



Measuring the Impact of EFL Clubs in the Community



Contents

1.0 Introduction	Introduction to the report Introduction to Carlisle United Understanding the Club's Communities
2.0 Inputs	Introduction Income, funding and expenditure Networks and partnerships Staff Volunteers In-kind support Facilities Summary of inputs
3.0 Delivery	Introduction Player engagements Community engagement and development Participation projects Health and wellbeing projects Education, training and employment projects Other projects
4.0 Outcomes	Introduction Impacts on physical activity, physical literacy and physical health Impacts on mental health Impacts on social/community outcomes (community connections, cohesion and participation) Impacts on education, training and employment
5.0 Social Value	Introduction to social valuing Overview of findings Value relating to physical health Value relating to mental health and wellbeing Value relating to community and social outcomes Value relating to education, training and employment Contributions to the United Nations' Sustainable Development Goals
6.0 Impact stories	Human impact Project impact
7.0 Conclusion	Summary
Appendix	Social value methodology

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 impact¹

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 Carlisle United. Through four main sections, it analyses:

- The multiple types of resources (or 'inputs') that Carlisle United 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.²
- 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 Carlisle United has delivered for different individuals, communities and society at large.

Introduction to Carlisle United

Carlisle United Football Club is a football club based in Carlisle, Cumbria, England. The team competes at Brunton Park and was officially founded in 1904. Carlisle's most recent honour was winning the EFL Trophy in the 2010/11 season. This was the second time they have won the Trophy, the first coming back in the 1996/97 season. They spent one season in the top flight in 1974/75.

The community project at Carlisle United began in February 1990. It was originally part of the Professional Footballers Association's (PFA) National 'Football in the Community' initiative, the aim of which was to increase the involvement of clubs in their local communities. Later, in 2008, the Carlisle United Fc Community Sports Trust was established and the team continue to use the power and draw of the professional game to make a positive difference to the lives of local people, young and old, through the provision for them of activities and services.

Understanding the Club's Communities

In 2022, 144,430 people lived within 15 miles of Carlisle United and 124,715 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 Carlisle United.

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	50.9%	50.9%	51.0%
Gender	Male	49.1%	49.1%	49.0%
Age	Under 10	10.2%	11.5%	11.3%
Age	10 to 19	10.5%	11.9%	11.7%
Age	20 to 29	11.1%	12.6%	12.6%
Age	30 to 39	12.0%	13.4%	13.6%
Age	40 to 49	11.7%	12.2%	12.7%
Age	50 to 59	15.0%	13.8%	13.7%
Age	60 to 69	13.2%	11.1%	10.7%
Age	70 to 79	10.4%	8.8%	8.6%
Age	80 plus	5.9%	4.9%	5.0%
Ethnicity	Asian or Asian British	1.3%	8.4%	9.3%
Ethnicity	Black or Black British	0.3%	2.4%	4.0%
Ethnicity	Mixed ethnicity	0.8%	2.2%	2.9%
Ethnicity	White or White British	97.1%	85.6%	81.7%
Ethnicity	Other ethnicity	0.5%	1.5%	2.1%
Religion	Christian	54.2%	52.5%	46.2%
Religion	Buddhist	0.3%	0.3%	0.5%
Religion	Hindu	0.3%	0.7%	1.7%
Religion	Jewish	0.0%	0.5%	0.5%
Religion	Muslim	0.7%	7.6%	6.5%
Religion	Sikh	0.0%	0.2%	0.9%
Religion	Other religion	0.4%	0.4%	0.6%
Religion	No religion	38.3%	32.6%	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	2.6%	4.2%	3.7%

Category	Type	Club community average	Regional average	National average
Household income	Average household income after housing costs	£26,264.71	£25,342.34	£28,117.56

Category	Type	% of Club Community	% of regional population	% of national population
Deprivation	0% - 20% (most deprived)	16.5%	35.2%	20.2%
Deprivation	21% - 40%	26.5%	18.9%	20.3%
Deprivation	41% - 60%	23.3%	14.7%	20.2%
Deprivation	61% - 80%	18.1%	16.8%	19.8%
Deprivation	81% - 100% (least deprived)	15.6%	14.4%	19.6%

Finally, in terms of health and education, the tables below show data on rates of childhood obesity and health deprivation³ in the Club's communities, as well as the proportion of children meeting key standards in secondary school education.⁴

Category	Type	% of Club Community	% of regional population	% of national population
Childhood health	% of Year 6 pupils overweight or obese	34.8%	35.3%	34.3%

Category	Type	% of Club Community	% of regional population	% of national population
Health deprivation	0% - 20% (most deprived)	24.1%	45.4%	19.8%
Health deprivation	21% - 40%	23.4%	23.2%	19.8%
Health deprivation	41% - 60%	21.3%	16.1%	19.9%
Health deprivation	61% - 80%	17.1%	11.2%	20.1%
Health deprivation	81% - 100% (least deprived)	14.1%	4.0%	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	60.8%	65.3%	68.5%

These statistics demonstrate some of the challenges faced by the communities surrounding Carlisle United. 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'⁵ – including financial, human and physical resources – that the Club and CCO at Carlisle United have generated and invested in their communities in recent seasons.

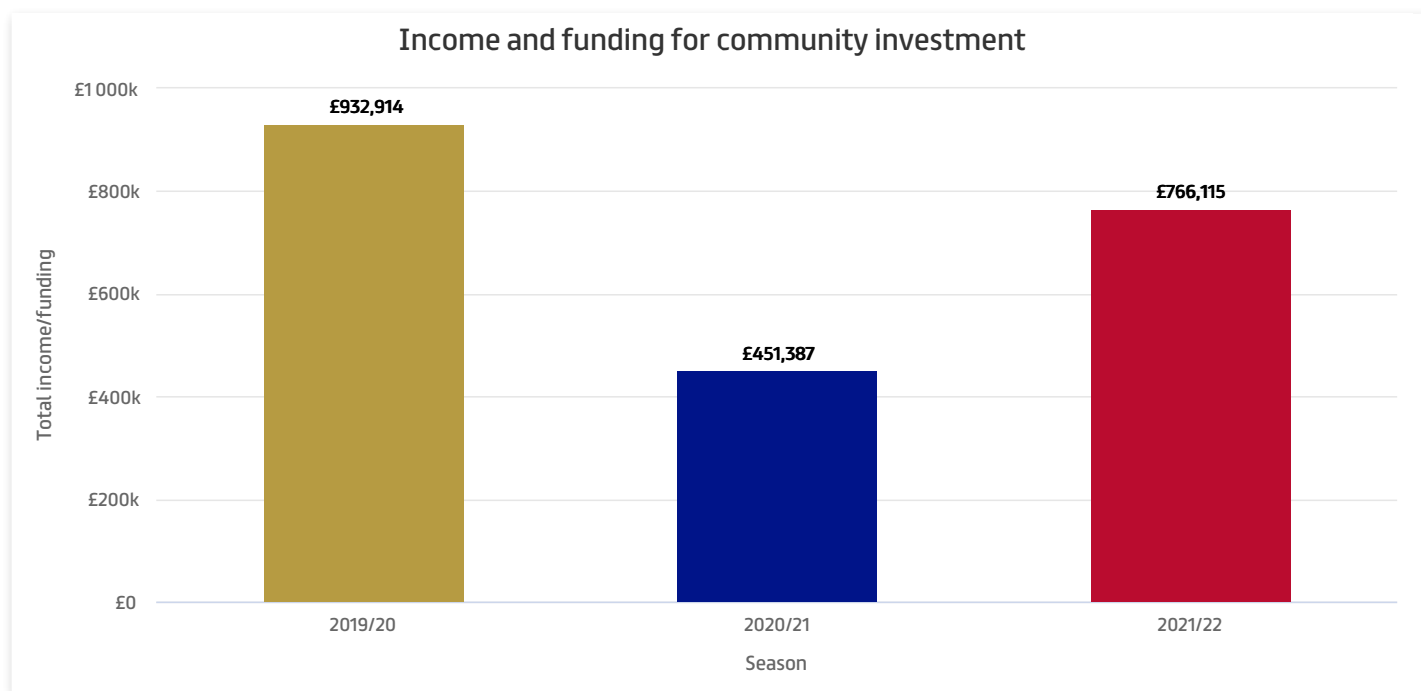
More specifically, it looks at:

- The income and funding generated and invested in community-focused activities
- The range of networks and partnerships⁶ 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 Carlisle United has generated for its communities between 2019/20 and 2021/22, alongside an estimated overall valuation.

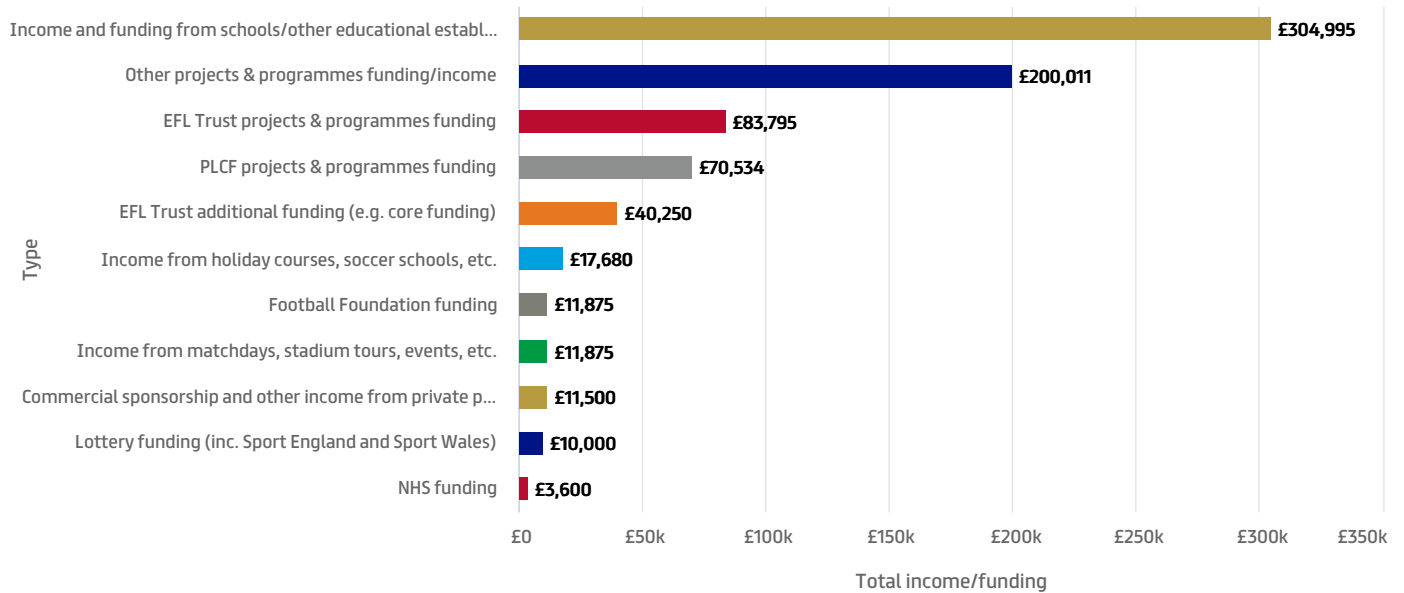
Income, funding and expenditure

In 2021/22, the Club and CCO at Carlisle United generated £766,115 of income and funding to invest in community projects, initiatives and wider support. In 2019/20, £932,914 of income and funding was generated, and in 2020/21 the figure was £451,387.



In 2021/22, income and funding for community investment was generated from a range of sources. The EFL Trust provided £124,045 of project and 'core' funding during the season, and £70,534 was provided by the PLCF, primarily to support delivery of its national projects. In addition, a further £200,011 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. 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 £576,285 of the community income and funding generated was 'restricted' or associated with the direct delivery of specific projects and programmes. This accounts for 75.22% of all income and funding received in the year.

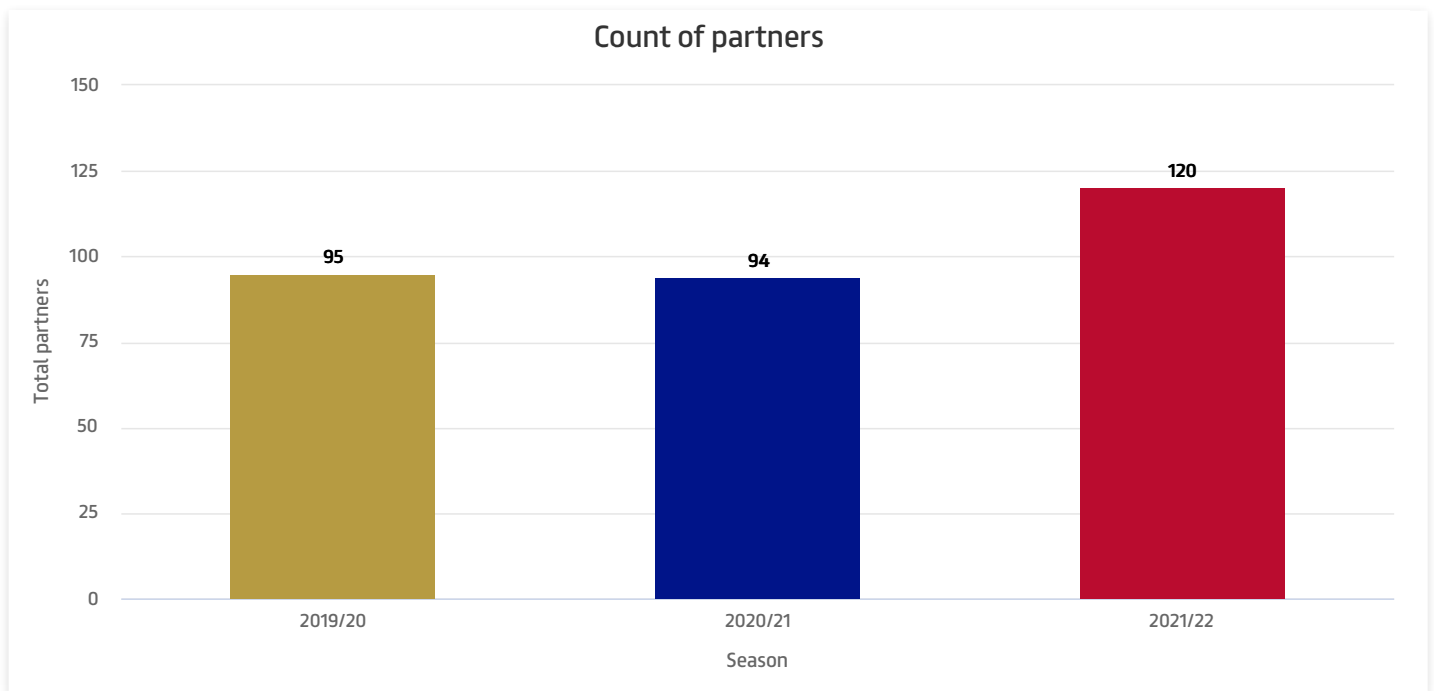
In terms of expenditure, £434,112.76 was spent to support community projects and initiatives in 2021/22. Of this, £274,075.62 was spent on the delivery of projects and programmes and £160,037.14 was used to support general operations.⁷ In 2019/20, £134,166.07 was spent on community projects and initiatives and in 2020/21 the figure was £231,078.59.

Networks and partnerships

The Club and CCO at Carlisle United 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. ⁸
- 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.

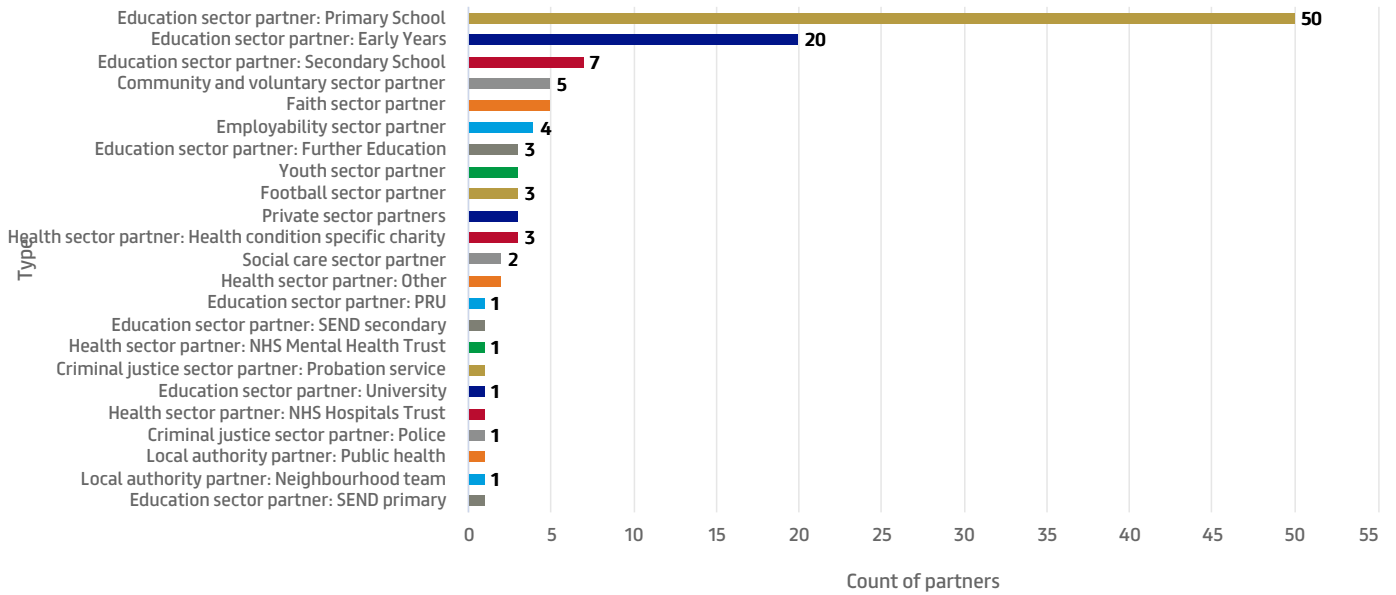
In 2021/22, 120 partnerships were established and maintained across the season. For 2019/20, 95 partnerships were maintained, and the figure for 2020/21 was 94.



In 2021/22, 64 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:

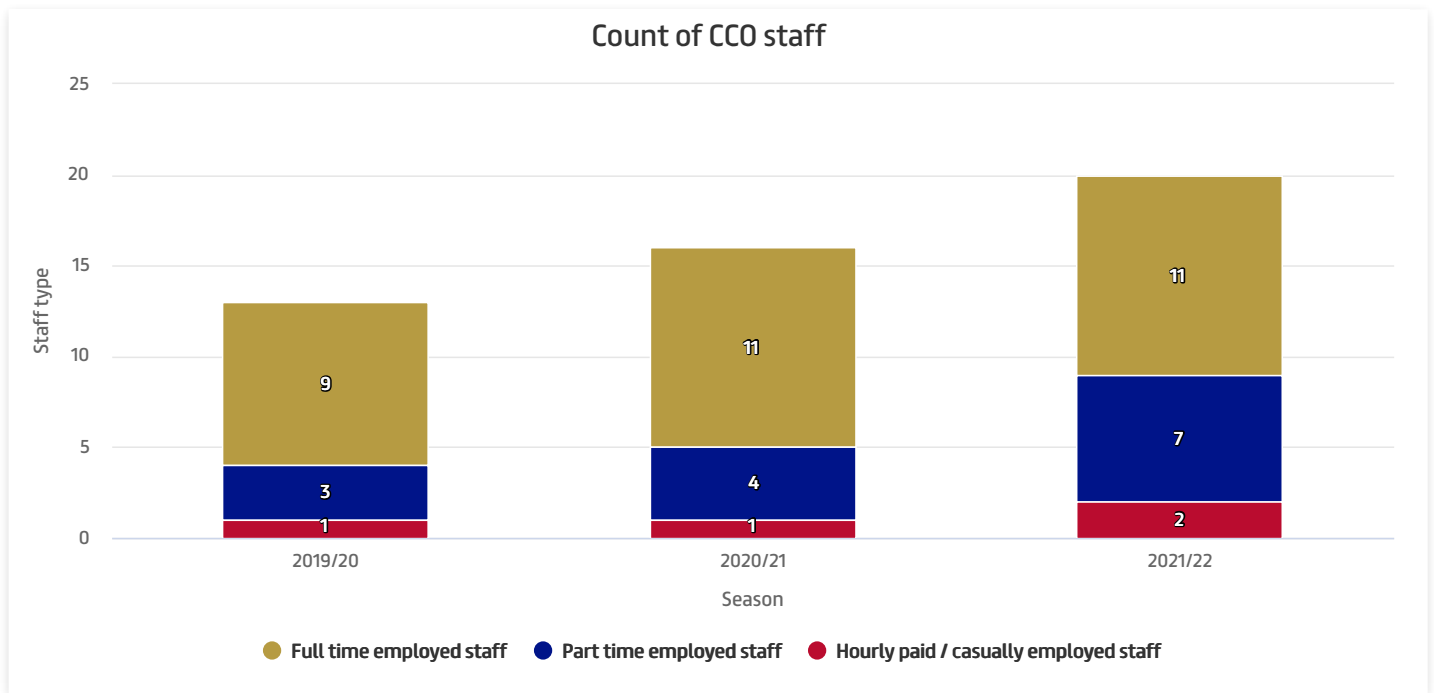
Count of partners, by type



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

Staff

In 2021/22, the CCO at Carlisle United employed a total of 20 staff to support the Club's communities. Of these, 11 were employed in full time roles, 7 were employed part time and the remaining 2 were hourly paid. In 2019/20, 13 staff were employed by the CCO, while in 2020/21 the number was 16.



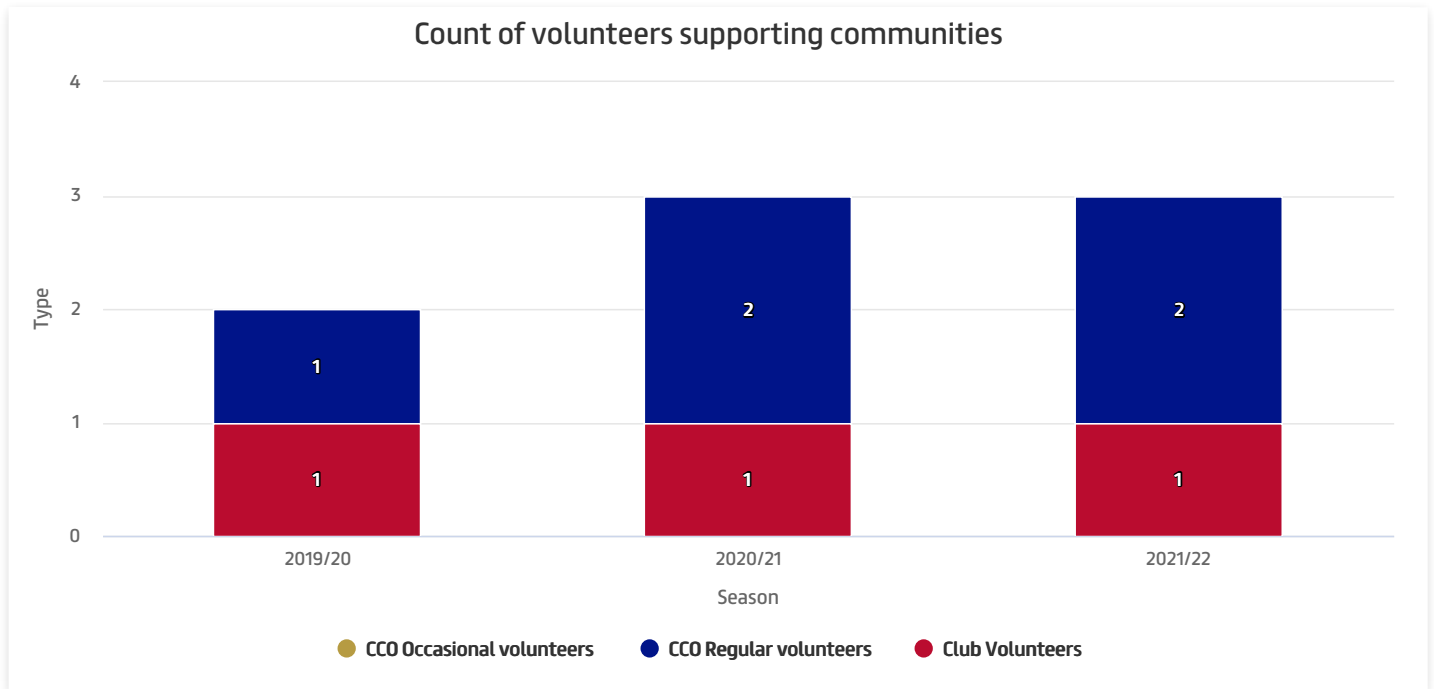
Several Club staff at Carlisle United also supported the delivery of community activities in 2021/22. In total, 2 full time, part time and casual Club staff provided community support during the season, compared with 2 staff in 2019/20 and 2 in 2020/21. All of these staff provided support and assistance to the Club's supported community initiatives and organisations.

Collectively, it is estimated that Club and CCO employees at Carlisle United provided 142,152 hours of support to their communities in 2021/22. Whilst most of these were provided by the CCO, 176 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 £2,754.40⁹, meaning that Carlisle United increased the value of their direct financial investment in community activities by £2,754.40 in 2021/22 through additional support provided by their staff.

Volunteers

In addition to paid employees, volunteers were also deployed to support community activities in 2021/22. The CCO engaged and utilised 2 regular and occasional volunteers during the season, 2 of which were previous or current participants in CCO community projects and other activities. In 2019/20, 1 volunteers were used by the CCO to support its work, whilst in 2020/21 2 were deployed.

To enhance the support provided by CCO volunteers, Carlisle United also deployed a further 1 volunteers to support communities in 2021/22: taking the overall number of CCO and Club volunteers used in the year to 3. In 2019/20 and 2020/21, the Club also deployed 1 and 1 volunteers respectively, with an average of 1 of volunteers supporting Club community initiatives across the three seasons.



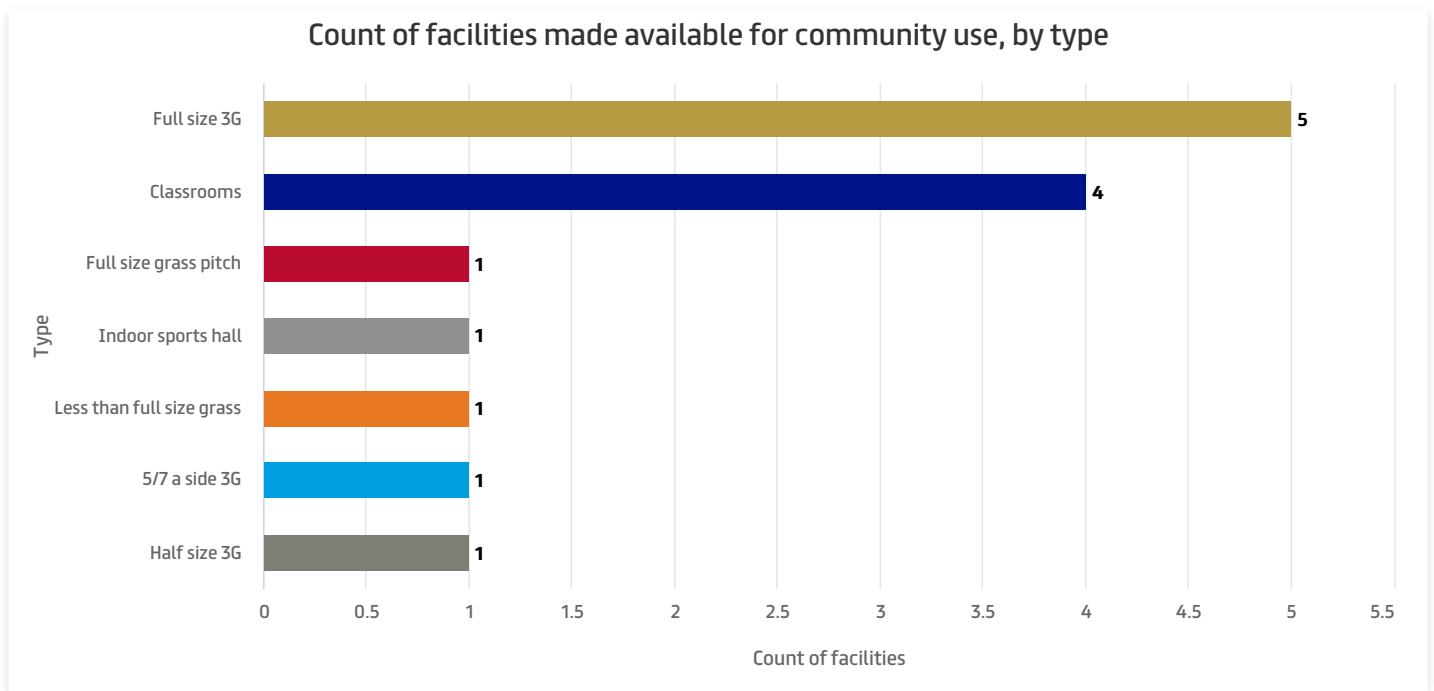
Together, it is estimated that volunteers provided 466.50 hours of support to communities in 2021/22: an average of 3 per volunteer per week across the season¹⁰. The approximate cost-replacement value of these hours can be calculated at £7,300.73¹¹, meaning that – added to the in-kind support provided by Carlisle United Club staff to communities in 2021/22, the total estimated value of CCO and Club staff and volunteering support provided to communities in season was £10,055.12.

In-kind support

In 2021/22, Carlisle United also provided a range of other forms of in-kind support to its communities. During the season, 1,603 match tickets were distributed to the CCO and other community organisations, with a value of £20,007.

Facilities

In 2021/22, 14 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, 656 hours of delivery were facilitated and supported across these facilities. These drew in an estimated annual footfall of 10,560 in 2021/22.

Of the hours of delivery supported in facilities in 2021/22, 2,800 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 £97,085.

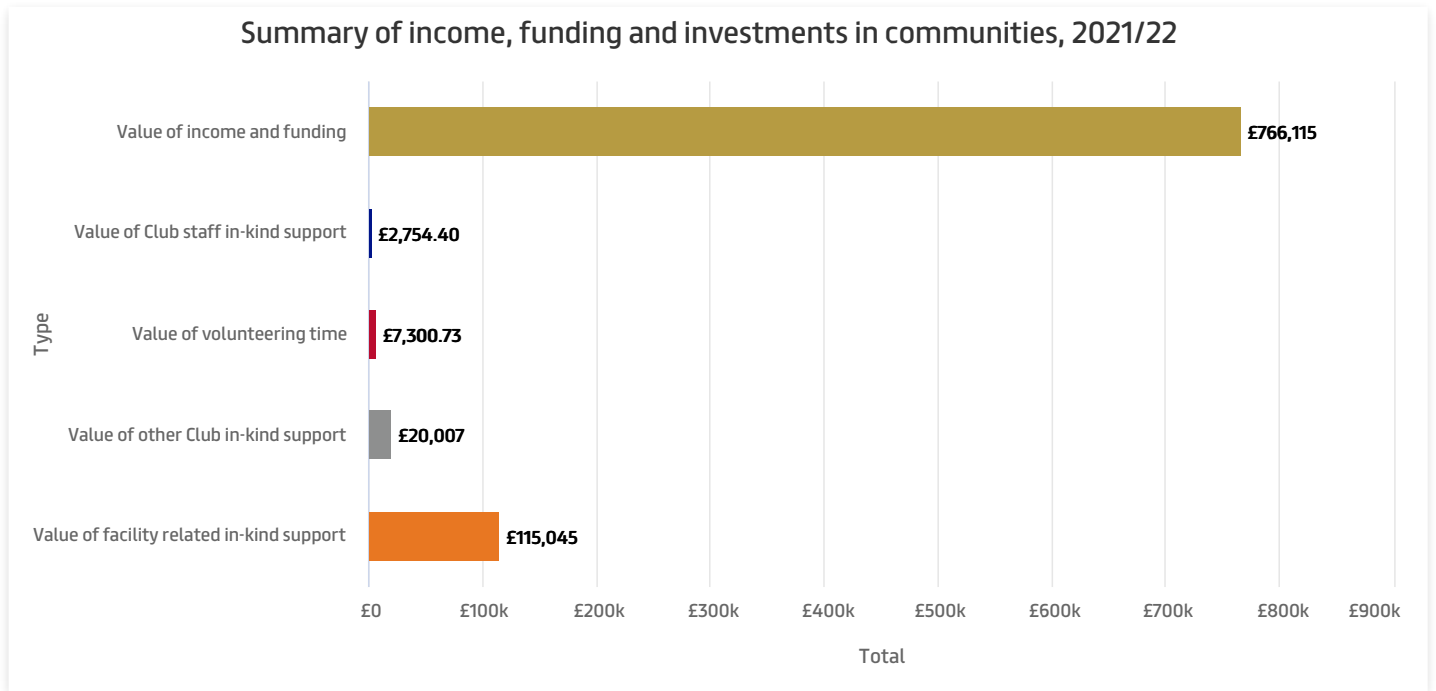
To further support their communities, over the past three seasons facilities have been made available to help the national response to the COVID-19 pandemic. In 2020/21 – at the height of the pandemic – 2 facilities were made available for COVID-19 testing and/or vaccinations. A further 2 facilities were provided to support local food banks, clothes recycling centres and other initiatives to support struggling communities. During that season it is estimated that:

- 500 visits were made to vaccination centres hosted by Carlisle United
- 500 visits were made to COVID-19 testing facilities.

During the most recent season (2021/22), Carlisle United 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 50 days. It can be estimated that – if charged at commercial rates – these facilities would have cost approximately £17,960 to hire. This means that – added to the free and/or subsidised hours of facility usage referenced above – a total of £115,045 of in-kind facility support was provided to communities during the season.

Summary of inputs

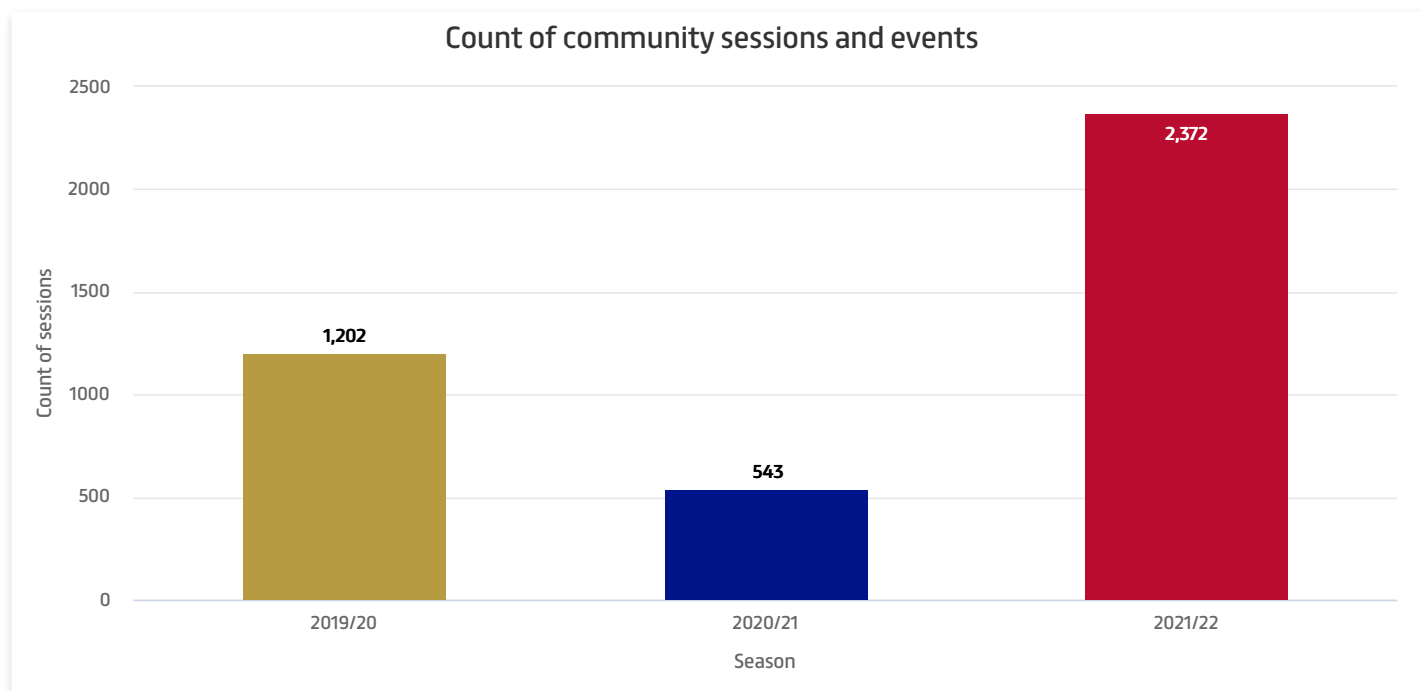
In 2021/22, £911,222.12 of income and in-kind support was generated and invested in the communities of Carlisle United. In 2019/20, £1,067,297.93 of support was invested, and in 2020/21 the figure was £556,630.12.



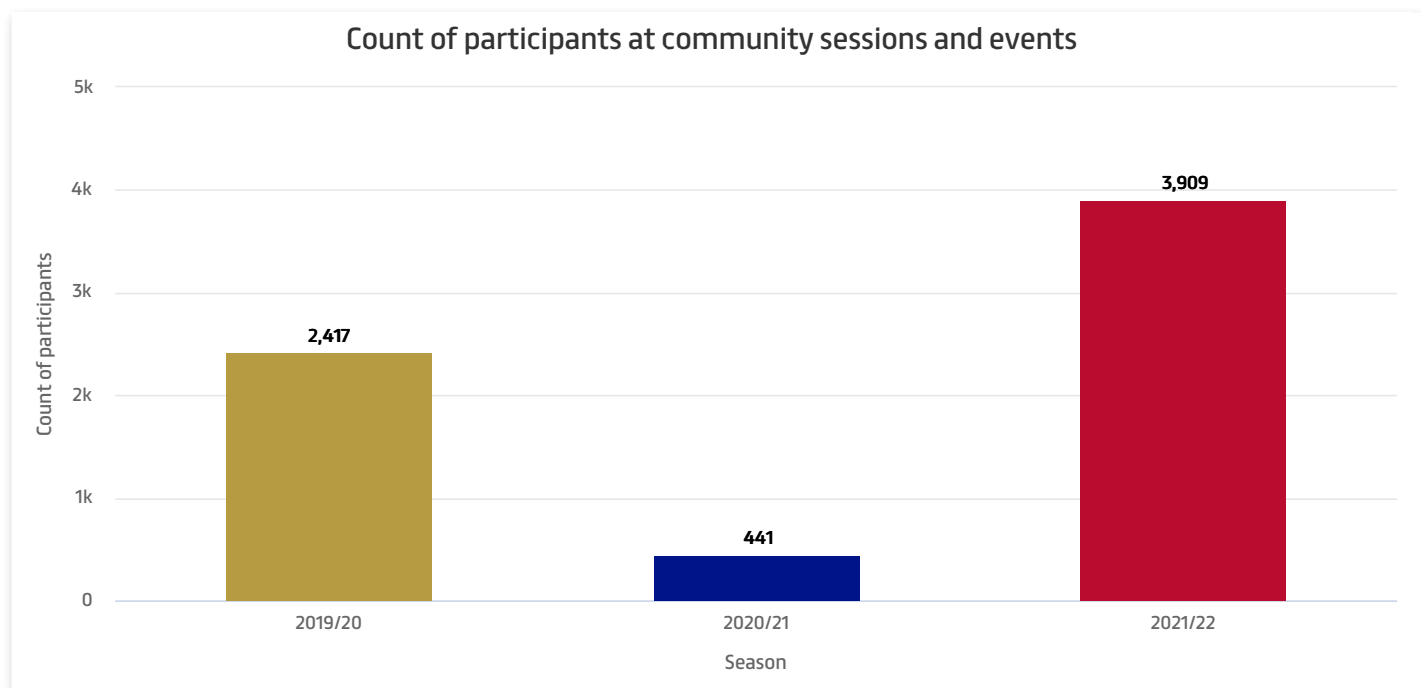
3.0 Delivery

Introduction

Over the past three seasons, 4,117 community sessions and events¹² have been delivered to the communities of Carlisle United (2,372 in the most recent season) and over 7,241 hours of delivery (4,183 in 2021/22).



In 2021/22, 3,909 individual participants¹³ were engaged in community-focused sessions and events. Together, these people attended 12,910 times across the season, meaning that each participant attended an average of 3 sessions. The number of participants attending community-focused sessions and events in 2019/20 was 2,417 and in 2020/21 the number was 441.



In the two seasons prior to 2021/22, the COVID-19 pandemic heavily restricted Carlisle United'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:

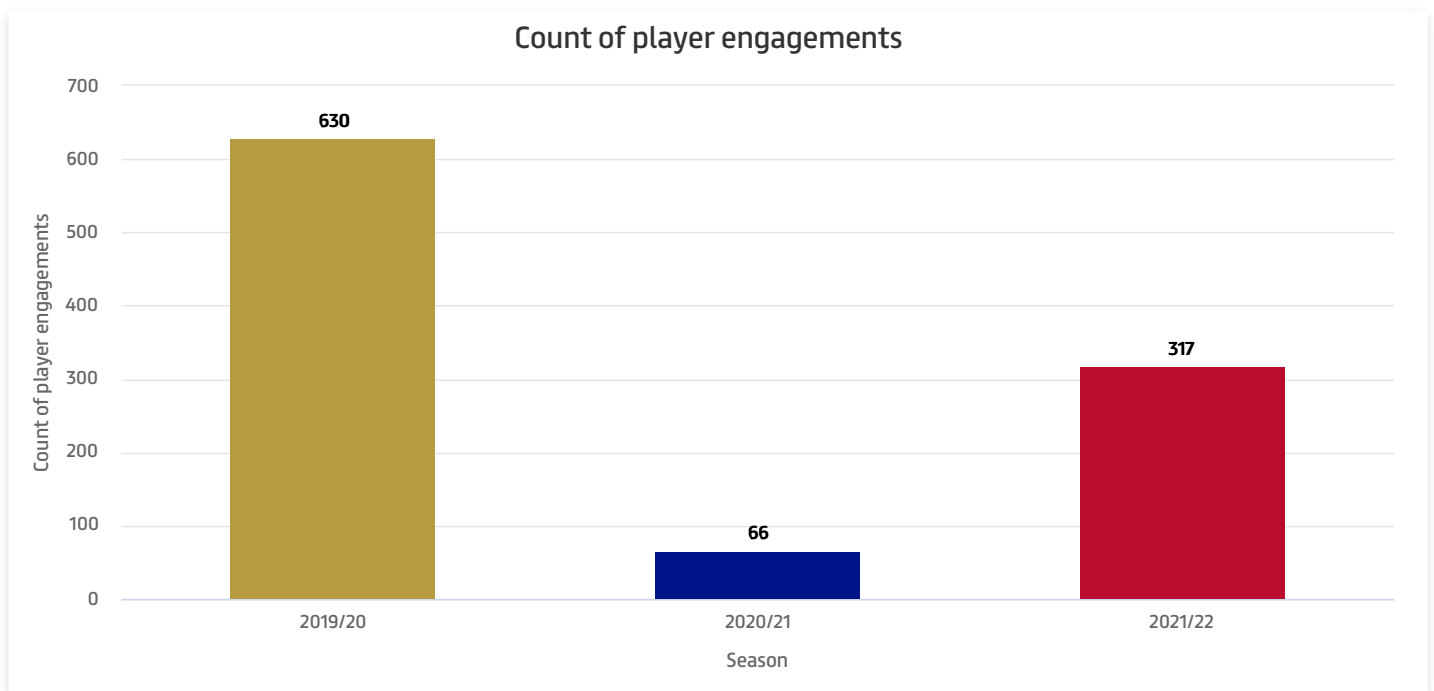
- 20.26% of participants were female.
- 9.09% of participant were from ethnically diverse communities.
- 43.27% of participants had a disability or long-term limiting illness.
- 37.04% of participants were from the 20% most deprived areas in England and Wales.

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.

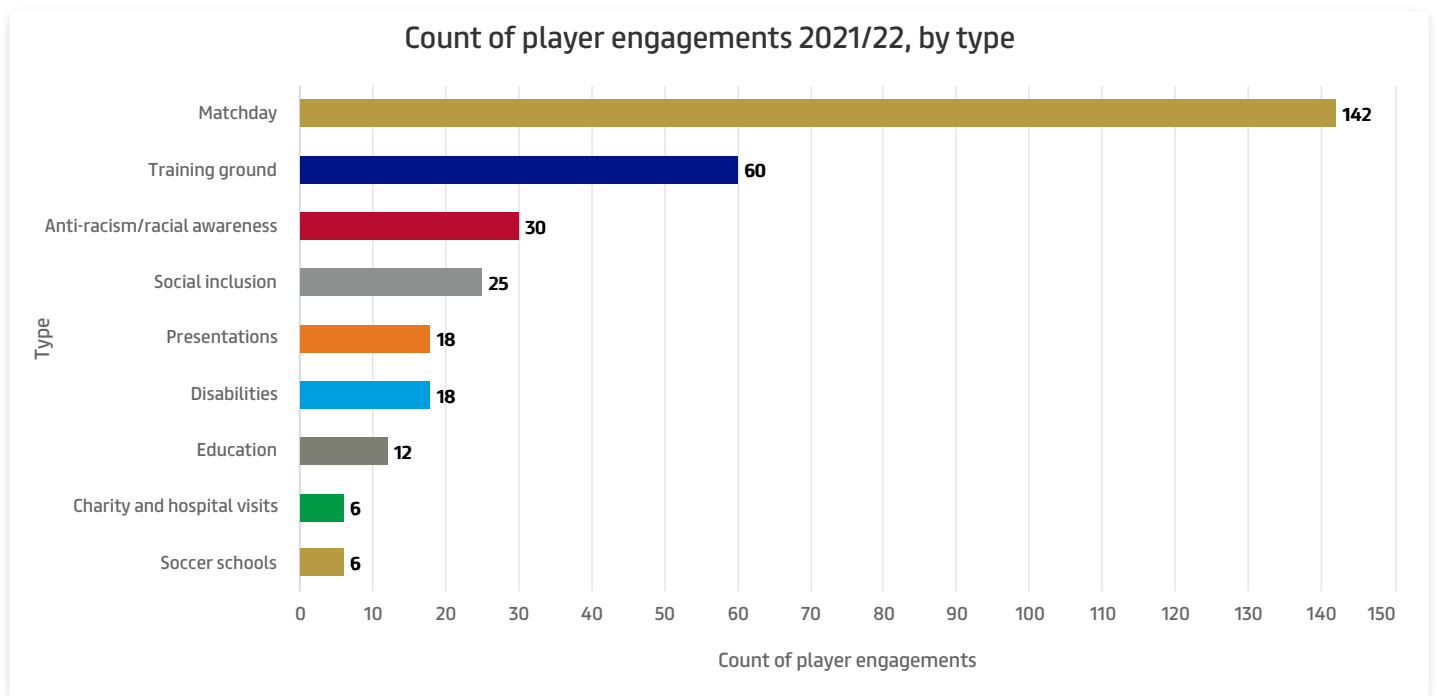
Player engagements

Despite the obvious disruption caused by the COVID-19 pandemic since March 2020, Carlisle United has continued – as they have done historically – to make available its players to support local events, initiatives, and communities wherever possible. Carlisle United, 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, 1,013 player engagements with local communities were facilitated by the Club and CCO at Carlisle United. Of these, 66 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 Carlisle United, 317 player engagements were facilitated during the season, with 85 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.

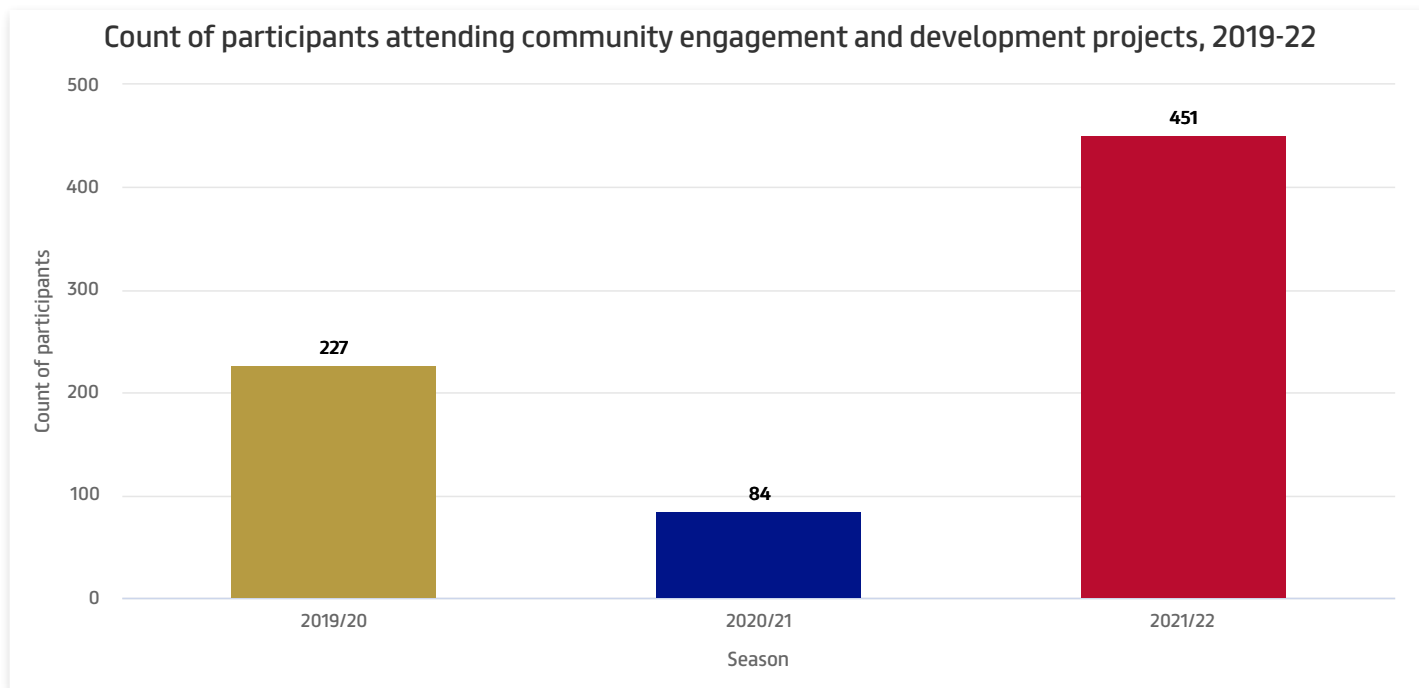


Whilst not included in the previous section of this report as an in-kind community 'input', it is possible to place a value on players' community engagements. Using average player salaries across the three EFL divisions and the time players contractually spend on community activities as a percentage of their salary¹⁴, it can be estimated that:

- In 2019/20, the 630 player engagements that were made had a total value of £367,290.
- In 2020/21, the 66 player engagements that were made had a total value of £38,478.
- In 2021/22, the 317 player engagements that were made had a total value of £184,811.

Community engagement and development

In 2021/22, 518 sessions focused specifically on community engagement and development were delivered: a total of 537 hours of delivery. In total, 451 participants were engaged in these sessions, making 7,436 attendances between them (an average of 16 session attendances per participant). The number of participants attending community and engagement sessions in 2019/20 was 227. In 2020/21 the number was 84.



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

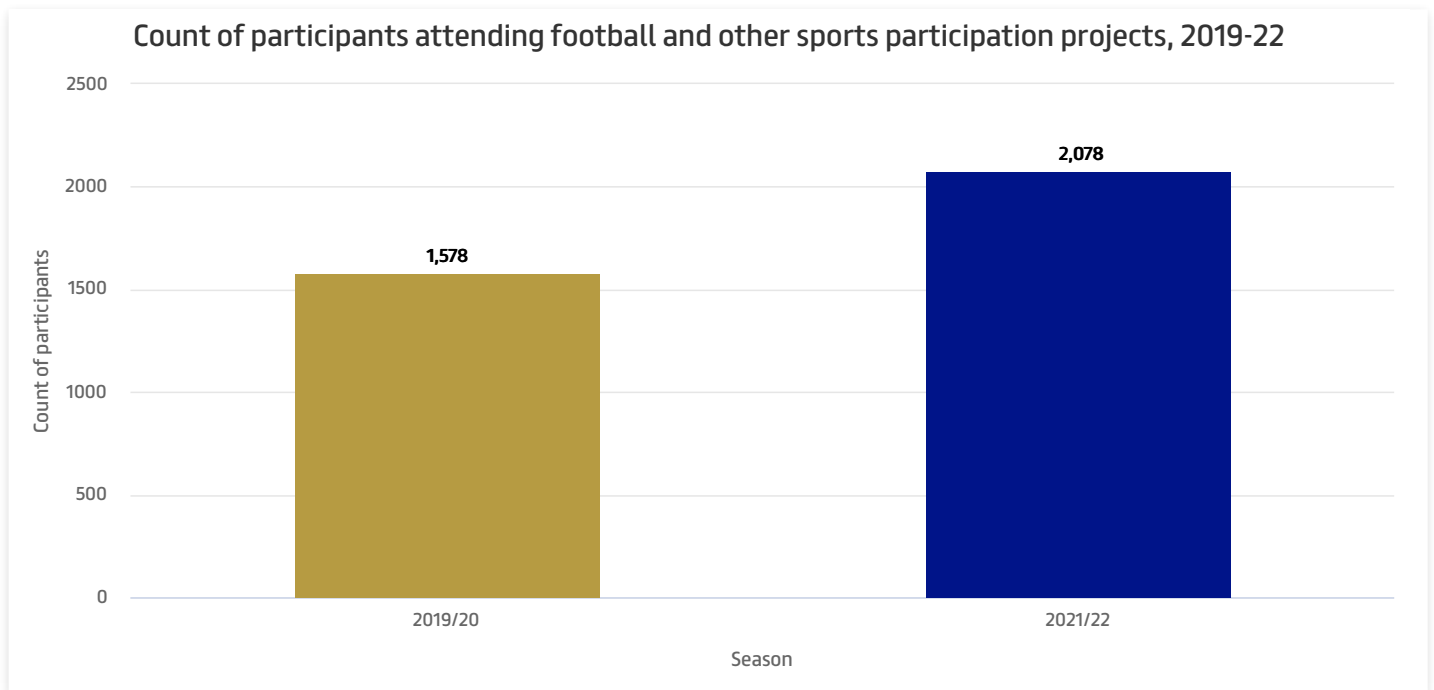
- General events designed to engage local communities (for instance, Club matchday engagement events).
- Events and sessions focused on population groups with specific support needs (for instance, projects focused on youth development).
- Events and sessions focused on specific community challenges and/or 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	193	9	2	193
PL Kicks	258	409	435	7,243

Participation projects

In 2021/22, 216 football and/or other sports participation sessions were delivered: a total of 557 hours of delivery. In total, 2,078 participants were engaged through participation sessions during the season. The number of participants attending participation sessions in 2019/20 was 1,578.



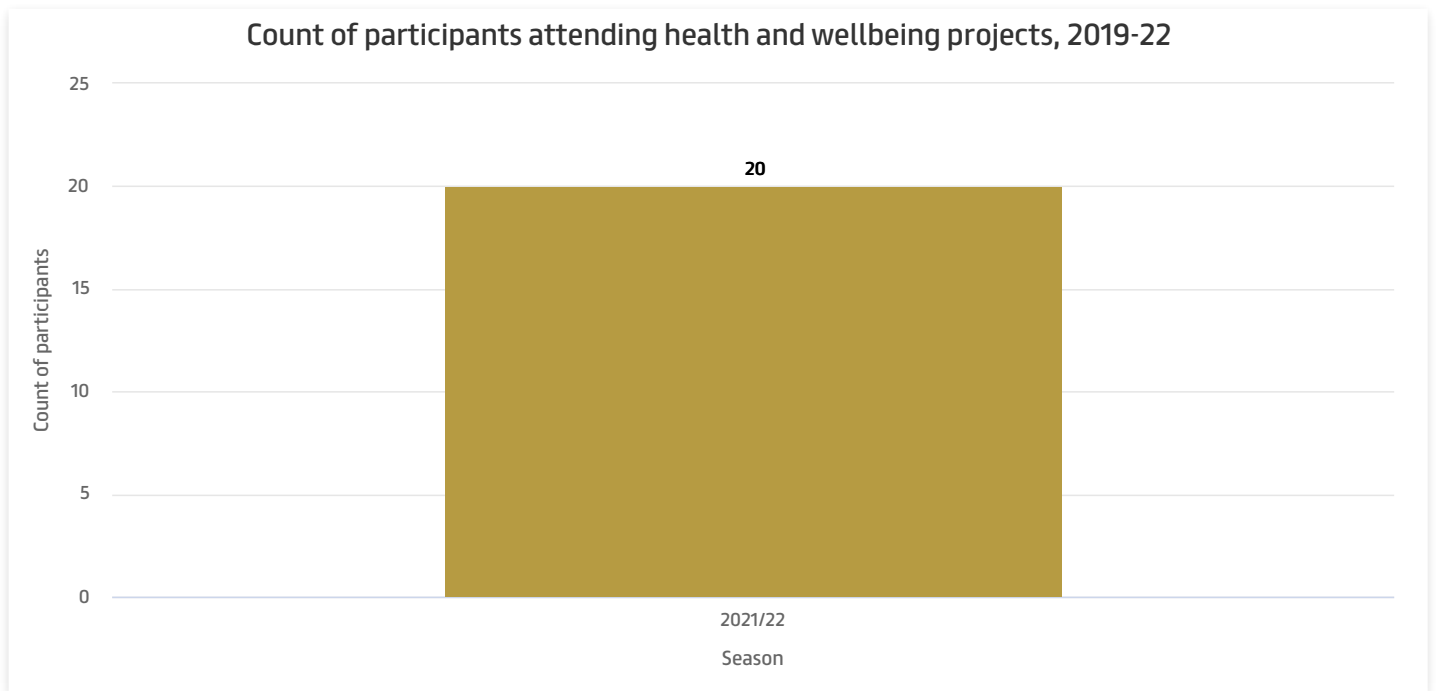
A range of participation projects were delivered in 2021/22, often focused on specific population groups. Whilst not designed to deliver specific personal, health or social outcomes for participants, typically these projects focused on providing opportunities for under-served communities¹⁵ to engage 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
Girls Cup	64	2	7	64
Holiday courses	1,465	62	295	75
Kids Cup	200	2	9	200
Matchday activities/projects	300	14	70	20
Pan disability football	25	40	80	20
Walking football	24	96	96	0

Health and wellbeing projects

In 2021/22, 50 sessions focused specifically on improving participants' health and wellbeing were delivered. In total, 20 participants were engaged in health and wellbeing sessions during the season.

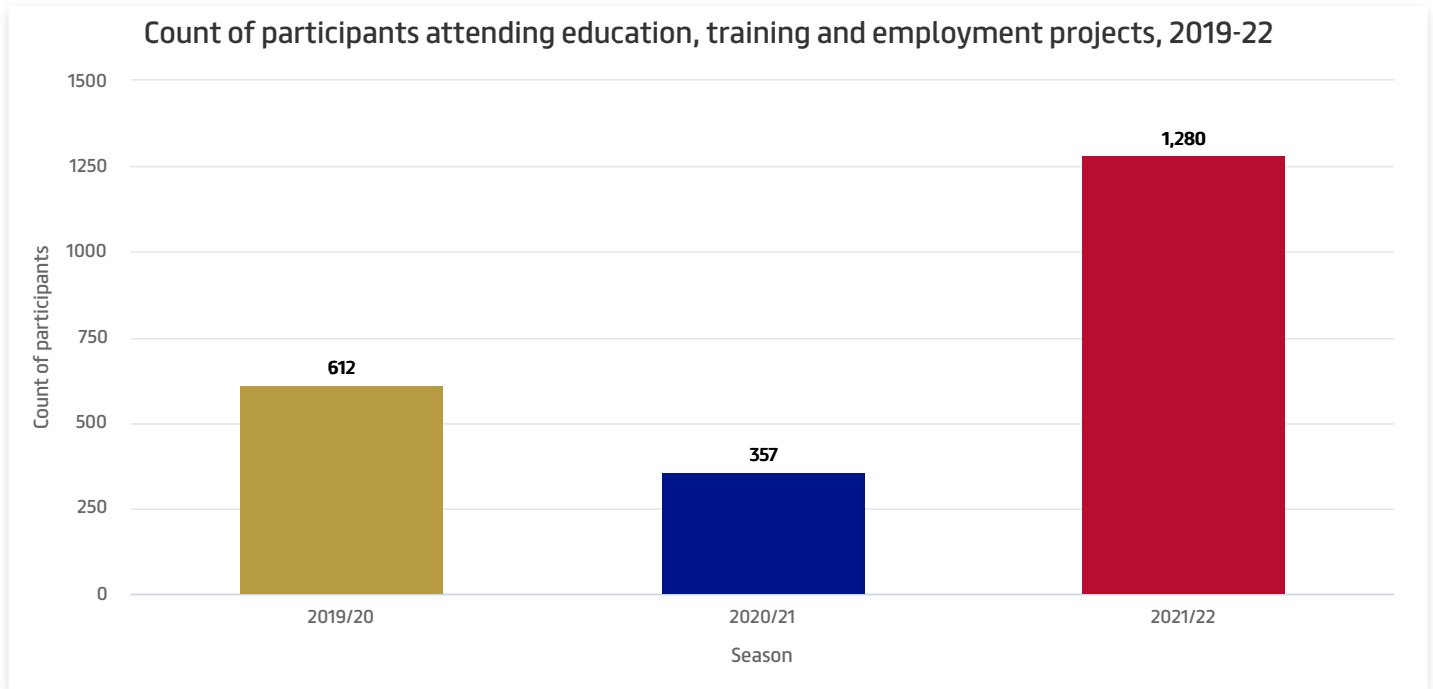


The table below shows the main types of health and wellbeing projects delivered in 2021/22, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Mental health - adults	20	50	50	16

Education, training and employment projects

In 2021/22, 1,570 sessions to support education, training and/or employment were delivered: a total of 2,955 hours of delivery. In total, 1,280 participants were engaged in these sessions, attending 5,019 times between them (an average of 4 sessions per participant). The number of participants attending education, training and employment sessions in 2021/22 was 612. In 2020/21 the number was 357.

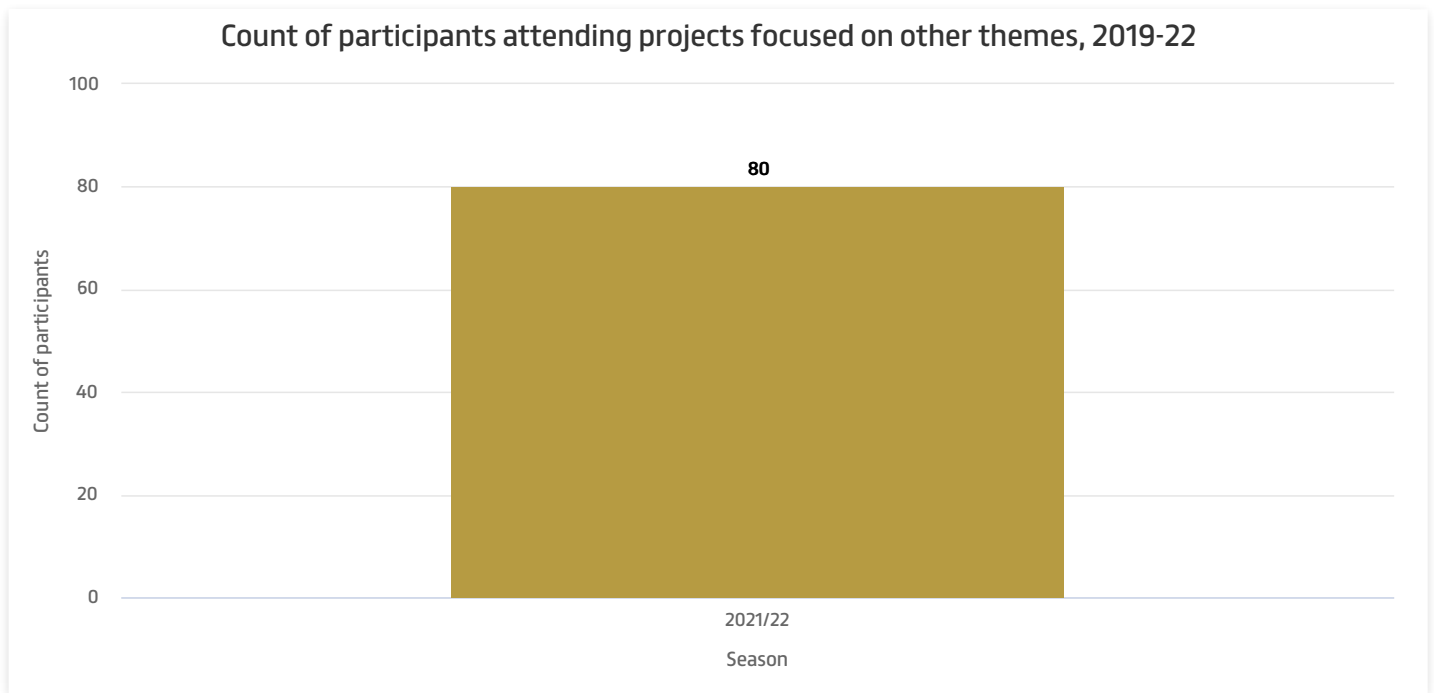


The table below shows the main types of education, training and employment projects delivered in 2021/22, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
16-18 study programmes (BTEC) Subcontracted Provision	34	180	1,080	30
16-18 Traineeships	28	180	1,080	4,989
PL Primary Stars	1,210	1,210	795	0
USW Foundation Degree	8	0	0	0

Other projects

In 2021/22, 18 sessions focused on issues other than sports participation, health, community engagement or education, training and employment were delivered. In total, 80 participants were engaged in these sessions during the season, attending 60 times between them (an average of 1 sessions per participant).



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)	80	18	84	60

4.0 Outcomes

Introduction

This section presents data on the personal and social changes – or what are often termed outcomes¹⁶ – 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':

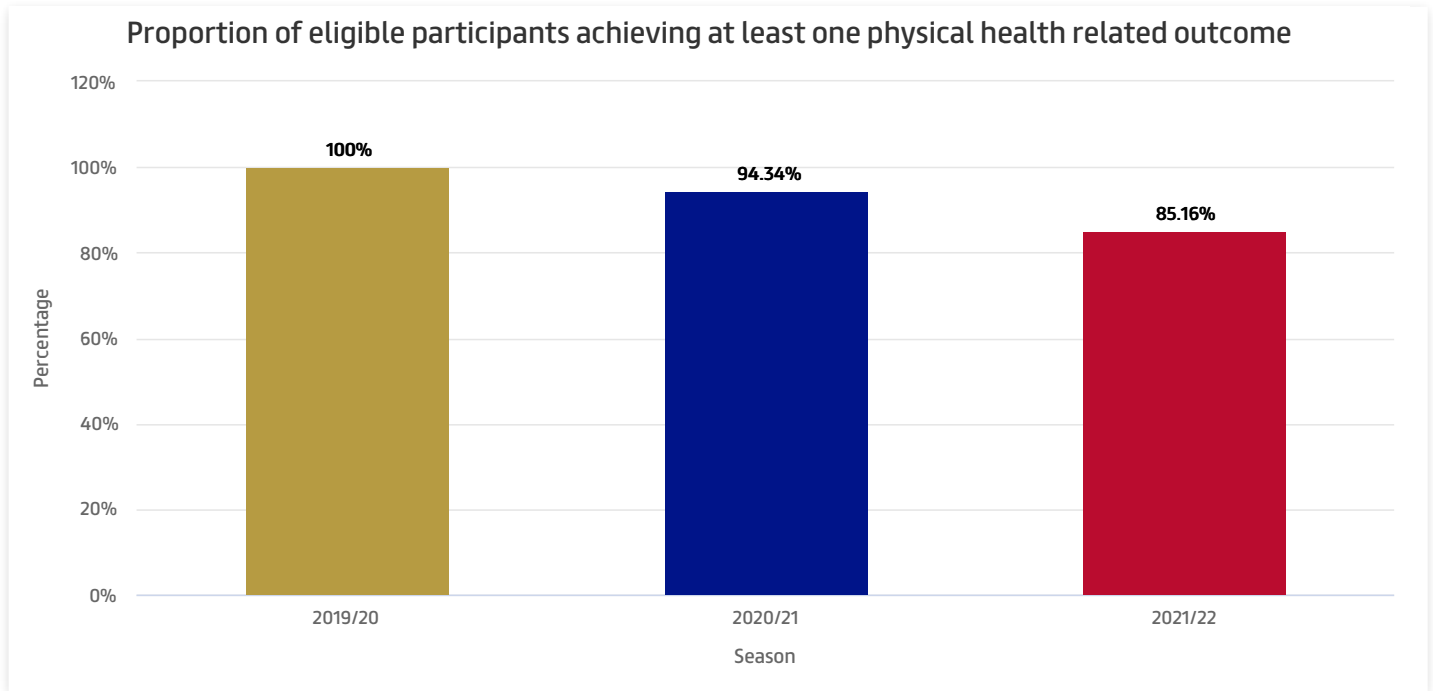
- Physical health
- Mental health
- 'Community' outcomes (i.e., those relating to community connections, cohesion and participation)
- Education, training and/or employment

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 physical activity, physical literacy and physical health

In 2021/22, 1,496 participants attended sessions or events that were designed to impact directly - or indirectly - on an aspect of their physical health. This number is different from the number of people who attended Health and Wellbeing projects reported above because it relates to people who were monitored for impacts on their physical health across all project types, not just those formally classified as Health and Wellbeing projects.

Of all the participants attending eligible sessions and events in 2021/22, 155 were 'measured' for physical health impacts, with 132 achieving at least one outcome relating to physical health. In 2019/20, 632 participants measured for a physical health impact achieved at least one positive outcome. The figure in 2020/21 was 50.



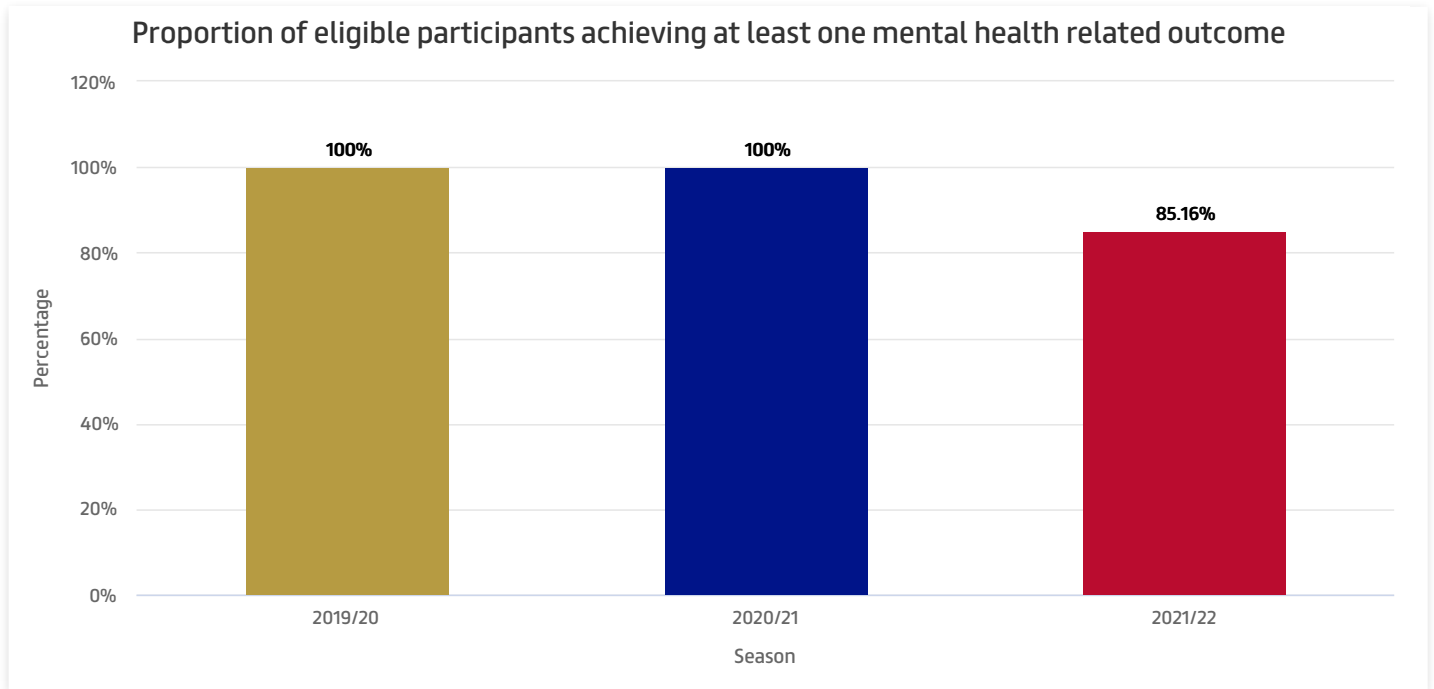
The specific physical health related outcomes that participants were measured for and/or achieved in 2021/22 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes that related to the amount and frequency of physical activity they were doing; changes in their levels of physical literacy; or improvements in their physical health:

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 participating more often in competitive sport & physical activity	1,468	127	104	81.9%
Count of participants progressing in/into pathways in sport	1,468	127	17	13.4%
Count of participants reporting improved enjoyment of physical activity (including football and sport)	258	99	87	87.9%
Count of participants reporting improved physical health/wellbeing (general)	1,468	127	103	81.1%

Impacts on mental health

In 2021/22, 1,496 participants attended sessions or events designed to impact directly - or indirectly - on an aspect of their mental health. This number is different from the number of people who attended Health and Wellbeing projects reported above because it relates to people who were monitored for impacts on their mental health across all project types, not just those formally classified as Health and Wellbeing projects.

Of all the participants attending eligible sessions and events in 2021/22, 155 were 'measured' for mental health impacts, with 132 achieving at least one outcome relating to mental health. In 2019/20, 641 participants measured for a mental health impact achieved at least one positive outcome. The figure in 2020/21 was 53.



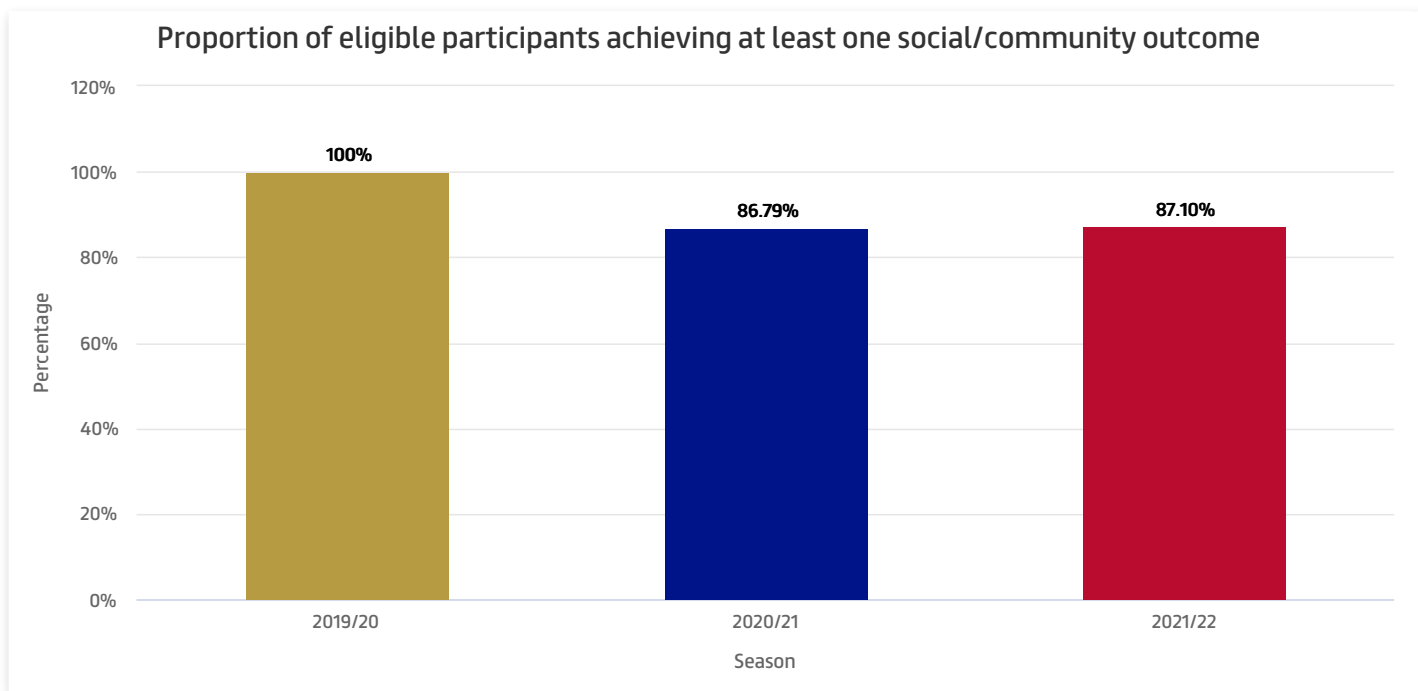
As with outcomes relating to physical health, the specific mental health related outcomes that participants were measured for and/or achieved in 2021/22 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating to improvements in their mental health:

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 reporting improved mental wellbeing (general)	1,468	127	104	81.9%
Count of participants with improved confidence and/or self-esteem	1,468	127	94	74.0%

Impacts on social/community outcomes (community connections, cohesion and participation)

In 2021/22, 1,496 participants attended sessions or events that were designed to deliver social or community related outcomes, either directly or indirectly. This number is different from the number of people who attended formal community engagement projects in 2021/22 because it relates to people who were monitored for social and community 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, 155 were 'measured' for community-related impacts, with 135 achieving at least one positive community outcome. In 2019/20, 627 participants measured for a community related outcome achieved at least one positive outcome. The figure in 2020/21 was 46.



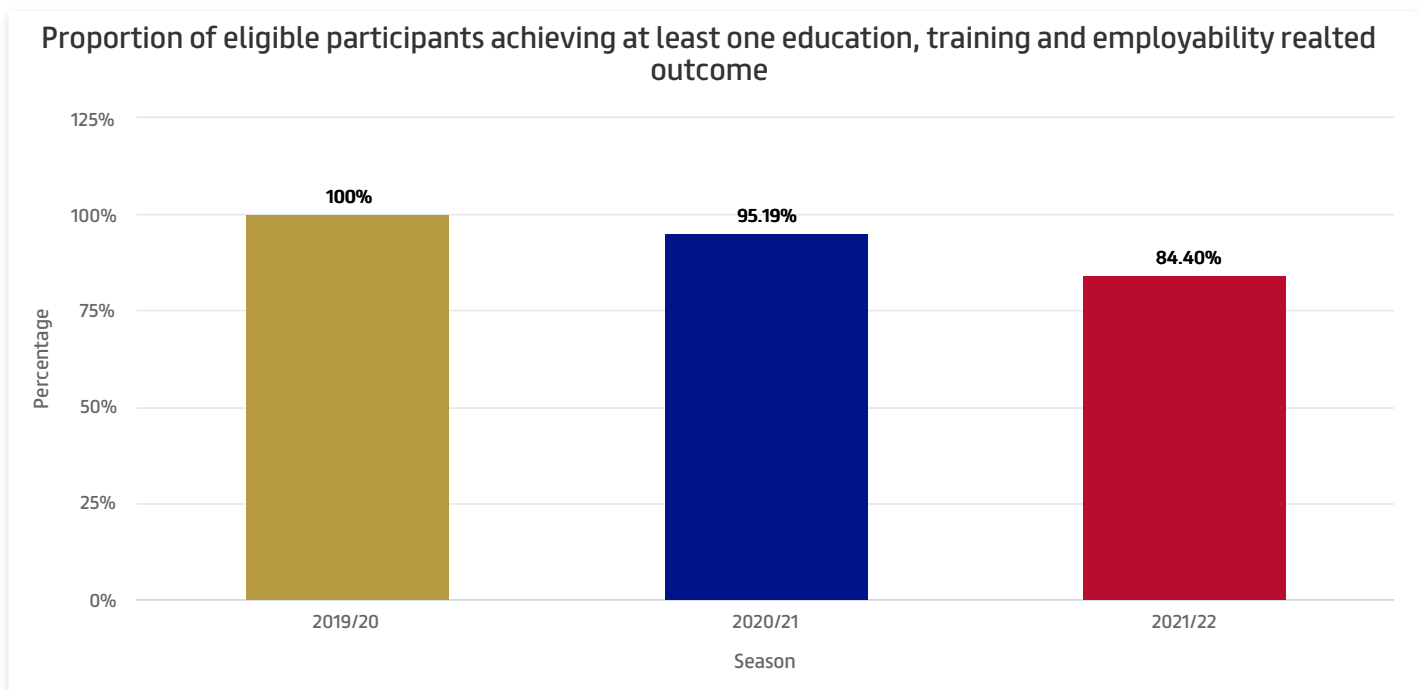
As with health-related outcomes, the specific community outcomes that participants were measured for and/or achieved in 2021/22 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating to improvements in their feelings of connection to others and/or the communities of which they are part:

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 participating more in community activities	1,468	127	25	19.7%
Count of participants reporting improved interpersonal relationships	1,468	127	102	80.3%
Count of participants reporting improved positive attitudes towards others	258	99	81	81.8%

Impacts on education, training and employment

In 2021/22, 1,782 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, 282 were 'measured' for education, training or employment-related impacts, with 238 achieving at least one positive outcome. In 2019/20, 643 participants measured for an education, training and/or employment-related outcome achieved at least one positive outcome. The figure in 2020/21 was 99.



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 feeling more inspired and engaged in educational settings	1,468	127	101	79.5%
Count of participants making progress into employment, education or training	258	99	82	82.8%
Count of participants reporting improved attendance at school	1,210	28	11	39.3%
Count of participants reporting more positive attitudes towards education	1,210	28	13	46.4%
Count of participants with improved attainment at school	1,210	28	19	67.9%

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 with improved educational skills and knowledge	1,468	127	98	77.2%

5.0 Social Value

Introduction to social valuing

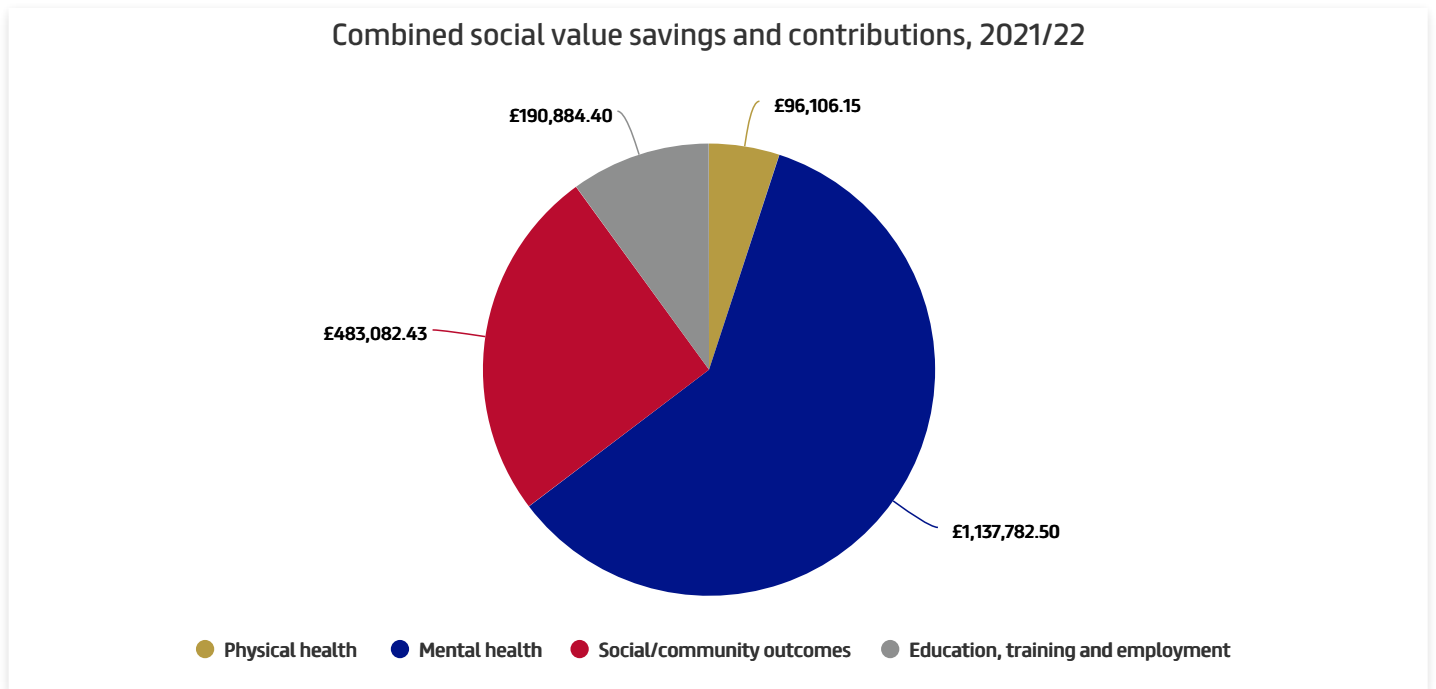
In addition to the volume of positive personal and social outcomes delivered to the communities of Carlisle United, it is important to consider the *value* these changes have; both for individual participants and communities and society more broadly. In recent years the concept of 'social value'¹⁷ has 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 2017¹⁸ - 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 £1,907,855.47 was generated by the projects and programmes delivered to the communities of Carlisle United. This consisted of £842,947.54 from targeted programmes¹⁹ – those with the most clearly defined social or health related outcomes – and £1,064,907.93 from participation programmes²⁰, 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:

- £96,106.15 coming from savings and contributions associated with physical health
- £1,137,782.50 coming from mental health
- £483,082.43 coming from community/social outcomes
- £190,884.40 coming from outcomes relating to education, training and employment.



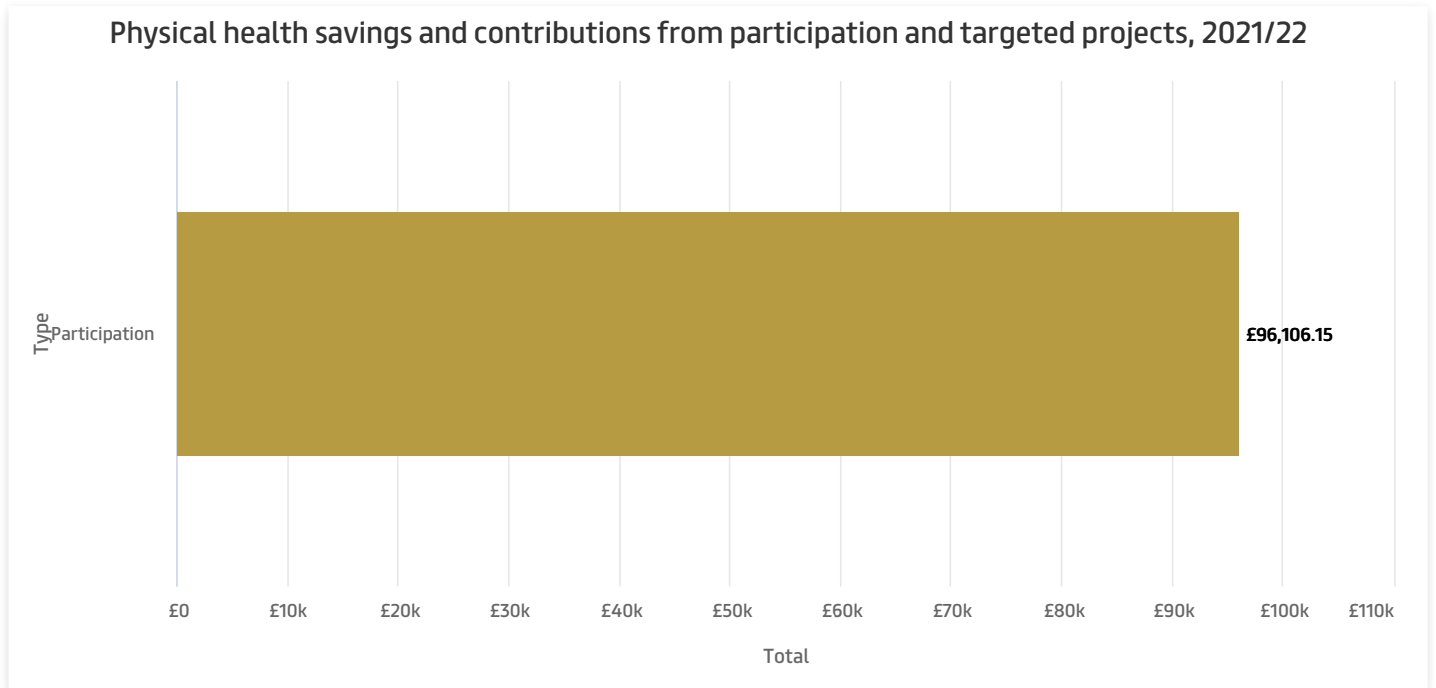
In 2019/20, a total social value of £898,497.35 was generated. In 2020/21 the figure was £120,398.25. A summary is provided below.

Season	Type	Social value
2019/20	Participation	£898,497.35
2020/21	Targeted	£120,398.25
2021/22	Participation	£1,064,907.93
2021/22	Targeted	£842,947.54

Value relating to physical health

In 2021/22, the projects and programmes delivered generated a social value of £96,106.15 relating to physical health outcomes. This equates to 5.04% of the overall social value delivered across the season.

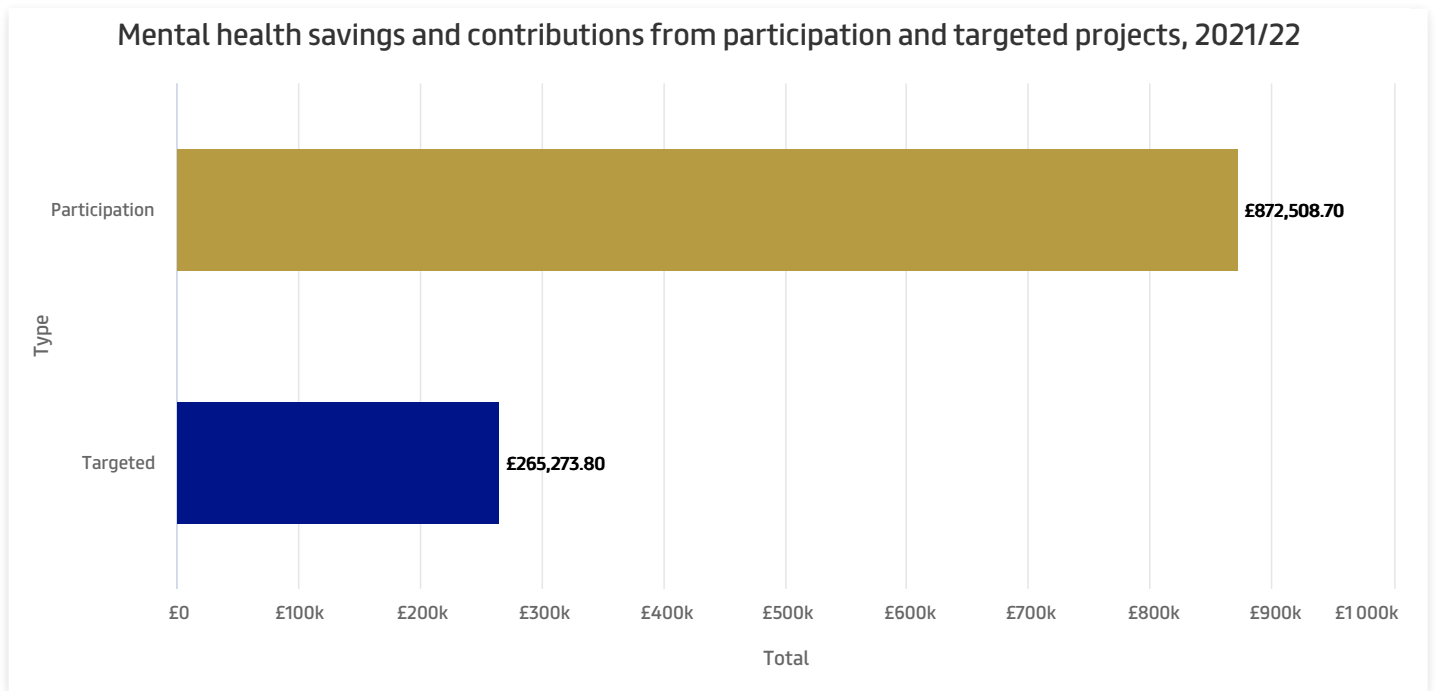
The value generated in relation to physical health in 2021/22 all came from participation projects. The four key outcomes that were used for physical health valuations were cardiovascular disease, diabetes, cancer and age-related conditions, whilst consideration of the negative impacts of injuries sustained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



Value relating to mental health and wellbeing

In 2021/22, the projects and programmes delivered generated a social value of £1,137,782.50 relating to mental health outcomes. This is 59.64% of the overall social value delivered across the season.

The value generated in relation to physical health in 2021/22 was again split between targeted and participation projects, with targeted projects delivering £265,273.80 of the value, in comparison to participation projects which delivered £872,508.70.



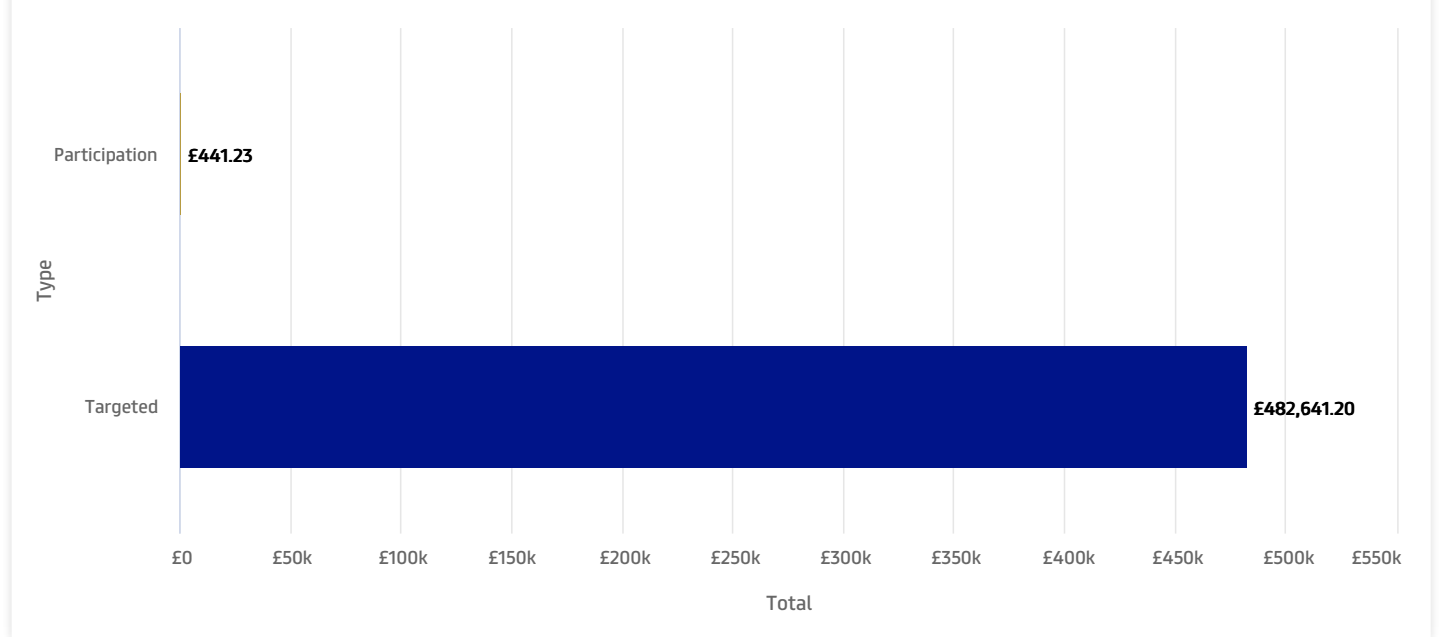
The most significant outcome that contributed towards mental health related social value in 2021/22 was Subjective Wellbeing²¹. This outcome is based on measures of how different aspects of people's lives contribute to their feelings of happiness and general wellbeing, and, more specifically, the actual 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, £737,698.87 of social value relating to mental health was delivered, while in 2020/21 £40,996.86 was generated. This means that in total £1,916,478.23 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 £483,082.43 relating to community and social outcomes, with £482,641.20 coming from participation programmes and £441.23 coming from targeted projects. Together, this accounts for 25.32% of the overall social value delivered across the season.

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

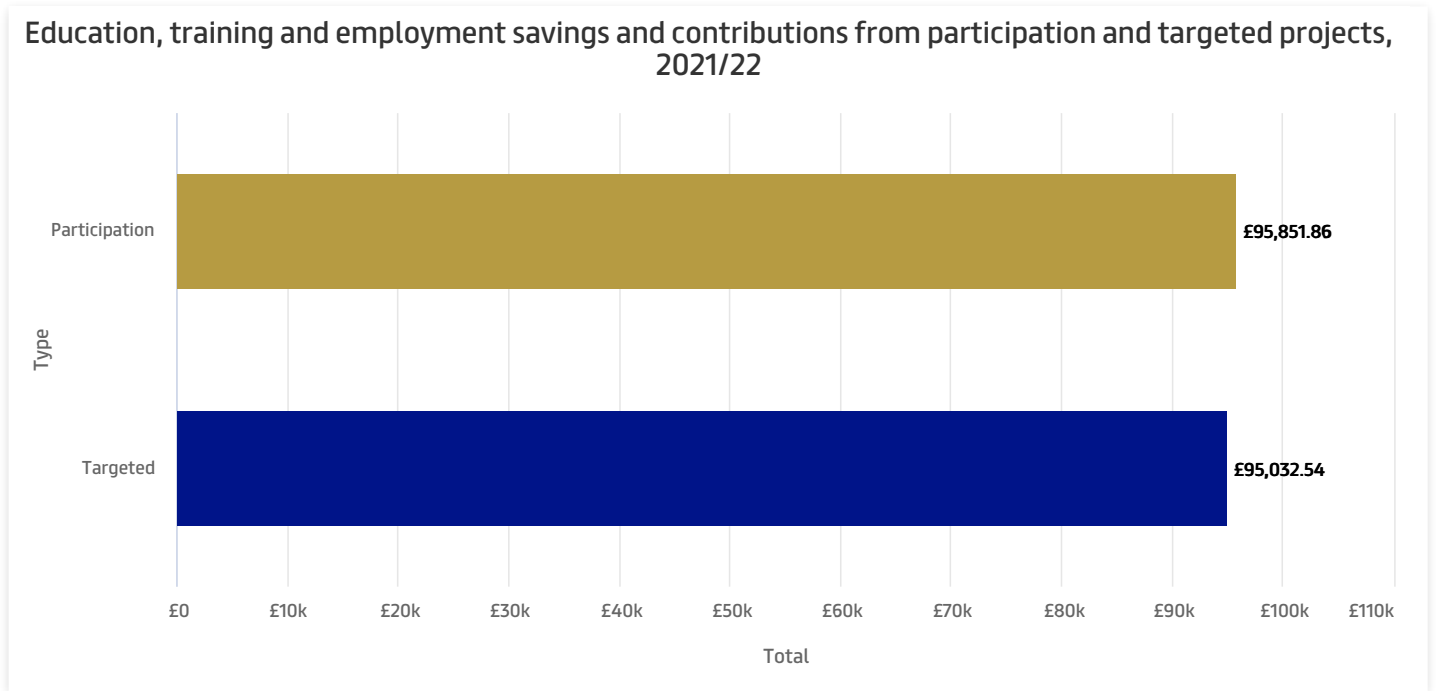


The value generated from community and social outcomes in 2021/22 resulted from the outcomes included in this category, which covers social capital, crime reduction and social action amongst others.

In 2019/20, £346.43 of social value relating to community and social outcomes was delivered, while in 2020/21 £64,961.93 was generated. This means that in total £548,390.79 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, £190,884.40 of social value was produced that can be directly attributed to education, training and employment outcomes. Targeted projects delivered £95,032.54 of this value, whilst participation programmes contributed £95,851.86. Together, this accounts for 10.01% 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, £81,879.68 of social value relating to education, training and employment was delivered, while in 2020/21 £14,439.46 was generated. This means that in total £287,203.54 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 Carlisle United - is well aligned with several UN SDGs as described below:

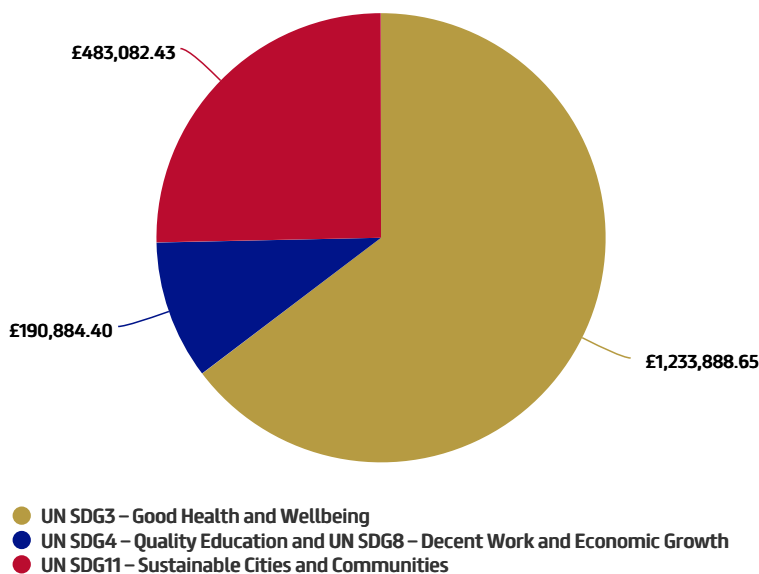
- SDG 1: No Poverty – many Clubs' and CCOs' support or host foodbanks, clothes recycling centres and other similar initiatives.
- SDG 2: Zero Hunger – in addition to their support for foodbanks, many CCOs deliver holiday activity and food programmes in recognition of the lack of access to school meals 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 Carlisle United 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:

- £1,233,888.65 of social value linked to UN SDG3 – Good Health and Wellbeing
- £190,884.40 of social value linked to UN SDG4 – Quality Education and UN SDG8 – Decent Work and Economic Growth
- £483,082.43 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



<https://www.carlisleunited.co.uk/news/2021/july/cst-another-success-story-for-our-traineeship-programme/>

<https://www.carlisleunited.co.uk/news/2022/may/cst-traineeship-work-placement-dream-comes-true/>

<https://www.carlisleunited.co.uk/news/2020/november/cst-trainee-of-the-year-award-for-owen-ferriday/>

The links above detail the human impact stories behind our traineeship programme.

Project impact



Working in partnership with Warwickshire College and the EFL Trust we have ran several 12 week traineeship programmes.

We have had some great successful outcomes on completion of the programme including learners gaining employment in the Adult social care sector, construction and landscaping. The majority of students we work with have faced many challenges in their lives and we work with many agencies including the leaving care team and targeted youth support.

One of our young people whom had recently left the care system went on to win our Warwickshire College and EFL trust trainee of the year.

We have sourced many external guest speakers who come along and deliver sessions on:

Drug & alcohol awareness, mental health, first Aid and team building plus many more.

We are now building a great network of recognition around the programme including, reaching the finals of the Diverse Cumbria Awards and the Golden Apple education awards.

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 Carlisle United:

- Generated £911,222.12 of income, funding and in-kind support to invest in community projects, initiatives and wider support
- Established and maintained 120 partnerships across the season
- Employed a total of 22 staff who delivered 142,152 hours of support to their communities
- Deployed 3 volunteers during the season, who delivered 466.50 hours of support.

During the past three seasons, 4,117 community sessions and events were delivered (2,372 in the most recent season) and over 7,241 hours of delivery (4,183 in 2021/22).

This work helped generate a total of £1,907,855.47 of social value across the season.

Like the other Clubs in the network, Carlisle United 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 Carlisle United 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'²² 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 Carlisle United.²³ 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 OECD²⁴ 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.²⁵ 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.²⁶ 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,²⁷ 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

¹ 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).

² 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.

³ 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.

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

⁵ 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.

⁶ 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.

⁷ 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.

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

⁹ 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/>

¹⁰ Calculated using a 48-week season

¹¹ 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).

¹² 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.

¹³ A participant is defined as any person who attends or otherwise engages with a Club or CCO community session or event.

¹⁴ 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).

¹⁵ 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.

¹⁶ 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.

¹⁷ 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/>

¹⁸ UEFA (2020) The UEFA GROW SROI Model: Valuing the Impact of Football Participation in Europe

¹⁹ 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.

²⁰ 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.

²¹ 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>

²² 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.

²³ 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

²⁴ 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.

²⁵ Downward, P. & Wicker, P. (2021) Football participation and subjective well-being, Final Report

²⁶ <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>

²⁷ With a 5% margin of error