



Scottish Urban
Regeneration Forum

SURF : sharing experience : shaping practice

Football and Regeneration

Intangible Assets and Goodwill



A SURF EVENT SUMMARY REPORT

This paper is a summarised report of a Scottish Urban Regeneration Forum and Social Enterprise Institute conference aimed at considering how the positive contribution that Scotland's professional football clubs make to place-based regeneration might be consolidated and promoted.

The conference took place in Murrayfield Stadium, Edinburgh, on Tuesday 14th August 2007.

Contents

| | Section | Page no. |
|---|-------------------------------|----------|
| 1 | Event Summary | 3 |
| 2 | Seminar Context | 4 |
| 3 | Key Messages | 5 |
| 4 | Main Points from Key Speakers | 6 |
| 5 | Questions and Comments | 14 |
| 6 | Discussion Groups | 16 |
| 7 | Concluding Remarks | 20 |
| | Appendix: Main Partners | 24 |

This SURF conference, organised in co-operation with Heriot Watt University's Social Enterprise Institute, was kindly supported by the Co-operative Group – Scottish Co-op.



Scottish Urban
Regeneration Forum



The **co-operative**
membership 

1 EVENT SUMMARY

PURPOSE:

- To bring together a range of relevant individuals and organisations with a shared interest in football and community regeneration.
- To offer an opportunity to consider the positive contribution that professional football makes to place-based regeneration, and how this contribution might be consolidated and promoted.

FORMAT:

A one-day conference consisting of presentations from key speakers and an exchange of views and comments in a plenary panel session and workshop discussion groups.

INTENDED OUTCOMES:

- **Improved awareness** of and interest in the impact of professional football on community regeneration plans and efforts.
- **Increased institutional enthusiasm** for supporting further activity backed with financial and staff investment.
- **Enhanced commitment** and activity to consolidate understanding of football's positive role in Health, Community Safety, Skills and Learning, and Social Inclusion.

KEY SPEAKERS:

- **George Craig**, Managing Director, Falkirk Football Club
- **Lex Gold**, Chief Executive, Scottish Premier League
- **Andy Gould**, Regional Coordinator, Scottish Football Association
- **Gordon Smith**, Executive Chairman, Scottish Football Association
- **David Dugan**, Senior Co-operative Affairs Officer, the Co-operative Group - Scottish Co-op
- **Dr Alan Southern**, Senior Lecturer, University of Liverpool
- **Mel Young**, Chief Executive, Homeless World Cup

CHAIR:

- **Pat Nevin**, media pundit and former international footballer

ADDITIONAL INPUT BY:

- **David Duke**, Scotland Coach and ex-player, Homeless World Cup
- **Andy Milne**, Chief Executive, Scottish Urban Regeneration Forum
- **Stephen Morrow**, Head of the Department of Sports Studies, University of Stirling
- **David Player**, Patron, Homeless World Cup
- **Craig Ritchie**, Head of C-Space, Glasgow South West Regeneration Agency
- **Alistair Shaw**, Economic Development Manager, West Lothian Council
- **Greg Statt**, Football Development Officer, Rangers Football Club
- **Ian Wall**, Chair of the Scottish Urban Regeneration Forum
- **Stephen White**, Head of Community Regeneration, Communities Scotland



Left to right: Lex Gold, Pat Nevin, Andy Milne, David Dugan, George Craig, Gordon Smith and Dr Alan Southern with the Co-operative Insurance (CIS) Cup. The CIS Cup is awarded to the winner of a high profile annual tournament competed for by Scotland's 42 professional football clubs.

2 SEMINAR CONTEXT – SURF, SEI AND THE ‘BEAUTIFUL GAME’

The Scottish Urban Regeneration Forum (SURF) is the independent regeneration and inclusion network, sharing information and promoting discussion so as to help shape, policy, opinion and the delivery of successful regeneration efforts in Scotland.

Heriot-Watt University has established a Social Enterprise Institute (SEI) located at its Edinburgh Campus. The business of the institute is the provision of research, training, business planning, education and consultancy services for all stakeholders in the social economy.

In this ‘Football and Regeneration’ conference SURF teamed up with colleagues at Heriot Watt University’s Social Enterprise Institute to examine how ‘the beautiful game’ can offer opportunities for regenerating some of our most disadvantaged communities.

Football is a hugely popular focus of communal physical activity for young people at a time of mounting concerns about exclusion, poor health and anti-

social behaviour. It can also be a stimulus for physical, place based regeneration and support economic activity via related business networks.

Taking a purely positive view of the links between professional football and communities, the conference addressed the following questions:

- What is the role of football clubs in place-based regeneration and how can it be better defined and supported?
- What more could be done to link football with health and inclusion aims?
- What opportunities are there for linking physical, economic and social regeneration through football?

While this event limited its focus to the role of professional football, it is planned to examine the important role of voluntary football activity separately in a further SURF Conference.

3 KEY MESSAGES – MORE THAN A GAME

The key messages from this event may be summarised as:

- While the deep rooted social problems manifested via football activity are well documented, football is a considerable force for good in Scottish society and there are significant further win/win opportunities for clubs and communities in closer co operation.
- Football clubs are already delivering social initiatives in co operation with agencies of the Scottish Government in areas such as anti-racist and anti-sectarian education programmes.
- The rate of positive outcomes for football linked social regeneration projects is very high in comparison to most other approaches, particularly in terms of constructive engagement with dislocated young people.
- The very successful ongoing initiatives by and via professional clubs could be much better recorded and publicised.
- ‘Enlightened self interest’ has facilitated significant re engagement of clubs with their communities in recent years. The public sector has a key role to play in taking this improving relationship to a the next level of mutually beneficial outcomes.
- In pursuit of enlightened self interest, clubs should be encouraged to engage in development **of** the community, not just **in** the community.
- Football club brands are potentially very effective catalytic tools for engaging young people and supporting wider regeneration partnership initiatives.

- Football clubs should take a ‘total football’ approach to community engagement to build support and trust as well as a commercial fan base.
- Communities and regeneration partners should develop a business case as well as a social case for engagement with clubs.
- Much more should be done to make the most of football stadia as key community based facilities and focal points. Most are currently inaccessible and therefore underused for 95% of the week.
- Co-operatives represent a sound historical and contemporary theme in relation to the ongoing development of football clubs from ‘supporters direct’ to Barcelona FC.

4 MAIN POINTS FROM THE KEY SPEAKERS

Following a welcoming introduction from SURF Chair, Ian Wall, special guest chair for the event, Pat Nevin introduced the key speakers.

4.1 **Gordon Smith**, Chief Executive of the Scottish Football Association (SFA) – Shared Goals

Gordon referred to his recent appointment and the positive role that he saw for football in relation to regeneration. While his main focus would be on raising levels of participation he also saw a key role for the SFA in relation to supporting

- Links to communities
- Citizenship and life skills
- Health and guidance
- Challenging racism and sectarianism

In the course of his presentation Gordon made the following points:

- The SFA consider football at every level in Scotland, from the grassroots up to the national team
- A major aim of the SFA is to increase participation in the sport, especially in youth and women’s football
- Football is a tool that can be used to help fight a variety of social problems affecting modern Scotland. For example, it can improve the population’s health and fitness, it can teach life skills to vulnerable young people and it can play an important part in tackling such issues as sectarianism and racism.

Gordon then passed over to his colleague **Andy Gould**, SFA Regional Manager, who offered a more detailed outline of the SFA’s current activities. In the process of his presentation, Andy made the following key points:

- The SFA seeks to achieve greater levels of participation in the sport by working nationally, regionally and at community level.
- Regional Youth Action Plans were introduced to establish regionally based football partnerships to ensure effective local planning between partners and delivery of national football strategy.
- It is vital for the SFA to work closely with affiliated organisations and maintain excellent working relationships with senior Football Clubs and Local Authorities.

4.2 Lex Gold, Chair of the Scottish Premier League (SPL) – More Than a Game

In the course of his presentation Lex made the following points:

- The SPL is itself a regeneration project aimed at revitalising Scottish Football.
- The SPL's original 1998 targets included:
 1. Increasing the Scotland national team's international ranking
 2. Developing leadership
 3. Setting standards
 4. Modernising the structure and operation of the game
 5. Improving the quality of the product
- Significant progress has been made on these targets, evidence of which includes:
 - ▶ Attendances are up: 3.7m fans attend SPL games each season
 - ▶ Stadium facilities are greatly improved in terms of quality, safety and access
 - ▶ Scotland's international football ranking has risen significantly
- The game of football can be a catalyst for good and the value derived is very powerful
- The social importance of football should be more widely acknowledged
- Grassroots development is vital to the continued success of Scottish football.
- However, the core business of the football clubs must be accepted as paramount.

4.3 Dr Alan Southern of the University of Liverpool – Measuring the Value

Dr Southern congratulated SURF in hosting this event. “The most important thing was to bring together practitioners from professional football and from community development. These two groups can find a common voice so football clubs, often situated in depleted neighbourhoods, recognise the value of their host community and vice-versa. There can be a win-win situation that allows a club to realise its civic responsibility while simultaneously working with the community to pursue business and sporting objectives. However, this will not happen without effort and commitment.”



Dr Southern giving his presentation

In the course of his presentation Alan made the following points:

- The University of Liverpool has been at the forefront of football studies in the UK for a long time.
- Football has come a long way with respect to understanding and practicing community engagement
- Football Clubs hold a very significant role in ‘making places’ and there are huge opportunities around community capacity building.
- Many Clubs are taking the next step into physical regeneration of their local communities.

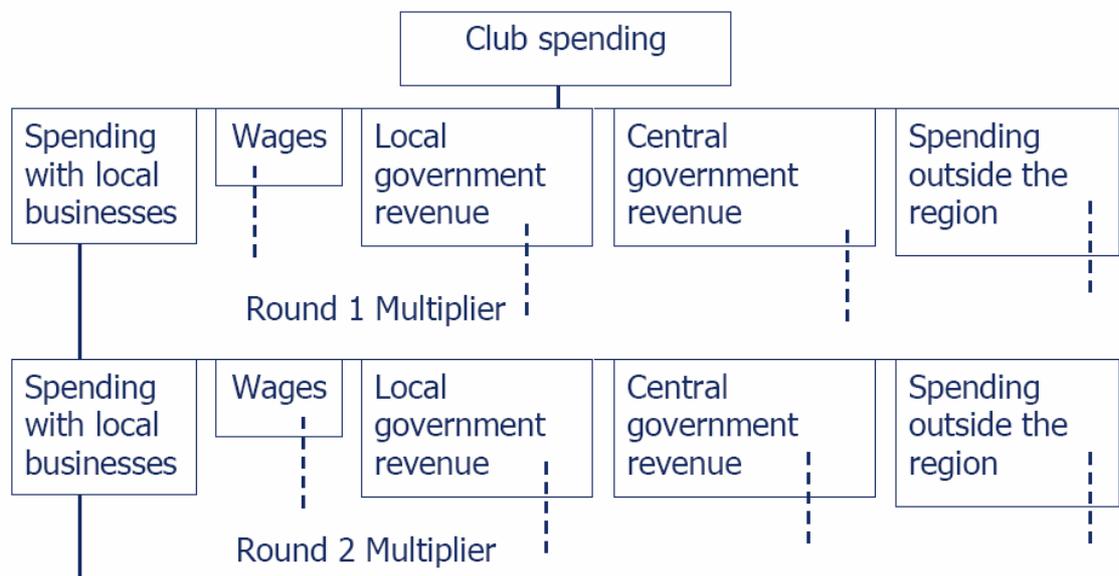
Economic Impact

A professional club has an effect in its community simply due to its very presence.

- The club trades widely with other businesses in services and products.
- Spectators spend locally when a match is played
- A different type of spectator spends when a one-off match is hosted (e.g. a semi-final at a neutral venue)
- There is a particular impact via the building a new stadium

Football clubs have a different trading arrangement with other types of business

- There is a 'multiplier effect' of club's spending (see diagram)



- In the case of Liverpool Football Club, for every £1 spent (combined) – 34 pence remains within the Merseyside economy
- For very local retailers near Liverpool FC's ground, football related spending represents around 5% of total sales (i.e. 5p in the £) but for 53% of nearby business there is no gain whatsoever
- Local employment – 3,000 jobs are dependent on the football generated activity (some 2,000 full-time equivalents) but for the local community there is also a negative impact in terms of litter, noise, 'invasion' of the resident community

It is very difficult to accurately assess the (Economic) Development impact on the community. Presently there is a failure to:

- Capture confidential spending (particularly players wages)
- Relate the wealth at the top of professional football as part of the response to local deprivation

- Place professional football at the heart of engagement with the host community in terms of health, education, training, crime and safety, housing, community empowerment, environment...
- Connect the professional club to the host community
- Understand the psychological impact of a club on the community
- Demonstrate institutional responsibility as a civic institution

The clubs should:

- Support their local community to develop their own facilities and capabilities and so help them manage their own futures
- Be a source of local identity (not just a 'fandom' identity)
- Inspire the development of the community rather than development in the community

How can this be achieved? Clubs could:

- Get involved in community governance
- Facilitate community involvement in club governance
- Get involved in plans for the future on the key regeneration issues (health, education, skills, employment, crime...)
- Give the community a say in the strategic future for the Club's presence in the community
- Dedicate resources to empower the community
- Ask the community for a business case for this
- Help develop a positive community psychology and adopt a 'can do' mentality,
- Demonstrate a shared sense of purpose
- Use the Club brand in the image-making of the community
- Help make a new place

Summary: Measuring the Value

- Professional football clubs have an economic, social and cultural impact
- They are civic institutions
- They need 'assistance' to realise their potential and responsibility
- They are key players in making places
- They will not do this unless they hear an argument and see a benefit
- The regeneration community has to convince professional clubs that this is the case

4.4 David Dugan of the Scottish Co-Op – A Co-operative Approach

David commented that, "The Scottish Co-op was delighted to sponsor the SURF Conference on Football and Regeneration. As the largest community retailer, the Co-operative recognised the importance of all communities and the intangible part that sport and football in particular can play in bringing together goodwill. The regeneration of communities starts with the people

themselves and as a member owned organisation this is one of the founding principles of the Co-operative Group and underpins all our family of businesses”

In the course of his presentation David made the following points:

- The Scottish Co-op is part of The Co-operative Group, the world’s largest co-operative with a turnover of £11 billion.
- As well as promoting healthier food and lifestyles, the Co-operative Bank and Co-operative Insurance Services (CIS) have shown commitment to Scottish Football through its sponsorship of the CIS Cup over the last seven years, and through many of its grassroots community initiatives like ‘Kits for Kids’ and coaching programmes
- It is a strong supporter of Scottish Football in different forms, for example Supporters Direct who help individuals and communities who wish to play a responsible part in the life of their football clubs.
- Supporters Trusts are co-operatives and share our common values, Self-help, Self-responsibility, Equality, Equity and Democracy as well as openness and a concern for their communities.
 - ▶ Across the UK there are now over a 150 trusts with a combined membership of 100,000 people.
 - ▶ Trusts have brought in over £10m of investment in to the game.
- In Scotland:
 - ▶ There are 33 trusts – That’s over 74% of all senior clubs
 - ▶ 14 Supporter Directors
 - ▶ 21 trusts in Scotland have shareholdings in their club
 - ▶ And without trusts at many football clubs there would be question mark over whether these clubs would even exist
- We should never doubt the power of “co-operative’s” in football as probably this summer’s best transfer involved Thierry Henry (World Cup Winner and twice voted in top three players in world) moving from Arsenal to Barcelona (the world’s largest football co-operative).

4.5 George Craig, Managing Director of Falkirk Football Club – The Business of Football

In the course of his presentation George made the following points:

- Football Stadiums are often negative and foreboding places actively discouraging community access and involvement.

- Falkirk FC was forced to re-evaluate its relationship with its community in a time of crisis for the club
- For reasons of 'enlightened self interest' a Football club should work to be as well regarded and valued by its community as the local library
- A football club's brand is a powerful tool for supporting community regeneration efforts and forging partnerships
- With the correct desire, mindset and ability, a Football Club can be transformed into the ideal community partner.
- Falkirk FC now has an extensive range of active partnerships supporting both the club and the community. Key players such as Falkirk Council, Stirling University, Job Centre Plus and local businesses are engaged in a wide range of programmes benefiting the club and the community as well as their own work.
- A total football approach to partnership and community engagement is particularly helpful to smaller clubs as they compete for the support of fans and wider support.
- Non-football positions like the education and welfare officer are as important to the future of the club as a good striker. Around 5,000 people attend the Falkirk home games, and over 30,000 are involved via the club's community programmes.
- It is vital for Football Clubs to resource properly and departmentalise to become a successful community club on the field and on the balance sheet.

4.6 Social Entrepreneur **Mel Young of the Homeless World Cup – Why Football?**

In the course of his presentation Mel made the following points:

- The power of football to create change is 'completely underestimated'.
- Football is an international language combining co-operation with competition in a way which makes it a powerful tool for engagement and change.
- Can we take good ideas and initiatives ("all the bits of the jigsaw") and put them together to permanently eradicate central problems like homelessness?
- The Homeless World Cup's goal is to use football as a trigger to inspire and empower homeless people to change their own lives. By this

approach the Homeless World Cup will create better opportunities for people who are currently homeless and excluded and reduce homelessness on a global level.

- We can realise this mission using a combination of a global football tournament and local football initiatives.
- Organised as a world-class event, backed by leading football stars and politicians has gained impact, reputation and media interest, which encourages funding and promotion of innovative grass-root concepts on a local and international level.

What does it take to make a success of using sport as a vehicle for social change?

- Responsiveness and commitment to social impact
- Accountability by measuring our social impact
- Focus on core competencies and partnering with the best organisations in specific areas as a key driving force
- Enabling grass root programs to deliver, reach their full potential and be inspired and able to grow

The Homeless world cup has had an impressive, consistent social impact over the last four years.

After the Cape Town 2006 Homeless World Cup the impact on players remained at the consistent, significant levels achieved with previous three tournaments.

Regrettably, the lack of media coverage and institutional recognition in Scotland to the success of the Homeless World Cup, and in particular that of the 2007 winning Scottish squad, stands in stark contrast to the appreciation, interest and coverage shown in other countries.

Mel was joined at the Conference by two associates who provided some further input on the same subject:

David Duke, Scottish Homeless World Cup Coach, outlined his experience of homelessness and the dramatic improvement in his circumstances achieved through the impact of being involved in the whole process of the Homeless World Cup.

Dr. David Player, a huge supporter of the Homeless World Cup, is both a patron and member of the Homeless World Cup Task Force. David is passionate about social justice and the need to be radically reforming when addressing health inequalities. His previous roles include Director, Scottish Health Education Group, 1973-82; Director General, Health Education Council, 1982-87; District Medical Officer, South Birmingham Health Authority, 1987-91. He is now embarking on a campaign to enable economically poorer nations to attend the 2008 year's tournament in Copenhagen, Denmark. In his

remarks, Dr Player, recalled initiating an early, football-led, anti-smoking campaign by persuading the Brazilian and Scottish world cup squads in the Spain 1982 campaign to promote themselves as non-smoking teams. David went on to confirm his view of the substantial benefits of the Homeless World Cup and to encourage professional football clubs and public bodies to work ever more closely together to make the most of the great potential of football to promote individual and community inclusion, good health and well-being.

N.B. Copies of the presentation slides used by Lex Gold, Dr Alan Southern and Mel Young are available from the SURF web site at <http://www.scotregen.co.uk> (in Knowledge Centre>Event Reports>Seminars)

5 QUESTIONS AND ANSWERS

For the open discussion, question and answer plenary session chaired by Pat Nevin, the panel consisted of George Craig, David Dugan, Lex Gold, Andy Gould, Dr Alan Southern and Stephen White.

In the course of this session, the following points were made:

- The Falkirk FC Football Academy model has close, beneficial links to Stirling University.
- Some communities have degrees of distrust of their local club and this can be a bigger issue for bigger clubs.
- Football clubs need to value the community they operate in as well as seeking support from it.
- Clubs have however come a long way in recent years in re engaging with their communities. They may require some help in creating a conduit for dialogue towards a win/win situation for the club and the community. The public sector may have a key role in this.
- Clubs do presently take on external initiatives such as anti racist campaigns
- The Football Clubs' core business must come first
- There are many examples of good work involving clubs but these could be publicised and shared more effectively



Pat Nevin chaired the Q & A session

- The nature of communities and communications has been greatly changed by technology and the development of the media.
- The brand of a football club can be the most accessible and effective tool that they can give to assist regeneration efforts
- Smaller clubs have a better chance to engage with their communities and local business networks
- People are key in the process of building partnerships.
- Building capacity in the communities to respond to the opportunities that clubs can offer will bring significant benefits for all parties.
- The success rates of regeneration initiatives between clubs and projects for young people are generally very good especially in comparison to other approaches, but more evidence needs to be gathered and presented to support more investment and further initiatives.
- The only direct funding from Communities Scotland to football clubs for regeneration related work goes to the Old Firm Alliance. More progress could be made in this area of direct support.
- The decline of physical industries and the rise of service based ones means that clubs are seen as playing a more central role in their communities. Communities need to respond to this opportunity and help clubs find mutually beneficial areas of co operation.
- Clubs should seek to overcome issues of mutual competition to share experience and ideas in linking with communities and wider regeneration efforts.
- The loss of green-space to housing development and the higher expectations of young people in terms of the required quality of their recreational spaces presents a challenge for improved co operation with the Scottish Government and others in creating the best environment for the future development of participation in the game.
- Supporters' Trusts represent a route for clubs to engage with communities as well as their fan base.
- Clubs could be doing more at home games to promote the good regeneration work they are involved in
- Co-operatives have a key historical and contemporary role in supporting the common good via football. One of the most successful clubs in the world Barcelona FC is itself a co operative.
- There are excellent examples of using football brands and facilities to support adult learning and literacy as well as anti racist and sectarian initiatives.
- There is considerable scope for a wider dialogue on the ownership and control of football clubs as key community assets.
- Football Clubs may be able to benefit from the experience of their counterparts in other sports such as rugby and cricket. Rugby League Clubs in North East England were identified as excellent role models for regeneration activities.
- Some clubs may be forced into re looking at their role and community connections via crisis situations in the way that Falkirk FC was by the rules of the SPL and requirements of Falkirk Council.
- A holistic approach is fundamental.

6 WORKSHOP DISCUSSION GROUPS

The afternoon discussion groups offered delegates a chance for open, reflective, discussion in more focused areas of interest.

Each group was led by a facilitator who will helped manage the discussion after an introductory presentation from specially invited speakers.

The open discussion in each of the three groups focused on positive proposals for improving the links between football and regeneration efforts in the specific field of interest.

The facilitator helped each group reach agreement on up to five positive proposals on how the positive links between professional football clubs and community regeneration aims can be developed and replicated more widely.

1) 'A team game' – Kicks 'n' Tricks Street Football Project

The purpose of this discussion group was to explore links between professional clubs and partner organisations in delivering effective regeneration projects with a practical focus on:

- **Young People**
- **Community Safety**
- **Education**
- **Employment**

**Speakers: Craig Ritchie of Glasgow South West Regeneration Agency
Greg Statt of Rangers Football Club**

Facilitator: Iain Stuart of Tulloch Trust and SURF Board Member

Kicks 'n' Tricks is an innovative partnership initiative between Glasgow South West Regeneration Agency (GSWRA) who co-ordinate and lead on the project, Strathclyde Police, Rangers Football Club and Culture and Sport Glasgow (formerly Youth Services). It is supported by Communities Scotland, Glasgow City Council and Glasgow Housing Association and was launched in August 2006.

The project aims to:

- reduce antisocial behaviour, crime and the fear of crime through structured diversionary activity
- encourage healthier lifestyles through participation in sport
- encourage active citizenship
- tackle territorialism and gang related issues
- effectively engage young people and ultimately move them on to an employability or training pathway

Kicks 'n' tricks is a pathfinder project. It is a portable soccer arena which is quick and easy to dismantle, is weather resistant, maintenance free and suitable for indoor and outdoor usage and can be reduced or enlarged to suit individual requirements. This is significant as it allows the facility to be taken to the heart of the community at the times and locations it is most needed.

The project is unique in that it:

- Connects a sporting diversionary activity (football) with employment, education or further training.
- Signposts the young person into an appropriate supporting agency
- Takes the service to the heart of the community, thus it is best use of monies which could lie dormant due to territorialism.
- Offers a completely supported and structured beginning to end employability journey for young people.

The true success of the project was highlighted by the fact that 18 young people from rival areas came together to work as team. This highlights how sport and diversionary activity can be used to tackle antisocial behaviour and territorialism at source, and if structured properly and linked to employability, success can be achieved. Over a three month period, antisocial behaviour and associated crimes and offences dropped by 72% within the Ibrox area. This is a testament to what the project can achieve.

Five recommendations:

- 1 SFA, SPL lead on this, but need support for central government to improve community involvement
- 2 Participation, Community Leaders
- 3 Key stakeholders to work alongside the club
- 4 Champion football and regeneration
- 5 Community Football Dept (e.g. Rangers)

2) 'More than a stadium' – Impacts and benefits of football stadia in communities

The purpose of this discussion group is to explore the wider impact and potential benefits of the location of a football stadium in a community.

Speaker: Alistair Shaw of West Lothian Council

Facilitator: Declan Jones of the Social Enterprise Institute

Impacts issues:

- 1 Site: city-centre or out-of-town location? Crucial question.
- 2 Range of potential other users and 'user rights'
- 3 Should the public sector allocate resources to football clubs at all?
- 4 Problem of relationships with other smaller local grassroots clubs – esp. if ownership changes

Benefits:

- 1 Get the Service Level Agreements right – relationships, expectations, managing conflict
- 2 New out of town sites create infrastructure that other developments can build on.
- 3 Clubs – good for identity, pride etc. but only when they are doing well.
- 4 Wider group of shareholders – rights, views etc.

Session Feedback:

- The key decision of Livingston Development Corp to use a town-centre site – close to retail developments
- Meadowbank Thistle relocated/attracted from Edinburgh
- Development Corporation had ambitious plans and football team was seen as part of the new town development
- 1995 – 4,000 seat stadium built to house club, eventually owned by West Lothian Council (post council reorganization)
 - Long term lease
 - Notional capital receipt on transfer to West Lothian Council
- '95 to '04 – Increasing success for the club – rise up divisions, playing success
 - Strong local 'corporate' support
 - But significant local job losses at key employers
 - Club's good performance helped counterbalance perception caused by rising unemployment
- Balancing the books – additional income streams for club
 - Offices, Nightclub, Conference Facilities
 - Upgrade stadium to 10,000 seats to comply with SPL rules
- Club gave the town national (and international) exposure
- '04 Financial crunch – club enters administration
 - Club relegated from SPL and new ownership took over
 - Seen as a council problem due to lease/ownership of ground – therefore action/policy required
- Lessons for public sector
 - Great publicity, branding, business image
 - Town centre site too restrictive?
 - Football is a different kind of business – luck plays a big part

One Local Authority representative commented that their links with the football club reflected the fact that the club had a long standing presence in the community and that a huge amount of work went into the new relationship and service level agreements. This was crucial because without it council support would not have been as extensive and deep rooted as it has become.

One other query raised was the issue of whether the new stadium development was part of a wider regeneration effort or whether it was (merely) a development project.

3) 'It's a funny old game' – Economics and ownership

The purpose of this discussion group is to explore:

- The peculiar economics of football;
- Value through networks;
- Corporate community involvement (CCI);
- Ownership models for football clubs.

Speaker: Stephen Morrow of the University of Stirling

Facilitator: Professor Robin Roslender of Heriot Watt University

Initially it was agreed that there appeared to be a significant extent of community-facing activity already in process. Consequently, it seemed logical to try to collect and codify what this presently entailed through some form of knowledge/practice audit designed to allow us to “know what we know”. Such an audit might be pursued by SURF in association with one or more academic institutions, with funding from the Scottish Executive.

There was agreement that at present the clubs do not seem to be communicating their involvement in such activities to maximum effect. Recognising that the media tend to exhibit a preference to provide less flattering coverage of the activities of players and their clubs, a concerted effort should be made to educate those responsible for community relations that they might more expansive in their efforts to publicise such activities. One obvious issue was whether full use was being made of those communication channels under the control of clubs, particularly websites.

Knowledge of the spectrum of possible club “ownership” models appears to be limited. In this regard, ownership is taken to encapsulate more than legal ownership. “Emotional” ownership clearly continues to exist within the context of football, with supporters investing considerable personal belief in the continuing existence of their club, regardless of on-the-field success. Some means of combining the emotional with the rational needs to be constructed if clubs wish to stay in touch with their supporters and their communities.

Delegates agreed that any solutions would not come quickly or cheaply, and that there were no easy answers. In the same way that relations between clubs and their support has been built over time, and often involved making mistakes, reconstituting these relations in the corporate era would be equally time consuming.

Finally, some delegates sensed that any partnership between clubs and their supporters seemed not to be represented as a meeting of equals. Viewing supporters as income streams, some of which might in due course be returned to the community, was understandable. However, in order to maximise the benefits of the relationship for the community, a more organic relationship between the two parties, based on full and frank interaction between them, should be cultivated.

Five recommendations:

- 1 Carry out a knowledge audit, “know what we know”
- 2 Encourage clubs to be more expansive
- 3 More information on ownership models – legal and otherwise
- 4 Be aware that solutions will not come quickly or cheaply
- 5 Work towards a more equal partnership

7 CONCLUDING REMARKS – SHARED GOALS

The chair for the afternoon session of the conference, SURF Chief Executive Andy Milne, thanked the contributors for their frank and constructive inputs. He concluded the discussions with his summary of the main points.

- Football is already a significant contributor to social and place based regeneration.
- Football clubs have much to gain from greater involvement in the development of their communities.
- A business orientated approach from communities could assist them to engage even more productively with their local club.
- The public sector has an important role to play in encouraging and assisting clubs to take their role as key community institutions to the next level of pro active engagement in community regeneration.
- In its ongoing role of linking information, views and experiences towards better policies and practice, SURF will work with others to promote and consolidate the positive contribution that football plays in social, economic and cultural regeneration.

Andy concluded by thanking all the participants and guest speakers who had given their time freely to the days useful presentations and constructive discussions.

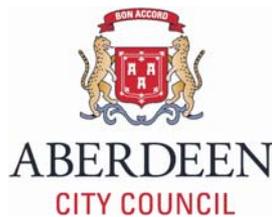
“After many years during which I saw many things, what I know most surely about morality and the duty of man I owe to sport and learned it in the RUA.”
Albert Camus – philosopher and goalkeeper

(The RUA is the Algiers University football team that Camus played for in the late 1920s)



Scottish Football Association Chief Executive Gordon Smith (right) with guest chair, media pundit and former international footballer Pat Nevin

SURF appreciates the support of all of its member organisations, in particular its thirteen sponsoring members who are:



8 APPENDIX: FOOTBALL AND REGENERATION – THE TEAMS

Highlands and Islands Enterprise (HIE)

HIE's activities include: provision of business support services, delivery of training and learning programmes, assistance for community and cultural projects and measures for environmental renewal.

HIE website: www.hie.co.uk

Homeless World Cup (HWC)

The Homeless World Cup is a unique international football tournament changing lives. The 5th annual Homeless World Cup took place in Denmark in July-August 2007.

The Homeless World Cup exists to be a catalyst for lasting change through the development of street soccer worldwide in a way that that creates a maximum social impact for the players involved – socially excluded, homeless people and people living in poverty.

This is accomplished firstly by creating a top quality, well-recognised annual Homeless World Cup flagship event and secondly, by a continuous Homeless World Cup grass roots development programmes around the world to ensure that many more people benefit.

HWC website: www.homelessworldcup.org

Local Authorities

Local Government in Scotland is divided into 32 unitary authorities, which were established by the Local Government (Scotland) Act 1994. They are represented by the Convention of Scottish Local Authorities (CoSLA).

CoSLA website: www.cosla.gov.uk

Scottish Enterprise

Scottish Enterprise is Scotland's main economic development agency, funded by the Scottish Executive. Their mission is to help the people and businesses of Scotland succeed. In doing so, they aim to build a world-class economy.

Scottish Enterprise website: www.scottish-enterprise.com

Scottish Government

The Scottish Government is the devolved government for Scotland. It is responsible for most of the issues of day-to-day concern to the people of Scotland, including health, education, justice, rural affairs, and transport. It manages an annual budget of more than £27 billion in the financial year 2005-2006 which is due to rise to over £30 billion in 2007-2008.

The Government was established (as the Scottish Executive) in 1999, following the first elections to the Scottish Parliament. The current administration was formed after elections in May 2007. The Government is led by a First Minister who is nominated by the Parliament and in turn appoints the other Scottish Ministers who make up the Cabinet. Executive civil servants are accountable to Scottish Ministers, who are themselves accountable to the Scottish Parliament.

Scottish Government website: www.scotland.gov.uk
Sport section: <http://www.scotland.gov.uk/topics/sport>

Scottish Football Association (SFA)

The Scottish Football Association (SFA) is the governing body of football in Scotland and has the ultimate responsibility for the control and development of football in Scotland. Members of the SFA include clubs in Scotland, affiliated national associations and local associations. It was formed in 1873, making it the second oldest national football association in the world.

To achieve its objectives, the principal services offered by the SFA are:

- providing assistance on football matters to its member clubs;
- the organisation of domestic and international competitive events at all levels;
- the training, selection and appointment of referees;
- football education and development;
- the continued improvement of coaching methods, courses and initiatives;
- liaise with other appropriate national and international organisations.

SFA website: www.scottishfa.co.uk

Scottish Football League (SFL)

The Scottish Football League is a member clubs' organisation which administers several major football competitions in Scotland, including the CIS Cup, Scottish First Division, Scottish Second Division, Scottish Third Division and the Challenge Cup.

SFL website: www.scottishfootballleague.com

Scottish Premier League (SPL)

The objectives of the SPL are to:

- Build a league competition with standing and recognition throughout Europe;
- Represent and safeguard the interests of its members;
- Modernise the league structure and support system;
- Maximise the commercial value of Scottish Premier League football by fully exploiting commercial rights and properties;
- Organise a league competition, adhering to rules and regulations set down by the governing bodies of the game and - encouraging attractive and entertaining football;
- Provide leadership in the development of key initiatives to improve the quality of the game in Scotland, particularly youth development, and to set a pace and direction for the whole of Scottish football;
- Liaise with other organisations to ensure effective co-ordination between the Scottish Premier League and other football organisations across the country and across the borders.

SPL website: www.scotprem.premiumtv.co.uk

Scottish Urban Regeneration Forum (SURF)

The Scottish Urban Regeneration Forum is the independent regeneration and inclusion network, sharing information and promoting discussion so as to help shape, policy, opinion and the delivery of successful regeneration efforts in Scotland.

SURF utilises its position as a truly independent forum for its cross-sectoral membership to explore current practice and experience. Through its close links with the Scottish Executive and its agencies SURF acts as a constructive channel for information, consultation and policy proposals based on the knowledge and experience of its membership and the wider networks it connects with.

SURF website: www.scotregen.co.uk

Social Enterprise Institute (SEI)

Heriot-Watt University has established a Social Enterprise Institute (SEI) located at its Edinburgh Campus. The business of the institute is the provision of research, training, business planning, education and consultancy services for all stakeholders in the social economy.

Social Enterprises are sustainable businesses that exist to achieve some form of social mission or objective. In order to succeed, they need to trade successfully in markets. Social Enterprises can be identified through three common characteristics: enterprise orientation, explicit social aims and some form of social ownership.

Social enterprises re-invest their profits/surpluses in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.

As part of the School of Management and Languages, the SEI is concerned with the dissemination of best practice relating to these "not for profit" businesses and their leadership. In order to achieve this, the SEI will organize an annual programme of conferences and seminars.

SEI website: www.sml.hw.ac.uk/socialenterprise

SportScotland

SportScotland is the national agency for sport in Scotland, working with partners to develop sport and physical recreation. Their mission is to encourage everyone in Scotland to discover and develop their own sporting experience, helping to increase participation and improve performances in Scottish sport.

SportScotland website: www.sportscotland.org.uk

Supporters Direct

Supporters Direct exists to: Promote and support the concept of democratic supporter ownership and representation through mutual, not-for-profit structures; promote football clubs as civic and community institutions; and work to preserve the competitive values of league football in the United Kingdom and promoting the health of the game as a whole.

Supporters Direct website: www.supporters-direct.org/scotland/

Scottish Urban Regeneration Forum Ltd. Fairfield House, Ibrox Business Park, 1 Broomloan Place, Glasgow G51 2JR
Tel: 0141 585 6848 / Fax: 0141 445 2024 / Email: info@scotregen.co.uk / Website: www.scotregen.co.uk

Supported by Aberdeen City Council, Brodies LLP, City of Edinburgh Council, Communities Scotland, Dunfermline Building Society, Dundee Partnership, EDI Group, Glasgow City Council, Glasgow Housing Association, Highlands & Islands Enterprise, Royal Bank of Scotland, Scottish Enterprise and the Scottish Executive.

A not-for-profit company limited by guarantee. Registered in Scotland No. SC 154 598. Vat Reg No. 735 2880 21