



Foundation

THE CLUB'S OFFICIAL CHARITY



Red Neighbours

# LFC Foundation

## Impact Report 2021 Executive Summary



substance.



# Foreword and Acknowledgements

Welcome to the LFC Foundation and Red Neighbours season 20/21 impact report.

This marks the charity's journey of improving our evidence-based practice and on-going commitment to improving the standard of the services we offer to our participants.

Over the past 12 months we have made significant improvements to the way we collect our impact data, the type and quality of the data we receive and how this intelligence is used. This enables us to deliver the very best services and experiences for young people and families, and to achieve our mission of creating life changing opportunities for those living in our most underserved communities.

It also helps to ensure our resources are directly addressing the key issues our participants face in their daily lives, and that all funding we generate and receive is effectively utilised for that purpose.

The global pandemic is a good example of why this is so important, as it enabled the Foundation, Liverpool Football Club's local CSR team 'Red Neighbours' and indeed LFC as a whole to provide emergency support to local families in the areas they needed it the most, including food provision and mental health support.

Whilst Monitoring, Evaluation and Learning (MEL) has been part of the LFC Foundation's work for some time, we recognise that in reality we are only on the start of the journey of accurately and effectively monitoring, recording and demonstrating the impact of our work, and we are committed to continuously developing this over the coming years.

**We are extremely proud of the work we deliver, but also recognise that we must always strive to improve, adapt, change and on occasion stop individual programmes if they are not meeting the needs of participants.**

For that reason, the development of evidence-based practice is key.

**Matt Parish**  
CEO, LFC Foundation



Over the course of the past 12 months Substance has worked with the LFC Foundation to help them demonstrate the impact and value of their work. That task was brought into stark relief in the context of the global pandemic that has affected so many lives and the work of those that seek to serve less fortunate individuals and communities.

During this time, we have been struck by their unceasing effort to deliver high quality, impactful work in the most trying of circumstances. In such contexts it is often quite easy to set aside concerns about monitoring, measuring and reporting. That has not been the case with the LFC Foundation. Rather, alongside their frontline delivery, they have brought renewed attention and focus to the task of not only telling the story of their work but also using learning and evidence to improve their practice and impact.

In this report we are pleased to share an account of those efforts and the ways in which they are enabling the organisation to be better at what they do and better at demonstrating the difference that they make.

**Tim Crabbe**  
Chief Executive,  
Substance



# Executive Summary

The LFC Foundation (LFCF) is the official charity of Liverpool Football Club (LFC). Working in areas of high need and deprivation across the Liverpool City Region (LCR), it aims to deliver sustainable and long-term change for communities and to ensure that its work continues to benefit future generations. It is in this context that LFCF's desire to improve its impact practice has emerged. In pursuit of this aim Substance has worked with the Foundation over a 12-month period to build the ability to define, monitor, assess and report on the impact of its work in a comprehensive and sustainable way.

It is also the first time the Foundation has looked at impact jointly with Liverpool FC's local Corporate Social Responsibility (CSR) Team, Red Neighbours (RN), although joint projects have been delivered for some time. The RN team provides targeted support to the immediate areas around LFC's football homes of Anfield and Kirkby.

This process began with a Theory of Change which seeks to describe the change organisations want to make and the resources, activities and intermediate outcomes involved in making that change happen. For LFCF the long term goal is to work to reduce the negative impacts on those communities facing high levels of multiple deprivation across the Liverpool City Region and beyond.

In terms of assets and resources, the LFCF is first and foremost a reflection of its staff which is broadly reflective of the ethnic profile of Liverpool and the LCR and split around 2:1 in favour of male employees to female. LFCF has relatively high levels of staff retention and when asked to say how satisfied they were with their work at the Foundation, the average score was 7.35 on a scale of 0-10. When asked for one word to describe their experience of working for LFCF, 99% of those used were defined as positive in sentiment.

The LFCF is also able to mobilise the power of the LFC brand in order to promote its work both locally and globally through partnership programmes and linking to wider LFC activity. Across its social media platforms LFCF has experienced a 70% rise in the number of posts and a 53% rise in the number of followers year on year. The Foundation also benefits from a wide network of support partners and a strong financial base, providing a stable, well-resourced and well-connected environment from which to deliver its mission.

The LFCF delivers a broad range of programmes (A1) aligned to specific outcomes, across six areas of activity which include:

- **Sport and Physical Activity**
- **Health and Wellbeing**
- **Education and Life Skills**
- **Employment and Training**
- **Youth Interventions**
- **Community Engagement**

Each of the LFC Foundation programmes has identified three priority intermediate outcomes in alignment with the overall Theory of Change. The key intermediary outcomes being targeted relate to improving physical health, raising aspirations, increased belonging and skills development. Improved confidence, increased aspirations and belonging feature strongly amongst the supplementary target outcomes.

Across all its activities, the Foundation works with over 50,400 beneficiaries, including over 13,400 unique individuals each year. The 20/21 figures reflect the impact of Covid-19 and government guidelines on participatory events and sports sessions. These participants are overwhelmingly young people with relatively mixed gender backgrounds and more diverse ethnic identity than is typical for the LCR. Given the Foundation's emphasis on reducing the negative impacts on those who are experiencing high levels of multiple deprivation, it is important to consider the extent to which work is being delivered in and attracting participants from areas affected by multiple deprivation.

**9.06/10**  
Average Rating  
of a session

**8.83/10** would  
Recommend LFCF  
to a Friend

**£22,955,367.50**  
Contributions to  
UNSDGs

SROI ratio:  
**£1: £15.29**

Over half (54%) of the registered participants in those programmes were from the 10% most deprived local authority wards in the country and nearly three quarters (72.5%) were from the 20% most deprived wards in the country. This ranged from 99.6% of participants in the On Target programme to 49.3% of participants in Football Development programmes who were from the 10% most deprived wards.

It perhaps goes without saying that the period during which this impact report was prepared was unprecedented in terms of the distortions to the normal routines of football and the game's relationship with its wider communities caused by the Covid-19 pandemic. For the LFC Foundation, working alongside LFC and Red Neighbours, the crisis led to a complete re-appraisal of provision in light of successive lockdowns, the identification of new vulnerable groups and support requirements and the pressures on traditional healthcare systems. Over the course of the 12 months following the suspension of football in England in March 2020, the response can broadly be broken down into activity relating to four broad themes. Namely, food poverty, social isolation, volunteering and physical and mental health.

At the close of the 2020/21 season the LFCF conducted a survey amongst programme participants. A total of 561 participants responded to the survey and were very positive in their reporting of the impact of their engagement with LFCF programmes.

- **85% participants reported an improvement in their mental health/wellbeing (based on 478 responses)**
- **86% participants reported an improvement in their physical health/fitness (based on 339 responses)**

In terms of overall satisfaction, responses were even more positive.

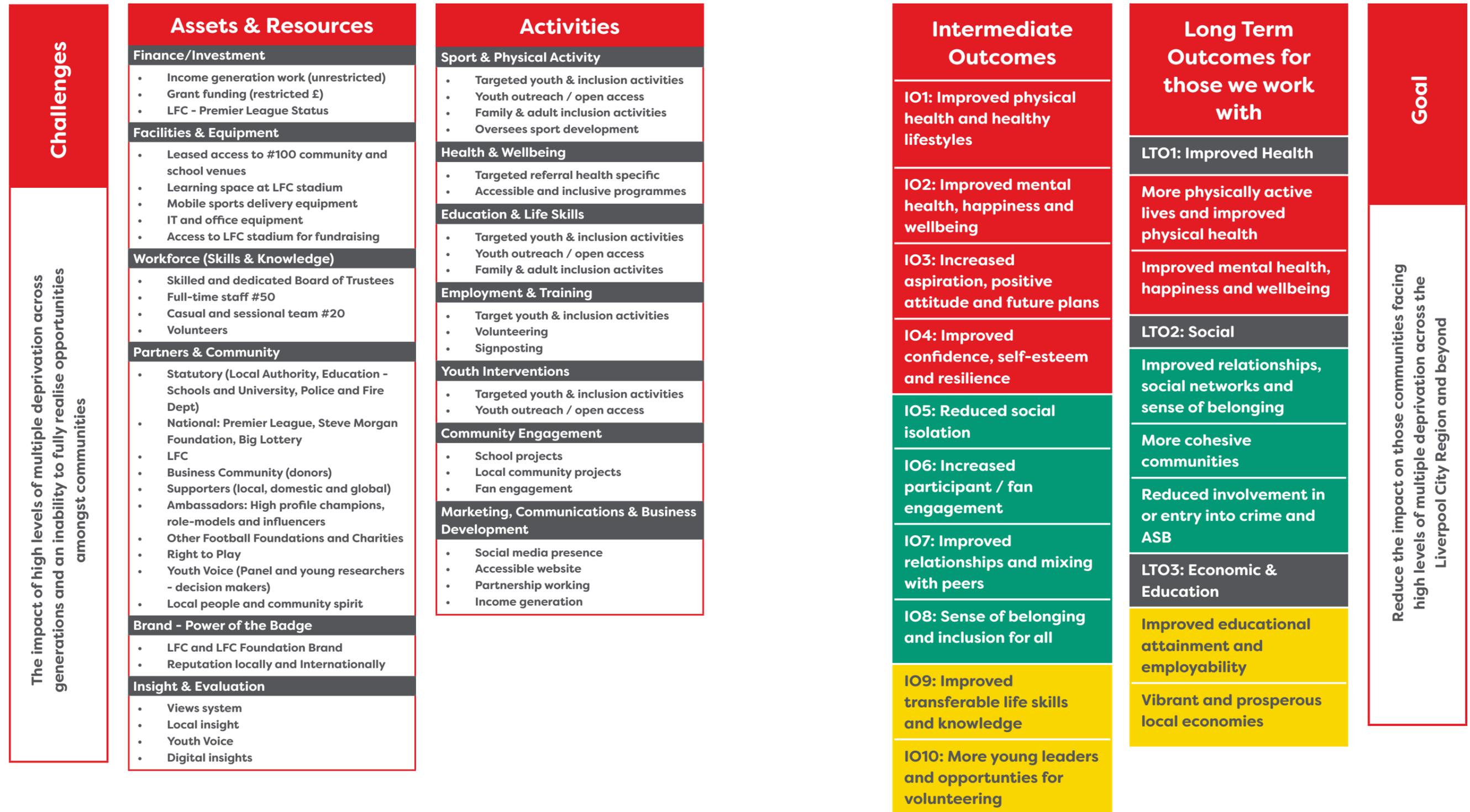
- **On average sessions were rated 9.06 on a scale of 0-10 where 10 is the most positive.**
- **In terms of likelihood that they would recommend the LFC Foundation to a friend, the average score was 8.83 on a scale of 0-10 where 10 was the most likely.**

Another survey of participants on the Foundation's virtual delivery during February and March 2021 revealed similarly positive responses with 98% of reporting an improvement in physical health / fitness and 97% reporting an improvement in mental wellbeing and an overall rating of sessions at 9.5 out of 10.

The LFCF was keen to understand not only the outcomes of their work but also whether a monetary value could be put on it to both tell the story in a different way but also to build a business case for further investment. This desire aligns with wider developments in the sport for development and football development sectors and particularly efforts initiated by UEFA which enabled us to generate a Social Value assessment of a range of programmes where data was available.

- **Ultimately it was possible to identify an annual valuation of £23.41m. In terms of a calculation of a Social Return on Investment, based on total expenditure of £3,018,325 we can calculate a SROI ratio of £7.76 for every £1 invested.**
- **However, if we were to consider the return in relation to project expenditure of £1,530,586 only, then the SROI ratio would rise to £15.29 for every £1 invested in projects.**
- **Based on alignment of LFCF programmes with the United Nations SDGs it was also possible to identify contributions to 8 of the 17 goals with a combined value of £22,955,367.50.**

Table 1: The LFC Foundation Theory of Change



The work that LFC Foundation and Red Neighbours collectively deliver represents Liverpool Football Club in the Community. This Impact Report is the start of the journey in telling the story of our work with a more evidence-based and systematic approach. This insight allows us to focus our resources on the areas both of greatest need and where we can make the most positive change for communities both at home and away. We have ambitious plans to expand our work and therefore support more members of our community. Ultimately none of our work would be possible without the support of our funders, partners, participants, staff and the amazing LFC Family.

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