



MANCHESTER UNITED FOUNDATION CASE STUDY

Case Study – Manchester United Foundation: working in communities to develop aspirations, employability and enterprise

This case study is from the Manchester United Foundation, that has an excellent community engagement programme as do most soccer clubs in the UK. This provides a first-class example of how, possibly the biggest name in world soccer, uses in name, its image and its expertise both in people development and in footballer development to deliver development programmes into the community. Many of those programmes are explicitly employability development programmes.

Soccer Club Foundations are a key vehicle in the UK for tackling barriers to social and educational attainment for young people and for adults. This is mirrored by equivalent work in sporting institutions all over the world.

Much of the focus by these foundations have been to support individuals to achieve their potential and develop their skills through a range of activities and programmes. It was observed that Mental Toughness (and resilience) had often been both an enabling factor and sometime a desired outcome. But this was poorly evidenced.

In 2015, Football Foundations across England, funded in part by the Premier League Community Fund (PLCF), were invited to take part in a national pilot to access MTQ48 through the PLCF. The aim was to support, enhance and evidence some of their programmes and to look at the impact Foundations had on the individuals they engaged with.

Six clubs were identified for the pilot (including Manchester United Foundation) and trained by AQR to deliver and integrate the mental toughness measure and its model into PLCF funded programmes such as the Works and Kicks programmes.

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Case Study:

For many people football is so much more than a game. Its power and inspiration goes beyond the 90 minutes. One of the game's greatest ever players sums this up perfectly.

"In the sweep of its appeal, its ability to touch every corner of humanity, football is the only game that needed to be invented."

Sir Bobby Charlton CBE

Manchester United Foundation was formed in 2007 to celebrate 50 years of the club playing in Europe and as a way of continuing Sir Matt Busby's legacy of supporting youth.

Greater Manchester currently ranks number five out of 326 local authorities in England for overall deprivation and number 53 for employment deprivation. These statistics alone show the need for greater focus on providing the practical, social and psychological building blocks for young people in Manchester to be able to access the opportunities that are available to them.

In the 2014/2015 season alone, the Foundation engaged with 17,920 young people, across 16 separate projects, from education and social inclusion activities to sport participation and health. A total of 587 recognised qualifications were gained and 2,215 hours were volunteered by participants across multiple projects to enhance this academic attainment.

As the charitable arm of a football club many non-sporting organisations and people at large often wonder why the Foundation is in a position to achieve more than just identifying and developing



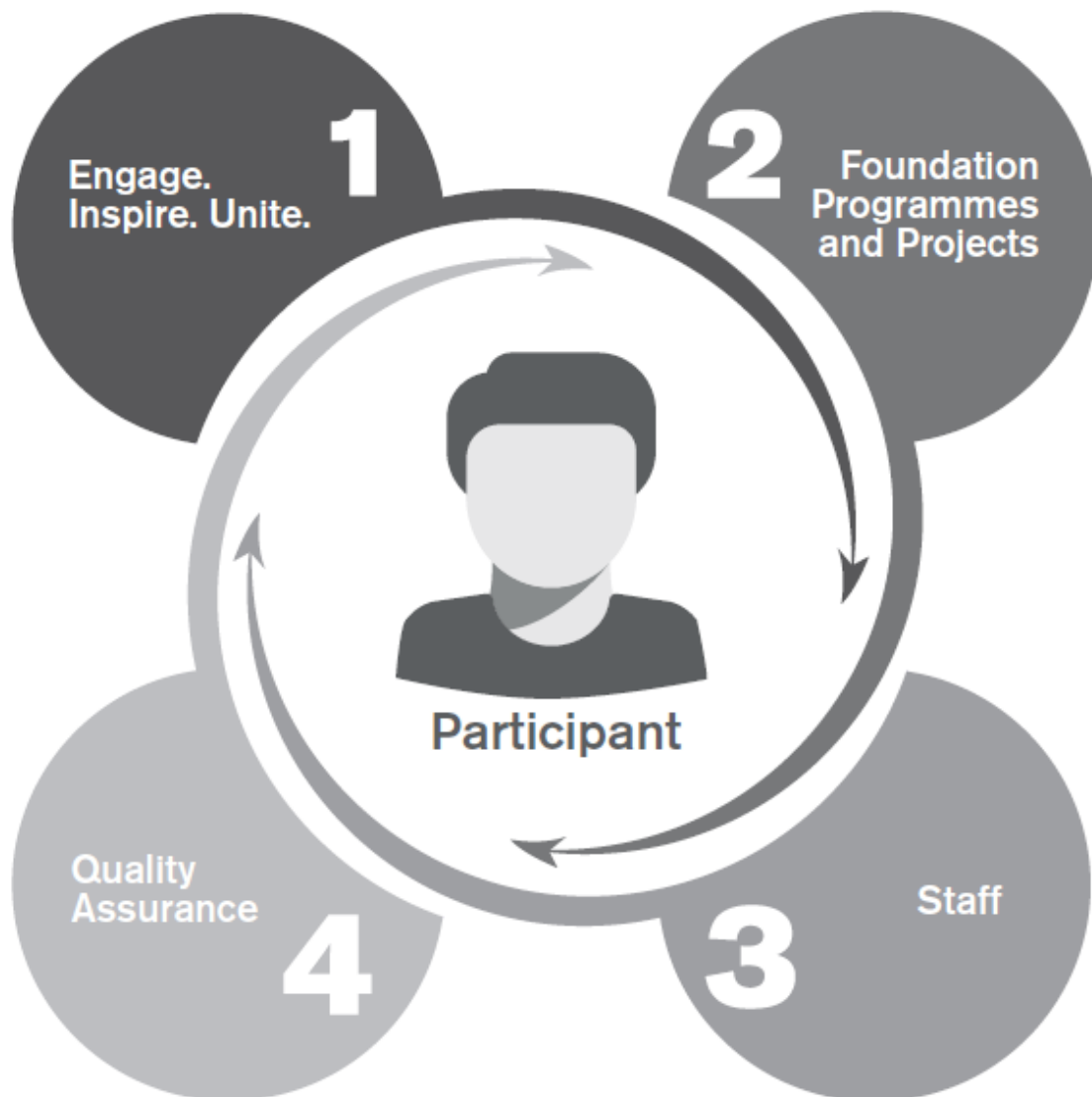
talent into professional and international class footballers. This is what has traditionally been assumed, football clubs and other sports organisations were doing in their communities: a talent identification mission.

However sporting bodies know more than most that sport is simply the vehicle through which to engage and then facilitate personal development both on and off the pitch.

Underpinning the educational programmes is the development of capabilities such as attitude, aptitude and behaviour. All of which are essential competencies developed with and through the Foundation's core activities.

The Foundation has a focus on four main areas, of which the young person is central to each and informs how to strategise and operate:

1. Foundation Mission
2. Foundation Programmes and Projects
3. Staff
4. Quality Assurance



1. Foundation Mission: ENGAGE. INSPIRE. UNITE.

Manchester United Foundation uses football to engage and inspire young people to build a better life for themselves and unite the communities in which they live. Dedicated, experienced and qualified staff deliver football coaching, educational programmes and personal development, providing young people with opportunities to change their lives for the better.

The Foundation's strapline is to Engage, Inspire and Unite.

ENGAGE

Using the power of the Manchester United brand as a vehicle for engagement with young people allows for the facilitation of additional and bespoke learning through individual projects and programmes.

What is important to understand is that not all of the Foundation's work is focused on those who have a passion for football or play the game; it goes beyond the ball. The Foundation is able to maximise many of the club's assets and departments to support what is delivered. As well as the traditional football areas of the club, expertise is also drawn from within the catering, finance, HR, hospitality, communications and media departments.

The knowledge and experience that emanates from these divisions provides essential support to young people across all Foundation projects, turning the disengaged into the engaged.

INSPIRE

Using the inspiration of the club, its history and its many legacies, the Foundation creates programmes which inspire learning. This, for example, is achieved through the use of players, past and present, either in person, at player days, on school visits or as imagery on collateral, such as workbooks and media creative.

Examples of the club's successes and achievements are often featured, utilising the expertise of staff and departments in case studies and references. The Foundation also inspires key characteristics that will promote and support participants' personal development, focusing on areas of motivation, resilience, confidence, participation, responsibility and passion.

UNITE

A primary objective within Manchester United Foundation is to create sustained support networks and relationships, which mean that the young participants continually develop the necessary leadership, personal and interpersonal skills to take in to their communities. Many young people do this through volunteering their time in projects, which service their own schools and communities.

2. Foundation Programmes and Projects

Manchester United Foundation provides opportunities for real life application of participants' learnt skills away from just the theoretical concepts; where staff are there to challenge and develop mind-set. This is done through a variety of programmes from enterprise and leadership to NLP and physical literacy as well as volunteering and mentoring initiatives. All of which have the same thread weaved throughout – to help young people to develop and believe that success is possible, tangible and within their capabilities.



Once they understand that they can develop themselves, and they are not defined or restricted by their current states, it opens up the belief that ‘anything is possible’. Once they believe it is possible, they will engage and work towards achieving it through the programmes provided.

Manchester United Foundation operates across three main pillars of activity:

1. Hub of the Community – One of the longest standing projects the Foundation has to offer is the hub model, which places a full time Hub Development Officer (HDO) into targeted high schools to create a permanent physical presence and constant familiar point of contact for staff, pupils and their families.

The Foundation currently has 18 partner schools and works directly in the high school and the surrounding primary schools. The HDO has set KPIs that they work towards, which are dependent on the school’s objectives; for example parental engagement, year 7 intake, attendance etc. The HDO will deliver a range of Foundation programmes alongside additional support and mentoring in the school.

2. Community Cohesion – Running 48 weeks of the year in the evenings, and across 12 sites, the Street Reds project forms part of the community cohesion strategy and uses the power of football to give young people an opportunity to pursue their interest in playing, leading and coaching football.

Based on the ENGAGE part of the strategy, Foundation coaches facilitate further personal development by delivering pitch side workshops covering the areas of discrimination, money skills, healthy living, drugs and alcohol, employability and crime in the community, all of which have sub sections of workshops based around 10-20 minutes delivery.

3. Girls’ Development – Forming part of a wider female engagement strategy, female engagement is a core element of the Foundation’s mission. Despite Physical Education being compulsory in school, one in five girls does no physical activity in a week and stubborn barriers to increasing this figure still exist, despite engagement in sport having many benefits for individuals’ physical and mental health and well-being.

The Foundation plays a threefold role in addressing barriers to growth and pursuing this mission:

- Support retention in the game through high level competition: Regional Talent Club.
- Support ongoing participation: Funding and strategic advice to South Manchester Girls’ League
- Support engagement in the game: Girls-only programmes within the partner hub schools and their feeder primary schools

3. Staff

Manchester United Foundation is able to engage with its participants through non-traditional methods, not only through the connection with the club and the brand, but also through its approach to delivery and the specialised skill set and approaches adopted by the staff. It is essential that staff work within the Foundation’s values and philosophy and are selected specifically for the projects they run.

Although the Foundation takes pride in employing staff with a wide range of experiences and expertise, it is also ensured that staff are recruited based on the needs of a current project and its users. The Street Reds football project employs both a football specialist and a youth engagement officer, which allows the scheme to provide the best level of support for participants on both the technical side of the session and the support and psychological side of youth engagement.

4. Quality Assurance

In order for Manchester United Foundation to be able to provide the best service to key stakeholders (participants) and funders it has to be accountable for all areas of operation and the reasons why decisions are made.

Staff continuously monitor and evaluate performance and inform best practice through youth voice consultations, focus groups and systematic reporting, as well as using tools such as baseline questionnaires and psychometrics (MTQ48), which provides the organisation and its participants with a platform from which to work.

The Foundation also uses a social monitoring tool to track engagement levels, contact time and outcomes, which informs the wider picture of which projects are successful and why and areas of potential development. The delivery and creation of programmes and the staff are continuously evaluated and monitored so the organisation can ensure it is adapting and changing to the needs of our young people.