



## Measuring the Impact of EFL Clubs in the Community



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# 1.0 Introduction

## Introduction to the report

In the spring of 2022, the English Football League (EFL) commissioned the research and technology company Substance to measure, analyse and report on the community impacts of its Member Clubs. A previous report had been commissioned by the EFL for the 2018/19 football season and published in March 2020. Following the disruption caused by the COVID-19 pandemic, the new study was to focus on Clubs' and CCOs' community impacts across the 2019/20, 2020/21 and 2021/22 seasons. The dates for each season were defined as running from 01 June to 31 May.

To gather data for the study, EFL Clubs and CCOs were provided with an online data portal into which they could submit key data relating to the following themes:

- Income, funding and expenditure relating to community initiatives, support and engagement
- Other types of in-kind support
- Staffing and volunteers
- Community partners
- Facilities with community usage
- COVID-19 responses
- Player engagements with communities
- Projects and programmes and other community initiatives and events
- Participant outcomes
- Qualitative impact<sup>1</sup>

Clubs and CCOs submitted data to the portal between July and October 2022, and their data was supplemented by information held centrally by the EFL Trust and its partner organisations (including the Professional Footballers' Association (PFA) and the Premier League Charitable Fund (PLCF)).

Substance has processed the data submitted for the study to produce a national report – which reflects on the scale, impact and social value of the community work that EFL Clubs and CCOs have delivered collectively – and individual reports for all Clubs and CCOs that submitted data.

This report focuses specifically on the work of the Club and CCO at Exeter City. Through four main sections, it analyses:

- The multiple types of resources (or 'inputs') that Exeter City generated and invested for community benefit between 2019 and 2022.
- The community engagement projects, programmes and wider activities (or 'outputs') that were delivered during those seasons.<sup>2</sup>
- The benefits and changes (or 'outcomes') that communities have benefitted from through their engagement.
- The social value of these changes to quantify - in monetary terms - the benefits that Exeter City has delivered for different individuals, communities and society at large.

## Introduction to Exeter City

Exeter City Football Club was founded in 1901 and is based in Devon, England, playing at St James Park. The Club won promotion from the Conference National in 2008.

Exeter City Community Trust are Exeter's leading health and wellbeing charity working in partnership with Exeter City Football Club. The Trust deliver inspiring physical activity, education, health and wellbeing programmes and courses primarily across Devon and Somerset for all members of the community regardless of ethnicity, age, gender, physical ability, background or economic status. A full-time staff of more than 30 people and casual staff of more than 70 (supported by around 25 volunteers) are delivering on the frontline daily, spending around 22,000 hours out in the community every year striving to improve life chances for all, often in the most deprived areas of Greater Exeter and among the most disadvantaged groups in society. While football is the beating heart, the work in the community has grown to extend far beyond. Programmes reach tens of thousands of members of the community each year and around 48% of the work is not football-related. The spread of the work is growing all the time and the team want everyone to know you don't have to play football, support football, or even like football, to benefit or participate, as they are open and accessible to all, young and old, whoever you are, whatever your ability or background.

# Understanding the Club's Communities

In 2022, 451,862 people lived within 15 miles of Exeter City and 277,014 lived within ten miles.

It can be difficult to precisely define the community - or communities - of a Football Club. Using a ten-mile radius as a guide, though, the following can be reported as some of the defining characteristics of the communities that live in the neighbourhoods that surround Exeter City.

In terms of demographics, the table below shows the gender, age, ethnicity and religious profile of people in the Club's local neighbourhoods. Data is also provided on regional and national profiles to aid comparisons:

Category	Type	% of Club Community	% of regional population	% of national population
Gender	Female	51.4%	51.1%	51.0%
Gender	Male	48.6%	48.9%	49.0%
Age	Under 10	9.8%	10.3%	11.3%
Age	10 to 19	12%	11.1%	11.7%
Age	20 to 29	14.0%	11.7%	12.6%
Age	30 to 39	12.2%	12.3%	13.6%
Age	40 to 49	11.5%	11.9%	12.7%
Age	50 to 59	13.1%	14.1%	13.7%
Age	60 to 69	11.4%	12.0%	10.7%
Age	70 to 79	10.0%	10.5%	8.6%
Age	80 plus	6.0%	6.2%	5.0%
Ethnicity	Asian or Asian British	2.7%	2.8%	9.3%
Ethnicity	Black or Black British	0.5%	1.2%	4.0%
Ethnicity	Mixed ethnicity	1.8%	2%	2.9%
Ethnicity	White or White British	94.1%	93.1%	81.7%
Ethnicity	Other ethnicity	0.8%	0.9%	2.1%
Religion	Christian	44.3%	46.2%	46.2%
Religion	Buddhist	0.4%	0.4%	0.5%
Religion	Hindu	0.3%	0.5%	1.7%
Religion	Jewish	0.1%	0.1%	0.5%
Religion	Muslim	1.1%	1.4%	6.5%
Religion	Sikh	0.1%	0.1%	0.9%
Religion	Other religion	0.6%	0.7%	0.6%
Religion	No religion	46.2%	44.1%	37.2%

In terms of income and inequality, the next tables show data on benefits claimants, household income and deprivation in the Club's local communities, again with regional and national data for comparison:

Category	Type	% of Club community working age population	% of regional working age population	% of national working age population
Benefit claimants	In receipt of benefits	2.0%	2.6%	3.7%

Category	Type	Club community average	Regional average	National average
Household income	Average household income after housing costs	£27,707.69	£27,658.70	£28,117.56

Category	Type	% of Club Community	% of regional population	% of national population
Deprivation	0% - 20% (most deprived)	4.2%	11.0%	20.2%
Deprivation	21% - 40%	14.1%	19.7%	20.3%
Deprivation	41% - 60%	31.3%	25.4%	20.2%
Deprivation	61% - 80%	25.7%	23.6%	19.8%
Deprivation	81% - 100% (least deprived)	24.8%	20.5%	19.6%

Finally, in terms of health and education, the tables below show data on rates of childhood obesity and health deprivation<sup>3</sup> in the Club's communities, as well as the proportion of children meeting key standards in secondary school education.<sup>4</sup>

Category	Type	% of Club Community	% of regional population	% of national population
Childhood health	% of Year 6 pupils overweight or obese	27.6%	30.2%	34.3%

Category	Type	% of Club Community	% of regional population	% of national population
Health deprivation	0% - 20% (most deprived)	5.5%	11.6%	19.8%
Health deprivation	21% - 40%	12.1%	16.4%	19.8%
Health deprivation	41% - 60%	21.2%	23.2%	19.9%
Health deprivation	61% - 80%	32%	26.7%	20.1%
Health deprivation	81% - 100% (least deprived)	29.2%	22.2%	20.3%

Category	Type	Club community average	Regional average	National average
Educational attainment	Average school % of Year 11 pupils achieving 5 GCSEs inc. English and Maths	71.3%	68.3%	68.5%

These statistics demonstrate some of the challenges faced by the communities surrounding Exeter City. They also help to contextualise the Club's and CCO's understandings of their communities' needs, and the projects, programmes and wider initiatives they deliver in response.

# 2.0 Inputs

## Introduction

The first - and in some ways most important - role that Clubs and CCOs can play in their communities is as catalysts for resources that can be invested or otherwise used to support the lives of local people.

This section considers the wide range of 'inputs'<sup>5</sup> – including financial, human and physical resources – that the Club and CCO at Exeter City have generated and invested in their communities in recent seasons.

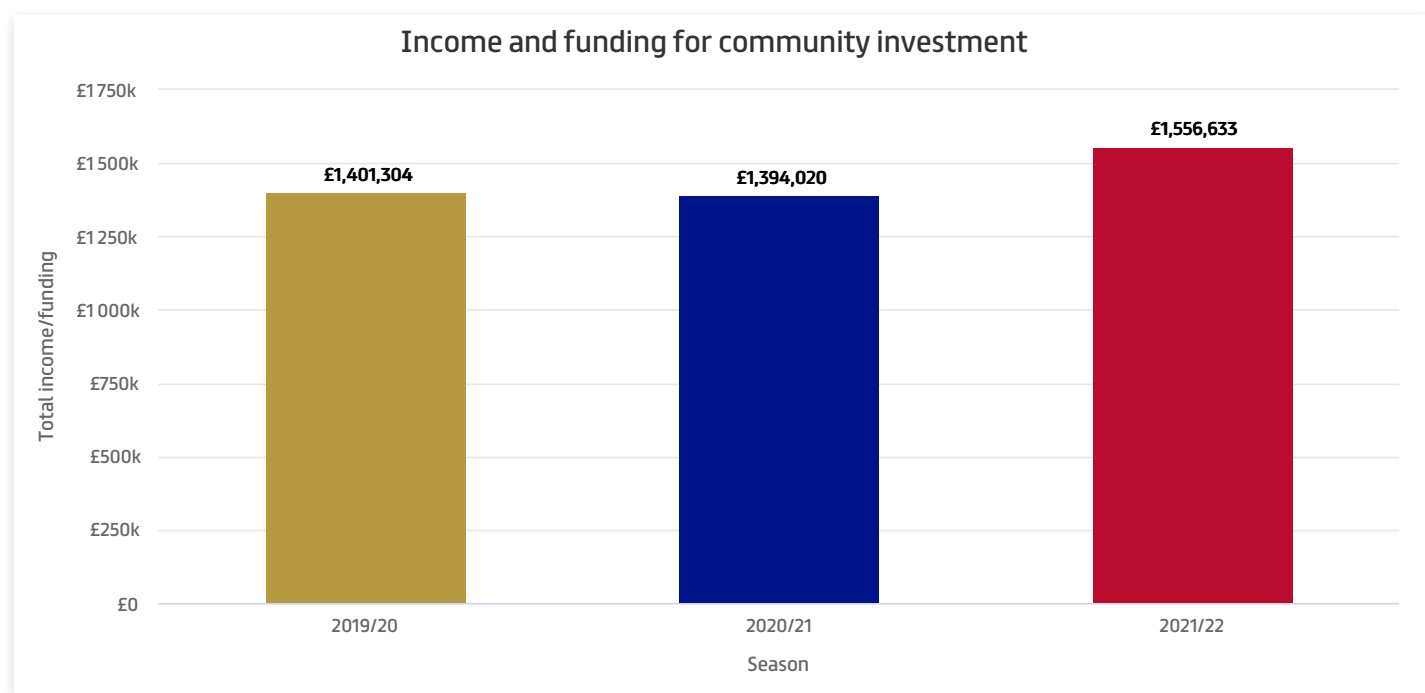
More specifically, it looks at:

- The income and funding generated and invested in community-focused activities
- The range of networks and partnerships<sup>6</sup> that are held with other organisations to enhance community support
- The full range of staff and volunteers that support the Club's communities in various ways.
- The other forms of in-kind support that are leveraged from individuals and organisations to build upon and maximise financial investments
- The facilities that are made available to local communities to help address their various needs

The section concludes by summarising the inputs that Exeter City has generated for its communities between 2019/20 and 2021/22, alongside an estimated overall valuation.

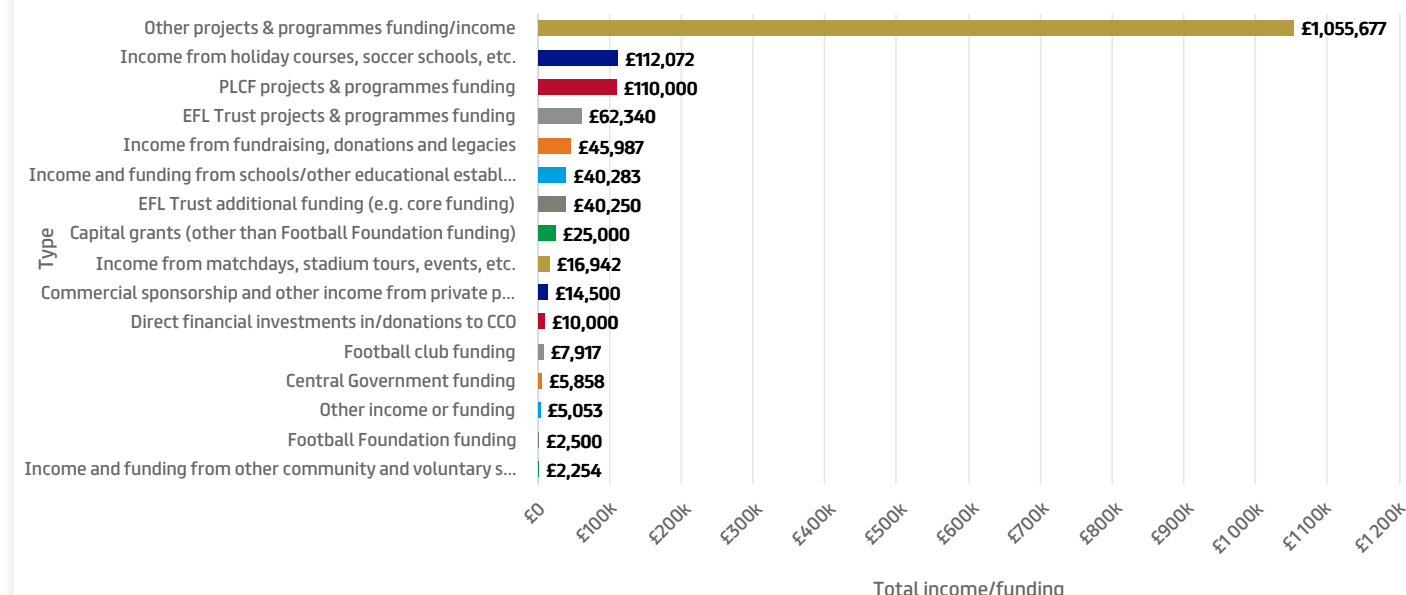
## Income, funding and expenditure

In 2021/22, the Club and CCO at Exeter City generated £1,556,633 of income and funding to invest in community projects, initiatives and wider support. In 2019/20, £1,401,304 of income and funding was generated, and in 2020/21 the figure was £1,394,020.



In 2021/22, income and funding for community investment was generated from a range of sources. The EFL Trust provided £102,590 of project and 'core' funding during the season, and £110,000 was provided by the PLCF, primarily to support delivery of its national projects. In addition, a further £1,055,677 of project funding was generated from other national, regional and local partners and commissioners, helping to deliver a range of interventions to support local community needs. The Club itself also invested £10,000 of its own income to directly support the activities of the CCO and other community initiatives. A full breakdown of all sources of income and funding used to support local communities in 2021/22 is provided below.

## Income and funding for community investment, by type



Overall, in 2021/22 £1,255,517 of the community income and funding generated was 'restricted' or associated with the direct delivery of specific projects and programmes. This accounts for 81.18% of all income and funding received in the year.

In terms of expenditure, £1,548,222.19 was spent to support community projects and initiatives in 2021/22. Of this, £1,079,027.60 was spent on the delivery of projects and programmes and £459,194.59 was used to support general operations.<sup>7</sup> In 2019/20, £1,377,629.48 was spent on community projects and initiatives and in 2020/21 the figure was £993,595.04.

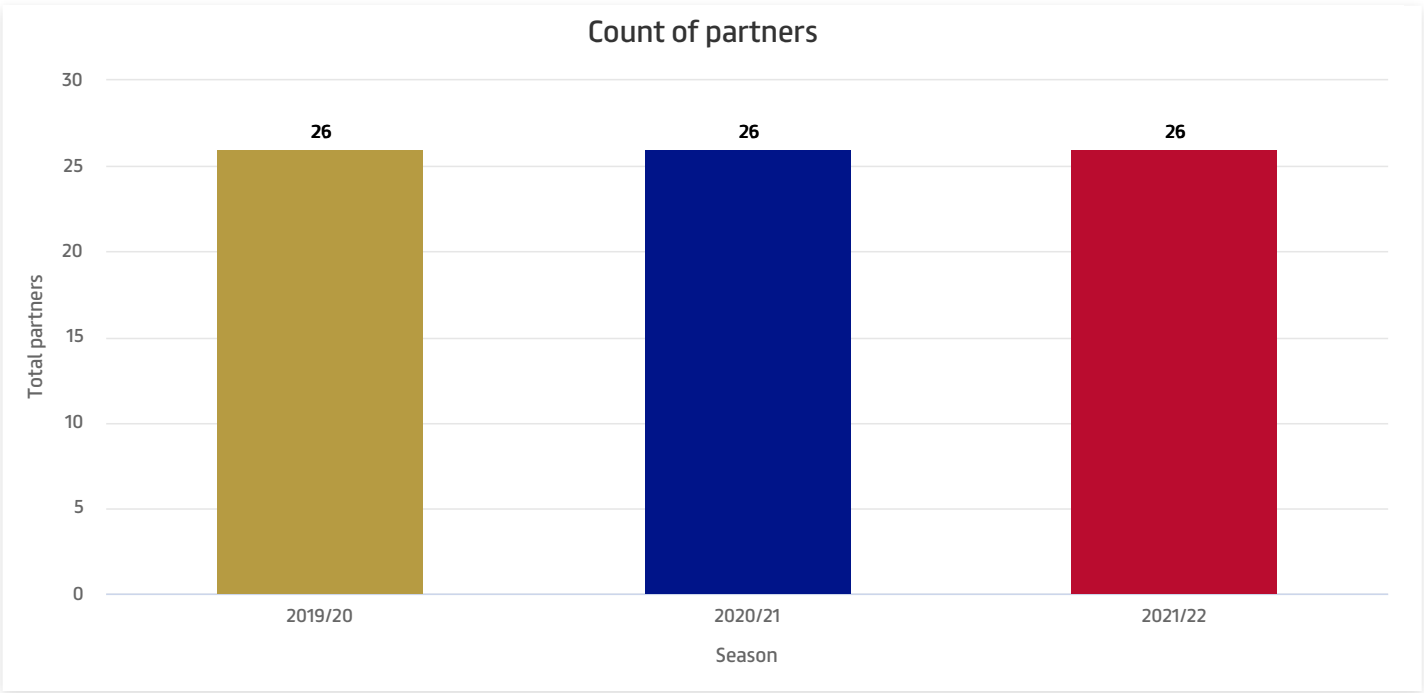


# Networks and partnerships

The Club and CCO at Exeter City have built partnerships with a range of organisations to help generate resources and support their communities. These have a range of functions and purposes, but often focus on one or more of the following:

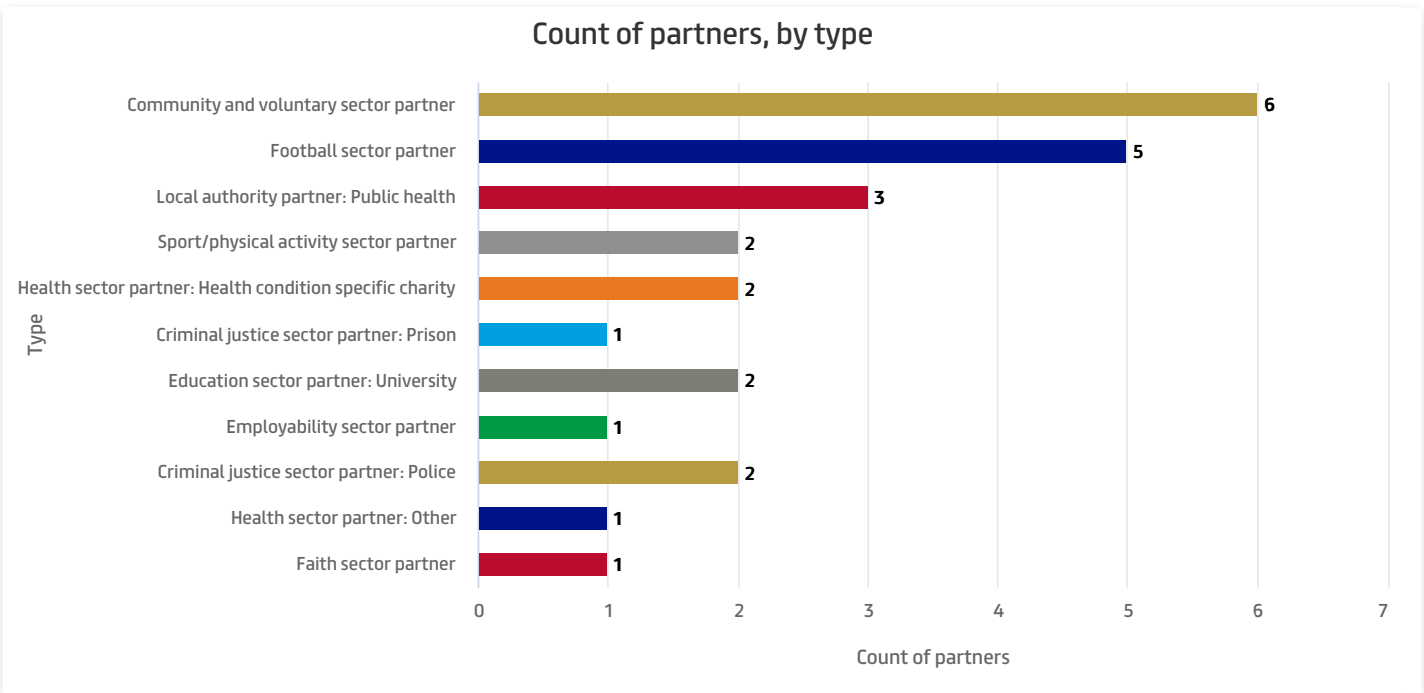
- Generating insights into local communities’ priorities and needs.
- Learning about the most effective forms of intervention and practice. <sup>8</sup>
- Pooling or generating funding, resources and expertise for maximum benefit.
- Ensuring that interventions are being well coordinated to prevent duplication and/or the under or over supply of interventions in specific areas.

In 2021/22, 26 partnerships were established and maintained across the season. For 2019/20, 26 partnerships were maintained, and the figure for 2020/21 was 26.



In 2021/22, 2 partnerships were held with education sector organisations. This shows the strength of the partnerships that have been developed especially with primary schools over recent years, often focused on developing new ways to use the Club’s brand profile to engage pupils in health, education and community development activities.

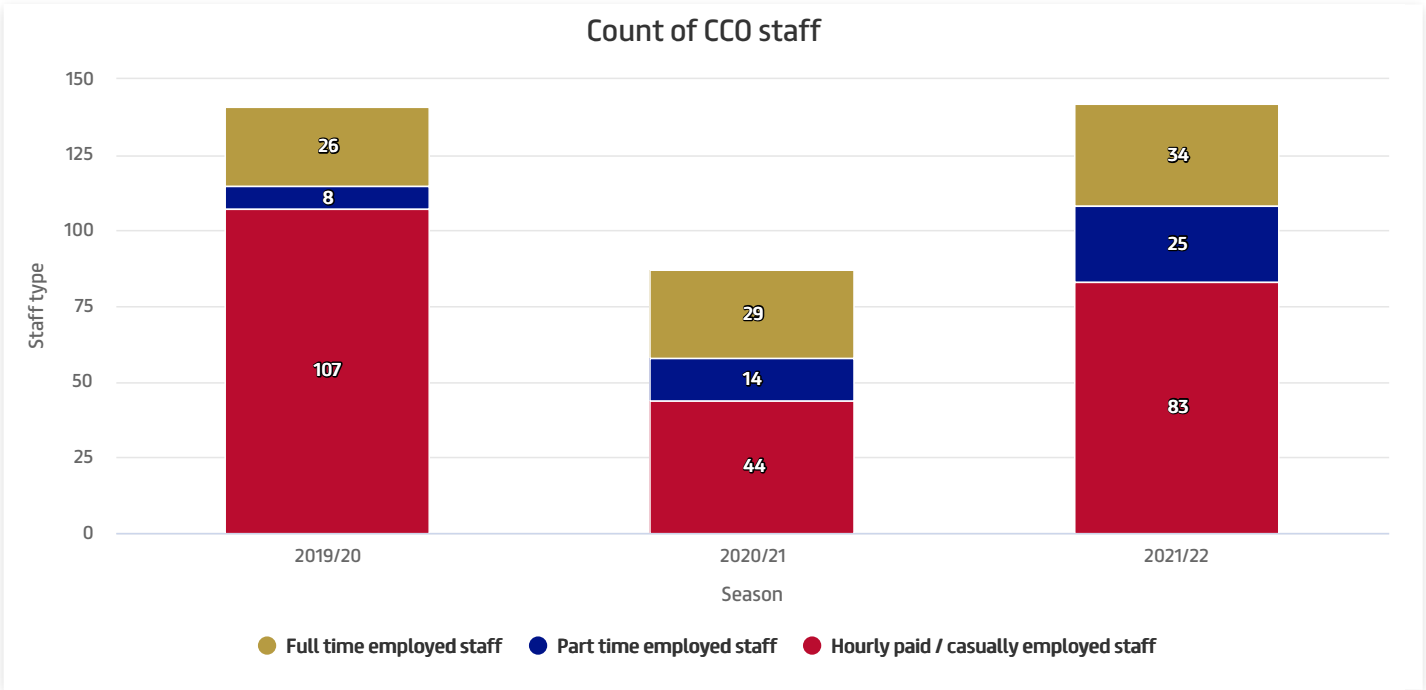
Partnerships were maintained with several types of organisations in 2021/22, including the following:



This data demonstrates the breadth of the partnerships entered into and maintained by the Club and CCO at Exeter City in 2021/22.

# Staff

In 2021/22, the CCO at Exeter City employed a total of 142 staff to support the Club's communities. Of these, 34 were employed in full time roles, 25 were employed part time and the remaining 83 were hourly paid. In 2019/20, 141 staff were employed by the CCO, while in 2020/21 the number was 87.



Several Club staff at Exeter City also supported the delivery of community activities in 2021/22. In total, 5 full time, part time and casual Club staff provided community support during the season, compared with 5 staff in 2019/20 and 3 in 2020/21. Most of these staff (80%) provided support and assistance to their Club's CCO, whilst the remainder (20%) supported other community initiatives and organisations.

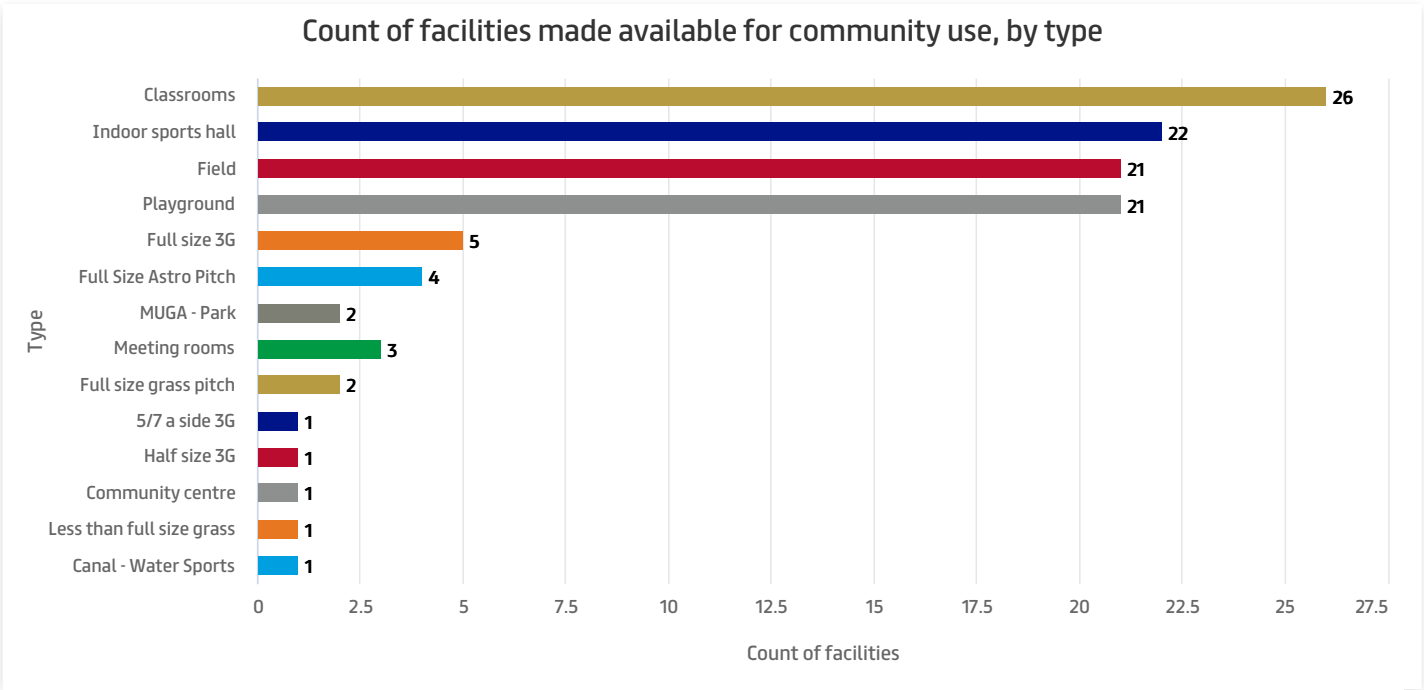
Collectively, it is estimated that Club and CCO employees at Exeter City provided 1,727,546 hours of support to their communities in 2021/22. Whilst most of these were provided by the CCO, 3,068 hours were provided free of charge by the Club as 'in-kind' support to the CCO and other community organisations. The approximate cost-replacement value of these hours can be calculated at £48,014.20<sup>9</sup>, meaning that Exeter City increased the value of their direct financial investment in community activities by £58,014.20 in 2021/22 through additional support provided by their staff.

## In-kind support

In 2021/22, Exeter City also provided a range of other forms of in-kind support to its communities. During the season, 4,306 match tickets were distributed to the CCO and other community organisations, with a value of £64,590. In addition, a further 201 goods (including balls, Clubs shirts, merchandising and various other items) were distributed to communities with an estimated combined value of £6,500. This means that in total the Club provided £71,090 of additional in-kind support to its communities during the 2021/22 season.

# Facilities

In 2021/22, 111 facilities of various types were made available to support the Club's communities. The specific types of facilities provided for community use are shown below:



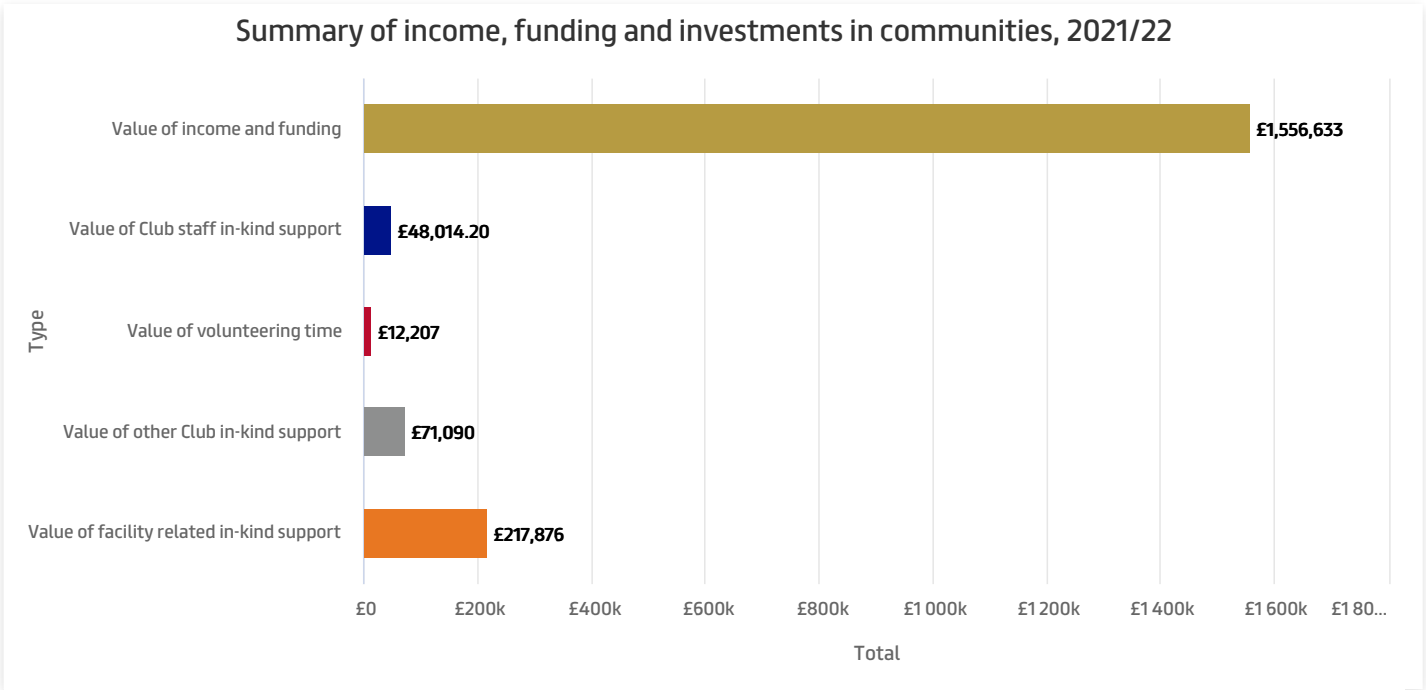
During the season, 1,400 hours of delivery were facilitated and supported across these facilities. These drew in an estimated annual footfall of 29,280 in 2021/22.

Of the hours of delivery supported in facilities in 2021/22, 1,540 were provided free of charge or at a subsidised rate for community groups and/or other community activities. The estimated 'cost replacement' value of these hours is £74,196.

During the most recent season (2021/22), Exeter City continued to make their facilities available for COVID-19 testing, vaccinations and other related forms of community support. Throughout the season, a total of 2 facilities were provided to support these efforts across an aggregate total of 400 days. It can be estimated that – if charged at commercial rates – these facilities would have cost approximately £143,680 to hire. This means that – added to the free and/or subsidised hours of facility usage referenced above – a total of £217,876 of in-kind facility support was provided to communities during the season.

# Summary of inputs

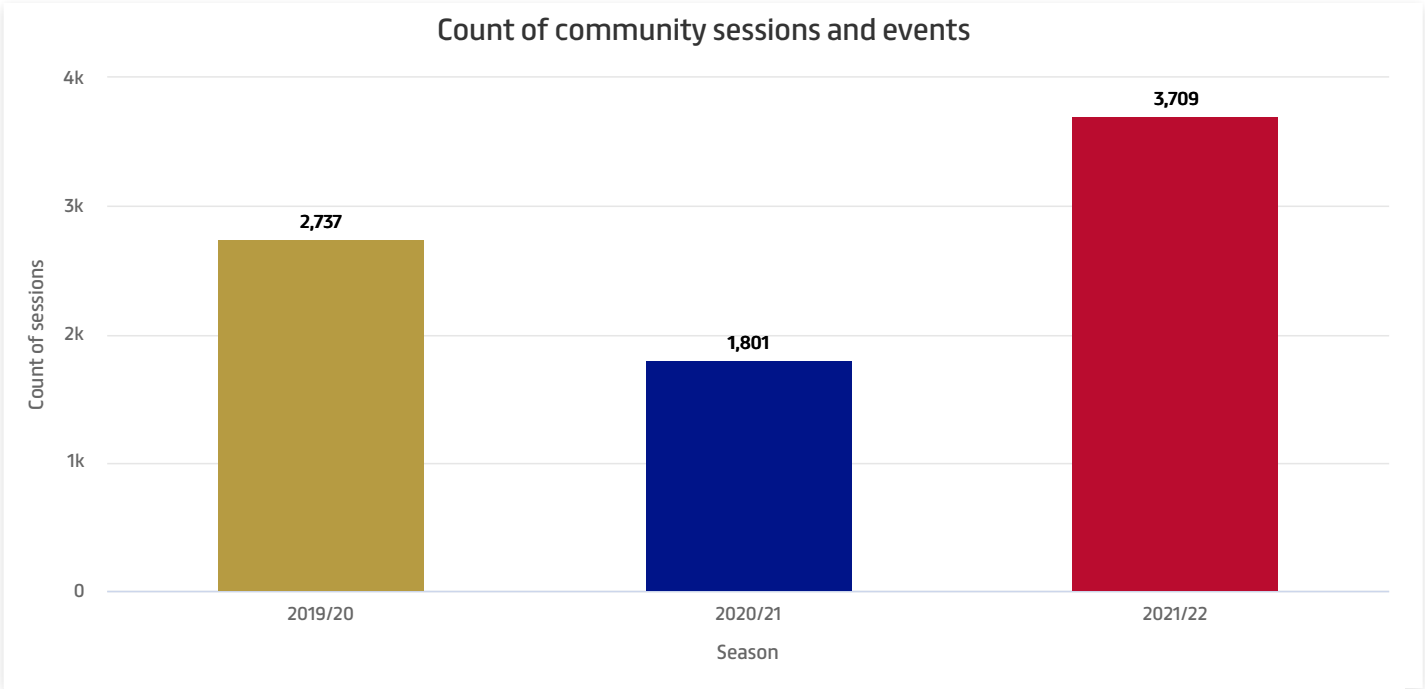
In 2021/22, £1,905,820.20 of income and in-kind support was generated and invested in the communities of Exeter City. In 2019/20, £1,726,852 of support was invested, and in 2020/21 the figure was £1,445,472.60.



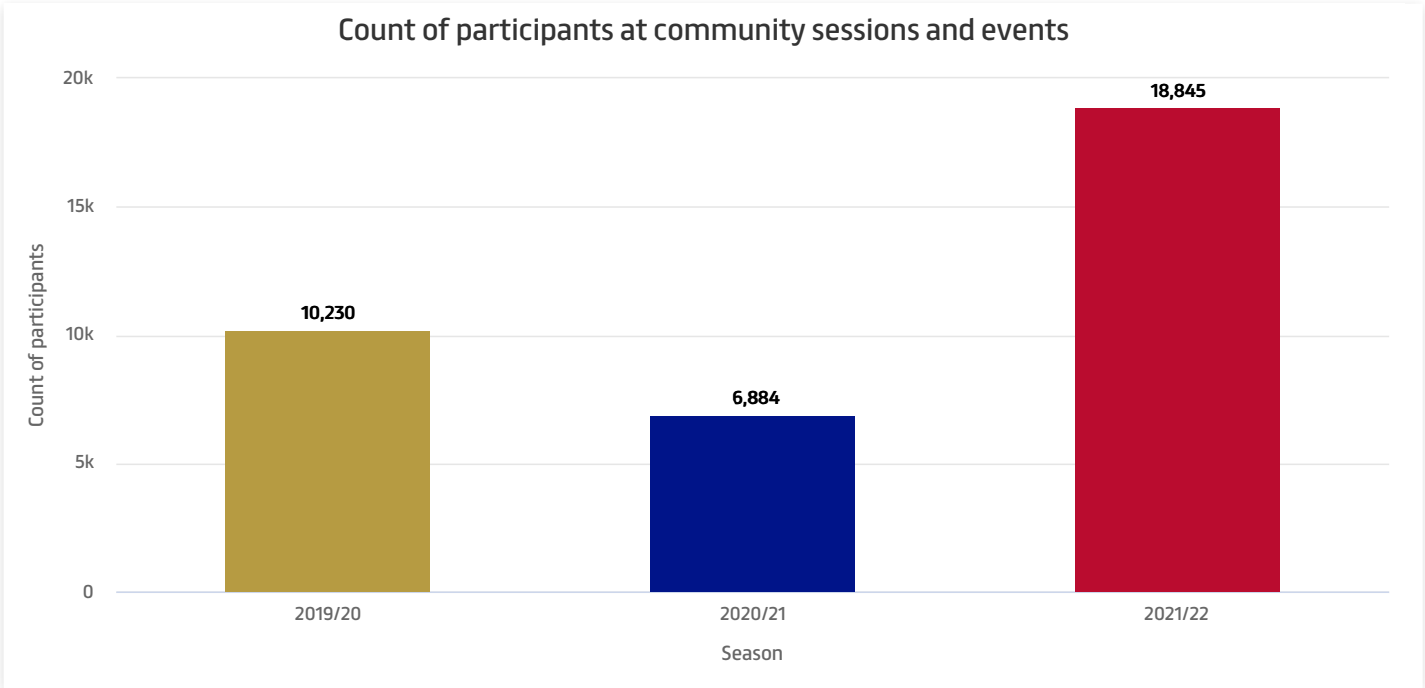
# 3.0 Delivery

## Introduction

Over the past three seasons, 8,247 community sessions and events<sup>10</sup> have been delivered to the communities of Exeter City (3,709 in the most recent season) and over 29,175 hours of delivery (6,994 in 2021/22).



In 2021/22, 18,845 individual participants<sup>11</sup> were engaged in community-focused sessions and events. Together, these people attended 29,180 times across the season, meaning that each participant attended an average of 2 sessions. The number of participants attending community-focused sessions and events in 2019/20 was 10,230 and in 2020/21 the number was 6,884.



In the two seasons prior to 2021/22, the COVID-19 pandemic heavily restricted Exeter City’s ability to run many of the community support and engagement sessions it would normally deliver. However, despite these restrictions – and through innovative use of online and other forms of remote delivery – significant numbers of people were still engaged across both seasons.

In 2021/22, it was reported that at community sessions and events:

- 42.79% of participants were female.
- 1.35% of participant were from ethnically diverse communities.
- 65.43% of participants had a disability or long-term limiting illness.
- 8.06% of participants were from the 20% most deprived areas in England and Wales.

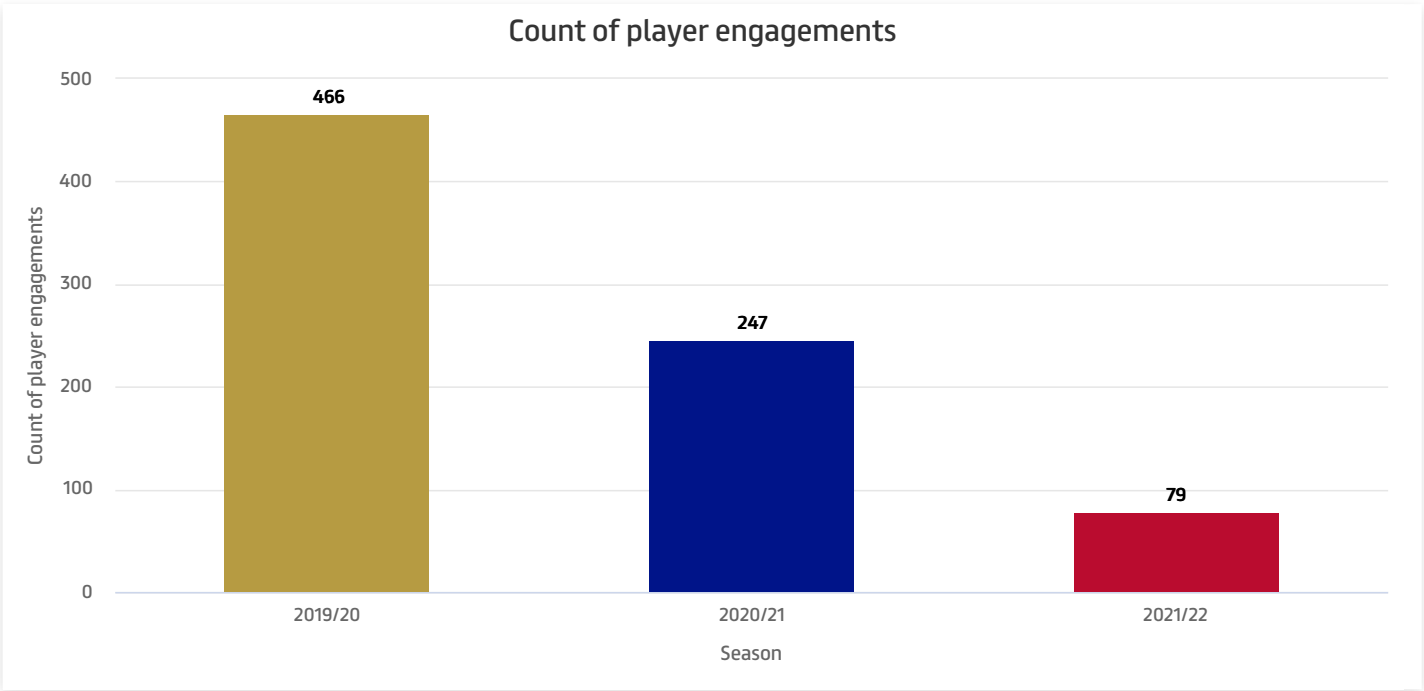
Through the remainder of this section, analysis is provided on the different types of community-focused sessions and events run over the past three seasons, the scale of activity made available, and the numbers of people engaged.



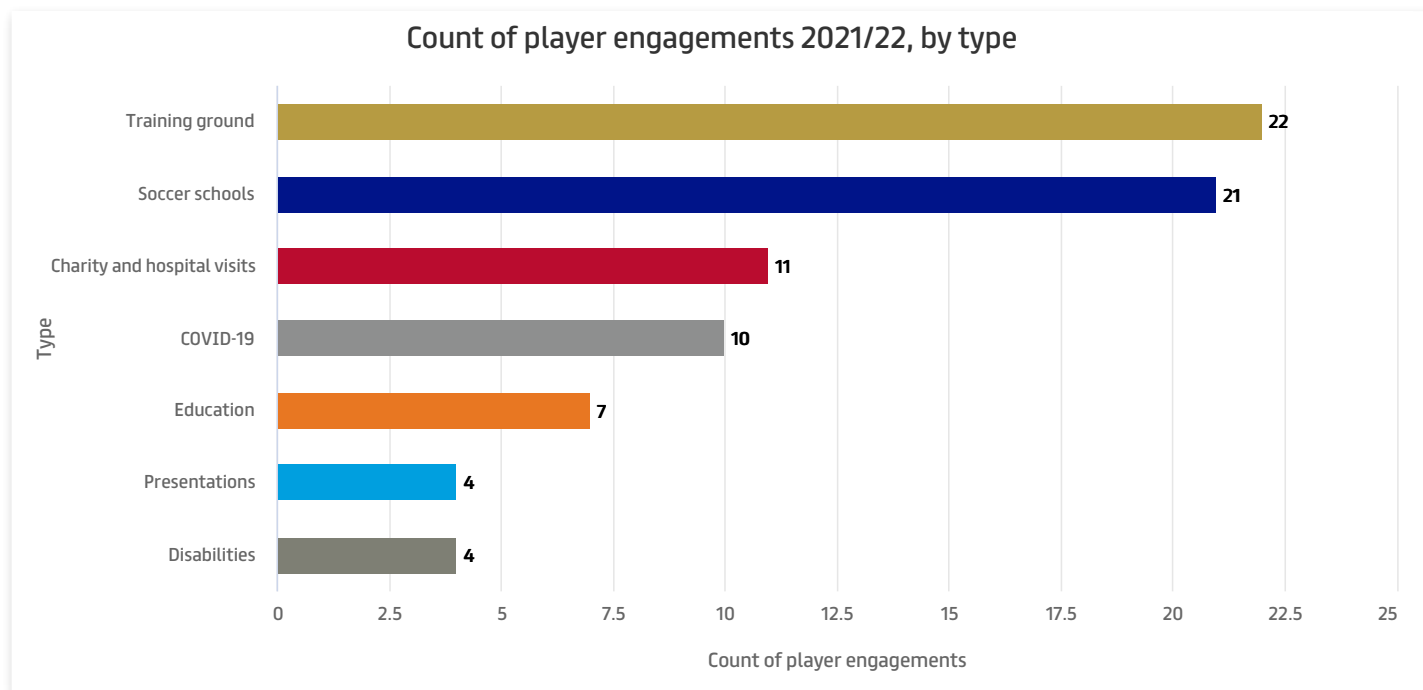
## Player engagements

Despite the obvious disruption caused by the COVID-19 pandemic since March 2020, Exeter City has continued – as they have done historically – to make available its players to support local events, initiatives, and communities wherever possible. Exeter City, the Professional Footballers’ Association (PFA) and players themselves have long understood that alongside the Club’s brand, heritage and fans, players are the most powerful and immediate representatives of the Club’s commitment to its communities. They also share the belief that players of all types – from men’s first team representatives to women’s squad players and players at different age groups – have responsibilities to support and advocate on behalf of their local communities, helping to bring profile, focus and engagement to initiatives designed to help communities with their most pressing needs.

Over the past three seasons, 792 player engagements with local communities were facilitated by the Club and CCO at Exeter City. Of these, 247 occurred during the 2020/21 season – the height of the COVID-19 pandemic – often through online sessions and other forms of remote contact. The fact that players delivered this many engagements during the most challenging of seasons – when they were often living and playing in highly restricted social ‘bubbles’ – shows how much they recognised the importance of engaging with and supporting their local communities.



In 2021/22, the number of face-to-face player engagements with local communities has begun to rise again nationally, post pandemic, albeit slowly, due to concerns regarding COVID-19 remaining in place during the early part of 2022. At Exeter City, 79 player engagements were facilitated during the season, with 11 made in support of wider community engagement work, focusing on education and health support, social inclusion, anti-racism and inclusion for women and people with disabilities.

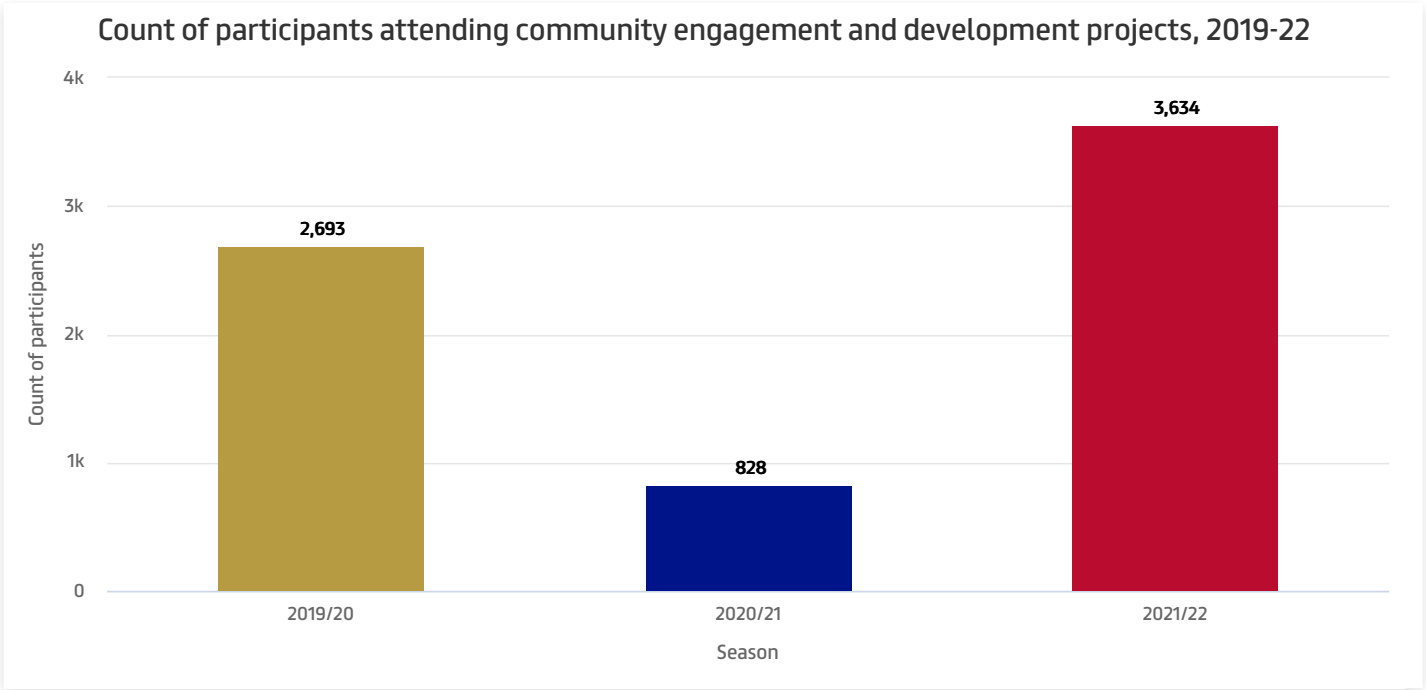


Whilst not included in the previous section of this report as an in-kind community 'input', it is possible to place a value on players' community engagements. Using average player salaries across the three EFL divisions and the time players contractually spend on community activities as a percentage of their salary<sup>12</sup>, it can be estimated that:

- In 2019/20, the 466 player engagements that were made had a total value of £271,678.
- In 2020/21, the 247 player engagements that were made had a total value of £144,001.
- In 2021/22, the 79 player engagements that were made had a total value of £46,057.

## Community engagement and development

In 2021/22, 353 sessions focused specifically on community engagement and development were delivered: a total of 1,006 hours of delivery. In total, 3,634 participants were engaged in these sessions, making 5,348 attendances between them (an average of 1 session attendances per participant). The number of participants attending community and engagement sessions in 2019/20 was 2,693. In 2020/21 the number was 828.



During 2021/22, a range of community engagement and development sessions were delivered, falling into three main categories:

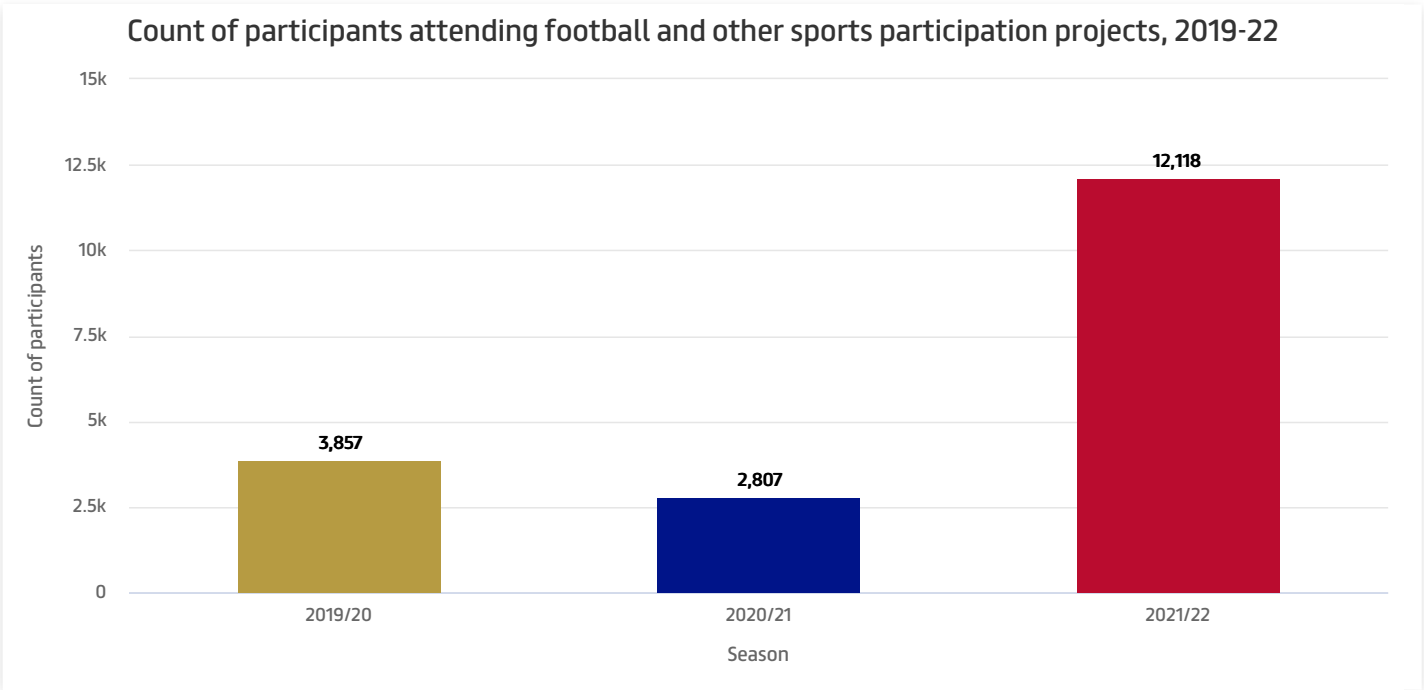
- General events designed to engage local communities (for instance, Club matchday engagement events).
- Events and sessions focused on population groups with specific support needs (for instance, projects focused on youth development).
- Events and sessions focused on specific community challenges and/or needs.

The table below shows the full range of community engagement and development projects delivered in 2021/22, along with a series of headline data.

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Club Matchday events and activities	2,000	23	69	2,000
Club Other events and activities	400	2	20	400
Creating Connections	143	112	323	923
Female Talent ID	160	1	4	0
NCS (managing partner - EFL)	245	0	0	0
NCS (managing partner - not EFL)	258	2	140	0
NCS Changemakers (managing partner - not EFL)	5	7	10	0
NCS Skills Booster (managing partner - not EFL)	33	10	15	0
PL Kicks	171	157	347	2,025
Wildcats	219	39	78	0

## Participation projects

In 2021/22, 763 football and/or other sports participation sessions were delivered: a total of 1,921 hours of delivery. In total, 12,118 participants were engaged through participation sessions during the season. The number of participants attending participation sessions in 2019/20 was 3,857. In 2020/21 the number was 2,807.



A range of participation projects were delivered in 2021/22, often focused on specific population groups. Whilst not designed to deliver specific personal, health or social outcomes for participants, typically these projects focused on providing opportunities for under-served communities<sup>13</sup> to engage with football and/or other sports in a range of new ways.

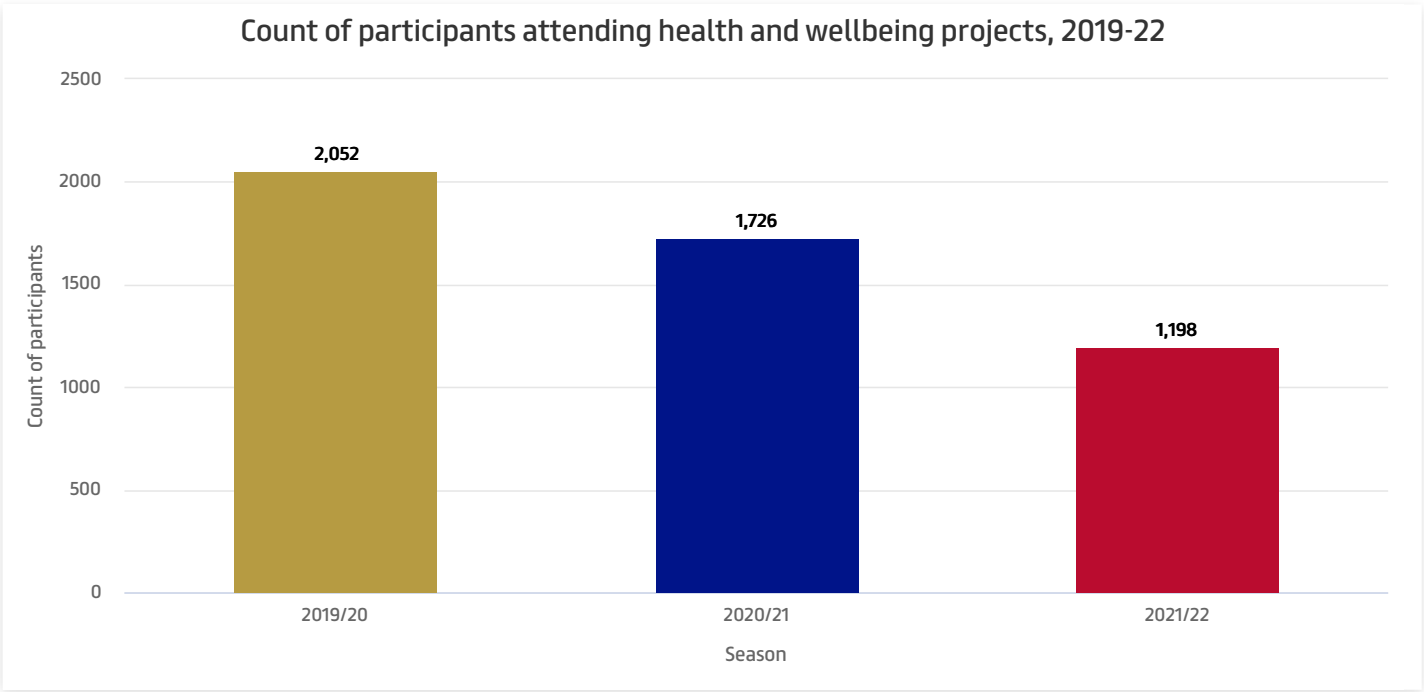
The table below shows the various types of participation projects delivered in 2021/22, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Adult women's team	22	96	159	0
After School Clubs	671	216	216	0
Boxing	3	0	0	0
Crealy Holiday Club	30	6	12	0
Exeter 10k River Run	185	1	3	185
Exeter Half Marathon	518	1	3	515
Exeter Live Better Marathon	706	2	11	706
Girls Cup	80	1	5	0
Girls Development Centre Football	157	36	36	0
Granite Way Run	548	4	12	548
Grecian Kickers Football	134	36	36	0
Grecian Tots Football	412	64	64	0
Holiday courses	4,877	190	1,080	0
Junior Grecians Football	100	1	5	0

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Junior Grecians Supporters Club	510	4	8	0
Kids Cup	232	1	4	0
Master League Football	64	30	30	0
Matchday activities/projects	1,870	24	180	0
Santa Run	352	1	2	352
Street Soccer Event	98	1	7	0
Walking football	549	48	48	0

## Health and wellbeing projects

In 2021/22, 700 sessions focused specifically on improving participants’ health and wellbeing were delivered. In total, 1,198 participants were engaged in health and wellbeing sessions during the season. The number of participants attending health and wellbeing sessions in 2019/20 was 2,052. In 2020/21 the number was 1,726.

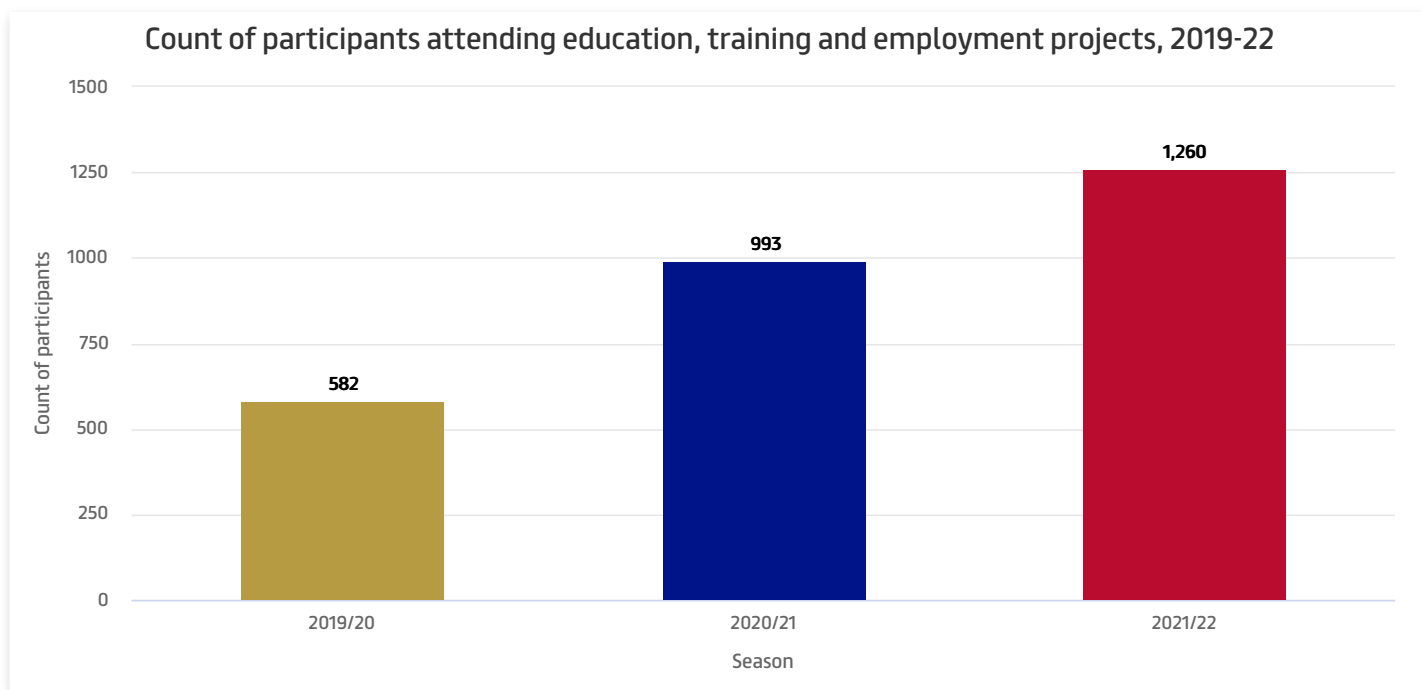


The table below shows the main types of health and wellbeing projects delivered in 2021/22, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Ability Counts	65	149	223	0
Every Player Counts	86	77	119	0
Extra Time Hubs	14	14	21	118
Fit Fans (LA funded)	15	13	20	0
Joy of Moving	726	162	323	4,353
Man v Fat	76	52	104	0
Sporting Memories	20	50	100	0
Tackling Loneliness Together	82	51	46	725
Wellbeing Exeter	114	132	168	0

## Education, training and employment projects

In 2021/22, 1,825 sessions to support education, training and/or employment were delivered: a total of 2,671 hours of delivery. In total, 1,260 participants were engaged in these sessions, attending 16,330 times between them (an average of 13 sessions per participant). The number of participants attending education, training and employment sessions in 2021/20 was 582. In 2020/21 the number was 993.

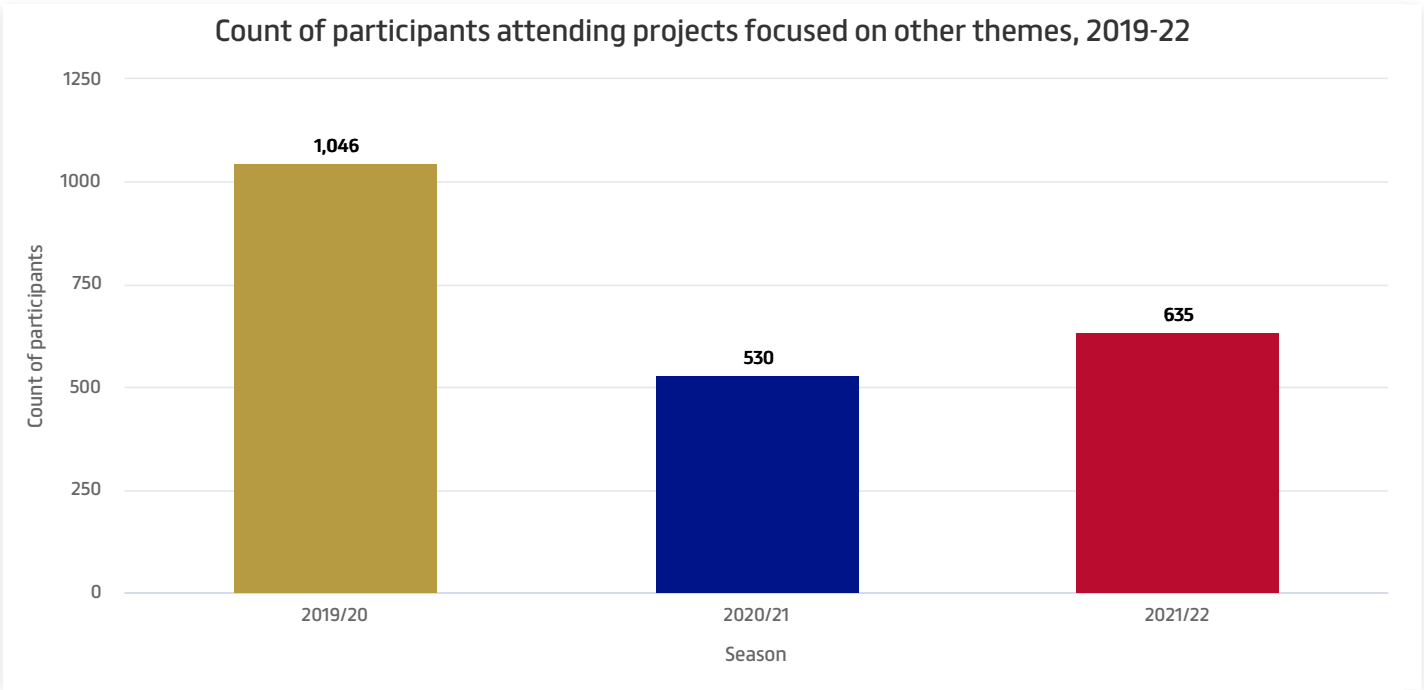


The table below shows the main types of education, training and employment projects delivered in 2021/22, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
19-24 Traineeships	9	36	55	0
BTEC Sport with Futsal Academy	55	191	205	0
Chances	126	164	381	0
Football Education Development Programme – Teignmouth and Kings College, Taunton	120	836	1,254	0
Foundation Degree in Football Coaching and Development	15	103	154	0
Kickstart	3	0	0	0
PL Primary Stars	900	459	402	16,330
Positive Prospects	8	24	160	0
Twinning Project	24	12	60	0

## Other projects

In 2021/22, 68 sessions focused on issues other than sports participation, health, community engagement or education, training and employment were delivered. In total, 635 participants were engaged in these sessions during the season. The number of participants attending 'other' sessions in 2019/20 was 1,046. In 2020/21 the number was 530.



The table below shows the main types of other projects delivered in 2021/22, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Holiday Activity and Food (HAF)	588	68	272	0
Housing Support	47	0	0	0



# 4.0 Outcomes

## Introduction

This section presents data on the personal and social changes – or what are often termed outcomes<sup>14</sup> – that community-focused sessions and events have delivered for participants.

While it is clear from the previous section that large numbers of projects and interventions focused on making positive differences to participants' lives have been delivered, gathering robust data on the effects of these projects on, for instance, participants' physical and mental health, can often be complex and challenging, especially where specialist research and evaluation support is not available.

To evidence the outcomes delivered and/or supported since 2019/20, this section draws together data from a range of structured outcome measurement exercises conducted over the past three seasons, most often through participant surveys. The results of these have then been blended with programme wide outcome measurement processes that have been used on large scale projects (for instance, on projects funded directly by the EFL Trust and/or the Premier League Charitable Fund) to build a picture of both the types and frequency of the outcomes being achieved. Specifically, the evidence presented in this section focuses on the following key 'outcome pillars':

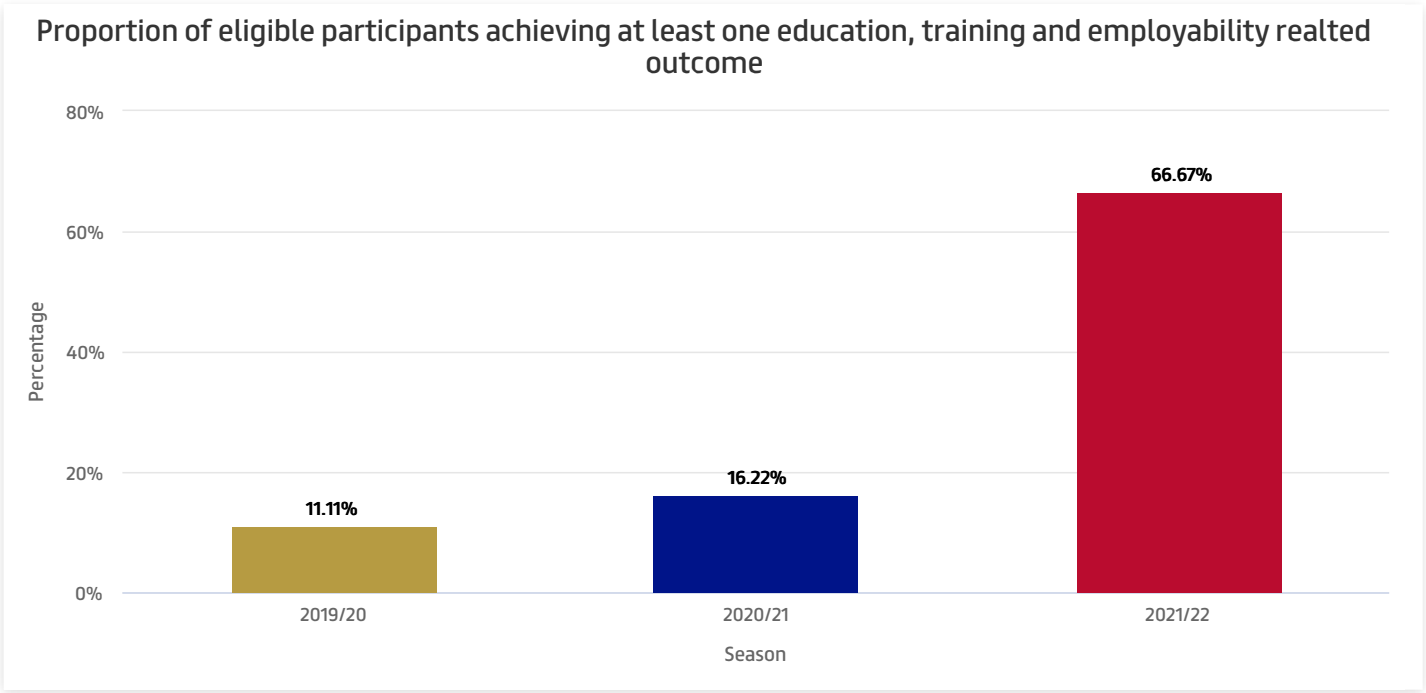
- Physical health
- Mental health
- 'Community' outcomes (i.e., those relating to community connections, cohesion and participation)
- Education, training and/or employment

The specific outcomes that have been measured over the past three seasons have varied from season to season and project to project. This means that when reading the remainder of this section it is important to note the varying number of participants who were 'eligible' for the outcome (i.e., they attended a related project in the relevant season), the proportion who were measured for it and the proportion who achieved it. This contextual data is provided throughout the section.

## Impacts on education, training and employment

In 2021/22, 3 participants attended sessions or events that were designed to deliver education, training and/or employment outcomes, either directly or indirectly. This number is different from the number of people who attended formal education and employment projects in 2021/22 because it relates to people who were monitored for education, training and employment outcomes across all project types, not just those formally classified in this way.

Of all the participants attending eligible sessions and events in 2021/22, 3 were 'measured' for education, training or employment-related impacts, with 2 achieving at least one positive outcome. In 2019/20, 1 participants measured for an education, training and/or employment-related outcome achieved at least one positive outcome. The figure in 2020/21 was 6.



Again, the specific education, training and/or employment outcomes that participants were measured for and/or achieved in 2021/22 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating to educational engagement and attainment or progression into training and employment:

Type	Count of eligible participants	Count of participants measured for outcome	Count of participants achieving outcome	Percentage of measured participants achieving outcome
Count of participants making progress into employment, education or training	3	3	2	66.7%

# 5.0 Social Value

## Introduction to social valuing

In addition to the volume of positive personal and social outcomes delivered to the communities of Exeter City, it is important to consider the *value* these changes have; both for individual participants and communities and society more broadly. In recent years the concept of 'social value'<sup>15</sup> has emerged as a means of quantifying the relative significance that people place on the changes they experience in their lives. It has also provided a means to measure – in financial terms – the positive value that businesses, social enterprises and charities create for the economy, society and local communities.

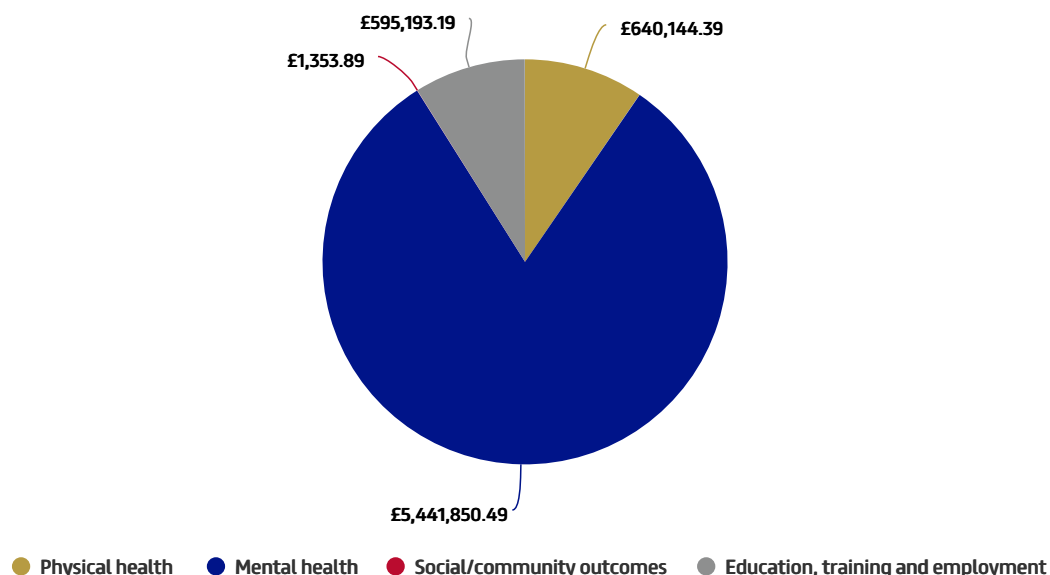
To assess the social value of the outcomes delivered over the past three seasons, this report has used elements of the UEFA Social Return on Investment (SROI) model - developed by UEFA with the support of an advisory panel of expert academics and practitioners since 2017<sup>16</sup> - as well as other valuing techniques developed by the social research company Substance. For more on the methodologies applied, please see the report appendix.

## Overview of findings

In 2021/22, a total social value of £6,678,541.95 was generated by the projects and programmes delivered to the communities of Exeter City. This consisted of £134.32 from targeted programmes<sup>17</sup> – those with the most clearly defined social or health related outcomes – and £6,678,407.63 from participation programmes<sup>18</sup>, or those that were focused on encouraging participation in football and other sports more generally. The value from all projects and programmes can be broken down into the outcome pillars introduced earlier with:

- £640,144.39 coming from savings and contributions associated with physical health
- £5,441,850.49 coming from mental health
- £1,353.89 coming from community/social outcomes
- £595,193.19 coming from outcomes relating to education, training and employment.

Combined social value savings and contributions, 2021/22



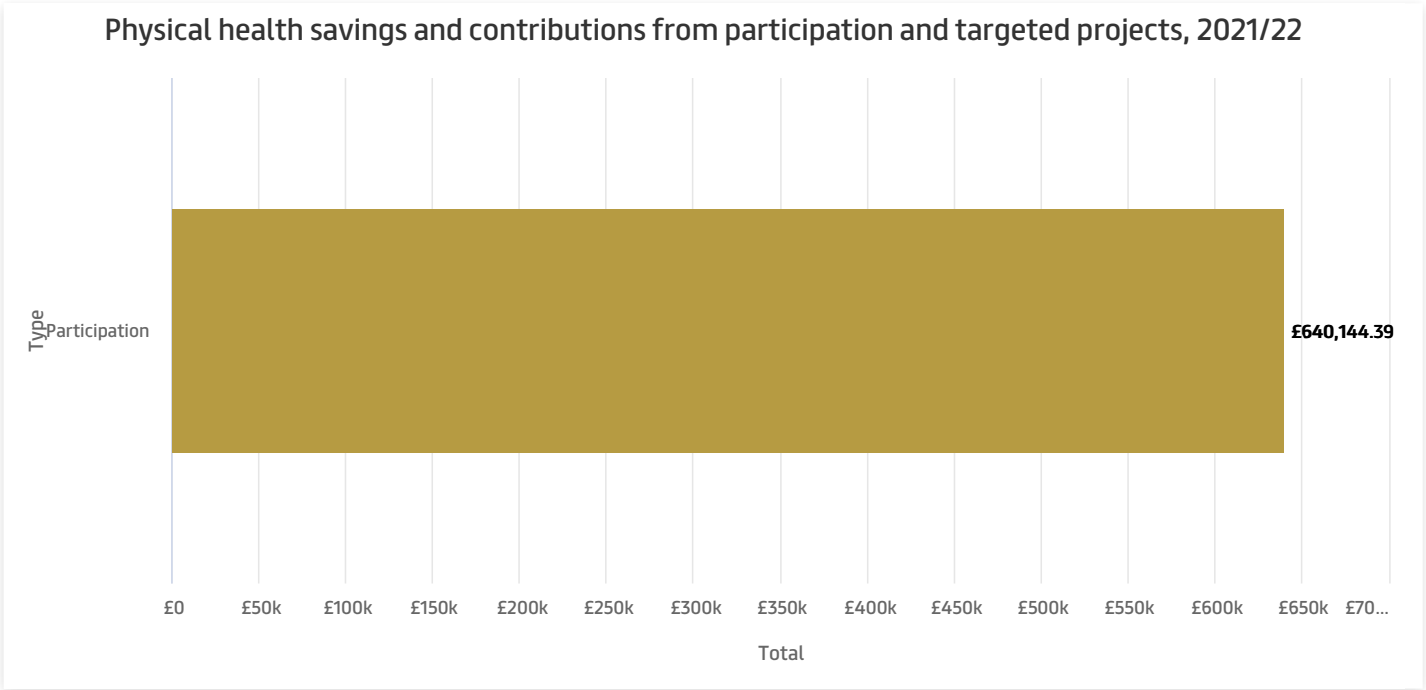
In 2019/20, a total social value of £3,816,042.42 was generated. In 2020/21 the figure was £2,323,017.92. A summary is provided below.

Season	Type	Social value
2019/20	Participation	£3,815,975.26
2019/20	Targeted	£67.16
2020/21	Participation	£2,293,190.29
2020/21	Targeted	£29,827.63
2021/22	Participation	£6,678,407.63
2021/22	Targeted	£134.32

## Value relating to physical health

In 2021/22, the projects and programmes delivered generated a social value of £640,144.39 relating to physical health outcomes. This equates to 9.59% of the overall social value delivered across the season.

The value generated in relation to physical health in 2021/22 all came from participation projects. The four key outcomes that were used for physical health valuations were cardiovascular disease, diabetes, cancer and age-related conditions, whilst consideration of the negative impacts of injuries sustained during programmes participation was also included, along with associated healthcare costs.

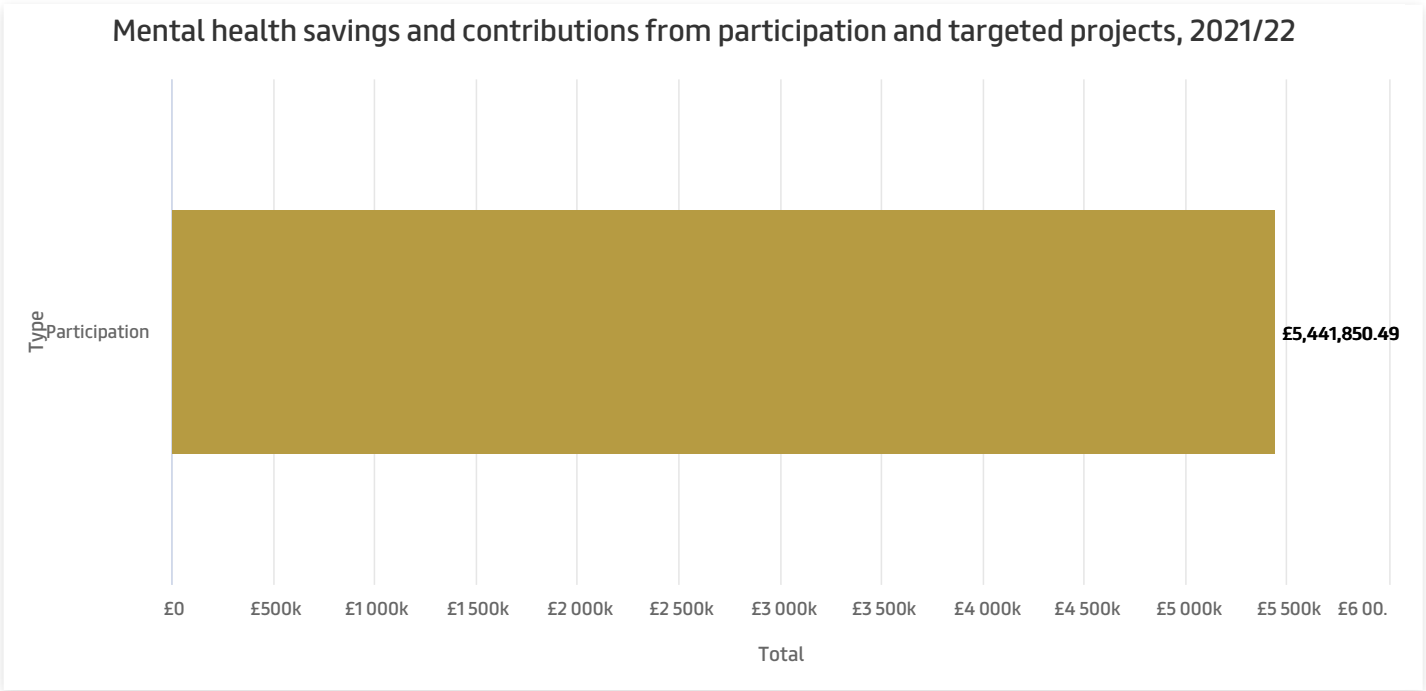


In 2019/20, £273,449.80 of social value relating to physical health was delivered, while in 2020/21 £201,140.81 was generated. This means that in total £1,114,735 of social value relating to physical health was generated between June 2019 and May 2022.

# Value relating to mental health and wellbeing

In 2021/22, the projects and programmes delivered generated a social value of £5,441,850.49 relating to mental health outcomes. This is 81.48% of the overall social value delivered across the season.

The value generated in relation to mental health in 2021/22 all came from participation projects.



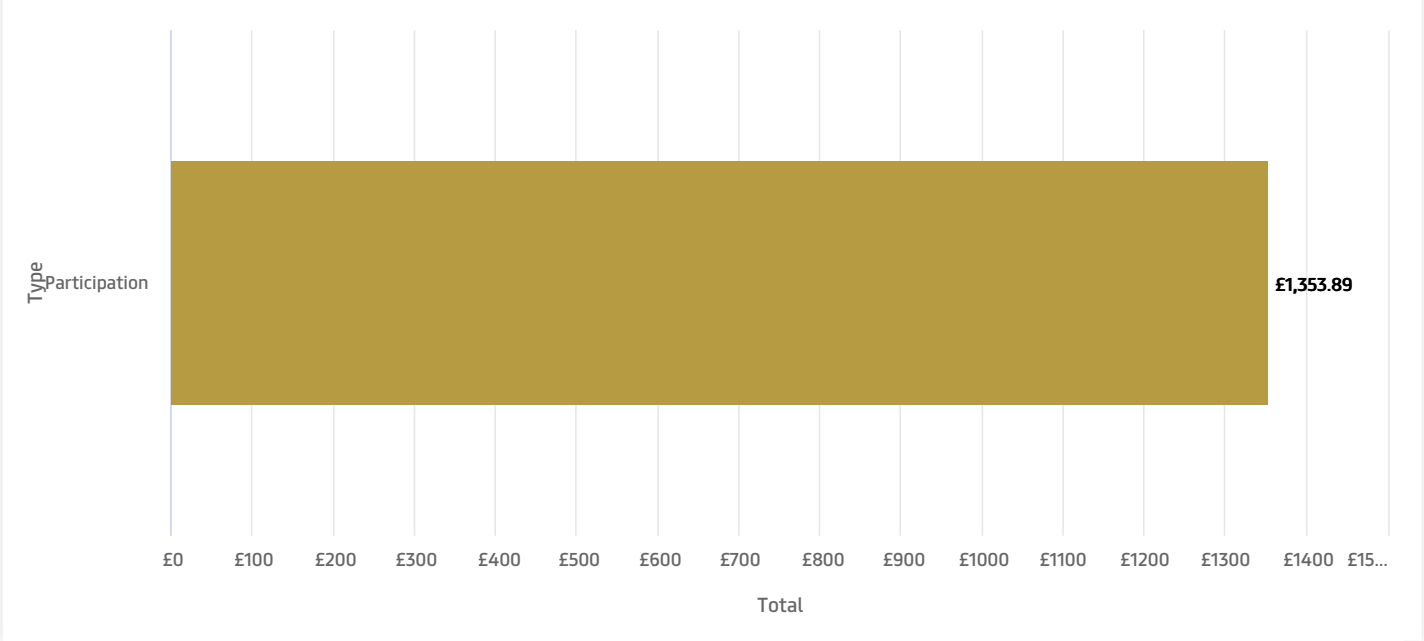
The most significant outcome that contributed towards mental health related social value in 2021/22 was Subjective Wellbeing<sup>19</sup>. This outcome is based on measures of how different aspects of people’s lives contribute to their feelings of happiness and general wellbeing, and, more specifically, the actual or equivalent economic value that people typically place on different activities and experiences (such as participating in a Club or CCO project).

In 2019/20, £3,213,647.87 of social value relating to mental health was delivered, while in 2020/21 £1,905,212.28 was generated. This means that in total £10,560,710.64 of social value relating to mental health was generated between June 2019 and May 2022.

# Value relating to community and social outcomes

In 2021/22, the projects and programmes delivered generated a social value of £1,353.89 relating to community and social outcomes, with all of this coming from participation projects. Together, this accounts for 0.02% of the overall social value delivered across the season.

Social and community outcome savings and contributions from participation and targeted projects, 2021/22

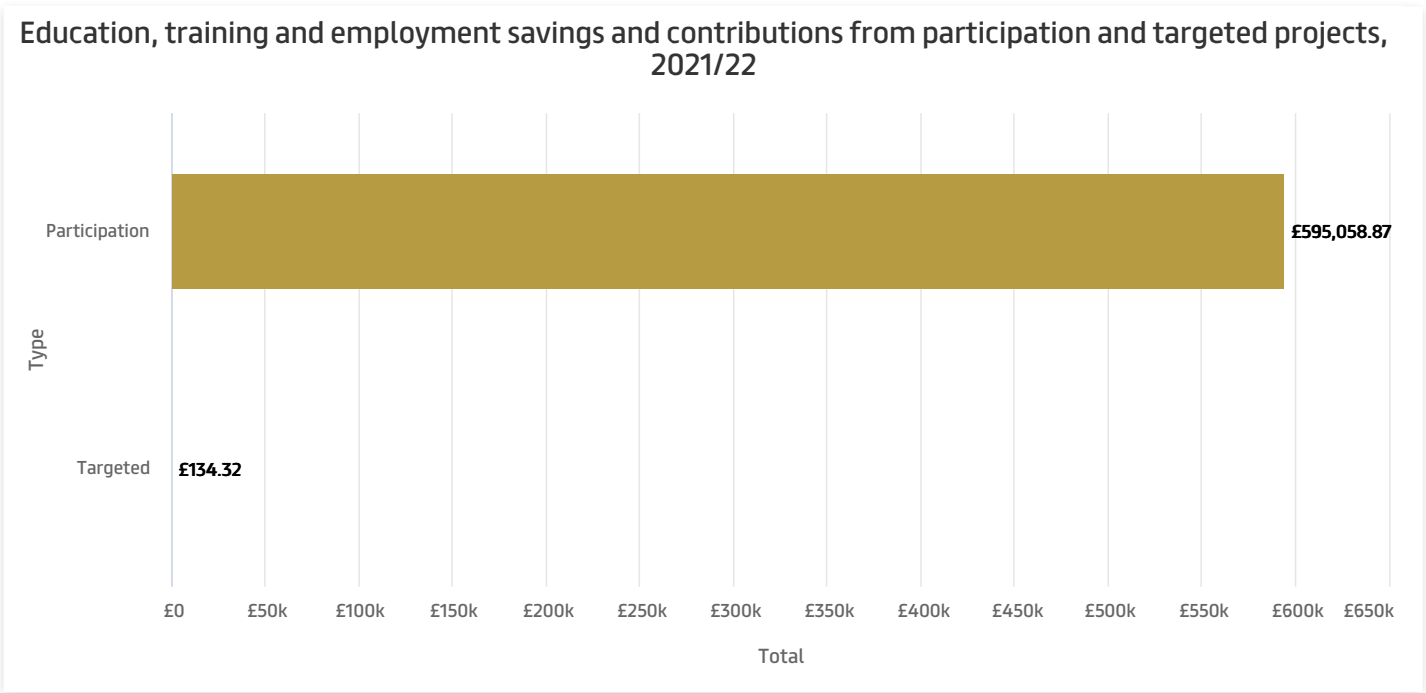


The value generated from community and social outcomes in 2021/22 resulted from the outcomes included in this category, which covers social capital, crime reduction and social action amongst others.

In 2019/20, £19.53 of social value relating to community and social outcomes was delivered, while in 2020/21 £11,149.32 was generated. This means that in total £12,522.74 of social value relating to community and social outcomes was generated between June 2019 and May 2022.

## Value relating to education, training and employment

Cost savings and contributions relating to education, training and employment played an important role in the overall social value assessment for 2021/22. Throughout that season, £595,193.19 of social value was produced that can be directly attributed to education, training and employment outcomes. Targeted projects delivered £134.32 of this value, whilst participation programmes contributed £595,058.87. Together, this accounts for 8.91% of the overall social value delivered across the season.



Several outcomes contributed to the value generated in relation to education, training and employment in 2021/22, including reductions in school absence, and reductions in the number of people who are NEET (not in education, employment or training).

In 2019/20, £328,925.22 of social value relating to education, training and employment was delivered, while in 2020/21 £205,515.52 was generated. This means that in total £1,129,633.93 of social value relating to education, training and employment was generated between June 2019 and May 2022.



## Contributions to the United Nations' Sustainable Development Goals

As part of their overall commitment to sustainability, many EFL Clubs and CCOs are in the early stages of determining how their community projects and interventions relate to each of the 17 United Nations' Sustainable Development Goals (UN SDGs). These goals constitute a global framework for outcome reporting and mark a recognition by the UN and others that efforts to tackle climate change and other global challenges can only be taken forward through efforts to address poverty and deprivation, which in turn depend on holistic strategies to improve people's health, education, employment opportunities and other social concerns.

Much of the work being led by EFL Clubs - including Exeter City - is well aligned with several UN SDGs as described below:

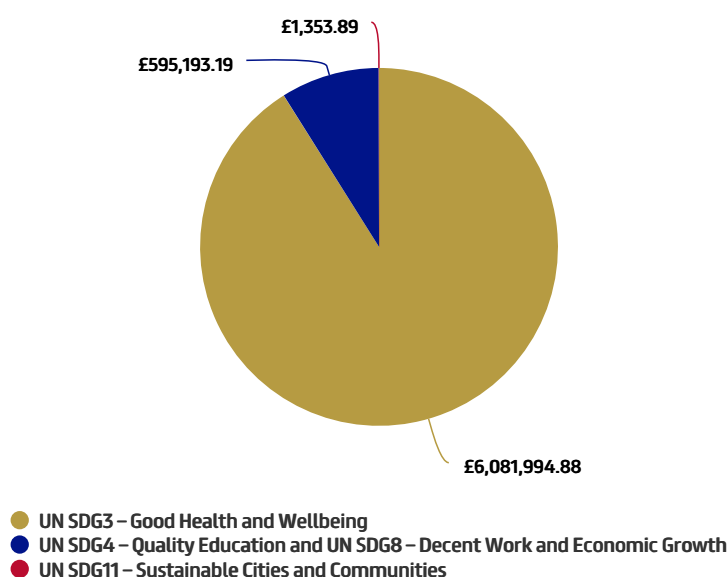
- SDG 1: No Poverty – many Clubs' and CCOs' support or host foodbanks, clothes recycling centres and other similar initiatives.
- SDG 2: Zero Hunger – in addition to their support for foodbanks, many CCOs deliver holiday activity and food programmes in recognition of the lack of access to school meals at these crucial times.
- SDG 3: Good Health and Well-being – all CCOs run a wide range of physical activity projects and many also deliver targeted mental health programmes.
- SDG 4: Quality Education – all CCOs deliver in schools and many also run adult education programmes.
- SDG 5: Gender Equality – Clubs and CCOs are increasingly investing in women and girls' football projects and programmes, including the Girls Cup and Regional Talent Clubs.
- SDG 8: Decent Work and Economic Growth – EFL Clubs and CCOs are significant local employers and many CCOs delivery of a range of work readiness and skills development programmes.
- SDG 10: Reduced Inequalities and SDG 11: Sustainable Cities and Communities – many EFL Clubs and CCOs deliver community outcomes that relate to social integration and cohesion.
- SDG 13: Climate Action – EFL Clubs are increasingly conscious of their environmental responsibilities as reflected in the emergence of the EFL's Green Code initiative.
- SDG 17: Partnerships for the Goals – all EFL Clubs and CCOs maintain a wide range of networks and partnerships to support and inform their community projects and initiatives.

Given the alignment of the outcomes being delivered through the work of Clubs such as Exeter City and the UN SDGs, it is possible to map the value of the outcomes achieved and presented in earlier parts of this section to four key goals as outlined below.

In 2021/22, the following was generated:

- £6,081,994.88 of social value linked to UN SDG3 – Good Health and Wellbeing
- £595,193.19 of social value linked to UN SDG4 – Quality Education and UN SDG8 – Decent Work and Economic Growth
- £1,353.89 of social value linked to UN SDG11 – Sustainable Cities and Communities

Alignment of the social value generated with UN Sustainable Development Goals, 2021/22



# 6.0 Impact stories

## Human impact

**The Chances programme uses sport and physical activity to empower young people throughout Exeter to improve their physical, personal, and social development.**

The programme is primarily aimed at young people aged 13-17 who are excluded or not attending school; have offended in the last 12 months; or are not in education, employment or training.

The programme involves a combination of mentoring, physical activity, hard-hitting workshops, volunteering opportunities and accredited qualifications. We work with young people who are facing challenges to change, not manage, their lives and help them to engage with physical activity, education, and their local communities.

'Emma' was referred to Exeter Chances in 2020, aged 14. She was not registered at any school at the time of her referral. Her referral came in via the Police after coming to their attention through other known young people she was socialising with. Although the referral was from the Police there was no concern of her being involved with any offences.

The following information was provided on the referral form:

*"Emma is no longer in education at present due to being taken off roll at xxxx due to her behaviour and attendance at school. Mum is actively looking for education for Emma. She is a very close friend of a current attendee at chances and is looking for education due to her challenging behaviour. A referral not only positively engages her back into education but also potentially provides that morale support for her friend and allows both to thrive."*

Emma's initial questionnaire and attitude towards being physically active were all negative, and she did not have any motivation to take part in regular physical activity.

Through avoiding words such as physical activity and exercise, and positioning sessions simply as fun things to do, by the end of her stay with us she was a confident young lady when it came to activities such as football & boxing.

Perhaps the most successful impact goal was a 30-hour work placement with a local mechanic, who supported and encouraged her to attend college.

The fact that Emma is now attending college full time is a huge achievement for somebody who 18 months ago had minimal motivation in life and certainly no interest in attending school or any other form of formal education.

Overall, by working together we were able to achieve the goal of her applying for college and enrolling on a course. The Chances programme and the close working relationship we had with Avanti Hall - who were responsible for setting up one to one Maths & English session - played key roles in this happening.

This partnership work enabled us to collectively put into place the building blocks and routine needed to create the right kind of situations and environment to help uncover the kind of potential that we regularly see in young people like Emma.

Chances has certainly given Emma a second wind and an opportunity to propel herself towards a more active, positive, and successful future.

## Project impact



### Holiday Activities and Food.

**Since early 2020, Exeter City Community Trust has been involved with the development and delivery of the Holiday Activity and Food programme, in partnership with Devon County Council and the Early Years and Childcare Service.**

Initially part of the programme's foundation steering group in the region, we have gone on to set up a partnership network of local schools and activity providers to meet the aims of HAF, and support children, young people, and their families during each and every major school holiday.

For this programme, we have worked in four local schools - some of which are in the most deprived areas of our city - and in partnership with Exeter College and the Ted Wragg Trust to deliver a range of activities, each of which focus on one or more of the three key elements of physical health; mental health; and nutrition.

The latter of these elements has been a primary consideration of the programme; not only to ensure that our participants receive a hot nutritious meal at each session, but also in delivering our methodology of working with Forest School Tutors, Food Psychologists, and a range of food providers who provide hands on sessions that allow children to actively learn how to create health meals and snacks, whilst also learning about the positive benefits of eating well.

Furthermore, we continue to collaborate with our participants to understand their needs during the holiday period and have ensured that food bags, recipe cards, and information that signposts to critical resources are distributed across the city.

We, of course, will not be alone in seeing first-hand that holiday hunger has become a very real issue in recent years and so this work is seen as a fundamental part of our broader mission to support the community at one of the many different points of need.

In conjunction with these activities, provisions, and our wider mission, we have been delighted to take our approach to sports participation into these areas of the city, and see the positive responses that children give from such active offerings.

Add to that fun & games play sessions, arts & crafts, stop motion animation and film making workshops, canoeing, climbing, caving and a whole range of outdoor activities starting with letters other than c, we are proud to have created a holistic approach for this particular holiday programme that has made a real difference to more than 2,000 children, young people, and their families over the past 18 months.

# 7.0 Conclusion

## Summary

The national Measuring the Impact of EFL Clubs in the Community report has indicated the growing scale of EFL Clubs' and CCOs' activities in their communities overall. It has also analysed the impact and social value of Clubs' and CCOs' work, something that will be developed further over the 2022/23 season and beyond.

Taking a look at the most recent season, overall, the Club and CCO at Exeter City:

- Generated £1,905,820.20 of income, funding and in-kind support to invest in community projects, initiatives and wider support
- Established and maintained 26 partnerships across the season
- Employed a total of 147 staff who delivered 1,727,546 hours of support to their communities
- Deployed 3 volunteers during the season, who delivered 780 hours of support.

During the past three seasons, 8,247 community sessions and events were delivered (3,709 in the most recent season) and over 29,175 hours of delivery (6,994 in 2021/22).

This work helped generate a total of £6,678,541.95 of social value across the season.

Like the other Clubs in the network, Exeter City played a significant role in supporting their community during the COVID-19 pandemic, and at the time of writing (mid-way through the 2022/23 season), are already supporting their community in new and enhanced ways not touched upon in this report. In the context of high inflation, a deep cost-of-living crisis and increasing concerns about fuel and food poverty, Clubs and CCOs are directing more of their efforts than ever to supporting the most vulnerable in their communities with basic needs.

The power of Football Clubs in their communities is evident to see and Exeter City will continue to contribute significantly to developing stronger, healthier, more active communities as we move into future seasons.

## Appendix - Social value methodology

In relation to participation projects and programmes (that is, football and other sport programmes that encourage people to take part but do not focus on specific outcomes) a broad range of outcomes have been valued, focusing on those that are identified in high-quality academic research as being driven by regular participation in structured and regular programmes of football. More specifically, a 'risk and protective factors'<sup>20</sup> model has been applied to assess how crime rates; education, training and employment levels; and rates of cardiovascular disease, cancer, age-related illnesses and poor mental health are likely to have changed because of the activities of Exeter City.<sup>21</sup> In these cases, the risk of participants in relevant population groups facing defined negative outcomes is considered alongside the effect that involvement in participation programmes typically has in reducing that risk. This formulation is then considered alongside the cost to society of specific negative outcomes to calculate a 'formative' estimate of the public service savings that participation projects have delivered.

The value of educational attainment in the context of participation projects has been measured differently, based on academic assessments of the likely impact of involvement in certain programmes on people's educational performance. This has then been considered alongside OECD<sup>22</sup> studies to calculate the likely effect of a lift in educational performance on a student's lifetime earnings.

The calculations for subjective wellbeing and social capital have been approached differently again, using findings from UEFA's research to assess the likely impact of participation on people's wellbeing and levels of social trust.<sup>23</sup> This evidence has then been combined with income differentials associated with different levels of wellbeing across the population to estimate the monetary value for any identified uplifts. The negative impacts of sport related injuries have also been considered, based on prevalence of injuries and associated treatment costs for defined injuries.

For more targeted projects and programmes (that is, those that are themed and/or focus on the delivery of specific health, community and/or education, training or employment outcomes), more 'summative' approaches to valuation have been used, based on counts of outcomes reported and a bank of Government-backed valuations to calculate the value of the impacts achieved.<sup>24</sup> For projects where outcome measurement data was very limited, findings have been based solely on the specific 'populations' (i.e., groups of participants) for which outcomes were measured. Where the sample size of those measured has been sufficient to generate 90% confidence,<sup>25</sup> valuations have been applied to 90% of the full population group (i.e., those who attended the project). Where the sample size was not sufficient to generate 90% confidence in the full population, values have again only been included for participants who were measured as achieving the defined outcome. Additional discounts have been applied where the achievement of the outcome could not be fully attributed to participation in the programme itself.

In all forms of valuation used in this report, discounts to account for 'deadweight', or 'what might have happened anyway', have been applied to ensure that the valuations are conservative and do not over claim. Where levels of physical activity enabled through participation in Club and CCO programmes meet Government Medical Officer guidance, a discount has been applied based on the assumption that the same proportion of programme participants would remain physically active in the absence of Club and CCO interventions as in the general population. A value is, therefore, only included for the proportion of people in the general population who are physically 'inactive'. Further discounts are applied on a sliding scale where access to Club or CCO provision falls short of Government Medical Officer guidelines, based on strong and growing evidence that the benefits of physical activity start to be derived from the point of commencement of any activity.



## End notes

<sup>1</sup> Under the theme of qualitative impact, Clubs and CCOs were asked to submit case studies and/or other narrative accounts of the impacts of their work. These were focused on 'human impacts' (impacts on individual people); 'project impacts' (the impacts delivered by specific projects); and 'facility impacts' (the impacts facilitated by specific facility developments).

<sup>2</sup> Community engagement projects, programmes and wider activities are defined as the formal services and/or other strands of work that Clubs and CCOs deliver to engage and support people in their local communities.

<sup>3</sup> Deprivation in health is measured in England and Wales through the two countries' indices of deprivation. It reports on morbidity, disability and premature mortality at a small neighborhood level.

<sup>4</sup> The specific measure used here is the proportion of pupils achieving standard 9-4 passes in both English and mathematics at GCSE.

<sup>5</sup> An input is defined as any type of resource that is invested or otherwise used by the Club or CCO to make its community work possible. This includes financial investments, human resources (i.e., staff and volunteers); various types of in-kind support and facilities.

<sup>6</sup> Community partners are defined as organisations that the Club and/or CCO work closely with to support local communities. Networks are defined as groups of organisations that work together strategically to support local communities.

<sup>7</sup> General operations are defined as the administrative and other 'back office' functions that are required to support the delivery of community projects, programmes and wider initiatives by the Club and CCO.

<sup>8</sup> Interventions are defined as the projects, programmes and wider activities that are delivered by Clubs and CCOs for the benefit of their communities.

<sup>9</sup> Calculated using the median hourly earnings for full-time employees in the United Kingdom in 2021. Source:

<https://www.statista.com/statistics/280687/full-time-hourly-wage-uk/>

A 48-week season has again been used for calculation purposes here

Cost replacement is defined as the amount of money that would need to be spent to purchase the hours of delivery if they were not provided free of charge or at a discounted rate.

Calculated using the average commercial hourly rate for hiring each facility type across all Clubs and CCOs

The average hourly hire rate for a EFL Club or CCO facility in 2021/22 was £44.90. An average daily hire rate of £359.20 has been used, therefore (8 hours @ £44.90 per hour).

<sup>10</sup> Session and events are defined as the specific periods of time, group activities and/or meetings that are arranged by the Club and CCO for the benefit of local communities.

<sup>11</sup> A participant is defined as any person who attends or otherwise engages with a Club or CCO community session or event.

<sup>12</sup> Each player engagement has been valued based on an average weekly salary and the hours contributed to the activity (based on a 3-hour appearance).

<sup>13</sup> Under-served communities are defined as groups of people with insufficient access to different opportunities and services, including football and sport. Under-served communities can result from a lack of provision or a lack of ability to pay for access to the provision.

<sup>14</sup> In this context, outcomes are defined as the specific changes that participants experience because of their engagement in a community project or programme. These changes may be wholly or partially the result of engagement with the project.

<sup>15</sup> For the purposes of this report, social value is defined as a process of measuring financially the value of the outcomes and overall impacts delivered by the Club and CCO in their local communities. For more on different approaches to social value, please see

<https://socialvalueuk.org/what-is-social-value/>

<sup>16</sup> UEFA (2020) The UEFA GROW SROI Model: Valuing the Impact of Football Participation in Europe

<sup>17</sup> A targeted programme is defined as a project or programme that is focused specifically on addressing one or more issue in a participant's life. For instance, a project focused specifically on improving a person's physical health is a targeted project.

<sup>18</sup> A participation programme is defined as a project or programme that is principally designed to engage people in playing football and/or other sports. While such projects do not have a specific outcome focus, they can still deliver multiple benefits for participants in relation to their physical and mental health, their feelings of connectedness and general engagement with others.

<sup>19</sup> Subjective wellbeing analysis measures how people experience and value different aspects of their lives. For more on this, see

<https://publichealthreviews.biomedcentral.com/articles/10.1186/s40985-020-00142-5>

<sup>20</sup> Risk factors are characteristics at a biological, psychological, family, community, or cultural level that are associated with a higher likelihood of negative outcomes (like poor health, low educational achievement or involvement in crime). Protective factors are characteristics associated with a lower likelihood of negative outcomes or that reduce a risk factor's impact.

<sup>21</sup> Murray J, Farrington, D. & Eisner, M. (2009) 'Drawing conclusions about causes from systematic reviews of risk factors: The Cambridge Quality Checklists'. *Journal of Experimental Criminology* 5(1):1-23

<sup>22</sup> The Organisation for Economic Co-operation and Development (OECD) is a forum where the governments of 37 countries compare experiences, seek answers to common challenges, identify good practices, and develop high standards for economic policy.

<sup>23</sup> Downward, P. & Wicker, P. (2021) Football participation and subjective well-being, Final Report

<sup>24</sup> <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>

<sup>25</sup> With a 5% margin of error