



**European Crime Prevention Award  
and  
EUCPN Best Practice Conference 2011**

**Project Entry Form**

The theme for this year's European Crime Prevention Award and EUCPN's Best Practice Conference is: ***"Sport, science and art in the prevention of crime among children and youth"***.

Because of the theme of the competition and general subject of the trio, projects should be linked with:

- activities of allowing young people avoiding the risks of crime or move away of it
- creating the system which allows juvenile to the creative development and which is choice to the juvenile delinquency
- education and related fields (i.e. sport, art, science) used in the crime prevention system

The list is not exhaustive. The projects may address any question relevant to this year's theme.

Please complete the attached form (the boxes are expandable). Note that the last point is for a one-page description of your project.

Entries should be in English, but may be accompanied by a version of the entry in the national language if wished. Each country may enter one project as its ECPA entry and up to two other projects to be presented at the conference. Projects should be submitted only through the National Representatives. The full ECPA rules can be found at [www.eucpn.org](http://www.eucpn.org)

Deadline for entries is **October 15<sup>th</sup>, 2011**.

Send your entry or entries to: [eucpn@mswia.gov.pl](mailto:eucpn@mswia.gov.pl).

If you have any questions, please contact [eucpn@mswia.gov.pl](mailto:eucpn@mswia.gov.pl).



## **ECPA/BPC 2011**

**Please answer the following questions in English.**

1. Is this your country's ECPA entry or is it an additional project? (Only one ECPA entry per country plus up to two other projects.)

This is the Dutch entry for the European Crime Prevention Award.

2. What is the title of the project?

Goalkeepers - "One team, one result"

3. Please give a short general description of the project.

*Approach someone as he is  
and he will stay that way.  
Approach someone as he can be  
and he will be like that.*

- Goethe -



Goalkeepers: One team, one result!

In 's-Hertogenbosch, with 140.000 inhabitants a mid-sized city in The Netherlands, there are approximately 25 groups that cause trouble or annoyance or even show criminal behaviour. These groups are responsible for a fair share in common crime and even heavy misdemeanour (trading in hard drugs, violence, burglary, etc.). From comparative studies by the police it appears that 's-Hertogenbosch since 2002 has quite a number of adolescent suspects (18-24 years) as compared to the other larger cities in the province of Brabant. Often, these youngsters are from families having a very weak social structure, in which criminal behaviour is being accepted and aid is not or hardly possible.

*Goalkeepers* is a crime prevention project in 's-Hertogenbosch in which soccer is being used to advance positive behaviour from teenagers. With the season 2011 – 2012 the project enters its sixth year of existence. Dozens of teenagers with a high risk profile, often having an allochtoon background with common denominators like behaviour without boundaries, difficultly approachable and little respect for authority, are involved in the project. That is, teenagers in various parts of the city get a chance to show a positive attitude by means of soccer.

Influencing positive behaviour is a central theme in *Goalkeepers*, as the kids of this age are still malleable. Goal is to advance and use of talent in a stimulating way, in which team spirit and an individual approach go hand in hand on a way to active citizenship. Dreaming about



a career as a professional soccer player is being used as the lubricant. It leads to positive effects, like less annoyance and crime in the communities.

*Goalkeepers* creates community soccer teams that mirror a real professional soccer club: Barcelona FC. Just like Barcelona FC *Goalkeepers* wants to be more than just a soccer club. The basis for all *Goalkeepers*-teams in the 's-Hertogenbosch communities is identical. A high profile club with all that is related to that. Complete with negotiating contracts, signing of contracts, training, matches, but enrolment of sponsors as well and other conditions that need to be solidly arranged for in a professional club. In one aspect *Goalkeepers* differs from a professional club. The teenagers do not have to be extremely talented to become a member of a team. They are being recruited based on risk factors in their direct social environment.

The project *Goalkeepers* was started after a series of severe disruptions of public order and a number of violent incidents by criminal youth in the community Boschveld. Since then, the project has been rolled out over the whole city 's-Hertogenbosch because of its successful results. A central component of the project are the rules, that are composed by the teenagers themselves. These lead to arguably positive results at home, at school and in the community. Training, playing matches, doing tasks, special themes, community days, encampment, tournaments. It is not just a project to get youth to get involved, it is giving these youngsters in the age of ten to seventeen special attention by making them move. It is one of the spearheads of the municipality. Indeed, these boys are living 'on the edge' and are in danger of ending up in bad ambiances because of their environment.

Mirrored to a professional soccer club with keywords: discipline, respect and rules. That means as well sanctions when rules are not being obeyed. The rules do not only apply to activities within the project itself, but do apply to the whole life of the youngsters: in school, in spare time and at home. A soccer player in *Goalkeepers* lives, just like a professional Barcelona player, in a glass house. Problems at school or in the community are reported by school or by community police to the project leaders of *Goalkeepers*. They discuss these problems within the project team. *Goalkeepers* is more than soccer, it is an appeal to a boy's dream: 24 hours a day, 7 days a week. A project in which really with the teenagers and in cooperation with Den Bosch FC, local police, probation, schools, youth health care and many other partners the project goals are being realised: learning to cooperate, learning to deal with emotions and loss and learning to build up independence. The teenagers fill in all the necessary roles. From player to leader, from assistant-trainer to referee, but also other tasks like enrolling of sponsors, even organising a recent soccer trip to Barcelona to view the match Barcelona FC – Osasuna (September 17, 2011).



#### 4. Please describe the objective(s) of the project.

The goal of the project is to change the behaviour of the youngsters that lead to less delinquency and better school results. The behavioural change is not only focussed upon the individual teenager, but to the whole peer group. Youngsters get an identity that is being respected in their environment, by giving them a status as team member of a community soccer team. Thereby, they become exemplary to their peers. The approach is focussed to whole of the living environment of the teenagers. Not only are the players central to the approach, also staff and the spectators have an important role. Teenagers get an attractive role and identity, but in return have to show exemplary behaviour to their environment. Practice should show that the youngsters indeed are very proud of the position in their team and thereby show improved behaviour outside the project as well and become less amendable for delinquent behaviour. The atmosphere in the communities involved should improve and crime figures as well as school dropouts should be reduced to (almost) zero. To attain this behavioural change short, medium and long term ambitions have been formulated.

##### Short term ambitions

- Timely signalling and a coordinated approach to problems of teenagers
- Increase in participation and involvement of teenagers, parents, school, inhabitants, local organisations, a.o. to the local community.

##### Medium term ambitions

- Development of positive behaviour of youngsters



- Increase in the number of positive contacts, positive self image, development of talent
- Developing and learning of social competences.
- Improving of learning of competences like: cooperation, dealing with emotions, organising, sense of responsibilities, dealing with structure, discipline, values and standards.
- Increase in the percentage of teenagers that is active in society and shows active citizenship.

#### Long term ambitions

- More integration.
- Higher quality of life in the community.
- Less annoyance and crime
- Youngster can more easily be approached and corrected.



#### 5. How was the project implemented?

The municipality of 's-Hertogenbosch compared to other major cities has quite a number of criminal 'hard core youngsters'. With a special policy directed it aims at structurally reducing the criminal throughput. Not only by repression, but foremost by measures that are focussed on positive behavioural change of youngsters.



The *Goalkeepers* project originates from the youth problems in the Boschveld community in 2006. Youngsters, mostly having a Moroccan background, were very difficult to approach and correct their behaviour. Control by parents as well as professionals was very hard as well. They caused a lot of annoyance and committed a lot of violence and crime against property or public goods. The project was developed in 2006 by the municipality in cooperation with welfare organisation *Divers*.

Because there were similar problems in other communities the project since then has been stepwisely rolled out to the communities Hambaken, Haren Donk en Reit, Kruiskamp, Muntel, Oost, De Slagen, De Vliert and Zuid. In 2008 the project had ten soccer teams. It appeared that the accompaniment of the teams asks for special competences of the associates and the network partners. To be able to attain the high level of quality of the project it was decided to reduce the number of teams to seven in 2010. An intensive and high quality approach is being preferred above a further growth in the number of teams. In total around ninety teenagers from risk groups take part in the project each year.

The *Goalkeepers* project has been used as a base for further developing the "communities on the move" approach of the Dutch Institute for Sport and Moving (NISB). This approach is directed to a social network strategy, participation and involvement, attention for group processes, involving the physical and social environment, multidisciplinary cooperation and anchoring sustaining results. Within this methodology the project has been developed by mirroring a professional soccer team.

The organisation and the approach of the project has been described in a project plan with several partners in the communities. Most important partners are welfare organisation *Divers*, the sports department of the municipality's-Hertogenbosch, police, schools, professional soccer club Den Bosch FC and sports organisations. Also the parents were being involved in setting up the project. The project is partly financed by the city. Besides, financial contributions of the province, housing corporations and local companies have been arranged. Every year the project is being evaluated with the most important partners.

In cooperation with welfare organisation *Divers* a teaching module has been developed to be able to implement the project in other cities as well and to train professionals in the methodology. There has been quite a lot of interest in the project, nationally as well as outside The Netherlands. A number of cities consider starting the project in their area. The current economic crisis seems to retain them from an immediate introduction of the project.



6. Were partners involved in planning and/or development and/or implementation of the project? If so, who were they, and what were their roles?

Doing the project effectively is impossible without an intense and well organised cooperation between several partners.

Municipality 's-Hertogenbosch: the city of 's-Hertogenbosch is one of the largest cities in the south of The Netherlands, having 140.000 inhabitants. The city organises and finances the project and delivers the sports workers.

Welfare organisation Divers: delivers the youth workers. They take care of the accompaniment of the staff, they maintain contacts with community organisations, parents, sport clubs, do home visits, accompany players in contract negotiations, support sport clubs in dealing with youngsters from risk groups.

Police: organises thematic meetings. Police deliberates with community workers about (the problems of) the teenagers in the risk groups.

Parents: involved in contract negotiations and home visits.

Schools: participate in the network, employ contacts with community sports workers and youth workers about the way the youngsters behave at / after school time.



Sports clubs: encompass participants in their clubs, involved in exchange of experience how to deal with (specific) youngsters from risk groups.

Youth groups: are being involved in the project as much as possible. Often, the 'staff' is being recruited out of these groups.

Den Bosch FC: supports the project, provides clinics and training.

Companies: quite a number of companies provides sponsoring of teams, often in natura.

7. How did you build in plans to measure the performance of the project? Has the project been evaluated? How, and by whom?

The project plan requires regular written evaluations. During the year partners discuss periodically the progress and of the project and of individual team members. Per soccer season the results of the project per team are being described in an evaluation report.

The project was scientifically evaluated by the W.J.H. Mullier Institute for social scientific research. This has delivered two research reports on the projects. In both reports five aspects of behavioural change in the participants have been investigated: experiencing, moving, binding, bridging of differences, and learning and achieving. The first report was an intermediate report in 2009. This report focussed on the behavioural change in the participants and in establishing the intensity of positive effects on quality of life in the communities. The general conclusion was that the integral approach has an enormous potential, that shows itself merely in those communities where the project is running a longer time. Especially the individual progress of teenagers is evident. Establishing a causality with the quality of life in the local community is harder to prove. Especially in the communities where the project has been running some years, the effects on quality of life are certainly positive.



In the final report in 2010 the general conclusion is that the project to quite some extent suffices the conditions that have to be created to let sports influence social behaviour of youngsters. The behaviour of participants of the *Goalkeepers project changes during the project in a positive way*. Not everywhere this can be seen in the local community. Also, it is not completely clear whether other factors have played a role in the environment as well. An important positive effect of *Goalkeepers* is without discussion that now a structural contact exists with a group of youngsters that normally is difficult to reach. Thanks to the work of all professionals involved in *Goalkeepers* these youngsters are now really involved in their own communities.

In 2009 the *Goalkeepers* project won the 23<sup>rd</sup> Dutch Crime Prevention Award, the well respected *Hein Roethof Award*. This award was established in 1986 by the Ministry of Justice and is awarded to the best Dutch initiative on crime prevention. In 2009 over 70 projects were sent in.

The jury report states that out of five nominees *Goalkeepers* clearly was the best because of 'the careful approach of the project, the sustaining, successful duration and appealing results, the difficult problems that are being tackled, the involvement of many partners, and last but not least: sportsmanship'.



## 8. What were the results? How far were the objectives of the project achieved?

The cooperation between the municipality 's-Hertogenbosch, Divers, police and schools in combination with the integral approach has an enormous potential, that especially shows its effect in the communities where the project runs longer. The individual progress of the youngsters is evident. The connections between teams, schools, sports clubs and parents are strong: the partners know each other and know what they can expect from each other. *Goalkeepers* literally and figuratively is a visible player.

The positive developments are not apparent from day one, but foremost in the communities where the *Goalkeepers* methodology has been used a number of years. Players internalise the way of working, the approach gets known in the community, the team plays on a higher level, both in sports as in society.

Research shows that on an individual level clearly positive results are attained:

- ✓ Nuisance in the communities by youngsters from the group is decreased
- ✓ Behaviour of the youngsters has been improved
- ✓ Self image and reference images are more positive.
- ✓ Results in school are better.
- ✓ Teenagers get known to 'regular' sports clubs
- ✓ Involvement and participation of youngsters parents, school, inhabitants, a.o. has increased
- ✓ An increase in the number of positive contacts of teenagers with organisations, fellow citizens, youngsters in other communities in the city, parents.
- ✓ During the course of the project interruptions and exclusions because of undesirable behaviour reduce to zero.

These improvements not only appear from research, they also become evident from statistics. Of the participants of *Goalkeepers* in 2010 not a single youngsters prematurely left school. For all youngsters with a similar background this percentage is typically around 10% per year.

From police statistics it appears that in 2010 less than 4% of the youngsters in *Goalkeepers* teams were getting in touch with police for violence or crime against public or private property. A 15% rate would have been normal for the typical target group of *Goalkeepers*.

Because the training of *Goalkeepers* teams is always on the local playing grounds in the communities, the inhabitants see directly that something happens to these risk group youngsters. This visible approach leads to more confidence of inhabitants in government and a higher level of perceived safety.



9. Are there reports or documents available on the project? In print or on the Web? Please, give references to the most relevant ones.

- NISB (2004). Communities on the Move; a community approach that focuses on promoting an active lifestyle among specific groups. NISB, Arnhem, The Netherlands.
- Municipality Den Bosch (2007), Projectplan Voetbalproject "Doelbewust"
- Slettenhaar, G. (2009). Tussenverslag Evaluatieonderzoek Doelbewust, in opdracht van gemeente 's-Hertogenbosch. 's-Hertogenbosch: W.J.H. Mullier Instituut.
- <http://www.youtube.com/watch?v=tMqPh6sWbsg>
- Wouter Nootebos (2010), Doelbewust – Theoretische onderbouwing van een preventieve jeugdinterventie.
- W.J.H. Muller Instituut 's-Hertogenbosch, december 2010, Evaluatieonderzoek Doelbewust.
- Teamevaluatie 2009, gemeente 's-Hertogenbosch
- Cursusbrochure Divers (2010), Doelbewust een voetbalproject voor risicjongeren.
- Erasmus Universiteit Rotterdam (2011), Marokkaanse Nederlanders in 's-Hertogenbosch in 2010.

10. Please, write a *one page* description of the project:

In a number of communities in 's-Hertogenbosch there are problems, especially with Moroccan youngsters. The youngest target group, teenagers in the age of ten to fifteen years, threaten to fall in the behaviour as the older youngsters. These teenagers are seeking for their own identity and do not automatically connect to 'normal society'. Their chances for success are lower, thereby too often leading them on a path to misbehaviour and crime. In practice, they often find a connection to criminal adolescents. A criminal environment, drop out of school or clubs, high rate of unemployment and /or causing annoyance is often the consequence. This type of problems requires an intensive and professional approach.

The *Goalkeepers* project originates from the youth problems in the community Boschveld in 2006. The soccer project *Goalkeepers* is used as a preventive measure to tackle negative behaviour of teenagers and to improve quality of life in the community. This approach has proved to be so successful, that the project has been rolled out over the city.

The youngest target group, teenagers in the age from eleven to eighteen, threaten to fall in the same behaviour as the older youngsters. The general goal of *Goalkeepers* is to develop positive behaviour for teenagers in risk categories by improving their social competences. By making youngsters more resilient and giving them more insight in (the effects of) the behaviour of themselves and their social environment they can better be reached and corrected, attain better school results, commit fairly less crime, and get better integrated in society.



To be able to participate in the soccer project *Goalkeepers* teenagers have to fulfil the following criteria:

- Ages from approximately 10-15 years
- Living in the community
- Coming from a high risk social environment.

The project methodology is focussed on a social network approach, participation and involvement, attention for group processes, involving the physical and social environment, multidisciplinary cooperation and anchoring of sustaining results. By mirroring a professional soccer club the dreams and fantasies of youngsters are being stirred up. This is strengthened by the participation of Den Bosch FC in the project. The teenagers belong to a team and get a positive status. Teenagers who participate choose to cooperate and to share the common rules and the obligations that are connected to the project. Rules and obligations just like professional sportsmen have to obey. Living in an open environment, in which school, police and community organisations closely cooperate with the project team to follow the behaviour of the individual participant. Undesirable behaviour is discussed in the team and sanctions are given as appropriate. From the credo "One team, one result" in most case the sanction is for the whole team.

Participation is voluntary, but not optional. Teaching social competences is the red thread in the project. Teenagers are put in all kinds of situations where they learn social competences, like presenting themselves, taking responsibility, cooperation, organising, dealing with emotions like aggression, loss, sorrow and joy. In this way self confidence is



growing and empathy is being created. Before and after a training or match a group discussion is done. Especially positive elements are put forward. At least ten times a year a special theme is being discussed. These can be themes on health, sex, drugs, bullying, feeding, politics, etcetera. The teenagers are obliged to participate. Various partners are involved like GGD, Basla, Novadic, Den Bosch FC and invited speakers.

The framework on which *Goalkeepers* is based appears to be strong. The cooperation between the municipality of 's-Hertogenbosch and Divers in combination with the integral approach has an enormous potential, that especially proves itself in those communities where the project runs longer. Profoundly, the individual progress of teenagers is evident. They commit less crime and achieve better school results, there is less drop out from school and they better develop competences that are needed in our society. The connection between teams, schools, clubs and parents are strong: the partners get to know each other and know each ones responsibilities and strengths. *Goalkeepers* is literally and figuratively a visible player. Also for inhabitants of the local communities, since they see in practice that risk youngsters get attention in a positive way. Their trust in government and their feeling of safety increase.

These positive developments are not apparent from day one. Especially where teams play together for a longer time, the *Goalkeepers* methodology proves its value for the longer time. Players internalise the methodology, the approach becomes known, the team performs better, which again attracts new players.

Always with the same goal: "One team, one result".



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