



# Measuring the Impact of EFL Clubs in the Community



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# 1 Introduction

## Introduction to the report

In February 2025, the English Football League (EFL) published the third instalment of the Measuring the Impact of EFL Clubs in the Community research project, following previous reports published in March 2020 and January 2023. It presents analysis of data submitted by EFL Clubs and their charities – and supplementary data from EFL in the Community, the Premier League Charitable Fund (PLCF) and the Professional Footballers' Association (PFA) – to show the breadth, depth and social value of the support EFL Clubs provided to their communities during the 2022/23 and 2023/24 seasons.

For the first time, the report also presents data on the economic impacts that EFL Clubs produce within their communities, focusing on the direct and indirect benefits of Clubs' operations for local and national economies and jobs. This enables the report to present the fullest account yet of the social and economic impact of EFL Clubs across England and Wales.

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

- Income, funding and expenditure
- Other types of in-kind support
- Tax payments
- Staffing and volunteers
- Community partners
- Facilities with community usage
- Cost of living support
- Player engagements with communities
- Projects, programmes and other community initiatives and events
- Participant outcomes
- Qualitative impact<sup>1</sup>

Data was submitted to the portal between November 2023 and September 2024.

This report focuses specifically on the work at Bradford City. Through four main sections, it analyses:

- The economic impacts that the operations of Bradford City generated between June 2022 and May 2024, both directly and through the matchday activities of its supporters
- The multiple types of resources (or 'inputs') that Bradford City generated and invested for community benefit between 2022 and 2024
- The community engagement projects, programmes and wider activities (or 'outputs') that the Club and charity delivered during those seasons<sup>2</sup>
- The benefits and changes (or 'outcomes') that communities have benefitted from through the work
- The social value of these changes: quantifying - in monetary terms - the benefits that Bradford City has delivered for different individuals, communities and society at large.

## Introduction to Bradford City

Bradford City Association Football Club is an English professional football club in Bradford, West Yorkshire. The club were founded in 1903 and their highest honours include winning the FA Cup once and promotion to the Premier League in 1999.

Bradford City F.C. Community Foundation is proud to be the charitable arm of Bradford City FC. They are a self-funded charity, placed right at the heart of the city and their mission is to provide a safe, fun and inclusive environment to inspire, educate and enable the people of Bradford to achieve their goals to their fullest potential. Their programmes and opportunities are open to everyone, of all ages and backgrounds, whether you're a fan of 50 years, a football loving child, or even someone with no connections to football at all. Projects are designed to bring out the best in everyone, whether you are looking to step back into employment, improve your health & wellbeing, or dreaming about becoming the next Valley Parade icon.

## Understanding Bradford City's communities

In 2024, 2,121,917 people lived within 15 miles of Bradford City and 1,501,568 lived within ten miles.

It can be difficult to define precisely 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 Bradford 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	51.0%	50.9%	51.0%
Gender	Male	49.0%	49.1%	49.0%
Age	Under 10	12.7%	11.4%	11.3%
Age	10 to 19	13.3%	12.0%	11.7%
Age	20 to 29	14.5%	12.8%	12.6%
Age	30 to 39	14.2%	13.1%	13.6%
Age	40 to 49	12.5%	12.1%	12.7%
Age	50 to 59	12.3%	13.8%	13.7%
Age	60 to 69	9.4%	11.1%	10.7%
Age	70 to 79	6.9%	8.9%	8.6%
Age	80 plus	4.0%	5.0%	5.0%
Ethnicity	Asian or Asian British	21.2%	8.9%	9.3%
Ethnicity	Black or Black British	3.6%	2.2%	4.0%
Ethnicity	Mixed ethnicity	3.0%	2.1%	2.9%
Ethnicity	White or White British	70.1%	85.4%	81.7%
Ethnicity	Other ethnicity	2.1%	1.4%	2.1%
Religion	Buddhist	0.3%	0.3%	0.5%
Religion	Christian	37.1%	44.9%	46.2%
Religion	Hindu	0.9%	0.5%	1.7%
Religion	Jewish	0.3%	0.2%	0.5%
Religion	Muslim	19.6%	8.1%	6.5%
Religion	Sikh	1.0%	0.4%	0.9%
Religion	Other religion	0.4%	0.4%	0.6%
Religion	No religion	34.7%	39.4%	37.2%
Religion	Religion unknown	5.7%	5.7%	6.0%

In terms of income and inequality, the tables below show data on benefit claimants, household income and deprivation in Bradford City'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	6.6%	4.7%	4.4%

Category	Type	Club community average	Regional average	National average
Household income	Average household income after housing costs	£25,072.73	£26,106.17	£29,489.15

Category	Type	% of Club Community	% of regional population	% of national population
Deprivation	0% - 20% (most deprived)	41.6%	31.0%	20.2%
Deprivation	21% - 40%	18.5%	17.4%	20.3%
Deprivation	41% - 60%	15.2%	17.6%	20.2%
Deprivation	61% - 80%	15.4%	18.7%	19.8%
Deprivation	81% - 100% (least deprived)	9.3%	15.3%	19.6%

Finally, in terms of health and education, the table below shows 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	38.6%	37.9%	36.6%

Category	Type	% of Club Community	% of regional population	% of national population
Health deprivation	0% - 20% (most deprived)	37.1%	32.2%	19.8%
Health deprivation	21% - 40%	27.0%	24.3%	19.8%
Health deprivation	41% - 60%	20.2%	19.1%	19.9%
Health deprivation	61% - 80%	13.7%	15.3%	20.1%
Health deprivation	81% - 100% (least deprived)	1.9%	9.1%	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	61.0%	62.3%	65.2%

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

## 2 Economically Impacting Communities

### Introduction

Bradford City invests in and carries out a great deal of direct project and other intervention work each year designed to support and deliver positive social outcomes for its communities. This work does not, however, represent the full value – both social and economic – that Bradford City brings to its local area. Through its wider operations, the Club is also a significant generator of economic activity, bringing thousands of people into its local area on matchdays and acting as a catalyst for spending which supports local jobs and investments.

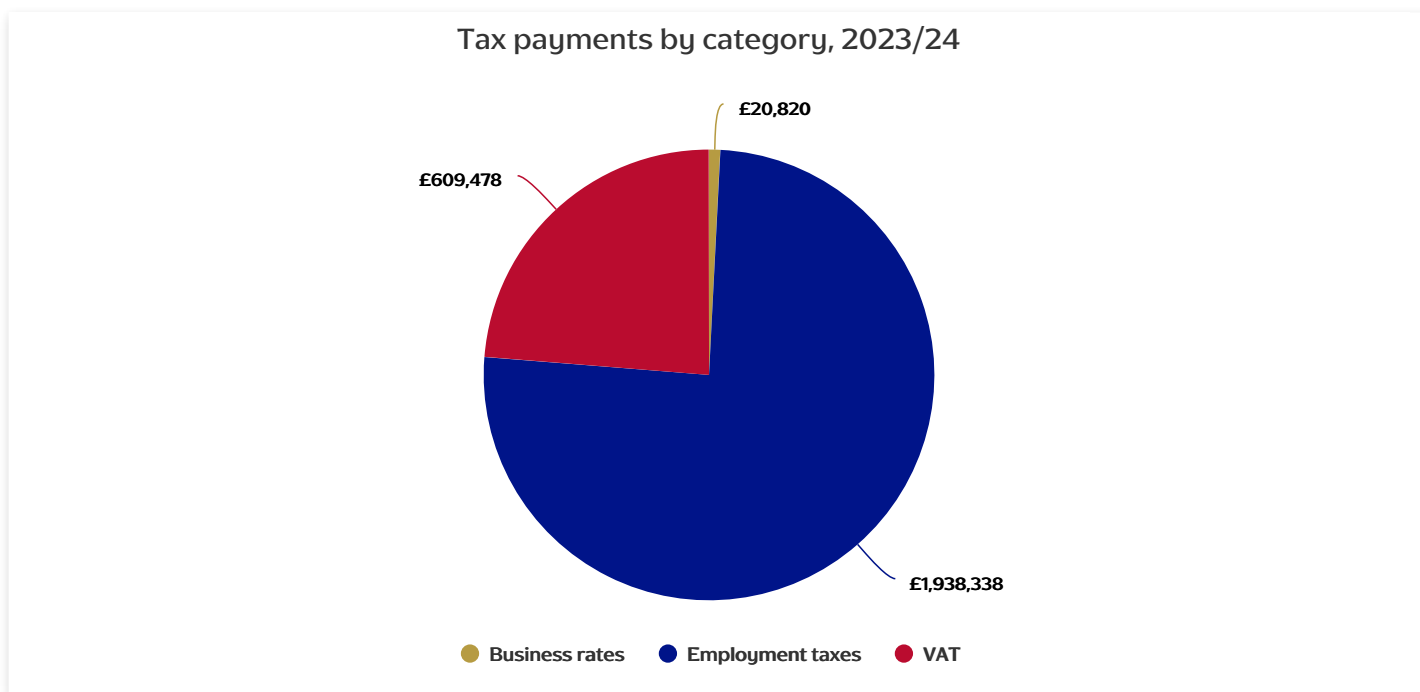
The economic activities of Bradford City are not separate from the wider social benefits that are delivered through the direct community projects and support considered elsewhere in this report. Its economic activities provide an important underpinning for the investments the Club makes in focused community work, and the economic benefits its operations deliver contribute significantly to the health and wellbeing of people who are employed as a result. It is important, therefore, to measure the economic impacts of Bradford City to fully understand the social benefits it brings to its communities.

## Revenue and tax

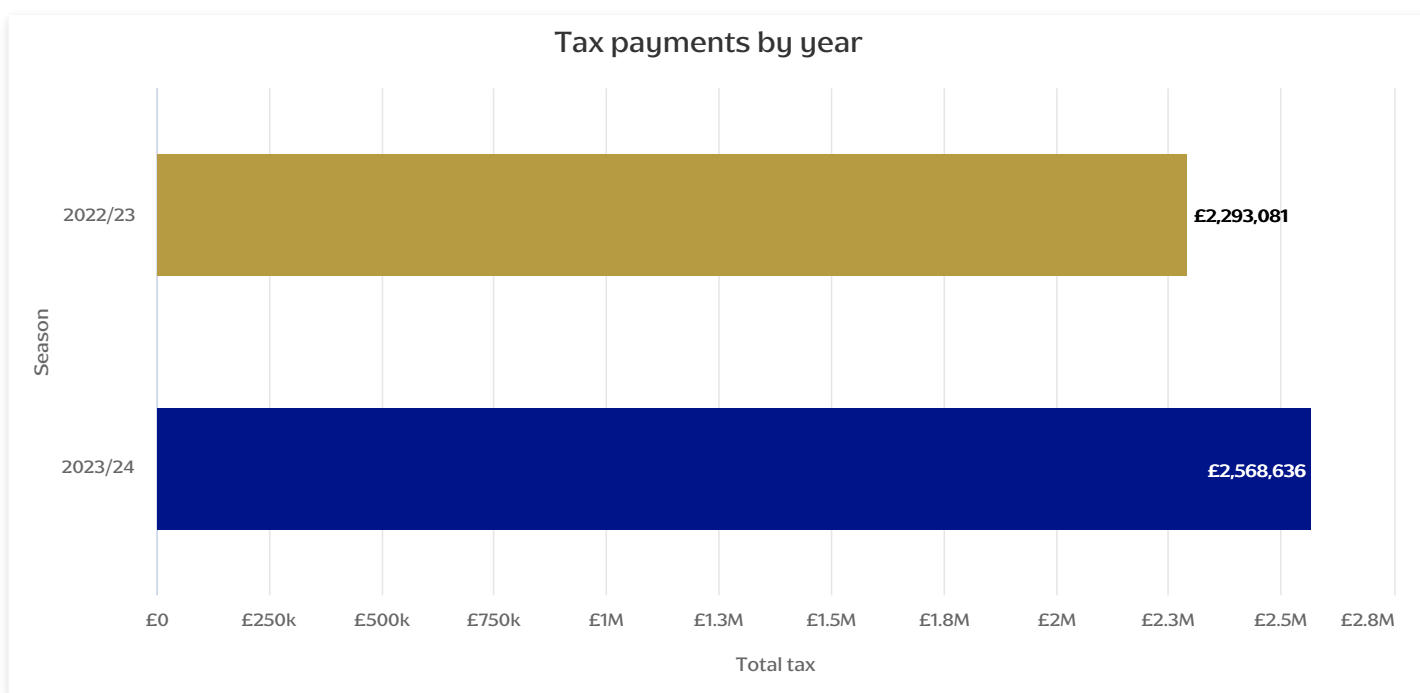
In 2023/24, the Club and Club charity at Bradford City generated combined revenues of £11,145,518.61.<sup>5</sup> This compared with revenue of £10,794,413 in 2022/23.

While this income does not directly drive economic benefits for Bradford City's communities, it provides the basis for the Club's expenditure that does produce wider impacts (see next section). It also supports tax revenues that contribute to public expenditure.

In 2023/24, Bradford City paid taxes totalling £2,568,636. This fell into the categories shown in the chart below:



In 2022/23, Bradford City paid £2,293,081 in taxes, meaning that over the two seasons, the Club contributed a total of £4,861,717 to public expenditure.

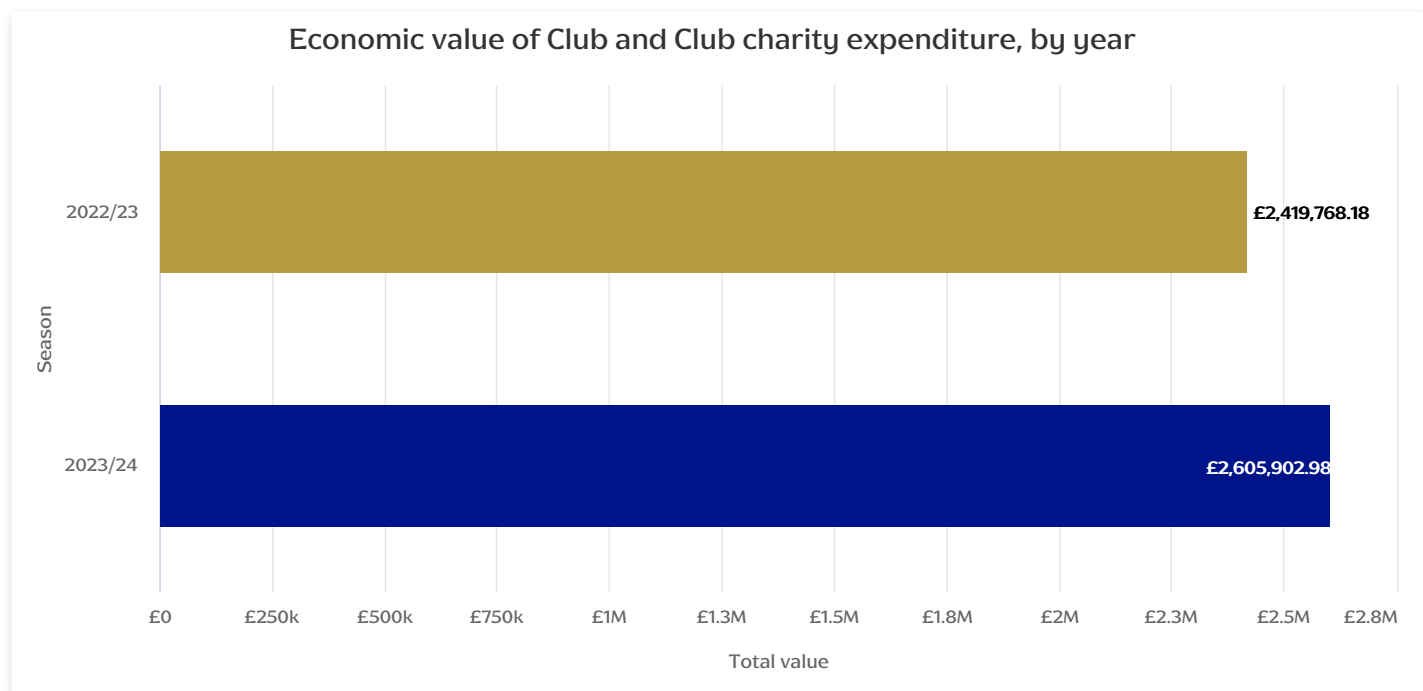




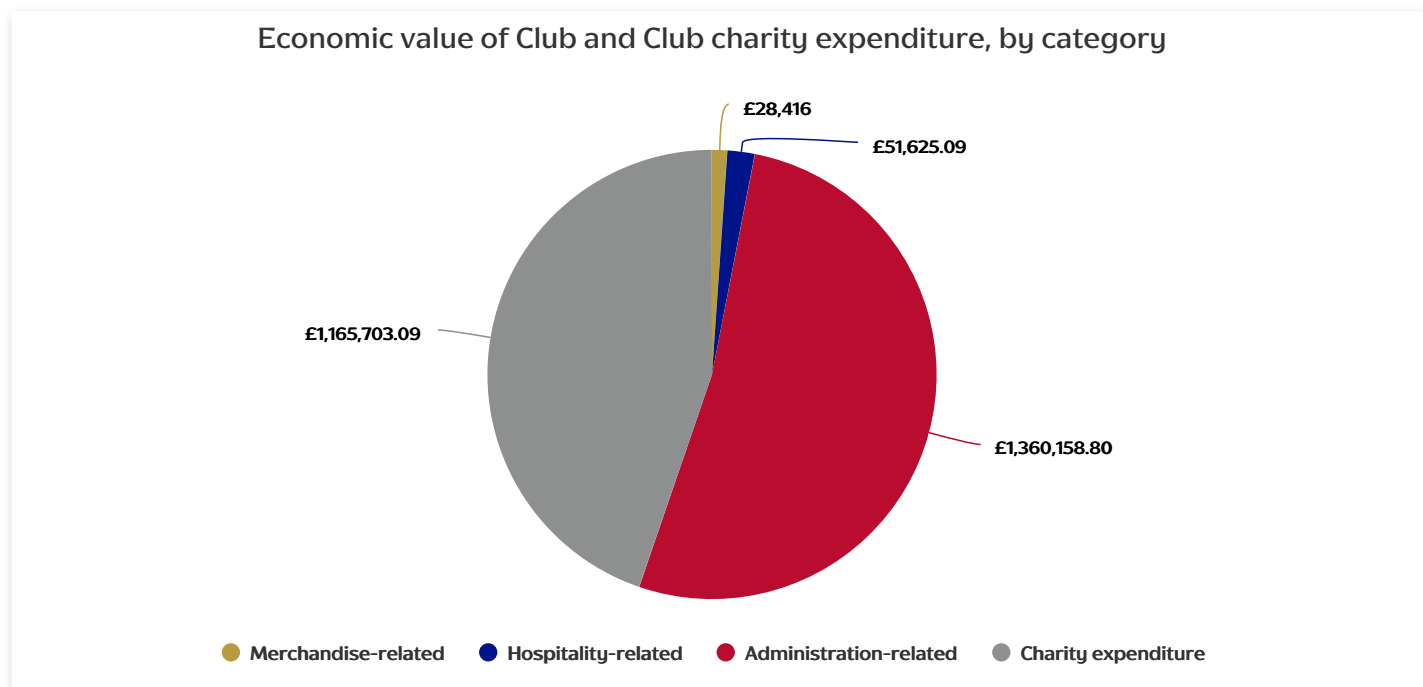
## Expenditure

One of the most important economic impacts Bradford City has on its local communities is through Club and charity expenditure.

In 2023/24, Bradford City's expenditure in a restricted range of categories (not including player related spending) generated a total economic value of £2,605,902.98, including multipliers.<sup>6</sup> In 2022/23, the total was £2,419,768.18.

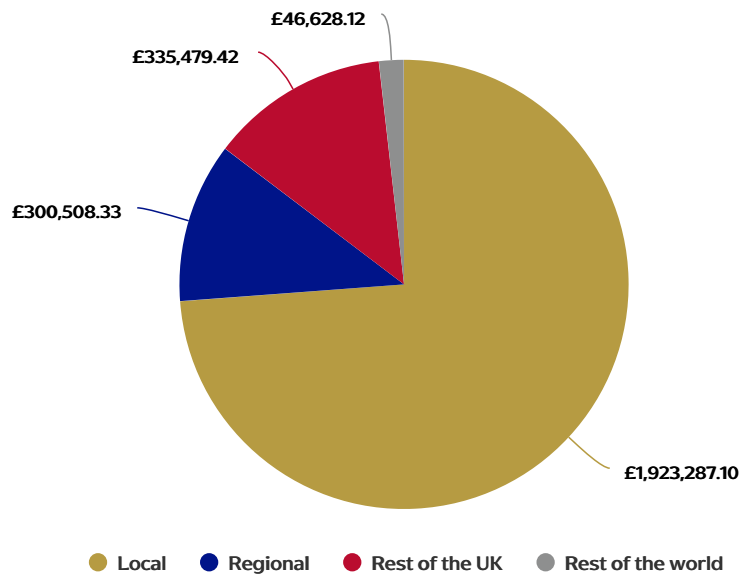


Club and Club charity spending was split across a range of categories in 2023/24, as shown in the chart below:



In 2023/24, 73.80% of Bradford City's spending – with a value of £1,923,287.10 – was made in the Club's local area. A further £300,508.33 was spent in the Club's region, meaning the total value of Bradford City's expenditure to its local and regional economies in the season was £2,223,795.43.

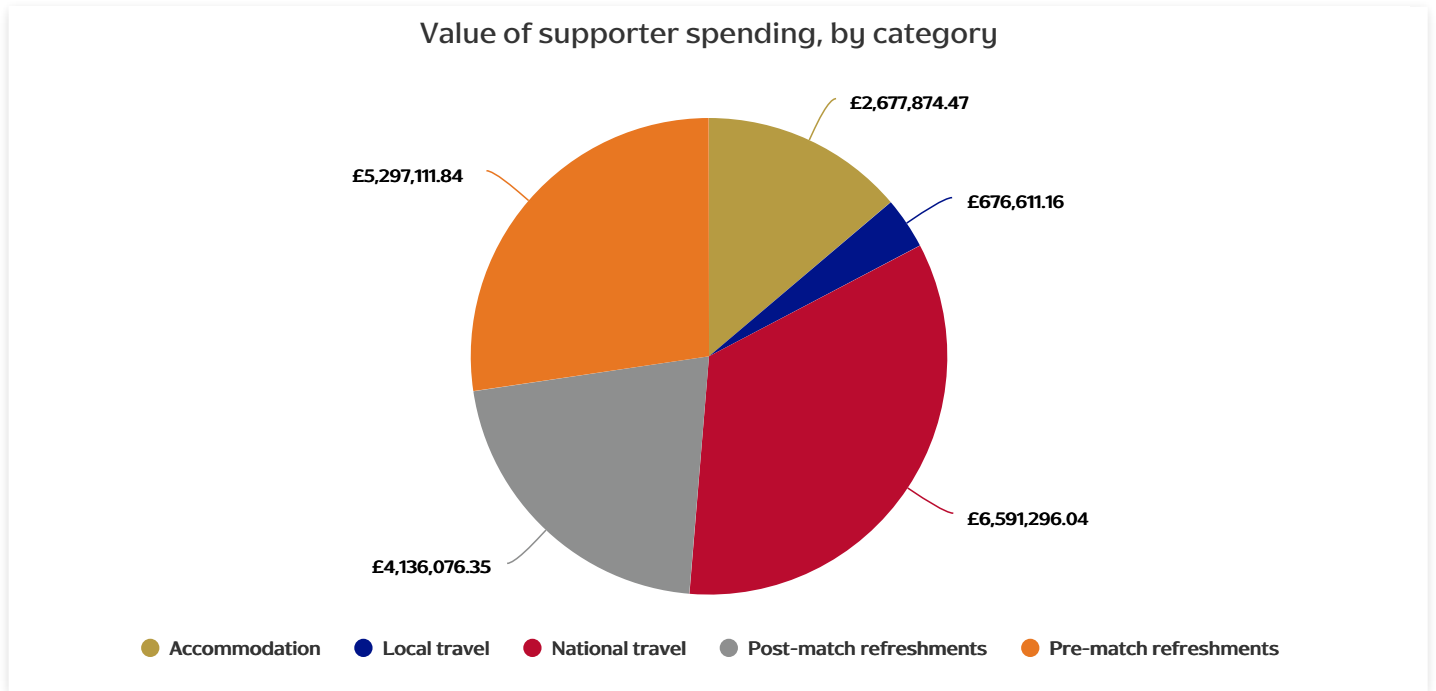
### Economic value of Club and Club charity expenditure, by location



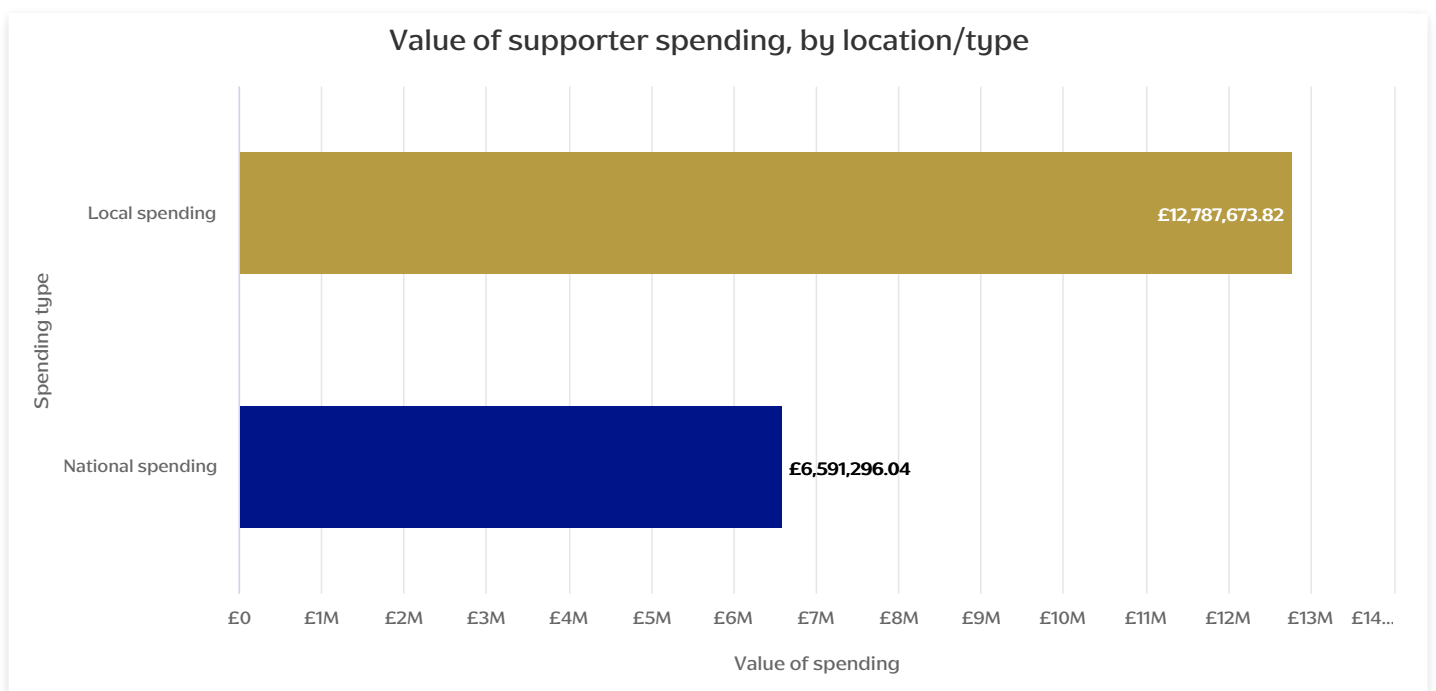
## Supporter spending

The expenditure in local and regional economies to which Bradford City contributes is not restricted to the Club's own direct activities. On matchdays, Bradford City draws thousands of people into its local area, many of whom engage in spending on a range of goods and services as a result.

In 2023/24, it is estimated that the total value of Bradford City supporters' spending at matches – away from the Club's stadium and including multipliers - was £19,378,969.86.<sup>7</sup> Of this, £9,433,188.19 was spent on pre- and post-match refreshments; £7,267,907.20 was spent on national and local travel; and £2,677,874.47 was spent on accommodation.



A significant proportion of the expenditure made by Bradford City's supporters in 2023/24 benefitted the Club's local communities. In total, £12,787,673.82 (43.50%) of the total value of supporter spending made during the season benefitted local businesses, most notably in the travel, accommodation and hospitality sectors. Of the remaining spending £6,591,296.04 was made nationally (on national travel).

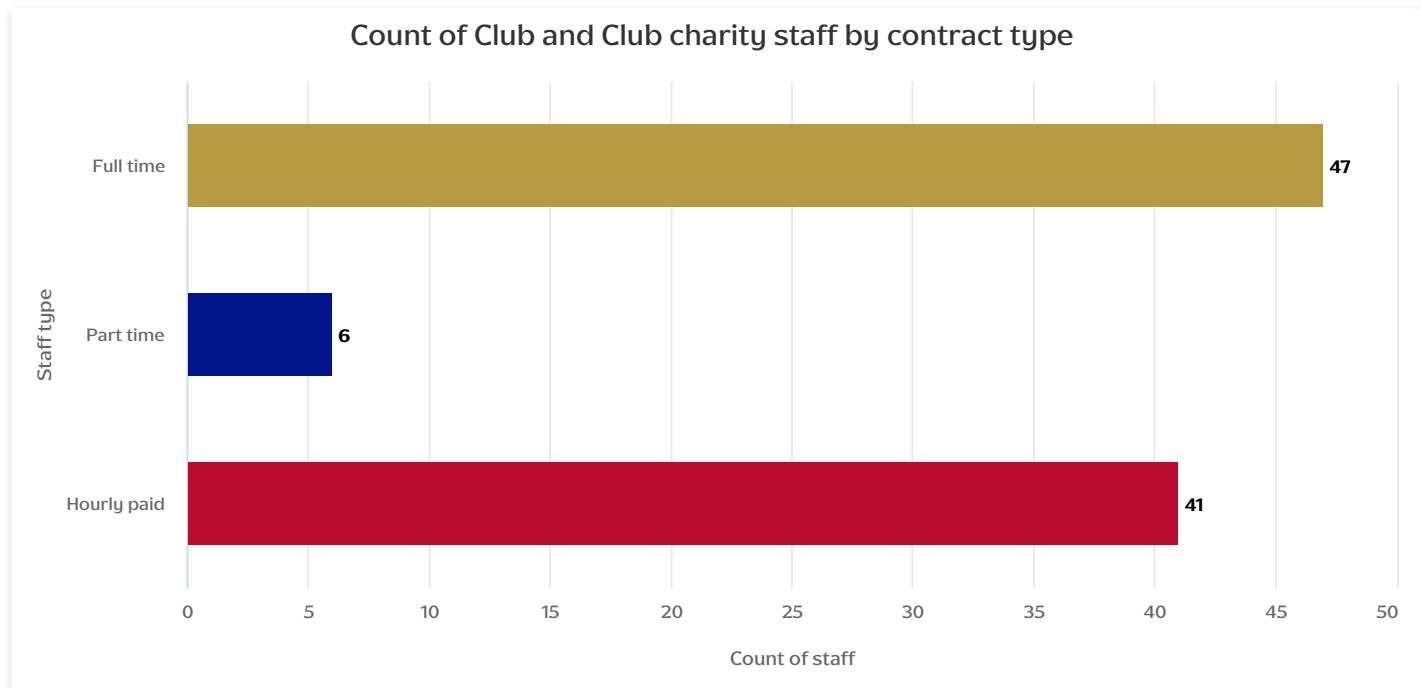


## Direct and indirect employment

In addition to the economic benefits generated for local communities through Club and supporter expenditure, it is possible to measure the impact Bradford City has on employment in its local area. This is important as jobs deliver not only direct economic benefits for people in local communities but also support their health and broader sense of wellbeing through the stability and security that regular employment brings.

In 2023/24, Bradford City and its charity directly employed 94 people:

- 47 full-time
- 6 part-time
- 41 on an hourly basis



In addition to jobs provided directly by Bradford City and its charity, it is also possible to estimate the impact on employment that expenditure made by the Club and its supporters produces in local communities and more broadly. Using data from the 2023/24 season, it can be estimated that Club expenditure supported a total of 59 jobs, 43 of which were associated with local spending. It can also be estimated that supporter spending (not including spending with the Club) supported a further 437 jobs, 289 of which were associated with spending in local communities. In total, this means that the direct, indirect and induced spending associated with Bradford City in 2023/24 supported a total of 496 jobs, 332 of which were linked with spending in the Club's local communities.

## Summary of economic impact

The analysis presented in this section demonstrates the scale and importance of the economic impacts delivered by Bradford City. In 2023/24, the data shows:

- Bradford City and its charity generated £11,145,518.61 in revenue which supported tax payments of £2,568,636
- The Club and its supporters purchased goods and services with a total value of £21,984,872.84 to the UK economy, with £14,710,960.92 of this being associated with expenditure in the Club's local communities
- The Club and its charity directly provided or supported 590 jobs, 426 of which were either provided by the Club or charity or were supported by expenditure in the Club's local communities.

# 3 Investing in Communities

## Introduction

Bradford City contributes to its communities through a wide range of direct investments that fund and make possible community projects and other interventions.

This section considers the wide range of 'inputs'<sup>8</sup> – including financial, human and physical resources – that the Club and Club charity at Bradford City generated and invested in their communities between June 2022 and May 2024.

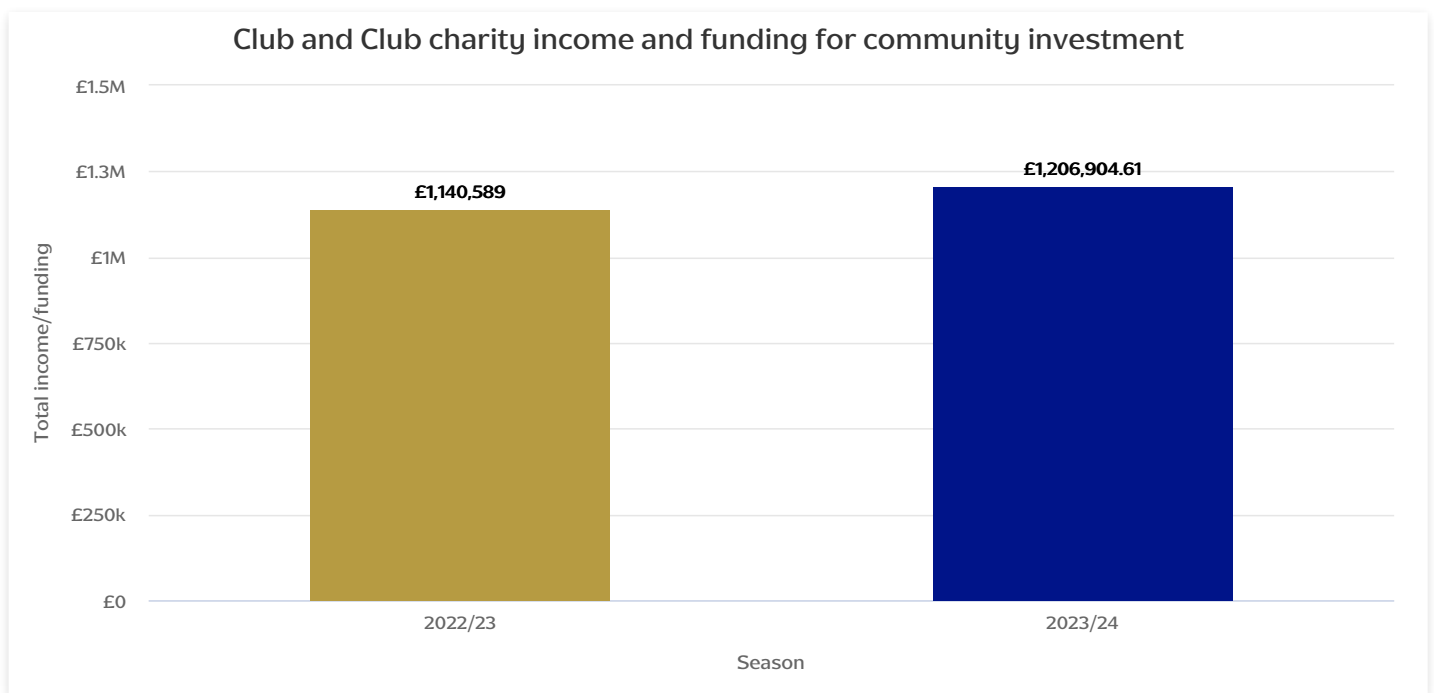
More specifically, it looks at:

- The income and funding generated and invested in community-focused activities
- The range of networks and partnerships<sup>9</sup> held with other organisations to enhance and support their community work
- The full range of staff and volunteers that support the community in various ways
- The other forms of in-kind support that the Club and charity leverage from individuals and organisations to build upon and maximise their financial investments
- The facilities made available to their communities to help address their various needs.

The section concludes by summarising the inputs that Bradford City has generated for its communities, alongside an estimated overall valuation.

## Income, funding and expenditure

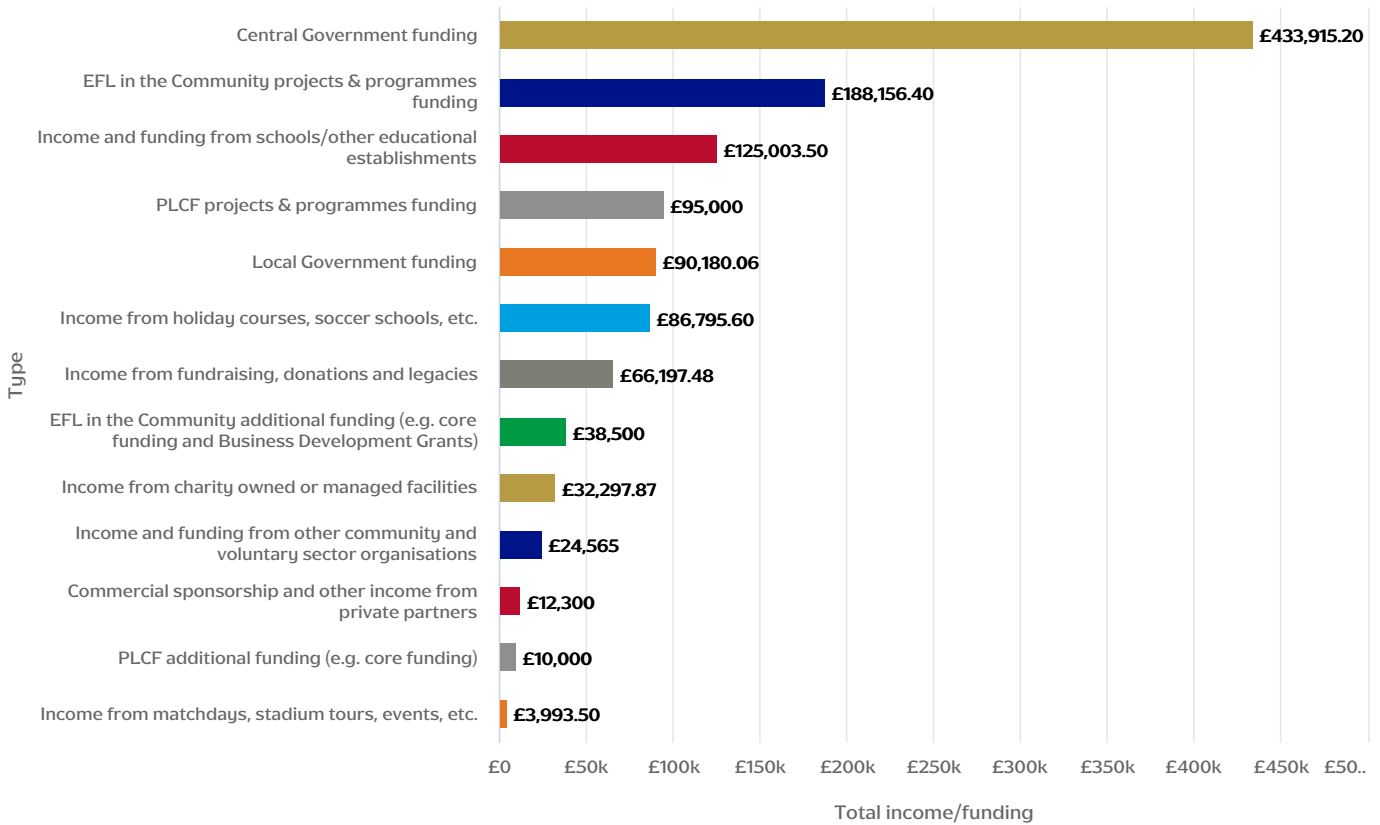
In 2023/24, the Club and Club charity at Bradford City generated £1,206,904.61 of income and funding to invest in community projects, initiatives and wider support. In 2022/23, £1,140,589 of income and funding was generated.



In 2023/24, income and funding for community investment was generated from a range of sources. EFL in the Community provided £226,656.40 of project and 'core' funding during the season, and £105,000 was provided by PLCF, primarily to support delivery of its national projects.

In addition to funding from national football partners, income to support community activities was generated at Bradford City from a range of sources. A full breakdown of all sources of income and funding used to support local communities in 2023/24 is provided below.

## Club and Club charity income and funding for community investment, by type



Overall, in 2023/24 £1,048,962.21 of the community income and funding generated by Bradford City was 'restricted' or associated with the direct delivery of specific projects and programmes. This accounts for 86.91% of all income and funding received in the year.

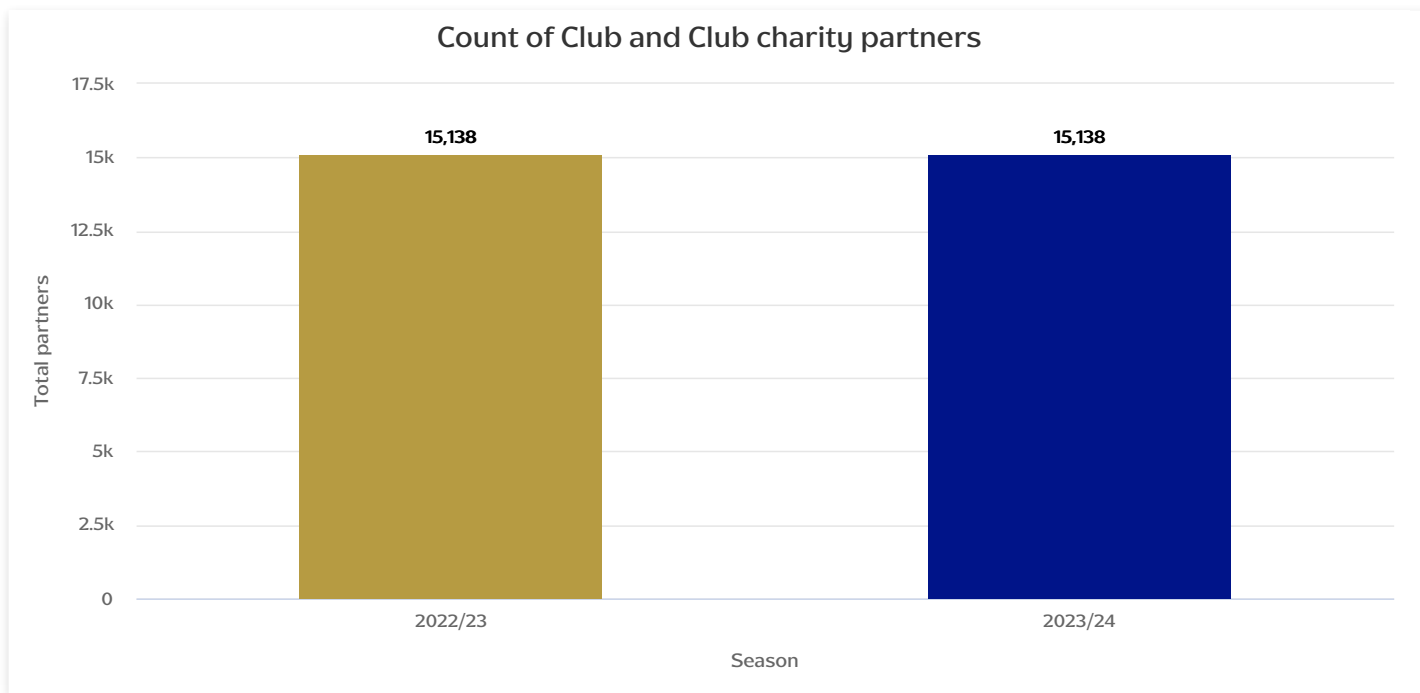
In terms of expenditure, Bradford City spent £1,165,703.09 to support community projects and initiatives in 2023/24. Of this, £1,045,163.01 was spent on the delivery of projects and programmes and £120,540.08 was used to support general operations.<sup>10</sup>

## Networks and partnerships

The Club and Club charity at Bradford City have built partnerships with a range of organisations to help generate resources and support their communities. These partnerships 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>11</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 2023/24, Bradford City established and maintained 15,138 partnerships across the season. The same number of partnerships were maintained in 2022/23.

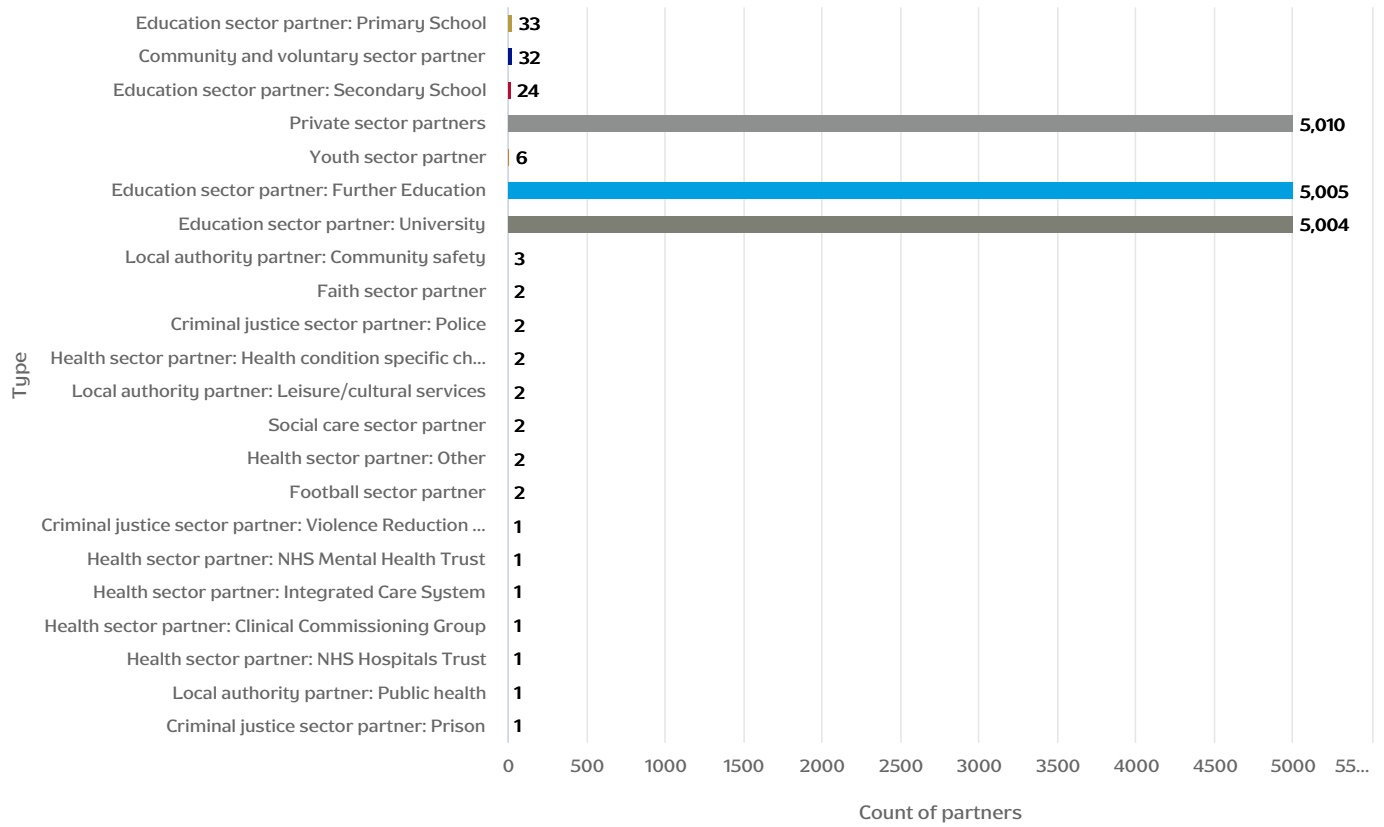


In 2023/24, 10,066 of the partnerships held at Bradford City were with education sector partners. This shows the strength of partnerships that have been developed especially with primary schools over recent years, often focused on developing new ways to use the Club's brand profile to engage children and young people in health, education and community development activities.

Bradford City maintained partnerships with several types of organisations in 2023/24, including the following:



### Count of Club and Club charity partners, by type



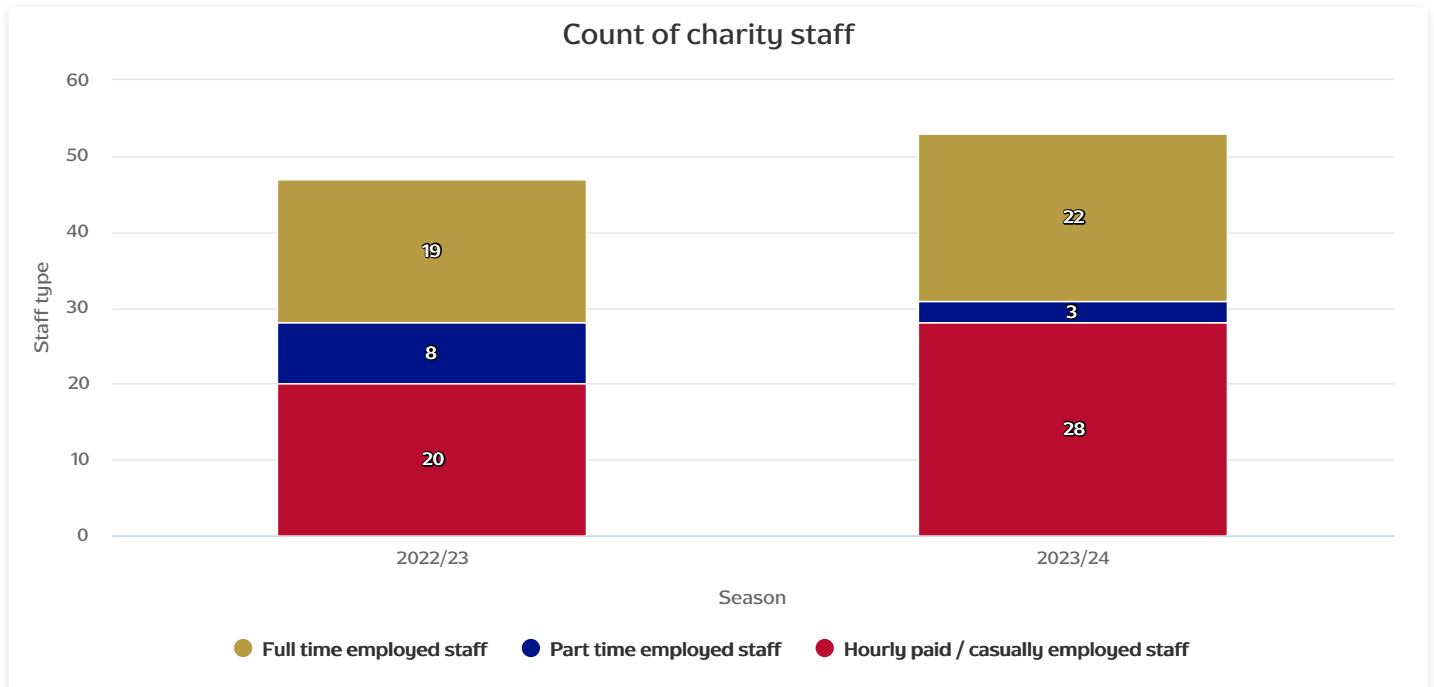
This data demonstrates the breadth of the partnerships developed and maintained at Bradford City in 2023/24.

## Staff

In 2023/24, the Club charity at Bradford City employed a total of 53 staff to support the Club's communities:

- 22 full time
- 3 part time
- 28 hourly paid.

In 2022/23, 47 staff were employed.



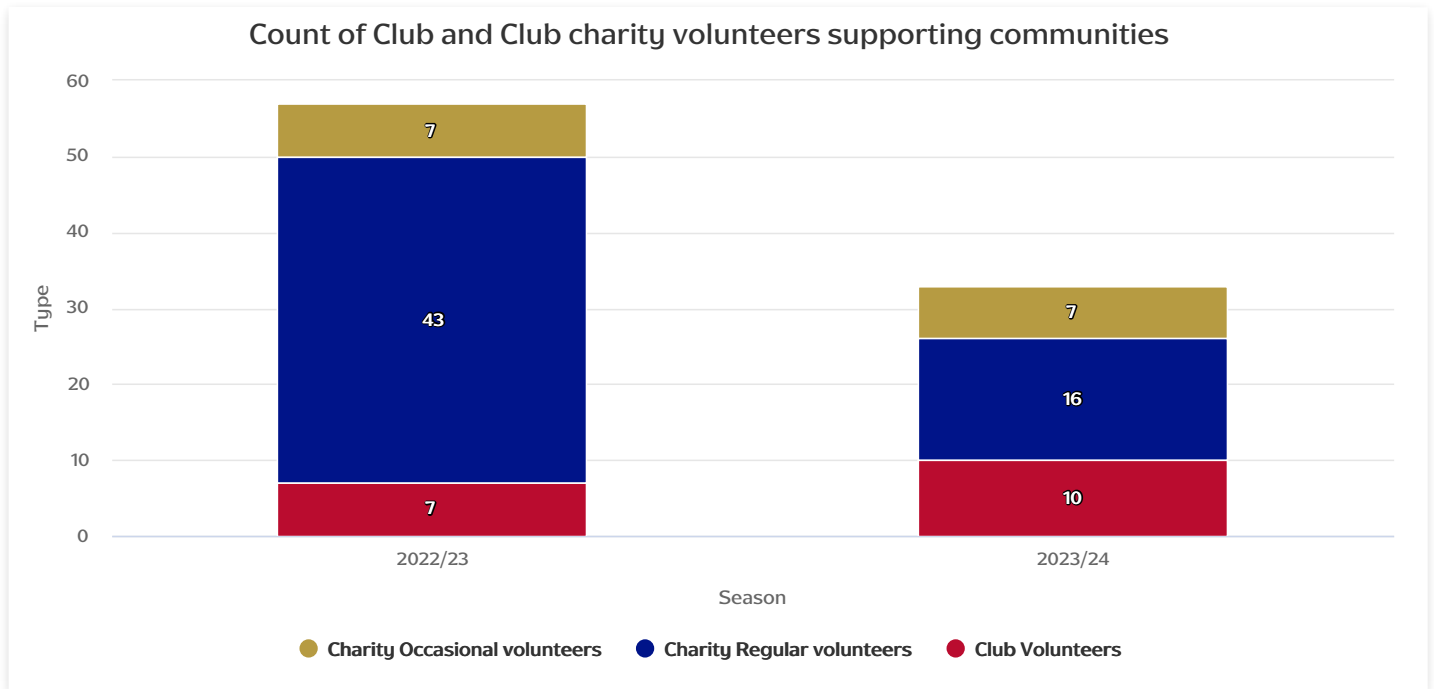
Several Club staff at Bradford City also supported the delivery of community activities in 2023/24. In total, 15 full time, part time and casual Club staff provided community support during the season. Many of these (66.67%) provided support and assistance to the Club's charity, whilst the remainder (33.33%) supported other community initiatives and organisations.

Collectively, it is estimated that employees at Bradford City provided 58,248 hours of support to their communities in 2023/24. Of these, 1,776 hours were provided free of charge by the Club as 'in-kind' support to community organisations. The approximate cost-replacement value of these hours can be calculated at £33,246.72.<sup>12</sup>

## Volunteers

In addition to paid employees, the Club and Club charity at Bradford City also deployed volunteers to support community activities in 2023/24. The charity engaged and utilised 23 regular and occasional volunteers during the season, 2 of which were previous or current participants in community projects and other activities. In 2022/23, 50 volunteers were used by the charity to support its work.

To enhance the support provided by these volunteers, the Club also deployed a further 10 volunteers to support communities in 2023/24, taking the overall number of combined volunteers used in the year to 33. In 2022/23, the Club also deployed 7 volunteers, with an average of 9 volunteers supporting Club community initiatives across the two seasons.



Together, it is estimated that Club and charity volunteers from Bradford City provided 100,164 hours of support to communities in 2023/24, an average of 63.23 hours per volunteer per week across the season.<sup>13</sup> The approximate cost-replacement value of these hours can be calculated at £1,875,070.08,<sup>14</sup> meaning that – added to the in-kind support provided by Bradford City Club staff to communities in 2023/24 – the total estimated value of charity and Club staff and volunteering support provided to communities in the season was £1,908,316.80.

## In-kind support

In 2023/24, Bradford City also provided other forms of in-kind support to its communities. During the season, 8,552 match tickets were distributed to its charity and other community organisations, with a value of £171,040.

In the same year, the charity at Bradford City also received various types of other in-kind support from the Club and a range of other organisations to support the delivery of its community projects and broader activities.

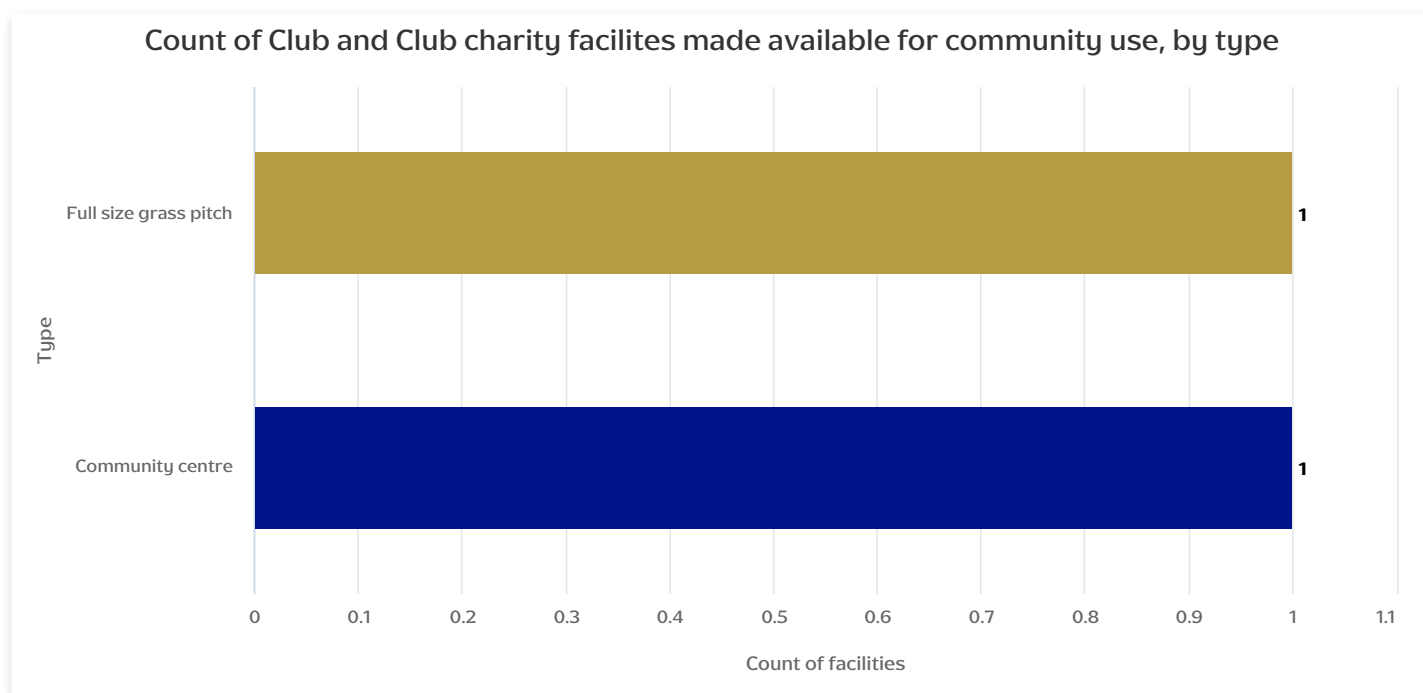
Specifically, the following were received free or subsidised:

- Goods and other materials worth £148,800

Collectively, this means the charity at Bradford City generated and invested an additional £148,800 of in-kind support in its communities in 2023/24. Added to support provided by the Club, the total amount of in-kind support provided by both the Club and charity in the season was £319,840.

## Facilities

In 2023/24, 2 facilities of various types were made available to support Bradford City's communities. The specific types of facilities provided for community use are summarised below:



During the season, 2,208 hours of delivery were facilitated and supported across these facilities. These drew in an estimated annual footfall of 15,552.<sup>15</sup>

Of the hours of delivery supported in facilities in 2023/24, 570 were provided free of charge or at a subsidised rate for community groups and/or other community activities. The estimated 'cost replacement'<sup>16</sup> value of these hours is £17,398.<sup>17</sup>

To further support their communities, the Club and charity at Bradford City provided a series of facilities to assist with ongoing challenges relating to the cost of living. During the 2023/24 season, 3 facilities were made available across an aggregate of 443 days to help communities with the cost of living.

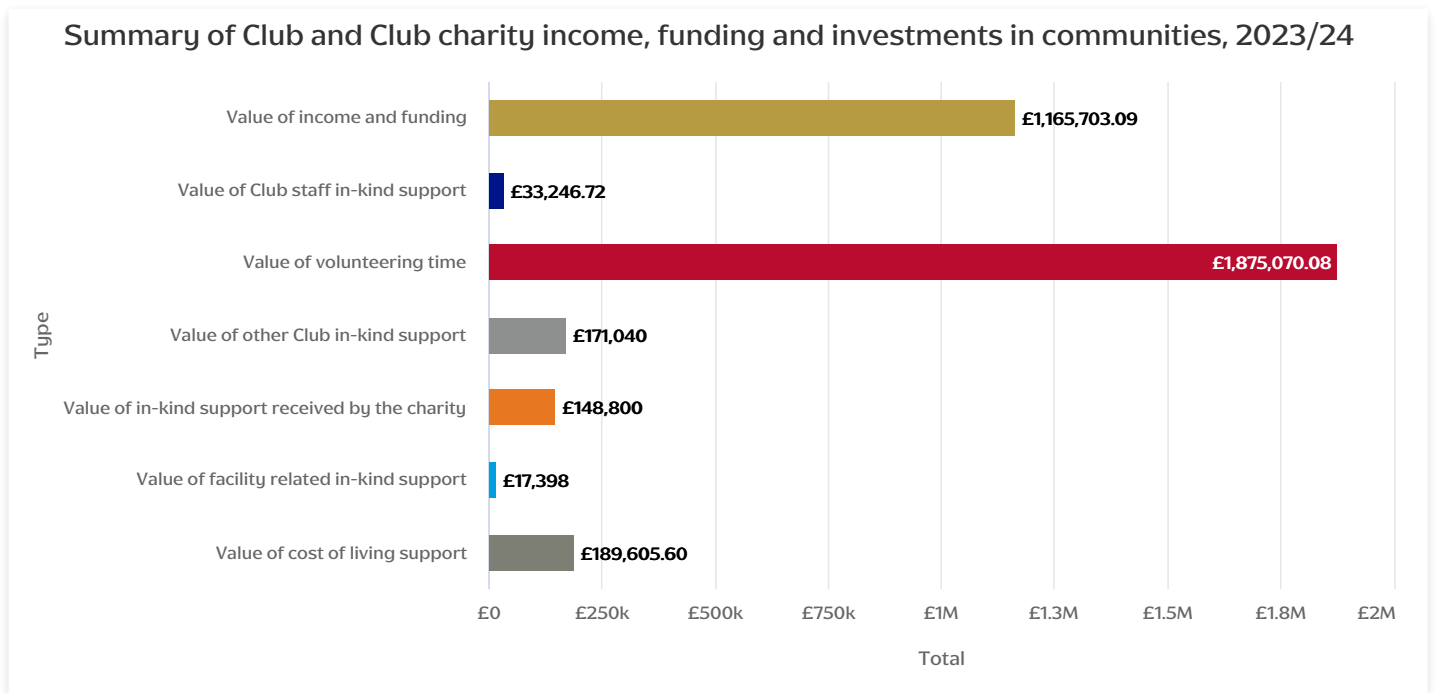
It is estimated that:

- 2,600 visits were made to food banks hosted by Bradford City
- 150 visits were made to clothes/kit recycling and distribution centres

In total, it is estimated that goods and services with a replacement value of £30,480 were supplied and/or distributed by Bradford City through its cost-of-living support facilities in 2023/24. It is also estimated that the cost replacement value of the facilities provided during that season was £159,125.60.

## Summary of investments

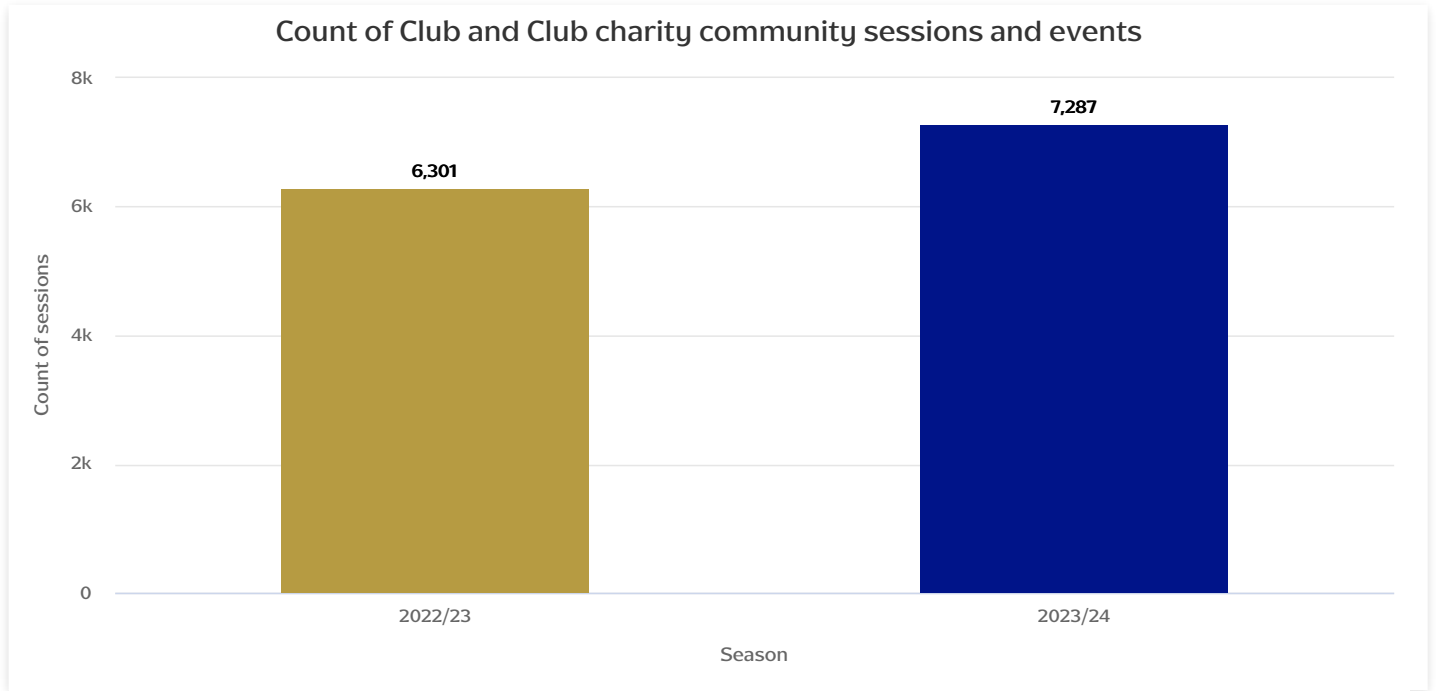
In 2023/24, the Club and Club charity at Bradford City collectively generated and invested £3,600,863.49 of income and in-kind support in their communities. In 2022/23, £9,963,936.91 of support was invested.



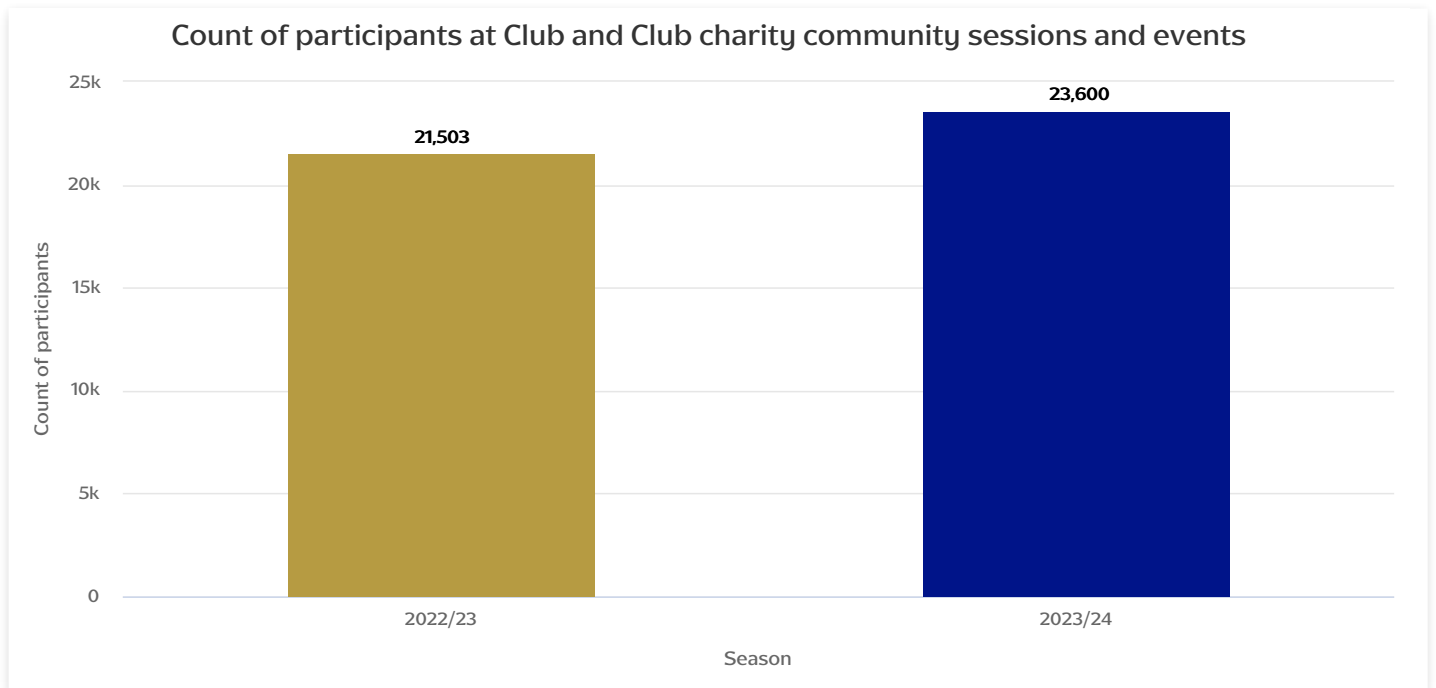
# 4 Delivering in Communities

## Introduction

Between June 2022 and May 2024, the Club and Club charity at Bradford City delivered 13,588 community sessions and events<sup>18</sup> (7,287 in the most recent season) and over 33,192 hours of delivery (12,866 in 2023/24).



In 2023/24, Bradford City engaged 23,600 individual participants<sup>19</sup> in community-focused sessions and events. Together, these people attended 19,046 times across the season, meaning each participant attended an average of 0.81 sessions. The number of participants attending community-focused sessions and events in 2022/23 was 21,503.



In 2023/24, Bradford City reported that of the participants at sessions and events:

- 43.43% were female
- 47.53% were from ethnically diverse communities
- 15.48% had a disability or long-term limiting illness
- 61.80% were from the 20% most deprived areas in England and Wales.

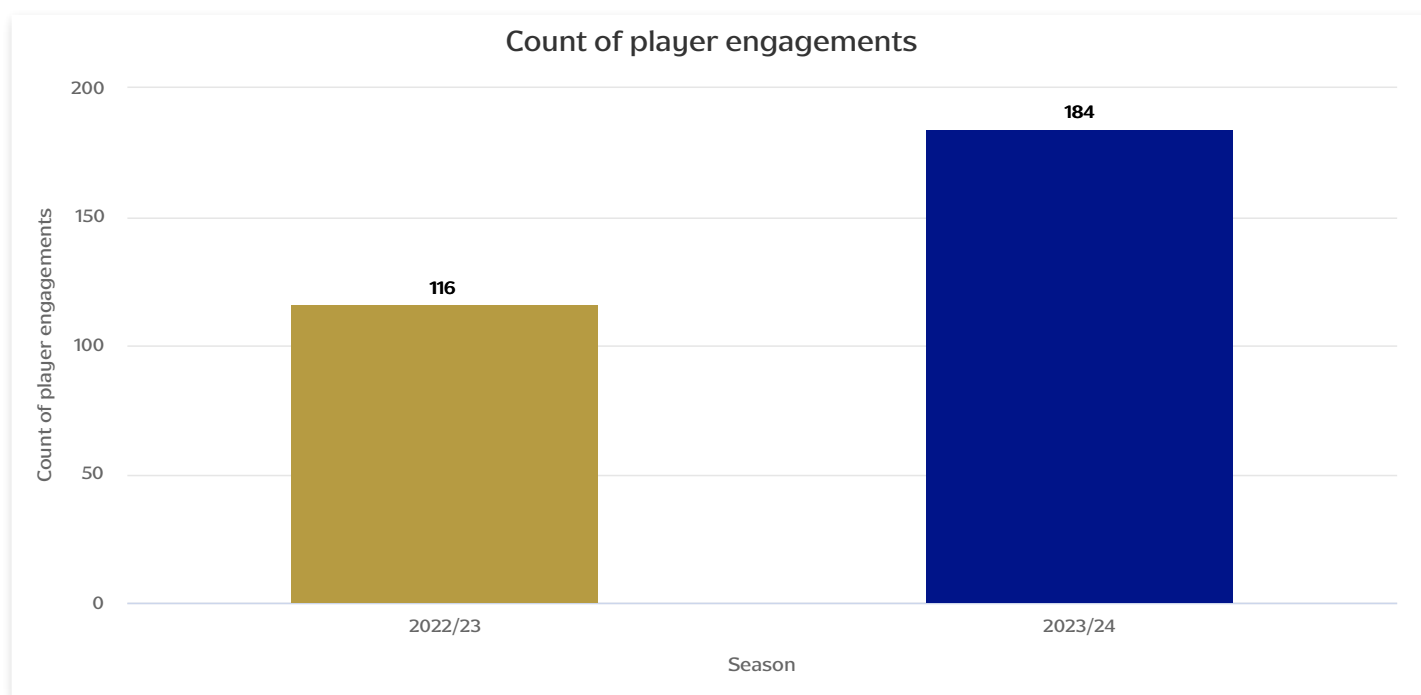
Through the remainder of this section, analysis is provided on the different types of community-focused sessions and events provided by Bradford City between 2022 and 2024, the scale of activity made available, and the numbers of people engaged.



## Player engagements

Bradford City has continued to make available its players to support local events, initiatives, and communities wherever possible. The Club, the 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.

Across 2022/23 and 2023/24, 300 player engagements with local communities were facilitated by the Club and Club charity at Bradford City.



In 2023/24 alone, 184 player engagements were facilitated, with 76 made in support of the wider community engagement work delivered, focusing on education and health support, social inclusion, anti-racism and inclusion for women and people with disabilities.

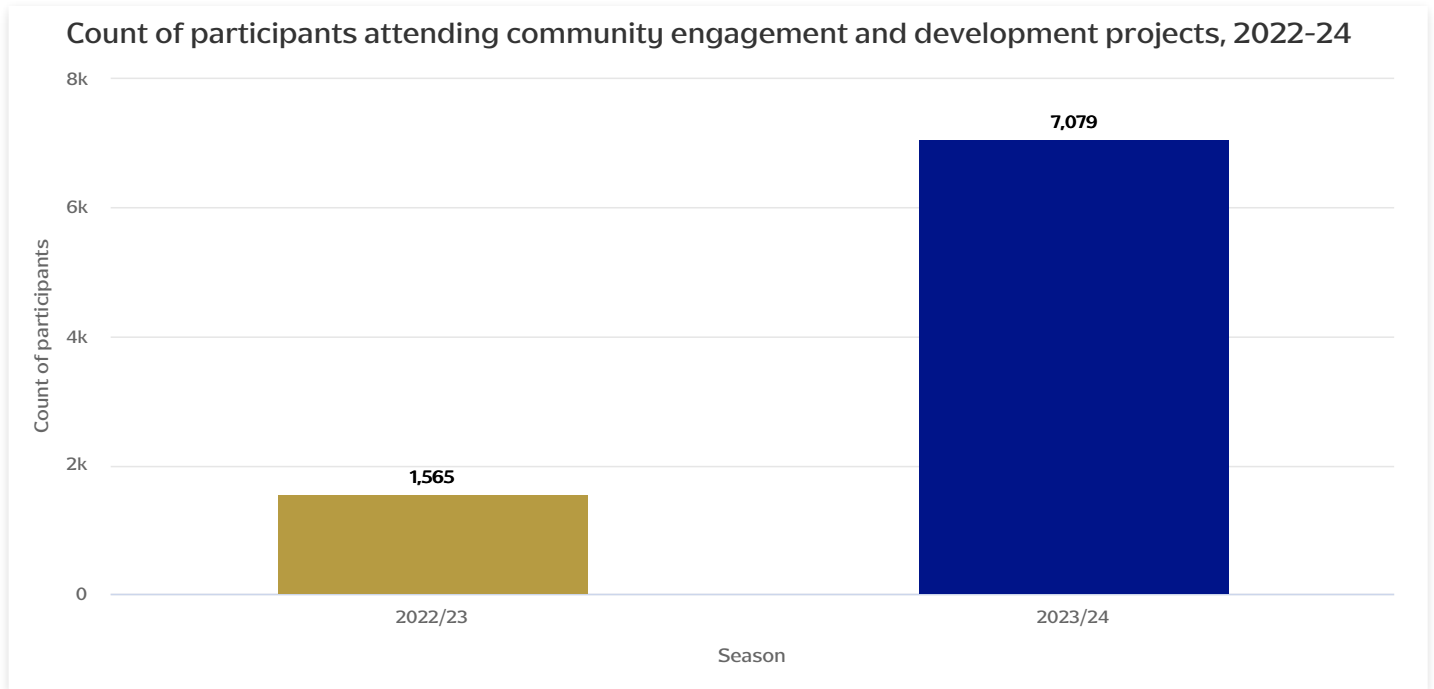
Whilst not included in the previous section of this report as an in-kind community 'input', it is possible to place a value on players' community engagements. Using average player salaries across the three EFL divisions - and the time players contractually spend on community activities as a percentage of their salary<sup>20</sup> - it can be estimated that:

- In 2022/23, the 116 player engagements made had a total value of £67,628
- In 2023/24, the 184 player engagements made had a total value of £107,272.

This means that the players at Bradford City collectively contributed an additional £174,900 of in-kind support to the Club's communities between June 2022 and May 2024.

## Community engagement and development

In 2023/24 the Club and Club charity at Bradford City delivered 1,115 sessions focused on community engagement and development: a total of 2,748 hours of delivery. In total, 7,079 individual participants were engaged in these sessions during the season, making 10,892 attendances between them (an average of 1.54 session attendances per participant). The number of participants attending community and engagement sessions in 2022/23 was 1,565.



During 2023/24, Bradford City delivered a range of community engagement and development sessions, falling into three main categories:

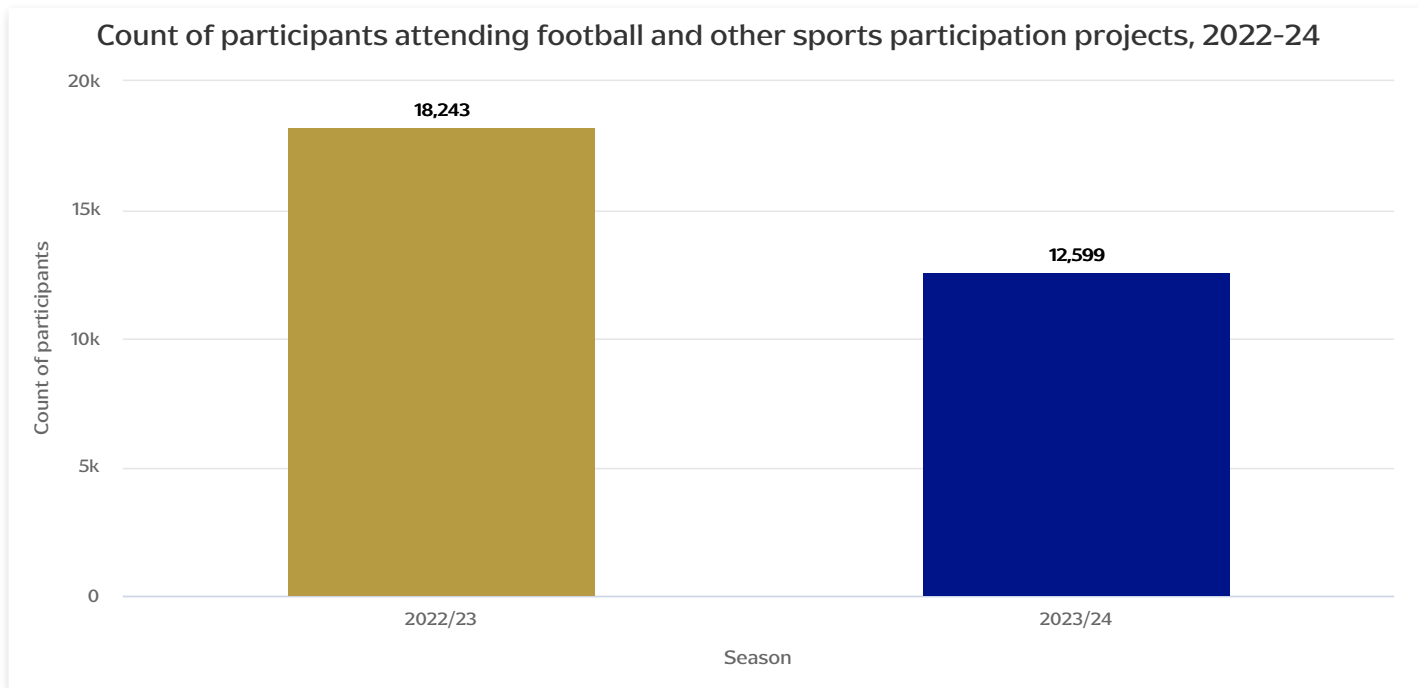
- General events designed to engage local communities (for instance, Club matchday engagement events)
- Events and sessions focused on population groups with specific support needs (for instance, projects focused on youth development)
- Events and sessions focused on specific community challenges and/or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

The table below shows the full range of community engagement and development projects delivered by Bradford City in 2023/24, along with a series of headline data.

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Billy Santam	55	1	5	55
City Hub Activities	2,231	36	144	
Club Matchday events and activities	300	16	48	300
HSF	72	37	74	
Hub Club	46	1	4	46
Manningham Moves	30	24	56	30
NCS Community Grant	341	20	320	972
NCS Targeted	998	126	1,008	2,994
NCS Year of Service	2			
PL Fans Fund 2023-25	30	18	18	
PL Kicks	738	448	672	
School Transition Programme	2,160	216	216	6,480
Walking with Bantams	15	1	12	15
YEF Peer Action Collective	61	17	17	

## Participation projects

In 2023/24, the Club and Club charity at Bradford City delivered 5,204 football and/or other sports participation sessions: a total of 5,973 hours of delivery. In total, 12,599 participants were engaged through participation sessions during the season, attending 8,010 times between them (an average of 0.64 sessions per participant). The number of participants attending participation sessions in 2022/23 was 18,243.



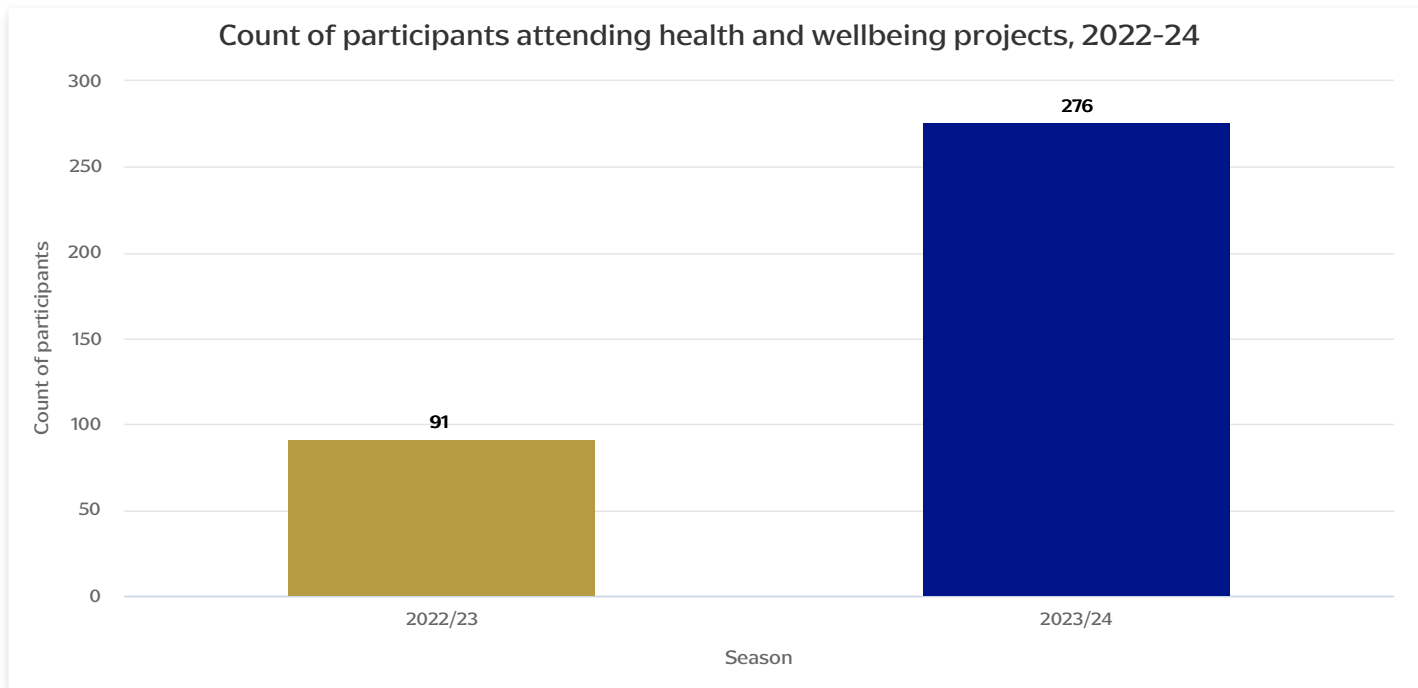
Bradford City delivered a range of participation projects in 2023/24, often focused on individual population groups. Whilst not designed to deliver specific personal, health or social outcomes for participants, typically these projects focused on providing opportunities for under-served communities<sup>21</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 by Bradford City in 2023/24, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Bradford City AFC Women & Girls Pathway	142	500	100	142
Football Development Programme	98	500	1,000	98
Girls Cup	72	9	11	72
HAF	120	44	176	
Holiday courses	2,188	68	340	
Kids Cup	96	12	14	96
Learning disability football	72	156	276	
Matchday activities/projects	1,852	26	65	1,852
Penalty Shootout Competitions	5,750	23	92	5,750
Schools Coaching	2,209	3,866	3,899	

## Health and wellbeing projects

In 2023/24, the Club and Club charity at Bradford City delivered 141 sessions focused on improving participants' health and wellbeing: a total of 279 hours of delivery. In total, 276 participants were engaged in health and wellbeing sessions during the season, attending 144 times between them (an average of 0.52 sessions per participant). The number of participants attending health and wellbeing sessions in 2022/23 was 91.

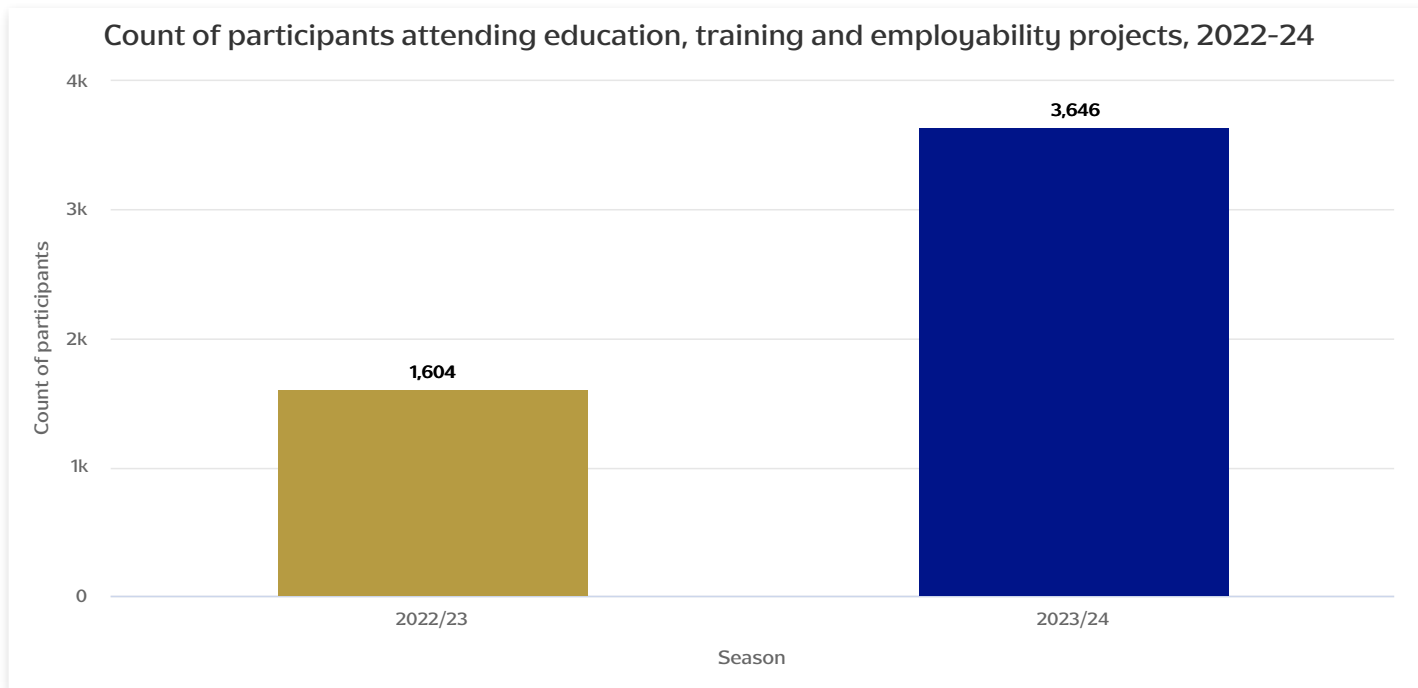


The table below shows the main types of health and wellbeing projects delivered by Bradford City in 2023/24, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Friendship Cafe	24	45	135	
Healthy Body, Healthy Minds	240	96	144	
Live Well - FIT FANS (adult weight management)	12			144

## Education, training and employment projects

In 2023/24, the Club and Club charity at Bradford City delivered 827 sessions to support education, training and/or employment: 3,866 hours of delivery. In total, 3,646 participants were engaged in education, training and/or employment sessions during the season. The number of participants attending education, training and employment sessions in 2022/23 was 1,604.



The table below shows the main types of education, training and employability projects delivered by Bradford City in 2023/24, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
16-18 Sports L3 programmes - Subcontracted Provision	66	432	3,456	
Bradford Uni GCSE Tutoring	15	15	30	
PL Primary Stars	3,565	380	380	

# 5 Delivering Change for Communities

## Introduction

This section presents data on the personal and social changes – or what are often termed outcomes<sup>22</sup> – that the community-focused sessions and events delivered by Bradford City have created for participants.

While it is clear from the previous section that Bradford City has delivered large numbers of projects and interventions focused on making positive differences to participants' lives, 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 by Bradford City during 2022/23 and 2023/24, this section draws together data from a range of structured outcome measurement exercises conducted by the Club and Club charity, 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 by EFL in the Community and/or PLCF) 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':

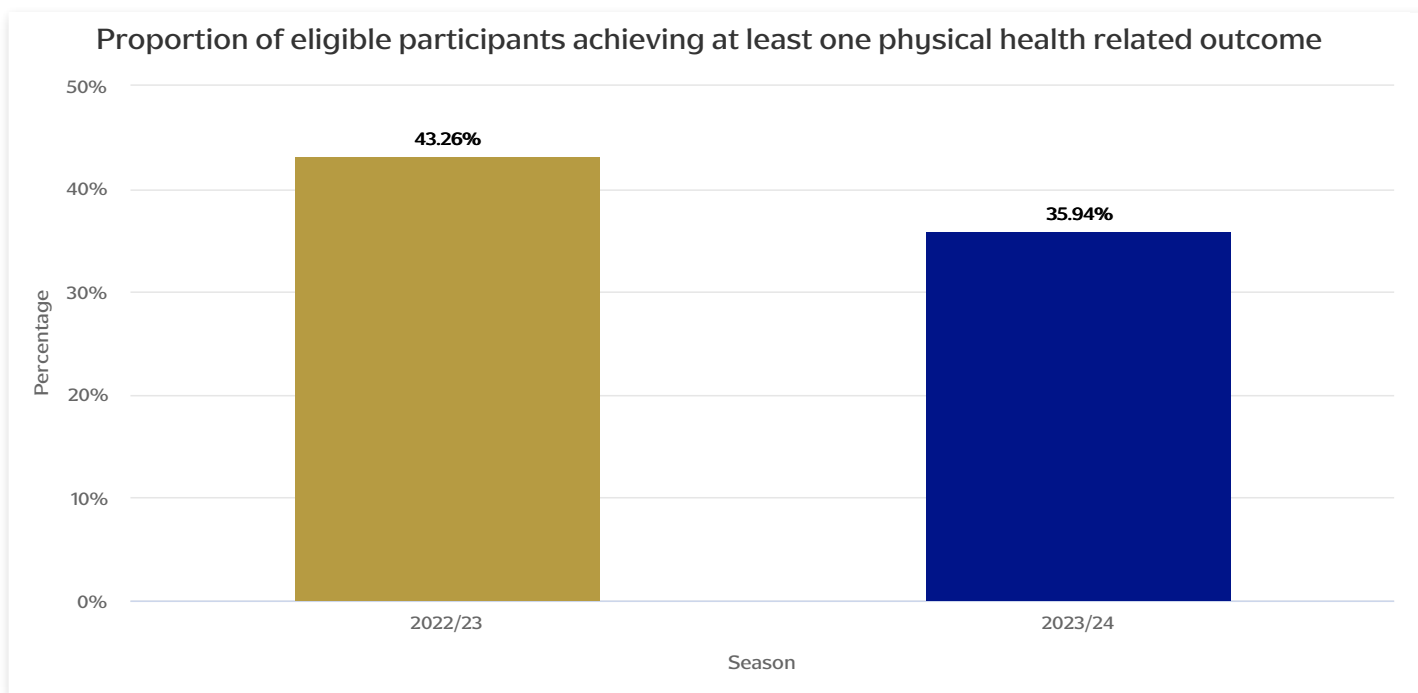
- Physical health
- Mental health
- 'Community' outcomes (i.e., those relating to community connections, cohesion and participation)
- Education, training and/or employment.

The specific outcomes that have been measured by Bradford City 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 numbers 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 2023/24, 4,303 participants attended sessions or events delivered by Bradford City designed to impact directly - or indirectly - on an aspect of their physical health.<sup>23</sup>

Of these participants, 256 were 'measured' for physical health impacts, with 92 achieving at least one outcome relating to physical health. In 2022/23, 61 participants measured for a physical health impact achieved at least one positive outcome.



The physical health related outcomes that participants were measured for and/or achieved in 2023/24 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:

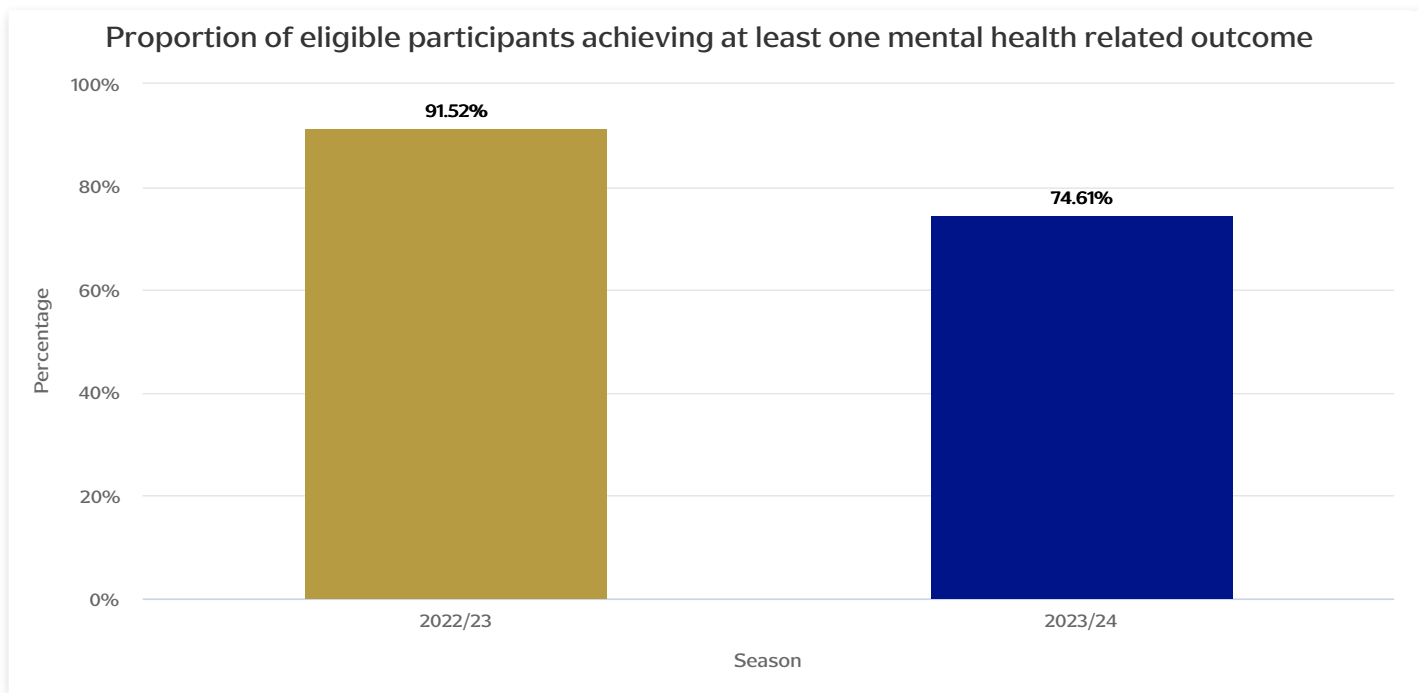
Type	Count of eligible participants	Count of participants measured for outcome	Count of participants achieving outcome	Percentage of measured participants achieving outcome
Count of participants participating more often in competitive sport & physical activity	4,303	256	60	23.4%
Count of participants progressing in/into pathways in sport	3,565	150	58	38.7%
Count of participants reporting improved enjoyment of physical activity (including football and sport)	738	106	8	7.6%
Count of participants reporting improved physical health/wellbeing (general)	4,303	256	92	35.9%
Count of participants reporting improved positive attitudes towards physical activity	3,565	150	67	44.7%



## Impacts on mental health

In 2023/24, 4,303 participants attended sessions or events delivered by Bradford City that were designed to impact directly - or indirectly - on an aspect of their mental health.<sup>24</sup>

Of these participants, 256 were 'measured' for mental health impacts, with 191 achieving at least one outcome relating to mental health. In 2022/23, 151 participants measured for a mental health impact achieved at least one positive outcome.



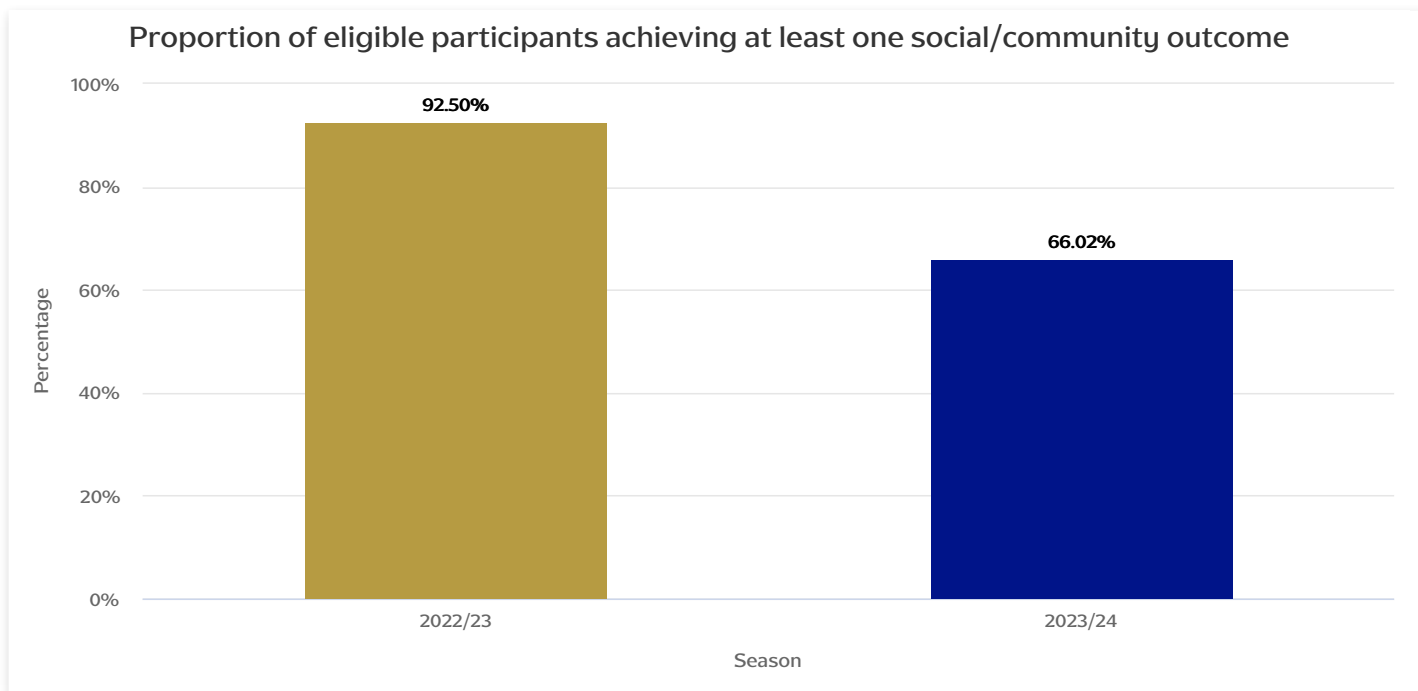
As with outcomes relating to physical health, the specific mental health related outcomes that participants were measured for and/or achieved in 2023/24 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating 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)	4,303	256	186	72.7%
Count of participants with improved confidence and/or self-esteem	4,303	256	191	74.6%

## Impacts on social/community outcomes

In 2023/24, 4,303 participants attended sessions or events delivered by Bradford City that were designed to impact on social or community related outcomes, either directly or indirectly.<sup>25</sup>

Of these participants, 256 were 'measured' for community-related impacts, with 169 achieving at least one positive community outcome. In 2022/23, 148 participants measured for a community related outcome achieved at least one positive outcome.



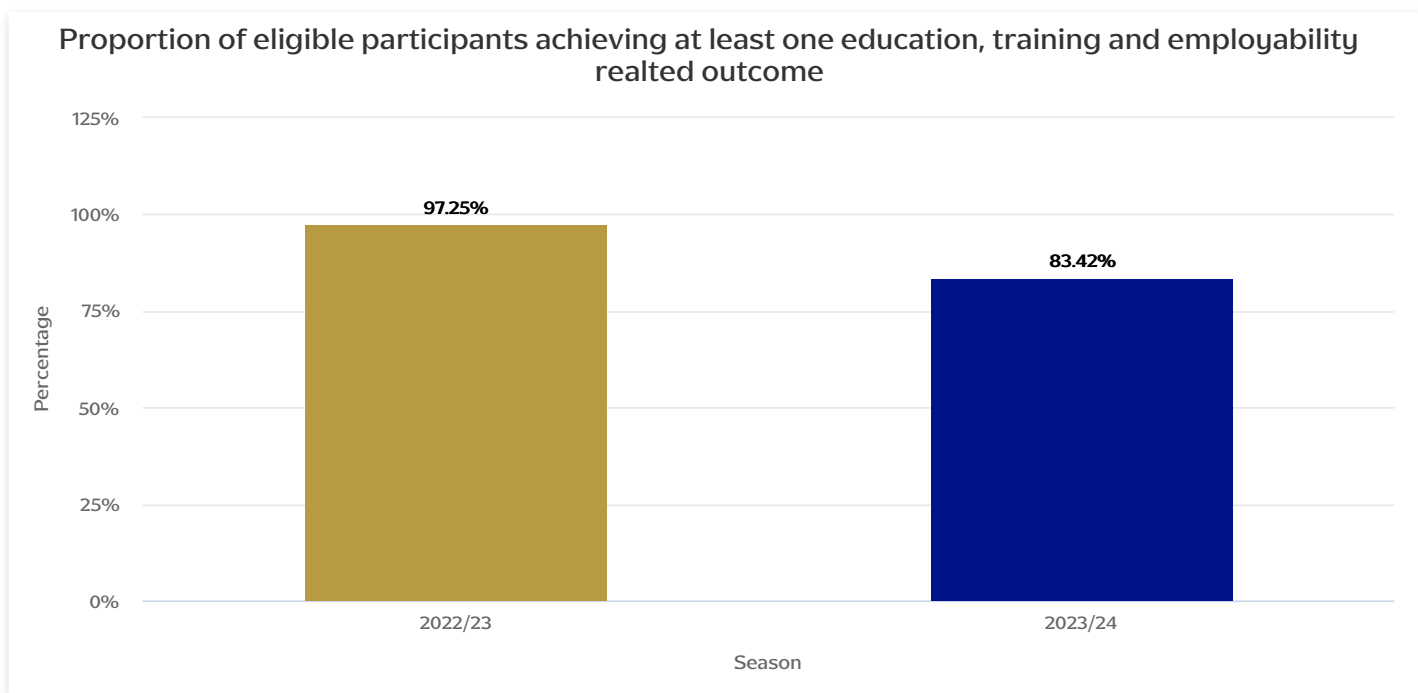
As with health-related outcomes, the specific community outcomes that participants were measured for and/or achieved in 2023/24 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating to improvements in their 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	3,565	150	13	8.7%
Count of participants reporting improved interpersonal relationships	4,303	256	169	66.0%
Count of participants reporting improved positive attitudes towards others	4,303	256	169	66.0%

## Impacts on education, training and employment

In 2023/24, 5,109 participants attended sessions or events delivered by Bradford City that were designed to impact on education, training and/or employment outcomes, either directly or indirectly.<sup>26</sup>

Of these participants, 398 were 'measured' for education, training or employment-related impacts, with 332 achieving at least one positive outcome. In 2022/23, 283 participants measured for an education, training and/or employment-related outcome achieved at least one positive outcome.



Again, the specific education, training and/or employment outcomes that participants were measured for and/or achieved in 2023/24 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 achieving a recognised qualification	66	34	28	82.4%
Count of participants demonstrating more positive behaviours in educational settings	3,565	150	77	51.3%
Count of participants feeling more inspired and engaged in educational settings	4,303	256	194	75.8%
Count of participants making progress into employment, education or training	740	108	104	96.3%
Count of participants reporting improved attendance at school	3,565	150	50	33.3%
Count of participants reporting more positive attitudes towards education	3,565	150	67	44.7%

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 attainment at school	3,631	162	98	60.5%
Count of participants with improved educational skills and knowledge	4,369	290	210	72.4%

# 6 Creating Social Value for Communities

## Introduction to social valuing

In addition to the number of positive personal and social outcomes delivered by Bradford City across its communities, 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>27</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 value that businesses, social enterprises and charities create for the economy, society and local communities.

To value the outcomes of the community support being delivered by Bradford City, two main approaches have been used:

1. For **participation projects**: a forecasting approach has been used that, based on high-quality academic research, measures the likely benefits for individuals of being engaged in regular, structured sport and physical activity participation programmes
2. For **targeted projects**: a measurement approach has been used that assesses the specific measured outcomes that participants have achieved in projects that are either not sports or physical activity based or are targeted at specific themes or population groups.

Both approaches measure two types of social value:

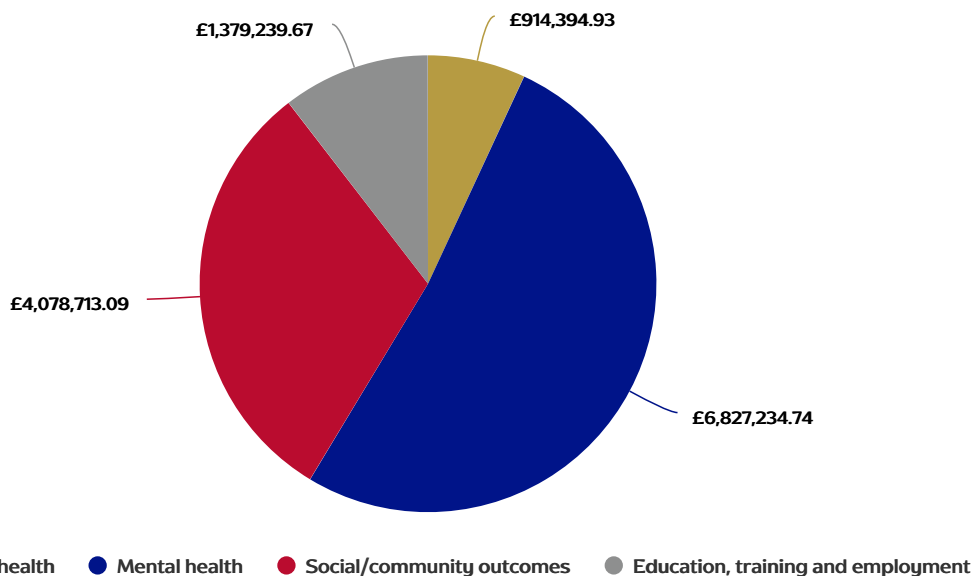
1. The value that specific outcomes have for individuals through:
  - Improved feelings of subjective wellbeing
  - Social connections that come through improved levels of social capital
  - Improvements in earnings associated with education, training and employment outcomes.
2. The wider social value of the outcomes achieved for society and the state, particularly through associated annual cost savings in sectors including health, education and criminal justice.

## Overview of findings

In 2023/24, the Club and Club charity at Bradford City generated a total of £13,199,582.44 of social value across its full range of projects and programmes. This consisted of £8,219,835.82 from targeted programmes<sup>28</sup> and £4,979,746.62 from participation programmes.<sup>29</sup> The value from all projects and programmes can be broken down into the outcome pillars introduced earlier with:

- £914,394.93 coming from savings and contributions associated with physical health
- £6,827,234.74 coming from mental health
- £4,078,713.09 coming from community/social outcomes
- £1,379,239.67 coming from outcomes relating to education, training and employment.

Club and Club charity combined social value savings and contributions, 2023/24



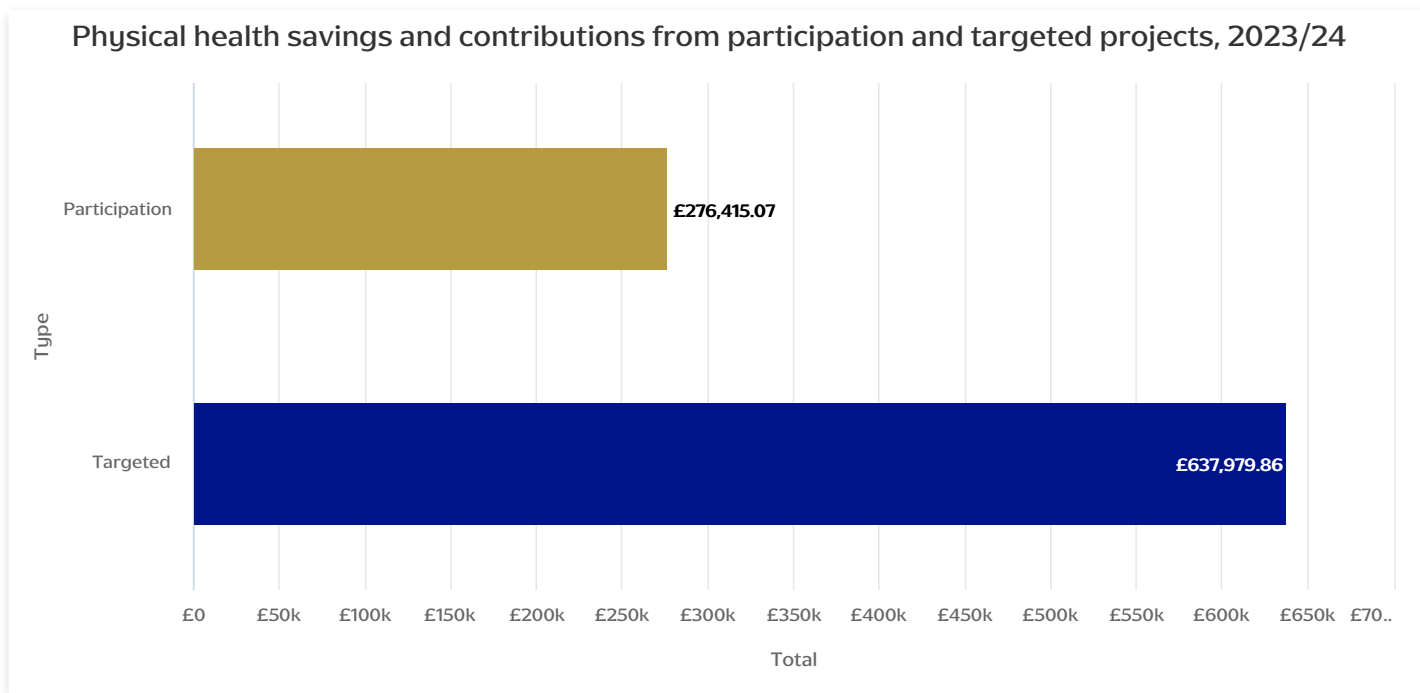
In 2022/23, a total social value of £12,628,995.79 was generated by Bradford City.

Season	Type	Social value
2022/23	Participation	£11,006,136.11
2022/23	Targeted	£1,622,859.68
2023/24	Participation	£4,979,746.62
2023/24	Targeted	£8,219,835.82

## Value relating to physical health

In 2023/24, the projects and programmes delivered by Bradford City generated a social value of £914,394.93 relating to physical health outcomes. This equates to 6.90% of the overall social value delivered by the Club and Club charity across the season.

The value generated by Bradford City in relation to physical health in 2023/24 was split between targeted and participation projects, with targeted projects delivering £637,979.86 of value, in comparison to participation projects which delivered £276,415.07. For participation projects specifically, 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 programme participation was also included, along with associated healthcare costs.

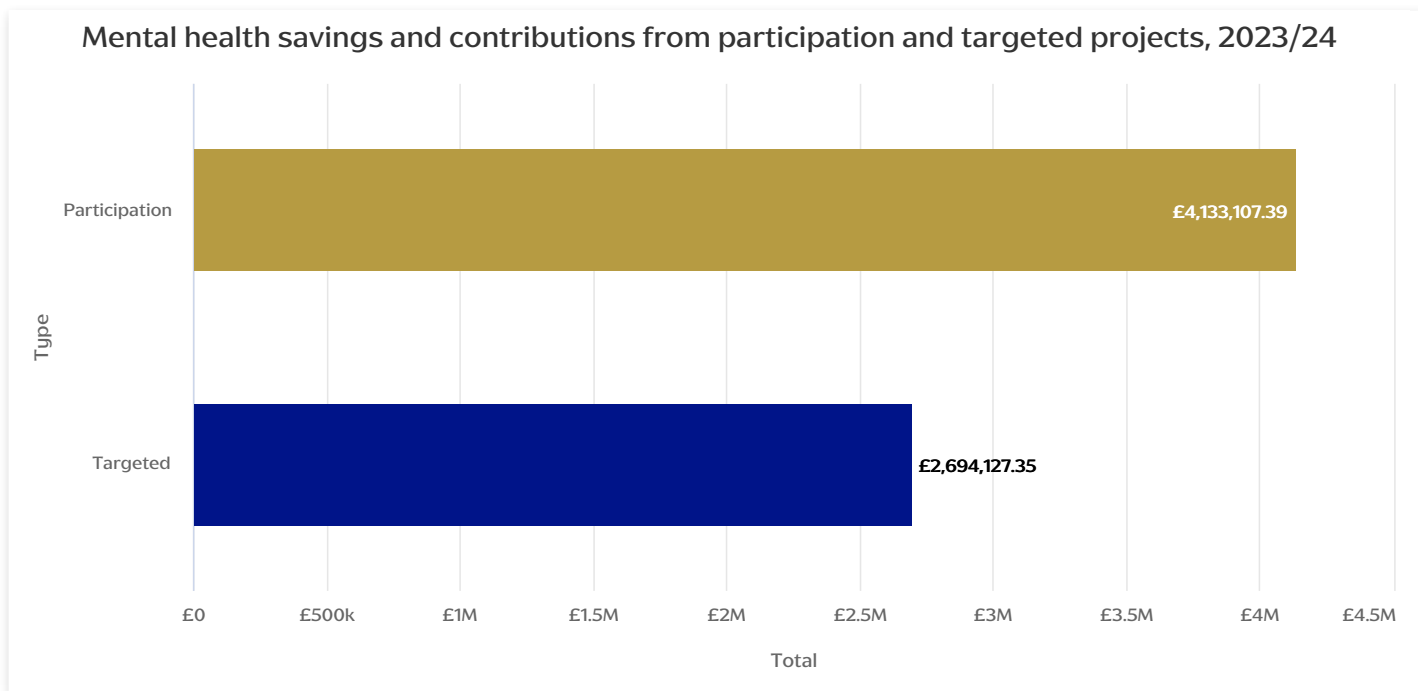


In 2022/23, Bradford City delivered £618,683.32 of social value relating to physical health. This means that a total social value of £1,533,078.25 relating to physical health was generated by Bradford City between June 2022 and May 2024.

## Value relating to mental health and wellbeing

In 2023/24, the projects and programmes delivered by Bradford City generated a social value of £6,827,234.74 relating to mental health outcomes. This is 51.70% of the overall social value delivered across the season.

The value generated by Bradford City in relation to mental health in 2023/24 was again split between targeted and participation projects, with targeted projects delivering £2,694,127.35 of the value, in comparison to participation projects which delivered £4,133,107.39.



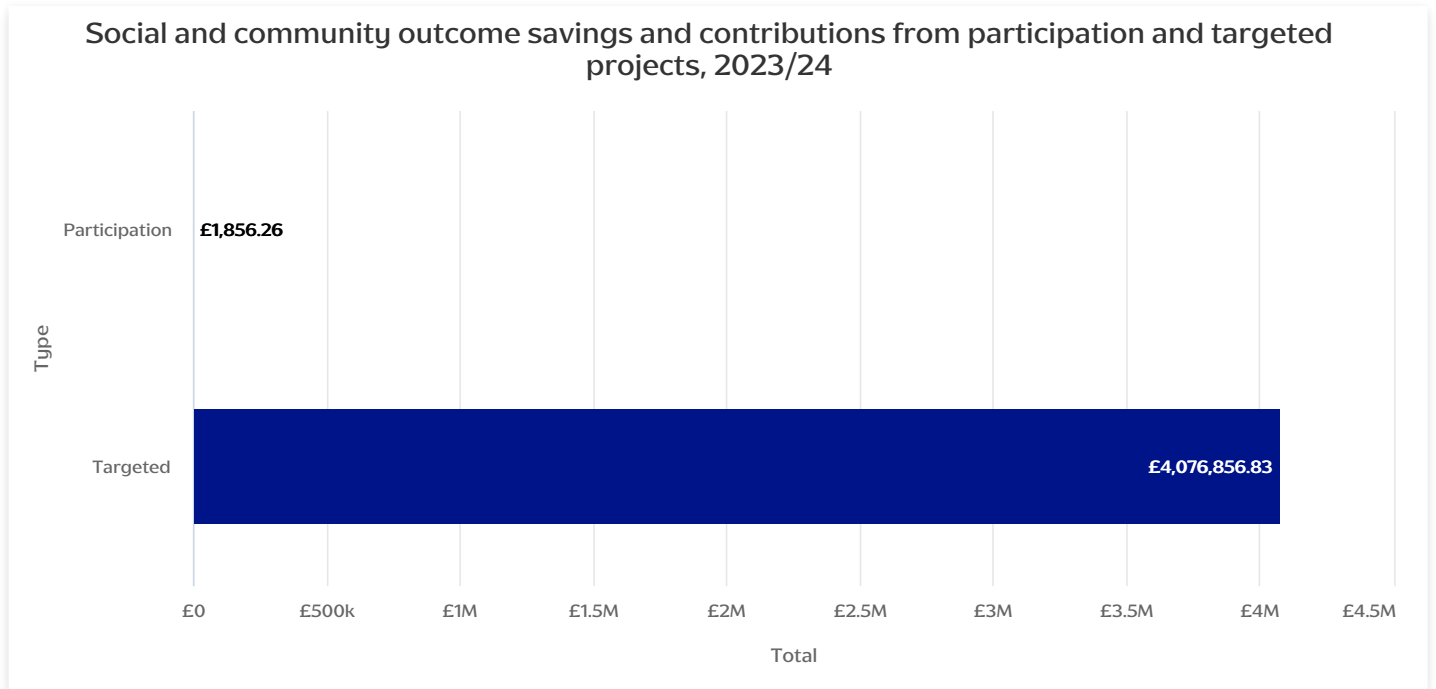
The most significant outcome that contributed towards mental health related social value in 2023/24 was Subjective Wellbeing.<sup>30</sup> This outcome is based on measures of how different aspects of people's lives contribute to their feelings of happiness and general wellbeing, and, more specifically, the actual or equivalent economic value that people typically place on different activities and experiences (such as participating in a Club or Club charity project).

In 2022/23, Bradford City delivered £9,689,542.57 of social value relating to mental health. This means that a total social value of £16,516,777.31 relating to mental health was generated by Bradford City between June 2022 and May 2024.



## Value relating to community and social outcomes

In 2023/24, the projects and programmes delivered by Bradford City generated a social value of £4,078,713.09 relating to community and social outcomes, with £4,076,856.83 coming from targeted programmes and £1,856.26 coming from participation projects. Together, this accounts for 30.90% of the overall social value delivered across the season.

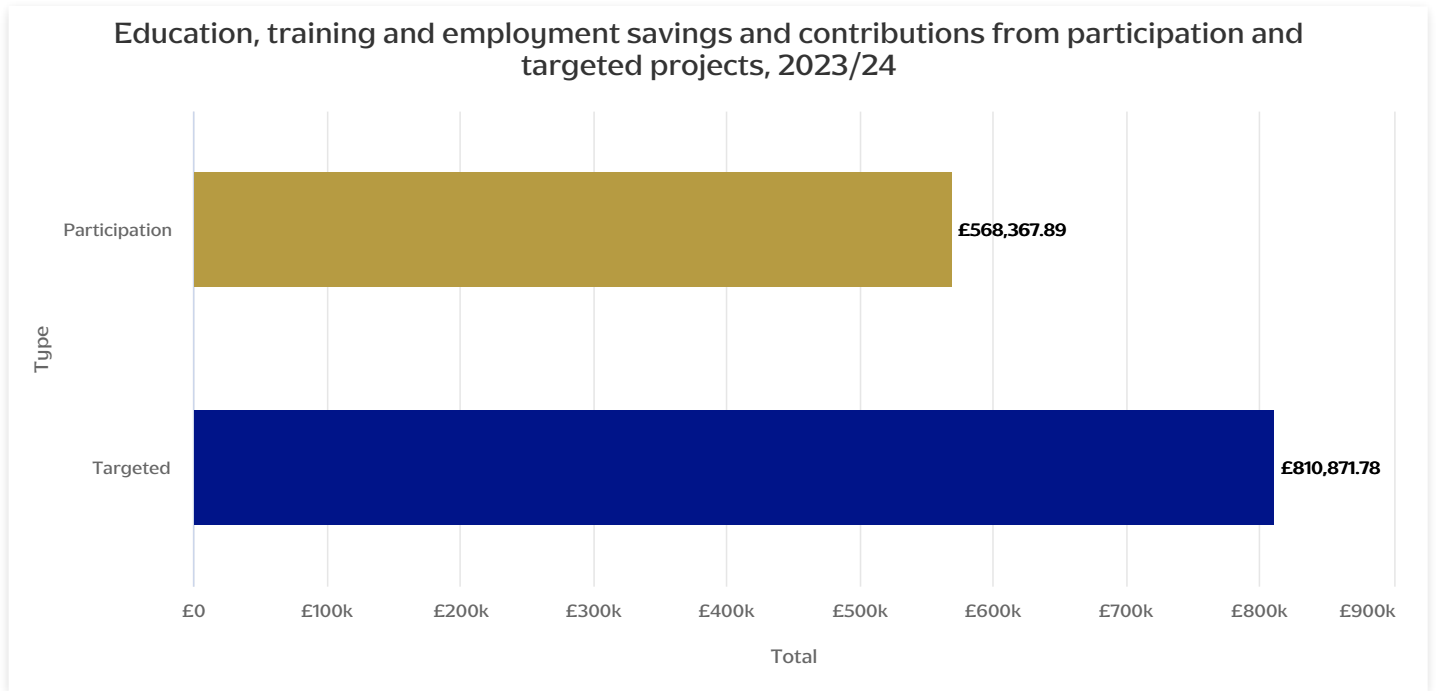


The value generated from community and social outcomes in 2023/24 resulted primarily from increases in social capital among participants, crime reduction and acts of social action.

In 2022/23, Bradford City delivered £757,324.55 of social value relating to community and social outcomes. This means that a total social value of £4,836,037.64 relating to community and social outcomes was generated by Bradford City between June 2022 and May 2024.

## 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 Bradford City in 2023/24. Throughout the season, £1,379,239.67 of social value was produced that can be directly attributed to education, training and employment outcomes. Targeted projects delivered £810,871.78 of this value, whilst participation programmes contributed £568,367.89. Together, this accounts for 10.40% of the overall social value across the season.



Several outcomes contributed to the value generated in relation to education, training and employment in 2023/24, including reductions in school absence and reductions in the number of people who are NEET (not in education, employment or training).

In 2022/23, Bradford City delivered £1,563,445.35 of social value relating to education, training and employment. This means that a total social value of £2,942,685.02 relating to education, training and employment was generated by Bradford City between June 2022 and May 2024.

# Contributions to the United Nations' Sustainable Development Goals

As part of their overall commitment to sustainability, the Club and Club charity at Bradford City map 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.

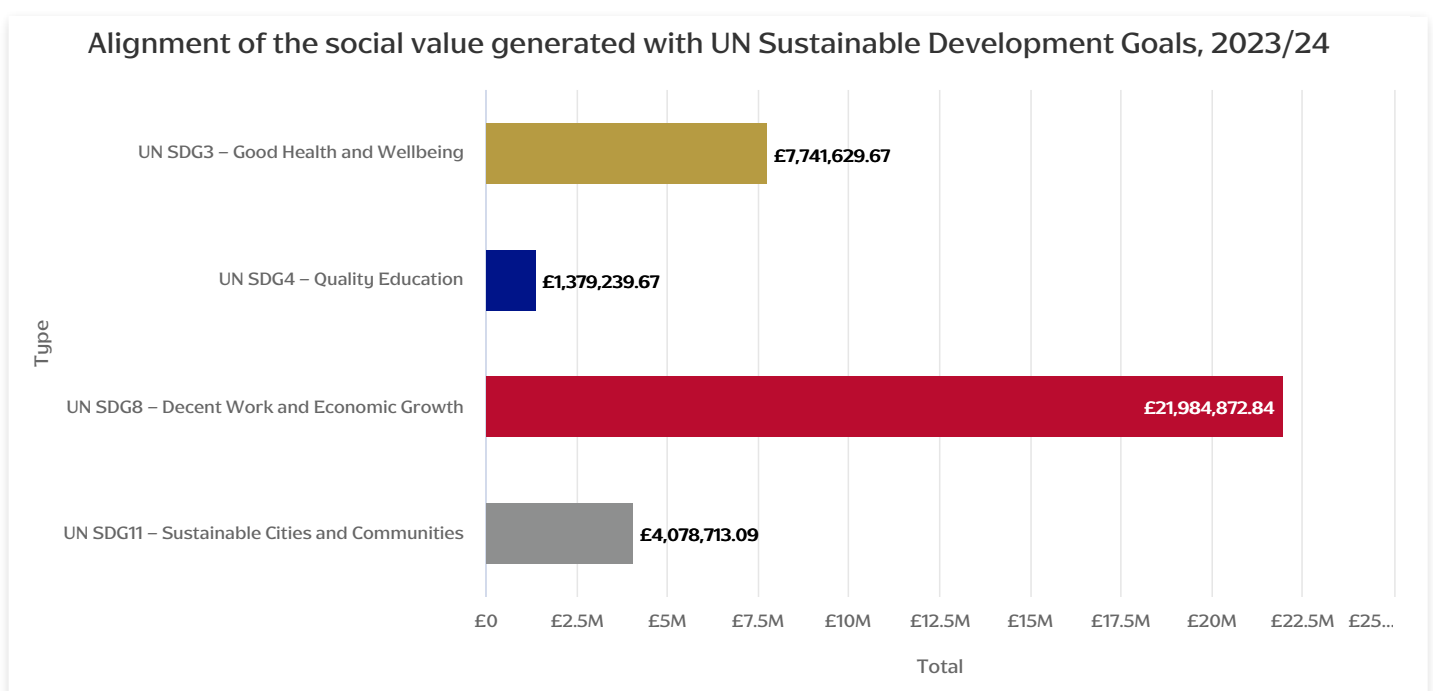
Much of the work being led by EFL Clubs - including Bradford City - is well aligned with the UN SDGs as described below:

- SDG 1: No Poverty – many support or host foodbanks, clothes recycling centres and other similar initiatives.
- SDG 2: Zero Hunger – in addition to their support for foodbanks, many 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 Wellbeing – all Club charities run a wide range of physical activity projects and many also deliver targeted mental health programmes.
- SDG 4: Quality Education – all deliver in schools and many also run adult education programmes.
- SDG 5: Gender Equality – Clubs and their charities 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 their charities are local employers, drive significant economic impacts and many deliver 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 their charities deliver community outcomes that relate to social integration and cohesion.
- SDG 11: Sustainable Cities and Communities – many EFL Clubs and their charities 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 EFL's Green Clubs scheme.

Given the alignment of the outcomes being delivered through the work of Clubs such as Bradford City and the UN SDGs, it is possible to map the social value presented above – and the economic impacts reported earlier - to a series of key goals as outlined below.

In 2023/24, Bradford City generated:

- £7,741,629.67 of social value linked to UN SDG3 – Good Health and Wellbeing
- £1,379,239.67 of social value linked to UN SDG4 – Quality Education
- £21,984,872.84 of economic value linked to UN SDG8 – Decent Work and Economic Growth
- £4,078,713.09 of social value linked to UN SDG11 – Sustainable Cities and Communities.



# 7 Impact stories

## Example of impact 1

Part 1: <https://www.youtube.com/watch?feature=shared&v=49bnF1oCfM8>

Our Premier League Kicks team sat down with Finlay, a participant at one of our free weekly football sessions, about what Kicks has done for him. We also spoke to Finlay's parents and school support worker about the changes they have seen in him, and the benefits of the programme.

Part 2: <https://www.youtube.com/watch?v=jRLOXaiWY1c>

We caught up with Finlay at one of our free Premier League Kicks football sessions!

## Example of impact 2

Video file - <https://www.youtube.com/watch?v=nEozKaZjGV0&feature=youtu.be>

We visited BCAFC's Walking Football team at BEAP Community Partnership at the foot of Valley Parade! We spoke to team manager Andrew Eastell, player Paul Stead and Foundation CEO Ian Ormondroyd about the team coming under the official City banner, its sporting and social benefits, and the ongoing success of the team!

# 8 Conclusion

## Final messages

This report has analysed the economic impacts of Bradford City, measuring the benefits of the Club's operations for local communities, not least in terms of driving economic activity and employment. It has also measured the scale of Bradford City's investments and activities in local communities and the social value of the outcomes the Club and Club charity are delivering for individuals, communities and broader society.

In terms of economic impacts, the report shows that in 2023/24 Bradford City:

- Paid £2,568,636 in tax revenues
- Contributed to direct, indirect and induced spending with a value of £21,984,872.84, £14,710,960.92 of this being associated with expenditure in the Club's local community
- Directly provided or supported 590 jobs, 426 of which were in the Club's local community.

Also in 2023/24, the report shows that Bradford City:

- Generated £3,600,863.49 of income, funding and in-kind support to invest in community projects, initiatives and wider support
- Established and maintained 15,138 partnerships across the season
- Employed 68 staff who delivered 58,248 hours of support to its communities
- Deployed 33 volunteers who delivered 100,164 hours of support
- Delivered 7,287 community sessions and events across 12,866 hours of delivery
- Engaged 23,600 participants
- Generated a total social value of £13,199,582.44 across its full range of projects and programmes.

These figures show the significant value and importance of Bradford City to its communities and the vital ways in which the Club is central to the development of healthier, happier, better connected and more economically successful communities in the future.

## 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 and other physical activities. More specifically, a 'risk and protective factors'<sup>31</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 Bradford City.<sup>32</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>33</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 academic research to assess the likely impact of participation on people's wellbeing and levels of social trust.<sup>34</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>35</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>36</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 Club charity 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 charity 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 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 their charities 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 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 neighbourhood 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> To avoid double counting, this figure does not include any income received by the charity from the Club.

<sup>6</sup> This figure does not include any expenditure made by the Club to the charity to avoid double counting.

<sup>7</sup> To measure the value of supporter spending for local and national economies, a range of questions were included in the 2024 EFL Supporter Survey. These asked respondents to indicate how much they spend typically on travel, accommodation, refreshments and a select range of other goods and services when they attend home and/or away matches. Responses to the survey were analysed to generate average per-match spending profiles for supporters based on whether they are an adult or a child, their household income, the League in which their team plays and whether they attend a match as a home or away supporter. These averages were then used to estimate the total spend of supporters across all EFL competitions in the 2023/24 season.

<sup>8</sup> An input is defined as any type of resource that is invested or otherwise used by the Club or Club charity 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>9</sup> Community partners are defined as organisations that the Club and/or charity work closely with to support local communities. Networks are defined as groups of organisations that work together strategically to support local communities.

<sup>10</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 charity.

<sup>11</sup> Interventions are defined as the projects, programmes and wider activities that are delivered by Clubs and their charities for the benefit of their communities.

<sup>12</sup> Calculated using the median hourly earnings for full-time employees in the United Kingdom in 2024. Source: <https://www.statista.com/statistics/280687/full-time-hourly-wage-uk/>

<sup>13</sup> Calculated using a 48-week season

<sup>14</sup> Calculated using the median hourly earnings for full-time employees in the United Kingdom in 2024. Source: <https://www.statista.com/statistics/280687/full-time-hourly-wage-uk/>

<sup>15</sup> A 48-week season has again been used for calculation purposes.

<sup>16</sup> 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.

<sup>17</sup> Calculated using the average commercial hourly rate for hiring each facility type across all Clubs and charities

<sup>18</sup> Session and events are defined as the specific periods of time, group activities and/or meetings that are arranged by the Club or charity for the benefit of local communities.

<sup>19</sup> A participant is defined as any person who attends or otherwise engages with a Club or charity community session or event.

<sup>20</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>21</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>22</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>23</sup> 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.

<sup>24</sup> This number is different from the number of people who attended Health and Wellbeing projects 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.



<sup>25</sup> This number is different from the number of people who attended formal community engagement projects in 2023/24 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.

<sup>26</sup> This number is different from the number of people who attended formal education and employment projects in 2023/24 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.

<sup>27</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 its charity in their local communities. For more on different approaches to social value, please see <https://socialvalueuk.org/what-is-social-value/>

<sup>28</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>29</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>30</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>31</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>32</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>33</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>34</sup> Downward, P. & Wicker, P. (2021) *Football participation and subjective well-being, Final Report*

<sup>35</sup> <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>

<sup>36</sup> With a 5% margin of error