The rules are adapted to accommodate people with disabilities, and the club has also invested in special equipment, such as specifically adapted air rifles for the visually impaired. In cooperation with the Danish Sports Organisation for the Disabled (DHIF), RSK also hosts competitions targeted at people with disabilities. Shooting sports seem to calm children with ADHD and increase their ability to concentrate.

The project is a win-win situation for the school and RSK. The school representative elaborates on the positive effects: “*We have received qualitative feedback from our children and pedagogues about what it has meant for the children to participate in this project. Both when they are in school and when they come home. And it is very positive feedback. The ability to concentrate has been significantly strengthened*”. So, RSK has established a well-functioning collaboration with the local school for children with special needs. The school recruits children with ADHD and transports them to RSK, where volunteers teach shooting to the children in a calm and safe environment. The activities that RSK facilitate with the school take place during the daytime and the children who participate do not automatically become members of the club. However, the daytime activities have inspired more children with ADHD to join RSK as members, for the benefit of the children, their parents – and the club. Besides being a sports club with activities for children with ADHD specifically, and for people with disabilities more broadly, RSK also aims to be a club for the entire family and has created an “activity room” with billiards, table football, computers and the like.

The last two examples present activities organised in sports clubs targeted at people suffering from hearing or visual impairment. The oldest and largest sports club in Hungary, which

provides regular sports activities and organises competitions for deaf and hearing impaired people, is the **Deaf Sports Club**. The club offers a wide variety of activities organised in eleven sport sections, divided into gender and age groups. It plays a great role in social integration of disabled people, as the club is trying to reach out to people with disabilities through every possible forum. The functioning of the association is public, it rejects all discrimination based on gender, age, origin, race and any other discrimination. The club maintains contact with national and international organisations that are related. The club is also represented at international competitions and events with great success. Due to the club's contribution to strengthening social processes and cohesion between deaf and hearing-impaired people, they have managed to build a close relationship between people with and without disabilities, families and organisations.



Figure 13. Silver medal at the women's Borbély Endre Memorial Football Tournament, 2014.
© Deaf Sports Club, Budapest, Cz. Szép Kata

The last example of good practice comes from a modern and single sport club, **Travelling Inspiration Association** from Poland, which organises cycling excursions for fully fit persons and tandem trips for people with disabilities on a national scale. They developed their own system of training and certifying cycling tourism instructors and volunteers for tandem trips with deaf-blind persons. The organisation conducts numerous sport and non-sport initiatives targeted at children, youth, elderly people and disabled persons (mainly deaf-blind). The aim of the initiative is the activation of deaf-blind persons and breaking through the barriers of

their disabilities. So far, the impaired persons, supported by the association, managed to travel all around Poland, and to go from Warsaw to Tallinn and from Lisbon to Santiago de Compostela. The organisation has its own tandem bikes and experienced guides, who are trained and certified by the association. It runs educational workshops for children and youth, called “Age does not count – you can also be active” aimed at familiarising children with the voluntary service and work with disabled people. School children get acquainted with the basics of alternative ways of communication (sign language and Lorm’s alphabet) and the way of guiding blind persons. Moreover, the organisation helps people who have a regular contact with deaf persons to acquire grants from public funds for a sign language course.



Figure 14. Tandem trip of deaf-blind persons within the programme “I cycle, not seeing any obstacles”.
© Travelling Inspiration Association

3.1.5. Females

There is evidence of a positive relationship between sports participation and the *social integration* of women and girls (WHO, 2007). Access to safe spaces becomes increasingly confined, restrictive, enclosed and domestic as girls reach adolescence. Evidence from good practice sports clubs shows that sports activities can allow women and girls access to safe social spaces.

The **Basketball Club Femina Bern** from Switzerland is among the good practice ex-

amples. This club could also be positioned in the migrants subchapter as it promotes *social integration* of young female immigrants through integration-oriented actions. Because of the flow of refugees since 2015, the club started an integration project, directly aimed at female asylum seeking girls and young women. Training sessions at competitive and grass roots level take place within a supportive social environment characterised by female coaches and women teams. Additional basketball training sessions (free of charge) are offered as part of voluntary sports at schools. Common tournaments (on local/national level) are regularly organised with teams in the region of Bern. The integrative project is also supported by female players of BC Femina who either conduct regular basketball training sessions in the club or municipal and national sport events for children and adolescents. Up to now, the club has been successful in terms of not having had any serious problems and discrimination with regard to cultural diversity, and there is a high amount of socially integrated members and no remarkable exits out of the club.



Figure 15. “Girls, we want you!” by Basketball Club Femina Bern.

© Basketball Club Femina Bern

Basketbalclub (BC) Foyer Molenbeek in Belgium is another good practice example for *social integration*, because the club strives to reach a balanced mix of girls from different backgrounds and specifically targets young disadvantaged girls who are not being reached through mainstream sports activities. To reach disadvantaged girls, cooperation has been established with counsellors in the Regional Integration Centre Foyer and with youth clubs, schools and other initiatives. BC Foyer Molenbeek wants to present itself as a youth sports club for girls with a strong training game, where fun, technical training and the development of social skills are key. Girls in a vulnerable position are supervised by a team in different areas of their life, according to their needs. The board, youth coordinator and coaches are expected to be open to the potential limitations of the members, to focus on the positive elements and skills of the youngsters and to actively contribute to the achievement of both sporting success and social objectives of the club. The club tries to break down barriers by limiting the membership fee (around 50 euros per year) and maintaining close contact with the parents and other supervisors. The club has installed a principle of solidarity: families who are well-off pay a higher annual membership fee than families who have a harder time. To improve the cohesion of the team and the club and to broaden the horizon of the youth, the

club organised an adventure camp with challenging activities. Particular attention was paid to cooperation between the youth, team spirit, self-reliance and social skills.



Figure 16. Adventure and teambuilding camp.
© BC Foyer Molenbeek

The next example in this section differs from the above-mentioned cases as it illustrates the influence of the national campaign (launched by Sport England) on the club's activities. **Market Harborough Squash Club** is an organisation that not only targets females, but all players representing different ages and levels. However, the local authority contacted the club to set up a scheme to promote squash for women, and the club participated in the "This Girl Can" campaign, aiming to empower women and encourage them to become more active. The club's female coach provided a good role model and helped recruit women from school playgrounds. Squash sessions were offered at a special price. When fulfilling certain requirements, females were provided with free equipment and t-shirts. The club also organised social events, so as to add value to building social rewards into membership.

A network project of the **Idealverein für Sportkommunikation und Bildung e.V. (ISB)** club from Germany named "Vereint in Bewegung" ("united in movement"), offered sport specifically tailored to women with a migration background. This example could therefore also be placed in the section on migrants. In 2012, two courses were provided, namely 'sport and health' as well as aerobics. Women were informed through a flyer in three languages (German, Turkish and Russian). Classes took place in gyms, where the women were not vis-

ible to men, allowing Turkish women to do sports without a headscarf. Currently, the ISB is also looking for appropriate swimming pools in order to be able to offer swimming classes to Turkish women. The course ‘sport and health’ is certified by the quality seal “Sport pro health” and the ISB is supported by the programme of the German Olympic Sports Confederation (DOSB) “Integration through sport”.

3.1.6. Underprivileged children, adolescents and adults in local communities

Participation in sports activities organised by sports clubs provide opportunities for marginalised and underprivileged groups to interact and integrate with other social groups.

This is visible through the activities of the **Idealverein für Sportkommunikation und Bildung e.V. (ISB)**. The ISB manages the project “Bewegte Ganztagschule“ (“moving all-day school”), an afternoon programme in all-day schools including all kinds of sport, education on different topics (i.e. nutrition), lunch, and homework supervision. The idea of the project is to support and foster social learning, thereby helping children to become confident individuals (also see section 3.1.1). Moreover, the club runs a project named “Vereint in Bewegung” (“united in movement”), which offers sport specifically tailored to women with a migration background (see section above). The club is able to react to changing social conditions by adapting the offers accordingly or using the change to create new sport programmes. The ISB wants to prevent social exclusion by making sport accessible to all groups, including children going to all-day schools, children from precarious family conditions, and older people. The most important factor in considering the ISB as a European good practice is that the ISB motivates other sports clubs to imitate its model and therefore provides consulting services through training sessions and communication of shared experience.



Figure 17. Children taking part in sports offers by the ISB.
© Idealverein für Sportkommunikation und Bildung e.V.

Another good example in this category is the **Brussels Boxing Academy (BBA)** from Belgium, which manages to reach a diverse range of members from different social layers, mainly young members with a migration background and refugees. Its mission is to develop a quality boxing operation with a strong base programme which anyone can join, at any time of the year, at a reasonable price. The dual role of the trainers educating the youth both physically and socially must be emphasised as their role is not limited to the sporting framework. Personal problems, problems at school, in the neighbourhood or family problems can be addressed. The BBA is working on the emancipation of young people in Brussels, both through sport and through extra-sporting group projects, individual counselling and guidance. BBA reaches out to the environment, wants to bring boxing to youngsters and gives initiations on the street, in schools, at festivals or neighbourhood parties. Moreover, BBA takes part in cultural, sporting and social projects that expand the world of young people and provides empowerment to be stronger as a person in society.



Figure 18. BBA training in Kogelstraat 29, May 2016.
© Sarah Dheedene

Club Juventud Alcalá from Spain also uses basketball as a means of promoting *social integration* among children at risk of possible discrimination for cultural, gender or socio-economic reasons. Among other activities, the club runs the “basketball for everyone ” activity for a large number of families that are unable to pay the club fees. The objectives of the project are to create training groups, where the children participate in the activity, stimulate the children to play and have fun while following the rules and guidelines set by the coaches, produce an improvement in their quality of life, and reaffirm the values transmitted through

the activity itself. The coaches coordinate with the school, so that if a child misses a class or does not behave appropriately, he/she is not allowed to participate in the “basketball for everyone” programme. The school guidance teams point out that the activity is very beneficial for the children because it improves their integration, respect towards others, and achievements at school. Regarding the functional diversity of activities, in many cases, this is the only opportunity that these children have to practise sport. It is an activity that benefits them in terms of integration, health and social relationships.



Figure 19. Members of the team after winning a medal.
© Club Juventud Alcalá, Spain

Another club which is worth mentioning as a good practice example in using sport as a *social integration* tool for children and adolescents is the **Northern Hope Gym Club** from England. The club ran special sessions for young people aged 11-17 who had been excluded from mainstream schools and were in a ‘special school’ in Newcastle. As the sessions were adapted to meet the needs of this particular target group, they were successful in changing extremely un-social behaviour: swearing, fighting and students who were adverse to any personal contact. The work with this target group results in access to a group excluded from sport and society being established through an intermediate organisation (their school) via a personal contact (the parent of a gymnast). The key role was played by skilled activity leaders.



Figure 20. Northern Hope Gymnastics Centre.
© Northern Hope Gymnastics

The **Zwaluwen Utrecht 1911** club from the Netherlands was selected as a European good practice club because it successfully attracts people from different neighbourhoods with different socio-economic and ethnic backgrounds. The most distinctive element in this club is that it introduces new sports that are explicitly linked with other groups in society than the members that the club originally attracted. The club's policy is aimed at having an ethnic mix in every team. *"Most clubs are oriented at 'our kind of people', but we are not. Rather, we want variation, because we think that when you meet at a young age and you play sports together, you will benefit from that later on. In our club, sport is part of one's education. If things are going well for you at the club, the chance that things are going well at home is also greater"*, notes former chairman Cor Jansen. Apart from the integrative perspective towards ethnic minorities, the club also has an eye for socially vulnerable people. The club states that its fields and its facilities should be open to people from the direct environment to participate in social activities. One of the practices that could be considered as an example of this 'openness' is the possibility for residents of the neighbourhood to play card games at the club house. Socially vulnerable people can participate in volunteer roles, for example in maintaining the facilities of the club.

The **Turn- und Sportgemeinschaft Bergedorf von 1860 e.V.** is a very innovative, quality-oriented, and professionally-managed club in Germany, which is socially engaged in many

directions including refugees, the disabled, migrants, low income groups, youth and the elderly. For refugees, the club developed a brochure which explains 25 different existing sport offers in four different languages (German, English, Arabic and Farsi). The club attempts to provide its members with an extensive offer, including more than 100 sports, exercise and leisure-time activities such as health sports, rehabilitation, wellness, youth camps and travel, baby sports, swimming school, and fitness studios. Its slogan “Wir bewegen Bergedorf” (“we mobilise Bergedorf”) represents one of the club’s primary goals, namely offering the region a wide range of high-quality sports programmes. The extensiveness of the programme is demonstrated by the list of sports offered starting from ‘A’ like American football to ‘Z’ like Zumba. It organises and hosts many competitions, events and social gatherings, for instance the ‘Kids Olympics’ and an annual 5k and 10k run through the city of Bergedorf. The club engages in different school collaborations and runs four child care centres called “Sportini”. The club’s philosophy and corner pillars are fairness, solidarity, team spirit, and tolerance.



Figure 21. Trip of the cheerleaders of TSG Bergedorf to the German championships, organised by volunteers.

© Turn- und Sportgemeinschaft Bergedorf von 1860 e.V.

3.1.7. Good practice elements – *social integration*

The presented good practices show a diversified approach towards *social integration* in and through the activities carried out by sports clubs located in different European countries. There are mainly two types of actions: integration in sports activities and integration in non-sport activities. Nevertheless, it must be emphasised that most of the clubs selected as European good practice clubs are active in both areas.

The following are among the most important good practice elements:

- **An interesting offer which meets the needs of the target group**

There is no single good solution as far as the diversity of the offers is concerned. There are clubs that provide a wide variety of sports or recreational activities. On the other hand, there are one-section (i.e. single sport) clubs sometimes offering controversial forms of activities (e.g. shooting for ADHD children or cycling for blind people) which achieve *social integration* of the vulnerable groups.
- **The activities are offered at a time that fits in with the target group**

It seems beneficial that the time of the activities taking place is adapted to the needs of the target groups (e.g. activities for seniors during daytime). In order to retain members, it can also be advantageous for the clubs to offer activities relevant to the target group(s) in question throughout the year.
- **The activities are offered at a reasonable price**

For some target groups, such as low income people, offering activities at a low price can be beneficial. Some of the good practice clubs have installed a principle of solidarity, under which families who are well-off pay a higher yearly membership fee than families experiencing financial difficulties. The cost of the activity (if not free) are in these clubs relatively low for the target groups and in some cases, additional benefits like equipment free of charge and/or the possibility of using the sports facility for free were also being offered. Some clubs also offer free training sessions for beginners in order to gain new members.
- **Qualified coaches and trainers can serve as role models**

Hiring qualified coaches and trainers (even for a few participants) who may serve as role models for target groups can be beneficial for the integration of these groups in the clubs. The dual role of the trainers educating the groups both physically and socially seems to provide positive results in some clubs. In this context, the role of the coaches need not be limited to the sporting framework, since they also offer individual counselling and guidance.
- **Integrative club policies for socially vulnerable groups**

Having a committee or person responsible for arranging and coordinating activities for the target groups can help foster *social integration*. Such committees or persons can help form club policies on integration and organise workshops for board members, coaches, trainers and members to raise awareness about the role of the club in fostering *social integration* for vulnerable groups.
- **A good social life in the club**

Having a “togetherness policy” describing some basic guidelines to ensure a well-functioning social life in the club can help foster a family-type and friendly atmosphere,

which can be beneficial in fostering *social integration*. Several of the good practice clubs have a focus on providing space for people to meet and build social relationships.

- **Participation in the local community**
Engaging in activities, events and social gatherings organised in the local community can help raise awareness about the sports club, build a strong local identity and strengthen social cohesion within the local community.
- **A wide network of partners**
Establishing a well-functioning collaboration with different social, sport and public organisations can allow sports clubs to reach out to a wide group of possible members and enables the exchange of information with people in contact with socially vulnerable groups, such as social workers. The networks also allow for clubs to share expertise with people having knowledge about the social groups in question.
- **Adapting a development strategy for the club**
Adapting a development strategy for the future can be beneficial for clubs that have the ambition to work for *social integration*. The descriptions of the good practice clubs also reveal the extent to which the management's attitudes as well as the high level of commitment of (board) members are essential for fulfilling the integrative strategy and ensuring further development. Many clubs emphasise active participation of members and their parents as a success factor.
- **Serving as a benchmark**
Clubs that are successful in working with *social integration* can give other clubs the possibility to adapt the concept while guiding and supporting them during the implementation.

3.2. Engagement in *volunteering* in sports clubs

Volunteerism and volunteer contribution emerges as a central element when the daily operation of sports clubs becomes the focus of discussion. Due to the specific character of sports clubs, they differ from other forms of organisations such as profit-oriented companies with formal employment procedures. Specifically, sports clubs are voluntary organisations with democratic structures where members take on important roles, they participate in the daily management of activities, but also in decision making processes (Ibsen, 2012). Regardless of the fact that some larger clubs around Europe use paid staff to cover their increased responsibilities, which in some cases requires more specialisation of knowledge and increased time commitment, the vast majority of clubs still function due to the contribution of volunteers (Breuer et al., 2017). Therefore, even today, sports clubs are highly dependent on volunteers in realising their increasingly diverse activities. Working with volunteers raises several issues and puts sports organisations up against several challenges. For example, it may become

problematic to find an adequate number of volunteers and also to maintain a long lasting cooperation with volunteers committed to help the club (Ibsen, 2012; Schlesinger & Nagel, 2013; Wicker & Breuer, 2011).

For this reason, several issues that were viewed as areas of concern were raised in the past. These influence the success of clubs in their efforts with volunteers, such as the approach towards volunteers in the club's policy documents and the methods of recruitment and volunteer retention. In association with these areas, appreciation for volunteer contribution and training opportunities for volunteers are also raised as being relevant issues but recently, the method by which volunteers are managed also became the centre of attention. Research shows that successful volunteer management can help organisations ease the pressure of continuous volunteer recruitment (Cuskelly et al., 2006; Ibsen, 2012; Østerlund, 2012).

The good practices outlined here present examples in each of the dimensions mentioned for initiating volunteer engagement in sports clubs, but also *social integration* of vulnerable groups through volunteer engagement in sport, and through sport into society.

In regard to volunteerism, the cases were grouped under the aspect of the most relevant challenges clubs need to overcome or can consider or even implement to make developments in relation to working with volunteers. These operational areas are policy and planning, recruitment and retention of volunteers, technology support for communication, new approaches to *volunteering* and ideas for *social integration* through volunteer engagement (see Figure 22).

3.2.1. Policy towards volunteering

The policy towards *volunteering* both at the public and governmental level, and at the civil organisation, federation or club level may strengthen the environment built around volunteers and *volunteering*. Research conducted about volunteer engagement has found that there is a close relationship between *volunteering* and policy and also the kind of funding available (Hutchison & Ockenden, 2008; Schlesinger & Nagel, 2013). This relationship was emphasised with regard to how the roles and responsibilities of volunteers are formulated. In cases where the receiving organisation gave importance to the services provided for volunteers, or developed changes in their policies affecting volunteers, and also provided some funding to the new approaches, that organisation experienced a positive impact on their volunteer programme and a positive response from their volunteers. Also, owing to the public support in general, sports organisations got assistance in raising their membership both in terms of sports and sports volunteering (Ibsen, 2012).

Policy may be initiated at the federation level with the aim of targeting organisations within a certain sport. Such activity can be observed in the case of the Swiss Football Association (SFA), which acknowledged the importance of volunteers and assigned high priority to the issue of *volunteering* by launching its advisory programme, entitled “MFIF”: *Mehr Freiwillige im Fussballverein* (“More volunteers in football clubs”). MFIF was developed to serve as a management tool in order to tackle existing problems in volunteer management and come up with new solutions. The advisory programme targeted clubs currently facing problems in the field of volunteer work, focusing on recruitment and retention, e.g. **FC Laupen**. Between 2012 and 2015, football clubs could voluntarily register for the programme, which was offered

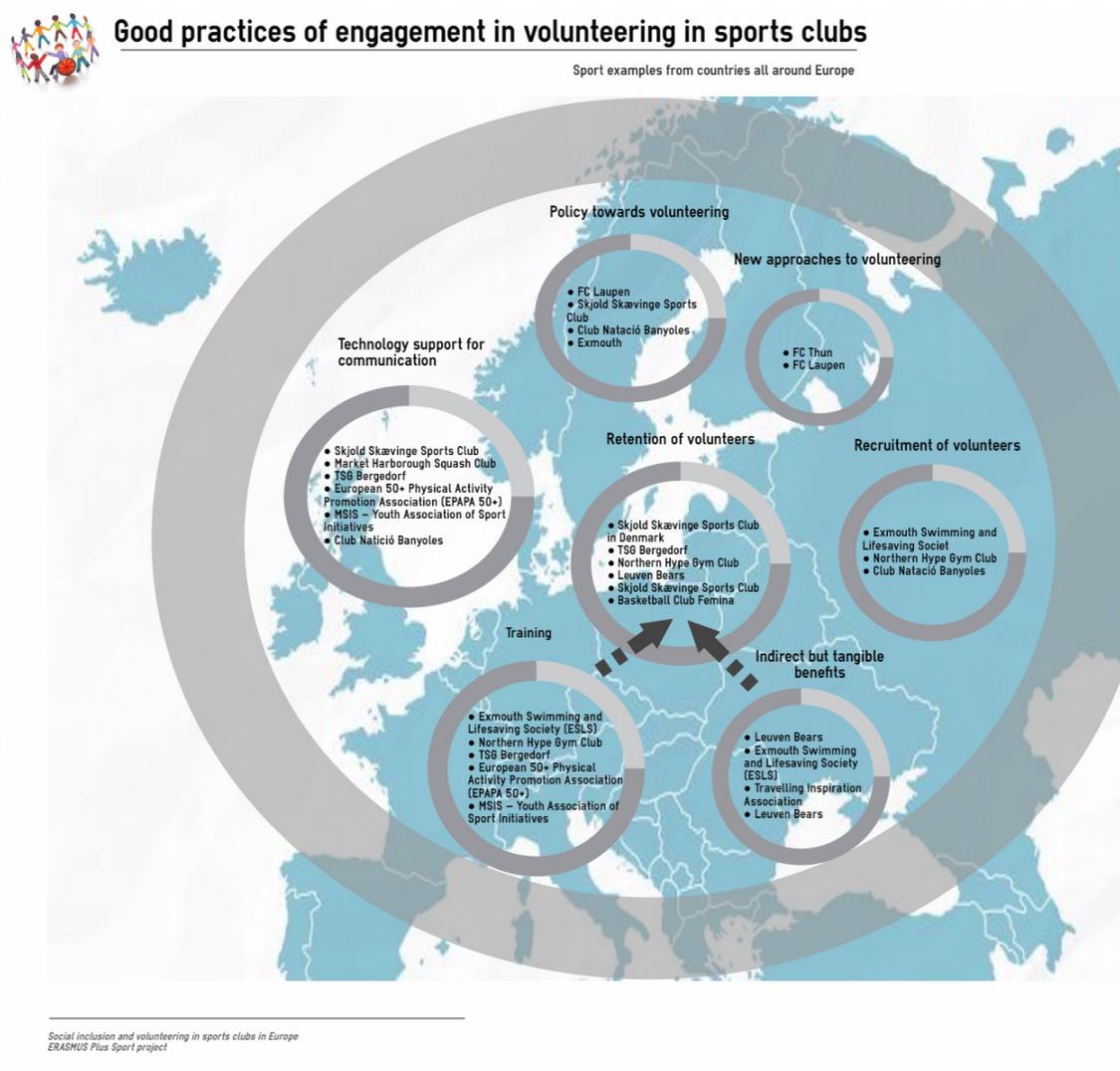


Figure 22. Sports clubs in Europe selected as good practice examples for engagement in volunteering.

to them nearly free of charge. Several football clubs signed up for the programme and learned and implemented methods that can be effectively used to recruit volunteers and keep them in the clubs for longer periods of time. The programme did not include information on the available funding, however. An advisory service was provided free of charge, which was helpful for starting up the project aimed at recruiting and retaining volunteers for different positions (e.g. referees, junior coaches, volunteers for club events), thereby assisting the successful operation of football clubs (see also Egli et al., 2016).

The club's policy towards *volunteering* is also important, as it is related to the club's structure and culture (Ibsen, 2012; Schlesinger & Nagel 2013). When volunteerism is a central element in the operation of a club, the management may adjust club policies so as to accommodate not only the need of athletes, but also the needs of volunteers. In order to establish a well-articulated network of volunteers, planning is a central element that allows volunteers to plan availability periods around the activities of the clubs.

A good example of a club that has worked actively with its policy and initiatives towards volunteers is a Danish club, **Skjold Skævinge Sports Club (ISS)**. ISS was founded in 1910 and has become known for developing and introducing the concept of a “club for volunteers” (in Danish “Klub Frivillig”), which has increased the number of volunteers in the club from 14 to 225 within three years. “Klub Frivillig” announced by one of the Danish sports organisations, DGI, in 2012-2013 was an initiative the club initiated during their participation in the so-called “Danish Championship for Club Development”. It motivated clubs to develop their club and state explicit goals and dream scenarios for future development. In this programme, ISS identified recruitment and retainment of volunteers as the main area and announced a framework that made it possible for members and other people in the local community to contribute with the type of voluntary work they prefer, as often as they prefer to do so. ISS has developed an internet based sign-up procedure and developed its database called (“Nem-Vagt”), which also allows volunteers to sign up for specific tasks for predefined timeframes. Since the introduction of the club for volunteers in 2013, many Danish sports clubs have been inspired by this concept and introduced their own clubs for volunteers. In 2015, ISS won the “Sports Award” given by the Ministry for Culture, which included a cash price of approximately 13,000 euros.



Figure 23. The “club for volunteers” at Skjold Skævinge Sport Club.
© Idrætsforeningen Skjold Skævinge

Another example of a club working with its policy towards volunteers comes from Spain. In **Club Natació Banyoles**, volunteers also play a central role as they are involved in both the various sports events the club organises and in the day-to-day activities of club operation. For this reason, it is part of the club's inner policy to accommodate the needs of volunteers in several ways. First, the club makes plans for its annual needs for volunteers. Secondly, in the sport section's annual meeting, a calendar of activities and events is developed. This calendar allows the club to forecast the requirement for volunteers at each moment. In the case of large events, the club works with long time periods and far enough in advance to mobilise all the volunteers they need in each case. Advance planning is also critical because the club performs all the activities with its own resources and without receiving any type of subsidy or additional financing. Therefore, volunteers are an indispensable part of the club's functioning (training, transportation, etc.), as the annual fees are also quite low (the annual family fee is 255 Euro).

The Lake Banyoles Crossing, for example, which has celebrated its 73rd edition (organised since 1944), is the oldest event organised by the club. In order for the club to host this event, there are about 120 to 130 volunteers needed. It must be taken into account that this is a contest that brings together 2,400 swimmers on a Sunday morning, making it a frenetic activity that requires many volunteers, without whom the event could not be held. Another important race is the Half Marathon, which will soon celebrate its 24th edition. To host this event, 150 volunteers are brought together. This allows the race to be extremely well-organised, as the participants can find a volunteer at numerous points on the itinerary of the race, avoiding disorientation problems. In addition, there are two or three other events that only have a 5 or 6-year history, but that requires the participation of a large number of volunteers.



Figure 24. Members and volunteers of the Club Natació Banyoles in front of the Lake Banyoles.
© Club Natació Banyoles, Spain

Apart from the volunteers who participate in the club's different events, it is important to consider those who participate and contribute in the everyday activities. In this regard, there is a core group of volunteers who are involved in and form part of the sports sections. Each sports

section has its own board of directors and its own form of annual functioning. These boards organise the season, collaborate with the coaches, help with the different competitions, and are in charge of transportation. These are everyday activities that also require volunteers, although with less social visibility than crossing the Banyoles Lake or the Half Marathon.

Another example of a club working actively with its policy towards volunteers is the club **Exmouth Swimming and Lifesaving Society (ESLS)** from England. This club is mentioned here because the club has a complete set of policies and codes of practice in place to help ensure that volunteers are managed effectively. ESLS is using good governance elements provided by the main committee and six sub committees, which try to meet on a monthly basis; a full set of policies and codes of practice, including policies for volunteer recruitment and succession planning; and detailed role descriptions for all the key positions within the club, including descriptions for Volunteer Coordinator and Training Coordinator. All of these governance instruments can be viewed on the club's website. This helps to ensure that there are sufficient numbers of volunteers; that volunteers understand their roles and responsibilities; and that ESLS are transparent in regard to how the club's affairs are managed. This approach was recently exemplified by the Competitive Sub Committee, which undertook a survey of parents that has resulted in the production of an action plan. ESLS's status as a well governed club has been officially recognised by the Amateur Swimming Association (the national governing body for aquatics in England), who have awarded ESLS "swim 21" accreditation, which provides national recognition for clubs that are trying to provide the best possible experience for swimmers, and to retain and increase the number of volunteers, teachers and officials.



Figure 25. Exmouth Swimming and Lifesaving Society at the Dawlish Ribbon gala 2017.
© Exmouth Swimming and Life Saving Society 2017

3.2.2. Recruitment of volunteers

The civil sector in sports is highly dependent on the contribution of volunteers. As the activities and tasks of sports clubs are continuously expanding, finding volunteers continues to challenge sports clubs. Research indicates that a large proportion of sports organisations found it difficult to recruit an adequate number of volunteers, even in countries where volunteerism in sports has strong traditions (Breuer et al., 2017; Breuer & Wicker, 2010; Østerlund, 2012). Therefore, effective recruitment procedures are relevant as a special focus area for sports clubs all around Europe.

One good example of an effective volunteer-recruiting method is demonstrated by the procedures used by the **Exmouth Swimming and Lifesaving Society (ESLS)**. ESLS uses informal ways of recruiting volunteers. Apart from inviting all the club's parents to attend the Annual General Meeting (AGM), where parents are encouraged by the chairperson to become involved; in connection with swimming galas, the club also implements a list of volunteer roles to ensure that all the tasks are being fulfilled.

As current committee member Martin Pashley explained: *“It’s an informal and slow process. We ask them to help with the refreshments at galas or to help pack away afterwards. It definitely helps to start with the easier roles, such as giving out medals, so that people feel more comfortable, (...) realising that was nice and that you are part of something positive in your local community. We try to ease them in gradually and we actually say it, and we’re not shy about saying it - ‘we need help.’”*

An alternative to the informal recruitment is a pre-communicated expectation of members. The club **Northern Hope Gym Club** from England uses this approach and it is setting an expectation of *volunteering* that is associated with membership and allows volunteers to take small limited roles initially. Their membership form explicitly states that the club would like parents to become more involved, and that a range of volunteer roles are needed, but it also indicates that the volunteer commitment need not be a long term commitment. The membership form asks parents to indicate specific roles they could help with and responses are kept on a club data store. Thus, an expectation of *volunteering* is built into the first contract with the club. A range of small, time-limited tasks are offered to initially allow people to become involved. A strong network of social relationships in the club makes it easy to recruit volunteers, as the parents of children can get information about their children at any time, and so they are assured that anyone can ask almost anything. The infrastructure also serves involvement. In 2012, a parents' viewing room was created – which is unusual in gym clubs – where parents could watch their children, meet other parents and drink coffee – thus supporting the café. This means that parents can stay around while their children are doing the session – the distances travelled to attend mean they would have to stay somewhere anyway. This develops social networks between parents – most of whom have not met before – and helps create club identity. This makes it easy to get parents involved. It also allows them to support their child if needed, but also to keep a certain distance from the session.

The last example of an effective volunteer recruitment method is the “network of stakeholders” method at **Club Natació Banyoles** in Spain. It is based on mobilising all those people who are or who have been members of the club. It is an intergenerational mobilisation scheme. Thus, for example, for the two most important and oldest sports events organised by

the club, they can call on people whose children practised sports in the club 30 years ago or more. A call for help is sent out to all those people who are or who have been linked with the club.

It can be considered an intergenerational community model because it is based on the club's strong presence in the community, used to reinforce links with various generations. The club points out that the desire for participation is so strong that a person could even be asked if he/she did not receive a call to participate in a club activity. The club's community link can be seen as one of its main strengths.

3.2.3. Retention of volunteers

Beside the process of recruiting volunteers, retention is an area that deserves attention since securing long term engagement was seen as being increasingly challenging in the daily operation of some sports clubs (Wicker & Breuer, 2011). Some clubs state that it is difficult to keep volunteers motivated and get long term engagement from them (Nichols et al., 2016; Schlesinger et al., 2013). Therefore, sports clubs face a continuous replacement cycle, losing part of their capacity in the form of volunteers regularly.

In order to keep volunteers engaged, the **Skjold Skævinge Sports Club** in Denmark attaches great importance to recognition. They focus particularly on visibility by letting people in the club know what has been accomplished through the efforts of volunteers from the “club for volunteers”, so that other members can recognise the volunteers for their work.



Figure 26. Members of the “club for volunteers” at Skjold Skævinge Sport Club.
© Idrætsforening Skjold Skævinge

Several clubs host non-sport activities such as social gatherings. At these gatherings, volunteers and members have the opportunity to interact with each other, and develop a deeper understanding about the value of the contribution that volunteers provide for the maintenance of sport-related activities of the clubs. Several European clubs in our sample see this as being important for the cohesion in the club and as a way to recognise volunteers (cf. Breuer et al., 2017).

The **TSG Bergedorf** club from Germany, for example, organises social gatherings, such as an annual ceremony in which volunteers are honoured for their outstanding engagement. Also, the volunteers' partners are thanked for their support. Another form of acknowledging volunteer work is to send them birthday cards or to allow them to participate in special sports events or activities. It is very important for volunteers to step out of anonymity, as their work cannot be regarded as a matter of course.



Figure 27. Young members in front of the logo of the TSG Bergedorf in Germany.
© Turn- und Sportgemeinschaft Bergedorf von 1860 e.V.

It seems, however, that besides rewarding them, which is the classically used method of trying to keep volunteers engaged, new innovative approaches, procedures and tools have been developed which can be demonstrated by the activities of several European clubs. Thus, retention is not only a matter of rewarding volunteers, it may also be influenced by the methods,

procedures and circumstances under which the volunteers are able and willing to contribute to the realisation of tasks and activities in their club. Also, rewarding methods are approached differently, for example with a new angle using different communication elements.

A good example of one of these innovative elements is acknowledging the need for allowing a balance between paid and volunteer engagement within clubs. The case of **Northern Hope Gym Club** from England is a good example of how to enable a balance between important tasks of clubs and those that the volunteers are comfortable to offer, while paying attention to their desire to get some sort of side payment for their contribution, as they would get for opportunities offered to them outside of sport, such as shop work. Taking paid work opportunities is also often encouraged by parents. Therefore, young people face a dilemma of choosing between volunteer and paid work, as they generally wish to be paid for coaching rather than volunteer. Due to this situation, regardless of the fact that young people in this club from the age of thirteen are encouraged to take a young leaders award – which is promoted by the British Gymnastics Association – not many took volunteer coaching positions. The club has decided that it is better to pay young coaches a low wage than to lose them altogether. However, those who volunteer to be a coach are rewarded with more support, in taking coaching courses for example.

Another example from this club is when a young volunteer was able to be employed under a volunteer apprentice scheme. This is a government scheme run through a local group called 'Lifetime'. Successful applicants can get a small grant. The volunteer from Northern Hope was not successful in getting a grant, however, Lifeline still supports him through a visit from a tutor once a month, which is free. An incentive to participate in the scheme is that the candidate can get a diploma in various types of work to help with the role of their job. The Northern Hope candidate, for instance, is taking a qualification as a level two fitness instructor. The club pays the wages of the candidate.

Also, the founder's employment situation in the **Northern Hope Gym Club** is a model for balancing volunteer and paid work, representing open-minded and creative solutions. The founder of the club was employed part-time when she founded the club in 1989 and volunteered the rest of her time for the club. When the club moved to the new building in 2012, she gave up her previous part-time paid work to spend all her time running the club and coaching. The part time wage at the club just compensates for the paid work she had to give up. Some coaches are paid and some are voluntary. The volunteer coaches are supported by the club to take coaching classes, which cost £400 (approximately 450 Euro). For example; a young person may take a coaching course and agree to do a certain number of hours of coaching in return. The club pays for volunteers over the age of eighteen to take the necessary 'disclosure and barring' check.

Volunteer retention is also closely associated with the management methods used by the club. For example, a well-structured operation helps the effectiveness of managing volunteers, and their retention is more secured when a clear structure can be recognised by volunteers. Within this management oriented approach, a designated person responsible for volunteers within the club structure seems to be a good tool for successful volunteer management. These persons can be in charge of all aspects regarding volunteers in the club, including the guidance of new volunteers. It must also be recognised that taking over some elements of business

management methods can in some instances be beneficial for civil organisations. A notion of professionalisation can be observed in club management in general (Perényi & Bodnár, 2015; Seippel, 2002) and also in their management of volunteers, although the vast majority of sports clubs are primarily run on a voluntary basis.

The **Leuven Bears** club in Belgium has a clearly defined structure and operation protocol. The Executive Committee gathers every two weeks to discuss and analyse all pillars of the functioning of the club. The aspect of *volunteering* is very important here and problems and opportunities are thoroughly discussed. The Executive Committee covers four overarching Units: 1) Finance and administration, 2) communication, 3) customer service and support, and 4) the sports committee. Each of these overarching units includes a wide range of specific sections (e.g. funding, HR, marketing, events, sponsors, logistics, etc.). The Customer Service and Support Unit covers a specific section for volunteers. Each Section has one or more persons responsible, who are also represented in the Executive Committee. The Board gives the final approval on the decisions that are submitted to the Executive Committee. The Board and the Executive Committee are supported by the Advisory Board, which consists of two attorneys and other persons with expertise in relations with governmental authorities, cooperation with the federations, etc.



Figure 28. "Attention: coach speaking, let's agree how we are going to do this!". Leuven Bears, Belgium. © Parantee

Leuven Bears is also a good example for making a distinction between different groups of volunteers. There are volunteers in the club who take on more general tasks: members of the Executive Committee, of the Board, or a specific Section. The club's Section Volunteers operates separately and there are three responsible persons who are responsible for consulting internally with the persons in charge of other sections regarding questions or issues concerning volunteers. Another group of volunteers are responsible for the organisation and management of the matches of the professional team, which requires a lot of volunteers, such as stewards and box office personnel. The largest group of volunteers is made up of the parents of the members of the thirty different teams of the club, who contribute their time by acting as time-keeping or score-keeping assistants during matches. The focus of the club in their cooperation with volunteers is on personal contact with them, taking into account their needs, opinion, experience and preference of engagement.



Figure 29. Game time, our 6th man. Leuven Bears, Belgium.
© LB - Joke Devliegher

In a business environment, human management procedures can help increase the effectiveness of operation and it seems that some sports clubs also use HRM elements in their efforts to work more efficiently with their volunteers (Ibsen, 2012). Thus, in several clubs in the ten countries examined, the emphasis was on each volunteer having a clearly defined and specific task, which relates to their personal interests, being critical. **Leuven Bears** from Belgium and **Skjold Skævinge Sports Club** from Denmark, for example, use this approach in working with volunteers with the view of serving the needs of volunteers, thus making their contribution as easy as possible. Skjold Skævinge Sports Club makes it possible for members and other people in the local community to contribute with the type of voluntary work they prefer as often as the volunteers would like to do so. The club organises voluntary work in small, separated units for volunteers, tasks are divided into small chunks that people are willing to take on and can set time aside for to complete, for instance four hours twice a year.



Figure 30. Volunteers provide water at 'breaking time'. Leuven Bears, Belgium.
© Parantee

Also, some clubs have started to think about volunteerism during the planning phases of their club activities and to also develop strategic plans for *volunteering*. For example, **Leuven Bears** devises strategic action plans as a road map with the choices and actions that are necessary to realise the club's vision, step by step. These strategic action plans include, among others: defining the club structure and corporate governance, ensuring the financial health of the club, implement a Youth Development Programme, improving fan experience, using technology to improve performance, and organising 'give something back' events. Leuven Bears has deliberately chosen to offer basketball in a special manner adjusted to the capabilities and capacities of all players (from grassroots to elite sports). This choice implies a broad range of activities and members, which calls for a broad range of volunteers.

Leadership opportunities in sports clubs may also motivate people to get more engaged in volunteering for sports. The shift in tasks towards core volunteers doing less "practical" tasks and more "leadership" tasks could also work to increase the motivation of core volunteers.

Contribution in leadership roles may be attractive to those who otherwise hold such positions in their professional life and enjoy implementing their knowledge for their beloved sport, but also to those who do not get to practice leadership professionally and enjoy taking on such roles in a sports club. As the chairman of **Skjold Skævinge Sports Club** mentions, it is good for clubs to consider the drive of individuals from their connecting groups to effectively utilise their capacities:

“I do not think we spend fewer hours on voluntary work today, I think we might even spend more hours. But we are now doing more of what we like to do as volunteers, and then it is not so bad. I like to lead and I enjoy working with management, and now I definitely get to exercise leadership roles in the club.” (Lasse Petersen, chairman of Skjold Skævinge Sports Club).

Also, leadership roles in connection to serving as a board member may give young people the opportunity for personality development and experience in professional practices, in which they could not participate in a formal employment based situation. A good example for such practice is demonstrated by the **Basketball Club Femina** in Bern, Switzerland, where young migrant girls could contribute to the management of their club through getting involved with the responsibilities of the board.

3.2.4. Training

In general, volunteers do not become involved in helping in sports clubs to gain benefits, but their retention can be enhanced by offering them different tangible and intangible benefits. Simply being associated with the club and its events, or experiencing social solidarity and goodwill, may be part of making favourable *volunteering* decisions. Furthermore, new forms of benefits are also offered by clubs, which may provide tangible benefits for volunteers, such as getting free meals, concession coupons, training certificates, insurance, travel compensation, being first in line for employment considerations, etc. Along these lines, volunteers may be offered training that is provided by the club or even paid for by the club.

The **Exmouth Swimming and Lifesaving Society (ESLS)** in England, for example, enables its volunteers, including young volunteers aged under 18, to attend training courses free of charge, such as ASA coaching qualifications, and also mandatory courses, such as the safeguarding and protection of children and First Aid training. This opportunity is valuable even though the committee members reported difficulties in accessing the local training courses offered in Exmouth’s rural location. This means that the club’s volunteers often have to travel long distances to attend these courses.

Training opportunities are offered in other organisations from England. In **Northern Hope Gym Club**, as some coaches are paid and some are voluntary, they need to differentiate between coaches when it comes to praise. The volunteer coaches are supported by the club to take coaching classes; which cost £400 (approximately 450 Euro). For example, a young person may take a coaching course and agree to give back a number of coaching hours in return. The club pays for volunteers over the age of 18 to take the necessary “disclosure and barring” check.

Also, the **TSG Bergedorf** club in Germany views educational training sessions as a good opportunity to foster the exchange of experiences and ideas among volunteers. Volunteers can participate in seminars and trips with other volunteers from sports clubs in Hamburg and they are encouraged to obtain licences or certificates, especially in coaching. To facilitate the starting time of volunteers and trainees, a week of induction activities is organised, including different seminars and visits to the sporting venues. Paying for these training sessions or organising the training sessions internally is used as another chance to thank the volunteers for their work.



Figure 31. Members and volunteers of the TSG Bergedorf.
© Turn- und Sportgemeinschaft Bergedorf von 1860 e.V.

The activities of the **European 50+ Physical Activity Promotion Association (EPAPA 50+)** of Poland are fully based on the work of instructors, i.e. people responsible for the activity of seniors, and volunteers, who are mainly recruited among participants of classes. The club is a fine example for how to include senior citizens in physical activities and assist them to become volunteers and leaders of their own activities. After completing physical activity programmes, participants of EPAPA 50+ become volunteers among their local societies and promote the idea of the *social integration* of seniors all over Poland. In their everyday work, volunteers follow the slogan: Be active in your life! Currently, EPAPA 50+ has thirty members. Within the organisational structure, there is one person designated to act as a Voluntary Service Coordinator. The club runs several programmes, some of which also assist senior citizens to become Activity Leaders. During training, participants learn various recreational forms, how sport in a community is organised, and how to organise a recreational event. After the completion of the programme, Activity Leaders organise their own training groups in their towns and continue training sessions after the programme has finished. The organisation supports each group. Another programme called ‘Seniorada’ promotes recreational events of intergenerational solidarity all over Poland. Within this programme, students also have the opportunity to work with senior citizens. Within the scope of cooperation with higher education schools, EPAPA 50+ invites students to be active in the organisation of the project as volunteers. At each project location, a local project coordinator assigned by EPAPA 50+ supervises the work of student-organisers for seniors: Students for Seniors - Young for Older. Each student in the team concludes a voluntary service agreement. People who are uniquely engaged, reliable and creative receive a certificate issued by EPAPA 50+.



Figure 32. EPAPA 50+ volunteers during 'Seniorada' 2016 organised by EPAPA 50+. © EPAPA 50+

A volunteer support organisation of sports events in Poland, called **MSIS – Youth Association of Sport Initiatives**, takes part in international sport events and promotes voluntary work. The organisation inspires young people in the community to take responsibility, increase dialogue and provide youth with sporting activities. As the main goals of its activity, MSIS lists popularisation of innovative sports events, local and international partnerships and the participation of people in sports voluntary service. For its programmes and goals, it also organises educational programmes, such as Nowy Wymiar Wolontariatu (“New Dimension of Volunteering”), which focuses on youth sport volunteering, youth leadership, youth social skills developed through cooperation with local sport NGOs, and young people creating space to engage other youth in volunteering. This is an offer addressed at young people aged 14 to 25 living in Mrągowo. Volunteers help out at local sport NGOs during various types of events and campaigns, as well as creating own ideas, own projects, and inviting other people to participate in such projects.



Figure 33. Meeting within the “New Dimension of Volunteering. Active Youth” programme.
© MSIS, Poland

3.2.5. Indirect but tangible benefits

Keeping volunteer contribution as a social contribution based on personal decision about one’s own time and efforts is important for the maintenance of the values of solidarity and community engagement in society. However, in several European countries, a small financial compensation is allowed by the regulations, which does not mean that people would associate volunteering with economic compensation, but it would help them cover their own cost associated with volunteering. Therefore, clubs may provide volunteers with drinks and/or food during or after their volunteer contribution time or issue them coupons that they can use freely in their own time.

A club in Belgium, **Leuven Bears**, for example, also conceptualises clothing for volunteers as part of recognition. T-shirts or other pieces of team uniforms may be welcomed by volunteers. However, the club notes that the clothing of volunteers should be recognisable, because this gives a kind of authority to the volunteer and enforces respect.

Tangible rewards are also provided for volunteers at the annual awards giving night in the **Exmouth Swimming and Lifesaving Society (ESLS)** club. Every young person who has volunteered with the club for a period of up to six months is presented with a retail voucher worth £10 and those who volunteer for up to 12 months receive a voucher worth £25. The highest reward the club can bestow on a volunteer is Life Membership, “*The ultimate thing the club does is to make people a life member. I was awarded it this year and it was a real honour.*” (Jane Easton).

As a result of such activities, the club has a good track record of retaining volunteers, with several of the current committee members continuing to volunteer for the club long after their own children have ceased being members. Recognising and rewarding the contribution of volunteers is a vital part of their retention strategy, and committee members report that they always try to thank volunteers in person.

Another good example comes from Poland. The organisation **Travelling Inspiration Association** developed its own system of training and certifying cycling tourism instructors

and volunteers for tandem trips with deaf-blind persons. The organisation realises numerous sport and non-sport initiatives targeted at children, youth, the elderly and disabled persons (mainly deaf-blind), acting on behalf of voluntary service and *social integration*. Over the course of many years of work, the organisation developed an own system of training and has certified cycling tourism instructors and volunteers for tandem trips with deaf-blind persons. Since 2014, the association has been running paid sign language courses. Moreover, the organisation helps people in regular contact with deaf persons to acquire grants for a sign language course from national funds. The Travelling Inspiration Association organises cycling activities for various social groups made up of individuals of diverse ages and physical fitness levels. Activities targeted at deaf-blind people are especially innovative.

The organisation strategically develops current projects, acquires new volunteers during meetings and broadens its offers according to its mission to reach every place in the world by bike. As far as recruitment and retainment procedures go, in most cases, volunteers find their way to the organisation on their own. They are verified and trained. The training period is one weekend and covers theory and practice. The turnover rate of volunteers in the organisation is low and most people regularly cooperate with the organisation. Volunteers are encouraged to stay in the organisation through various activities such as trips, courses and social gatherings, but also by gifts including: cycling suits, free trips and discounts at companies/shops. In terms of empowerment through sport, the association supports unemployed persons and encourages them to become active in cycling initiatives. The dynamic development of the bike market offers unemployed people the possibility to combine their passion with professional work. Training is the first step towards starting work as a guide of cycling groups in Poland and Europe.

Some clubs not only reward their members, but benefits are available to volunteers as well. For example, the **Leuven Bears** club in Belgium enrolls its volunteers as members of the club, which results in good insurance benefits for volunteers. This implies that volunteers are insured while performing their activities for the club and includes a form of legal safeguard for both voluntary organisations and the volunteers themselves.

3.2.6. Technology support for communication

Volunteerism may be an area where technology can be beneficial. Some clubs try to reach their target groups with all the possible communication channels and thus they use technology to register, schedule and manage volunteers. Adequate, easily accessible and usable internet based tools could contribute to successful procedures being provided for volunteers.

The process of registration is assisted by an online system at **Skjold Skævinge Sports Club** in Denmark. Members and volunteers can choose from various tasks that were added to the system by core volunteers. This allows volunteers to access the list of tasks and make choices according to their preference and it provides the club with a database of available and motivated helpers.

A membership survey conducted by the **Market Harborough Squash Club** in England found that some people were not aware of *volunteering* roles they could take on at the club. This led to the club producing a list of roles so members can become aware of what is available. To acknowledge that communication with members is very important, a monthly

club newsletter was created and distributed to members electronically. There are also notice boards all around the club. The manager and the committee of the club have picked up ideas from voluntary support organisations – such as Volunteering Leicester, and from the Sport England ‘Club Matters’ web site which gave advice on using social media. Now the club’s Facebook page is being used more by younger members. A Twitter account is being used more by outside organisations. Courses and courts can all be booked ‘on line’. So the club has embraced different methods of communication in order to reach a wide range of their audiences.

The club **Turn- und Sportgemeinschaft (TSG) Bergedorf e.V.**, founded in 1860, is one of the largest sports clubs in Germany, with more than 10,000 members. Its professional voluntary management procedures include several elements, including the use of modern communication tools such as frequent announcements on the club’s website and social media, such as Facebook and Twitter. For example, a “volunteer of the month” is announced every four weeks. This procedure includes describing the volunteer’s responsibilities and the greatest experiences during their time as a volunteer. Moreover, the club expresses its appreciation for the voluntary support. TSG Bergedorf also publishes articles and reports in regional and club-owned media channels about its volunteers and their activities, thereby honouring and encouraging further engagement. This contributes to the positive perception of the club among citizens, helps recruit new volunteers, and fosters word-of-mouth recommendation, a marketing tool the club strongly believes in.

Visual motion pictures are used by the **European 50+ Physical Activity Promotion Association (EPAPA 50+)** club from Poland, as they created a film to document its training workshop addressing senior citizens called “How to develop voluntary service at EPAPA 50+?”. The movie promoted the development of a system of professional cooperation with volunteers and was posted on Facebook. At that time, different ways of recruitment were developed, encouraging and motivating social activity (voluntary service) among the elderly and younger people.

Another example from Poland, the **MSIS – Youth Association of Sport Initiatives**, also uses modern technology for attracting youth to *volunteering* in the organisation of sport events. Thus, MSIS developed Facebook groups to keep in touch with youth leaders and board members. They also use external communication to present their current work outcomes.

As a last good practice example, **Club Nació Banyoles** from Spain should be mentioned even though their sporting activities and event management portfolio do not contain any special communication activities beyond the information about services and events offered on the web page and various social networks. However, there is a lot of internal communication with the different groups that make up the club, not only at the level of present competitors, but also with groups made up of veterans and former swimmers. The club also actively collaborates with the city and region in the organisation of sport events, whether at regional, national, or international level, providing technical and human support. Likewise, it also participates in promoting basic sports, school sports, and sports for the elderly. Through the intergenerational mobilisation model applied by the club in their volunteer management, they can call on people who practised sports in the club thirty or more years ago and whose chil-

dren practice sport in the club today. Thus, a call for help is sent out to all the people who are or have been linked to the club at any periods and in any capacities. They use different ways to contact people but mostly WOM (word of mouth communication) as Banyoles is a small city with less than 20,000 inhabitants and the club focuses on personal contacts.



Figure 34. Swimming across Lake Banyoles.
© Club Natació Banyoles, Spain.

3.2.7. New approaches to *volunteering*

In today's sporting world, we may find successful clubs being run in a very traditional manner but new alternative approaches to club management with innovative elements can also be found. The ability of thinking in alternative ways, and to make those alternative approaches a reality with innovative approaches and practical implementation, may provide sports clubs with revitalisation of their volunteer programmes (Nichols, Tacon, & Muir, 2013). Such an alternative approach may be realised by involving athletes and coaches on a voluntary basis so as to help vulnerable groups to learn more about sports.

For example, the case of **FC Thun** in Switzerland provides a very special example of how a professional premier league football club can contribute to society by activating its players and coaches through volunteer engagement. FC Thun offers a special training called "Wednesday Afternoon Special" for children and adolescents to foster *social integration* of two different population groups that are underrepresented within the setting of sports clubs. The club, in the framework of the project "FC Thun macht Schule" ("FC Thun performs training"), involves children with disabilities from special needs schools as well as young refugees from refugee hostels. This activity is free of charge for participants and a fine example of how young members of professional football clubs can voluntarily become engaged for

good social causes in the context of their club. Such engagement is rarely found in practice in case of a professional football club but could be attractive for other clubs in terms of corporate social responsibility – as in this programme, the focus is on *social integration*, not for the benefit for the club with regard to talent-sighting. As part of the programme, coaches run special training sessions voluntarily, and they are being supported by professional and talented young players attending the special training in an honorary capacity. It is noteworthy that, in 2015, the players and coaches of FC Thun worked 10,000 volunteer hours for the project “FC Thun macht Schule” and specialists and service officers offer their knowledge and support to the club for free. On the other hand, children and adolescents participating in the special training sessions volunteer at matches of the professional team, e.g. selling tickets, food and beverages or merchandising products. Thereby, these young people are further integrated in the club, apart from the training sessions, which leads to a higher identification with the club. During the professional matches, they also have more contact with the Swiss population as well, since football fans and stadium visitors get to know them.



Figure 35. Training for children with disabilities voluntarily supported by players of the professional club FC Thun, Switzerland
 © FC Thun (Hans-Jürgen Bartl)

Effective volunteer management can be facilitated through advice from external experts that is both, invited and accepted (Egli et al., 2016). The example for using such external input can be demonstrated through the practices of another football team, **FC Laupen (FCL)**, also from Switzerland.

The FC Laupen club used external advisory input when it participated in the programme of the Swiss Football Association with regard to the popularisation of *volunteering* in foot-

ball. Through the advisory programme entitled “MFiF: *Mehr Freiwillige im Fussballverein*” (“More volunteers for football clubs”), the participating clubs were offered access to a management tool designed to tackle existing problems in volunteer management and to come up with new solutions. As one of the first clubs, the FCL participated in the programme and successfully implemented MFiF. The club attended four workshops over a period of five months. A project team (“task force”) was formed in order to implement the MFiF programme in the club. Therefore, they got the necessary information during the four workshops. The task force of the club was supervised and supported by an instructor, a manual (practical guidelines and aids), and a data processing software application (online). The manual contained different documents, such as checklists for planning and organising the process of the programme, templates for different documents, e.g. a letter to contact potential volunteers, media information or a concept for volunteering, tips for the different phases, e.g. campaign for volunteering, contact with new volunteers, questionnaires for current and future volunteers, instruction for online-tools.

The concept of the MFiF advisory programme was to not intervene in the club directly but to stimulate internal optimization from the outside with the aim of “helping clubs help themselves” (systemic advisory approach). Therefore, the advisory programme only aimed to encourage the clubs to change from within by providing suitable know-how and examples of possible actions to guide them. Hence, instead of pursuing actionist planning strategies, such an advisory programme must seek to present perspectives and insights regarding what a solution to the existing personnel problems might look like in order to encourage the club to take a new perspective. Subsequently, a brief summary of the mechanisms and operational methods used in the club was provided that allowed the FC Laupen realise the successful implementation of the MFiF programme and recruit and retain new volunteers in the club.

3.2.8. Good practice elements – volunteering

Voluntary work is an essential resource for the vast majority of sports clubs. In fact, without voluntary work, most sports clubs would not be able to maintain their daily activities and run their competitions and larger events. The cases presented provide useful practices and procedures developed in sports clubs around Europe in relation to the recruitment, retention and management of volunteers, which can be adapted to national and local environments and used by clubs in any European country.

The following are among the most important approaches and procedures for consideration by clubs:

- **Addressing issues related to volunteerism in club policies**
Addressing issues related to working with volunteers in club policy papers can help maintain a focus on the importance of voluntary work in clubs. Important aspects for such policies could be qualification of current volunteers, volunteer recruitment strategies and retention as well as recognition of volunteer efforts.
- **Enhancing the quality of volunteer management**
A service orientation approach to the management of volunteers can make it easier and

more enjoyable for volunteers to join the club. Examples of how this could be done are listed here: giving a consideration to the preference of volunteers in terms of tasks, time and frequency; encourage volunteers to take on more important roles, even leadership positions; assigning a responsible person in the club for managing volunteers or asking additional volunteers to help with this assistance; plan the tasks and the events strategically and well ahead of time in order to allow volunteers plan their work and family engagement around the club's schedule of events. These sorts of initiatives have been shown to result in more stable engagement of volunteers in some clubs.

- **Provide opportunities for volunteers to take on well-defined and time limited assignments**

Besides having regular volunteers, clubs can benefit from engaging more people in occasional voluntary work by allowing volunteers to take on well-defined and time limited tasks. In some cases, this has been shown to be a way into regular *volunteering* within clubs.

- **Using modern technology in the registration, tasks management and communication of volunteer-related issues**

An internet-based registration system makes both the registration and the scheduling of times and tasks easier and more accessible for volunteers. The tool has shown to be helpful in structuring the work of volunteers, who contribute with voluntary work in the form of well-defined and time limited assignments. These kinds of tools have made volunteer management, recruitment and retention easier in some clubs.

- **Reaching out to the local community for recruitment**

Besides recruiting volunteers from among the current membership – or among friends and family of current members as well as former members, clubs may also benefit from actively taking part in activities in their respective local communities. This is a way to appeal to the wider local community in order to attract volunteers from outside the current membership within clubs.

- **Enhance the social participation of members and volunteers**

A focus on creating a good social life in the club can be beneficial in recruiting and retaining volunteers. The club can arrange various social gatherings for members and volunteers and provide good opportunities for people to meet when they are at the club. Engagement in social life within clubs has proved to be a driving force for volunteer recruitment and retention in some clubs.

- **Indirect but tangible benefits may also motivate people to get engaged in volunteering**

Training opportunities paid for by sports clubs for their volunteers may compensate them for not receiving pay for their work in the clubs. Meals, uniforms, different coupons or other benefits may also contribute to the feeling of community and connection

to the club among volunteers. These benefits are not sufficient for motivating volunteers to remain, but they should be seen as a supplement in increasing volunteer satisfaction.

3.3. Social integration through volunteering

Volunteering can also be used as a tool for integrating vulnerable groups into society through getting them engaged in formal procedures or activities (Nichols & Ralston, 2011). Through such activities, participants may learn capabilities, competences and methods used in their new environment, practice the language and get to know other members of the club outside the sporting activity contexts.

A good example for how a team engages its athletes in *volunteering* is being demonstrated by the **Basketball Club Femina** operating in Bern, Switzerland. Because of the flow of refugees since 2015, the club started an integration project with the aim of involving asylum seeking girls and young women. As part of this undertaking, the club uses innovative ideas to promote *volunteering* for its members. In this process, young girls may take part in the club's activities and may be exposed to a higher level of responsibility through holding voluntary positions.

Immigrant volunteers even work as coaches or on the board, as young women may get qualifications. The board is also open for migrant women. It is, in fact, made up of immigrants by more than half (first to third generation). Next to eleven volunteers, there are two paid employees (one with a migration background). Responsible persons in the club are sensitised to the cultural diversity in the club. Engaged board members with passion for basketball are highly motivated to reach short-, middle- and long-term aims and energetic. Since cooperation with other organisations is considered a very important goal, the board decision-makers invest a lot of free time in club engagement, not least because of the need of regular exchange and partnerships with the “right” institutions (e.g. schools, sponsors).



Figure 36. Promotion material from BC Femina Basketball.
© www.bcfeminabern.ch/

The club appreciates volunteering efforts through a “Bonus-System”. The existing reward system for volunteering activities distributes points to volunteers for different tasks/activities, whereby 1 point = 10 CHF/ \approx 9 € is deducted from the membership fee after one year. Reduced membership fees help immigrants to get and maintain membership in the club. Furthermore, the club also organises three to four annual non-sport club events, which enhances commitment, the feeling of belonging and creates a sense of community among members. Members are encouraged to take part as volunteers and contribute to other sport events such as Ski-World Cups or popular running competitions.

The **Deaf Sports Club Budapest** is also a good example of social integration through volunteering, as the club management makes a strong effort to get people with hearing-impairment engaged as a coach or a referee. The club recruits deaf athletes for these activities in different sport disciplines. Their work is done mostly on a voluntary basis, where regular income is not received. Therefore, the coaches are often club members also being asked to provide coaching duties voluntarily, opportunities by which they can be involved in the clubs daily life.

Also, training sessions, banquets and the annual SSC Sport Ball are examples of non-sport activities organised by the club where volunteers also play a big role. These events are organised annually for all those interested (regardless of membership), and they serve to promote integration, as deaf sport is always introduced at each occasion. Empowerment through sports is implemented by offering eleven different sports where volunteer coaches may get involved. Lack of funds, however, allows coaching qualification only for a few people.

3.3.1. Good practice elements – *social integration through volunteering*

By integrating members from socially vulnerable groups, sports clubs may become arenas for social integration not only through sports participation, movement and exercise, but also through the aspect of volunteering. This form of integration through volunteering need not be limited to socially vulnerable groups.

Getting involved in the activities of local sports club may provide vulnerable groups with the opportunity to learn about activities of their community, get involved in local happenings, and create a community feeling.

It is also an opportunity for them to become closely affiliated with the activities of sports clubs and the implementation procedures behind them. That way, they can develop skills for participation in sport in different capacities such as athletes, spectators, or administrators.

Also, volunteer involvement with a sports club may give rise to a willingness for developing sports related competencies and get engaged in formal education in sports, such as to become a certified coach, a referee, an event manager, etc.

Involvement in club culture may also open up a window to experience the functions and operation of society as a whole, but from a protective base of a smaller and safe environment with the support of club members. This may also provide a channel for learning about the community and its social standards and values.

4. Good practice cases from ten European countries

4.1. List of good practice clubs

Following in this chapter, there are descriptions of the thirty sports clubs that were selected as good practice clubs. In Table 1, a full list of the clubs is provided, along with the page number on which the description of the club can be found.

Table 1. List of the good practice clubs sorted by country and with a reference to the page number on which the descriptions of each club can be found.

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Good practice cases from ten European countries

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4.2. BELGIUM

Elien Claes, Jeroen Scheerder & Hanne Vandermeersch



Track of social integration

NAME OF THE CLUB

Brussels Boxing Academy

COUNTRY AND CITY

Belgium, Brussels

FACTS AND FIGURES

Founded

2004

Number of members

545

Sports/related activities

English boxing

Good practice elements

1. The double-sided role of trainers educating youth both physically and socially,
2. The focus on the emancipation of young people, both through sport and non-sport activities , as well as individual counselling and guidance,
3. The low-threshold quality boxing operation of the club, where anyone can join at any time of the year and at a reasonable price,
4. The wide network of the club with different social, sport and public organisations.

Reasons for choosing this club as a European good practice club

The Brussels Boxing Academy (BBA) was chosen as an example of good practice because the club manages to reach a diverse range of members from different social layers. The largest proportion of members are young people with a migration background. We want to investigate how the club manages to reach these socially vulnerable people and how they deal with different challenges and pitfalls that come along.

Description of the club

The Brussels Boxing Academy (BBA) is a club for recreational and competitive boxers. The merger of the sport operation of a social and a sport organisation resulted in the foundation of BBA in 2004. The BBA has been an official member of the Flemish Boxing Federation since 2007 and currently counts 545 members. The club has a permanent operation in the city centre of Brussels and targets all people from Brussels aged from 6 to 50 years. The BBA deliberately does not focus on one single district, as the club wants to bring people from different areas of Brussels together. The club tries to reflect society, in which everyone has his or her place. In addition, the club seeks to be an academy where young people can grow into adulthood. The BBA is a sport and a social project where the sport of boxing is both a means and an end. The organisation of Sport for All is the core mission of the club. Elite sport is considered as a by-product, not as a main goal. In addition to the current basic training for everyone, the club is developing a parallel sport provision for young people who want to commit themselves to a higher level of performance.

The club mainly reaches young people with an immigration background, refugees and also students. Because of the central location in Brussels, the club also attracts people with a higher socioeconomic status who work in Brussels. Through the ‘Sports after School’ card, a system through which Flemish high school students can participate in various sports activities after school hours, the club reaches Flemish students as well.



Figure 37. Belgian Championship 2015 in Herstal.
© Jeanne Bijoux

Officially the BBA is recognised as a youth organisation with a sport operation. The BBA is part of D’Broej, the Brussels Organisation for the Advancement of Youth. This umbrella organisation consists of eight Dutch-speaking youth organisations, of which the BBA is one. There are employed equivalent to 3.5 full-time employed within the club. The daily management of the club is in the hands of four trainers, of which one is the Chairman and another the Secretary. They are assisted in their task by a steering committee that helps to define the directions of the club. In order to strengthen support and guidance during training sessions, young boxers and their parents are engaged to act as assistant trainers.

The vision of the club states that BBA is a sport and social project where the sport of boxing is both a means and an end. Within the BBA, social and sporting development go hand in hand. Sport in itself is a form of social work that contributes to the education and development of young people. The BBA reaches out to the environment, wants to bring boxing to youngsters and gives initiations on the street, in schools, at festivals, neighbourhood parties,

etc. Within the BBA, a coach is also an educator and animator. The BBA strives to be an academy and offers a full trajectory. From the age of 6 years, the young boxers should be able to develop themselves to the highest level.

According to the mission of the BBA, the club is developing a quality boxing operation with a strong base programme which anyone can join at any time of the year and at a reasonable price. The BBA targets all young people in Brussels and tries not to exclude anyone, and also encourages its members to grow in their sport. The BBA is working on the emancipation of young people in Brussels, both through sport and through group projects outside sport, as well as individual counselling and guidance. The BBA takes part in cultural, sporting and social projects that expand the world of young people and provide empowerment to be stronger as a person in our society.

Good practice elements

The main good practice elements of the BBA are related to three pillars of the operation of the club, namely (1) how the BBA reaches a wide range of members; (2) how the BBA manages to retain its members who have a wide variety of backgrounds; and (3) how the BBA strives to educate and emancipate its youth members. These three pillars will be discussed in the next paragraphs, after which the most important strengths of the BBA are summarised.



Figure 38. Monte Rosa 2012, To the Top.
© Tom Flachet

The *central location* of the club in Brussels and the *wide network of partners* (social, sport and public) ensure that the club can reach a wide range of members from different social groups and backgrounds. The BBA regularly talks with its members and is attentive to dif-

ferent situations. Because it pays attention to this, it can respond more quickly to certain problems. At one point there was a group of twenty young members around twenty years old who ended up on the wrong track with their lives. To counter this, the BBA started to organise morning training sessions for these youngsters, and so this group was called 'groupe matin'. Thus, the BBA ensured that they found a normal pace of life back. If young people do not get to the academy by themselves, the BBA is committed to going out to them itself. The BBA works in an *outreaching* manner by bringing boxing to youngsters and giving initiations on the street, in schools, at festivals, neighbourhood parties, etc. As a result, the club is known and an initial *accessible contact* is made. In this way, the club reaches people that otherwise would not be reached. To organise these initiations, the employment of *professionals* is an important prerequisite because it requires a lot of time, too much for volunteers. Another important feature of the operation of the BBA which breaks down barriers is that anyone can *join at any time of the year* and at a reasonable price. It is free for everyone to join their first training session. If the first training experience is positive, they can then register and pay a *monthly membership fee*. The possibility to pay a monthly rather than an annual membership fee makes a big difference for this target group. Everyone is welcome, regardless of their financial situation. The payment of the membership fee is not even strictly followed-up on. The club expects members to pay the membership fee on their own initiative, as a form of education. Members who do not manage to pay the monthly fee are asked to participate in the operational activities of the club, like cleaning the showers, joining the initiations etc. In this way they work in order to pay their membership fee. The club is aware that they are in a peculiar situation. Because the BBA is part of the social sector, they are less dependent on membership fees than other sports clubs. It is estimated that about half of the members do not pay membership fees. However, if the trainers notice that any members take advantage of the situation and deliberately do not pay membership fees, then they are more severe, because that is a matter of responsibility that the young people must learn to take on.

An important strategy for recruiting and retaining members is *quality*, to ensure that the training sessions are good. It is also important that people feel at home and that there is good social contact. All trainers see themselves as *diversity managers*. They consider this to be part of their work and they pay close attention to creating opportunities for diversity. There is respect for everyone's religion, for example being allowed to pray or wear a headscarf. In this way, each member has their place and can *feel at home*. Good trainers are also an important aspect, and the members must be able to identify with their coach. Therefore the BBA would also like to have a female coach, because this is important for the female members. The BBA also tries to adapt in terms of language, and to provide training in different languages, such as French, Dutch, Arabic, English, Spanish, etc. Also, the fact that there are always lots of people, reduces the threshold for some people, because they can disappear in the crowd. One of the four employees is always present in the hall and is always *approachable*. The permanent presence of this person is very important to retain members with problems. He acts as a kind of *counsellor*, to whom members can go with their issues or experiences. The club is also discussing with the Board of the club to involve a 'care coordinator', someone who follows up with the young people and who can call them if they do not come to training.

In the BBA, social and sporting development go hand in hand. The club considers sport to

be a form of social work in itself that contributes to the education and development of young people. The social work within the academy strengthens the comprehensive development of the youth members. The BBA *takes part in cultural, sporting and social projects* that expand the world of young people and give them the wherewithal to be stronger as a person in our society. The club is working on the *emancipation of young people* in Brussels, both through sport and through *group projects outside sport*, as well as *individual counselling and guidance*. The BBA encourages young people to take responsibility, enabling them to become trainers and teachers at events or initiations. The involvement of members as volunteers is a part of the educational concept of the club. It is a way to give young people responsibility and to include them in the activities of the club. Values such as respect, commitment and perseverance are high on the priority list.

Central elements for the activities of the club

In terms of *planning*, two of the four employees are responsible for the policy of the club. In addition, there is a steering committee to monitor and review the policy. The umbrella organisation D'Broej is also involved in the policy and reviews the content of the activities.

The BBA is recognised as a sports club and thus receives *funding* from the local sports department and the Flemish Community Commission. The BBA receives subsidies for the rent of their sport infrastructure, for their youth operation, for the organisation of different events and for training and education. Moreover, the club regularly applies for project grants and is supported financially by the umbrella organisation D'Broej. Most activities are funded by membership fees. The members know that and realise that the fee they pay returns indirectly through activities such as trips, excursions, etc.

The BBA belongs to different *networks* in Brussels. Firstly, the club is part of D'Broej, the Brussels Organisation for the Advancement of Youth. This umbrella organisation consists of eight Dutch-speaking youth organisations, of which the BBA is one. The club is also part of the original foundation of the School Boxing Network (afternoon sports schools), for which there is cooperation with Buurtsport Brussels (a publicly funded community sport organisation creating low-threshold offers for sports, movement and health activities in municipalities or towns). Through a partnership with SVS (umbrella organisation that organises after school sports) and Stuvo EhB (organisation of the Erasmus University College Brussels offering a broad range of student facilities, including sports), the club reaches a proportion of the Brussels students. The BBA offers entertainment and initiations to dozens of organisations from the four corners of Brussels. All partners provide their own contribution to the organisation and management of the club. The network consists of partnerships with social organisations, the local government and the University of Brussels. These partnerships are one of the basic pillars of the BBA. This network of partner organisations enables exchange between social workers, the sharing of expertise and referrals to other organisations.

To reach and *communicate with* new members, the club's website is considered very important. Through the website, the club manages to reach a diverse membership range. Mostly women, students and higher educated people are reached through the website. The local young people from the neighbourhoods are attracted through friends or by word of mouth. The general communication about the club goes through the website, where information can

be found regarding the daily operation of the club, the different activities, training hours etc. The communication with the members is usually done before or after the training sessions. Awareness is mostly raised through the different initiations that the BBA gives on request and through participation in numerous events.

The BBA organises various projects, which are non-sport activities in which young members of the club participate for a longer period, or activities that have a permanent or annually recurring character. Based on the experiences and problems that arise in conversations with the members, such projects are organised for a specific target group, for members who are struggling. In the project 'BBA to the top', a select group of members, led by boxing trainers, go to the high mountains as a form of mental training which is a confrontation with themselves. Here, the theory of the pedagogy of sports and adventure is put into practice. The project also brings a social message: the boxing club gives structure to the lives of young people and brings them into contact with society. Reaching the summit is only a metaphor for the huge challenge to succeed in life and to live together in a multicultural metropolis. The trek is also symbolically charged: when the young people succeed in reaching the top of such a huge mountain, they can also achieve other purposes in their lives. The BBA also has a theatre project, 'Muhammad Ali'. At the invitation of the Royal Flemish Theatre, three Brussels boxing clubs joined forces to make a theatre production together about Muhammad Ali, one of the greatest boxers of all time. In the 'Champions' film project, a group of young people from the BBA appeared as extras in a movie.

Sources for further information about the club

Website: http://bba-olympic.be/nl/index.php?page=home_nl

Facebook: <https://www.facebook.com/BBA-Brussels-Boxing-Academy-301019266692072/?fref=ts>

Contact details: infos@bba-olympic.be

BELGIUM

Elien Claes, Jeroen Scheerder & Hanne Vandermeerschen



Track of social integration

NAME OF THE CLUB

Basketbalclub Foyer Molenbeek

COUNTRY AND CITY

Belgium, Brussels

FACTS AND FIGURES

Founded

2006

Number of members

106

Sports/related activities

Basketball for girls, both recreational and competitive

Good practice elements

1. Multidisciplinary guidance, including both the members and the parents,
2. The principle of solidarity with regard to the membership fees,
3. The strong focus on the encouragement of both the parents and the members to engage in the activities of the club.

Reasons for choosing this club as a European good practice club

BC Foyer Molenbeek was selected as a good practice club in the *social integration* track because the club strives to reach a balanced mix of girls from different backgrounds and specifically targets young disadvantaged girls who are not reached through mainstream sports activities.

Description of the club

BC Foyer Molenbeek is a sports club that aims to promote the sport of basketball for young girls in and around Brussels, particularly for disadvantaged and/or minority girls. In 2006, the club was established from the Regional Integration Centre Foyer in Sint-Jans-Molenbeek, one of 19 municipalities in the Brussels Capital Region, with a very dense and multicultural population. BC Molenbeek is an independent and recognised sports club that is affiliated with the Flemish Basketball Federation and Sporta (a multisport federation). The club chooses to work only with girls and makes specific efforts to include girls who are little or not at all connected with the mainstream sports. To reach disadvantaged girls there is a cooperation with counsellors in the Regional Integration Centre Foyer and with other youth clubs, schools and other initiatives. However, the club does not want to present itself as an exclusive sports club for this target group and strives to work towards a balanced mix of girls from different backgrounds.

The club has 106 members. Nine out of ten members are Belgian girls of immigrant origin. Countries of origin are especially Morocco, but also Belgium, Turkey, Tunisia, Italy, Ecuador,

Togo, Cameroon, Congo, Guinea and Spain. The club consists about 10 per cent of first generation immigrants coming from Guinea and Ecuador. An estimated 40 per cent of the girls come from underprivileged families.

The club wants to give girls the opportunity to discover their potential and explore the world through an accessible project, and emphasizes strongly the importance of discipline, team spirit, mutual respect and social skills. Self-development, the development of a positive self-image and empowerment are key elements in the club. To achieve this goal, the club, within its abilities, provides both recreational and competitive sport activities. On the one hand, the club's objective is to get as many interested girls acquainted with basketball as possible and give them the opportunity to train on their own level and to play recreational games. On the other hand, the club wants to give her talented players the opportunity to play competitively at the highest possible level, taking into account the financial limitations of its members.

Providing sport activities for adults is not a specific goal of the club. However, if the development of a women's team fits within the financial picture and the girls show engagement within the club, it is certainly a possibility for the future. The objective would be that the youth members grow into adulthood within the framework of the club and that with these women an adult team would be set up.

The club's management consists mostly of volunteers and is designed so that its own youth can grow with and in the club and eventually will be well represented in the supporting structures of the club. The *General Board* consists of four persons who are employed within the Regional Integration Centre Foyer. However, their engagement in the club is on a voluntary basis. In term, the club aims to increase the proportion of parents and / or players in the General Board to 50 percent. The *Sport Board* consists of a (youth) coordinator, assisted by the more experienced trainers. The Sport Board is primarily responsible for the sporting aspects of the club's policy. The *Youth Board* consists of young people committed to the club who would like to promote their ideas. Under the supervision of the Sport Board, they organize the camp, the club day, initiations and other events,. The *Junior Team* consists of young people from the age of 12 years onward who want to work for the club one way or another. They take their first steps in the organisation of the club through assisting at training sessions and competitions, being referees or keeping the cafeteria open. The *referees* of the club are required to take the referee course and have the opportunity to grow into fully-fledged referees. Supervision is done by the Sport Board. The *youth coaches* are technically skilled in basketball aspects and trained to deal with youth in a pedagogically appropriate manner. Trainers are expected not only to take on and respect the club's vision, but also to apply it in training. This means that they operate according to the guidelines set out by the club and teach their players the values of discipline, team spirit, mutual respect and social skills. The *assistant coaches* are young members who have ambition to coach a team in the short term. During training and matches, they are trained by the coach of the team and are additionally guided by the Sport Board. The *team leaders* are appointed at the parent meeting by the coach and youth coordinator before the start of the season. A few team leaders are selected per team to assist the coach with a number of tasks, including communication with parents and ensuring respect for the code of conduct of the club. They take on tasks such as transportation to exter-

nal games, time-keeping, and material master or representative.

BC Molenbeek wants to present itself as a youth club for girls with a strong training where fun, technical training and the development of social skills are key. Girls in a vulnerable position are supervised in different areas of their life by a team, according to their needs. The Board, youth coordinator and coaches are expected to be open to the potential limitations of the members, to focus on the positive elements and skills of the youngsters, and to actively contribute to the achievement of both the sport and social objectives of the club.



Figure 39. Work for each other, achieve a goal together, mutual respect.
© BC Foyer Molenbeek

Good practice elements

The club tries to break down barriers by *limiting the membership fee* (around 50 euros per year) and maintaining close contact with the parents and other supervisors. The club has installed a *principle of solidarity*: families who are well-off pay a higher yearly membership fee than families who have a harder time. For young people, this means that they grow up in an atmosphere where everyone knows and respects one another. The club wants their members to realize that there are young people who are less fortunate and that the club recognizes this and tries to do something here. The Board, youth coordinator and coaches / assistant coaches are expected to *communicate* often and fluently, both *with the players and with the parents*,

in order to make everyone feel at home. This requires a substantial time investment, but it pays off. To linger after a training or competition gives the coach the time to get informed on what is going on within the families and gives the coach a chance to encourage players and parents to actively participate in club life. Within the club, there must be room for discussion and healthy debate. The Board and the youth coordinator expect coaches to be open to *new ideas* and to present their own ideas. The club is committed to taking into account the ideas that are suggested by coaches, players and parents.

Both parents and members are encouraged to engage in the activities of the club. The youngsters can already become involved from the age of 12, as they grow older, they climb up the ladder one step higher to finally become a trainer or board member. The ‘training project’ of the club encourages young members over the age of 12 to take on responsibility in the club and to commit selflessly, on their *own pace and according to their own choice*. The Junior Team gathers players and their sisters and brothers to help organize competitions and events (club day, drink selling, refereeing, time keeping ...) and assist the trainers in training. Once they reach the required age, they can follow courses to become a referee or coach, paid for by the club. Afterwards, they become involved in the organisation of the club.

The club is strongly committed to a *multidisciplinary guidance* of the players. Girls in a disadvantaged position will be monitored and supervised at various areas of their life: basketball, school, homework, home situation. Depending on the needs of the girls and / or the family, they can also call upon all other services within the Regional Integration Centre Foyer, or they will be referred by the club to other (social) organisations.

Like other clubs, BC Molenbeek trains their members to become good basketball players in the first place. Unlike most clubs, they set a second, equally important goal: *the development of self-esteem* of all players, who often, though certainly not always, come from a socially vulnerable environment, in order for them to have their place in society, an open-minded view and respect for the world. Therefore, extra attention is paid within the club to the *development of social skills*. Trainers are expected to actively work on discipline, team spirit, mutual respect and cooperation during each training. They are encouraged to regularly give exercises with the sole purpose to learn to play together and trust each other.

The club wants the player’s basketball and personal skills to evolve as much as possible within one’s own capabilities and on one’s own level. To provide all the girls with as many opportunities as possible to achieve this objective, the girls are motivated in a pedagogically sound way to work towards a specific goal. Many girls in the target group have difficulties to get involved, to *set a goal and work for it*. To properly manage this process, all players are individually guided by the trainer and/or youth coordinator, and there is close cooperation with the parents. The club clearly focuses on *progression* rather than on winning. In order to measure this progress, the youth coordinator regularly reviews the progress of all players and teams and discusses this together with the trainers. The trainers will in turn organize several evaluation sessions with the players and the team. During these moments, not only the technical and tactical progress is discussed, but also social skills, and there is also room for talking about other aspects in the players’ lives.



Figure 40. Getting together for a shared passion.
© BC Foyer Molenbeek

Central elements for the activities of the club

In terms of *planning*, the President of the Board of BC Molenbeek coordinates the cooperation between the various board members and between the Administrative Board and the Sport Board. The President and the Treasurer set out the main lines of the (financial) policy and are also responsible for finding sponsors. The Vice President supports the President in his duties and, together, they guide the Sport Board. The Treasurer is responsible for the daily financial activities of the club and for the financial section of subsidy applications and sponsorship. The Secretary is the administrative officer at the club and is the contact point for the federation and other clubs. The club has launched its (sporting) vision and mission on paper and makes an annual report.

As for *funding*, BC Foyer Molenbeek is an independent and recognized sports club. Even though the club is part of the activities of the Regional Integration Centre Foyer, it is led exclusively by volunteers, paid staff is not employed. The board and trainers receive a volunteer compensation. The rent for the use of the sport infrastructure is partly funded by Foyer and partly by the Flemish Community Commission (the hub of the Flemish Community in the Brussels Capital Region. It gives form and content to the capital from the point of view of Dutch-speakers and is the competent authority for issues relating to culture, education, well-being and health).

Since BC Molenbeek was founded in the Regional Integration Centre Foyer, the club still has a strong *connection* with this social organisation. The Board consists of four persons who

are employed within Foyer.

BC Molenbeek has a *partnership* with the organisations ‘Sport en Muziek’ and ‘Antwerp Wolfpack’ who run an America project and a Bolivia project. In 2015, two girls from BC Molenbeek were selected to go on the two-week American trip, where they participated in tournaments and also visited the country. As part of the Bolivia project, a basketball game was organized between Bolivian street children who spent a period in Belgium and a BC Molenbeek team. Afterwards, the whole group cooked and ate together and then they explored Brussels. In future, it is intended that one of the girls of BC Molenbeek will go to Bolivia.

BC Foyer Molenbeek has a *collaboration* with Friss (a non-profit sport organisation for the disabled) in order to make sure that all girls can play basketball at their own level. If the girls are struggling in the recreational teams of BC Molenbeek, they have the opportunity to move to a basketball team in Friss.

Because the sports club is very popular, the club is not actively *recruiting* new members. Currently, there are no resources (financial nor human) and no sport infrastructure available to further expand the activities of the club. The club has had to stop accepting new members and currently has a waiting list. All members have come to the club through word of mouth. Free places are allocated on the basis of a waiting list, the level of the player and the family situation. To assess the level and family situation, players on the waiting list are invited to participate in one or more initiations each year. For the players themselves, the initiations are opportunities to find out about the sport and the club. The parents are informed on the method used by the club to assign free places and the continuation of the trajectory is explained.

In addition, the club is not experiencing any problems related to drop-out of members. Almost all members remain at the club, unless they play very well and go to another club to play at a higher level. The main factors leading to this strong connection with the club are the methodology and pedagogy used within the club: focus on punctuality, responsibility, growth opportunities within the club, follow-up of the players, sport-related as well as socially, and the involvement of both parents and members in the activities of the club. The fact that BC Molenbeek is one of the only Dutch-speaking basketball clubs in the vicinity is an important element as well.

To expand the world of the members, the club regularly organizes *outings and camps* which give youngsters the opportunity to learn about the world, to see things from a different perspective, and learn to work together outside the basketball court.

To improve the cohesion of the team and the club and to broaden the horizon of the youth, the club organized an adventure camp during the Easter holidays. This was a four-day camp in the woods, where particular attention was paid to cooperation between the youth, the team spirit, self-reliance and social skills during challenging activities. Again, a solidarity principle is applied to payment for participation in the camp.

Sources for further information about the club

Facebook: <https://www.facebook.com/bcfoyer.molenbeek/>

Contact details: wenke.thewis@foyer.be

BELGIUM

Elien Claes, Jeroen Scheerder & Hanne Vandermeersch



Track of volunteering

NAME OF THE CLUB

Leuven Bears

COUNTRY AND CITY

Belgium, Brussels

FACTS AND FIGURES

Founded

1986

Number of members

800

Sports/related activities

Basketball at a recreational, competitive and professional level and wheelchair basketball

Good practice elements

1. Section Volunteers with three responsible persons are in charge of all aspects regarding volunteers in the club, including the guidance of new volunteers,
2. The focus of the club on personal contact with volunteers and on taking into account the opinion and experience of the volunteers,
3. Each volunteer has a clearly defined and specific task which relates to their personal interests.

Reasons for choosing this club as a European good practice

Leuven Bears is the largest men's basketball club in Flanders, offering a wide range of sport activities at recreational, competitive and professional level, including wheelchair basketball. This wide range of sport activities calls for a great number of volunteers to support the club in various areas. Currently, the club counts almost as many sporting members as volunteers.

Description of the club

Leuven Bears is a men's basketball club located in Leuven, the capital of the Flemish Brabant province. The club was originally founded in 1986 in Wilsele and later merged with the Leuven basketball club. At the beginning, the club offered recreational and competitive basketball. A limited number of volunteers was needed to support these activities. Later, professional basketball activities were added. The club has seen a tripling of the number of members and wheelchair basketball has also been added. The increase in the number of members goes in a straight line with the number of volunteers. Consequently, the number of volunteers has significantly increased over the years.

Today, Leuven Bears is the largest men's basketball club in Flanders, counting 30 teams and a total of 800 members. There are 470 sporting members, wherefrom 50 to 60 per cent are youngsters under the age of 12, 25 per cent of them are between 12 and 16 years old and 15 to 25 per cent above the age of 16. The remaining 330 members are involved in the club in one way or another. This is the group of volunteers, who are also considered as members of the

club because they are affiliated with a sport federation in order to have a good insurance. Over the past five years, there has been a stagnation in the number of members and volunteers.

Because the club offers a wide range of sport activities, it has partnerships with three different sport federations. Players of the club who take part in the competitive and professional sport activities are member of the Flemish Basketball Federation. The recreational members are affiliated to Sporta (a recreational multisport federation) and the wheelchair basketball players to the federation for the disabled, Parantee.

Leuven Bears is an officially recognized non-profit organisation and has a clearly defined structure. The *Executive Committee* gathers every two weeks to discuss and analyse all pillars of the functioning of the club. The volunteering aspect is very important here and problems and opportunities are thoroughly discussed. The Executive Committee covers four overarching Units: (1) finance and administration, (2) communication, (3) customer service & support, and (4) the sports committee. Each of these overarching units include a wide range of specific Sections (e.g. funding, HR, marketing, events, sponsors, logistics, etc.). The Customer Service & Support Unit covers a specific Section for volunteers. Each Section has one or more responsible persons who are also represented in the Executive Committee. *The Board* gives the final approval on the decisions that are put forward to the Executive Committee. The Board and the Executive Committee are supported by the *Advisory Board*, which consists of two attorneys and other persons with expertise with regard to relations with governmental authorities, cooperation with the federations, etc.

The club presents itself as ‘a basketball community with more than meets the eye’. Its mission is to develop people through the game of basketball. Leuven Bears strives to make a diversified and innovative contribution to lifelong learning and sporting development. The club focuses on social development through grassroots youth sport activities and promotes and fosters a climate of trust, support and experience to the families and fans of the Leuven Bears basketball community. The club’s vision states that Leuven Bears is the reference basketball community in Belgium. Leuven Bears strives to provide the best environment to work hard, play and cheer. The club forms competitive teams for young Belgian players and is recognized as one of the most innovative basketball communities driven by professionals and passionate volunteers. Based on their strengths and from their current situation, the club devises strategic action plans as a road map with the choices and actions that are necessary to bring the club’s vision into practice step by step. These strategic action plans include, among others: defining the club structure and corporate governance, ensuring the financial health of the club, implement a Youth Development Programme, improving fan experience, using technology to improve performance, organizing ‘give something back’ events. Leuven Bears has deliberately chosen to offer the sport of basketball in a manner that is adjusted to the capabilities and capacities of all players (from grassroots to elite sports). This choice implies a broad range of activities and members, which asks for a broad range of volunteers.

Good practice elements

There is a lot of variation in the level and the objectives of the players and the sport activities. This means that the club should approach certain matters very specifically, while other matters can be approached generally. Therefore, the club draws a distinction between *different*

groups of volunteers. There are volunteers who take on more general tasks: members of the Executive Committee, of the Board, or a specific Section. There are three persons responsible within the Volunteers Section. These persons responsible consult internally regarding questions or issues about volunteers with the persons responsible of other Sections. Another group of volunteers is responsible for the organisation and management of the matches of the professional team. This requires a lot of volunteers, especially as stewards, but also at the box office. There is a separate group of volunteers who work on this specific task. The largest group of volunteers is made up of the parents of members. The club has 30 teams and each team needs the support of 3 to 4 volunteers (e.g. time or score keeping during matches).

The club has *experienced an evolution with regard to the volunteers.* The involvement in the club is not comparable to what it used to be 20 years ago. This may be due to the size of the club, which has grown rapidly. But also because of other evolutions. Ever more parents assume that they can pay a membership fee for their child and have no involvement in the club, which is not at all appreciated by the club. Therefore, when a new member joins the club, parents are informed that some involvement in the club is expected. The club experienced that the social dimension around the club has diminished, that people take their distance more and more. There is a change in the climate of volunteering, and it is getting more difficult to involve younger parents.

The experience in wheelchair basketball is completely different. Here, one can clearly see that the parents are more involved. In wheelchair basketball, there are people who do not have the same opportunities to play sports as others do, so their bond with the sport and the club is stronger, hence there is a lot more loyalty and volunteer work from their environment (family, girlfriend, parents, etc.).

The club tries to respond to the evolving involvement of volunteers in different ways. The 'traditional' volunteer who carries out all possible tasks does not exist anymore. So the club tries to find out what *the interest of the parents* are, for example, in function of their profession or hobby. In this way, the club works more selectively and tries not to overload its volunteers with tasks, but to provide a *clearly defined and specific task*. Here, one should pay attention to the fact that each volunteer is different and requires a specific approach. A systematic approach is important, so that volunteers do not feel lost or feel that things are pushed into their shoes for which they do not feel responsible. Each volunteer needs *attention* and in this regard, face to face communication is important. The club organizes meetings for different groups of volunteers to discuss the current situation and possible issues. This type of *personal contact* is considered crucial.

In wheelchair basketball, the club tried something new: parents of the players who volunteer were brought together to make a SWOT analysis. Here the club received a lot of feedback from the volunteers. On this basis, the club and the volunteers set out priorities to focus on for the next season. This is repeated every season, so new volunteers can provide their input. In this way, the parents feel involved, because *their opinion is asked for*, they feel listened to, which creates a commitment. Occasionally, the club still makes the mistake to listen too little to the opinion of the volunteers. It is important to look for potential problems from a *bottom up approach* and to actively involve the volunteers. There is no one better suited for providing the right picture of a situation than the one who should perform it in practice.

Volunteers ask for respect, but people increasingly associate volunteer work with financial compensation, and from that moment the voluntary aspect is lost. The club is trying to respond to this by providing *no monetary compensation* but drink coupons or clothing instead, for example. The clothing should be recognizable, because the club notes that this gives a kind of authority to the volunteer and enforces respect. This is a form of *recognition* for the volunteers, which is important. The club only has paid staff for the commercial and administrative aspects. In addition, the head coach, assistant coach and the professional players are paid. All other supporting forces act voluntarily.

The *Section Volunteers* is involved in all questions, problems and opportunities where volunteers are included. *New volunteers are guided* by the persons responsible of the Section. It is important to note that this is done structurally, although this is not always evident in practice. Not all volunteers have received proper training. These volunteers are then paired with another trained volunteer as an assistant. Volunteers can contact the persons responsible of the Volunteer Section with their questions and problems. These three persons responsible are also represented in another section, this establishes a *link with different domains of the club*. These people also attend *training and courses* on how to deal with volunteers. These courses are organized by the Dynamo Project. This is a rather unique government subsidized project for which the Flemish Sport Confederation obtains means on a yearly basis to develop and provide management support for sports clubs, ranging from more strategic support to legal support and tools to aid clubs in their financial management. The club tries to convert these guidelines into practice as much as possible.

Losing a volunteer is easy, recruiting a new one is much harder. The club has already tried out many different strategies. What appears to work reasonably well is to ask for commitment of the parents when new members join the club (more or less 140 new applications per year). Once the season is underway, the probability of success is lower. At the beginning of the season, *kick-off meetings* for players and parents are organized by age group. Mainly, parents of new members attend these meetings. Here, the club has the opportunity to inform the parents that the club's activities do not happen automatically. It is made very clear that the club relies on its volunteers. The club indicates that support is sought in certain areas. The club poses specific questions to the parents to find out about their interests. Consequently, tasks are assigned to the volunteers *based on their abilities and interests*. What also works is to ask for cooperation or engagement on an informal moment through personal relationships.

Central elements for the club activities

In regard to *planning*, the structure and substructures of the club are important. More specifically with regard to *volunteering*, the core group of the three persons responsible who have a say in the Executive Committee are the starting point. The club has no written policy regarding volunteers. However, the club actively considers how new volunteers could be recruited, how current volunteers can be retained and how loyalty and commitment can be created. When recruiting new volunteers, the club primarily aims at attracting the parents of the youngest members. The club expects these members to stay the longest at the club and this way, more efficiency is created. The investment and attention that is paid to the volunteers should yield as much return as possible.

With regard to *volunteering*, the Leuven Bears have a gentlemen's agreement with the local youth movement, whose members act as stewards during professional games.

Besides, the club has established good *cooperation with* the Leuven women's basketball club. The two clubs are located in Leuven and do not want to compete with each other because both clubs have their specific expertise. Therefore, they have agreed that the Leuven Bears would refer interested female players to the women's basketball club and vice versa. Together, the two clubs organize a movement school for boys and girls from 4 years. This is organized by volunteers from both clubs. The clubs help each other if there is a shortage of sport facilities. The partnership works in both directions, it is a win-win situation.

Every year, the club organizes a party for all volunteers involved in the activities of the club. This usually takes place at the end of the season. Then, an activity is organized and everyone eats together. Some teams also organize *internal activities*, for example a youth team that organizes a match against the parents.

Sources for further information about the club

Website: <http://leuvenbears.be/>

Facebook:

- General: <https://www.facebook.com/leuvenbears/>
- Academy: <https://www.facebook.com/leuvenbearsjeugd/?fref=nf>
- Leuven Bears on Wheels: <https://www.facebook.com/Leuven-Bears-On-Wheels-208804662601739/?fref=ts>

Contact details: freddy.hernou@telenet.be

4.3. DENMARK

Karsten Elmose-Østerlund & Bjarne Ibsen



Track of *volunteering*

NAME OF THE CLUB

Idrætsforeningen Skjold
Skævinge (ISS)

COUNTRY AND CITY

Denmark, Skævinge

FACTS AND FIGURES

Founded

1910

Number of members

1130

Sports/related activities

Badminton, football, handball,
fitness, non-competitive team
gymnastics, rifle shooting sports

Good practice elements

1. The club enables the local community to contribute with the type of voluntary work they prefer,
2. Specific tasks with time commitment are provided,
3. The club acknowledges the contribution made by volunteers during social events,
4. The club motivates “core” volunteers to take on more “leadership tasks” than practical ones.

Reasons for choosing this club as a European good practice club

ISS is included as an example of *volunteering* good practice, even though the club also works with *social integration* in a broad sense in that the club aims to include people from the local community in the activities of the club. ISS has become known for developing and introducing the concept of a “club for volunteers” (in Danish “Klub Frivillig”), which has brought the number of volunteers in the club up from 14 to 225 within the last three years. Since the introduction of the club for volunteers in 2013, many Danish sports clubs have been inspired by this concept and have introduced their own clubs for volunteers. In 2015, ISS won the “Sports Award” awarded by the Ministry for Culture, which included a cash prize of approximately 13,000 euros.

Description of the club

ISS was founded in 1910. It is located in the municipality of Hillerød in a relatively affluent neighbourhood. The club has approximately 1130 members from all age groups. It is structured as a multisport club with a central board and seven boards representing branches for seven different sports and/or activities in the club. As with many other Danish clubs, it is a stated goal for ISS to foster health and wellbeing in the local community and among individuals through sports and other cultural activities.

Good practice elements

The kick-off for the club development process in ISS was its participation in “the Danish Championship for Club Development” in 2012-2013 – an initiative developed by one of the major Danish sports organisations, DGI. As a participant in the Danish Championship for Club Development, ISS was inspired to work on developing its club and stating explicit goals and dream scenarios for future development. In this process, the club identified the recruitment and retainment of volunteers as the main area in which it needed to focus its attention, in order to be able to achieve the goals it had set and realize the dream scenarios it had described.

As it had a total number of fourteen volunteers at the time it joined the Danish Championship for Club Development, ISS felt it needed to expand its volunteer base. In order to do this, it decided to reach out to more members and to the local community by developing and introducing a new concept, the club for volunteers.

To briefly describe it, the idea behind the club for volunteers was to make it possible for members and other people in the local community to contribute with the type of voluntary work they prefer and as often as they prefer to do so.

One of the central figures in the development of the club for volunteers, Kasper Pontoppidan, compares the club for volunteers with a football team: *“The club for volunteers works like a football team: you can sign up for a task, just as you sign up to play a match on the weekends”*.

The sign-up procedure to be part of the club for volunteers starts with people indicating that they are willing to join the club. They give their name, e-mail address and phone number and are added to an internet database (“NemVagt”). Core volunteers then add various tasks that need to be solved to the database, and the members of the club for volunteers can then access the list of tasks from home and decide for themselves what tasks they would like to help solve and when.

Another central figure in the development of the club for volunteers, Lasse Petersen, elaborates on the concept: *“To briefly describe it, the purpose of the club for volunteers was to organise the voluntary work better by describing the tasks that needed to be done and cutting them into small chunks. People are willing to take on a small task if, for instance, they know that they only need to do it twice a year for four hours. They are willing to set aside time for this.”*

The recruitment of the first members for the club for volunteers was handled through a survey sent out to members of ISS and non-members in the local community. With 160 people replying to the survey and about half indicating that they were willing to join the club for volunteers, there were enough people to get the club started.

Lasse Petersen gives a concrete example of the benefits ISS has had from forming the club for volunteers: *“Recently we hosted the annual day where we prepare the football fields and clubhouse for the new season, and we had thirty people showing up. They showed up at 10 am and went home at 2 pm, and we provided them with free lunch. For such tasks, it is no longer a problem for us to bring people together.”*

To keep the volunteers motivated, ISS attaches great importance to recognition. It particularly focuses on visibility by letting people in the club know what has been accomplished

through the efforts of volunteers from the club for volunteers, so that other members can recognise the volunteers for their work. Furthermore, the club hosts parties and other social events for the volunteers in the club – and members of the club for volunteers are given free t-shirts and meals when they show up to help.

So, how has ISS benefited from forming the club for volunteers? It has seen a large increase in the number of volunteers, making it easier for the necessary tasks to be performed (and also the more “boring” ones). It has reached out to the local community and has successfully involved people from outside the club in the voluntary work. A number of these people stated that they find the voluntary work meaningful, even if they do not benefit directly from the work they do, as they are not members of ISS.

The club for volunteers primarily seems to be targeted at the recruitment and retainment of ad hoc volunteers, but Lasse Petersen explains that they also find it helpful in the recruitment of core volunteers: *“We still need core volunteers, no doubt about that, but by being involved in a number of small tasks, some decide that they are willing to do more voluntary work. So, the ‘food chain’ of volunteers in the club has become more coherent. The club for volunteers has also meant that the core volunteers on the board have more time for other tasks, for instance club development.”*

The shift in tasks for core volunteers in doing less “practical” tasks and more “leadership” tasks could also work to increase the motivation of core volunteers. Lasse Petersen describes that this has happened for the core volunteers in ISS: *“I do not think we spend less hours on voluntary work today, I think we might even spend more hours. But we are now doing more of what we like to do as volunteers, and then it is not so bad. I like to lead and I like to work with management, and now I definitely get to exercise leadership in the club.”*

The core volunteers in ISS are constantly working to improve the club for volunteers, and a recent initiative has been to move the club for volunteers from the context in which it was born – the branch of the club that works with football – to become a branch of its own within ISS. In this way, the benefits of the club for volunteers can be broadened to all parts of ISS.

Central elements for the activities of the club

The club is proactive and engages in the *planning* of its activities (sport-related and non-sport activities). The club for volunteers is just one example of this, since the club also sets goals for its development more broadly. The club reaches out to the local community. This is a way for the club to be proactive on *recruitment and retainment procedures* with regard to both volunteers (cf. the club for volunteers) and members (for instance, by sending surveys to ask non-members which activities they would like to do in the club and what suggestions they have for the club more broadly). Finally, the club also hosts *non-sport activities*, such as social gatherings (for members and volunteers). They see this as important for cohesion in the club and as a way to recognise volunteers.

Sources for further information about the club

Website:

- <http://www.skjoldskaevinge.dk/> - homepage for the sports club
- <http://www.iss-fodbold.dk/klub-frivillig/> - homepage for the club for volunteers
- <http://www.dgi.dk/foreningsledelse/artikler/klub-frivillig> - article and video about the club for volunteers
- <http://kum.dk/nyheder-og-presse/pressemeddelelser/nyheder/foreningslivet-loeb-med-idraetspris/1/1/> - article from the Ministry of Culture explaining who ISS was awarded the “Sports Award” in 2015

DENMARK

Karsten Elmose-Østerlund & Bjarne Ibsen



Track of social integration

NAME OF THE CLUB

Randers Skyttekreds (RSK)
Randers Rifle Shooting Sports
Club

COUNTRY AND CITY

Denmark, Randers

FACTS AND FIGURES

Founded

1861

Number of members

350

Sports/related activities

Rifle shooting sports

Good practice elements

1. The club established a well-functioning collaboration with the local school for children with special needs,
2. The club has a committee responsible for arranging and coordinating activities for people with disabilities,
3. The club has a “togetherness policy” describing some basic guidelines to ensure a well-functioning social life in the club.

Reasons for choosing this club as a European good practice club

RSK is included as an example of *social integration* good practice in working with targeted activities for people with disabilities in general and specifically for children with ADHD. Even though placing a rifle in the hands of children with ADHD could sound like a controversial idea, RSK has shown that it can be a very successful combination. Shooting sports seem to calm children with ADHD and increase their ability to concentrate. RSK has established a well-functioning collaboration with the local school for children with special needs. The school recruits children with ADHD and transports them to RSK, where volunteers teach the children how to shoot in a calm and safe environment. The activities that RSK facilitates with the school take place in the daytime and the children that participate do not automatically become members of the club. The daytime activities have, however, inspired more children with ADHD to join RSK as members for the benefit of the children, their parents – and the club.

Description of the club

RSK was founded in 1861, which makes the club one of the oldest (rifle shooting) sports clubs in Denmark. It is located in the municipality of Randers, just on the outskirts of the sixth largest town in Denmark, Randers. The club is one of the biggest clubs for rifle shooting sports in Denmark, with approximately 350 members from all age groups, but with a clear preponderance of male members. It is structured as a single sport club that combines competitive and recreational shooting sports with sporting rifles at various different distances,

both indoor and outdoor – and the club also has targeted activities for children and people with disabilities. The club strives to be open and accessible for all people by highlighting that no special skills are required and that RSK provides all necessary equipment. The club has a “togetherness policy” describing some basic guidelines to ensure a well-functioning social life in the club.

Good practice elements

Like many other rifle-shooting sports clubs, RSK has experience in working with people with disabilities, whether physical or mental. The club has a committee that has the responsibility for arranging and coordinating activities for the disabled. The rules are adapted to accommodate people with disabilities, and the club has also invested in special equipment, such as specifically adapted air rifles for the visually impaired. In cooperation with the Danish Sports Organisation for the Disabled (DHIF), RSK also hosts competitions targeted at people with disabilities.

In many ways, the initiative that we describe below – shooting sports for children with ADHD – can be seen as a continuation of a general focus on the *social integration* of people with disabilities through shooting sports.

Attention Deficit Hyperactivity Disorder (ADHD) is a mental disability that can make it hard for children (and adults) to function normally in everyday life. Typical signs of ADHD are physical restlessness, impulsivity and attention disorders, which make it difficult for children with ADHD to function normally in school – and to find suitable leisure-time activities. As a response to this – and because of the positive experiences that rifle-shooting sports clubs (including RSK) have had with providing shooting sports for children with ADHD – the Danish Shooting Federation initiated a project (“Project Focus”) targeted at raising awareness about the positive effects of shooting sports on children with ADHD.

Project Focus was organised as a partnership with the participation of shooting sports clubs, schools, municipalities, the Danish Shooting Federation and one of the major Danish sports organisations, DGI. A project leader was hired full time to work with the project. The project was initiated in 2012 in five municipalities, one of them being the municipality of Randers, and later it was expanded to fifteen municipalities. RSK has been part of the project from the beginning, and even after the project funds had run out by the end of 2015, RSK still provides shooting sports activities for children with ADHD in the daytime – in cooperation with the local school for children with special needs.

The municipality of Randers contributed with economic funds in the start-up year of providing shooting sports for children with ADHD in the daytime, but since the first year, the local school for children with special needs (“Firkløverskolen”) and RSK have been responsible for coordinating and financing the activities.

The activities are organised to take place once a week for a couple of hours during “normal” school hours, which is during the daytime. The school recruits (voluntarily) eight to twelve children from the sixth grade or above, so that the children are at least eleven years of age. The children are transported from the school to RSK by school bus – a trip of approximately 5-6 km – and a number of pedagogues are present to escort and supervise the children.

Upon arrival at RSK, the children are greeted by the voluntary instructors from the club,

and when in the club, the instructors take charge and the pedagogues only help in case of problems with the children (that rarely arise). Most of the instructors have taken a short course in how to work with this group of children, and they can ask the pedagogues questions, but most of them have a “natural feel” for how to address this group of children. Many of them claim that they have already worked with this type of children before, without knowing about their diagnosis (ADHD). The activities are normally arranged so that the children are working with the same instructor each week.

The setup in a shooting sports club is said to be an important part of the recipe for the success in getting the children to concentrate. They are equipped with earmuffs and placed in shooting booths. An instructor is always close to the children to guide them and provide them with feedback. Throughout the shooting session, the children obtain successful experience with a leisure-time activity – many of them for the first time. These children have often had several experiences of failure with other leisure-time activities.

After the end of the shooting practice, the children can socialise in the clubhouse for a while, before they are transported back to the school. Reports from pedagogues and instructors indicate that the children are calmer after the shooting practice – also when they drive back to the school and in the classes following the shooting practice, where their level of concentration is also higher.

Both the school and RSK contribute to the activities with resources. The school pays for the transportation and for the ammunition used by the children when at the club. Also, they allocate the time of their pedagogues to go with the children to the club – time that could have been allocated to other school activities. RSK contributes with facilities and equipment, and most importantly, with recruiting, retaining and motivating volunteers to be instructors for the children during the daytime, and therefore outside “normal” training hours during the late afternoon and evening.

The project is a win-win for the school and RSK. The department manager of the school has elaborated on the positive effects: *“We have received qualitative feedback from our children and pedagogues about what it has meant for the children to participate in this project. Both when they are in school and when they come home. And it is very positive feedback. The ability to concentrate has been significantly strengthened.”*

An example of this was given by one of the children, who stated that doing shooting sports has improved his ability to concentrate: *“Before I had difficulties concentrating when doing my homework, but now I just think about what I do when I am in the shooting sports club, then I am able to concentrate on my homework.”*

For RSK, the activities have brought satisfaction to the volunteers working with the children, which helps retain them in the club, even if they also state that it can be demanding for them. They do not want to be paid for their efforts, as they do it for a good cause. Furthermore, the activities have brought about an interest from the children that have participated in the daytime to become members of the club and join the “normal” club activities in the afternoon or evening. Also, other children with ADHD have been recruited as members, because parents have become aware of the positive effects of shooting sports on concentration.

The project has also brought awareness to a sport that is generally not taken much notice of in the media – or in the local community, including the municipality. A representative from

RSK stated that this has changed: “*We are surprised by the attention that we have received in the local community and the goodwill the municipality have shown us. We felt this goodwill when we were to make an investment of 1.5 million kroner [about 200,000 euros]. We received a significant economic contribution from the municipality of Randers. I cannot say whether we would have received this without having the activities for children with ADHD. But, generally, I think the cooperation we have had with the municipality in that connection means that we as a sports club have a stronger position.*”

In recent developments, RSK has expanded their cooperation with the local school for children with special needs to increase the number of children with ADHD that are given the opportunity to try out shooting sport activities in the club. This is still based solely on voluntary work.

Besides being a sports club with activities for children with ADHD specifically and for people with disabilities more broadly, RSK also aims to be a club for the entire family. Besides being open to all age groups and having activities regardless of skill level, the club has an “activity room” with billiards, table football, computers and the like. Also, there is a kitchen with coffee, candy, etc. available. In this way, the club is aiming to foster a social life that appeals to all (potential) member groups.

Central elements for the activities of the club

The club engages in *planning* of its activities. The club reaches out to the local community and engages in *partnerships and collaboration*. The partnership with the local school for children with special needs described earlier is an example of this. Another example is the cooperation with the Danish Sports Organisation for the Disabled regarding activities and competitions for people with disabilities. *Recruitment and retainment procedures* are present in the club. For members, the focus is on being an open and accessible club with special initiatives for children and people with disabilities. For volunteers, the club offers opportunities for training and courses, and also hosts parties. Decision-making is partly delegated to a number of committees, where volunteers can work with the tasks they find meaningful. Finally, the club also hosts *non-sport activities* such as social gatherings. Social cohesion is a priority in the club alongside sporting success, which is also a priority. In that sense, the club combines a focus on competitive sport with a focus on recreational sport.

Sources for further information about the club

Website:

- <http://www.randers-skyttekreds.dk/index.php/da/> - homepage for the sports club
- <http://www.randers-skyttekreds.dk/index.php/da/rsk-information/skydning-og-adhd> - homepage with information about shooting sports for children with ADHD in RSK
- <http://www.tv2oj.dk/nyheder/19-12-2012/1930/skydning-som-medicin?autoplay=1#player?clipplayer> – TV spot about shooting sports for children with ADHD in RSK
- <http://www.dgi.dk/om/samarbejd-med-dgi/projekter/fokus-ro-og-koncentration-gennem-skydeidraet> - article and video with general information about “Project Focus”

DENMARK

Karsten Elmose-Østerlund & Bjarne Ibsen



Track of *social integration*

NAME OF THE CLUB

Idræt om Dagen, Helle (IDH)
Daytime Sport, Helle

COUNTRY AND CITY

Denmark, Vrenderup

FACTS AND FIGURES

Founded

1970

Number of members

200

Sports/related activities

Swimming, fitness, different ballgames, team recreational gymnastics, billiards, table tennis, yoga, petanque and folk dance

Good practice elements

1. A wide variety of recreational sports are offered during the daytime targeted at seniors,
2. A family and friendly atmosphere during activity breaks is an important element in developing social life in the club.

Reasons for choosing this club as a European good practice club

IDH is included as an example of *social integration* good practice in working with activities in the daytime, primarily targeted at seniors, even though the club is open in principle to all adults aged 18 years and above. The participants meet up once a week for three hours in the local sports facility. During the three hours, the participants can choose from a wide range of physical activities, and in a break many of the elderly enjoy a cup of coffee/tea, fruit, cake etc. – and they sing together. Normally, at least 250-300 participants – from a large geographical area – show up for the activities each week, of which around 200 are members of the club, while the remaining participants pay a flat fee to join in on the day of the activities. The ability of IDH to bring together a large number of elderly people in different kinds of sports activities, combined with the focus on creating a social environment, qualifies IDH to serve as an example of *social integration* good practice.

Description of the club

Forty years ago, very few elderly people in Denmark took part in sport and physical exercise, but from the beginning of the 1970s, a growing proportion of elderly people became active in sport. Today, the proportion of elderly people that participate in sport is at the same level as in the younger age groups. In the beginning, very few elderly people took part in sport in a

club, because sports clubs first and foremost had offers and activities for children and youth. This has changed, partly because many associations for sport for the elderly were founded all over the country. IDH is an example of such an association.

IDH was founded in 1991, which makes 2016 the year when its 25th anniversary was celebrated. The club has approximately 200 members. The activities of IDH take place in the local sports facility, “Helle Hallen”, which is located in a rural area in the small town of Vrenderup, with no more than 100 inhabitants located midway between seven small towns. However, participants come from the entire municipality of Varde and also from the neighbouring municipality of Esbjerg to join in the daytime sports activities. The sports centre includes two sports halls (40 x 20 metres), a swimming hall, two smaller rooms for e.g. gymnastics and dance, several meeting rooms, fitness facilities and a cafeteria, which make possible the various activities the participants can attend.

Today, IDH is one of many daytime sports clubs in Denmark that function in a relatively similar manner, but IDH was one of the first clubs of this type, and it has served as an inspiration for a number of other clubs. The club only has activities for members one morning per week for three hours. All the members of the board, committees etc. are volunteers. Most of the trainers are also volunteers.

Good practice elements

Once a week, on Wednesday morning, IDH organises a broad range of sports activities, which all members are invited to join. Non-members can join the activities if they pay a flat fee, and so even though the activities are primarily targeted at members, the activities are also open to non-members. Around 250-300 people normally show up for the activities. Of these, approximately 200 are members. Even though the activities take place in a sports hall in a small village located in a rural area, people come from both of the two nearby municipalities to join the activities. The participants are predominantly seniors, even though the activities of the club are open in principle for all adults aged 18 or over.

Over the years, the selection of sports activities provided by IDH has increased. Today, eighteen activities are provided, and they represent a very broad selection, including swimming, fitness, various ballgames, team recreational gymnastics, billiards, table tennis, yoga, petanque and folk dance. The participants normally start out by doing gymnastics together before they spread out to other activities. The activities normally last for around three hours in total.

In a break from the physical activities, most participants meet up and enjoy a cup of coffee/tea, fruit, cake etc. – and they sing together. So, even though the sports activities are a focal element, one of the founders of IDH, Hans Verner Frandsen, explained that the social element is perhaps the most important: *“The social element – the coffee and the talks – is perhaps the most important element. It is, of course, important to stay active and do exercise, but it is also important to come out and talk to other people.”*

IDH is organised as a regular sports club. The club has written statutes, and there is a board, which is elected at the general assembly. The activities of the club are run more or less exclusively on a voluntary basis, and there are about 35 volunteers involved in the club today. The financing mainly comes from membership payments and payments made by non-mem-

bers who want to participate in the activities. However, the club also has an agreement with the local municipality that pays half of the costs for the rental of the sports facility used by IDH (“Helle Hallen”).

IDH was founded in 1991 by local volunteers, in cooperation with the local department of one of the major sports organisations, DGI. Hans Verner Frandsen explained that the initiative – at that time – was not targeted at seniors: *“At that time, the target group was adults from 18 to 100 years and therefore it was broader than today, where it is mostly for seniors. It was in a time with high levels of unemployment, so it was particularly targeted at unemployed people.”* This also explains why the activities took place during the daytime and not in the evening, like most sports club activities.

Already on the first occasion the activities were launched – on a Wednesday morning, as is still the case – approximately 100 people showed up. IDH never succeeded in recruiting many unemployed people, but instead, as indicated above, the initiative has become a huge success among seniors. One of the explanations for this is that the unemployment rate decreased drastically in the years following the formation of IDH, while the general interest from Danish seniors in staying active throughout their entire life has increased significantly in the same period.

IDH was one of the first daytime sports clubs in Denmark, and it has inspired the formation of many clubs since its beginning in 1991. There are variations from club to club in the organisational structure and the activities provided, but the core elements are more or less the same in the vast majority of clubs in that the selection of activities is normally quite extensive, just as the social element plays a significant role.

Central elements for the activities of the club

Even though IDH is structured like most sports clubs in Denmark, it is also quite atypical in that its sole focus is on the activities that take place once a week. It is not divided into specific teams that practice sport at different times – instead the activities once a week are open to all members (and non-members) that do sport together. With regard to *recruitment and retention*, the club advertises its activities in the local newspapers in order to recruit members. The volunteers in the club are more or less exclusively recruited from within the membership of the club. *Non-sport activities* play a major role in that the social gathering of members in a break from the physical activities forms an invaluable element of the club’s activities.

Sources for further information about the club

You Tube: <https://www.youtube.com/watch?v=ltW4x9c7Xlw> – video about Sport in the Daytime, Helle

4.4. ENGLAND

Geoff Nichols & Matthew James



Track of volunteering

NAME OF THE CLUB

Exmouth Swimming and Lifesaving Society (ESLS)

COUNTRY AND CITY

England, Exmouth

FACTS AND FIGURES

Founded

1893

Number of members

311

Sports/related activities

Swimming

Good practice elements

1. The club has a complete set of policies and codes of practice in place to help ensure that volunteers are managed effectively,
2. There are detailed role descriptions for all the key volunteer positions within the club,
3. As a start-up, parents are offered the chance to volunteer in episodic events,
4. The club acknowledges the contribution made by volunteers during annual meetings.

Reasons for choosing this club as a European Good Practice club

Although the club's ethos is very much an inclusive one, ESLS are included here as an example of good practice in *volunteering*. ESLS is a well-governed club with a robust committee structure, which is comprised entirely of 20+ volunteers. ESLS has a complete set of policies and codes of practice in place to help ensure that volunteers are managed effectively, including, for example, policies for volunteer recruitment and succession planning. Detailed role descriptions also exist for all the key positions within the club, including, for example, Volunteer Coordinator and Training Coordinator. ESLS's status as a well-governed club has been officially recognised by the Amateur Swimming Association (ASA), the national governing body for aquatics in England, which has awarded ESLS "swim 21" accreditation. This provides national recognition for clubs that are trying to provide the best possible experience for swimmers, and that are trying to retain and increase the number of volunteers, teachers and officials.

Description of the club

Exmouth Swimming and Life Saving Society (ESLS) was founded in 1893 in the port town of Exmouth, which is located in East Devon and sited on the east bank of the mouth of the River Exe. Swimming lessons and water polo were seasonally taught in Exmouth Docks until the club moved to the salt water pool on Exmouth sea front. ESLS moved to its current base at Exmouth Leisure Centre when the pool was built in 1985. The Leisure Centre is now operated by LED Leisure Management Ltd on behalf of East Devon District Council. ESLS uses the

pool to provide swimming lessons to 180 children every Saturday night, and to run a competitive & development section on Friday nights for approximately 100 swimmers. It is unusual in the United Kingdom for a swimming club to be the main provider of swimming lessons, as most swimming pool operators will do this exclusively themselves. ESLS negotiated this agreement when the club relocated to the Leisure Centre from the lido. ESLS is therefore able to cater seamlessly for the entire aquatic pathway and is able to generate income from their own Learn to Swim programme. ESLS also runs masters and open water sections, and is responsible for administering the East Devon Mini League, in which six swimming clubs from the district compete. ESLS is managed entirely by volunteers and only employs one individual, who is the head coach of the club's Learn to Swim programme.



Figure 41. The start of the Starcross to Exmouth open water swim in 2015.
© Exmouth Swimming and Life Saving Society 2017

Good practice elements

ESLS's long history of community service as the only swimming club in the local area and Exmouth's standing as a relatively small, close-knit community has helped to establish a strong ethos of volunteerism and sense of solidarity. This has clearly sustained ESLS throughout its history, helping the club to attract a steady supply of volunteers, partners and supporters to undertake vital roles and assist the club. This is evident in the way ESLS, local schools, community groups, businesses and sports clubs from Exmouth support each other through, for example, reciprocal *volunteering* arrangements, sharing facilities, pooling resources and

sponsorship. The lead volunteers at ESLS clearly appreciate the symbiotic nature of their relationship with the other organisations and institutions of Exmouth, and so they provide volunteers for the local beach rescue service, run the local school and college swimming galas, and in turn benefit from good relations with the local rugby club, town council and local business community (e.g. team kit sponsorship).

“The Society is very ingrained in the local community. It started in the docks, before moving to the lido and eventually to the Leisure Centre. People that are born and bred here all know about the Society,” Martin Pashley, Committee Member.

Good governance at ESLS is provided by the main committee and six subcommittees, which try to meet on a monthly basis; a full set of policies and codes of practice, including policies for volunteer recruitment and succession planning; and detailed role descriptions for all the key positions within the club, including descriptions for Volunteer Coordinator and Training Coordinator. All of these governance instruments can be viewed on the club’s website - see the link at the end of this report. This helps to ensure that there are a sufficient number of volunteers; that volunteers understand their roles and responsibilities; and that ESLS is transparent with regard to how the club’s affairs are managed. This approach was recently exemplified by the Competitive Sub Committee, which undertook a survey of parents that has resulted in the production of an action plan. ESLS’s status as a well-governed club has been officially recognised by the Amateur Swimming Association (the national governing body for aquatics in England), who have awarded ESLS “swim 21” accreditation. This provides national recognition for clubs that are trying to provide the best possible experience for swimmers, and that are trying to retain and increase the number of volunteers, teachers and officials.

ESLS’s methods for recruiting volunteers are on the whole informal, apart from inviting all the club’s parents to attend the Annual General Meeting (AGM), when parents are encouraged by the Chairperson to become involved; and also at swimming galas when a list of volunteer roles is implemented to ensure all the tasks are being fulfilled. As current committee member Martin Pashley explained: *“It’s an informal and slow process. We ask them to help with the refreshments at galas or to help pack away. It definitely helps to start with the easier roles so people feel comfortable, such as giving out medals... realising that was nice and that you are part of something positive in your local community. We try to ease them in gradually and we actually say it, and we’re not shy about saying it - ‘we need help.’”*

Several committee members reported that it is often at galas when parents will offer to volunteer for this first time, which by their very nature are episodic *volunteering* events.

Committee members stated that getting parents to help out at galas with small simple tasks can sometimes act as a stepping stone into more substantial voluntary roles at the club. Committee member Marcus Allen, who has responsibility for new members and the mini aquatics league, highlighted some of the benefits that *volunteering* at galas affords parents, which can be helpful to state when trying to recruit parents: *“Since I became a judge I don’t have to queue for seats at galas, get to watch my children swim, get a nice lunch half way through the session. But most importantly, it helps to sell the role, as without the volunteers the meets wouldn’t take place.”*

As with the vast majority of voluntarily-run sports clubs, committee members at ESLS

reported that finding willing volunteers for the club's main officer positions is particularly difficult, and is often a case of waiting for the right person to come along. The club also appreciate that it can be impossible for some volunteers to continue in these roles for long periods, as Jane Easton, chairperson of the Competitive subcommittee observed: "*The club is grateful for any help and we wouldn't condemn any person for not sticking with it routinely.. we'd say whatever you can do is great.*"

ESLS has a good track record of retaining volunteers, with several of the current committee members continuing to volunteer for the club long after their own children have ceased to be members. Recognising and rewarding the contribution of their volunteers is a vital part of the retention strategy, and committee members reported that they always try to thank volunteers in person. The club also provides tangible rewards for volunteers at their annual awards night. Every young person that has volunteered for the club for a period of up to six months is presented with a retail voucher worth £10 and those that volunteer for up to 12 months receive a voucher worth £25. The highest reward that the club can bestow on a volunteer is Life Membership, as Jane Easton attested to: "*The ultimate thing the club does is to make people a life member. I was awarded it this year and it was a real honour.*" ESLS also uses social nights as a way of rewarding volunteers and building camaraderie, but it is practically impossible to ensure all the volunteers are in attendance when the club is active most evenings of the week.

ESLS makes it possible for their volunteers, including young volunteers aged under 18, to attend training courses free of charge, such as ASA coaching qualifications and mandatory courses such as safeguarding & protection of children and First Aid training. Committee members did report difficulties in accessing local training courses given Exmouth's location, which means that the club volunteers often have to travel considerable distances for these courses as a result.

ESLS encourages its young members to volunteer and also caters for local school pupils who need to complete *volunteering* work in order to fulfil their Duke of Edinburgh or ASA Young Aquatics Volunteer awards, or coaching as part of controlled assessments for their GCSE physical education courses. Young members are encouraged to help out with the Saturday evening *learn to swim* sessions and to help those who are rewarded with places on ASA training courses. However, to access these courses they must first write to the relevant subcommittee to request support as part of their personal development. Nevertheless, ESLS committee members appreciate that it is difficult for most of the club's young members to find the time for *volunteering*, given that many are so committed to their swimming that they will be spending up to 14 hours per week training in the pool.

Central elements for the activities of the club

ESLS has served the people of Exmouth and the surrounding estuary area for almost 125 years. This has bred a strong ethos of *volunteering* and solidarity amongst the membership and means local people have great affection for the club. ESLS has capitalised on its heritage by establishing mutually beneficial *relationships* with the owners of Exmouth Leisure Centre and other local organisations and clubs; through good governance via effective management and subcommittees; and by maintaining the strong ethos of *volunteering*, thanks to the meas-

ures they have taken to *recruit, reward and recognise their volunteers*. Underpinning all of this is the tight-knit community of Exmouth, where the onus on residents to help deliver local services and sports clubs remains strong as the private sector is less likely to be interested and family ties to clubs still run deep.

Sources for further information about the club

Website: <http://www.exmouthswimming.org/> - homepage of the sports club

ENGLAND

Geoff Nichols & Matthew James



Track of *volunteering* and *social integration*

NAME OF THE CLUB

Northern Hope Gym Club

COUNTRY AND CITY

England, Birtly

FACTS AND FIGURES

Founded

1989

Number of members

400

Sports/related activities

Gymnastics

Good practice elements

In terms of *volunteering*:

1. Setting an expectation of *volunteering* associated with membership,
2. The importance of creating the social atmosphere and conditions to engender *volunteering*,
3. The importance of allowing volunteers to take small limited roles initially,
4. Enabling a balance between the jobs the club needs to have done and those the volunteers feel able to offer,
5. The positive atmosphere surrounding the club, set by its founder's vision for it,
6. The use of volunteer awards for young people, but the need to balance this with the need of young people to gain paid work.

In the terms of *social integration*:

1. Access to a group excluded from sport and society being made through an intermediate organisation (their school) via a personal contact (the parent of a gymnast),
2. The ability and power of the supportive positive set of expectations – in a completely new setting – to engender changes in behaviour,
3. The key role of skilled activity leaders,
4. The willingness of the club to offer special activities for this extremely difficult group,
5. The adjustment of sessions to meet the needs of this group.

Reasons for choosing this club as a European good practice club

The club was selected because it appeared from WP2 that it had a strong social ethos, it had recruited members from disadvantaged communities, it had innovative methods of involving parents in *volunteering* to help junior participants, and it had recently gained a £50k grant from Sport England in order to develop a parents' room at the club as well as a conference/training room.

Description of the club

Based on an interview with Lynn Hope – Head Coach & Director 21/6/16

The club has 400 members from pre-school age to 18. There are 15 volunteer coaches and another 5 volunteers taking administrative roles. These 20 form a management committee. In addition, numerous other roles are taken by volunteers; for example, looking after the tuck shop, fund raising or making costumes.

The club has its own premises – a large factory space it took over in 2012 and adapted to its needs by dividing it up.

Sessions are run every evening from 4pm to 8pm, for groups of different ages and ability. There are also sessions three times a week during the day for pre-school groups.

Lynn is employed part-time at the club and volunteers for the rest of the time. She founded the club in 1989 and when it moved into the new building in 2012, she gave up her previous part-time paid work to spend all her time running the club and coaching. The part-time wage at the club just compensates for the paid work she had to give up.

Some coaches are paid and some are voluntary. The volunteer coaches are supported by the club to take coaching classes, which cost £400. For example, a young person may take a coaching course and agree to give back a number of hours of coaching. The club pays for volunteers over the age of 18 to take the necessary ‘disclosure and barring’ check.

The development of the new building in 2012 was supported by a grant of £50,000 from Sport England. Members come from a 20-mile catchment area – which is considerable for one-hour sessions. Gymnasts from the club win national level competitions.

Good practice elements - Promoting *volunteering*

Lynn founded the club because she believed the positive social atmosphere of the club was just as important as the gymnastics and she wanted to create a club like this.

Everybody is treated with respect and friendliness. This fosters relationships where people will volunteer and support the club.

The membership pack outlines the aims of the club, including developing self-discipline, commitment, sportsmanship, respect for others and enjoyment of life. So a positive development of young people through gymnastics is an explicit ethos of the club.

The membership form explicitly states that the club would like parents to become more involved, that a range of volunteer roles need to be filled, but that they do not need to be a long-term commitment. The membership form asks parents to indicate specific roles they could help with and responses are kept on a club database.

Thus, an expectation of *volunteering* is built into the first contract with the club. A range of small and time-limited roles are offered initially to allow people to become involved.

Lynn will ask parents directly whether they can help with something. There is also an expectation that anyone can ask her almost anything. So the strong network of social relationships in the club makes it easy to recruit volunteers.

Before the new building opened in 2012 it was an empty shell; therefore, it was possible to design it to fit the club’s needs. A parents’ viewing room was created – which is unusual in gym clubs – where parents can watch their children, meet other parents and drink coffee – thus supporting the café. This means that parents stay while their children are doing the

session – the distances travelled to attend mean they would have to stay somewhere anyway. This develops social networks between parents – most of whom have not met before – and helps create a club identity. This makes it easy to get parents involved. It also allows them to support their child if needed, but also to retain a distance from the session.

The development of the new centre also allowed a conference room to be built, which enabled coaching courses to be held. This means volunteers do not have to travel – what could be a considerable distance - for a 3-day course.

The support of parents is illustrated by a group spontaneously organising fundraising to support gymnasts attending an event at the national gymnastics centre. One parent changed her holiday arrangements to attend the event.

So there is a balance between the volunteer roles defined by the club and the ones parents decide to take. The range of small *volunteering* tasks allows volunteers to get involved initially with limited commitment.

This example shows the importance of strong social relationships in promoting *volunteering* and how in this case, these are promoted by the club manager, the club values and the design of the building.

Young people in the club are encouraged from the age of 13 to take a young leaders award – which is promoted by the British Gymnastics Association. However, young people generally want to be paid for coaching rather than volunteer. This is partly a reflection of other paid work opportunities, for example shop work, and parents' encouragement to take them. The club has decided it is better to pay young coaches a low wage than to lose them. However, those who volunteer are rewarded with more support in taking coaching courses.

One young volunteer was able to be employed as part of a volunteer apprentice scheme. This is a government scheme run through a local group called Lifetime. Successful applicants can get a small grant – the volunteer from Northern Hope was not successful in getting a grant. However an incentive of the scheme is that the candidate can get a diploma in various types of work to help with the role of their job. The Northern Hope candidate is taking a qualification as a level 2 fitness instructor. Every month, a Lifetime tutor comes into the workplace to assist with the student. The tutor support is free. The club pays the wages of the candidate.

Parents are also encouraged to take coaching qualifications.

One example was given of a volunteer who was recruited from outside the club through a volunteer support agency. She was an older person and became an enthusiastic volunteer for 3 years, but left very reluctantly to take another role nearer her home, as it was a long journey to the gym club, especially in winter. This shows it is possible to recruit volunteers from outside the club, but this is an exception.

There is limited support with coaching course fees from the local county sport partnership (an organisation partly funded by Sport England), which may pay the fees. However, the applicant has to have already accepted a place on a course before they can apply for a grant, and so they have to be confident they can afford it without support.

Good practice elements – Social Integration

The club ran special sessions for young people aged 11-17 who had been excluded from mainstream schools and were in a ‘special school’ in Newcastle (10 miles away).

The sessions were arranged by the parent of a gymnast who was a teacher at the school. Initially only 4 or 5 children were taken at one time. Their behaviour was extremely unsocial; swearing, fighting and averse to any personal contact.

The sessions were extremely successful in changing behaviour. For example, participants learnt to accept physical contact and reciprocated relationships of respect. The sessions were extended to 12 young people at a time – with a waiting list. They were only 15 minutes long, with an extra 3 minutes ‘free time’ for good behaviour. This was as long as possible with this group, as they had a very short attention span.

Unfortunately, it was not possible to build on this work with further opportunities for these young people to develop, as they lived too far away to attend the gym club independently. There was no parental support, which was perhaps not possible.

Intensive training was done with 2 young people, who were exceptional gymnasts, to support them taking part in a national competition. But just before the event, they dropped out. The reasons are not clear.

Other sessions have been run for adults and for parents. An adults’ class was started for anyone in the area to come and train basic skills at any level. Some participants were pure beginners and some were retired gymnasts who wanted to continue but not compete, or adults who did gymnastics in their youth and wanted to relive it all over again.

A session for parents was linked to a fundraising event. Parents had the opportunity to have their children (club gymnasts) teach them gymnastics and put them through their paces. It was a great night, enjoyed both by the parents and the gymnasts alike. Certificates were presented to the parents at the end of the session.

Sessions for adults and parents show attempts to develop participation from new groups.

Central elements for the activities of the club

Both success in promoting *volunteering* and also the willingness to integrate new and difficult groups, reflect the vision of the club’s founder, who remains the Head Coach and Director. This vision includes the personal development of young people through gymnastics, including self-discipline, commitment, sportsmanship, respect for others and enjoyment of life. Thus staff have to be role models as well as instructors. In particular, the Head Coach and Director had a very positive approach to trying to integrate young people excluded from sport and society. The development of sessions for a group of young people excluded from sport and society was made through a personal contact. The expansion to the new building, which has been developed to encourage social interaction, was supported by a grant from Sport England.

Sources for further information about the club

Website: <http://www.northernhope.co.uk/> - homepage for the sports club

ENGLAND

Geoff Nichols & Matthew James



Track of *volunteering* and *social integration*

NAME OF THE CLUB

Market Harborough Squash Club

COUNTRY AND CITY

England, Market Harborough

FACTS AND FIGURES

Founded

1970s

Number of members

290-300

Sports-related activities

Squash

Good practice elements

In terms of *volunteering*:

1. The ability to offer small, defined, volunteer roles for those who only feel they can give a little time, or to get members initially involved,
2. Recognising the importance of the social rewards of membership and enhancing this,
3. Making new members welcome,
4. Planning for succession in the key roles, but in an informal way,
5. The influence of key committee members on the ethos of the club and by being able to contribute particular skills,
6. Established volunteers realising they will need to give way to new ones with new ideas at some time,
7. Use of all means of communication to keep members informed and involved,
8. Sport and personal development of young people are seen to go together.

In the terms of *social integration*:

1. Influence of the national campaign by Sport England,
2. Partnership work with local government,
3. The club has sufficient credibility for local government to approach them,
4. The value of building social rewards into membership.

Reasons for choosing this club as a European good practice club

The club was selected from the WP2 sample because from this it appeared to be a growing and successful club. It had developed a greater sense of “ownership” amongst members, leading to a significant increase in volunteers. It worked with local government to increase participation by introducing sessions into schools. It had also targeted women to increase their participation.

Description of the club

The club was formed in the 1970s by a cricket club, with which it shares the grounds. In recent years, the squash club has increased its membership and the cricket club has less members, and so now the squash club is the stronger partner. Only 2 years ago the relationship between the two clubs was reconstituted so that all adult members of both clubs have voting rights at annual general meetings and extraordinary general meetings.

The clubs have independent committees and run separately, although there is some cross-over of members. Each can help raise the profile of the other.

The club owns the facilities and leases the land from a charity. (This means it can set its own membership fees and court fees, which might not be possible if it were using a local authority facility). The squash club has 5 courts. These are also used for Pilates during the day.

It is a membership club, so only members can play. There are about 240 adult members and 50/60 juniors. The club has recently gained members from other local clubs which have closed. Members can pay annually or monthly, and there are full, off-peak, family and junior categories with no additional court fees. This may make the club's membership more expensive than some, but with no court fees it actually encourages people to play more, and then the club gets the benefit of people using the bar etc. afterwards. From a club management point of view, it means the club knows its income and does not have to rely on additional income from court fees, which can be unknown amounts.

The club employs a part-time cleaner and a bar staff of 4 part-time people. All other roles are taken by volunteers. This includes roles on a management committee and a range of other roles – such as bar work and maintaining the building. Each of the 7 teams has a volunteer captain and there are 2 female volunteer coaches, and 5 male volunteer coaches.

Alison and her husband joined the club 7 years ago, from another club, and saw ways it could be developed. They volunteered for the committee and gradually gained members' confidence and trust as they became more involved and developed a vision for the club. Alison had trained as a physiotherapist and had previously worked as a manager in the National Health Service. This experience has helped her in her volunteer role in the club, which she combines with paid work as a Pilates instructor, also at the club. So she is at the club most of the day, and as she put it, 'almost lives there'.

The club caters for all levels of ability, from elite players, to grass roots, and the youngest member is aged 4. This balance of abilities is good for the club as there are role models for a progression of ability, but also a thriving social environment.

Good practice elements - Promoting *volunteering* to adult members

The club is seen as a community – some members will just want to play, but the social aspect of membership is important for others and the committee arranges activities to allow for this. For example, a new members evening is run to help new people get to know each other and feel part of the club. Spaces in the club have been created to enable social mixing, such as comfy chairs in the bar and viewing area. A space has been made for parents to meet informally during Saturday morning junior sessions.

Small and limited *volunteering* roles allow people to get involved gradually. An example was 2 weekends which were used to decorate the club building. Members of all ages

could take part in jobs like painting. This created a great community atmosphere as it was combined with a social event, similar to the England and Wales Cricket Board ‘groundforce’ weekends. The event allowed volunteers with particular skills to come forward.

Seven adults have been supported to take coaching awards. All 7 coaches have their disclosure and barring service (DBS – required for working with young people under 18), membership as a coach with England Squash and any additional continuing professional development (CPD) requirements, such as child protection and first aid training, paid for by the club, and the club encourages the coaches to go to England Squash CPD training sessions when they can.

From a membership survey conducted by the club, a finding was that some people were not aware of *volunteering* roles they could take. This has led to the club producing a list of roles so that members can be aware of what is available. Communication with members is very important. A monthly club newsletter is distributed electronically and its use is monitored – so the club know if it has been read. There are notice boards around the club. A club Facebook page is used more by younger members. A twitter account is used more by outside organisations. Courses and courts can all be booked ‘online’. So the club has embraced all methods of communication to reach all audiences.

The club has been promoted using booklets and leaflets distributed to local households. Social events are marketed to parents via their children. There is some overlap with children at the cricket club.

Although membership forms do not ask for skills that members could contribute, the informal social contact with committee members means that the committee become aware of what members could offer. This means they can ask members directly when a suitable opportunity arises, or gently guide them towards roles.

There is not a formal volunteer succession policy, but it exists surreptitiously, as the committee encourages members to develop volunteer commitment. Alison realises that in order to allow new volunteers to come forward and take the main roles, she and the existing volunteers will have to be prepared to ‘let go’ and allow the new people to try out new ideas.

Alison and the committee have picked up ideas from voluntary support organisations – such as Volunteering Leicester, and from the Sport England ‘Club Matters’ website. This gives advice on using social media. Club committee members have been to Sport England ‘Club Matters’ workshops on Club Finances, which they found really useful, and the treasurer has access to their site as well for help with financial issues. The club has also used Sport England’s workshops on Inspired Facilities, workshops for funding, and their site for looking at club development plans.

Alison’s vision of the club is as a community, in which *volunteering* is a key contribution. She was brought up in a family where this was the norm and so this has influenced her view of the club.

Good practice elements – Promoting *volunteering* and participation by young people

All junior members are allowed to use the court at no cost during the day. Juniors who come to the club coaching sessions get free off-peak membership. Parents of younger junior members then often join to bring them along to practice. As with adult membership, there are no

junior court fees. Juniors only start paying membership when they start playing in the club leagues or want to play at peak time. This membership is only £8 per month. This means the courts are very popular with juniors in the school holidays. While a high proportion of young people in the area attend university, this is always in another town, as there is not a university locally. Young people who attend university are also allowed to use the courts with no charge in the university holidays. This is to keep them connected to the club and the sport, and as role models for the junior members. (In contrast, they would normally have to pay court fees while playing at university.) Similarly, if young people return to Market Harborough to live after attending university, they are allowed to join for a year at the junior rate.

The youngest junior is aged 4. The game can be adapted for young people using different balls.

Alison's vision is for club membership to develop young people to be 'nice people' as well as squash players – the two go together, and she is proud of compliments that have been paid to junior members by other clubs. Being brought up in a family which volunteered, Alison believes that if this can be instilled into young people it will develop the future club volunteers. Thus there is an ethos of *volunteering* built into the junior section, and the club as a whole.

Unlike in some other sports there is not a junior *volunteering* award, however 7 or 8 young people have used *volunteering* at the club as part of their Duke of Edinburgh award. This has involved young people coaching others. However, young people do not seem to be primarily motivated by external rewards from *volunteering*, such as adding to their CV. Occasionally a course has been run for junior assistant coaches. One junior was supported to take a level 1 coaching award, which is the one adults would take. This cost £230 and takes a weekend.

To encourage junior players, the club took part in Sport England's Sportivate scheme, in which clubs are linked to schools. This normally involves the club setting up a junior section in a school, but for squash it has to involve young people coming to the club to play. Within this, a local school has brought older children to use the club for one term a year, free of charge. This has led to some of them joining as juniors. Sport England provided some funding for extra kit and coaching sessions for the first few months, but the club now provides this as part of normal practice.

At one school, the club runs an after school club. One school has come at lunchtimes for one term to enable children taking part in a sports course to try squash.

Links with senior schools will change next year as at present, the link is with the one school which has children over 14. Two other schools run from 11-14 years old. Next year all three schools will cover all age groups, so this will give the potential of arranging inter-school competitions.

In a separate scheme, the club has made links with 8 primary schools. Community Post-code Lottery funding and funding from the local authority, together with some sponsorship from local firms, has allowed mini-squash walls to be installed in the schools. These enable children of their age to practise hitting a modified ball against the wall and hitting it back. Teachers were trained how to use it. These 'rebound walls' have been in place since November 2015. The club has not seen the rewards yet, but now the walls are in the schools, the next phase is to go out again to them, running weekly sessions for a month, and then getting the schools to bring the children to the club for an inter-school festival

To encourage juniors, the club has encouraged a senior junior member to join the club committee.

Good practice elements - Promoting sport to women

Influenced by Sport England's 'This Girl Can' campaign; <https://www.sportengland.org/our-work/women/this-girl-can/>; the local authority contacted the club to set up a scheme to promote squash to women. The club's female coach provided a good role model, as she is a mother with three young children. She helped recruit women from school playgrounds. Some had played squash before, but others were new to it.

One free session was offered, and 7 at the rate of £3 each. If a woman attended all 8, she was given a free racquet and ball. 14 participated regularly. A social event was also provided.

Participants were given a free t-shirt. Eight joined the club and have competed in the club closed competition, and have joined special ladies' leagues, which the club developed to promote their playing.

This initiative will be repeated, and this is made easier by the recent expansion of the number of courts to 5. At the same time, a careful balance has to be kept between the needs of all members, for example in deciding the best night for a 'club night'. A club night is open to all members and is a way for people to get to play short friendly games with people they may not normally play, helping them find new partners to play against.

Parents, both male and female, have also joined as a result of their children joining the coaching.

Central elements for the activities of the club

- The vision and skills the secretary and key committee members bring to the club
- Willingness to use Sport England support and advice. A general positive attitude to opportunities.
- Willingness to work with other organisations – such as schools.
- Use of all possible methods of communication with members, using all technologies.
- A developmental approach towards junior members, to encourage them to remain with the club.
- Recognition of the value of social aspects of membership, and facilitating these.

Sources for further information about the club

Website: <http://www.harboroughcsc.co.uk/> - homepage for the sports club

4.5. GERMANY

Svenja Feiler, Christoph Breuer & Nadja Giesen



Track of social integration

NAME OF THE CLUB

Sport Club Budokan Maintal e.V.

COUNTRY AND CITY

Germany, Maintal

FACTS AND FIGURES

Founded

1998

Number of members

220

Sports/related activities

Judo, karate, ju-jitsu

Good practice elements

1. Financing a new building by innovative means while helping to solve the urgent need for refugee accommodation,
2. Engaging in social activities beyond the club's main functions and initiating cooperation with local partners,
3. Without neglecting their core strength and continuously providing excellent and elite sport oriented sports programmes.

Reasons for choosing this club as a European good practice club

The **Sport Club Budokan Maintal e.V.** represents a club which is engaged and committed to promoting *social integration*. One unique example of good practice has been to construct temporary refugee accommodation, which will be used as a clubhouse and boarding school in the future. Other successful good practice examples initiated by the club include diverse social projects, such as cooperation with schools and childcare centres, the education of trainees, and the organisation of self-defence classes.

Description of the club

The city of Maintal has close to 40,000 inhabitants and is located next to Frankfurt am Main, which is located in the state of Hesse. In 1985, the 17-year-old Ervin Susnik took over the lead of the judo section from the '*Freie Turnerschaft Dörnigheim*'. Due to his involvement and commitment, the interest of Maintal's citizens in judo increased and the number of members increased. Internationally successful judokas, outstanding youth work, the organisation and execution of many competitions and tournaments, as well as a good collaboration with the Hessian regional judo federation, resulted in Maintal being the host of the German judo championship from 1992 to 1996. In 1993, a small karate sports club joined the '*Freie Turnerschaft Dörnigheim*'. The *Sport Club Budokan Maintal e.V.* was founded in 1998 with Susnik being the chairman of the club. In 2007, the club was awarded the "Sport pro health" quality seal certifying the club's sport programmes in the health care section. The *Sport Club Budokan Maintal* is also a partner club of the "Integration through sport" programme, and the club

has appointed someone specifically responsible for integration purposes. The club has close to 220 members and employs 30 people. According to Susnik, half of all club members and two thirds of the club's board have a migration background. Besides judo and karate, the club now also offers other fighting sports, like ju-jutsu and capoeira.



Figure 42. Children at sports practice in the Budokan sports club.
© Sport Club Budokan Maintal e.V.

Good practice elements

An innovative idea of the sports club and a great example of best practice was to build refugee accommodation, which will be transformed into a clubhouse and a judo boarding school of the Hessian regional judo federation in the future. The city of Maintal will rent the building with 68 places for a minimum of six years, with an option to extend the contract thereafter for two years. The construction costs of the new building amounted to approximately € 1.- million and will be amortised within the first five years. The regional judo federation appreciates the model, as professional athletes in the southern region of Hesse currently have considerably long travel distances to their training locations. The construction started in December 2014 and 16 months later the first asylum seekers were able to move in. The sports club's philosophy has been to focus on local construction companies and providers, thereby fostering and nurturing the local economy. With the new refugee accommodation, the club wants to give refugees a warm welcome and demonstrate its open-mindedness. To encourage integration, the sports club also offers organised sport to the asylum seekers.

Through its engagement in many other social projects, the *Budokan Maintal Sports Club*

further differentiates itself from other sports clubs. In addition, the club cooperates with many nearby childcare centres and schools. It offers several sport-related working groups, supports the preparation of healthy lunch meals, and provides educational work during or after lunchtime. Since 2011, the *Budokan Maintal Sports Club* has also been certified to take on trainees. Trainees have the possibility to finish an apprenticeship and gain the qualification of a sport and fitness specialist. The club offers internships and the federal voluntary service. While other clubs in Hesse have problems in recruiting youngsters and individuals for the executive board, the *Budokan Maintal Sports Club* sees its engagement in the education and development of its trainees and volunteers as an investment for the future.

Central elements for the activities of the club

In terms of *planning*, it was important to consider carefully the demands on the building, not only for the refugees, but also for the athletes later on. The strategy has been to build the accommodation in a sustainable way, meaning no excessive adjustments to the structure of the building for the purpose of being a boarding school afterwards.

The city of Maintal has been a key partner in the realisation of the project. The close *collaboration* of the *Budokan Maintal Sports Club* and the city council resulted in the general support of the community. The *Budokan Maintal Sports Club* also invited its members to an information session, in which members were given details about the project plans and were asked to vote in favour of or against the project.



Figure 43. Children at fighting practice in the Budokan Maintal Sports Club.
© Sport Club Budokan Maintal e.V.

The club organises convivial *gatherings* for the refugees. Members of the club, citizens of Maintal, especially residents living close to the refugee accommodation, and refugees from other accommodation are invited to social get-togethers. Besides organising German lessons, the club is also highly committed to educating and training the refugees in and through sports.

The *empowerment through sports* is supported by a project of the Hessian Ministry of the Interior and Sports named “Sport with refugees”. The *Budokan Maintal Sports Club* wants to promote the *social integration* of refugees in the sense of aid that is oriented to self-help - only then will true integration be achieved.

Sources for further information about the club

Website: <http://budokan-maintal.de/>

Facebook: <https://www.facebook.com/BudokanMaintal/>

Blog: <http://budokanmaintal.blogspot.de/>

You Tube: <https://www.youtube.com/user/budokanmaintal>

Budokan Maintal Mobile Application

Contact details: info@budokan-maintal.de

GERMANY

Svenja Feiler, Christoph Breuer & Nadja Giesen



Track of social integration

NAME OF THE CLUB

Idealverein für Sportkommunikation und Bildung e.V. (ISB)

COUNTRY AND CITY

Germany, Schweinfurt

FACTS AND FIGURES

Founded

2007

Number of members

68

Sports/related activities

Swimming, volleyball, dancing, badminton, frisbee, table tennis, taekwondo, aerobics

Good practice elements

1. The club sees sport as a way to solve social problems,
2. The club reacts to changing social conditions by adapting the offer accordingly or using the change to create new sports programmes,
3. The club gives other clubs the possibility to adapt the concept while guiding and supporting them during the implementation.

Reasons for choosing this club as a European good practice club

The *'Idealverein für Sportkommunikation und Bildung e.V. (ISB)'* is a young and modern sports club which manages the "Bewegte Ganztagschule" project ("moving all-day school"), an afternoon programme in all-day schools including sports, lunch and homework supervision. In addition, the *ISB* engages in several other social projects and thereby fosters *social integration*.

Description of the club

In December 2007, eleven young men founded the *ISB* in Schweinfurt, a city in the northern region of Bavaria. The club's focus of attention is not professional elite sports; rather, it offers sports programmes with a special focus on health promotion. In addition, the *ISB* acknowledges the educational potential of sport and its contribution to the development of self-competence and social competences. For example, the club supports the idea that sport can convey values such as fairness, discipline, patience and reliability. Children can be strengthened in their self-perception and their self-efficacy perceived from experience. According to the goals and principles of the *ISB*, every individual has the right to participate in the social system of "sport". The *ISB* wants to prevent social exclusion by making sport accessible to all groups, including children attending all-day schools, children from precarious family conditions, and older people. The *ISB* is aware of the fact that other clubs have also gained

the insight that sport has other effects in addition to the development of motoric activities and functions. However, instead of waiting for members, the club decided to approach certain groups within the scope of its offers and projects. This strategy seems to have paid off, because although membership growth has not been a dedicated goal of the *ISB*, the club has experienced above-average growth in membership enrolment since its foundation. Moreover, the *ISB* would like to motivate other sports clubs to imitate their model and the club therefore provides consulting services through training sessions and the communication of shared experiences.

Good practice elements

A good practice example representing one core purpose and project of the *ISB* is called “Bewegte Ganztagschule” (“moving all-day school”), which aims to promote sport in schools. As an external partner, the *ISB* has been managing the afternoon programme of four all-day schools in and nearby Schweinfurt since 2008. Every day, the boys and girls, currently around 300, are offered for example swimming, volleyball or hip hop dancing classes. However, the “Bewegte Ganztagschule” is more than a line-up of different sports activities. Its unique character is represented by the fact that the programme includes not only sports, but also education on topics such as nutrition, the catering during lunchtime and homework supervision. In this way, the *ISB* controls and is in charge of all elements. The idea of the “Bewegte Ganztagschule” project is to support and foster social learning, thereby helping children to develop into confident individuals. Through the expansion of the all-day school model, children and adolescents have less time for a membership in a traditional sports club. Therefore, it is necessary for clubs to adjust their offer and to think of alternative recruitment means. The *ISB* is also interested in evaluating its projects in order to verify its impact. For example, they stated that children participating in the “Bewegte Ganztagschule” project for at least one school year are more frequently signing up as members of sports clubs than children not participating in the project (70% of new members are children participating in the project). Sebastian Bauer, chairman of the *ISB*, calls the project a classic win-win situation, as all involved stakeholders are happy, including the children, the parents of the children, the teachers and the supervisors (often high school graduates who are doing the federal voluntary service and thereby gaining first-hand working experience). For its outstanding cooperation with schools, serving as a role model for other clubs, the *ISB* was nominated for the 2016 German commitment award.

During a network project named “Vereint in Bewegung” (“united in movement”), the idea was developed to offer sport specifically tailored to women with a migration background. In 2012, two courses were provided, namely ‘sport and health’ as well as aerobics. Women were informed about this through a flyer written in three languages (German, Turkish and Russian). The classes took place in gyms, where the women were not visible to men, allowing Turkish women to do sports without a headscarf. Currently the *ISB* is also looking for appropriate swimming pools in order to be able to offer swimming classes to Turkish women. The course ‘sport and health’ is certified by the “Sport pro health” quality seal and the *ISB* is supported by the “Integration through sport” programme of the German Olympic Sports Confederation (DOSB).



Figure 44. Lunchtime at the ISB.
© Idealverein für
Sportkommunikation und Bildung
e.V.

In addition, the *ISB* is also highly committed to offering educational possibilities. The club recently organised a boys and girls day, which allowed teenagers to get an insight into the daily working tasks of a sports club. The club also gives high school graduates the possibility to pursue a dual study programme, which combines practical training and theoretical studies in accident prevention and health management, in cooperation with the German University of Applied Sciences.

Central elements for the activities of the club

When approaching the “Bewegte Ganztagschule” project, some essential steps were required. Firstly, it was necessary to convince authorities and bodies within the club that offering public welfare-oriented sports necessitates not only volunteers, but also full-time professionals. To realise projects such as “Bewegte Ganztagschule”, the club had to evolve from a mutually supportive community to a service provider. Secondly, an individual educational concept had to be created, which allowed the *ISB* to be seen as a true partner, *collaborating* with the school on an equal footing. This involved an extension of the term “sport”, from a narrow, sport-specific and competitive concept to a broader and more comprehensive understanding, which embraces the educational potential in and through sport. Thirdly, a structural concept was needed which allows the sports club to fulfil the qualitative and quantitative demands of the state of Bavaria in the long term. Due to tight resources, this was challenging, especially in terms of qualification and a reliable provision of employees. Fourthly, when selecting the schools to *partner with*, it was of importance to identify schools whose school management and teachers were willing to accept and actively support the sports club. They should see the sports club not only as an external provider, but should also be open for actual cooperation, reciprocal appreciation and acknowledgement. The *cooperation* also offered schools the opportunity to differentiate themselves in the market in times of increasing competition. After the first project year, the *ISB* realised that a higher degree of professionalisation was needed in order to be able to extend the educational concept and to effectively execute it through means of standardisation. A higher degree of professionalisation allowed the club to partner with more schools and to evaluate its work scientifically in terms of effectiveness. This was again very demanding concerning the recruitment, administration and training of employees. However, it also offered a great chance for the club’s development.

While the project has created a lot of opportunities for the *ISB*, it also holds some serious

risks. Firstly, the *payment* structure of the state of Bavaria or other public entities may result in liquidity problems, as the club has ongoing liabilities, such as personnel costs. Secondly, debt overload may arise, as the payment by the state often occurs after the club's payments have been made for employment relationships, which have to be proven. These risks should not be underestimated. Another problem is related to the imbalance between responsibility and liability. While the board of directors generally met too irregularly to make prompt decisions, the managing director taking the decision was not liable. Finally, the increasing demands regarding transparency and compliance requested the *ISB* to openly elaborate on matters which could not always be discussed internally with its members beforehand. To counteract these risks, insurance represents the most important precondition, including insurance for liability, property damage, directors and officers, and also legal protection. Structural reforms of the club were undertaken to allow the board of directors to take important decisions at short notice. Due to compliance and governance issues, the *ISB* views the establishment of a supervisory board as useful and in view of the fact that transparency demands are increasing, the club is prepared for a transparency offensive.

Sources for further information about the club

Website: <http://www.isb-online.org/>

Facebook: <https://www.facebook.com/isb.filiale>

Twitter: https://twitter.com/isb_online

Contact details: info@isb-online.org

GERMANY

Svenja Feiler, Christoph Breuer & Nadja Giesen



Track of *volunteering* and *social integration*

NAME OF THE CLUB

Turn- und Sportgemeinschaft
Bergedorf von 1860 e.V.

COUNTRY AND CITY

Germany, Hamburg

FACTS AND FIGURES

Founded

1960

Number of members

10,000

Sports/related activities

Different sports, exercise and leisure activities
Swimming, ball games and psychomotricity activities for people with disabilities

Good practice elements

In terms of *volunteering*

1. The club appointed someone specifically in charge of recruiting and retaining volunteers,
2. “Volunteer of the month” competition is organised,
3. Volunteers are encouraged to obtain licences or certificates, especially in coaching,
4. To facilitate the start of volunteers and trainees, a week of introduction activities is organised, including different seminars and visits to the sporting venues.

In terms of *social integration*

1. High social engagement in many directions (i.e. refugees, migrants, low income groups, youth, the elderly, people with disabilities),
2. The offers of the club are listed in a brochure and translated for refugees and migrants into four different languages.

Reasons for choosing this club as a European good practice club

The ‘*Turn- und Sportgemeinschaft Bergedorf von 1860 e.V.*’ is a very innovative, quality-oriented, and professionally-managed club. It is one of Germany’s largest sports clubs and especially pioneers in professional voluntary management.

Description of the club

The ‘*Turn- und Sportgemeinschaft (TSG) Bergedorf e.V.*’ was founded in 1860. The club sets high value on its 150-year-old history and is proud of connecting tradition and modern sports club management in a successful way. Bergedorf is a district in the city of Hamburg. With more than 10,000 members, the *TSG Bergedorf* is one of the largest sports clubs in Germany. While the number of members is constantly growing, the club attempts to provide its members with an extensive offer, including more than 100 sports, exercise and leisure time activities, such as health sports, rehabilitation, wellness, youth camps and travel, baby sports, swimming school, and fitness studios. Its slogan “Wir bewegen Bergedorf” (“We mobilise Bergedorf”) represents one of the club’s primary goals, namely offering the region a

wide-ranging high-quality sport programme. The extensiveness of the programme is demonstrated by the list of sports offered, starting from ‘A’ with American football to ‘Z’ with Zumba. The club organises and hosts many competitions, events and social gatherings, for instance the kids’ Olympics and a yearly 5k and 10k run through the city of Bergedorf. The club engages in different school collaborations and runs four childcare centres called “Sportini”. Leisure time has become a scarce asset and as a result, the *TSG Bergedorf* offers its members for example the possibility to do some sports classes and courses during lunch break. It also attempts to cater for the needs of young families by providing a service to supervise kids in their fitness studios. The club is very professionally managed and it is open to criticism and suggestions for improvement. Members can fill out a survey and provide feedback to the club. The club’s philosophy and cornerstones are fairness, solidarity, team spirit and tolerance. The *TSG Bergedorf* thinks of itself as a modern service provider in the sports sector, creating an annual turnover close to € 6 million. The club is mainly financed through membership fees, subsidies, donations, and revenues from advertising and sponsorship.

Good practice elements

One good practice element of the *TSG Bergedorf* is represented by its professional voluntary management. The club appointed someone specifically to be in charge of recruiting and retaining volunteers. Every four weeks, a “volunteer of the month” is announced on the club’s website and its social media appearances, such as Facebook and Twitter. The volunteer and his or her responsibilities and greatest experiences during the time as a volunteer are briefly described, and the club expresses its appreciation for the voluntary support. Volunteers can participate in seminars and trips with other volunteers from sports clubs in Hamburg and they are encouraged to obtain licences or certificates, especially in coaching. To facilitate the start of volunteers and trainees, a week of introduction activities is organised, including different seminars and visits to the sporting venues.

The *TSG Bergedorf* is further socially engaged in many directions, including with refugees, disabled people, migrants, low income groups, youth and the elderly. For refugees, the club developed a brochure which explains 25 different existing sport offers in four different languages (German, English, Arabic and Farsi). Approximately 250 refugees are active in sports at the *TSG Bergedorf*. The work of *TSG Bergedorf*’s division responsible for integration has been awarded with a prize from the German Olympics Sport Confederation (DOSB) called “Aktion 1000 Förderpakete”. For its exceptional effort to foster integration of people with disabilities, the *TSG Bergedorf* was further honoured for providing such an outstanding project. With around 100 disabled people participating in sports activities related to swimming, ball games, and psychomotricity, the *TSG Bergedorf* is the largest sports club for people with disabilities in Hamburg.

Central elements for the activities of the club

With regard to its voluntary management, the *TSG Bergedorf* named several communication and awareness-raising methods, partnerships, non-sport activities and educational opportunities as central elements. The *TSG Bergedorf* publishes articles and reports about its volunteers and their activities in regional and club-owned media channels, thereby honouring

and encouraging further engagement. This contributes to the positive perception of the club among citizens, helps to recruit new volunteers, and fosters word-of-mouth recommendations, a marketing tool the club strongly believes in.

The club also attempts to *partner and collaborate with* schools, agencies for volunteer service, social institutions and companies in Bergedorf. The better the club's network in the district of Bergedorf, the easier it will be to recruit new volunteers.

The *TSG Bergedorf* organises *social gatherings* like a yearly ceremony in which volunteers are honoured for their outstanding engagement. Also the volunteers' partners are thanked for their support. Another form of acknowledging the volunteers' work is to send birthday cards or to allow them to participate in special sports events or activities. It is very important for volunteers to step out of anonymity, as their work cannot be regarded as a matter of course. In addition, the *TSG Bergedorf* views educational training sessions as a good opportunity to foster the exchange of experiences and ideas among volunteers. Paying for these training sessions or organising the training sessions internally is used as another chance to thank volunteers for their work.

Sources for further information about the club

Website: <http://www.tsg-bergedorf.de/>

Facebook: <https://www.facebook.com/TSGBergedorf1860>

Twitter: <https://twitter.com/TSGBergedorfEV>

YouTube: <https://www.youtube.com/user/TSG1860ev>

TSG Mobile Application

Contact details: info@tsg-bergedorf.de

4.6. HUNGARY

Szilvia Perényi



Track of *volunteering* and *social integration*

NAME OF THE CLUB

Etká-Jóga Recreational Association

COUNTRY AND CITY

Hungary, Budapest

FACTS AND FIGURES

Founded

2006

Number of members

69

Sports/related activities

Yoga

Good practice elements

1. Engagement of senior citizens through regular sporting activities,
2. Involvement in training courses and opportunities for establishing own activity groups as instructors,
3. Involvement through *volunteering* for events and festivals popularising the method,
4. Participation in non-sport activities and social gatherings, creating a sense of belonging among members and friends, also family members.

Reasons for choosing this club as a European good practice club

The Etká-Yoga Recreational Club carries out activities related to strength enhancement and health promotion. Both *social integration* and *volunteering* play an important role in the life and daily operation of the club. On the one hand, with its activities it targets mainly older generations and those affected with health-related disorders. On the other hand, *volunteering* also has great emphasis in the club's life, as 30-40 volunteers assist in the daily activities, such as with the organisation of the so-called "health days" and other gatherings promoting a healthy way of life, which are organised on several occasions a year. With the contribution of volunteers, the club takes an active role in various health promotion events organised independently of the club. The club has developed its own training system to promote Etká Yoga and to train its own yoga instructors. The continuously expanding national network of instructors makes it possible for thousands of people to practise these movements and to be part of the Etká Yoga community at the same time.

Description of the club

The Etká-Yoga Recreational Club is an organisation established in Budapest, Hungary in 2006, that carries out activities related mainly to strength enhancement and recuperating methods developed by and named after its founder, Kártyikné Benke Etká ("Granny Etká"). "Granny Etká" turned to yoga herself at the age of 56 because of a serious illness, and started

to develop her own method over the course of the last three decades. The nature of the method she created can be described as a self-healing and self-developing movement, which aims to strengthen the human body not only through intensive sports activity, but also during normal human movements or activities, or even in conjunction with breathing.

The target group of the Etká-Yoga Recreational Club are mainly senior citizens and those with health problems, but the club also offers its methods to every social group from kindergarten teachers to physical education teachers or the younger generation. Still the biggest target group for the club's activities are seniors struggling with different health problems, who are looking for improvement in their quality of life and are therefore expecting positive results from the method. The opinion of those attending the sessions are considered by the club, and so feedback of experiences and remarks is regularly gathered from participants in order to contribute to the continuous development of the method.



Figure 45. Exercise with the founder, Kártyikné Benke Etká ("Granny Etká").

© Etká-Jóga Recreational Association

The club is a non-profit organisation. Its main profile is health promotion and related educational activities, combined with the dissemination of the developed Etká Yoga method. In addition to conducting Etká Yoga sessions, the club also developed its own Etká Yoga accredited instructor training programme for those interested in acquiring the teaching methods to become an instructor.

Community and network building is a central element of the club's activities. The Etká-Yoga Recreational Club cannot demonstrate a large membership. It has 69 members in total, out of which 45 are Etká Yoga qualified instructors and 27 are accredited instructors. Volunteers play a central role and help the daily operation of the club, as the primary goal is to reach as

many people as possible with the method and build communities for senior citizens to exercise and provide them with a sense of belonging. In previous years, due to the devoted work during the club's life, 6-7,000 people were reached who participated regularly in Etká Yoga sessions.

Due to the expanding network and growing popularity of the club, Etká Yoga sessions are now available not only in the capital, but also in many places in the country (like Miskolc and Szeged). There are partner organisations to reach citizens both in the eastern and western parts of Hungary.

Good practice elements

Etká yoga is recommended especially for the elderly, because it affects greatly facilitates and eases everyday life. In terms of *social integration*, it can be mentioned as a good example because while exercising and learning these movements, those attending the sessions will not only become healthier, but will also become more active in the community through the activity. Community participation protects older people from the dangers of isolation and loneliness. For club members, participation in community life provides the opportunity to get involved in club life, as information and data are collected from the participants on how and where the activities can be improved to become more useful. The club encourages its members for active volunteer involvement too, and invites everyone to assist in the implementation of events and other daily tasks. In this case, members contribute to the activities of the organisation in proactive ways. For instance, the involvement of social media in popularising the organisation and the Etká method was a volunteer initiative. Volunteers manage to write the content on a daily basis for the Facebook site simply because of being devoted.

Central elements for the activities of the club

In terms of *funding*, the club covers its expenses from membership fees and session fees only. They accept personal income tax offers, which provide one per cent of the income. They also apply for grants from the local government for their operation strategy.

The Etká-Yoga Recreation Club has developed a system for *cooperation*. They have developed several partner organisations, which operate as regional centres and therefore can generally cover the whole country with its method. The Etká Yoga International Club operates in Szeged, the Etká Yoga Healthy Lifestyle Sportrecreational Club operates in Miskolc, while the West Pannon Etká Yoga Club operates close to the country's western border. In this manner, Hungary's northern, southern, western and central parts have become accessible to all.

The Etká Yoga club has other *partners* as well, including Musical Green Movement (<http://www.zoldmozgas.hu>), which is a musical movement culture based on Etká yoga, the site for Relaxation (<http://relaxacio.lap.hu/>) and the site for yoga as well (<http://joga.lap.hu/>).

As far as *communications and awareness raising methods* are concerned, the organisation has its own website, where visitors are continuously being informed about the association's activities. There is an opportunity to subscribe to their newsletter, so daily contact can be available.

The organisation's social media site also has daily contact with its members. Giving the advantage to social media, the organisation is able to reach and communicate with more peo-

ple, with the help of its national partner organisations.

More video on the Internet is also available free of charge, which promotes the motion and living method developed by “Etká granny”, the founder. She has published several books as well, which are commercially available and can be ordered on the Internet.

In terms of *recruitment and retainment procedures with regard to members and volunteers*, the Etká yoga club ensures the continuous opportunity for anyone to join. Activity is not limited to Budapest, as several partner organisations operate in different parts of the country. The organisation has 69 members. The majority of the members teach Etká yoga, and most of them are accredited instructors. Their activity is assisted by those 30-40 volunteers who have not only developed the official social media site, but also operate it too. In 10 years since the club’s establishment (2006), 6-7000 people have been reached annually - thanks to the developed networking system.

The Etká Yoga Club has developed an accredited training programme to become an instructor, and have launched teacher training to further promote the method. In addition to the above-mentioned education and training, the club also deals with organising lifestyle *camp*s, consultations, free health day events and other activities.

As for *empowerment through sports*, the club’s work contributes to a healthier society, offers opportunities for the elderly to enhance their life quality through a healthier lifestyle, and contributes to the involvement of elderly people in the community. During the hours of active participation through sport, communities develop and carry out joint leisure activities beyond their occupations. With voluntary contributions, the elderly may understand that they are useful members, just as at their work. The organisation offers professional opportunities through accredited teaching programmes and teacher training. With this latter education method, Etká Yoga can also reach younger generations (children of kindergarten age) .

Sources for further information about the club

Website:

- <http://www.etkajoga.com/> (only Hungarian language)
- <http://etkajoga.lapunk.hu/> (in English version can be found)

Facebook: <https://www.facebook.com/groups/1578133669107507/?fref=ts>

Videos: https://www.youtube.com/results?search_query=etka+any%C3%B3

Books: <http://etkajoga.lapunk.hu/?modul=oldal&tartalom=1185120>

Contact details: info@etkajoga.com

HUNGARY

Szilvia Perényi



Track of *volunteering and social integration*

NAME OF THE CLUB

DHSE-PMD Fencing Club
(Debrecen Military Sports and Youth Sports Association PMD Fencing Club)

COUNTRY AND CITY

Hungary, Debrecen and Hajdúhadház

FACTS AND FIGURES

Founded

1867

Number of members

350

Sports/related activities

Fencing

Good practice elements

1. Ensuring opportunities to play sports for disadvantaged groups (minorities, disabled people),
2. Helping the creation of a separate department of fencing (local, regional or national scale,
3. Ensuring equipment and personal conditions at the initial time,
4. Strengthening social cohesion with its community-building role,
5. The management's attitude is essential for the further development,
6. Positive and successful vision of the future in view of the future development strategy.

Reasons for choosing this club as a European good practice club

The Debrecen DHSE PMD-Fencing Club (Debrecen Military Sport and Youth Sports club PMD Fencing Club) is a sports organisation which has a very strong role in *social integration* through sport. It aims to increase its members through participation and to reach as many people as possible through regular exercise, regardless of age, gender, health and social background.

The club provides fencing training and competition opportunities for people with disabilities, including the provision of special equipment, transportation and coaching assistance.

In addition, the club has established close cooperation with the nearby elementary school of Hajdúhadház that has a high rate of the Roma population. As part of the cooperation, fencing classes have been integrated into the school's curriculum since 2012. As a result, Roma children have got acquainted with fencing. DHSE provided all possible assistance: coaches, equipment and competition opportunities. During the time of cooperation, an independent fencing division was established within the local Hajdúvitézi Cultural and Sports Club. In September 2015, a new fencing room was opened as part of the new sports centre of Hajdúhadház. In this fully equipped fencing hall, children could participate in fencing lessons. DHSE-PMD Fencing Club continues to provide sport-related assistance and helps with facilitating and mentoring activities relating to the maintenance of the club through its network.

Description of the club

The beginning of fencing in Debrecen can be connected to the foundation of the Debrecen Gymnastics Club in 1867, but fencing already existed in the early 1900s, in the city's Debrecen Fencing Club. A prominent athlete of Debrecen fencing society made success on prestigious events. A member of the club Békessy Béla, took second place in the 1912 Stockholm Olympic Games in the sabre. Testyánszky Odon started out in Debrecen, and he was the sabre gold medallist at the 1928 Amsterdam Olympic Games. After the Second World War, Jenő Kamuti was Olympic silver medallist fencer in the foil and Fenyvesi Csaba was Olympic champion fencer in the épée.

From the 1960s and 1970s, a great coach, Gyula Fülöp, can be highlighted who got hundreds of young people acquainted with fencing and made Debrecen a recognised centre of Hungarian fencing.

Today DHSE-PMD Fencing Club plays an important and central role in competitive fencing, for which training and competition opportunities are offered in all three weapons: foil, épée, and sabre.

The fencing hall has been operating since 2009 in the city of Debrecen.

The club established a close cooperation with the Debrecen Fencing Foundation to create a legacy and to create a strong base for the region's fencing population.

The goals of the fencing club are to promote fencing, maintain and offer fencers' friendly relationships and provide organised and structured national and international competitions to the different athletes. The club also seeks to maintain and enhance equal opportunities, and gives the chance for disabled children to promote their reintegration into society.



Figure 46. II. Kelet Kupa rehab organised in Békessy Béla Fencing Centre.
© DHSE-PMD Fencing Club.

Furthermore, the organisation also deals with fencing-related sports and cultural event management, conducts education in several elementary schools in Debrecen, and operates at the University of Debrecen. A very popular event is the so-called Dr. Jenő Kamuti Debrecen University Fencing Championships, organised each semester, where professional athletes and leisure sport athletes can sign up in different categories.

Good practice elements

The PMD-DHSE Fencing Club has many good examples, which can also be highlighted internationally. They provide opportunities for the disabled to learn fencing, and group work exists only for people with physical disability. For developing their programme, the organisation successfully applied for an EU grant called “Civil unions’ infrastructural development”. Due to the positive outcome, it was possible again to instruct fencing for wheelchair and disabled people.

The Debrecen Fencing Club is a good European example as it fosters *social integration* programmes and activities. Hajdúhadház, located near Debrecen, managed to establish the conditions for implementing fencing at first in school and later as part of the Debrecen Fencing Club. Today it is becoming more and more popular.



Figure 47. Fencing Centre at Hajdúhadház.
© Hajdúhadház Fencing Club.

Central elements for the activities of the club

In terms of planning, the main objective of DHSE-PMD Fencing Club is to enhance membership through sport for all programs, but also search for young talents and develop them to compete on the national and international level; to provide opportunities for people with disabilities both in leisure and competitive sport; and to develop and implement dual-career programmes for young athletes through the Debrecen Fencing Foundation. Due to the good cooperation, a jointly developed strategy has been worked out, which aims to promote fenc-

ing at local, regional and national level, and to increase target groups.

Due to conscious planning and good management, many young athletes go onto the floor today.

The central development concept is a triple, consecutively developed programme which aims to raise a child from the beginning (grassroots sport) to the Olympic Games. Through making fencing a positive sporting setting, athletes will be selected, trained and will participate in competitions in order to perform at a national and international level, while simultaneously being prepared for civilian life, after / besides being an athlete.

The overall goal includes the raise of membership by providing leisure sport opportunities and promoting fencing in physical education classes. But the development concept also aims to raise a young athlete from the beginning (grassroots sport) high up to the Olympic Games. Through making fencing a positive sporting setting, athletes are selected, trained and taking part in competitions in order to perform at a national and international level, while simultaneously being prepared for civilian life, besides being an athlete.

An important area of the infrastructure development programme is the support of well-equipped gyms and school fencing halls. Based on a survey, it would be necessary to have at least 20 fencing halls in the county.

An important component of the elite training would be the establishment and operation of a regional fencing centre and a (fencing) sports college. Among the long-term plans is building a sports hotel that is being designed, with a new, two-level fencing hall with 20 pistes, and a college. This unique facility could become a reality in Central Europe, and it would be perfectly suitable for carrying out any fencing-related events (World Cup, training camps).

The PMD-DHSE Fencing Club is focusing on finding suitable *funding* resources to exploit the opportunities and to create the chance for further growth.

The club has its own income that comes from the enrolled members interested to learn fencing, but this amount is not enough by far to achieve the future aims, and so external sources are continuously being sought (by carrying out competitions or involving sponsors).

The fencing club is constantly working to increase its revenues, organising events, camps, and carrying out training camps, which can mean extra income.

Besides its own sources and revenues, of course the club also counts on the financial support of the Hungarian Fencing Federation, and the Hungarian Paralympic Committee that provides essential tools required for special wheelchair fencing.

The fencing club has a number of *partners* who help to popularise fencing. Their largest partner at the local level is the Debrecen Fencing Foundation. At national level, the Hungarian Fencing Association is the largest organisation, the number one sports organisation of domestic fencing.

As far as *communications and awareness raising methods* are concerned, the Debrecen Fencing Club has its own website with all relevant information about the club. Moreover, reports are regularly showcased of national and international events.

The club also provides the opportunity to try fencing for free. It is emphasised that through sport, the body gains a beneficial effect not only physically, but also spiritually, and that one can have access to an athletic career through using the different programmes provided by the club.

With regard to *recruitment and retainment procedures*, it is possible to apply from the age of 4. Disability is not considered as an exception; everyone is welcome to join. An open day is organised every year, where visitors can get acquainted with fencing. Local media is also present during this event, which has the effect of reaching more people through the communication channels.

The club's activities are linked to sports, but are also involved with organisational *non-sport activities* like non-sport events and camps. The involvement of parents, families and friends is indispensable for creating a good social life, and so the fencing hall offers a number of community programmes for young people and their families, such as a fencing night (sleeping in the fencing hall), family May festival, Santa Claus festival, etc.

In terms of *empowerment through sports*, the work of the club can be highlighted as it has made fencing accessible for disabled and socially underprivileged minorities. The organisation works on a dual-career life programme, which provides breakout opportunities for talented children, in both the sports and education fields, and the long-term goals (academy training) should also be mentioned.

Continuous training is seen as very important to maintain international standards and so the development of coaches and athletes plays a key role for the fencing centre.

Sources for further information about the club

Website: <http://www.debreceivivas.hu/>

Facebook: <https://www.facebook.com/Dhse-Pmd-V%C3%ADv%C3%B3klub-466172086784590/?fref=ts>

Contact details: debreceivivas@gmail.com

HUNGARY

Szilvia Perényi



Track of *volunteering* and *social integration*

NAME OF THE CLUB

Deaf Sports club Budapest

COUNTRY AND CITY

Hungary, Budapest

FACTS AND FIGURES

Founded

1912

Number of members

~100

Sports/related activities

Aerobics, bowling, curling, darts, floorball, futsal, football, women's football, volleyball, chess and orienteering

Good practice elements

1. A large diversity of sports offered for people with hearing impairment, also competition sports in a set-up for athletes with and without disabilities,
2. Offer of volunteering opportunities for people with hearing impairment and their families. Members are involved in coaching on a voluntary basis, through which opportunities for involvement are given to people with disabilities in the club's daily practical life,
3. Social cohesion is built and strengthened between the deaf and the hearing impaired, between people with and without disabilities and also between families and organisations. Offering community feeling for families and other connecting groups of athletes by organising non-sport activities such as social gatherings and excursions,
4. Operating its own sports facilities with two large artificial football courts and a sports hall, through rental income and tenders.

Reasons for choosing this club as a European good practice club

The Deaf Sports Club Budapest is Hungary's oldest and most well-known sports organisation founded for the deaf. Its main purpose is to ensure regular sporting activity for the target group and to organise competitions. The club plays an important role in *social integration* as it aims to reach out to people with disabilities at every possible forum. The club is a public organisation rejecting all kinds of gender, age, origin, race or any other discrimination. In addition, the club gives transportation assistance to its members with disabilities living in the countryside, so that they can reach and participate in events carried out in the capital city. The club is successful in involving athletes in their gender and age-group competitions. Furthermore, the club maintains contact with related national and international organisations and is represented in international competitions and events, achieving very good results.

Thanks to the club's contribution, social cohesion is built and strengthened between the deaf and hearing-impaired, between people with and without disabilities and also between families and organisations. The club provides regular physical activity and competition opportunities for deaf people. The management of the club works mostly on a voluntary basis, without receiving regular income. The only two paid employees are responsible for legal and accounting tasks.

Description of the club

The history of the Deaf Sports Club Budapest goes back to the 19th century, when competition possibilities did not exist for deaf athletes, and therefore they had to compete in all sports events among their hearing peers. Moreover, in 1895 a deaf athlete, Tibor Földváry, was the first European Champion in skating in Hungary. He contributed to the development of the sport later on as well, since he compiled the first international figure skating rules after he gave up his active sports career. Another famous deaf athlete who competed among healthy athletes was Ferenc Siegnemartin, who achieved outstanding results in cycling competitions.

The establishment of the Deaf Sports Club was at the beginning of the 20th century, by students who were deaf football club members and introduced football to their fellows. Notably, Viktor Knizsner and József Hegyi were in the forefront of this action and in 1909 they made a proposal for establishing a deaf-mute football team. In March 1911, they achieved their aim and within a Deaf Social Society they established the Deaf and Mute Football Club with their motto “a sound mind in a sound body”.

On June 2, 1912, the András Cházár National Deaf and Mute Home established its sports department known as the Deaf and Mute Sports Club, but at the beginning football was the only sport offered. The club was identified in the colour of purple-and-white, which is still the official colour of the club. The first public match was played against the Vac Sports Club on 20th August 1912.

In November 1913, the Royal Hungarian Minister of Home Affairs approved the statutes of the club and it was accepted among the members of the Hungarian Football Federation, and so the club was entitled to participate in the following year's national championship.

The greatest result the club achieved in football was in Beograd during the 1969 Deaflympics, when the Hungarian national team won the silver medal and most of the team members were selected from the Deaf Sports Club. In addition, very good results were achieved by other club members performing in swimming, table tennis and water polo as well. In addition, Mrs. György Weltner, a former table tennis player, was the only deaf person elected as Athlete of the Nation. The members of the Hungarian Deaflympics team were all members of this club as well, and so all the merit of winning 48 gold, 46 silver and 35 bronze medals in previous Games belongs to them.

The club currently has 11 specialised sports departments (aerobics, bowling, curling, darts, floorball, futsal, football, women's football, volleyball, chess and orienteering), with more than 100 members. The departments also operate for both male and female athletes, and their target audience and target groups are quite variable, which obviously depends on the nature of the sport. Because the club is located in Budapest, in exactly the same place where the National Association of the Deaf and Hard of Hearing Sports Centre operate, sports facilities and the opportunities to participate in the programmes are locally available in the headquarters. In the sports complex, there are two large artificial football courts and a sports hall. The sports hall is maintained through rental income and tenders.

The Board of the club consists of three members, a chairman, a vice chairman and a Board member, and there is also a three-member Supervisory Board with a president and two members.

The primary aim of the club is to attract hearing-impaired athletes to provide them with

sports opportunities of high quality, both in national and international events, in the form of training and competitions. The objective is to develop and train hearing-impaired athletes for the national team (e.g. in the 1980s most of the members of the national team were members of the club). The club is a key member of the Hungarian Deaf Sports Federation (the only internationally accredited association for the hearing-impaired), and also of the Hungarian Deaf Football Association. In order to provide athletes for national team levels, the club is obliged to cooperate with the HDSF, because only the HDSF has the right to officially register the Hungarian national team of hearing-impaired athletes in the World Championships, European Championships and Deaflympics.

Good practice elements

The club management makes a strong effort for *social integration* of people with hearing impairment, and they recruit deaf athletes in different sports disciplines. Their work is mostly on a voluntary basis, where regular income is not received. Coaches are often club members who are also asked to deliver coaching duties voluntarily, and through these opportunities they can be involved in the club's daily life. The club members are given the opportunity to participate in international events, just like their hearing peers. At the national level, deaf athletes are unique in terms of success, and athletes perform well at international competitions in a variety of sports disciplines, including the Deaflympics in particular.



Figure 48 Curling team at the National Cup in 2014.
© Deaf Sports club, Budapest, Cz. Szép Kata.

Central elements for the activities of the club

In terms of funding, a major part of the income for the club is made up of the 1% personal income tax (individuals may designate of their paid taxes), corporate income tax, other state or local government grants, and membership fees.

Close *cooperation* with other organisations is not typical, but the club maintains good *relationships* with other foreign clubs, and so participates in and attends competitions and tournaments mutually announced and agreed with the partner organisations. The club cooperates with HDSF and the DCL - Deaf Champions League (Champions League) organisation. Within the DCL, the club participates in the football and futsal Champions League.

The club is not able to put great emphasis on *communications, awareness raising methods* and marketing strategies due to financial weaknesses, and so it mainly promotes itself on Facebook. The club is more popular among members from the capital city than from rural areas.

Training courses and banquets are examples of non-sport activities organised by the club. In addition, SSC Sport Ball is also organised annually for all those interested (regardless of membership). These events serve to promote integration as deaf sport is always introduced on each occasion.

As far as *empowerment through sports*, the work of the club is outstanding because it makes sport accessible for hearing-impaired people in a total of 11 different sports disciplines. They find ongoing training important to keep up with the international standards, but on the other hand, coaches finance their own training and so only a few people have a sports coaching qualification.

Sources for further information about the club

Website: <http://www.sscbudapest.hu/>

Facebook: <https://www.facebook.com/siketeksportklubja.ssc?fref=ts>

Contact details: sscbudapest@gmail.com

4.7. THE NETHERLANDS

Harold van der Werff & Jan-Willem van der Roest



Track of social integration

NAME OF THE CLUB

A.V. Sprint Breda

COUNTRY AND CITY

The Netherlands, Breda

FACTS AND FIGURES

Founded

1942

Number of members

~2000

Sports/related activities

Track and field

Good practice elements

1. Build a commission where all disciplines join in order to create an inclusive club,
2. Keep your patience in the first years,
3. Use the best coaches you can find (even if it is only for a couple of athletes),
4. Invest in good material, but also in good communication within the club,
5. Request full commitment from the board of the club and be part of this board,
6. Be confident in what you've started and continue to believe in this success.

Reasons for choosing this club as a European good practice club

Social integration has been part of this Track and Field club since the early 1980s. There are over 75 members with disabilities within the club. There is a wide range of disabilities, but all members are integrated within the club on a regular basis. Integration is the keyword within A.V. Sprint, not only on the track, but also within the board of the club and throughout a large number of volunteers. All activities are focused on the *social integration* of people with disabilities. It has become a natural way of encountering each other, and there are no barriers on the track or within this club.

Description of the club

A.V. Sprint was established in 1942, at first as a club providing spare time activities for young men during the Second World War. There were hardly any facilities in the early years. Some years later the club moved to the southern part of Breda, near the big Mastbos forest. For running, that was the ideal spot to perform. A track of sinters was built and soon other disciplines were offered to the fast growing number of members.

The club grew in both quantity as well as quality, and nowadays has over 2000 members. The largest proportion of members are recreational runners, both men and women. However, Sprint is not only a club with many members, it is also one of the strongest Track and Field clubs in The Netherlands. The main aim of the club is to provide a healthy lifestyle, but it

would also like to climb up the ladder as high as both the Olympics and the Paralympic Games. The Ladies team won the Dutch title two years in a row. Within this team there were two world-class athletes, Nadine Broersen and Anouk Vetter. Broersen is world champion in the heptathlon and— along with Vetter – will defend the Dutch colours in Rio de Janeiro.

Sprint is a club for all age groups. Starting at the age of 7, members can stay and be hosted in different groups until the age of 90 (or older). The structure of the club is based upon the diversity of the members. The largest division is the running division. The other divisions are ‘Track’ (including all youth) and the division ‘Athletes with a Disability’. Within the city of Breda, the club is one of the leading clubs for sports and health. The local government helps out the club with funds and other support. Located in the southern part of Holland, Sprint has members from all over the country. Students are welcome during their stay in the city of Breda. A.V. Sprint is known as a big family where members will stay, or come back after moving away for reasons of study or immigration.

Good practice elements

In 1983, the start was made on a division for athletes with disabilities. A new artificial track in Breda made it possible to host athletes in wheelchairs. At first there were six members on the board of Sprint taking care of three athletes... It took several years before this number of sportsmen increased. 33 years later, it is clear that this slow start was one of the best things that could have happened to Sprint. By not rushing and being impatient, the structure was built. At that time, it was hard to find new members, because it was hardly known to anyone that there is a possibility for disabled people to join track and field. Also, there were hardly any means of transport to reach the track. The board took their time to sort things out and once ready (1985), they were able to host more and more different athletes. The first important thing to know is that you should have a lot of patience!

The innovations used in the early years were mainly supported by the Technical University. The wheelchairs improved quickly and became the ‘wheelers’ as we know them now. Not only the technical items were improved, the mind-set of the club was part of the innovation.



Figure 49. Disabled athletes use special sports equipment.
© Frans Vledder, Sprint

Not all board members were in favour of hosting mentally-handicapped people. A project was launched to improve this situation and after a few months all barriers were torn down. Promotional activities helped increase the number of athletes with a disability, resulting in 75 members in 2016.

Nowadays, Sprint is a good example for all (track and field) clubs in The Netherlands. The sports club will not stop now, because the board and members know that they have to keep improving this situation. The club's ambition is to become one of the best *social integration* clubs within the EU. On the website of the Dutch Athletic Board, Sprint is already mentioned as a good practice club. A lot of other clubs are informed by Sprint how to act in the same way, in order to build a strong national group of clubs that can compete at a higher level.

Sprint had already organised two National Championships for participants with disabilities from all over the world in 1992 and 2006. After a further 10 years, the Dutch Athletic Association more or less forced Sprint to organise the Dutch Open. That was an honourable project for the club, but it also raised a huge problem. In the summer of 2016, the club was already involved in organising the Dutch Champions for Youth. This was a three-day tournament with over 1,100 participants. Directly following this event, a great proportion of the Sprint members were booked for the European Championships in Amsterdam. Despite this, the volunteers were 'overkill' ambitious to help out with the Dutch Championships for the disabled. It took some weeks more to find all 140 volunteers, but Sprint managed to do so! The 2016 Dutch Championships were an amazing success. The International Paralympic Committee and also the Dutch Athletic Board mentioned this in their reviews. Sprint is proud to have achieved this, with the manpower and some of the funds raised by the volunteers of the club. The total amount of funds that was raised was approximately €30,000.

It is true that a big club like Sprint (over 2000 members) hosts a lot of volunteers, but Sprint also managed to organise a Championship for the disabled in 1992, with less than half the number of members. In fact, even a small organisation can organise a championship. Sprint can give advice and help in this field of organisation.

Central elements for the activities of the club

Sprint had long-term *planning* in which it is stated that integration is one of the main goals of the club. As mentioned earlier, it takes time to organise activities for members that need extra care. In the case of sports participants with disabilities, an open mindset and coaches with experience are required, and special facilities are needed. It takes time to meet these requirements.

Athletes with a disability have more costs than other athletes. The materials used are not common and because of that, are more expensive. Coaches are hard to find and when you do want to hire professional coaches, it will cost more than a regular Track and Field coach. Transportation to events is very expensive. The wheelchair athletes especially have a lot of expenses in order to reach an (international) event. In a normal car, only two athletes can be fitted in with their wheelchairs. Specialised buses are available, but again are very costly. That is why *fundraising* is one of the continuous processes within the club. Governmental fees are received. The province of Noord-Brabant paid an amount of €15,000, the city of Breda €5,000 and some €10,000 was collected from funds for the disabled. This was all invested

in the Championships on May 21st. There are no structural fees for Sprint besides the regular fees for youth (with and without disabilities).



Figure 50. Sprint receives € 3,000 from the Dutch Foundation for the Disabled Child.
© Frans Vledder, Sprint

Sprint has several *partners*, not only other clubs in the Netherlands, but also the local and regional government. Product developers and all types of schools (including the University) are collaborating in improving the sports.

A lot of *communication* throughout the year is part of the success of Sprint. Three or four times a year there are activities to raise awareness, not only for the members of the club, but mostly for those who don't know this project of sporting integration yet.

In terms of *recruitment and retainment*, all activity procedures within Sprint are open to all members. Within the organisation of the Dutch Championships, it seemed at first that there was a shortage of volunteers. Within two weeks, all the members were informed and 140 (!) volunteers joined in to assist on May 21st, 2016, to make the Dutch Championships for athletes with a disability 'the best ever'. A great many of the volunteers are people who will always help out the club, but this time, a lot of other volunteers were also found by a coordinator within the club.

Within the club, 90 percent of the activities are sport-related. However the other 10 percent are based on *social meetings, parties and social events*, like cleaning up the forest in which Sprint is training. Parties happen throughout the year, such as Sinterklaas, Christmas, Carnival and specialised summer events like a BBQ and disco parties.

As for *empowerment through sports*, the greater proportion of the athletes do not only develop on the track. Several disabled athletes also reached positions on the board and some of them earned a job outside the club. More important than a quicker time on the track is developing within society. Sprint helps the handicapped athletes to become ‘one of us’ (i.e. an able-bodied person). The integration is of a high standard. If one of the disabled athletes runs on the wrong track, all the other sportsmen will shout at him or her, just like they would do if it was an able-bodied club member. No differences are made between good and bad times!

Sources for further information about the club

Website: www.avssprint.nl

Contact details: secretariaat.aas@avssprint.nl

THE NETHERLANDS

Harold van der Werff & Jan-Willem van der Roest



Track of social integration

NAME OF THE CLUB

Zwaluwen Utrecht 1911

COUNTRY AND CITY

The Netherlands, Utrecht

FACTS AND FIGURES

Founded

2005

Number of members

2300

Sports/related activities

Football, field hockey tennis, billiards

Good practice elements

1. The mixture of different sports that attract people from different socio-economic backgrounds,
2. The club's integrative policy towards minority groups,
3. The awareness towards socially vulnerable people.

Reasons for choosing this club as a European good practice club

Multisport club 'Zwaluwen Utrecht 1911' is a club in the middle of the city of Utrecht that offers football, indoor football, field hockey, tennis and billiards. The club was chosen because it successfully attracts people from different neighbourhoods in the city. Because the club is situated between a number of neighbourhoods with quite different socio-economic and ethnic backgrounds, it has a very diverse membership base. Therefore, the club can be considered to be a good example in the *social integration* track.

Description of the club

The Zwaluwen Utrecht 1911 club was established in 2005, when football clubs Zwaluwen Vooruit and v.v. Utrecht merged into one club. Both clubs were situated in the middle of the city of Utrecht, less than two kilometres from the iconic Dom tower. However, both had to deal with out-of-date facilities and had their problems in running the club. In 2005, both clubs then decided to merge. The name of the new club became a combination of the old names of both clubs. Also, they decided to keep 1911, the year in which v.v. Utrecht was founded, as their original date of establishment. In 2008, the club gained permission to start a field hockey department and to build two pitches. This sport is quite popular in the Netherlands, especially in the cities in the west of the country. Many clubs have waiting lists for young children to become a member of a field hockey club. In 2010, Zwaluwen Utrecht 1911 had finished the pitches and almost immediately grew to the size of a big club. Within half a year, the field hockey department had already attracted 350 members. Currently, this department has 800 members.

In 2012, a tennis department was also added to the club. This sport is still one of the most popular sports in the Netherlands, although its membership numbers are declining nationally. The opportunity to play tennis very close to the city centre of Utrecht makes it attractive to many people. The department attracts both youth and adult players.

It is interesting to note that the composition of field hockey and tennis, in socio-economic terms, is quite different from the social composition of the average urban football club. The club is situated on the edge of three different neighbourhoods. On one side, there is the ethnically diverse, and economically deprived 'Kanaleneiland'. The relatively prosperous neighbourhood 'Oog in Al' lies on another side, while the Dichterswijk/Rivierenwijk is also quite close. This neighbourhood houses many lower-educated people from a native Dutch background. The club's strategy is explicitly aimed at reaching a multitude of target groups. Former chairman Cor Jansen notes: *"Most clubs are oriented at 'our kind of people', but we are not. We rather want variation, because we think that when you meet at a young age and you play sports together, you will gain from that later on. In our club, sport is part of one's education. If things are going well for you at the club, the chance that things are going well at home is also greater"* (Jansen, n.d.).

The developments at Zwaluwen Utrecht 1911 led national sport organisation NOC*NSF in 2007 to include the club in a national project aimed at renewal in sport. Together with three other clubs, they participated in a project that connected sports clubs to schools and companies in order to create new sports activities. In 2010, Zwaluwen Utrecht 1911 was awarded the 'Sports club of the year' award in the city of Utrecht. The club's inclusive strategy, its connection to the neighbourhood and the broad supply of non-sport services and activities were reasons for the jury to award them the prize.

Good practice elements

The most distinctive element in this club is the fact that they chose to introduce new sports that are explicitly linked with other groups in society than the members that the club originally attracted. By having the courage and the perseverance to start a field hockey department, the club gained popularity. However, it must be noted that the field hockey department itself is still relatively white in terms of ethnic background. However, the football department has a mixture of backgrounds, which is reflected in every single team in the club. The club's policy is aimed at having an ethnic mix in every team. According to the club this is important, as it is the only site where people from different backgrounds can still meet. As the schools in the different neighbourhoods are largely segregated in terms of background, children from different backgrounds hardly meet each other.

In the field hockey and the tennis department, there are only a few members from different backgrounds. Therefore, the club's strategy is aimed at including children from specific areas first. Children from the ethnically diverse neighbourhood of Kanaleneiland are guaranteed a place in the club. Zwaluwen Utrecht 1911 has long waiting lists for new members in the field hockey department. Every year, 200 children apply for field hockey. From this group, only 50 get a spot in the club.

Apart from the integrative perspective towards ethnic minorities, the club also has an eye for socially vulnerable people. The club states that its fields and its facilities should be open

to people from the direct environment to participate in social activities. One of the practices that could be considered as an example of this 'openness' is the possibility for residents of the neighbourhood to play card games at the clubhouse. Also, people who are socially vulnerable can participate in volunteer roles, for example in maintaining the facilities of the club.

Central elements for the activities of the club

In terms of *planning*, the club's long term vision is to connect people from different neighbourhoods and thus from different backgrounds, as has become clear in the previous sections. Apart from the societal goals the club has, the club also has some sport-specific goals. The club would like to see promotion to a higher league level for the first teams of the football and the field hockey department, but they are restricted by the space they have at their disposal. Because of the limited number of fields and the impossibility to increase this number, the club misses out on getting a greater number of members. They feel that if they were able to attract more members, it would be easier to select talented players.

The traditional sources of *funding* for voluntary sports clubs are also very important for Zwaluwen Utrecht 1911. Membership fees, sponsors and the revenues from the bar are all important. However, the contribution of the municipality, as well as other subsidies, are also vital for the societal goals the club has. Finally, the chairman of the club notes that the contribution of volunteers who put their time and effort into the club are the most important source.

Zwaluwen Utrecht 1911 has two professionals working at the club. The club participates in widespread *networks* with multiple organisations. The partnership with a big bank in the Netherlands that has its main office near to the club is remarkable. The club tries to involve the bank in the club by looking beyond the obvious financial contribution, for example by trying to have some corporate *volunteering* in the club. Apart from this partnership, the club *cooperates* a lot with educational organisations. Many trainers and instructors follow an internship at Zwaluwen Utrecht 1911, as there is a school across the street. The interest of political organisations, both locally and nationally, is striking: the board regularly contacts local politicians and one of the national political parties has visited the club.

One of the club's defining elements is their *awareness* towards issues involving ethnic issues. Zwaluwen Utrecht is very open towards diverse groups. Among other, already mentioned initiatives, the club welcomes refugees. A group of refugees from a refugee centre in Utrecht plays football at the club. From September 2016, they will even be playing in the formal competition. However, the club also explicitly aims to involve other groups as well. For example, the card games that are played at the club are aimed at older people from the neighbourhood.

As the club is very popular, it almost seems as if Zwaluwen Utrecht 1911 does not have to think about *attracting and retaining members*. However, retaining volunteers is a challenge, as it is in any voluntary organisation. Thanks to the professionals working in the club, they can create good conditions for volunteers. There is also a committee in the football department that is specifically aimed at creating a good atmosphere within the club.

Social activities are a very important part of the role the club has for the environment. By becoming more open in many ways, the club is able to fulfil its role in the community. The club's facility is seen as a central part of trying to connect people, both sportsmen and

non-sportsmen.

Because the club has the aim of connecting different people and because it facilitates encounters between different groups, it hopes to contribute to more understanding between these groups. As was already mentioned before, they see the sports field as a last site for these encounters. From this perspective, Zwaluwen Utrecht 1911 is very important for the city of Utrecht as far as *empowerment through sport* is concerned.

Sources for further information about the club

Website: <http://www.zwaluwenutrecht1911.nl/>

Facebook: <https://www.facebook.com/ZwaluwenUtrecht1911>

Twitter: <https://twitter.com/zu1911>

THE NETHERLANDS

Harold van der Werff & Jan-Willem van der Roest



Track of social integration

NAME OF THE CLUB

HC Feijenoord (HCF)

COUNTRY AND CITY

Nederland, Rotterdam

FACTS AND FIGURES

Founded

2010

Number of members

350

Sports/related activities

Hockey, trimhockey

Good practice elements

1. The team work of the professionals who are running the sports club, a teacher, a head trainer, a programme manager and student coaches,
2. Active participation of the parents of the children,
3. Outreaching approach. Every week the club goes to the neighbourhood to spread the hockey virus,
4. The education-health care structure of the club. In addition to the regular hockey training, the staff discusses themes such as nutrition, health and safety with the youth members,
5. HCF works on social and life skills by providing activities for its members in the form of workshops.

Reasons for choosing this club as a European good practice club

In the Netherlands, certain tasks regarding health and welfare have been transferred from the national government to the municipalities. The idea behind this huge enterprise is that at the local level, the actors have a better view of what services are needed. The aim is to decrease the costs by 75 percent. Though sports clubs are not mentioned explicitly, they can be of great value, especially in the areas of health and social participation.

The four biggest cities in the Netherlands (Amsterdam, Rotterdam, the Hague and Utrecht) are different in many ways from the average Dutch municipalities, not least by the differences in the population (e.g. ethnicity, income levels). Surveys show that among migrant groups, sports participation is at a lower level than average and that certain sports, like hockey, are not very popular among these groups.

HCF is a unique initiative in which sport is used as a means to an end. The goal is to contribute to solving societal and economic issues that characterise big cities such as Rotterdam, and that are very recognisable in the neighbourhoods in which HCF is active. It is remarkable that under the aforementioned circumstances, HCF has succeeded in being the fastest growing sports club in Rotterdam. The unique approach that the sports club is following might be of great interest to other sports clubs that want to contribute to societal issues as *social integration*.



Figure 51. A group of field hockey players on the pitch of HC Feijenoord.
© HC Feijenoord

Description of the club

HCF was founded on 10 October 2010 (10-10-10). The club organises field and indoor hockey activities for all inhabitants of Rotterdam South, from 4 to 88 years old. The sports facilities are located in Rotterdam South. The neighbourhood can be characterised as low income, with high rates of unemployment and huge ethnic diversity (Rotterdam South: 70% of the inhabitants are from migrant groups).

HCF strives to build bridges between the various groups, a club where people come together, irrespective of their social status, background and religion, on and alongside the sports fields. HCF wants to stimulate social cohesion by working community-based and cross-domain. Its approach is distinguished from those at other regular sports clubs through an organisation structure that is more similar to organisations in the field of education and welfare. Children with problem behaviour are embraced instead of sent away. The club offers a nice, instructive sports environment, in which the children can be active during the season for ten hours per week on average.

Good practice elements

In the Feijenoord district in the south of Rotterdam, many children live, but when the club was founded there were only seven sports clubs. Paul Veldhuijzen saw this ‘sport poverty’ and more or less spontaneously went to a mini playing field at a playground at the Afrikaanderplein in Feijenoord district – the same place where the world famous football club SC Feijenoord started – with nothing more than a few hockey sticks and balls in a bag he carried

over his shoulder. The mini playing field was baptised as ‘Hockey-Court HC Feijenoord’ and at this site without real hockey facilities, HCF started.

On October 10th, 2010, the mayor of Rotterdam, Ahmed Aboutaleb, blew a whistle marking the official start of Hockeyclub Feijenoord. National hockey superstar Fatima Moreira de Melo played one half with the HCF team. In September 2011, the first hockey match was played.

Exactly three years after the club was founded, the building of the hockey field began. Having its own hockey facility was a necessity and was imposed by the national hockey federation’s regulations, which dictate that after two years of being a candidate member, every hockey club has to have its own sports facilities if it wants to become a full member of the federation. In addition, the increase in the number of members created the need for more space to play hockey. The Cruyff- en Krajscek courts are well suited to playing 6-versus-6 matches, but are too small for 8-versus-8 and 11-versus-11. Without having its own hockey facilities, HCF had to use the hockey fields of RHV Leonidas. That resulted in no-shows of the vulnerable youth at the training and at matches, because for them, the Leonidas facilities were too far from their own neighbourhood.

Building the new sports facilities for HCF was made possible by the contribution of involved entrepreneurs, inhabitants of Rotterdam South and the sports club board. HCF is the first sports club in Rotterdam that has used private means to finance its own sport facilities. On October 29th, 2014, the sports facilities were officially opened by Ahmed Aboutaleb, who was again mayor. The hockey field and the canteen are a home for HCF, but other sports clubs (e.g. a korfbal club) and sports participants also use the facilities. With the completion of a beach court, the number of possibilities for the local youth to take part in sport have further increased.

At the moment there are sixteen youth teams participating in the KNHB hockey competition.

Central elements for the activities of the club

In terms of *planning* for the sports activities, Hockeyclub Feijenoord works with a season calendar. In addition, the sports club uses a yearly calendar, especially for the finances.

As mentioned earlier, HCF has realised its own sports facilities by means of private *fund-ing* (€ 520,000) and for this, the Neighbourhood Sports Facilities Foundation was founded. The foundation rents the playing field and canteen to HCF exclusively whenever HCF wants to make use of these facilities. In addition, the foundation rents the field to schools, commercial companies and social institutions and programmes with the intent to stimulate, facilitate and organise sports participation in the local neighbourhood. Nowadays, besides HCF, also sports clubs for korfbal, football and beach sports are active at the ‘Laan op Zuid’. The aim is have the highest possible occupancy rate during the outdoor sports season.

HCF *collaborates with several partners*: the national volleyball federation KNHB; the municipality of Rotterdam (several policy clusters are involved); the Rotterdam Sport Support Foundation; the Ministry of Public Health, Welfare and Sports; the Ministry of Safety and Justice; the Richard Krajscek Foundation; the Johan Cruyff Foundation; the Sports Knowledge Centre; schools; health and welfare institutions; care institutions (e.g. youth care);

Sources for further information about the club

Website: www.hcfeijenoord.nl.

YouTube: <https://www.youtube.com/watch?v=4mzpHqV-H6g>

Contact details: paulveldhuijzen@hotmail.com / frekevandepol@gmail.com

4.8. NORWAY

Ørnulf Seippel



Track of social integration

NAME OF THE CLUB

Furuset Idrettsforening (FIF)

COUNTRY AND CITY

Norway, Oslo

FACTS AND FIGURES

Founded

1914

Number of members

2300

Sports/related activities

Football, ice hockey, handball, tennis, 'all sports', capoeira, track and field, basket, a-ball, playing at ice, dance, horse riding, light-walk along the river

Good practice elements

1. The many cooperative projects, the ability to attract and use external competencies and resources,
2. The broad spectre of activities,
3. The low price for participation,
4. The interaction between Allidrett and Alnaskolen,
5. The integration of leaders educated by the club's school system is important.

Reasons for choosing this club as a European Good Practice club

FIF has a very good reputation when it comes to including both minorities and disabled people, and has been a role model for many other Norwegian clubs when it comes to questions of integration.

Description of the club

Furuset is part of Alna city district.¹ During the 70s (especially), the area turned into one of the most populous Oslo suburbs, and during the last decades, the proportion of immigrants has increased: *"We are 150 nationalities here at Furuset today"*. The number of inhabitants in Alna City district is 47,786 (1st January 2012), and it is among the districts with a higher proportion of immigrants (45%).

Furuset IF is a club with a long history going back to 1914. For several decades, it was a conventional sports club in a rural area of Oslo, most famous for its ice hockey team during the 1980s, and for raising the first Norwegian NHL player (Bjørn Skaare).

Today, the club has 2,300 members and its main activities are popular sports: football, ice hockey, handball and tennis.

For facilities, **Furuset Forum** is a multi-use hall and was built as part of a larger agreement between IKEA and FIF. IKEA got a property, thereby making it possible to establish

¹ Alna is the name of the river running through the area of which Furuset is one part.

a business in the Oslo suburbs, and FIF could build Furuset Forum (which is used for ice hockey, skating and handball), a tennis court and a football pitch.

Good practice elements

For the purpose of the SIVSCE project, three aspects of the work in Furuset IF are of particular interest: Allidrett, Alnaskolen and Regnbuen (The Rainbow).

Allidrett

The aim of Allidrett ('all sports') is basically to increase the level of physical activity, especially for children. However, Allidrett comprises a wider spectrum of activities than normally associated with a sports club, and children are supposed to learn and test a broad spectrum of competencies.

In Furuset, Allidrett covers many types of activities: football, capoeira, track and field, basket, a-ball, handball, playing at ice, dance, horse riding, light-walk along the river, film/movie, Christmas march/party, "Stjerner i sikte" (Idol-like competition), summer camp, orienteering (stolpe-jakten). In 2015, 601 children participated, of which 270 were girls, 64% with a minority background. One Tuesday every month, there is a meeting where children, youth and leaders discuss the activities – should there be something more or different? – and whether there are groups of children that should be invited to Allidrett.



Figure 53. Football at Furuset.
© Furuset IF

Most of the activities are based on cooperation with external stakeholders: for football with Furuset Football; basketball with another local club (Høybråten) and the Norwegian Basketball Association; track and field with a local club (HSIL); swimming with the summer school

(Oslo municipality); and Capoeira with Caopeira CDO. The Oslo Sports Federation, MyCall (a phone company) and Furuset IF provide funding and administration. The city district of Stovner and city district of Alna are responsible for marketing.

The price for participation is 100 Nkr. (12 Euros) a year for all activities and also includes free use of equipment (skates, helmets etc.) and free access to the skating hall every Sunday. Furuset Allidrett does not partake in any competition organised by the Sports Confederation.

Alnaskolen

One of the things that has made the club famous – apart from their ice hockey team from the 90s – is Alnaskolen. A strike of genius according to the club itself. Realising that it was too difficult to recruit parents (first generation immigrant) as volunteers, the club decided that a more efficient strategy would be to educate the young members themselves to take care of the tasks otherwise fulfilled by volunteers (which is normally mostly parents). Alnaskolen started out in 2003, has about 30 “students” each year, and has so far educated 180, of which many today have central roles in the club. The school has been a great success: it has won prizes, it has been invited to the Parliament and it has been visited by the royal family, and it has also been an inspiration for other clubs (see the chapter on Tøyen SK).

The school provides various types of leadership education, related to sports, politics, voluntary work and more general administration. An especially important part of the school is to provide an active environment for young immigrant girls. As part of the school, “students” work with:

- Conflict resolution, where as soon as possible, conflicts between groups of young people are documented, information is coordinated, and mediation is started. Moreover, a conflict workshop for young people and guidance for parents is set up. Safety programmes for young victims of criminality
- SaLTo² routines for preventing and handling children and youth criminality
- Implementing SaLTo instructions/manuals
- Contact forum for preventing violent extremism
- The future instructors/guides: Your life, your choices.
- Entrepreneurship for young people
- Exercise and coaching education
- First aid
- Event management
- Teambuilding
- Local democracy
- Branding
- Visits (the Parliament, University of Oslo, Labour Organisation (LO) / Confederation of Norwegian Enterprise (NHO))

² Sa(sammen)L(ager vi et)T(rygt)o(slo). Together we make a safe Oslo. A project run together with the Oslo municipality and the local city district of Alna.

The school organises and participates in hundreds of hours of *volunteering* (dugnad) in the local community during the year.



Figure 54. Alnaskolen
© Furuset IF

In relation to other activities, there is a Furuset festival, a world activity day (verdens aktivitetsdag), get-out days, light walks along the river, seminars on work and education, participation in process planning and developing the future of the local environment, where the overall aim is to fight racism, prejudices, criminality and radicalisation through integration and community building.

It is also important to mention the many stakeholders involved in the project. On one level, Alnaskolen is part of a larger political project, Groruddalssatsningen, which concerns a larger area in Northeast Oslo. Here, both the municipality and two city districts (Alna and Grünerløkka) are involved. Moreover, large actors like IMDi (Directorate for integration and diversity), NAV (Norwegian Labour and Welfare Administration), Bufdir (The Norwegian Directorate for Children, Youth and Family Affairs) and the SaLTo network are involved.

The important thing for Alnaskolen is the idea of educating and including young people themselves in the running of the club.

Regnbuen Arbeids- og Aktivitetsforum (The Rainbow Work and Activity Forum)

Going back to 1998, Furuset IF has also cooperated with the (then) city district of Furuset (now Alna) on Regnbuen Arbeids- og Aktivitetsforum. The idea behind the forum is to provide meaningful work tasks and activities with a potential for personal development for mentally-retarded people. They are employed by the club to tidy, provide food and for other types of daily tasks. They are working at Furuset Forum (the main facility for the club), and for many this is just as much a type of day care centre as a working place. In 2014, there were 16 persons with mental disabilities and six with mental disorders in the forum, and today there are 3.3 employees.



Figure 55. The Rainbow Work and Activity Forum.
© Furuset IF

Sources for further information about the club

Website: <http://www.furuset.no> (in Norwegian)

NORWAY

Ørnulf Seippel



Track of social integration

NAME OF THE CLUB

Tøyen SK

COUNTRY AND CITY

Norway, Oslo

FACTS AND FIGURES

Founded

2012

Number of members

1100

Sports/related activities

Football, eco-snow, basketball, capoeira, cricket, football, al-lidrett, outdoor recreation, kul-Tur (cultural hiking), running, hip-hop, knitting club, Pilates, dynamic yoga, outdoor yoga, chess, bicycle, swimming, snowboard-ing/skiing, zumba, sevillanas/flamenco, modern dance

Good practice elements

1. Low costs,
2. Broad spectrum of activities,
3. Strong links to the local community,
4. Good at applying for funding,
5. Good at utilising existing engagement in the local community.

Reasons for choosing this club as a European Good Practice club

Tøyen SK became famous as a new club able to recruit members and volunteers using a wide spectrum of activities to achieve this.

Description of the club

Tøyen is a typical inner city district on the east side between the city centre of Oslo and a more picturesque part of the city (Kampen). Tøyen is the most densely populated area of Oslo with a relatively high proportion of immigrants. According to the interviewee, it is the city district with the highest proportion of child poverty.

For several years, Tøyen was famous for people moving out of the district – especially families with children beginning school. Against this background, a group of neighbours/local activists started Tøyenkampanjen (the Tøyen campaign) in 2012 to counter what was seen as a negative spiral. The establishment of Tøyen Sports Club could be seen as part of this (successful) attempt to reinvigorate the district.

Later on, the district was part of the public plans to revitalise the area: Områdeløft Tøyen

(the Tøyen effort): 2013-2018. The aim is to develop Tøyen into a safe, vital and thriving place both to live and visit. There are two main parts to the Tøyen effort: to improve the living conditions, the metro and the school in south Tøyen and to develop The Tøyen Park (north) with a new water park, science centre, outdoor scene and a continuous green field in the area.

Different from Furuset, Tøyen Sports Club is a club without traditions. Even though there are and have been other sports clubs in the inner Oslo area, it is interesting to note that there is actually an “opportunity space” for such a large new club in the area. The club was formally established as late as June 2015, and at the time of the interview has about a thousand members.

The club is struggling to construct and access better facilities, but for now, most of the activities take place outdoors or at the local school. The vision is a multi-use hall (flerbrukshall). For some of the facilities central to the Tøyen-effort, e.g. an aqua park, the club was rather reluctant, because it assumed such facilities would be too expensive to use for many of the locals and even more so for people from outside Tøyen.

Good practice elements

Activities are not organised as groups in a traditional organisational meaning of the term, but are looser collections of activity surrounding the core organisations.

A very important point, emphasized all through the interview, and also reflecting a looser organisation, is the fact that it is the opportunities – demand/interest or supply/competencies - for activities that are important and used to provide action. The club in itself is not able to organise activities without a strong resonance in the local community. So, to grab the opportunities actually there, being spontaneous, and developing existing engagement and positivity – whatever content and form they have – that are already there in the area is very central to the club.

One important link to the local community is the club’s organisation and its participation in several events, like for example the Tøyenfest (the Tøyen Festival) and Xmas markets. Co-operating with other local actors is important, and it is mainly the municipality and the local city district that are important.

An interesting and thoroughgoing theme in this club – not in the others – is the somewhat negative experience with the central sports organisations: they had been of little use - too oriented towards traditional sports and too institutionalised to be of much help to the club.

As for allidrett in Furuset, low costs are a key to the high participation rate; 100 kroner per year allows participation in multiple activities, and is affordable for most, if not all, youth and children. Contrary to what would be normal in a Norwegian sports club, low costs are not followed up with high expectations of *volunteering*, rather the opposite. Tøyen SK declares that “*We are paying people, we are good at applying for funding. We only use the very best.*”

Both of these probably do reflect exactly that – that the people in this club are good at this – but also that this is a district central to political urban development plans, where it is possible to find funding, support and good will.

Tøyenakademiet (The Tøyen Academy) is inspired by and developed together with Al-naskolen (see above). The purposes are: (1) To motivate youth to volunteer in Tøyen SK. (or other clubs and/or organisations). (2) To develop competencies making it possible to take part

in such (voluntary) work. (3) To make the participants into visible and positive role models in the local community. (4) To make the participants conscious of how discrimination and prejudices come to the fore and to learn methods to focus upon this. (5) The academy should teach the participants to take responsibility for the local community. (6) Participants in the academy are expected to contribute as teachers in “next year’s” academy.



Figure 56. Meeting at Tøyen.
© Tøyen SK

To link the activities to the local community is, again, central; not just to provide specific sports, but to foster activity in the neighbourhood. This is supposed to give both life and enthusiasm to the activity, and to strengthen the local affection and pride for Tøyen: *“It sounds like a cliché, but it is important”*.

A lot of what Tøyen SK emphasises sounded like a question of empowerment – how to make locals capable of developing their local communities - and integration – all groups in the district are welcome to take part. Speaking about ideology, the interviewee was keen to avoid often-used terms like integration and empowerment, because they easily have a negative effect when it comes to factually mobilising inhabitants in the area. In short, avoiding harmful categorisation was a target for the club that was also followed by a critique of the common approaches in the sports-integration field. A more holistic approach was seen as central.



Figure 57. Football at Tøyen.
© Tøyen SK

The club is also different from traditional sports clubs in not being afraid of, or concerned about, not being a traditional sports club. Asking for sporting achievement and possible future conflicts between those wanting to succeed in e.g. football and those contributing to the local community was not on the agenda. To be more explicit: sports are, if not marginal, then at least used pragmatically: the most important thing is to generate activity and solidarity.

Sources for further information about the club

Website: <http://www.toyensportsklubb.no/> (all in Norwegian)

NORWAY

Ørnulf Seippel



Track of social integration

NAME OF THE CLUB

Holmlia SK (HSK)

COUNTRY AND CITY

Norway, Oslo

FACTS AND FIGURES

Founded

1980s

Number of members

~1200

Sports/related activities

Football, basketball, dancing, handball, floorball, gymnastics

Good practice elements

1. Low costs,
2. Strong local identity had helped the club,
3. Strong links to the local community.

Reasons for choosing this club as a European Good Practice club

Holmlia is situated in an area reported to have, as they say themselves, ‘a bad reputation’, yet it is a club that has succeeded with both recruitment and integration in this area.

Description of the club

Holmlia is a suburb in the city district of Søndre Nordstrand. The area is the youngest in Oslo in two meanings of the term: It was mostly developed as late as in the 1980s and at the same time the population was also the youngest. The population of Holmlia is about 12,000 (not the whole city district). The average income in Søndre Nordstrand, the city district that comprises (more than) Holmlia, is about 80 percent of the Oslo average (2013) and 43 percent have a non-European background.

As for the two other clubs presented here, HSK is situated in an area which has been the focus of specific urban policies (Oslo Sør/Oslo South). Four topics have been central to these policies: upbringing, local environment and culture, qualifications for education and work, and public health. The policy project is based on a mixture of state and municipality funding, and the aim has been to strengthen integration, public health and make safer surroundings. Most relevant for sports clubs, the aim is explicitly to contribute to help ‘voluntary organisations support participation, dialogue and cooperation in the local community and to improve the public health, particularly among the immigrant population’.

HSK is satisfied with what they consider a high level of activity, about 1,200 paying members. Yet, they assume that the true number of active participants is significantly higher. Next,

HSK is also very proud of the long line of football talents the club has produced, without really taking too much credit for the large number of talents.³

As for the other clubs, HSK reports several challenges with the recruitment of volunteers among the minority population, and there are two main reasons for these problems (among first generation immigrants mostly): language barriers and a lack of understanding of the way sports are organised – both *volunteering* and payment.

At the same time as the recruitment of volunteers is considered as a challenge, the situation is seen as more of a challenge than an unsurpassable problem: In the end the club appears to be satisfied with what they achieve. Even though they are very aware of the problem with recruiting volunteers, they seem to have less concrete and specific measures than the other two clubs presented here.

Good practice elements

HSK gave two main reasons for why, in spite of some obvious challenges, they had been able to handle the situation. The first reason was that the honour was given to enthusiastic volunteers both to activate members and to recruit further volunteers. The recruitment seems to have a social network pattern, where people who are or have been active are recruited as volunteers.

The second reason has to do with characteristics of the Holmlia area itself and two factors were emphasised. Firstly, some of the facilities, first and foremost football pitches, are situated very centrally in the area, making football/sports a very obvious activity for many young people. Secondly, at least for a time (a decade?) there has been a certain culture manifest in the area with a credo of “we shall make it”, “we shall be proud of ourselves”. The background for this is to be found in Holmlia’s history, and especially a racist-motivated murder of a dark-skinned boy (Benjamin Hermansen) in 2001 by a group of neo-nazis from outside Holmlia marked a watershed. This gave the area a bad reputation – “*we usually avoided mentioning that we were from Holmlia*” – but also a strongly felt need and motivation for making the best out of the situation - to make the inhabitants of Holmlia and others proud of the place. From this, a specific “ideology” emerged, making people aware of the need to contribute and volunteer and in time also to be proud of the place (because of what they have achieved). However, our informant questions whether this credo is about to lose its grip, and also has doubts about the ability of the local community to retain this strong identity linked to the place.

Even though all three clubs interviewed were both proud of their local environments and also used this pride actively to promote their clubs and the work they were doing with respect to integration and *volunteering*, Holmlia was probably the club that most explicitly referred to this factor. The more specific measures HSK mentioned were similar to the other clubs, (1) participation in the larger ‘Vær stolt’ (‘Be proud’) festival which underpins the importance of the identity of the local community; (2) attempts to keep prices low – without specifying what this signified and (3) the possibility to borrow sports equipment. Apart from hard, continuous everyday work, HSK nevertheless seemed to have fewer institutionalised policies linked to these aims. In short, HSK seem to do much the same as the other clubs, but seemed less

³ As I write the first draft of this text, the Norwegian male national football team is playing Belarus with two players from Holmlia.

explicit with respect to their policies and they seemed less institutionalised than in Furuset, in particular.

An interesting point coming up in the interviews with all the clubs is the relationships between the respective sports clubs and other organisations. Again, HSK cooperated with the city district and the local schools, yet seemed to have less institutionalised relationships with these actors.

HSK made a point of being represented in the national Football Association's work with the integration of minorities, yet was rather disillusioned with the intentions and competencies of the work done by the association in this area.

Sources for further information about the club

Website: <http://holmlia-sportsklubb.idrettenonline.no/> (in Norwegian)

4.9. POLAND

Monika Piątkowska & Sylwia Gołowska



Track of *social integration* and *volunteering*

NAME OF THE CLUB

European 50+ Physical Activity Promotion Association (EPAPA 50+)

COUNTRY AND CITY

Poland, Warsaw (main office)

FACTS AND FIGURES

Founded

2006

Number of members

30

Sports/related activities

Recreational sports (i.e. *boccia*/boule, croquet, crossminton, horseshoes, tug of war)

Good practice elements

1. Implementation of physical activity programmes for people aged over 50 in the local community,
2. Activating programme participants to develop own initiatives. Activities of the organisation are a great example in the field of social mobility through sport,
3. Continuous development of the organisation, realisation of the organisation development strategy and a programme for the development of voluntary work prepared by the organisation,
4. Establishing cooperation with numerous supporting institutions.

Reasons for choosing this club as a European good practice club

EPAPA 50+ is the only organisation in Poland, within the whole country, that organises local programmes of physical recreation aimed at the promotion of physical activity among adults and older people, as well as *social integration* and improvement of life quality of seniors. The association activity is fully based on the work of instructors, i.e. people responsible for the activity of seniors, and volunteers, who are mainly recruited from among participants of the classes. After completing programmes of physical activity, participants become volunteers among their local societies and promote the idea of the *social integration* of seniors all over Poland.

Description of the club

EPAPA 50+ Association was registered in 2006. Since 2009, the main activity of the organisation is the realisation of nationwide projects in the form of physical recreation programmes, as well as intergenerational solidarity picnics in cooperation with the Ministry of Sport and Tourism and local government units. The main aim of EPAPA 50+ activity is providing voluntary activity in the field of gerontological prophylaxis through the protection and promotion of health, popularisation of physical activity, science and education, aiming

to improve the quality of life of adults and older people. In their everyday work, volunteers follow the slogan: Active in your life! They realise their aim by e.g. the organisation of recreational programmes for adults and older people, conducting scientific research (evaluation of activity efficiency), organisation and co-organisation of outdoor events for older people, and supporting and organising training for instructors. The EPAPA 50+ mission is to raise awareness in both older people and the general public of the opportunities open to senior citizens in later life. We aim to provide services which help older people feel secure, maintain their independence, and promote their physical and emotional well-being through the cooperation of local and national authorities, and gerontology specialists. Membership in EPAPA 50+ is open to individuals, organisations, researchers, students, professionals in gerontology, medicine and other disciplines connected with the area of ageing and physical activity. Currently, EPAPA 50+ has 30 associated organisations. The organisation structure is composed of: Main Board (4 persons), Administration (1 person), Voluntary service Coordinator (1 person), Communication (1 person), Main project coordinators: Mazowsze, Wielkopolska, Podkarpackie, Opolszczyzna, Pomorze districts;

Good practice elements

EPAPA 50+ organises regular health-promoting Physical Recreation Programmes nationwide, addressed to people aged over 50. The following projects are realised within the scope of EPAPA 50+ activity:

- **PRRO 50+ Project**, Within the scope of this programme, participants take part in 24 hours of organised recreational activity, run by specialists in various forms of physical activity. Each participant is monitored as far as the programme efficiency is concerned (improvement of physical fitness: suppleness, strength, stamina). Thanks to participation in the programme, women and men choose regular participation in physical recreation and self-realisation through participation in Activity Leaders workshops, addressed to active leaders of local societies (for selected project participants). The main aim of Activity Leaders is increasing the recreational activity of local societies' members. During meetings, participants learn various recreational forms, learn how sports are organised in a commune/town/city, how to organise a recreational event, what to start with, and what are citizenship activities and voluntary service. Activity Leader initiatives led to the organisation of numerous recreational and cultural events, including: the formation of Poland's first Speed Badminton team of mature people, called PRO Speed 50+, in the Wawer district of Warsaw (Leaders, organisationally supported by EPAPA 50+, organised a gym for training sessions, a coach, and took part in Speed Badminton national and international tournaments as volunteers). The PRO Speed 50+ team led to the formation of a 45+ category at national rank sports events. After the completion of the programme, Activity Leaders organise their own training groups in their towns and continue training sessions after the programme has finished. The organisation supports each group as far as organisation is concerned.



Figure 58. Physical activity leader during class.
© EPAPA 50+

- **Seniorada** – i.e. recreational events of intergenerational solidarity all over Poland. Each year's edition of Seniorada attracts several hundred seniors in 6 communes in Poland. During recreational picnics, a recreational rivalry takes place over prizes (recreational combined events), as well as the competition for the most active person title. Since 2011, Seniorada has been a nationwide picnic. The project is co-financed by the Ministry of Sport and Tourism, as well as funds coming from the local government entities and partners: media and business. The project also has a cooperation with Higher Education Schools: Opole University of Technology, University of Rzeszów, and Józef Piłsudski University of Physical Education in Warsaw. Within the scope of cooperation with higher education schools, we invite and include students to be active in the organisation of the project as volunteers. In each project location, there is a local project coordinator assigned by EPAPA 50+, who supervises the work of student organisers for seniors: Students for Seniors - Young for Older. Each student in the team concludes a voluntary service agreement. People who are uniquely engaged, reliable and creative receive a recommendation issued by EPAPA 50+.

The Seniorada programme is coherent for all communes and organised within the scope of 5 areas:

1. I know - I get to know the recreational offer of the town for older people
2. I care - I care over health and well-being

3. I play – I get to know and play recreational games and compete over prizes at recreational competitions
4. I admire/I have fun - They are organised in the form of an offer of a dance floor for dancing/exercises. Participants take part in animations and competitions.
5. I march – i.e. Nordic Walking rally with Nordic Walking training

The aim of the project is to inspire older people to be active in their everyday lives. Participants observe the activity of other people of their age. They get to know their own capabilities as well as those of people of the same age. They try various activities in order to continue them afterwards in their own groups or individually.

- **PARK** – the programme of using local space for recreational plays and games: boc-cia/boule, croquet, crossminton, horseshoes, tug of war, etc. The programme scope proposes a series of recreational animations for older people and families in parks in 5 Polish communes, supervised by specialists from EPAPA 50+ and supported by a trained multi-generational group of animators/volunteers. The idea of engaging older and younger persons as volunteers arose as a result of the previous years' experience of the organisation, i.e. the realisation of the PRRO 50+ programme, in which it was observed that older people are more willing to be active observing people aged 50+ who are active. The activity programme includes a set of recreational games which are ordered according to subject matter: retro games and play, Olympic games and plays. At the end of the programme, a meeting is organised in each commune with representatives of self-government units, non-governmental organisations, and citizens. Such meetings are an occasion to exchange information and experiences in the field of activity and *social integration* of older people.
- **50+ Sport Monitoring** – 2-year project financed by the European Economic Area funds. In four Polish towns and cities, EPAPA 50+ realised a social monitoring of the public offer of recreational activities addressed to seniors. We checked and reviewed the quality, availability and scope of services for older people, through e.g. a public opinion survey (200 respondents), diagnostic workshop (4 towns/cities), in order to check if the sport offer is really addressed to older people and meets their needs. Field activities were voluntarily realised by regular cooperators and members of EPAPA and citizens, mainly aged 50+. As a result, meetings were organised with the community with the participation of representatives of various groups: authorities, organisations, citizens. At the end, the authorities were given 4 reports on the offer for seniors, including recommendations and proposals for changes, which were commonly developed. The project in Kiszaków brought an effect in the form of a notice board concerning sports activities for older people – a calendar and a schedule. An outdoor gym was also opened, which is available on weekends. In Opole, the town authorities initiated numerous events addressed to older people. In Rzeszów – competitions were organised for older people.

Central elements for the activities of the club

In terms of planning, EPAPA 50+ has a strategy for the development of the organisation over the next 5 years and the development of the programme of voluntary service. Documents were developed with the participation of the organisation members and coordinators.

Funds for the organisation activity are acquired from: the Ministry of Sport and Tourism; the Ministry of Family; Labour and Social Policy; European funds: European Economic Area; local governmental funds: powiat (equivalent to a county) and municipal; membership fees; and commercial activity of the association.

EPAPA 50+ *cooperates with* local media, mainly press and radio. The organisation activity was announced by e.g. RDC Radio (Warsaw – Senioriada); programmes: <http://www.rdc.pl/podcast/aktywna-sobota-piknik-seniorada/> , <http://www.rdc.pl/podcast/poludnie-z-animuszem-seniorada/>

In 2016, the organisation organised the workshop called “How to develop voluntary service at EPAPA 50+?”, supported by 2 external experts and with the participation of project coordinators, 50+ and younger volunteers, the aim of which was to develop a system of professional cooperation with volunteers (movie coverage from the training: <https://apps.facebook.com/magisto/video/IkeFJERSGi87QhxhCzE?>). At that time, ways of *recruitment* were developed, encouraging and motivating the social activity (voluntary service) of both older and younger people. We use the knowledge and experience gained during the workshop in our projects.

The *non-sport activity* initiated by our volunteers: e.g. participation in urban events and presenting their own activity to others, organisation of decoupage workshops and computer courses for citizens, supported by the society’s organisational support.

The organisation’s activities are a perfect example of social mobility through sport. After the programme completion, the participants feel the need to activate other people from their circles. They take part in projects, motivated by their egoism, and finish them convinced that they can do more for their local societies.

Sources for further information about the club

Website: <http://www.espar-50.org>

Facebook: [https://www.facebook.com/Europejskie-Stowarzyszenie-Promocji-Aktywno%C5%9Bci-](https://www.facebook.com/Europejskie-Stowarzyszenie-Promocji-Aktywno%C5%9Bci-Ruchowej-50-136702143012976/)

[Ruchowej-50-136702143012976/](https://www.facebook.com/Europejskie-Stowarzyszenie-Promocji-Aktywno%C5%9Bci-Ruchowej-50-136702143012976/)

POLAND

Monika Piątkowska & Sylwia Gołowska



Track of *social integration* and *volunteering*

NAME OF THE CLUB

Travelling Inspiration Association

COUNTRY AND CITY

Poland, Chrzanów

FACTS AND FIGURES

Founded

2011

Number of members

470

Sports/related activities

Cycling

Good practice elements

1. Organisation of cycling trips for blind people – socially excluded from this type of recreational activity,
2. Development of its own programme for training and certification of cycling instructors,
3. Combining commercial activity with free of charge activity,
4. Material and non-material remuneration for volunteers for their work in the organisation.

Reasons for choosing this club as a European good practice club

Travelling Inspiration Association is the only organisation of this type in Poland, organising cycling excursions for fully fit persons and tandem trips for the disabled on a national scale. They developed their own system of training and certifying cycling tourism instructors and volunteers for tandem trips with deaf-blind people. The organisation realises numerous sport and non-sport initiatives addressed to children, youth, older people and disabled persons (mainly deaf-blind), acting on behalf of voluntary service and *social integration*.

Description of the club

Travelling Inspiration Association was founded in May 2011. It is located in Chrzanów, Małopolskie Voivodeship, but the organisation is active all over Poland. The main field of our activity is the popularisation of tourism, including the idea of voluntary service, a healthy lifestyle, activity for disabled people and encouraging society to spend their free time actively. The association is focused on one sport discipline. It organises cycling excursions and trips for various social groups. Currently, nearly 500 people take part annually in cycling trips in Poland and Europe. What is more, in Poland, there are 12 active clubs of 80 bikes, including those in kindergartens and school clubs. Those clubs were founded in order to organise free cycling excursions in the area of a particular branch. Each club is run by 1-2 people. These are branch coordinators, volunteers, who were trained in order to run those groups professionally. The organisation was founded by Marcin Kozioł, the current chairman of the

Association, who is known to be passionate about cycling. The Association was developed in order to promote the idea of travelling and exploring the world by bike, and the idea of a healthy lifestyle. The organisation board is composed of three members. The main mission of the Association is to reach every place in the world by bike. For this aim, there are organised cycling trips to numerous places in Poland, Europe and world. What is more, other aims of the organisation include:

- Promoting and presenting Poland and its regions abroad. Showing the cultural variety of various countries (history, religion, language, customs, etc.); cultural exchange between various nations.
- Inspiring activity towards developing contacts between societies and European integration. Inspiring children, youth and adults from various social circles to travel and learn new cultures;
- Promoting tolerance, counteracting cultural discrimination. Promoting the idea of voluntary service. Popularisation of a sober lifestyle. Counteracting exclusion and pathological phenomena. Creating pro-social attitudes. Activity on behalf of disabled persons;
- Promotion of employment and professional activation of the unemployed and those threatened with unemployment. Activity in professional and *social integration* and re-integration of people subject to social exclusion.

Good practice elements

Travelling Inspiration Association realises numerous cycling initiatives and its activities are addressed to many diversified social groups. Below, you can find the most interesting initiatives undertaken by the organisation:

- **“I cycle without seeing any obstacles”** – the project where the Association organises tandem trips of deaf-blind people along with trained volunteers. The aim of the initiative is the activation of deaf-blind people and breaking barriers caused by their disabilities. So far, without considering limitations related with their disability, the impaired people supported by the Association have managed to travel all around Poland, and go from Warsaw to Tallinn and from Lisbon to Santiago de Compostela. The organisation has its own tandem bikes and experienced guides, who are trained and certified by the Association. This is the only activity of this type in Poland. In this initiative, there took part 6 disabled people, about ten volunteers and dozens of other people who joined the initiative at the course (about 40 people). The Association still organises new routes and engages new participants among disabled people.
- Since 2013, the organisation has organised tourist and recreational bike clubs in about ten Polish cities, each named **“80 Bikes Club”**. Their idea consists of regularly organising one-day cycling excursions. The excursions are free of charge and run by the Association members. In this way, they promote a healthy and active way of life and encour-

age everyone to cycle. The distances, area and fitness of participants are diversified. Members of each 80 Bikes Club are of various ages and fitness. They meet and spend time together, establishing new acquaintances. The club is also a base for people who can meet for a short cycling trip in their area, or exchange experiences related to the physical activity. The participants can become organisers of an 80 Bikes Club on their own and further promote this idea in other cities and regions of Poland and abroad. Currently in Poland, there are 12 clubs, including kindergarten and school clubs. The number of participants on trips organised by particular branches ranges from a few to as many as 180. Everyone can come to ride and as a result of becoming a club member, members gain some benefits such as discounts for European trips.



Figure 59. Cycling trip within the “80 Bikes Club” programme.
© Travelling Inspiration

- The organisation runs educational workshops for children and youth, called “**Age does not count – you can also be active**”. Their aim is to familiarise children with voluntary service and work with disabled people. In that way, the Association recruits young volunteers who would be willing to work on behalf of it. In 2014, within the scope of the “Age does not count – you can also be active” project, over 20 meetings were organised at junior high and high schools, familiarising youth with all issues concerning voluntary service. Workshops are run based on experiences from tandem trips with deaf-blind people. During them, Association members familiarise schoolchildren with the basics of alternative means of communication (sign language and Lorm’s alphabet) and how to guide blind people. As a result of those meetings, they acquired 5 new volunteers.



Figure 60. The school class within the programme “Age does not count – you can also be active”.
© Travelling Inspiration

- “**Bike Wednesdays**” – the project aimed to integrate citizens through cycling excursions in the town (Zakopane), combined with charity raising. Collected funds were spent on the rehabilitation of a girl suffering from cerebral palsy. Sums collected ranged up to several hundred Zlotys and were spent on a particular aim.
- “**Know your little homeland**” – cycling trips for children, addressed at encouraging young people to actively spend free time cycling. That project was realised two times. The idea of it was to familiarise youth with their small homeland, as seen from their bike, and to propose an alternative way of spending their free time during holidays. The first edition took place in Zakopane and nearly 30 people took part in that event.

In the course of many years of work, the organisation has developed its own system of training and certifying cycling tourism instructors and volunteers for tandem trips with deaf-blind people. Since 2014, the Association has run paid sign language courses. What is more, the organisation helps people who have a regular contact with deaf people to acquire grants for a sign language course from PFRON funds.

Travelling Inspiration Association organises and runs complex activities related to cycling trips, engaging various social groups of people of different ages and physical fitness. Activities on behalf of deaf-blind people are especially innovative. The organisation strategically develops current projects, acquires new volunteers during a series of meetings and broadens what it offers in pursuit of its mission to reach every place in the world by bike.

Central elements for the activities of the club

The organisation acts in a strategic way. *Plans* of trips and other activities are created in advance by at least several and up to about ten months.

The functioning of Travelling Inspiration Association is based on acquiring *funds* from various sources. Combining paid and free activities is innovative. Within the scope of paid activities, the Association organises cycling tourism instructor courses, sign language courses, school trips and cycling trips. They acquire funds from communities or other funds. Funds from the above-mentioned activities are spent on the organisation of free cycling initiatives and the purchasing of equipment (e.g. tandem bikes for disabled people), supporting particular initiatives, contributing to realised projects, running workshops for children and youth, as well as supporting people in need, mainly from the cycling circles. Travelling Inspiration *cooperates with* a specialist organisation, which supports them in acquiring external funds for project realisation.

The organisation has a website and a fan page on Facebook, where they *inform about* initiatives undertaken. Organisation members are active and promote their activity in the media. These include radio stations (e.g. TOK FM, CHilli Zet), TV stations (e.g. Polsat News, TVP Lublin). The promotion of the activity is mainly based on social media. Also, particular branches have their groups, fanpages, etc. Volunteers/coordinators contact each other using groups formed on Facebook.

As far as *recruitment and retainment procedures are concerned*, in most cases volunteers come to the organisation on their own. They are verified and then trained. The training period is one weekend and covers theory and practice. Volunteers are encouraged to stay in the organisation through various benefits, including: cycling suits, free trips, discounts at companies/shops that we cooperate with, providing the possibility of using our sports background and priority in running commercial groups. The rotation of volunteers in the organisation is low and most people cooperates with us regularly.

In terms of *empowerment through sports, through* the organisation of instructor courses, the Association supports unemployed people, encouraging them to become active in cycling initiatives. The dynamic development of the bike market offers unemployed people the possibility to combine their passion with professional work. Training is the first step to start working as a guide for cycling groups in Poland and Europe.

Sources for further information about the club

Website: <http://travelling-inspiration.pl/>

Facebook: <https://www.facebook.com/TravellingInspiration/?fref=ts>

Contact details: inspirationtravelling@gmail.com

POLAND

Monika Piątkowska & Sylwia Gołowska



Track of volunteering

NAME OF THE CLUB

MSIS – Youth Association of Sports Initiatives

COUNTRY AND CITY

Poland, Mrągowo

FACTS AND FIGURES

Founded

2009

Number of members

21

Sports/related activities

Sport for all, football (street football)

Good practice elements

1. Establishing cooperation with regional non-governmental organisations and addressing the support of volunteers trained in organising sports activities to them,
2. Implementation of educational and integrating programmes for various social groups, engaging youth with problems with the support of volunteers, in cooperation with local organisations,
3. Recruiting volunteers in an active way, especially looking for young people.

Reasons for choosing this club as a European good practice club

MSIS is a sports organisation that uses sport as a tool, allowing the creation of unusual innovative activities that enable the provision of proper conditions for youth, in order to engage them in voluntary sport activity. MSIS volunteers support the organisation of sports events in the region, take part in international sports events and promote voluntary service in the whole region. Sports *volunteering* is a milestone in which MSIS engages all who show an interest in the organisation of and participation in local community through sport. The organisation inspires young people in the community to take responsibility, increase dialogue and provide youth with sporting activities.

Description of the club

MSIS is an organisation established in Mrągowo. The idea to establish the association arose in 2009 among a group of people related with Orlik 2012 field in Mrągowo. Orlik proved to be a place of inspiration for people from various sports circles. The vision of society is to develop new and creative thinking about the organisation and use of sport in Polish society. MSIS regards the main goals of its activity to be the popularisation of innovative sports events, creating local and international partnerships and the participation of people in sport voluntary service.

All our activities are addressed to young people from small towns to encourage them and show them that many things are possible, provided they have the will to change something.

Within the period of MSIS activity, young volunteers have helped to organise several hundred sports, cultural and recreational events in Mrągowo, Mrągowo powiat and Warmia and Masuria Province. Volunteers gain valuable experience, which helps in the efficient organisation of events, sports competitions and cultural events.

Good practice elements

Key programmes

- Nowy Wymiar Wolontariatu (New Dimension of Volunteering) - with focus on youth sports *volunteering*, it is an educational programme concerning youth leadership, youth social skills developed through cooperation with local sport NGOs, and young people are creating space to engage other youth in *volunteering*. This is an offer addressed to young people aged 14-25 living in Mrągowo. Volunteers help at local sports NGOs during various types of events and actions, as well as creating their own ideas, their own projects, and inviting other people to participate in these projects. Currently, MSIS has 16 young associates – young leaders in voluntary services – and over 60 young people aged 16-17 who are engaged in *volunteering*. In the field of sports events, MSIS cooperates with 18 sports clubs.
- Futbol Zmienia (Football for change) - a programme concerning not only playing, but also having an educational character, making it possible to integrate young people and local institutions, as well as to eliminate the exclusion of young people who need help. MSIS tries to reach young people who have problems with addiction, young people with a crime background, youth in child care homes, young people from dysfunctional families, and youth with disabilities. They started cooperation with local institutions:



Figure 61. MSIS representatives during Streetfootballworld Festival 2016 (national initiative of Football for change).

© MSIS

Family Support Centre, Labour Corps, Child Care Home, Labour Office, Police, District Court, Social Welfare Centre, Schools, Municipal Office, Home for Disabled People, non-governmental organisations, the Centre of Culture and Tourism, Orlik sports pitch. Currently, the group consists of 2 young people with intellectual disabilities, 7 pupils from a child care home, 25 pupils from the Labour Corps (these are mainly young people who have problems with education or with life). That activity is based on football methodology. It is a unique way of playing football, based on the principle that the values of fair play, integration and respect are just as important as sporting prowess.

Central elements for the activities of the club

In terms of *planning*, the organisation's current strategy is based on step by step, short-term activity. It is very important to realise projects and cooperation which are a kind of "experience-building activity" related to the following issues: sport, education, *volunteering* and cooperation.

MSIS cooperates with numerous different institutions and organisations from all around the world. For example: this year, MSIS volunteers took part in the streetfootballworld Festival 16, which is the biggest ever 'football for good' festival and is an official event of UEFA EURO 2016.

They use simple tools to keep their *communication* efficient. Internal communication: MSIS uses facebook groups to keep in contact with youth, and also has an extra facebook group for leaders, and an extra facebook group for the MSIS board. External communication: www.facebook.com/MSIS.NMR to present our current work outcomes and www.facebook.com/Futbol.Zmienia to present only the Futbol Zmienia project and all related actions. In each project they select a coordinator who keeps in contact with project partners.

In the New Dimension of Volunteering project, MSIS *recruits volunteers* once a year. They organise meetings at school, and every person just has to complete a recruitment form – including one simple question: "why would you like to be a volunteer?" .

In Futbol Zmienia – at present, they cooperate with the Labour Corps, Child Care Home and youth workers (sports animators) from Orlik. Firstly, they organise a tournament with special rules – in order to integrate youth. Next, we try to build a group of people who are invited to their own project creation: they can organise their own tournaments and are responsible for almost every aspect of the Right now project. They have about 110 young people engaged in all programmes.

Sources for further information about the club

Website <http://www.msis.pl/>

Facebook: <https://www.facebook.com/MSIS.NMR>

Contact details: kontakt@msis.pl

4.10. SPAIN

Ramon Llopis-Goig



Track of volunteering

NAME OF THE CLUB

Club Natació Banyoles

COUNTRY AND CITY

Spain, Banyoles

FACTS AND FIGURES

Founded

1925

Number of members

~10,000

Sports/related activities

Swimming, water, rowing, kayaking, triathlon, athletics, rescue and life-saving, kayak-polo.

Good practice elements

1. Volunteerism plays a central role in the celebration of the various sports events that the club organises, as well as in day-to-day activities.
2. Each sports section of the club has its own committee responsible for arranging and coordinating activities that involve collaboration with the coaches, help with the different competitions; transportation or volunteerism coordination.
3. The volunteer management model is based in an intergenerational mobilisation scheme that is strongly based on internal communication.
4. The club has a strong presence and influence in the community and introduces many people into the world of sport.

Country/ Region/ City

Spain/Cataluña/Banyoles

Reasons for choosing this club as a European good practice club

Volunteering track

The club manages a network of volunteers.

Description of the club

The Banyoles Swimming Club was founded in 1925, and it is the first social and sports entity in the region of Pla de l'Estany, as well as one of the most important clubs in Catalonia. It currently has more than 10,000 members of all ages (including not only members who pay a yearly fee, but all members). Taking into account that the town of Banyoles has 19,000 inhabitants and the region of Pla de l'Estany – where the town is located – has a population of 35,000, the club can be considered to have a high and outstanding social penetration in its environment of reference.

The club has an extensive sports record. In the case of water skiing, in 1961 it organised the European Championship, in 1966 the Mediterranean Championship, and in 1971 the World Championship. In 1966, it organised the World Jet Ski Championship, and in 1985 the Senior Rowing Championship. In 1992, it was the headquarters of the rowing competitions in the Barcelona Olympic Games, for which it was supplied with a rowing track, bleachers to hold 4,500 people, and a 14-metre tower for the television cameras. The Banyoles Swimming

Club installations were used then as an administrative and services centre. In 2004, it was the setting for the World Rowing Championship. It has also organised numerous Spanish swimming, rowing, kayaking, rescue and life-saving championships. Twenty-three Olympic athletes have emerged from the club.

Over the years, the club has evolved in terms of its social function. The Olympic Games of 1992 was a milestone in its history, and the development of the new installations gave rise to an extensive growth of the social mass, setting in motion various services related to health and sport for all (aerobics, etc...), which until that time had not existed in the club. Currently, however, they give priority to sports training and the development of basic sport. Nevertheless, this does not mean that they renounce high performance sport. When one of their athletes reaches the highest level, they try to help him/her and facilitate his/her progress. They do all of this without forgetting that the club's priority is sports training. Having established priorities is something that helps the club's decision-making, as increasingly there are international athletes who compete with the national team in different sport modalities, and this can sometimes produce dilemmas about the use of the club's resources. Therefore, they cannot always provide all the necessary resources to the high performance athletes, because the club has clearly established that its priority is grass-roots level sports.

Good practice elements

Volunteerism is a central element in the life of the club. Volunteers play an essential role in the celebration of the various sports events the club organises, but also in the day-to-day activities.

The lake crossing⁴, for example, which recently celebrated its 73rd edition, is the oldest event organised by the club. To hold this event, there are about 120 or 130 volunteers. It must be taken into account that this is a contest that brings together 2,400 swimmers on a Sunday morning, making it a frenetic activity that requires many volunteers, without whom the event could not be held. Another important race is the Half Marathon, which will soon celebrate its 24th edition. To hold this event, 150 volunteers are brought together. This allows the race to be extremely well-organised, as the participants find a volunteer at numerous points on the itinerary of the race, and so they avoid disorientation problems. In addition, there are two or three other events that only have a 5 or 6-year history, but that require the participation of a large number of volunteers.

Apart from the volunteers who participate in the club's different events, it is important to consider those who participate and contribute in the everyday activities. In this regard, there is a core group of volunteers who are involved and form part of the sports sections. Each sports section has its own board of directors and its own form of annual functioning. These boards organise the season, collaborate with the coaches, help with the different competitions, and they are also in charge of transportation. These are everyday activities that also require volunteers, although with less social visibility than Crossing the Banyoles Lake or the Half Marathon.

⁴ The crossing of Lake Banyoles has been organised in the month of September since 1944. It has almost 2,400 participants, which makes it one of the most popular in Europe.



Figure 62. Children on Lake Banyoles.
© Club Natació Banyoles, Spain

Central elements for the activities of the club

In general, the club makes *plans* for its annual need for volunteers. The sports sections are organised annually, planning a calendar of activities and events. This calendar allows them to forecast the needs they are going to have at each moment. In the case of the large events, they work with long time periods and far enough in advance to mobilise all the volunteers they need in each case.

In terms of *planning*, the club performs all the activities with its own resources and without receiving any type of subsidy or additional financing. The volunteers are an indispensable part of the club's functioning (training, transportation, etc.), as the annual fees are quite low (the annual family fee is 255 euros).

The club *collaborates* actively in the organisation of sports events in the city and region, whether at the regional, national, or international level, providing technical and human support. Likewise, it also participates in promoting basic, school, and elderly sports.

The club does not develop any special *communication activities* beyond the information about services and events offered on its web page and its various social networks. However, there is a lot of internal communication with the different groups that make up the club, not only at the level of the sports sections, but also with regard to the groups of veterans, former swimmers.



Figure 63. Swimmer in Lake Banyoles.
© Club Natació Banyoles

The *volunteer management* model is based on mobilising all those people who are and who have been members of the club. It is an intergenerational mobilisation scheme. Thus, for example, for the two most important and oldest sport events organised by the club, they can call on people who practised sports in the club 30 years ago or more. A call for help is sent out to everybody who is or has been linked to the club.

It can be considered an intergenerational community model because it is based on the club's strong presence in the community, through which it reinforces links with various generations. The club points out that the desire for participation is so strong that a person could even be bothered if he/she did not receive a call to participate in a club activity. The club's community link can be seen as one of its main strengths.

In addition to the key sports activities, the club offers – as mentioned above – the possibility to practise tennis, basketball, beach volley, and five-a-side football, and to take classes in maintenance and aerobics, initiation and perfection in swimming, rowing and kayaking, dance, tai chi, yoga, spinning and water gym.

As far as *empowerment through sports* is concerned, the club has a strong presence and influence in the territorial area where it is located. It offers a large proportion of the population the possibility of carrying out an attractive and healthy sports practice. It manages to introduce many people into the world of sports and to distance them from many distractions, unhealthy habits, or risks they might face in certain periods of their lives. The club is considered effective because, due to its efforts, many people learn to practise certain sports and associate their lives with them.

Sources for further information about the club

Website: <http://www.cnbanyoles.cat/ca/noticies.aspx>

Facebook: <https://www.facebook.com/ClubNatacioBanyoles>

Twitter: https://twitter.com/CN_Banyoles

Flickr: <https://www.flickr.com/photos/cnbanyoles>

YouTube: <https://www.youtube.com/user/CNBanyoles>

SPAIN

Ramon Llopis-Goig



Track of social integration

NAME OF THE CLUB

Club Juventud Alcalá

COUNTRY AND CITY

Spain, Alcalá de Henares

FACTS AND FIGURES

Founded

1960s

Number of members

~500

Sports/related activities

Basketball

Good practice elements

1. The club's mission is to train players and people through basketball and make it a tool for *social integration*, to integrate both people with different disabilities and also people at risk of social exclusion.
2. The club aims to prepare players not only for sports, but also in values.
3. The "basketball for everyone" activity has a strongly positive influence on the attitude, behaviour and school performance of the children who attend the programme.

Reasons for choosing this club as a European good practice club

The club helps 120 children (aged 4-12) from several districts of the city of Alcalá (in the region of Madrid) who are at risk of social exclusion and possible discrimination for cultural, gender or socioeconomic reasons. The club uses sport and physical activity as a means of promoting *social integration*.

Description of the club

Although the origin of the club dates back to the 1960s, its popularity grew at the beginning of the 1980s, when Cajamadrid (a savings bank) established its basketball team in Alcalá de Henares. Cajamadrid's first senior team rose to the highest category of national basketball in the 1982-83 season. Cajamadrid abandoned basketball in 1991, and the club began a new phase under the name of Juventud Alcalá. Without the backing of a strong sponsor, it began to distance itself from elite sports. In 1997, there was a change in management and name. The club became Basketball Alcalá. At the time it had 12 teams, and this rose to 22 in 2001/2002. During that period, one of the hallmarks of the club was forged. With the support of the Social Work of Cajamadrid, wheelchair basketball was initiated, as well as a school for people with intellectual disability, whose team has participated in different championships in Spain. Hercesa real estate company became the club's main sponsor in 2002. However, this did not prevent its slow decline, which ended with the economic crisis that led to the loss of the club's sponsorship in 2013. So then a new situation began, characterised by the transition from a professional model to a participative model, where parents and coaches took over the club and

basic basketball was once again the priority.

Today, the club has four sports sections and a total of approximately 500 boys and girls between 4 and 18 years old with a federation licence. The club is located in Alcalá de Henares, but its radius of activity extends throughout the region. In the club, one can play federated basketball, baby basket (pre-sport) and adapted basketball. In addition, the club offers indoor soccer.

The club's mission is to train players and people through basketball and make it a tool for *social integration*, to integrate both people with different disabilities and also people at risk of social exclusion. The club aims to prepare players not only for sports, but also in values.

Good practice elements

The selected good practice elements of the Juventud Alcalá club are related to the third and fourth sports sections. Beginning with the latter, the activity of “basketball for everyone” is directed towards boys and girls from 4 to 12 years old from different neighbourhoods in the city exposed to social risk dynamics and possible discrimination for reasons of culture, origin, gender, or their socioeconomic situation. This activity takes place in two Early Childhood and Primary schools (CEIP) in the city of Alcalá de Henares, located in neighbourhoods with high social problems due to unemployment, poverty and immigration, and it includes more than 120 boys and girls. The main goal of this activity is for the boys and girls to distance themselves from activities that endanger their correct development.



Figure 64. Members of the wheelchair basketball team.
© Club Juventud Alcalá, Spain

The objectives of the project are: to create training groups where the children participate in the activity, to stimulate the children to play and have fun while following the rules and guidelines set by the coaches, to produce an improvement in their quality of life, and to reaffirm the values transmitted through the activity itself. Through the activity, they try to

make sure the children have fun while behaving appropriately, following rules and respecting others. It should be taken into account that in many cases these are children who often miss school, have behaviour and integration problems, face cultural problems, or have socio-economic difficulties. To participate, they are required to attend the activity and arrive on time, follow the established norms and participate actively in the activity, and have a spirit of cooperation, teamwork and discipline in the games. Likewise, the coaches coordinate with the school, so that if a child misses class or does not behave appropriately; he/she is not allowed to participate in the “basketball for everyone” programme. The school guidance teams point out that the activity is very beneficial for the children, because it improves their integration, respect towards others, and their school achievement.

The section of sport for people with functional diversity began in 1998, thanks to the sponsorship of what at the time was the Social Work of Cajamadrid (today the Montemadrid Foundation). The sports programme is similar to conventional sport, but with adjustments in the level and intensity of the training sessions, and with more support. The section revolves around two activities: basketball and indoor soccer for people with functional adversity, and wheelchair basketball. They are currently working to extend this to other types of functional diversity, such as people with visual deficiencies and poor vision. The club brings together a total of 80 people with diverse disabilities (especially children). This section is completely integrated into the club: a coach can be a coach for a federated team or for a team with functional diversity. In addition, the team functions with the same parameters as a conventional sports team: it has a coach, assistant coach, and training and competition timetables. There are basketball and indoor soccer teams participating in a tournament organised by FEMAD (Madrid Federation of Sports for Intellectual Disabilities) and the Community of Madrid.

Both activities require a high level of commitment and social determination, so that it is difficult to mention aspects of these activities that could be extrapolated to other clubs.

Central elements for the activities of the club

The club *plans* its activities in the medium and long term. This rigorous planning of its activities is what keeps the club - for the moment - from extending its “basketball for everyone” to other schools that have contacted them to request their collaboration in these types of activity.

The club’s annual *budget* is 150,000 euros. Of this, 30,000 euros come from a subsidy of the Montemadrid Foundation (formerly Caja Madrid) and must be dedicated to financing sport for people with disabilities. In addition, 20,000 euros come from an agreement that has been renewed periodically since 1997 with the Town Hall of Alcalá de Henares to manage the sports schools. The remaining 100,000 euros come from the members’ fees. They pay 340 euros per year in federated basketball, with a discount of 50% for the second child or if one of the parents is unemployed. Depending on the family situation, there are cases where the boy or girl is exempt from payment. In this way, the club defrays the cost of the coaches, the federation licences, the referees, the equipment and uniform, a doctor, physical therapy service, and psychological counselling service. The club does not receive any subsidies for carrying out the “basketball for everyone” activity.

The club has good *relationships* with the Montemadrid Foundation and the Alcalá de Henares Town Hall. As mentioned above, the former finances the sports activity for people

with disabilities, and the latter finances the municipal basketball schools. Apart from this, the club has agreements with the two schools where the “basketball for everyone” activities are carried out (the Early Childhood and Primary Schools of Alcalá and Juncal, both public and located in the city of Alcalá de Henares).

The club has also collaborated with the youth group CAJE (Collective Action for Play and Education). It is a group that has spent thirty years working in the most disadvantaged neighbourhoods of Alcalá de Henares with a Moroccan, Senegalese and gypsy population, in the area of school reinforcement and in the organisation of sports and leisure activities.

Moreover, they have agreements with: a) the Gredos San Diego and Lope de Vega schools, to help their former students continue to play basketball and become integrated in the club; b) the NGO “Menudas sonrisas”, to sponsor children; c) the VIVE association, which works in a neighbourhood with a variety of social problems, to take in children at certain times of the year and facilitate the possibility of practising sports and taking different courses.

The agreement with the Montemadrid Foundation requires them to devote a certain amount of economic resources to giving social visibility to the actions they carry out with handicapped people. However, the budget cuts in recent years have caused these *communication actions* to be severely reduced. In any case, they perform awareness actions for the World Day of Sport with Disability. Moreover, during this year, they held the first international marathon for integration in sports, which includes the celebration of an awareness day with the presence of journalists, famous athletes, and the club’s own teams. However, they do not carry out any specific type of communication about the “basketball for everyone” activity, beyond what appears on their web page and their Facebook and Twitter accounts.

From the little more than fifty members the club had in 2013 – when it was left without a commercial sponsor - today it has slightly over three hundred. They are basically the parents of children and young people who practise sports in the club. With regard to the *voluntary* staff, the club has approximately 40 to 50 volunteers, almost all of whom are basketball players or coaches, people who were trained in the club. On the one hand, there are the seniors, who are coaches with training and experience and, on the other hand, the juniors. There are only 15 hired people, and they are in the municipal basketball schools. The rest are volunteers and receive compensation of a little more than one hundred euros per month.

The section of “basketball for everyone” was developed in the club in response to the situation of those children who could not pay the annual fees. They immediately realised that these same children often attended with inappropriate clothing or without having eaten. Due to these needs, the decision was made to create a system of collection and distribution of used clothing, with the coaches themselves being the ones who would detect the needs and provide the correct shoes or clothes for each child. In the same way, they also set up a food collection point to promote the collection of food for its later distribution to families in need. In fact, they organise various special events throughout the year, where the inscription consists of handing in a kilogram or litre of some type of food or beverage.



Figure 65. Members and players of the “basketball for everyone” programme.
© Club Juventud Alcala, Spain

Furthermore, the club has an *intervention programme* for families, with which it provides help and guidance for parents about how to help their children and balance sport with studies, how to organise their time, how to behave at a game, what attitude to have towards teammates and rivals, etc. In addition, the club offers the parents the possibility of doing gym and running activities themselves, when they have to wait in the facilities while their children train. The club also has a study hall where the children can study or do their homework if they are waiting for someone to pick them up.

In relation to the functional diversity section, the club does mixed activities, such as the presentation of the club, on special days, at the end of the season, at Christmas, or on the World Day for the integration of disability, where games are set up with mixed teams (people with and without handicaps). These days are viewed quite positively, because they create a high level of awareness and commitment in the society.

In terms of *empowerment through sports*, the “basketball for everyone” activities have a strong positive influence on the attitude, behaviour and school performance of the children who attend the programme. Regarding the functional diversity activities, in most cases it is the only opportunity these children have to practise sports. It is an activity that benefits them in terms of integration, health and social relationships. It opens up a world of possibilities to which they would not otherwise have access.

Sources for further information about the club

Website: <http://www.clubjuventudalcala.es/>

Facebook: <https://www.facebook.com/clubjuventudalcala>

SPAIN

Ramon Llopis Goig



Track of social integration

NAME OF THE CLUB

Club Alcobendas Rugby

COUNTRY AND CITY

Spain, Alcobendas

FACTS AND FIGURES

Founded

1970s

Number of members

~750

Sports/related activities

Rugby

Good practice elements

1. The club develops an inclusive rugby project that aims to include people with different types of disabilities in the practice of this sport.
2. The club is part of the Network of Rugby Clubs for Inclusion (RCRI), created in Spain in the year 2015.
3. The club has achieved the integration of the school's players in the corresponding categories of the regional rugby leagues in the Community of Madrid.

Reasons for choosing this club as a European good practice club

The Alcobendas Rugby Club has developed an inclusive rugby project and takes part in the network of rugby clubs that promotes the integration of people with disabilities.

Description of the club

The Alcobendas Rugby Club is a rugby team located in the town of Alcobendas, in the Community of Madrid, that forms part of the Honour Division of Spanish rugby. The club stems from two Alcobendas sports clubs created in the 1970s – Teca RC and Club España Urogallos – which were combined in 1990, giving rise to the Alcobendas Rugby Club. During the same time period, the Acantos Sports Club was founded, which was combined with the Alcobendas Rugby Club in 1999, after several years of extreme rivalry between them, giving rise to one of the most important Spanish rugby entities: the Moraleja Rugby Unión (MARU). From then on, the club has had strong development and has incorporated important players. In the 2001/02 season, it won the Honour Division with a squad that included 17 international players. In addition, it qualified for the European Cup of clubs and came third in the King's Cup. However, one year later, numerous problems began to arise, stemming from deficient economic management, and in the summer of 2003, due to the club's poor economic situation, a group of fans founded the Alcobendas Rugby Club and got MARU to cede its competition rights to the new club. Between 2003 and 2015, the club moved up and down several times from the Honour Division to the Honour Division B. After various changes in the technical and sports management, the club has become a reference for rugby in Spain over the past few

years. In October 2016, the senior club led the Honour Division of Spanish rugby.

The club has three sections. The first is for rugby competition, where people over 18 years old are integrated. The second is the Rugby Academy for players from 14 to 18 years old. The third is the Rugby School for boys under 14 years old. All the club's teams are currently male.



Figure 66. A member of the club playing rugby.
© Club Alcobendas Rugby, Spain

The club's goal is to train players capable of developing and reaching top competition, which is related to the fact that they have a team that competes to become the League champion and Cup champion. However, they obviously have social objectives as well: to increase the social mass of the club, to broaden the club's area of influence, to improve the quality of life of the members and fans, and to improve the infrastructure so that the club can continue to grow.

All the club's players are also members, and the total number is around 500 (including all the categories), in addition to another 250 people who are not players. Thus, in all, the club has approximately 750 members.

The club contributes to spreading the importance of sport in the life of the community. It is committed to responsible management, both at the economic level – with good economic practices designed to avoid excesses by the club, such as those made at some points in the past – and at the educational and health level, through the action of trained coaches and the application of medical and physical therapy check-ups for all the players.

Good practice elements

The Alcobendas Rugby Club has developed an inclusive rugby project that aims to include people with different types of disabilities in the practice of this sport. The idea of developing inclusive rugby mainly arose from an association of parents of handicapped children in Alcobendas (APAMA). The club had an agreement with this association, which was in charge of the maintenance of its sports facilities. The relationship with this association gave rise to the

club's inclusive rugby. Later, the club organised a Congress on Diversity in Sport in 2014, and from then on, following the pioneering example of the Gaztedi Rugby Taldea Club in Spain, it decided to promote inclusive rugby, so that people with various types of disabilities – both cognitive and behavioural – could participate in a team sport, something that was often difficult to achieve.

The club realised that rugby is an especially suitable sport for the integration of people with disabilities, and that it needed to train its component parts in order to carry out an initiative of this type. For this reason, the project began with a process of training the board of governors, the members, the players, the technical team, and the delegates of the Alcobendas Rugby Club. For this purpose, it had the collaboration of the Foundation of the Autonomous University of Madrid and various professors from the Department of Physical Education, Sport and Human Mobility of this university. The training and awareness process was complemented by informative talks for families of players, explaining the significance and advantages of inclusive sport and the values of the project.

The project is carried out in the lower categories of the club (sub-6, sub-8, sub-10 and sub-12), and it is based on training programmes adapted to the players who require greater attention. It has coaches and specialised support staff, who work with players with cognitive and behavioural disabilities (autism, attention deficit, hyperactivity...). Two support technicians coordinate the needs of the coaches in each category, so that all the players can keep up with the learning and training pace.

The main advance achieved until now is the integration of the school's players in the corresponding categories of the regional rugby leagues into the Community of Madrid, which is an important achievement in terms of normalising disability.

Central elements for the activities of the club

Although the project is still in its initial stages, the club has *planned* long-term development in various phases. In the short-term, the club plans to continue to develop the programme, strengthening the inclusive nature of rugby and the integration of players with disabilities in the conventional practice of this sport, that is, with other players without any type of disability. The actions carried out are always supported by the technical training of the members of the club and by increasing the awareness of companies identified as possible sponsors, in order to obtain their support and collaboration in the project. The planning efforts, therefore, are basically related to these training and awareness actions. In the mid-term, the club aims to consolidate the training and awareness programmes of all the agents who form part of the Alcobendas Rugby Club. In the long-term, the objective is for the players with and without disability to play in the same league, and for rugby to become a completely inclusive sport.



Figure 67. A member of the club in the training sessions.
© Club Alcobendas Rugby, Spain

The development of the inclusive rugby project is *financed* by sponsors, such as the Sanitas Foundation (an important Spanish healthcare company), the Urbaser and Urvios companies, and the Foundation of the Autonomous University Madrid. The Sanitas Foundation is the club's main sponsor. The club also receives support from local institutions such as the Town Hall of Alcobendas and the Alcobendas Sports Foundation (FUNDAL).

The Alcobendas Rugby Club is part of the Network of Rugby Clubs for Inclusion (RCRI), which was created in 2015. Apart from the Alcobendas Rugby Club and the previously mentioned Gaztedi Rugby Taldea, other rugby clubs that form part of the RCRI include Cullera Rugby, Rugby Ejea Club, XV Sanse Scrum Rugby, XV Hortaleza, Liceo Francés, Rugby Alcorcón and BUC Rugby. This *network* was created with the purpose of exchanging and working together in the practice of rugby, and developing implementation instructions so that rugby can be practised by the greatest number of people possible. It also tries to reinforce the current good practices, encouraging the exchange of experience in this area.

The club has a series of *communication* channels of its own (website and accounts in different social networks), as well as a strategy and a plan for external communications. Moreover, they hold information sessions for their social base, where parents, coaches, players and members can know first-hand what the club is doing in terms of inclusive rugby and how it is carrying out the project. In fact, many of the technicians and coaches who participate in the project as volunteers are people who attend these information sessions, get excited about the project, and then decide to become prepared to participate in it.

The club does not organise *activities that are not related* to sports. The only types of activity they perform – beyond what is strictly sport – are the information sessions and round tables to exchange experience with other clubs that have inclusive projects.

In terms of *empowerment through sports*, firstly they consider that practising a team sport

provides numerous benefits for anyone, but even more so for people with some type of cognitive adversity: psychomotor stimulation, weight control, strengthening of self-esteem, and improvement in adaptive behaviour by fostering social relationships. In social terms, it is possible through sport to achieve interaction with other players, the development of social skills, and greater integration.

Secondly, they consider that rugby is a sport that in itself produces values related to teamwork, sacrifice and fighting for a common cause, and so it is quite valuable for personal and community development. In addition to being a rugby club, they consider their club to be a rugby school – one of the most important in Spain – that contributes to the training process and personality of many boys.

Sources for further information about the club

Website: <http://www.alcobendasrugby.com/>

Facebook: <https://www.facebook.com/alcobendasrugby>

Twitter: <https://twitter.com/AlcobendasRugby>

YouTube: https://www.youtube.com/channel/UCyDtgIjAP_TF4dgGuPS7Vcw

4.11. SWITZERLAND

Siegfried Nagel, Jenny Adler Zwahlen & Julia Albrecht



Track of *volunteering* and *social integration*

NAME OF THE CLUB

FC Thun

COUNTRY AND CITY

Switzerland, Thun

FACTS AND FIGURES

Founded

1898

Number of members

200 active players (first team and junior players); 1,500 shareholders; ca. 5,000 fans in the stadium per home match

Sports/related activities

Football

Good practice elements

In terms of *social integration*

1. As a performance-oriented club it also offers sport-for-all activities to vulnerable groups: special training sessions are for children and adolescents with disabilities from special needs schools and young refugees from refugee hostels,
2. Free-of-charge training sessions are open to beginners,
3. Contact persons in special needs schools and refugee hostels.

In terms of *volunteering*

4. Children with disabilities and refugees may volunteer for the professional team and this leads to a higher identification with the club,
5. Coaches of the special training sessions are voluntarily supported by fledgling and professional players of the club.

Reasons for choosing this club as a European good practice club

The case of FC Thun was selected because this professional premier league football club offers a special training session called “Wednesday Afternoon Special” for children and adolescents with disabilities from special needs schools, as well as for young refugees from refugee hostels within the framework of the project “FC Thun macht Schule” (“FC Thun catches on”). This activity is free of charge and supported by players of the junior and professional teams. Thus, the case of FC Thun is a good practice example, especially for the *social integration* of two different population groups that are underrepresented within the setting of sports clubs. Furthermore, it shows how young members of professional football clubs are voluntarily engaged in the context of their club for good social causes. FC Thun therefore provides an interesting example which is rarely found in practice, but could be attractive for other clubs in terms of corporate social responsibility (CSR) as well – in particular for professional sports clubs and to some extent also for popular sports clubs.

Description of the club

FC Thun was founded in 1898 and today plays in the Super League, the highest Swiss football division. Its biggest success was qualifying for the Champions League in 2005.

FC Thun relies on its own youth development. Consequently, in addition to the first and

second team and also a women's team, it has different youth teams from U15 to U21 and training centres for young players in different locations in the region of the Bernese Oberland. For its successful work in developing young talent, the club cooperates with partner schools, which it also does with special needs schools, concerning the *social integration* of children with disabilities, and with asylum facilities for the integration of asylum seekers.

This professional club has various sponsors and founded a stock corporation in 2000, and therefore it does not represent a typical non-profit sports club. Consequently, its actions in the area of *social integration* can also be seen as CSR, as there is no benefit with regard to sport and talent-spotting. These actions can easily be recognised by society, because as a successful club in Switzerland's highest football division, the club is not only well-known in Thun, which is approximately 30 kilometres south of Bern, but also to people all over Switzerland.

Good practice elements

Social integration, sporting achievement and social recognition are important showpieces of FC Thun. Since the 2007/2008 season, FC Thun has incorporated the "FC Thun macht Schule" programme into its programme to train its players in a broad sense, through promoting personality development and the acquisition of social competences. Since the 2011/2012 season, the professional team has also been integrated into the project and has an important exemplary function.

Social integration

In the framework of this project, kids festivals, training sessions and camps for the football clubs of the Bernese Oberland, as well as the above-mentioned "Wednesday Afternoon Specials" take place in the Stockhorn Arena in Thun, the stadium of the professional team.

Since June 2013, the "Wednesday Afternoon Specials" for children and adolescents with disabilities from special needs schools have taken place every week for 90 minutes in the stadium during the football season. These trainings are acknowledged with the label "Special Training" from Special Olympics Switzerland. These quality labels are awarded to sports clubs and organizations that offer regular sports activities for children and adolescents with mental disabilities. FC Thun's special training sessions were planned for pupils with mental disabilities, but pupils with physical or multiple disabilities are also welcome at the training sessions. In addition to the regular training sessions, the participants of the special training sessions can take part in two or three tournaments per year held by the Special Olympics Federation, where the coaches of the regular training sessions take care of the teams. For example, the FC Thun special team took part in the National Summer Games for people with mental disabilities in Bern in 2014, and won a bronze medal. Those Games are organised every other year by Special Olympics Switzerland for people with mental disabilities. But in the diverse FC Thun special team, people with physical disabilities can participate, too.

Furthermore, young asylum seekers can play football in the stadium at the same time as the training sessions for pupils with disabilities. Something special about this is that both groups always warm up together after they run to applause through the tunnel through which usually the professional players enter the pitch before their matches. At the end of each practice session, there is also a final match with mixed teams from both groups. The training

section in between is separated for people with disabilities and the refugees.

The joint football practice sessions are conducted by trained coaches and supported by fledgling and professional players. The coach of the pupils from the special needs schools is always supported by one assistant coach, and for each group there is always at least one fledgling or professional player from the teams of FC Thun to help the coach.

The training sessions are especially open to beginners as there is no talent recruiting and they are free of charge for all the participants. Participation rates vary from 50 up to 130 participants and there is no participant limit. The children with disabilities and the refugee children and adolescents are brought to the training sessions by parents or caregivers and are then picked up again.

Volunteering

Three coaches voluntarily run the special training sessions, with two of them responsible for the children with disabilities and one for the refugees. Moreover, the coaches are supported by professional and talented young players attending the special training sessions voluntarily.

It is noteworthy that in 2015 the players and coaches of FC Thun worked 10,000 hours voluntarily for the “FC Thun macht Schule” project and specialists and service offices offer their knowledge and support for free to the club.

On the other hand, the children and adolescents participating in the special training sessions volunteer at matches of the professional team, e.g. selling tickets, food and beverages or merchandising products.

Through doing this, these young people are more integrated in the club in addition to the training sessions, which leads to a higher identification with the club. During the professional matches, they also have more contact with the Swiss population, and also the football fans and stadium visitors get to know them.

So all in all, one of the most important strengths of FC Thun’s concept for the project is that it offers sport for all as an easily accessible sports activity not only for children in other football clubs, but also for vulnerable population groups.

It is worth mentioning that, as a performance-oriented club, FC Thun organises all its activities in the context of the “FC Thun macht Schule” project under the motto “experience instead of result” without any pressure on the young participants. To enjoy movement and to cement social contacts have priority here.

Furthermore the project contributes to socialisation through sport for both the participants in the practice sessions and also the fledgling players who support the coaches. The young players of FC Thun learn to deal with diversity through experience in a diverse social context. The asylum seekers can improve their German language skills and broaden their knowledge of Swiss culture and common social manners. The activity also offers the possibility to form new friendships for all the participants and volunteers.

Through public activities, FC Thun even sensitises the fans of the club, or even a larger part of the population in its catchment area, to the diversity of our population and contributes to sustainable actions.

Central elements for the activities of the club

As a professional club, FC Thun acts in the case of CSR to improve the club's image within society through social commitment and primarily promotes *social integration* with the described project. Therefore, the club does not have the structure to integrate the participants into the club beyond the structure of the training groups, for example at a Christmas Party. However, the club incorporates people into the club to some extent who otherwise would not be active in the setting of a sports club at all. For that, the club relies on the following operational methods:

In terms of *planning*, since 2007 the club has aimed to educate its team members in a broader sense. This means that they should not only become excellent professional players, but also socially responsible individuals with exemplary function. For that, since 2011 the professional team has been integrated as a regular feature into the relevant project, in addition to young talented players of the youth teams.

For its socially valuable work, FC Thun already has sponsors from various areas, but the club is also looking for more sponsors for the project. FC Thun does not receive *funding* from its partner, Special Olympics Switzerland, but indirect funding like, for example, T-Shirts for the participants. Most of the money for the project comes from the club itself and only a very small proportion from Jugend+Sport (J+S, biggest sports support programme for children and adolescents in the Swiss Confederation).

The "Profis & Kids" aid association supports the "FC Thun macht Schule" project. Furthermore, the project has a cooperation partner in Germany with Karlsruher SC and its *partner* club TUS Mingolsheim with their programme "KSC macht Schule". Another partner organisation in Germany is the Baden Football Association. Those partnerships are also supported by the project's aid association.

For promoting the "Wednesday Afternoon Specials" and for raising awareness, there are contact persons in special needs schools and refugee camps within the region motivating the children and adolescents to participate in the practices and helping them to sign up for the training sessions. For some participants, they organise transport to the training sessions as well.

To attract more attention and to announce their special offer, Special Olympics Switzerland and the "FC Thun macht Schule" project conducted a "Special Day" during a local derby in 2015 and offered activities for people who mainly had mental disabilities, which was an unforgettable experience for the visitors.

In 2015, "FC Thun macht Schule" was honoured for its special training sessions with the PrixPrintemps at a gala event in Bern. This presentation of awards for outstanding projects is organised every year by an organisation for the support of children with cerebral paralysis and mental disabilities.

The players in the training sessions are *recruited* through contact persons in refugee hostels and special needs schools as described above. Teachers inform the children about the football training sessions, for example in school sports lessons. The activities are open to a huge group, including male and female asylum seekers and people with disabilities from eight to 20 years old, which leads to a heterogeneous ability level that is a challenge, but not a problem, for the experienced coaches in the training sessions. For participating in the training

sessions, they do not have to be a member of the club, but they should sign up in advance, so that the coaches know the approximate number of participants in advance. However, the numbers are always only an estimate, but the coaches are flexible and uncomplicated concerning that, and can adapt the training sessions if necessary.

As social engagement, anti-racism and integration, amongst other topics, belong to the broad development of the prospective professional players, they are supposed to gain experiences in this field through helping the coaches during the special training sessions.

Although it is hard to organise a programme for such a huge group with changing members, there are some rare offers of *non-sport activities*, for example there is a singing workshop offered by a famous conductor for which the young refugee people and people with disabilities can sign up for if they are interested.

Training and education *in and through sport* is an important topic for FC Thun. For this, FC Thun organises and offers more than only football training within the framework of the regular practice sessions, like for example participation in the “cool and clean” campaign by Swiss Olympic. This nationwide campaign promotes fair and clean sport without doping. Moreover, that is how the prospective professional players are integrated into the project. There they should learn social responsibility through not only living in their own world of professional football.

Sources for further information about the club

Website:

- <http://www.fcthun.ch/de/> (in German)
- <http://www.profis-andkids.org/wir.shtml>
- <http://fcthun.ch/de/Kleine-Kickers/FC-Thun-macht-Schule>

SWITZERLAND

Siegfried Nagel, Jenny Adler Zwahlen & Julia Albrecht



Track of *volunteering* and *social integration*

NAME OF THE CLUB

FC Laupen (Fussball-Club Laupen)

COUNTRY AND CITY

Switzerland, Laupen

FACTS AND FIGURES

Founded

1949

Number of members

140

Sports/related activities

Football

Good practice elements

1. Specific project team (task force) to recruit more volunteers,
2. Rigorous schedule for the different planning and implementation steps,
3. Support of the club's board for the recruitment project,
4. Tasks of the team members according to their competencies,
5. Adjustment of the programme to the specific situation of the club.

Reasons for choosing this club as a European good practice club

The case of FC Laupen (FCL) was selected because this club has developed an interesting concept for recruiting and retaining *volunteers*. This activity was designed in the context of the external advisory programme “More volunteers for football clubs” offered by the Swiss Football Association. Thus, the case of FCL provides a successful example for this *volunteering* programme of a national sports federation. (The main ideas and elements of this programme are described in more detail below in the section “good practice elements”.) Furthermore, it shows what aspects are crucial so that a sports club can effectively manage to implement an external advisory input.

FCL managed to recruit nearly 50 volunteers through the “More volunteers for football clubs” programme

Description of the club

FCL was founded in 1949 and has grown continuously over the years. In 2016, the club had 50 adult members who were active in two male teams and one female team. 90 children and youth play football in one of the six junior teams. FCL has the ambition to be an important institution for leisure time in the rural area about 20 kilometres west of Bern. The club mainly concentrates on football and organises training sessions, matches, camps and special tournaments. The board of the club consists of five members; furthermore, FCL has fifteen members in formal positions responsible for specific tasks (e.g. media, website, youth, facilities, etc.).

The annual budget of the club is about 110,000 CHF and the club has more than 20 regional sponsors. The club has its own clubhouse where members can meet.

Good practice elements

Being well aware of the importance of volunteers, the Swiss Football Association (SFA) assigns high priority to the issue of *volunteering*. To simplify recruiting this important resource, the SFA developed an advisory programme entitled “MFiF” (*Mehr Freiwillige im Fussballverein* [More volunteers for football clubs]). This is a management tool designed to tackle existing problems in volunteer management and come up with new solutions. The advisory programme targets clubs that are currently facing problems in the field of volunteer work. Between 2012 and 2015, football clubs could register voluntarily for the programme and it is offered to them nearly free of charge.

FCL participated in the programme as one of the first clubs and implemented MFiF successfully. The club attended four workshops over a period of five months. A project team (“task force”) was formed in order to implement the MFiF programme in the club. Therefore they got the necessary information during the four workshops. The task force of the club was supervised and supported by an instructor, a manual (practical guidelines and aids), and a data processing software application (online). The manual contains the following documents in particular: checklists for planning and organising the process of the programme, templates for different documents, e.g. letter to contact potential volunteers, media note or concept for *volunteering*, tips for the different phases, e.g. campaign for *volunteering*, contact with new volunteers, questionnaires for current and future volunteers, instructions for the online-tools.

The implementation of the project in the club consisted of three phases.

Initiation and Analysis: The project started by analysing volunteer work in the club. First of all, the current situation was determined by updating membership and volunteer figures. This served as the basis for subsequent measures. This included listing all activities currently carried out by volunteers and any current job vacancies. Thus FCL created a kind of volunteer database.

Communication and Information: The second phase focused on developing a campaign to attract members’ attention by presenting volunteer work in the club in a positive light. Therefore the club designed a series of posters that show members *volunteering* (cf. attachment). This should create a positive and useful image of *volunteering* among club members. The campaign also informed all members about the project and its aims. Members and parents of adolescent members were updated on the progress of the project by e-mail or letter, to ensure that they all feel personally involved.

Recruitment and Retention: In the final step, potential volunteers were approached directly (face-to-face or by phone) with a view to recruitment. Therefore, a specific team was composed for contacting potential volunteers. If the recruitment was successful, they were assigned to vacant positions according to their personal strengths and interests. Later on, measures are taken to retain them. Finally, the club documents the procedure and measures, and uses this documentation to formulate a mission statement for volunteer work.

Finally, FC Laupen managed to recruit nearly 50 volunteers for different positions (e.g. referees, junior coaches, volunteers for club events)

Central elements for the activities of the club

The idea of the MFiF advisory programme is not to intervene in the club directly, but to stimulate internal optimisation from the outside, with the aim of “helping clubs to help themselves” (systemic advisory approach). Therefore, the advisory programme aims only to encourage clubs to change from within by providing suitable know-how and examples of possible actions to guide them. Hence, instead of pursuing actionist planning strategies, such an advisory programme, it must seek to present perspectives and insights regarding a solution to the existing personnel problems in order to encourage the club to take a new look.

Subsequently, a brief summary of the mechanisms and operational methods used in the club is provided. What has allowed FC Laupen to realise the successful implementation of the MFiF programme and to recruit and retain new volunteers in the club?

In terms of *planning*, the most important precondition for effective implementation is to have a project team that is able to transfer the external inputs into the club. This has to be done outside of the regular business of the club board. The following capacities and conditions of the project team, as well of the club itself, play an important role: (1) Team capacity: motivated team (task force) with high project-related skills and strong club integration of the team members, high decision-making autonomy of the team, clear distribution of tasks and responsibilities in the team, strong leadership by one key actor (“president”), team size: 3-5 persons; (2) Transfer capacity: specific adjustment of the instruments to the club’s structure & culture (e.g. using established communication channels), strong reflection and selection of instruments used for the project, mixed selection of effective instruments for a certain member group (e.g. face-to-face for older members, telephone for younger ones), scheduling oriented planning of the project; (3) Structural capacity: high priority of the project and strong support and acceptance by the club’s board (i.e. by the president as the initiator and driver), concentration on a few, but effective, information channels about the goals and benefits of the project, specific information to the members before addressing them to become volunteers, targeted recruiting of capable persons for the fulfilment of tasks.

There was no specific *funding* transferred to the clubs within this project. However, it was helpful for starting the project that MFiF was offered to the clubs by the SFA without a specific fee for the advisory service.

During the workshops there was close *contact and communication* between the supervisors of the Swiss Football Association and the project team of the clubs. The participants got deadlines and specific support.

The *campaign* aimed at improving the image of volunteer work, and was important for the *awareness* of the project in clubs and its successful accomplishment.

Sources for further information about the club

Website: <http://www.fclaupen.ch/> (in German)

Scientific article: Egli, B., Schlesinger, T., Splinter, M. & Nagel S. (2016). Decision-making process in football clubs associated with an external advisory programme. *Sport, Business and Management: An International Journal*, 6(4), 386-406.

SWITZERLAND

Siegfried Nagel, Jenny Adler Zwahlen & Julia Albrecht



Track of *volunteering* and *social integration*

NAME OF THE CLUB
Basketball Club Femina Bern

COUNTRY AND CITY
Switzerland, Bern

FACTS AND FIGURES

Founded
1956

Number of members
70

Sports/related activities
Basketball

Good practice elements

1. Engaged, active board members,
2. Integration-oriented advertising,
3. Female teams and friendly treatment,
4. Vivid WhatsApp group,
5. “Right” network and active maintenance of partnerships.

Reasons for choosing this club as a European good practice club

The club’s culture and activities follow up the aim of “openness for all” in a high sense and aim to promote the *social integration* of immigrants into sport. In particular, the club promotes the *social integration* of young female immigrants by integration-oriented actions. Until now, it has been successful in terms of there being no serious problems and discrimination referring to cultural diversity, a high amount of socially integrated members and no remarkable exits out of the club. Because of the inflow of refugees since 2015, the club started an integration project⁵ which directly addresses female asylum-seeking girls and young women.

The club is also outstanding concerning *volunteering*: It supports innovative ideas of its members, appreciates *volunteering* by a “Bonus-System”. Furthermore, the recruitment of immigrant members for heading voluntary tasks is a popular topic in board meetings.

Description of the club

The basketball club (founded in 1956) has 5 teams and 70 members (girls and women aged from 8 to 26. Both half of all members and also half of all volunteers are female immigrants). It offers training at competitive and grass-roots level, which takes place in a quarter of Bern (>100,000 inhabitants) with a high proportion of people with a migration background.

The club engages good, qualified coaches (at least youth + sport (“J+S”) basic diploma).

⁵ A 5-month pilot-project (in cooperation with the sports department of Bern) with focus on promoting integration of refugee girls and women through basketball training sessions (training, membership and competitions are free of charge) was implemented in July 2016. The club gets extra funds for it.

Immigrant volunteers even work as coaches or on the board. As a result, the board (higher positions in the club) is made up of immigrants by more than half (1st -3rd generation). In addition to 11 volunteers, there are two paid employees (1 with a migration background). Responsible persons in the club are sensitised to the cultural diversity in the club. Committed board members with a passion for basketball are highly motivated and energetic to reach short-term, medium-term and long-term aims. Since cooperation with other organisations is considered to be a very important goal, resp. decision-makers of the board invest a lot of their free time engaged in club activities, not least because of the need for regular exchange and partnerships with the “right” institutions (e.g. schools, sponsors).

Good practice elements

The most important achievements which confirm the working club strategy are:

- No serious problems and discrimination with regard to cultural diversity
- A high degree of socially integrated members
- No remarkable exits of members
- The “Bonus System” works very well: In 2015/2016 more *volunteering* activities were done than the points could be offset against member fees.

Central elements for the activities of the club

In terms of *planning*, the integration of female immigrants is a very important goal (which is also confirmed on the website and in minutes of meetings). The club follows a strategy of talent promotion and youth development to retain members for the long term. Additionally a marketing and sponsoring concept was developed. In a medium to long-term strategy, it is planned to foster the partnership with Swiss Olympic (umbrella association of Swiss sports clubs) and one school including a sport-oriented class. Their mission: In the medium and long term, BC Femina has established itself and is marked as the leading club within female basketball sports in the region of Bern.

Most of the *funding* comes from the club itself, but a small proportion also comes from J+S. Few funds from the municipal sports department are used for the payment of sports facilities for the practice sessions.

Partnerships and collaboration: regular exchange with other basketball-related organisations, schools, the municipal sports department and the centre for refugees (sometimes with office for integration). Purpose: Use synergies, inform and get financial support or educate PE teachers in basic basketball skills. One board member is constantly looking for sponsors and has been successful at it (sponsorship has been obtained from a popular Swiss insurance company).

Communication with and among members happens regularly in a transparent way. The club subscribes to the national sport campaign “cool and clean”, which supports fair play, respect and the absence of drugs and alcohol inside/outside sport. The lively WhatsApp chat group supports fast communication (there’s an intensive, emotional exchange between the members via whats app), picture and information transfer, which in turn increases “we”-feeling or club identity.



Figure 68. Team Femina 1.
© www.bcfeminabern.ch/

There is a high level of agreement concerning “integration is a central societal task for sports clubs”. The club agrees totally with the attitude of Swiss Olympic concerning the aim “integration of immigrants”. The club respects culture-specific dress regulations.

The club performs *activities to recruit* immigrants, e.g. test training sessions, leisure activities, advertising by flyer, website. The existing reward system for *volunteering* activities distributes points to volunteers for different tasks/activities, whereby 1 point = 10 CHF/ \approx 9 € is deducted from the membership fee after one year. Reduced membership fees are possible for immigrants.

Club life is maintained by 3-4 annual *non-sport* club events. There are annual expedient, voluntary activities at sports events (Ski World Cup, popular running competitions).

Sources for further information about the club

Website: <http://www.bcfeminabern.ch>,

Facebook: <https://www.facebook.com/BC-Femina-Bern-137273756328518/>

Contact details: Ania.Sobiechowska@BERN.CH

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Appendix - template for the data collection

Name of the Club

Country/ Region/ City

Reasons for choosing this club as a European good practice

Identify the track of this case: Social integration track vs volunteering track

Brief explanation of why this club was chosen as a good practice

Description of the club:

Basic details about the club such as year of establishment, size (number of sport branches, number of members), target ages, offered sports, geographical location, etc.

Sports/related activity

Category of sport or physical activity involved

Main characteristics of the club

Description of the club through its mission: aims and objectives, rationale, role within local and national sport strategy, etc.

Description of activities of the club

Summary of mechanisms, operational methods used in the club for reaching its mission (goals, and objectives):

- **Planning** (short, mid, and long term strategy)
- **Funding** (sources of funding and utilization of funding, gaining the best value of available funding)
- **Partnerships and collaboration** (partner organisation, stakeholder networks, cluster development, local/regional/national sport organisational and social community embedding, etc.)
- **Communications and awareness raising (way of communication to target groups, new approaches in successful communication and awareness raising)**
- **Recruitment and retainment (new or alternative ways for successful recruitment and retainment, methods and approaches for influencing target groups)**
- **Not-sport related activities** (social gatherings, community activities, donation management, network systems)
- **Empowerment through sports** (contribution to social mobility, labour market or entrepreneurship facilitation, training and education in sport and through sport, etc.)

Good practice elements

Review of the achievements, and identification of innovative elements used by the club. Characteristics, methodologies and/or practices that can become example or transferable for other

sports clubs in Europe, methodology and its results, impacts can also be presented.
Name 3-5 most important strengths of the practice.

Sources for information about the club

Web sites, publications, contact details etc.

Pictures about the club's activities

If possible, please provide pictures of the club's activities and save it with the club name, country name and number and submit the pictures in separate files.

Note: In the development of the structure of template previous EU founded projects' templates were used such as the template for the report on the use of structural funds of sports in Europe. (http://ec.europa.eu/assets/eac/sport/library/studies/structural-funds-annex-1_en.pdf).



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