



UNSW

Supported by FIFA
Member Streetfootballworld Network

“Social inclusion through Football”



Football United promotes harmony through the global game of football. Our goals are to bring people together to have fun while learning and playing football.

We believe in harmony and social justice for all.

Program Activities 2009

*and
Annual report 2007-8*



“Due to its values, popularity, universal nature and appeal, football (in all of its forms) can be a viable and practical instrument for achieving social and human development targets... We are convinced of football’s social potential and we are committed to its development – for the good of the game and for the good of society as a whole.”

(Fédération Internationale de Football Association (FIFA) 2007)

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** check out Football United's clip at
<http://www.youtube.com/watch?v=DBdS7GEOwBM>



The Football United Vision: Using the common bond of the “World Game” to create opportunities



Football United began two years ago with a vision to assist recently arrived humanitarian refugee youth and families in their transition into Australian society. Using people’s love for Football (soccer) we build opportunities for belonging, racial harmony and community cohesion. We do this by offering opportunities to resident Australians and refugee Australians through a supportive and enjoyable environment that embeds the notion of a fair treatment for all.

Sport in general, and football especially, has an important role to play in people’s lives and speaks to them in a language they understand. Research has shown that participating in sport improves physical and mental health, encourages strong community bonds, reduces crime rates, and can offer access to positive mentors for young people in disadvantaged communities. Transition to a new country includes practical challenges such as learning new languages, cultural and societal values. Refugees from conflict impacted areas are often carrying emotionally traumatic experiences with them which can result in higher than average problems with language, housing, health, employment and education.

Football United’s second year (2007-2008) has been full of exciting new opportunities and increased partnerships, with particular emphasis on building the community-based program in Blacktown and forming partnerships with local and district football associations.

In addition to providing regular weekly opportunities for young people, we have supported club membership and enabled children and young people to discover and join in new activities such as local futsal competitions. Parents are starting to become involved in coaching and logistic support, and there is a constant stream of recently arrived young people being introduced to the program by Migrant Resource Centres, Intensive English Courses and word of mouth.

Partnerships with Councils, Migrant Resources Centres, Football Clubs and Associations have grown and evolved, with exciting opportunities offered through the new partnership with the PCYC in the Blacktown area. Mid-2008 has also seen the beginnings of an exciting new partnership with TAFE for the coming year in order to expand our leadership building through a formal program, that will help Football United increase its capacity improve the lives of disadvantaged and dislocated young people and their families who have come to Australia seeking opportunities to belong and begin their new lives, and to be a global leader measuring the capacity of football to build hope for the future. There are always plenty of opportunities to work with us to build the program, and we welcome all interested to join the fun that the “World Game” has in bringing people together.



*Founder, Football United
September 2008*

Football United and FIFA



Football United's connections with FIFA have steadily increased over the course of 2008 and 2009, and include its links with Streetfootballworld and Football For Hope.



Football United is the only Australian member of Streetfootballworld, a social non-profit organisation that links relevant actors in the field of Development through Football. Established in 2002, the organisation encourages global partnerships for development in order to contribute to positive social change. Streetfootballworld and FIFA have a strategic alliance, and together initiated the Football For Hope movement. In addition to an invitation to attend the 2009 Football For Hope Forum, Football United is featured in Streetfootballworld's upcoming book on world case studies in football for social justice, and is an advising member to African and South American development programs.



The Football for Hope Movement was established in 2005 by FIFA and Streetfootballworld. Its mission is to increase the impact of football as a tool for social development, peace and social change. The Football for Hope Movement aims to fully utilise the power of football in society to contribute to the achievement of the UN Millennium Development Goals (MDGs).

Football for Hope Forum, June 2009

Football United's Director, Anne Bunde-Birouste, has been invited to participate in the inaugural Football for Hope Forum. For three days, practitioners and stakeholders from around the world will come together to explore the commitment of football to social development and to help determine the way forward for the Football for Hope movement. This is an official event of the FIFA Confederations Cup 2009 and will take place in the Vaal, Gauteng, South Africa from 23 to 25 June 2009.

Football for Hope Festival, 2010

Football United is one of only thirty-two teams invited to participate in the 2010 Football for Hope Festival, an official event of the FIFA World Cup™. This event is a highlight of the Football for Hope Movement and a celebration of the power of football and the positive impact it has on community development. Streetfootballworld noted that this invitation is a recognition of the tireless efforts of Football United to improve the lives of young people in Sydney through football. In addition, Streetfootballworld commended Football United's innovative plan to involve its young participants in the preparation and selection process for the team to attend the Football For Hope Festival, as well as its ideas for fundraising.



Football United

“Social inclusion through Football”

2009 Program Activities

Liverpool Schools program

In partnership with Lurnea and Miller High Schools and IEC centres, and Liverpool Migrant Resource centre, Football United will implement a weekly after-school program designed to foster social connectedness through football. The leadership development aspects of this program are supported through a grant from the Australian Department of Immigration and Citizenship National Action Plan program.

Blacktown Programs

Football United works in partnership with Sydwest Multicultural Services Inc to run a number of exciting programs in the Local Government Area. They include:

Blacktown Schools program

In partnership also with Evans High School and IEC centres, Football United implements a weekly after-school program designed to foster social connectedness through football. Support for implementation of this program is part of the Australian Research Council .

Blacktown Football in the Park program

Football United will continue and expand its weekly Saturday program designed to foster social connectedness through football.

Blacktown Futsal program

Football United youth secured their own grant from Australian Youth Foundation Spark program. They developed and manage drop-in futsal programs and participate in local competitions.

Leadership development program

With support from the Australian Government’s National Action Plan funding program, the NSW government’s Community Relations Commission, and the Mary McKillop Foundation, Football United is developing and exciting leadership development program which integrates stakeholder contribution and recognized leadership development methods into a program specially designed for Football United.

Australian Research Council Linkage Grant

Football United has received Australian Research Council grant to evaluate, through a longitudinal study, the use of sport (football) to enhance social cohesion for humanitarian refugees in urban areas. Partnering this research are the NSW Community Relations Commission and NSW Health.

Streetfootballworld membership (SFW)/FIFA Football for Hope

Football United has been accepted into the SFW network, and participates in many membership activities, in particular attending the first Streetfootballworld /FIFA Forum for Hope (S Africa 2009) and preparation to send a team to Streetfootballworld /FIFA 2010 Football for Hope Festival, an official event of the FIFA World Cup™ ;

Granville South High School social development program

In partnership with Granville South High School, the Australian Sports Commission, and supported by JP Morgan Inc, Football United will implement weekly in school program designed to foster social connectedness through football. The program includes leadership training, weekly playing and coaching opportunities.

TAFE / Football United leadership program

In partnership with TAFE NSW , Football United will trial a Personal Development and Leadership course for between 40 and 60 youth identified as potential leaders.

School holiday day camps and overnight retreats

Working with its multiple partner and support groups Football United plans to continue to offer fun and inspiring school holiday activities, with special focus on girls’ development.



2007-2008 Report of Activities

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Acronyms:

TAFE – Technical and Further Education Program

BMRC – Blacktown Migrant Resource Centre

LMRC – Liverpool Migrant Resource Centre

PCYC – Police & Community Youth Club

IEC – Intensive English Language Centre

MIEC – Miller Intensive English Language Centre

LIEC – Lurnea Intensive English Language Centre

STARTTS - The NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors

Section 1 – Football United Background and Overview

Mission

Football United aims to support refugee children, youth and their families to socialise and integrate into urban communities in Sydney and across Australia through football.

Objectives

Focusing on communities which have high proportions of refugees, Football United aims to:

1. Deliver Weekly Football activities

Deliver weekly football programs, holiday camps and Futsal competitions, which include coaching and playing activities for participants, delivered by trained volunteer coaches.

2. Development Leadership

Train refugee youth and adults as volunteer coaches and referees, enhancing their leadership, personal development and role model capabilities.

3. Facilitate Community Partnerships

Create extensive partnerships with stakeholders, including local, state and national football organisations, government agencies, local councils, businesses, community groups and other not-for-profit organisations to achieve long term and sustainable outcomes for the participants.

4. Advocate and Promote Refugee support extensively

Promote the program with the support of partners extensively in the media, publications and at Football United events and activities.

5. Research

Continue implementing the first global longitudinal research project into the impact of football and sport on social inclusion and community participation of refugee populations in urban areas.

Vision

Through these activities Football United will provide a foundation that will enable humanitarian refugees to overcome barriers that currently hinder their participation in Australia's social fabric, and promote harmonious social development in complex socio-cultural settings in urban areas. In the coming years Football United will expand beyond Blacktown and Liverpool into Daceyville and Fairfield in Sydney. In addition Football United will share learning from the program's experiences with refugee support services in other areas of Sydney and Australia.

Background on Football United

About

The Football United program started out as an initiative of Anne Bunde-Birouste from the School of Public Health and Community Medicine at the University of New South Wales, 2 years ago. It has grown to include numerous stakeholders, and runs programs throughout Sydney, particularly in the South West and Western regions, including Blacktown and Liverpool.

Football United works through partnership building principles, and has already formed partnerships with various community organisations, including NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS), Migrant Resource Centres, the Police Communities and Youth Clubs (PCYC) and Football clubs throughout Sydney, as well as establishing a strong base of committed volunteers. Through these partnerships, Football United delivers weekly after-school football (soccer) skills programs, vacation training camps, coaching and referee training, family gala days, a mentoring program, and 'Football in the Park' every Saturday in Blacktown for refugees and local residents. (See appendix A for list of Stakeholders).

To date, Football United has operated on in-kind support from the University of New South Wales, the local Migrant Resource Centres (MRC's), local football clubs and volunteers. There have also been small grants from Macquarie Bank Sports, Sisters of Charity Foundation, Yoga-Aid Foundation, Mounties Club, Gilbert + Tobin, INVESTEC, Thales Australia, HBA, and Mary Mackillop Foundation.

Achievements

With limited funding, voluntary engagement and partnerships, Football United realised many of its development phase objectives in its first year. These are as follows:

- Implemented "Football in the Park", an ongoing weekly coaching and playing program in Blacktown for the past 2 years;
- Over 300 children aged 5 – 18 have to date participated in Football United programs;
- Sponsored three futsal teams in local competitions, which provided a first time opportunity for more than 20 youths;
- Brokered a sponsorship for the African Cup Tournament with the Blacktown Demons;
- Held an Inaugural gala day which engaged over 120 youth and their families. This has been followed by subsequent gala days;
- Participated in the 6th and 7th annual African Cup Tournament and the Sudanese Winter Tournament;

- Supported four teams in a Football New South Wales/Sydney FC junior state gala day tournament;
- Ran 5 school vacation camps for 180 youths from ages 13 – 18;
- Sponsored coaching workshops that allowed thirteen refugee youths to receive their premier coaching accreditation and volunteers to gain grassroots certification.
- Built relationships with the Blacktown Demons Premier League club, Blacktown District Soccer Football Association, the NSW Football Academy & Sydney FC.



Football United BMRC First Eleven January Holiday Training Camp, 2008

Why Football?

Research has shown that participating in sport improves physical health and fitness, encourages strong community bonds, reduces crime rates, and can offer access to positive mentors - a particularly important opportunity for young people from disadvantaged communities. Transition to a new country includes practical challenges such as learning new languages, cultural and societal values. Refugees from conflict impacted areas are also carrying emotionally traumatic experiences with them, such as loss of, or separation from family members, torture or life threatening events.

Football provides one of the best sports with which to foster socialisation. It is relatively inexpensive, it enjoys worldwide enthusiasm, it is designed as a non-violent, non-contact sport, and very importantly it is played by both genders, thus is not exclusive.

The experience of Football United in working with refugee communities

Social isolation and disengagement has the effect of fragmenting local communities. At a community level this translates into many wide ranging impacts from loss of common identities, lack of community dialogue and communication streams, reduced mental, social and physical health within the community, as well as non-participation in many areas of engagement such as education, employment, sport, and community life. It follows that there is a rise in antisocial behaviours, a rise in discriminatory behaviour, and potential rise in criminal behaviour, all of which takes a heavy toll on local law enforcement as well as the general community.

The Football United Refugee Football Development Program's experience has indicated high enthusiasm for the program from the many diverse communities consulted. Through the consultations undertaken in the development of the program, the following issues have been identified:

- A lack of available sports programs addressing barriers faced by refugee and migrant communities.
- The Centre for Multicultural Youth Issues identifies that "a large number of refugee and migrant young people participate in informal, unstructured games....These are often sports that young people have played prior to settling in Australia and are already familiar to them...."
- The under-representation of refugee and migrant young people in structured or formalised sport is well documented.

- People born in Australia had participation rates of 27%, compared to around 10% for people born in non-English speaking countries.” CMYI; ‘Refugee and migrant young peoples participation in sport’
- Sports allow youth to overcome barriers such as language and move towards integration and social inclusion. Young people of refugee background and Muslim youth want to have normal experiences and be accepted in normal environments. When designed to do so, sports can engage the entire community and be used to address intergeneration and cross-cultural issues.

From these consultations Football United designed a program using football to address key issues by:

- Running empowerment, resilience, leadership training within football activities;
- Providing a bridge to participation in mainstream football clubs and organisations for families and individuals.



**Launch of Football United/LMRC/MIEC School Program with sponsors Sydney FC and HBA
May 2008**

Section 2 – Report of Activities

Blacktown

Activity: Football in the Park

Aims: Provide a bridge to participation into organised Football training and competitions for newly-arrived refugee, migrant and other potentially vulnerable young people in Blacktown, who are traditionally isolated from such activities because of financial, cultural and transport reasons.

Location(s): Campbell Park, Blacktown

Date/Timeframe: May – December 2008, January 2007 – July 2008; Saturdays 9am – 12

Short Description: Football in the Park

- ❖ Weekly Saturday morning football training and playing sessions.
- ❖ Involves young people, (males and females), ages 4 –25 from Afghanistan, Sudan, Sierra Leone, Liberia, Congo as well as some native Australians; participation varies weekly with an average of 35 boys and 15 girls attending on a regular basis.
- ❖ Sessions include a mix of skill sessions and Mini-games, with tournaments held every six weeks to engage community members and families.
- ❖ Fundraising activities supported by participants and volunteers.
- ❖ The program is run and supported by Volunteers from BMRC, UNSW, Gilbert & Tobin Law Firm who assist with mentoring, logistics and fundraising. Approximately ten volunteers are involved per week from a roster of 50-60 people.
- ❖ Opportunities to attend special events like book launches, meet professional players and community leaders, professional games, residential and day camps are incorporated into the activity plans.

Partnership: Football United (FU), Blacktown, Migrant Resource Centre (BMRC), Policy & Community Youth Club (PCYC) Gilbert and Tobin

Activity: The Burbs

Aims: Western Sydney Youth Festival is an outdoor music, sports and arts event that runs annually as part of the National Youth Week program held in April 2008. The Burbs is a non-profit initiative by Blacktown City Council and not for profits in the districts. Football United's involvement included:

- ❖ Skills development sessions, for both girls and boys
- ❖ Mini games for both girls boys and mixed teams attracting almost 100 participants on the day.

Short Description: Annual community youth festival.

Partnership: Blacktown Migrant Resource Centre (BMRC), Mount Druitt Emerging Community Association

Liverpool

Activity: Football Afterschool Program Miller IEC

Aims: Designed to assist the children settle into life in Australia, as the Intensive English Centres are the first point of contact for children from NESB and CALD backgrounds before they enter High School. Children who have already left the MIEC and gone into the Miller High School have also returned to join the program

Location(s): Miller IEC High School

Date/Timeframe: February – December, 2008; Wednesday Afternoons, 3:10pm – 5pm

Short Description: Miller IEC Football Afterschool Program.

- ❖ After school football training and play program held at an Intensive English Language Centre and High School in Sydney's West.
- ❖ Participants include boys and girls, aged between 13 – 21.
- ❖ from 12 different countries: Iraq, Palestine, Sudan, Congo, Sierra Leone, Guinea, Bosnia, Thailand, Lebanon, Kuwait, Cambodia, Dominican Republic, Nicuagura.
- ❖ Opportunities to attend special events like book launches, meet professional players and community leaders, professional games, residential and day camps are incorporated into the activity plans.

Holiday Camps

Activity: School Holiday Camps

Aims: Held during the vacation, these activities both support working parents and offer young people fun and rewarding activities. Provide Football mixed with workshops designed to build resilience and other life skills.

Location(s):

Colloroy Salvation Army Centre, Sydney Academy of Sport, Campbell Park, Blacktown

Date/Timeframe: January 07, July 07, January 2008,

Short Description, School Holiday Camps :

- ❖ 4 Days/3 Nights or 4 Days
- ❖ 30 male participants at camp 1 (Jan 07); 60 male participants at camp 2 (July 07); 90 participants (25 females, 65 male, at camp 3 (Jan 08), from diverse refugee backgrounds (Sudanese, Sierra Leone, Afghanistan, Bosnia, Liberia, Congo, Ghana) attended.
- ❖ Each camp was staffed by a ratio of 1 to 5 : adult volunteers to children, with volunteers from diverse avenues: football professionals and coaches, community members and support groups, university students and staff, police representatives.
- ❖ Health, drama, leadership and mentoring activities were interwoven with soccer activities.

Partnership: Partnership: BMRC, LMRC, STARTTS, AMRC, Mary MacKillop, NSW Sport & Recreation, First Eleven Elite Training Academy.

Girls Program

Aims: The program fosters special opportunities for girls, run by female coaches. The girls in the Blacktown program are currently being coached and mentored by women from the Putney Football Club, many of whom are former Australian National Players.

Location(s): Football in Park – Blacktown, Liverpool (Miller IEC), School Holiday Camp (Campbell Park, Blacktown)

Date/Timeframe: January – December 2008 (ongoing)

Short Description: The Football United Girls Program consists of specifically orchestrated activities to encourage girls and young women to engage in football activities if they wish. Our early mapping had indicated that some cultures prefer the girls to play and train separately from boys, hence we are developing a program to meet these needs. To date a few specific activities have been organised under what we term ‘The Football United Girls Program’ and include:

- ❖ School program Miller IEC and Football in Park : 15 Girls registered in Football in Park, 25 registered in the 2007 Blacktown January Camp, 8 Girls registered in Miller IEC program
- ❖ Specific recruitment and training to engage : Female Coaches, Mentors, Volunteers, Parents : 15 women coaches, 10 women volunteers, 2 parents involved to date

Partnership: BMRC, LMRC, Gilbert + Tobin Law, Putney Women’s Football Club, TAFE Mac Fields



Mathilda player Di Algich joins the Football United/BMRC Girls Summer Holiday Camp, Jan 2008

Coach Training

Activity: Coach Training: Grass Roots Coach Training Course

Aims: The Grassroots development courses are the first level of coaching that football associations consider necessary to engage in coaching. Leadership and other personal skills development modules are also included. These opportunities assist to support building sustainability in the program, enables participants to engage in coaching for Football United or mainstream Football.

Location(s): Grass Roots Training Courses held either at BDSFA/Football club, BMRC or FNSW grounds

Date/Timeframe: Held at intervals according to resources and available volunteers

Partnership: Blacktown District Football Association, Football NSW

Referee Training

Activity: Referee Training

Aims: Provides leadership and other personal skills development, supports building sustainability in the program, enables participants to engage in refereeing for Football United or mainstream Football, which offers those certified a means to earn valuable revenue.

Date/Timeframe: May – June 2008

Location(s): Blacktown LGA

Partnership: developed and implemented in partnership with the Blacktown District Football Referee Association, supported financially by the Sisters of Charity Foundation, involvement of Football United volunteers.

Volunteers

Activity: Volunteer Development

Aims : to enable Football United to maintain and develop implementation of its activities, to create and foster bridges between refugee settlers and Australian community members with intent to enhance social cohesion in communities with high refugee settlement

Date/Timeframe: Ongoing since Launch of Football United in August 2006

Location(s): Activities take place not only in the communities Football United is involved with (Blacktown and Liverpool LGAs), but also on premises of Gilbert & Tobin Law Firm, University of NSW, Blacktown & Liverpool Migrant Resource Centres.

Short Description: Volunteers

The program provides opportunities for volunteers to mentor, coach, manage logistics, and attend refugee youth: gala days, vacation camps, football training after school and on weekends, training opportunities, linking to clubs, coaching, refereeing, and sports management courses.

All volunteers must attend special information sessions on working with Refugee communities and young people that are conducted by Football United and the Youth workers at the Migrant Resource Centres .STARTTS.

To date more than 60 volunteers have been engaged in various Football United activities

Partnership: Partnership: Gilbert & Tobin Law Firm, University of NSW (UNSW), BMRC, TAFE

Gala Days

Activity: Gala Days

Aims : These provide special events that enable Football United participants to expand their football activities and engage with the larger communities and their families. They often attract media attention which provides the participants with a sense of purpose and self esteem.

Date/Timeframe: *Ongoing in 2008 and 2009

Location(s): Throughout Blacktown, Liverpool Sydney City at various locations

Short Description: Gala Days, organised for various groups on request, including the Red Cross, local government councils, and by other partners. Examples include: ABC Grandstand Live, Football in the Park Saturday 19th July 2008, held at BDSFA home ground; Burbs Festival Gala, Blacktown Olympic Park.

Partnership: BMRC, LMRC, MECA, Sydney Soccer Academy, BDSFA

Activity: Special Events : Sydney FC and Socceroo's Games

Aims: These activities provide unique reward experiences for participants will take place beyond the activities noted with the scope of this grant. They are designed to provide special experiences related to Football which the youth would normally access. This fosters inspiration, self esteem and promotes motivation to further engage in communities.

Date/Timeframe: January 2008 and May 2008

Location(s): Sydney Football Stadium

Short Description: Donated tickets from Football Federation Australia and Sydney FC have provided a number of opportunities for Football United to attend both Sydney FC and Socceroo's Games.

Partnership: Sponsored by FFA and Sydney FC



Section 3 – People

Football United is managed by volunteers and has a Steering Committee of experienced professionals from the Education, Government, Business and Football industries.

Advisory Committee	
Anne Bunde-Birouste,	Football United Director, UNSW Convener of Health Promotion
Craig Foster	SBS Football Expert and former Socceroo
Moya Dodd	Former Matilda, special counsel Gilbert & Tobin Law, Football Federation Australia Board member
Brad McCarroll	Director of Mutual Sports
Brendan Schwab	CEO, Australian Football Players Association
Bendan Renaud	Sydney FC
Dr Clifton Evers	Senior Research Associate, UNSW
Matthew Miles	Manager Strategic Development, Faculty of Medicine, UNSW

Pro Bono Administration

Auditors	UNSW SPHCM
Legal	Gilbert & Tobin Law

Section 3 –Football United Press Summary

Television

1. SBS World News 20/08/2006, Craig Foster and Anne Bunde-Birouste interviewed re Football United launch.
2. SBS World Game 31/12/2006, Football United showcase.
3. SBS World News 11/01/2007, Football United featured.
4. SBS World News 2/10/08, Football United featured

Radio

1. The Wire, 26/10/07, www.thewire.org.au.
2. SBS African radio highlights, Sydney 21/10/07, Anne Bunde-Birouste interviewed
3. ABC 702 Sydney 20/08/2006, Anne Bunde-Birouste interviewed
4. ABC 702 News Sydney 20/08/2006, Football United featured
5. ABC Morning show, 10/1/07 Anne Bunde-Birouste interviewed
6. ABC Grandstand, Football United Featured live , Grandstand Showcase, July 19, 2008
7. ABC Grandstand, Anne Bunde-Birouste as panelist in Sport and Racism segment, September 13, 2008
8. SBS African and French radio, multiple interviews, December 2008

Written Press

1. DIFD : Good Practice Guide : Empowering Refugees, June 2008
2. Macquarie Bank Foundation Newsletter, Issue one, 2007, Soccer leads the way
3. Blacktown Advocate, 23/08/06, UNSW Refugee Youth Soccer Development Program.
4. Manly Daily Press, 11/01/07, Football United Summer Camp
5. Sydney Morning Herald, 11/01/07, Football United Summer Camp
6. Sydney FC Website, 11/01/07, Football United Summer Camp
7. Mary MacKillp News, May 2007, Football United
8. Epoch Times, 24/07/07, Football United and Anne Bunde-Birouste interviewed
9. Blacktown Advocate, 1/08
10. Blacktown Sun, 1/08
11. Epoch Times, 24/07/07, Football United and Anne Bunde-Birouste interviewed
12. Macquarie Bank Foundation Newsletter, Issue one, 2007, Soccer leads the way

Online : 2

HBA

http://www.hba.com.au/public_insurance_sales/vic/content/media_release_football_uniteds_sporting_grant.htm

Sydney FC

http://www.sydneyfc.com/default.aspx?s=sydfc_news_item&id=22177

UTube

<http://www.youtube.com/watch?v=DBdS7GEOwBM>

<http://soccer.sphcm.med.unsw.edu.au/>

Appendix A

Strategic Plan

The following tables detail the organisation's strategies, goals and outcomes; details on aspects of the program for which we are seeking support from business and community partners; how the programs are aligned with the NSW State Plan Outcomes.

Strategic Initiative 1 – Weekly Football Programs

Objective: Implement weekly football activities for primary aged refugee children to provide regular physical activity that will aid their social and personal development

Strategies	Goals	Outcomes	Areas of Support	Govt Outcomes
A. Training and Playing: Provide football training and playing activities weekly	Program run 8 weeks out of 10 for each term of the school year Up to 80 participants registered in each area in first year	Improved social engagement, interpersonal skills and self esteem. Measured through qualitative feedback around increased number of friends, working with others and personal satisfaction with the program. Measured before and after program.	Region Specific Funding	R4, S3 and E8
B. Futsal participation: build teams from refugee communities to play in Futsal (indoor football) competitions	4 registered teams in each Futsal season	Engagement in structured community sport competitions	Funding for registrations, transport uniforms etc	R4 and Citizenship
B. Human resources: Recruit a co-ordinator and volunteers to deliver program weekly	1 coordinator and 10 volunteer, teachers, community workers and parent volunteers per region	Local infrastructure supporting the program ensuring sustainability	Volunteers	S3
C. Meals: Provide a healthy meal with each program	Healthy food provided each week	Influence healthy eating habits	Funding	S3

Strategic Initiative 2 – Leadership Development

Objective: Providing leadership, and personal development opportunities for the youth and adult refugee coaches, mentors and volunteers

Strategies:	Goals	Outcomes	Areas of Support	Govt Outcomes
A. Mentor identification: Identify prospective coach mentors through local high schools and MRC's	Up to 15 refugees identified each year for Leadership programs attending 80% commitments	Increased personal satisfaction and positive feedback associated with taking responsibility, working with others. School and MRC Infrastructures engaged to monitor progress of participants outside of Football programs	n/a	R4, F4 and Citizenship
B. Leadership Training: Training on leadership, personal development, goal setting, and team work in partnership with NSW DSR and DET	1 co-ordinator and 10 volunteers, teachers, community workers and parents per region	Demonstrated commitment to leadership roles and individuals developed to make valuable contributions to the program and their community	Leadership Training Funding	R4, R3 and E8

C. Rewards and Incentives: Create unique experiences and opportunities for the coaches and mentors	2 Camps per year and 3 experiences at high profile football matches	Incentive and reward for mentors identified with high potential for additional development opportunities beyond program	Board room lunches, corporate boxes	R4 and E8
D. Role Models: Use of role model players eg Craig Foster and David Zdrilic to ambassador the program	Ambassadors to visit the programs once a term	High profile through the use of role models contributing to leadership programs	Advice on existing network eg. Phil Kearns	R4 and E8

Strategic Initiative 3 – Community Partnerships

Objective: Create partnerships with football clubs and associations; government agencies, businesses, community groups and other not-for-profit organisations

Strategies:	Goals	Outcomes	Areas of Support	Govt Outcomes
A. Professional Clubs: Work with local Professional Football Club – eg Marconi, Football NSW or Sydney FC to develop playing program	Playing program written and branded by supporting football organisation	Increased credibility to influence and engage local clubs and associations	n/a	R4 and E8
B. Local Football: Strategic Partnerships with the local Football Associations	1 partnership per region	Provide the local knowledge and influence over the clubs and volunteers in their associations	n/a	R4, S3, E8 and Citizenship
C. Govt and non-profit. Engage government agencies and community groups	Council, PCYC and other government agencies included with Advisory network	Advise on target areas and associated issues. Contribute to the outcomes for the participants	Advice on Networks	R4, E8, S3, F4, R3 and Citizenship
D. Schools: Engage local primary schools and high schools through liaison with State Departments of education	4 -6 primary schools in each region aware of program and included on Advisory network	Participants identified and outcomes of programs tracked through schools via the relationship with teacher and Principals	Support Liverpool Schools program	S4, F4, R3 and Citizenship
E. Businesses: Engage business partners to assist with financial and in-kind support	Secure 1 Corporate partner with the whole program and 2 local partners in each area	Corporate Social Responsibility outcomes for business and additional funding for Programs	Advice and networks	R4

Strategic Initiative 4 – Promote partnership extensively

Objective: Promoting the program and the support of stakeholders extensively in the media, publications and at Football United events and activities (see Appendix C for Summary of Media Activity to date)

Strategies:	Goals	Outcomes	Areas of Support	Govt Outcomes
A. Launch the partnership in conjunction with a high profile mutually beneficial refugee or football event	1 large launch with extensive media coverage	Engage Refugee communities and high profile Ambassadors Football organisation as a partner to increase profile	Media and marketing liaison	F4 and R3

B. Media Activity: Continue leveraging the high profile media contacts including Craig Foster and Andy Harper	6 Media events on SBS, Fox and other TV and radio	Increased profile for Football United and the partnership with State Government	Integrate partner message	R4 and E8
C. Profile Events: Deliver events that engage stakeholders and participants	1 fundraising event and 4 gala days per year	Increased opportunity to involve stakeholders and engage media activity	Partner Network	R4 and E8

Strategic Initiative 5 - Research

Objective: Implement longitudinal research project into the impact of football and sport on social inclusion and community participation of refugee populations in urban areas

Strategies:	Goals	Outcomes	Areas of Support	
A. UNSW: Ongoing engagement to review and measure outcomes	Maintain Significant partnership with UNSW	Research and measurement of outcomes and in-kind support	n/a	F4 and R3
A. Australian Research Council – Secure funding to complete research into social inclusion through sport	Secure funding for longitudinal study	Funding from ARC and partners that facilitates unique, innovative research	Funding and in-kind support	F4 and R3

Appendix B – Stakeholder Support

In-kind Partnerships	Support
University of New South Wales	Program leadership and research support
Migrant Resource Centres (MRCs) Liverpool, Blacktown, Auburn, Fairfield	Program coordination and administrative assistance and liaison with Refugee Communities
Intensive English Centres	Liaise with refugee communities, advise on program content and outcomes in school environment
STARTTS (NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors)	Liaison with refugee Communities and program support, in particular school holiday camps and transport
Safari Club African Youth Football Tournament	Advice on existing football program for African Communities
MECA (Mount Druitt Emerging Communities Association)	Advice regarding refugees in Blacktown region
Sierra Unite Community Association	Liaison with refugees from Sierra Leone
Aweil Unite Community Association	Liaison with refugees from Sudan
BECAP (Blacktown Emerging Communities Association)	Advice regarding youth opportunities and support in Blacktown region
Blacktown, Liverpool, Auburn Councils	Key stakeholders providing access to facilities and support from youth workers
Blacktown District Soccer Football Association	Coach program for Volunteers and assist in club registrations, gear donations and loans and general overall support
Blacktown City Demons	Provide Coaches and participation pathway for talented players
Sydney FC	Profile and support of Community Staff
Football NSW	Coach support
Sydney Football Academy	Coach support, gala days and school holiday programs
First Eleven Football Academy	Coach support, gala days and school holiday programs
BKI Football Academy	Coach support

Cash and In-kind Partners	Amount	Year	Purpose
Blacktown Migrant Resource Centre	\$2,000 per year	2009 - 2011	Research
Gilbert and Tobin Lawyers	\$10,000	2008	Girls Program
Investec	\$5,000	2008	Donation
YOGA AID	\$15,000	2008	General Support
NSW Health	\$5,000 \$10,000	2008 2009 - 2011	General Support Research
NSW Community Relations Commission -	\$24,000	2009 - 2011	Research
Sisters of Charity	\$5,000	2007	General
Mary Mackillop Foundation	\$2,500	2007	Coach Training, School Holiday Camps
Professor John Hershman	\$10,000	2006 / 07	Initial Development Grant
Mounties	\$17,000	2007	Leadership Training
Thales Australia	\$ 500	2007	Gala Day