

**Moving Beyond the “Lump-Sum”:  
Football United and JP Morgan as a Case Study of  
Partnership for Positive Social Change**

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**Abstract**

This paper is based on the foundation of an integrated sport program for positive social change and health promotion, and presents a case study of a community-based health promotion/social change organization (Football United) and the relationship it has with a corporate sponsor (JP Morgan). The paper articulates the various issues that arise in the management of such a program and the involvement of sponsors in its operation, specifically dealing with themes of corporate partnership and capacity building in the context of corporate social responsibility towards social change.

Illustrated through the JP Morgan - Football United case study, the paper explores: the difficulties of maintaining a program that remains faithful to the expectations and demands of each stakeholder group involved; the challenges involved in harnessing support for a program when moving beyond the one-dimensional transfer of funds; the different needs and expectations of/for volunteers with this type of complex health promotion intervention. This case study has been written to propose that an ‘integrated partnership’ between a corporate body and a social change organization can produce significant advantages beyond the scope of uncomplicated financial contribution. The key feature documented is that corporate investment can move beyond economic donations or “lump-sum” social responsibility, towards targeted contributions to detailed outcomes through sustainable and meaningful involvement in a health promotion framework. This in turn equates to funding stability and a more empowering partnership for the health promotion/social change organization.

**Introduction**

There is research evidence that social exclusion is a determinant of negative physical and psycho-social health (Hayes, Gray, Edwards & Australian Institute of Family Studies 2008; VicHealth 2005). In Australia, humanitarian immigrant and refugee families are among those most vulnerable to social exclusion. Means that best enable humanitarian refugees to overcome barriers that hinder their overt participation in Australia’s social fabric have stirred debate in policy decision making and the public conscience in Australia in recent years (Collins, Harrison & Gifford 2007). Advocacy by members of government, academic, corporate and sporting

sectors is indicative of heightened awareness about problems of social inclusion and willingness to act in the interests of vulnerable groups, such as humanitarian immigrants and refugee families.

'Football United' is an innovative grassroots approach using a football development program to foster social cohesion within areas with high refugee settlement, through leadership, skills development, mentoring, and the creation of links with a range of local community leaders and organizations. Football United was conceived as a health promotion/social change intervention run by the University of NSW School of Public Health and Community Medicine. Developed through a participatory community building health promotion methodology, it has expanded from a number of small-scale activities (camps, weekly community programs) to include eight regular school programs, Saturday morning programs, camps, large-scale tournaments, personal development programs and opportunities to represent Football United on a global scale. These programs involve approximately 800 refugee, immigrant and disadvantaged youth and children per year in a direct manner, with an impact reaching far wider across their families and communities.

Through shared experiences and a passion for football (also known as soccer), Football United aims to encourage relationships, foster personal development and capacity building within communities, and mitigate the effects of both forced expatriation and resettlement on individual and community health and well-being. On a secondary level there are more specific objectives: to support and develop the ideal of football as a means for meaningful social change; to advocate solutions to the various problems faced by different refugee groups both in Australia and internationally; and to contribute to the academic literature on community-level complex health promotion/social change interventions in multi-ethnic settings.

Football United has expanded to represent a multitude of contributors from various sectors. Beginning as an academic research initiative through UNSW, the program has grown to receive support through government affiliated research grants, sporting bodies on local, national and international levels, charitable foundation contributions, and corporate sector involvement through financial sponsorship and volunteering. There is significant difference between the

motives for support by each group and the concerns that they have for program development and operation. Taking local sporting bodies as an example, their support comes with the assurance that Football United runs in concert with the pre-existing football competitions and will not become a competitor for players, sponsorship or support from football development initiatives. In this sense Football United is multi-faceted and complex, where mixed contributions need to be managed to provide clear objectives, despite differing priorities and expectations for the program (Bunde-Birouste 2009).

On the background of the aforementioned diversity of contributors, this paper presents a case study of the relationship between JP Morgan, a corporate sponsor, and Football United, to articulate the various issues that arise in management of such a program and the involvement of sponsors in its operation. Illustrated through the JP Morgan-Football United case study, the paper explores: the difficulties of maintaining a program that remains faithful to the expectations and demands of each stakeholder group involved; the challenges involved in harnessing support for a program when moving beyond the one-dimensional transfer of funds; the different needs and expectations of/for volunteers that this type of complex health promotion intervention requires. Themes of corporate partnership and capacity building are addressed against a background of corporate social responsibility, corporate philanthropy and sport for social change.

To set the scene for examination of this case study, we begin the paper with an initial review of the literature examining the current refugee situation in Western and South-Western Sydney, and the role that sport can play in contributing to positive social change. A summary of literature relevant to the involvement of multi-factorial support and sponsorship in health promotion interventions completes this section. The JP Morgan-Football United case study then provides material for discussion, which shares important lessons specific to this program, providing some direction for the application of innovative volunteering strategies in the corporate sector for the support of social change initiatives.

### **Setting the Scene**

The Western and South-Western regions of Sydney have the highest refugee densities in Australia (NSW Refugee Health Service 2007). Of the 13,000 individuals accepted into Australia

each year, through the Refugee and Humanitarian Program, 3,200 to 4,200 settle in these areas (NSW Refugee Health Service 2007; NSW Refugee Health Service and STARTTS 2006). A significant portion of these are children and adolescents – 40% under the age of 25 (NSW Refugee Health Service and STARTTS 2006).

Child and adolescent refugees can be especially vulnerable to health and psychosocial problems because prior experiences of conflict, social upheaval and displacement, plus resettlement in a unfamiliar environment, can interfere with their physical, psychological and educational development (Allotey 2003; Bond, et al. 2007; Centre for Multicultural Youth Issues & O'Sullivan 2006; Daud, af Klinteberg & Rydelius 2008; Fazel & Stein 2003). Adapting to resettlement in a new setting can affect both the social and cultural identity of youth (Cassity & Gow 2005; Zwi et al. 2007). The loss of family, friends and an entire social network is further exacerbated by language and cultural differences that form a barrier to acculturation and often lead to the marginalization or separation of groups of refugees (Allotey 2003; Brough, Gorman, Ramirez & Westoby 2003; Porter & Haslam 2005). The potential for long-term negative health and social outcomes among refugee children and adolescents means that particular attention should be paid to their resettlement, and the ongoing difficulties they face in transition (Francis & Cornfoot 2007; Zwi et al. 2007).

### **Health Promotion and Positive Social Change through Sport**

Team-orientated sport has been linked to improvements in social inclusion, ability to deal with adversity, and community cohesion (Atherley 2006). Football is gathering momentum as a medium that can contribute to positive social change, and is capable of accommodating individuals regardless of race, ethnicity, religion or political views (FIFA 2008; McGuire 2008). Football provides one of the best sports with which to build such inclusive programs. It is relatively inexpensive, it enjoys worldwide enthusiasm, it is designed as a non-violent, virtually non-contact sport, and very importantly it is played by both genders, thus is not exclusive to either males or females ( Bunde-Birouste 2009). Engagement in the sport can improve tolerance and basic trust between individuals involved; however, a football program needs to interact with many other influences to provide meaningful social change (Kamphuis et al. 2008). Sport is closely related to social cohesion, health promotion and community empowerment (Tonts 2005).

Participation in sport can, if developed appropriately, can contribute to a sense of belonging, self-identity and social support (Tonts 2005; Walseth 2006; Walseth & Fasting 2002). Social networks help individuals to mobilize communal resources and facilitate community action, resulting in feelings of inclusion and mutual obligation (Atherley 2006; Tonts 2005; Walseth 2006).

Organised sports in the Australian context offer many avenues of engagement in addition to play, such as team and club management, and volunteering in different capacities (Cashman 1995). In terms of Football United, however, the leadership noted that community sport, as currently practiced, involves both inclusion and exclusion. Participation is either limited or not possible for many socio-disadvantaged youth due to a myriad of barriers such as financial, transport and logistical constraints. Football United's model of football for social development is therefore designed to play a part in addressing these wider issues of exclusion.

### **Community-Based Health Promotion and Social Change Approaches**

Health promotion is necessarily complex, as it requires a multifaceted, multidimensional approach, given that through it there are attempts to address the vast range of influences on health and well-being. Community-level health promotion interventions increasingly focus on community empowerment and socio-ecological change, which adhere to modern, sophisticated health promotion ideals (Bracht 1999; Kelleher 2007). Community programs have the potential for significant socio-cultural change, yet to do so require careful planning and constant monitoring and adaptation to achieve success (Bracht 1999; Gardner & Liamputtong 2003). Ritchie and Rowling (1997) outline four characteristics that best practice health promotion interventions have in common:

- They are contextual, in that they are developed not only for the individuals within the situation but for the specifics of the social and environmental factors of that actual situation
- They are participatory in that they involve community members and other stakeholders in decisions about what happens
- They are multi-strategic in that they attempt to address the issues from a variety of perspectives, and
- They are dynamic in that they adapt over the course of the intervention.

The Football United program team goes to great lengths to apply these characteristics at all levels of the intervention, including the engagement and interaction with its primary corporate partners, of which JP Morgan is one.

### **Corporate Support and Community-Based Health Promotion**

In recent decades there has been a paradigm shift in the domain of corporate discretionary spending (Margolis & Walsh 2003). Multinational corporations are reallocating resources in light of a more palpable social responsibility, which has arisen through economic and health-related investigation into the ethics of corporate profit-making within communities (Margolis & Walsh 2003; Orlitzky, Schmidt & Rynes 2003). Firms are no longer governed solely by profiteering as the value of involvement in social and health sectors rapidly increases (Berrone & Gomez-Mejia 2009; Goddard 2004; Orlitzky, Schmidt & Rynes 2003).

Economic activity is being considered in an increasingly interdisciplinary context. Social responsibility and the impact of the corporate sector on community and individual wellbeing imply that firms should be valued according to complex interests (Berrone & Gomez-Mejia 2009; Goddard 2004; Margolis & Walsh 2003; Schmidt & Rynes 2003). The benefits related to corporate health promotion is an expanding practical and academic notion therein (Margolis & Walsh 2003).

Interventions can influence corporate functions on various levels. Humanitarian investment can attract potential employees, improve employee morale and customer loyalty, and enhance corporate, government and media relationships (Sargeant & Crissman 2006). Community development can improve health and individual empowerment with positive financial outcomes, which reflects the interdependence of health and business (Goddard 2004; Shaw 2008). Further, there is an emerging body of evidence that those companies more committed to sustainable engagement in social sectors appeared to outperform peers in the financial market (ATKearney 2009; Schmidt & Rynes 2003).

Corporate support is often primarily financial, as this is the most easily mobilized resource (Sargeant & Crissman 2006). However, partnerships within health promotion programs have the

capacity to provide volunteering opportunities, improve understanding of both the problem and the intervention, and utilize partnerships to advocate to a wider audience.

### Football United Considered through an Economic Framework

In assisting an underserved target population through unique intervention strategies, Football United represents a hybrid organization spanning government, academic, corporate, community and sport sectors. A schematic representation of the Football United partnership model is presented in **Figure 1**. While this configuration represents a strong blend of ideals, it requires complex maneuvering and persistent engagement to successfully maintain involvement of the various stakeholders. The workings of each sector demonstrate the challenges encountered in garnering support for Football United.

**Figure 1: Football United’s Partnership Model**



Football in NSW experiences widespread support and participation, which includes professional level competition. However, participation is primarily through representative school competitions or amateur clubs. These options are sometimes not available to many refugee and disadvantaged youth. Importantly, then, Football United aims to promote participation for those not able to access these options. Additionally, Football United works in concert with local clubs and schools to provide further football development opportunities for eligible participants. In addition to local football clubs, Football United has partnerships with local schools and other community organizations, such as migrant resource centers.

Football clubs require a substantial amount of funding to facilitate grounds hire, access to equipment and player insurance. Unfortunately, the limited government support for football and the relatively low profile of the professional league mean there are not enough resources to support the abundance of clubs in NSW. That said, football receives more support than many other Olympic and non-Olympic sports.

The limited government funding means that the cost of membership with local football clubs is very often prohibitive to those with little financial resources, such as recently arrived refugee settlers. This impacts Football United directly as well, in that there are minimal options for support from this sector, thus a need for reliance on other benefactors to support the program costs. Football United currently receives a mixture of support including personal and private foundation donations, federal and state government grants, and corporate support of a variety of types.

The program is both a practical health promotion intervention as well as a study for development of other upstream community-level programs and innovative qualitative research methods, which is reflected in the government contribution of operational and research grants from various departments, and in-kind support from the School of Public Health and Community Medicine, UNSW. This functional duality requires vigorous planning, with early optimization of processes rather than an “experiential learning” progression, and staff for operation and observation.

Through engagement with corporate sponsors, Football United receives crucial financial support and access to resources. Football United is not a conventional organization. To the uninitiated, it superficially appears to fall under the narrow silo of football development. This has an effect that the program often misses out on government sponsored opportunities, as proposals for support to other sectors such as health, education or immigrant support fail to consider the wider impacts that the program. Hence potential funders, including corporations, require education about the diverse areas of intervention and impact of the program itself. In addition, clarification is needed to explain the economic landscape Football United resides in, highlighting both the financial inadequacies of amateur football and the labour intensive requirements of research and program operation. This underlines the importance of proper advocacy and understanding of social issues and interventions, which can eliminate the phenomenon of “passing the buck” for corporate responsibility.

### **Methodology: Providing Evidence through Narrative**

This paper uses a case study within the operation of Football United to illustrate one example of corporate partnership in a health promotion program. It is through these partnerships that Football United is able to sustain its work to impact on the health and wellbeing of the individuals involved, and the social capital of their communities. They also provide the resources for expansion and internal development for the dissemination of Football United’s intentions to a larger target population.

Ethnographic study of Football United and its relationship with JP Morgan considers the management of a social change organization and the involvement of a corporate sponsor in its operation. This approach uses participant observation and key stakeholder interviews for data collection. Qualitative research, in the context of a social change intervention, begins with descriptive personal appraisal of the intervention and the roles played by the various groups involved, which is then coloured by documentation of the individual opinions and experiences of key stakeholders. From the inspection of this raw data it is possible to extrapolate a detailed description of the intervention, the nature of the context it inhabits, the activities of each operational group, and the dynamics of relationships between groups. It allows for

comprehensive and descriptive understanding through thematic analysis (Reeves, Kuper & Hodges 2008).

Collection of raw data was completed by a senior member of Football United involved in direct interaction with JP Morgan, as well as other corporations, and Granville South High School. He was active in organizational correspondence between Football United, JP Morgan and Granville South High School, while also supervising actual program operation.

Participant observation was a technique used for data collection. A record of personal observations was used to provide an in-depth description of operational processes and the changes noted over the research period (Silverman 2004). Importantly, participant observation yields data from within the context of the intervention, granting the researcher a more holistic understanding of salient issues and significant events. However, this form of data collection is highly labour intensive, and so usually a single individual performs the research. This situation is highly sensitive to bias; the researcher needs to understand the role they must play in faithfully recording the sentiments and interactions of others, untarnished by personal partiality or pre-conceptions (Reeves, Kuper & Hodges, 2008; Silverman 2004).

Interviewing was completed through identification of key stakeholders and then semi-structured interviews. The semi-structured interview followed an open format, which covered broad foci aimed at proposing discussion that could be further explored through dynamic interviewer/interviewee interactions (Silverman 2004). The purpose of this format was to create input that directly addressed themes related to corporate involvement in a social change organization, while allowing the interviewer a freedom to facilitate expression of the more significant individual opinions and observations. While this form of data collection provides significant insight into personal attitudes, it rarely produces quantifiable results (Reeves, Kuper & Hodges 2008; Silverman 2004). The framework approach was utilized to code and then distribute the relevant verbatim quotes into distinct thematic segments (Pope, Ziebland, & Mays 2000). The triangulation of these data sets forms the basis for inference in the following findings and discussion.

## **Findings**

JP Morgan has been working in partnership with Football United for more than two years. A pre-existing mentoring relationship existed between JP Morgan Sydney's CEO and the Principal of Granville South High School, which was part of the JP Morgan engagement with the Australian Business Community Network. A senior partner of JP Morgan, already involved with Football United, facilitated a natural link for both the company and the school. What follows is a summary of the program and relationship that developed between Football United and JP Morgan through engagement in the program, and some of the lessons learned.

### *Football United at Granville South High School*

The Football United Granville South High School program has a compound purpose. It is designed to empower youth leaders from years 10-12 as coaches and coordinators of a Football program for year 7 and 8 students within the PE curriculum. This allows for individual skills development and mentoring opportunities through sport. Hence it is an opportunity to positively influence the behaviour of students within the school and improve the image and reputation of Granville South High School within the local community.

More specifically, these goals are achieved through the following processes. Between 10 and 20 youths are identified by the school on the basis of leadership potential and/or need for engagement and are then provided with coach training and accreditation. They deliver a weekly program for years 7 and 8 within their PE classes. The coach training, provided by Football United in partnership with the Australian Sports Commission, is run over 5 weeks prior to any coaching activities. Youth completing the course receive certification from Football Federation Australia (FFA) and the Australian Sports Commission (ASC), enabling them to not only coach for Football United programs but to engage in mainstream FFA and ASC programs. The program is then delivered to year 7 students in term 1, year 8 students in term 2, and 'disengaged' students in term 3. Term 4 is set aside for new coach training and a gala day for feeder primary schools. Youth leaders are timetabled off class for 2 periods per week to run the program, while a teacher is required for general supervision.

The program further engages community interests by providing a football development squad for school representation in various competitions and involving feeder primary schools, local football clubs and community groups in delivering community-based gala days.

#### *Involvement of Football United*

Football United has various responsibilities in the management and operation of the Granville South High School program, and coordinates involvement with other Football United programs and stakeholders.

The equipment used during the coaching sessions is provided by Football United, which includes balls, cones, bibs etc. The facilities are on site at Granville South High School. A Head Coach is employed by Football United to provide guidance and supervision for the youth leaders and also to coach the football development squad.

Football United coordinates with all external partners; this includes the sporting bodies Football Federation Australia, Football NSW and the Australian Sports Commission, local primary schools, and community groups. They are also involved in providing opportunities for representation and integration with other Football United programs through competition days, representative squads, special leadership programs and other individual opportunities that Football United provides.

#### *Involvement of JP Morgan*

JP Morgan has provided extensive and diverse support and engagement for the Granville South High School program and for Football United more generally. Funding has contributed to the establishment of the first curriculum-based Football United program at Granville South High School. It has also supported general operations within Football United and provided start-up support to commence an Indigenous program later in 2010. It is important to note that even during the recent global financial crisis the Sydney office maintained its support, despite significant economic pressures.

Approximately 70 JP Morgan staff have been involved in the program as corporate volunteers. They have engaged in various activities, including fund raising, coaching logistics support, and mentoring. A volunteer coordinator was appointed to manage the involvement of JP Morgan volunteers, and an internal fundraising committee of 10 staff volunteers was also appointed. A JP Morgan CEO is also involved with the operations of Football United as part of the Football United Advisory Committee, and is in a mentoring relationship with the Executive Director of Football United. JP Morgan was intrinsically involved in the development and implementation of the Football United Leadership program in January 2010, which included hosting the participants, tours of the trading floors and seminars, and round table discussions with the young people for an entire day of the program.

### *Outcomes*

The Granville program has entered its second year of operation, already achieving significant goals. These include meeting program expectations, delivering further opportunities for students, and contributing to the school's reputation and involvement in the local community.

Ten youth leaders were accredited as coaches and facilitated the coordination and operation of the program; of these four were Muslim girls. All year 7 and year 8 students at Granville South High School participated in the program in 2009. Youth leaders also arranged and managed a gala day for 3 feeder primary schools, which involved the participation of 150 students.

The football development squad participated in an All Football United Gala Day, representing Granville South High School. Four of the youth leaders were invited to attend the Sydney FC season launch and presented Sydney FC's professional players with their 2009/2010 A-League playing jerseys. Three of the female coaches attended a girls Football United camp in Narrabeen. In addition, professional player Ahmad Elrich, who is a former Australian Representative and Football United Ambassador, twice attended the coaching sessions at Granville South High School, where he is a past student.

Feedback from the Principal at Granville South high School highlighted individual advances in the attitude of youth leaders towards volunteering and leadership, as well as wide-ranging

improvements in student behaviour within years 7 and 8 while participating in the program. The program was successful in meeting its objectives due to ongoing support and flexibility from teaching staff at Granville South High School and financial support from JP Morgan for its establishment and maintenance.

The following discussion deals with the relationship between Football United and JP Morgan and the implications it has for furthering support for a social change organization by a corporate sponsor.

### **Engagement through Volunteering: Mutual Capacity Building**

While financial donations form the basis for the program's corporate sponsorship, the partnership between Football United and JP Morgan demonstrates that this arrangement can also include contributions through participation and organizational input by individual employees. Engagement in a volunteering capacity requires more in-depth communication regarding role-definition and personnel coordination. Through observation of the Granville South High School Program it was possible to appreciate the different goals and expectations of Football United and JP Morgan, as well as the operational solutions that allowed for effective volunteering activities.

To meet its empowerment and capacity building objectives, Football United requires volunteering input that can positively influence the experience of its participants, or facilitate better operation and organization of the program. An ideal volunteering role would involve regular, hands-on and long-term involvement in the program. This would ensure sustainability in the engagement, allowing for the growth of relationships with youth and implementation of mentoring roles that can empower and foster personal development.

These expectations require that regular personal input should be possible, and that there is dedication to the long-term operation of the program. Hence, the timing of the program needs to coincide with expected personal availability and there needs to be an understanding of the importance of sustainability, which stems from an appreciation of the aims of the program. This is an area where significant planning and engagement with the corporate body on the part of the

partner (i.e. Football United) is valuable and necessary to improve volunteer input and satisfaction.

The Football United program is complex and as such there needs to be clear role definition to ensure that volunteer input is productive and best utilizes different volunteer talents, as well as meeting their expectations. To achieve this, Football United developed a precise identification of the objectives required for program operation, which was then shared with the JP Morgan volunteer coordinator, who was better able to attribute proposals to relevant staff and volunteers involved. This too requires planning and underlies the importance of administration and organization in providing beneficial engagement.

### *JP Morgan*

The involvement of JP Morgan in significant corporate volunteer roles was relatively innovative in the experiences of Football United and subsequently led to the identification of various challenges. These can be analyzed as management issues or engagement issues. As mentioned above, sustainable and regular input requires availability from JP Morgan employees and effective coordination of volunteers. The major challenges in management were employee availability, and coordination of employee involvement. Conversely the engagement issues related to effective role definition and the barriers to its implementation, which included volunteer education and reliability.

The Granville South High School Program is run on weekdays and demonstrates the difficulties in optimizing timing for corporate volunteer involvement. Football United requires volunteering during times that coincide with normal business hours. As a general rule, JP Morgan employees tend not to be regularly available at these times. The outlying location of the school renders access difficult for the few who might be able to take some time out of a working week schedule. Saturday mornings are the only time that Football United programs overlap with regular availability for JP Morgan employees. This is challenging for many to commit to, especially on a regular basis, as they often have personal and family commitments on Saturdays.

In light of these observations, it is clear that limited involvement is most realistic on the basis of timing, and only in exceptional circumstances is regular input possible. Volunteer involvement can therefore be either a singular collective input, or a coordinated long-term roster shared between several individuals. The former was implemented through various fundraisers throughout the study period, whilst the latter was implemented on Saturday mornings for a time. Both require effective management of volunteers. To achieve this, a volunteer coordinator was appointed at JP Morgan to coordinate the involvement of employees with Football United. The role of the volunteer coordinator was crucial to motivate employees, where the level of engagement was very much dependent on the impetus of the manager. This was demonstrated when the volunteer coordinator underwent reshuffling and was forced to end their involvement with Football United, reverberating as a cessation of all volunteering input for some time. This is an issue of concern for this concept of corporate volunteering across the program in general, as there is significant employment volatility in the current market.

Involvement in humanitarian programs requires socially-motivated intents and responsibility, which was commonly observed in interaction with JP Morgan employees. The challenges arose in providing pathways to transform this intent into positive, contributory actions through effective role-definition. Community-level interventions are inherently complicated and there are difficulties in finding effective areas of engagement, especially for those unaccustomed to the program. Effective and significant role definition requires reliability from each volunteer, so that they can properly engage in program operation. The most effective strategy for Football United was to plan out the roles of each volunteer before the day, and then communicate this information to them via the volunteer coordinator. This improved employee understanding and imposed responsibility on each volunteer to attend.

Additionally, engagement and sustainability from volunteers required education concerning the aims of the program and how the operations reflected these aims, as well as social skills in engaging and relating to refugee and underprivileged youths. The program is an upstream intervention, and subsequently the health and social outcomes are not as quantifiable, although no less significant, when compared with downstream interventions (Kelleher 2007). Improved understanding relates to an appreciation of the impact of the program, and the mechanisms

involved, as well as an appreciation of the circumstances and particular health issues faced by the target population. This in turn heightens awareness of the importance of the program and the need for sustainable volunteer engagement.

Where effective volunteer input was observed, there were various corresponding positive outcome factors. Engagement needs to be within the realms of the expectations of both partners, which requires compromise on the side of Football United. Setting realistic goals for volunteering opportunities is important; primarily they represented one-off fundraising events, which place less reliance on individual input. Ongoing communication between Football United and the volunteer coordinator is also required, as is provision of education regarding the purpose of the program and the health problems being addressed. Finally, there needs to be definite structure to volunteering opportunities through role definition; this aids the actions of the volunteer coordinator and ensures purposeful and useful engagement of volunteers.

### **Specific Comments Regarding Partner Benefits and Engagements**

The relationship between JP Morgan and Football United is multidimensional, involving financial support, volunteer involvement and management guidance and input. The interaction could create conflicting expectations of the involved parties, potentially compromising strategies used to facilitate a productive and effective affiliation. The complexity of this relationship needs to be taken into account when considering the potential benefits for both corporate and partner organizations in embarking on health promotion and social change programs.

#### *The Corporation*

Several areas of benefit can be identified for JP Morgan in terms of its association with involvement with Football United. Broadly, there are three levels of impact: i) improvements in social and community outcomes, ii) improvements in the corporate profile of JP Morgan, and iii) staff development opportunities arising from the involvement. Football United in this relationship is providing an outlet for social responsibility; however this is not simply through corporate financial contribution, as it also involves employee opportunities to support altruistic intents to engage through directed personal actions.

The rise of social responsibility represents a more insightful approach to economic policy among corporate organizations. JP Morgan's involvement is an example of investment in social outcomes. This has the impact of both empowering and improving the community involved, which can have direct effects on the consumer market. It also has downstream effects, where such involvement reflects upon the integrity and values of the company, and in some respects its perceived prosperity. Humanitarian investment and direct involvement in health promotion and social change interventions can have a strong bearing on corporate profile and hence interactions with the financial and public sectors. This is reflected by the positive influences on company image and increased publicity that arise from media exposure in partnership with Football United.

An improved corporate profile equates to better interactions with government and policy-makers, like-minded corporations, employees, and also the consumer population. This can create various opportunities for the corporate involved. It can also improve employee loyalty and morale, and is more attractive for prospective, socially-conscious employees.

The active engagement of JP Morgan employees involved in volunteering for the program presents opportunities for personal development, team building, and improved work satisfaction. These opportunities are important in providing more personalized involvement for JP Morgan and specifically utilizing the individual skills of various employees

The provision of volunteering opportunities provides the means for corporate employees to express social responsibility on a personal level, beyond the contributions of "the firm". This is an area that can provide the most significant benefits, through development of inter-personal relationships and a sense of purpose within the program; however JP Morgan employees require direct pathways to facilitate the transition of positive intentions into meaningful contributions. More proximal involvement of JP Morgan representatives in the intervention produces a better understanding of the program and health problems being addressed. This has the potential to influence both the sustainability and strength of the partnership and the extent of corporate financial contributions.

### *The Social Change Organization*

Programs such as Football United require financial input from corporate partners to ensure sustainable activity, and provide avenues for expansion. However, the active engagement of corporate volunteers in program delivery provides a number of secondary levels of benefit such as: improved exposure and networking opportunities, advocacy for the program and intervention population, and superior resource mobilization through volunteering.

Capital raising through engagement of corporate partners is crucial to the success of the program. Financial assistance is the most easily utilized resource and is necessary for many of the operational functions. However, it represents an impersonal and often expectation-laden contribution to the program. There can be a poor understanding of the health or social problems being addressed, and the intentions and operation of the intervention due to poor exposure and communication between the two groups. There is also the anticipation of reciprocal gains in areas of media exposure, advertising and humanitarian profiling for corporate partners.

As already mentioned, Football United's relationship with JP Morgan represents a more diverse contribution than simple financial contribution, which involves individual volunteering opportunities secondary to financial support. This extra engagement necessitates, however, superior resource mobilization for Football United, as they need to engage in the volunteer support and management. However, the corporate partnership can counter-balance this increased need as it can potentially provide increases in volunteer numbers, employee sponsorship initiatives, management guidance and input, and exposure to potential new partners.

This more personal involvement can strengthen the understanding of the intervention through first-hand experience. Employees engaged on this level are likely to take more interest in the developments and operation of the program, which manifests as an individual responsibility for ongoing support. Engaged employees are hence more likely to advocate for meaningful and sustainable investment in the program. Through more personal involvement, Football United demonstrates that corporate social responsibility can be an investment in a specific set of social and health outcomes that employees feel both responsible for and actively involved in. The key feature here is that corporate investment can move beyond abstract "lump-sum" social

responsibility, towards targeted contributions to detailed outcomes through sustainable and meaningful involvement in a health promotion framework. This in turn equates to funding stability and a more empowering partnership for Football United.

The mutually beneficial relationship that has been developed through the Football United – JP Morgan partnership could also enable better access to the corporate community. Football United is able to network with like-minded associates of JP Morgan, and also has the backing of pre-existing corporate support. This manifests as improved potential to create new partnerships and ensures increased advocacy and “supportability” of the program and the health and social outcomes being addressed.

### **Concluding Remarks**

This case study has been written to propose that an “integrated partnership” between a corporate body and a social change organization can produce significant advantages beyond the scope of the typically uncomplicated financial contribution. This particularly involves more individual volunteering input from a corporate partner. It is a legitimate way to extend corporate support, and provides mutual benefit for both partners, so long as there is balanced expectation, effective coordination and lucid role definition.

It is important to appreciate that this study demonstrates a partnership that is ideal. The combination of aims and expectations has been matched with open communication and effective organization to create a relationship that is productive for both partners, whilst still furthering social and community outcomes.

Even in the experience of Football United, corporate involvement is a spectrum of both success and failure. It is not the motive of this paper to advocate corporate involvement in any capacity; rather, it is a study in how a relationship can be modeled to extend beyond the boundaries of typical financial support. As the economic climate continues to change and ethical and developmental investment becomes more tangible at the grassroots level, the focus for health promotion and social change groups should involve not only the acquisition of sponsorship, but

also the ability to expand this sponsorship in non-financial capacities to provide more meaningful and sustainable involvement.

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