



Foundation

THE CLUB'S OFFICIAL CHARITY



Red Neighbours

# LFC Foundation

## Impact Report 2021



substance.

# Contents

Foreword and Acknowledgements	4
Executive Summary	6
1 Introduction	8
2 LFC Foundation Theory of Change	10
3 LFC Assets and Resources in Foundation	14
3.1 The LFCF Staff Team	14
3.2 Marketing and Communications	15
3.3 Partnerships	16
3.4 Finance	17
4 Programme Delivery and Intermediate Outcomes	18
4.1 Sport and Physical Activity	18
4.2 Health and Wellbeing	21
4.3 Education and Life Skills	22
4.4 Employment and Training	24
4.5 Youth Interventions	25
4.6 Community Engagement	26
4.7 International Work	27
4.8 Priority Outcomes	29
5 Who the LFC Foundation Supports: People and Places	30
5.1 Participant Profile	30
5.2 Indices of Deprivation	32
5.3 Mapping Participants and Venues	33
5.4 Participant Survey Results	35
5.5 Other Beneficiaries	36
6 Covid-19: The LFC Response	38
7 Keeping Score: Evaluation, Measurement and Long-Term Impact	40
7.1 The Story So Far: External evaluation and reporting	40
7.2 A New Season: Integrated impact measurement	41
8 What's It Worth? Valuing The Impacts Of LFC Foundation's 2019-20 Programme Delivery	44
8.1 Introduction	44
8.2 What is SROI?	44
8.3 Applying the UEFA GROW SROI Approach to LFCF	45
8.4 Results	48
8.5 SROI Ratio	49
9 Global Sustainability Alignment: United Nations SDG mapping and valuation	50
9.1 SDG Mapping	51
9.2 Indexation and valuation	52

"THE TWO PEOPLE  
RUNNING THE SESSION ARE

**PROPER  
BOSS!"**

"EVERYONE HAS A **VOICE**,  
COACHES INCLUDE **EVERYONE"**

"GENUINELY CAN'T THINK OF  
ANYTHING YOU CAN DO TO  
**IMPROVE**. YOU HAVE A  
**GREAT COACHING  
TEAM"**

"IT WAS FUN  
**LEARNING  
NEW THINGS**  
AND MEETING NEW PEOPLE"

"**FUN AND WELL  
ORGANISED"**

"HELPS YOUR  
**MENTAL HEALTH**,  
ABOUT HOW TO DEAL WITH **ISSUES"**

"GIVES ME GOOD  
**PHYSICAL  
EXERCISE**,  
GOOD FUN"

"GET TO **TALK**  
ABOUT STUFF,  
GET TO BE  
**OPEN"**

"YOU CAN SAY **ANYTHING** AND  
WON'T GET JUDGED. EVERYONE IS **NICE**  
AND **WELCOMING."**

"EVERYONE HAS A CHANCE TO  
**SPEAK**  
AND THERE IS NO  
**JUDGEMENT."**

"I LIKED BEING ABLE TO TALK  
ABOUT STUFF WITHOUT  
**BEING  
JUDGED"**

"FELT SAFE, FELT  
**INCLUDED** AND  
I WAS **HEARD?"**

"IT WAS **FUN, OPEN**  
AND I COULD GET TO **SAY**  
**WHAT I WANT"**

"IT WAS FUN  
**LEARNING  
NEW THINGS**  
AND MEETING NEW PEOPLE"

"IT HAS MADE MY  
**PHYSICAL  
HEALTH  
BETTER."**

"THEY ARE **FUN**  
AND IMPROVE MY  
**FOOTBALL"**

"IT WAS **FUN** AND  
**INTERESTING"**

"FRIENDLY COACHES  
MADE ME FEEL AT  
**EASE."**

"**KIND** PEOPLE  
AND LET YOUR  
**FEELINGS** OUT"

"COACHES ARE  
**KIND."**

# 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% of participants reported an improvement in their mental health/wellbeing (based on 478 responses).**
- **86% of 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% 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.**

# 1 Introduction

The LFC Foundation is the official charity of LFC. Building on the Club's work in its local communities over the past 30 years, the charity was formed in 2002 (and renamed in 2010) as a financially independent organisation to harness the power and passion of the Club's fans and supporters to improve the lives of others. 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. The Club strengthened its community provision in 2017, with the formation of the Red Neighbours (RN) team. The RN team provides targeted support to the immediate areas around LFC's football homes of Anfield and Kirkby.

Working in areas of high need and deprivation across the 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 in a variety of ways, including:

- **A review of existing documentation and processes and interviews with key stakeholders to establish the reasons for the review and future requirements.**
- **Development of a new 'Theory of Change' to help establish and build consensus around the Foundation's long-term goals and how they are to be achieved.**
- **An audit of current data capture processes, structures and records.**
- **Mapping of programmes of delivery in relation to the Theory of Change and development of a measurement framework and evaluation tools to enable ongoing assessment of programme progress and achievement of outcomes.**

- **Geo-mapping of programme delivery and participants in relation to Indices of Deprivation.**
- **Assessment of LFC community response to the Covid-19 pandemic.**
- **Calculation of the social value of measurable social impact programmes.**
- **Application of Substance's Scores benchmarking service.**
- **Mapping of delivery and outcomes in relation to the United Nations Sustainable Development Goals (SDGs).**
- **Consideration of the Foundation's organisational wellbeing in relation to its workforce, financial status, partnerships, marketing and external relations.**

These activities have helped to build the LFCF's ability to define, monitor, assess and report on the impact of its work in a comprehensive and sustainable way. Some of the work is detailed, technical and ongoing. In this report we will summarise the key actions and learning that has emerged to date. Of course, in doing so, we are mindful of the impact of the Covid-19 pandemic on both the ability of organisations such as the LFCF to deliver their traditional programmes of work as well as the disruption to existing data management and evaluation processes. As such, other than those activities that are directly related to the Covid-19 response, where the focus is on the reporting of programme activity and its impact, we have reported on activity that was delivered during the 2019/20 season ahead of the pandemic.

The starting point is to understand the LFCF's goals and how they are to be achieved. The report will then go on to consider the organisation, its work, beneficiaries and its impact and value in more detail.



## 2 LFC Foundation Theory of Change

Theories of change describe the change organisations want to make and the steps involved in making that change happen in as concise a way as possible. The theory of change diagram prepared for the LFCF and presented below was developed on the basis of a review of internal documentation and an online workshop to identify target goals, outcomes and processes with key staff. The diagram itself can only show so much and its simplicity can leave much to the imagination. It is useful then to consider it in the context of the following narrative that expands on the various stages and seeks to provide a rationale for the links between them.

### Stage 1: Problem

In the face of long-term restructuring of the LCR economy and population shifts, LFCF has recognised evidence [\(A2\)](#) of the impact of multi generational deprivation on the lifetime aspirations of many young people and their families. In the face of ongoing public sector funding constraints and its impact on front line services, LFCF has a recognised ability to engage people from a wide variety of backgrounds in activities that might address these issues.

### Stage 2: Inputs

Through the LFC brand and the infrastructure and resources of both the Club and the Foundation, LFCF is able to provide unique access to equipment and facilities, staff, trustees, knowledge and insight, ‘money can’t buy’ connections and experiences and a network of motivated and committed commercial and community partners.

### Stage 3: Activities

These inputs, or resources, provide an ideal platform on which to build a range of social, physical and educational programmes and associated participation opportunities built around the coaching, mentoring and teaching skills of the LFCF staff and their partners. These include: A variety of bespoke and commissioned early years, primary and secondary school based programmes to encourage both physical and mental literacy, numeracy and wider health education; more targeted education and inclusion programmes embracing those at risk of or already excluded from mainstream education; work experience, outreach, mentoring and support programmes; more traditional sport development and progression opportunities designed to improve skills and provide development pathways for participants from a variety of backgrounds including girls, women, ethnically diverse communities, Military Veterans, disabled and older people; and broader activities designed to ensure the ongoing viability, sustainability and excellence of the organisation.

### Stage 4: Intermediate outcomes

A growing body of evidence shows that the type of activities and physical activity programmes and opportunities to learn, volunteer and work that LFCF provides, particularly for young people, help to build the key emotional and social skills that contribute to positive social outcomes in later life [\(A3\)](#). Through their involvement, participants move along inter-related pathways that facilitate improved physical and mental health, increased aspirations and confidence; reduced isolation, improved engagement, relationships and sense of belonging; increased skills, knowledge and opportunities.

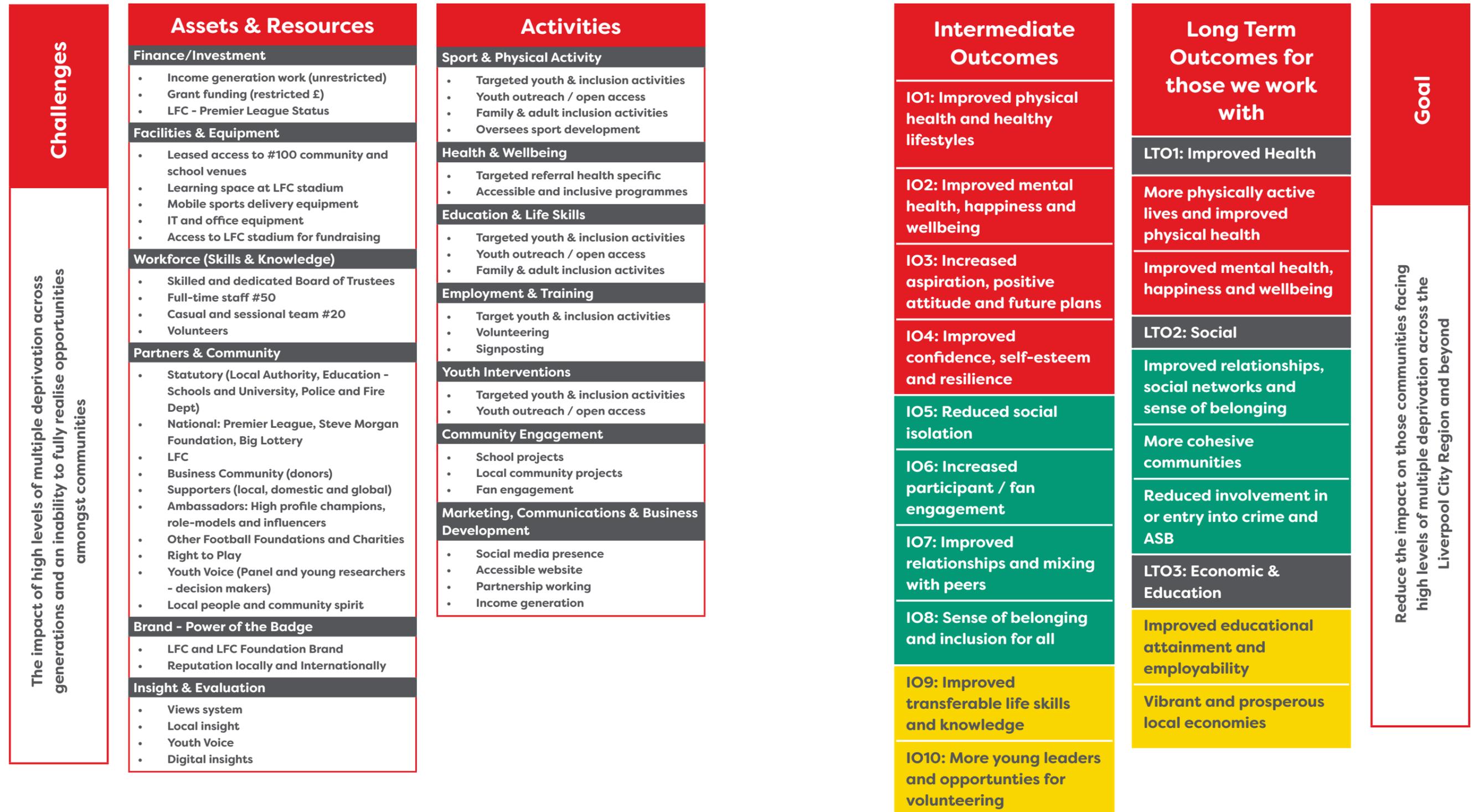
### Stage 5: Long term outcomes

In turn, the pathways identified at Stage 4 help lead to the achievement of healthier, happier lives; more cohesive communities and reduced risks and rates of offending; and improved lifetime educational, employment and economic outcomes.

### Stage 6: Goal

Ultimately, LFCF uses this work to reduce the negative impacts on those communities facing high levels of multiple deprivation across the Liverpool City Region and beyond its impact and value in more detail.

Table 1: The LFC Foundation Theory of Change



# 3 LFCF Assets and Resources in Foundation

## 3.1 The LFCF Staff Team

Like most organisations, the LFCF is first and foremost a reflection of its staff. As part of the impact assessment, all staff were invited to complete a survey that sought to identify the socio-demographic and role profile of employees; professional development opportunities; happiness and wellbeing; as well as personal travel arrangements and views on the alignment of LFCF's work with the United Nations SDGs, reported on later in this report.



### 3.1.1 Staff Profile

LFCF has 87 employees split across leadership (6), management (20) and operational roles, including 33 full time co-ordinators/coaches and 28 casual coaches. A total of 50 of those staff completed the survey during late April and early May 2021. Of those that disclosed, 41 reported working full time, and two part time. Most (28) were in general staff roles, with nine in management roles as well as six members of the senior leadership team. Respondents came from across the organisation, with 14 working in the Communities team, 16 in the Skills team, four in Wellbeing and seven in Marketing, MEL and Business Development.

The average age of respondents was 37, with a range from 22 to 69. In terms of gender profile over a third, 16 (35%), identified as female and 28 (61%) as male. In terms of ethnicity most staff, 41 (89%), defined themselves as 'White' and two each as 'Mixed Race' and 'Asian or British Asian'. Encouragingly, in terms of representativeness, this is broadly reflective of the ethnic profile of Liverpool and the LCR (A4). In terms of disability 36 (78%) respondents reported that they had no physical or mental health conditions that have a substantial effect on their ability to do normal daily activities, whilst six (14%) reported that they did, whether physical (1), mental (2) or a combination of the two (3). Amongst those that reported a valid postcode (14), all respondents lived in the LCR.

Figure 1: Popular LFCF Tweets



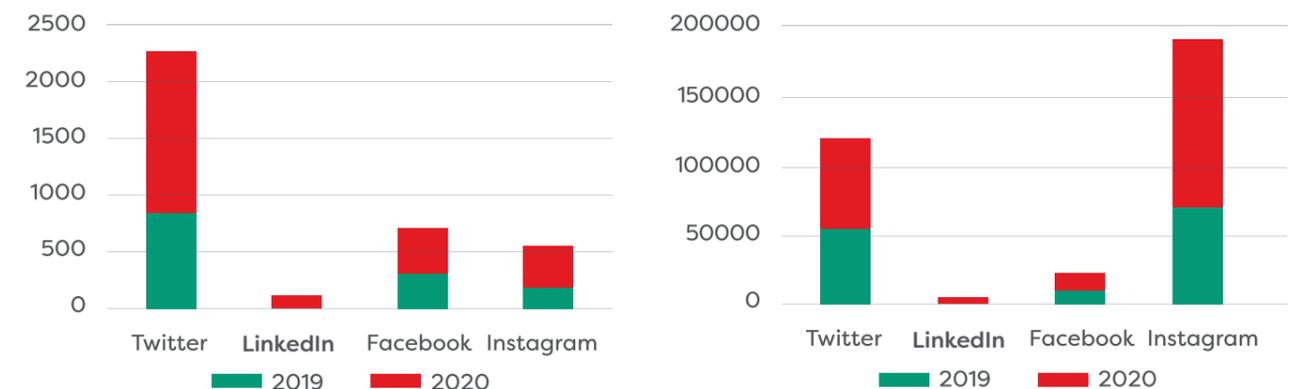
## 3.2 Marketing and Communications

The LFCF is 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. This was best illustrated on 'Foundation Day' on the 7th February 2021, an annual celebration event which provides an opportunity to showcase the positive impact of the Foundation's work in the local community and around the world. By providing multiple forms of content such as video, imagery and case studies across its main social channels, the Foundation was able to take advantage of the global exposure derived from the support of official LFC channels. Beyond the hosting of content on the website, analysis shows that, month on month, the promotional work had an impact on engagement with the Foundation's social media.

On Twitter, LFCF experienced follower growth of 0.7%, an 82% increase in the number of tweets, a doubling of the number of retweets, a 2.4 million growth in the number of impressions with over 1 million accounts viewing the most popular tweet. On Instagram, although compared to a low base in January, there was a doubling of interactions, with increased video and photo posts and total views increasing from 3,500 to 43,500.

This reflects a wider trend in the growth of activity and engagement, reflected in a 70% increase in posts/tweets and 53% increase in followers across all social media channels year on year from 2019 to 2020, as reflected in Figure 2:

Figure 2: Growth in Social Media Posts and Followers



### 3.3 Partnerships

LFCF work with a network of over 200 partners to deliver their goals including 69 schools and 58 community partners. These partners can be further broken down by the role they play as illustrated in Table 2 below.

**Table 2: LFC Foundation Partners**

Category	Role	Example
<b>Official/Club</b>	Official partner of LFC or LFC Foundation	Standard Chartered, AXA, Nike, Joie, Cadbury, Right To Play
<b>Strategic Partner</b>	Significant funding and/or strategic influence, statutory organisations, government bodies	PLCF, Steve Morgan Foundation, PLPFA, #iwill, Merseyside Police, NHS Clinical Commissioning Group
<b>Funder</b>	Grant giving organisation	PLCF*, SMF*, PLPFA*, #iwill Fund, Merseyside Police, NHS Clinical Commissioning Group
<b>Community</b>	A body or organisation that enables, supports and enhances our delivery and/or reputation in the community	Fowler Education and Football Academy, Autism Together, 23 Foundation, Owen McVeigh, Anfield Sports & Community Centre, Community Hubs, Friends of Parks
<b>Schools/ Education</b>	Primary, secondary, SEND and alterative provision	69 schools
<b>Local Business Network</b>	Smaller businesses across Liverpool City Region	SMEs, Liverpool & Sefton Chamber of Commerce
<b>Stakeholders</b>	Sector support / engagement	Councillors, MPs, Liverpool FA, Charity Commission
<b>Research/MEL</b>	Institutions and professional networks	University of Liverpool, Edge Hill University, Liverpool John Moores University

\* Premier League Charitable Fund, Steve Morgan Foundation, Premier League and Professional Footballers Association.

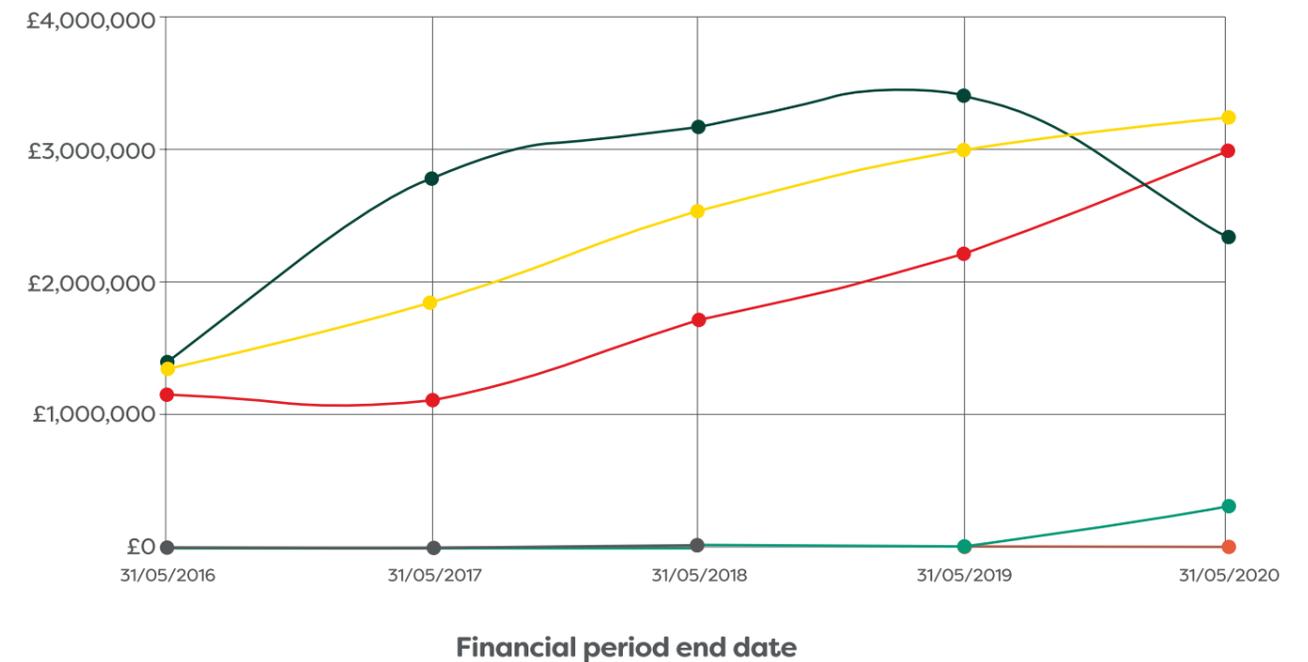
### 3.4 Finance

Whilst, as with many organisations, the Covid-19 pandemic has had an impact on LFCF's ability to raise income through charitable and trading activities, the Foundation remains a financially stable organisation with positive income trends prior to the pandemic ensuring a positive balance sheet of £1,776,626 reported in the most recent set

of accounts reflecting the period up to 31st May 2020 (A5)

In summary, based on the information presented, LFCF provides a stable, well-resourced and well-connected environment from which to deliver its mission.

**Figure 3: LFCF Financial Statements**



Income/Expenditure	31/05/2016	31/05/2017	31/05/2018	31/05/2019	31/05/2020
<input checked="" type="checkbox"/> Total gross income	£1.40m	£2.80m	£3.19m	£3.43m	£2.36m
<input checked="" type="checkbox"/> Total expenditure	£1.36m	£1.86m	£2.55m	£3.02m	£3.26m
<input checked="" type="checkbox"/> Income from government contracts	£0	£0	£25.11k	N/A	N/A
<input checked="" type="checkbox"/> Income from government grants	£12.50k	£0	£25.11k	£20.00k	£323.00k

# 4 Programme Delivery and Intermediate Outcomes



**30+ Programmes**



**5000+ Sessions**



**149 Events**

The LFC Foundation delivers a broad range of programmes (A1) aligned to specific outcomes, across six areas of activity, as represented in the Theory of Change. These activity areas include:

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

For some of these programmes, data is recorded on Views (A5), a data management and impact measurement platform. Where this is the case, it is possible to represent further data around the scale of delivery and participation. Whilst these programmes only represent a sample of the overall activity and beneficiaries represented in the headlines above, for those programmes where data was recorded on Views, from 1st June 2020 to the 31st May 2021, 3,200 sessions were delivered and 6,762 participants recorded with aggregate contact hours of 66,066 and nearly 10 hours of contact per participant. Whilst this does not represent the full extent of activity, it is from

this sample that further detail is presented below.

## 4.1 Sport and Physical Activity

The sport and physical activity theme, perhaps unsurprisingly, has the most programmes, which are focused on providing opportunities for a range of population groups to lead more active lives as illustrated in Table 3 shown right.

The goals of these programmes are varied but most (n9) have as their primary intermediate outcome 'improved physical health and healthy lifestyles', with the other four having 'increased aspiration, positive attitude and future plans' (n1); 'increased confidence, self-esteem and resilience' (n1); and a 'sense of belonging and inclusion for all' (n2).

## Sport and Physical Activity Programmes

Table 3: Sports and Physical Activity

Programme	Sessions	Participants	Attendances	Average Hours
Go Play! (Open Goals)	127	394	1235	5:10
Kicks	1421	1864	10873	9:50
Kicks Girls	118	354	1744	18:32
Kicks Inclusion	242	222	2273	12:14
Football Development Centres	86	278	1228	7:17
Game On	40	946	2295	6:29
Girls School Sport	34	106	616	6:44
Mini Players	27	103	370	3:35
SEN Schools	68	304	1534	11:50
TAA Football	82	120	877	15:04
Steve Morgan SEN	128	356	2804	11:39
Adult Disability Sport	172	71	696	17:00





### Case Study: Asanti Kicks It - Virtually!

#### Meet six-year-old Asanti.

Asanti started attending the LFC Foundation’s Mini Kicks programme for four to seven year olds at the start of the pandemic. This means that whilst in lockdown Asanti hasn’t had the opportunity to attend an in-person session at one of the six Mini Kicks sites across Liverpool City Region.

However, this hasn’t stopped Asanti from improving her skills as a footballer, nor has it stopped her development, by attending the virtual Mini Kicks sessions by Zoom every week. Asanti’s ability has come on in leaps and bounds, which hasn’t gone unnoticed by LFC Foundation Coaches. Mini Kicks Coach Ricky Heywood commented:

“Originally, she was taking things slowly and participating but more in the background. But within no time, she had no hesitation in asking questions to the coaches on the virtual calls.

We’ve got to know her and father Mosissa well over the months, and we’ve seen her confidence grow.”

Mosissa agrees, saying; “Asanti has always liked football. She’s improved a lot since she’s started the online sessions! She can’t wait to meet all her new footballing friends at the in-person sessions.”

When asked about how Mini Kicks makes her feel, Asanti said:

**“I didn’t know any skills (before the sessions) and my coaches have taught me loads! And now, I’m really confident.”**

“What made me want to join, is that, I really love football and to meet new friends. I would be sad if I couldn’t go anymore.”

## 4.2 Health and Wellbeing

Within this theme there are three programmes as illustrated in Table 4.

All of these programmes have a different priority outcome, including: ‘improved physical health

and healthy lifestyles’, ‘improved mental health, happiness and wellbeing’, ‘increased participant/fan engagement’, a ‘sense of belonging and inclusion for all’ and ‘improved transferable life skills and knowledge’.

Table 4: Health and Wellbeing

Programme	Sessions	Participants	Attendances	Average Hours
Military Veterans	27	45	564	18:48
On Target	113	273	104	7:47
MOVE	16	15	74	4:56

### Case Study: How Grace Was Inspired To Improve Her School’s Mental Health

The LFC Foundation’s “On Target” programme, delivered in partnership with Action For Children, runs online sessions in schools across Liverpool City Region to help young people with their mental wellbeing, particularly during lockdown.

It inspired one Year 10 student, Grace, to support the mental health of others at Greenbank High School in Southport. Grace had experienced low self-esteem herself in the past, while her dad, an army veteran, had post-traumatic stress disorder diagnosed.

“I felt like I should help,” says Grace. “I’m just hoping that even if we can make a difference to one person, then I know that it has succeeded.”

During the February half-term, Grace took part in On Target workshops, covering three key areas of mental health: building resilience, coping strategies and managing emotions.

“Having good mental health is vital,” she says. “If someone has got a sore throat or a headache, a friend would recommend they take paracetamol or drink some water. But if you go to a friend and say you’re not feeling yourself, they don’t really know what to do.

**“The workshops gave me a good idea of creating something in school, something positive to pass on.”**

So Grace asked the LFC Foundation for help.

The Foundation produced three workshop videos for the school and trained Mental Health Ambassadors, a group of students who provide a support network and guidance for classmates struggling with their mental wellbeing.

“Grace’s hard work and tenacity has made this happen,” says Greenbank High assistant head and pastoral lead Mrs Gent-Jones.

“It’s so important that this has come from within the school community as they are the ones experiencing this. It’s a different perspective to an adult trying to implement things.



“The virtual nature of the videos and workshops has allowed us to reach the whole school and Grace’s ideas of the Mental Health Ambassadors will mean this is a sustainable programme.

**“We’re now talking about how we take this further.”**

The workshop videos have been shown throughout the whole school, giving Grace a sense of pride.

“I was a little uncertain at first at how people would take it but it seems so far that everyone is really positive,” she says.

“I feel like I’ve accomplished something, knowing I can help other people in school with something I’ve struggled with.

“My dad’s struggled to get help and I always wondered how that help could be put in place and I feel like I’ve done something for the people around me.”

### 4.3 Education and Life Skills

The Foundation runs three programmes focused on this theme, with PL Inspires and PL Primary Stars having a priority intermediate outcome of ‘improved transferable life skills and knowledge’ and Step Up having a focus on ‘increased aspiration, positive attitude and future plans’.

Table 5: Education and Life Skills

Programme	Sessions	Participants	Attendances	Average Hours
Inspires	248	187	2605	13:55
	Events	Average Attendance	Attendances	Delivery Hours
PL Primary Stars	2007	15.96	32,030	2092

### Case Study: Meet Marcus, A Shining Star

Marcus is a nine year old participant on the Premier League Primary Stars programme, and regular attendee of the Red Neighbours Breakfast Club at his school.

From taking very tentative steps, Marcus has worked hard on improving his balance and coordination skills, rising to each challenge. He knows that he is in a safe learning space.”

As part of the LFC Foundation’s annual Foundation Day celebration, Coaches nominate participants who deserve a special shout-out for their contribution. They were astounded by Marcus’ resilience, passion and commitment throughout the Covid-19 pandemic and challenging lockdown environment.

Marcus’ Mum Sarah has also seen the improvement in her child:

**“His confidence goes up massively when he plays football, which helps his school work too.**

Foundation Coach Stephen Leftley said:

“His smile and enthusiasm throughout the sessions has provided a lot of enjoyment for all the staff in school and his peers. Marcus has encouraged other children to take part in PE in his class, inspiring his friends with his development.

Not everyone accepts Marcus for who he is. But his classmates have been inspired by Marcus to get involved in the fun, which is really nice to see them join together.”



## 4.4 Employment and Training

There are also three programmes focused on this theme with all of them, SMF Works, Sport Works and Youth Work Apprentice prioritising ‘increased aspiration, positive attitude and future plans’, with

a secondary focus on ‘increased confidence, self-esteem and resilience’ and ‘improved transferable life skills and knowledge’.

**Table 6: Employment and Training**

Programme	Sessions	Participants	Attendances	Average Hours
Sport Works	11	8	86	44:15
Works	13	10	54	49:00
Youth Work Apprentice	15	5	75	90:00

### Case Study: Working Well

Shannon Smith is a 19 year old university student studying Sport Business Management. Shannon (centre of photograph) attends the LFC Foundation’s Works programme to become more employable, seek opportunities and improve her interview skills.

It is Shannon’s goal in life to work as a sports coach and LFC Foundation have supported her with opportunities to gain work experience at a professional Rugby League club. Shannon previously volunteered with Warrington Wolves selling matchday programmes and is set to return to the club after she completes her programme with the LFC Foundation. “We have utilised our network and contacts meaning Shannon is able to return to Warrington Wolves as soon as she finishes here [LFC Foundation]” said Gary Featherstone, Employability Coordinator.

**“She’s made excellent progress and her confidence has improved dramatically”.**

Shannon has also honed her interview skills and understands the importance of speaking clearly and dressing appropriately for the job. Shannon explained “being confident, speaking clearly and having a smart dress code” is important when

going for an interview. Shannon also mastered the art of virtual interviews during lockdown and is now able to compose, record and edit her submissions.

Shannon’s hobbies include rugby and powerchair football, and within the group’s social action project Shannon’s role was to discuss disability awareness and specifically inclusiveness in sport. Our team really noticed how far she had come during the programme putting her new skills into practice by delivering a clear and passionate presentation on her experiences.

When asked where she would like to be in five years-time, Shannon said she wanted to be in a secure job within the sports industry. The LFC Foundation and our specialist Employability team will continue to support Shannon in her journey to achieve her dream role.



## 4.5 Youth Interventions

This theme has the second most programmes as illustrated in Table 7.

These programmes have a more diverse set of goals with two prioritising ‘increased aspiration, positive attitude and future plans’, two others a ‘sense of belonging and inclusion for all’ and one each ‘improved relationships and mixing with peers’ and ‘improved transferable life skills and knowledge’.

**Table 7: Youth Interventions**

Programme	Sessions	Participants	Attendances	Average Hours
County Lines	133	309	3035	9:45
IWill	221	650	4309	6:43
IWill Extension	222	556	5248	11:27
Kicks Targeted	104	12	104	7:47
Onside	128	147	685	5:23

### Case Study: #iwill - Jamie’s Story

13-year-old Jamie joined the #iwill project in April 2019 and was part of the first cohort at Alsop High School in Walton, Liverpool.

The LFC Foundation’s #iwill programme is a 12-week youth led programme designed to empower children and young people to identify, prioritise and tackle issues within their communities.

The #iwill programme gradually empowers young people to tackle societal issues or support good causes by methodologies including campaigning for change, volunteering, peer educating, peer mentoring or via fundraising for charity. Over the past 18 months, Jamie has immersed himself in the #iwill programme and has not only made a real difference to the local community but has developed his own confidence and leadership skills.

Jamie and his fellow #iwill peers have worked on various projects via the programme, focusing on important topics such as homelessness, animal cruelty and mental health.

Using his new-found confidence, Jamie encouraged others to be open about their

emotions and feelings towards their communities and environment and inspired them to always appreciate the beliefs and values of others.

Jamie said:

**“I just want to be a positive person in the community and #iwill has given me more power to do that.”**

“It’s a programme that helps raise awareness for topics that we care about and I feel like people actually listened to us. We raised so much more awareness with our projects than we would have raised on our own.”



## 4.6 Community Engagement

Finally, within this theme there are two programmes, Community Hubs [\(A7\)](#) which involve partnering with community venues across the LCR to prioritise a ‘sense of belonging and inclusion for all’ and volunteering with a primary focus on ‘more young leaders and opportunities for volunteering’. The six new Community Hubs, based at a range

of youth and community centres, aim to bring people together and improve the general health and wellbeing of local communities, providing a base from which to deliver a range of LFCF programmes as well as food packages throughout the pandemic.

### Case Study: ‘I’ve Learned So Many New Skills To Help Me In Everyday Life’

Brett joined LFC Foundation’s volunteering programme in February 2018 after moving to Liverpool for university and credits the scheme with being a huge part of his personal growth in the last three years.

“Volunteering is a passion of mine and something that I have done for a long time,” said the 23-year-old. “I started out at home in Hampshire supporting the local county FA – but being part of LFC Foundation’s programme has really enhanced my love for it.

**It’s been wonderful to not only feel like I’m helping others, but it’s really allowed me to develop my own skills and confidence.**

I have mild Asperger traits so sometimes that makes things a bit harder and I was very shy at first, but I have learned so many new skills that I can take back into university and my everyday life.

The experiences I’ve had through the LFC Foundation over the last three years have been amazing. I’ve not only been able to immerse myself in a new community but also reinforce my long-held belief that the power of this club is beyond verbal description. LFC can stand for Liverpool Family Community equally as much as it does Liverpool Football Club”.

During his time with LFC Foundation, Brett has worked on the Go Play! project, assisting the coaches at the Stanley Park sessions and

visiting local schools to teach pupils about the programme.

“I really do enjoy helping to put smiles on the faces of the kids at the Go Play! sessions. It goes to show that whatever goes on in everyone’s lives, just being active and having fun can make you forget whatever stress you might be experiencing for a while. It’s infectious in both directions, it’s not just me seeing the smiles on their faces but it’s also like a snowball effect when they see you enjoying yourself, too.”

On top of his volunteering commitments, Brett has been an LFC Foundation Youth Panel member since February last year, where he is part of a group of young people coming together to discuss potential new initiatives within the different communities of Liverpool.

He has been formally recognised for his volunteering efforts with two special awards – LFC Foundation’s Volunteer of the Year 2019 and Outstanding Contribution Award 2020.

“It’s always nice to get an award for something positive that you’ve done, giving you confidence that you’re doing something right, but I don’t consider volunteering a competition.

“I’m just happy to help out where I can and feel like I’m making a difference. I couldn’t be more grateful to be able to be associated with LFC Foundation and the team – they make the whole experience enjoyable and an absolute pleasure and I hope I can continue this wonderful journey with these wonderful people for a long time to come.”



## 4.7 International Work

LFCF have a long tradition of engaging with disadvantaged communities beyond the LCR, drawing on the global brand of LFC, the club’s network of international supporters and their partners priorities.

For a number of years, the LFCF has supported KitAid, which gathers donations of football and sports kit and equipment and distributes to children in disadvantaged parts of the world. In 2019 LFC merchandise was shared along with kits and training kits from LFCF whilst a collection was held at the LFC Legends game.

Health Goals Malawi [\(A8\)](#) was a two-year partnership with the Liverpool School of Tropical Medicine to encourage young people in Malawi to access education and health services designed to help in the fight against HIV. It aimed to reduce the transmission of HIV and other sexually transmitted diseases by raising awareness of support services and educating young people about the risks. The project used the appeal of football and LFC to attract adolescent boys and young men to events attended by HIV self-test providers where messages could be shared to increase knowledge about HIV transmission, prevention, testing and treatment. Local community leaders and coaches were also supported to promote HIV self-testing and reduce

the stigma and fear of testing. Over 3,300 self testing kits were distributed through the football sessions and the percentage of participants reporting recently testing for HIV increased from 53% to 83% which is likely to lead to a long term reduction in transmission.

LFCF have formed a strategic partnership with Right to Play through the Side By Side [\(A9\)](#) campaign. Whilst disrupted by the pandemic the work involves programmes in Liverpool and Thailand that will expand to other countries. In Thailand the project is supporting some of the most vulnerable children in urban Bangkok to develop key life skills including leadership, self-confidence, communication and resilience as well as building and renovating play spaces. In Liverpool the work is extending the existing Go Play! programme (formerly Open Goals) which has been extended to parks across the LCR.

Perhaps one of the most impactful has been the This Means More Challenge [\(A10\)](#) announced by the LFCF in July 2020 which resulted in a series of social action challenges completed by Official Liverpool Supporters Clubs around the world, with an estimated 6,000 beneficiaries. In Japan £2,550 was raised through an online auction, in Delaware donations were made to a local food bank and in Mumbai [\(A11\)](#), stationery, PPE and over 1,200kg of food was distributed.

## Case Study: Side by Side - Using The Power of Sport and Play to Help Vulnerable Children Home and Away

The LFC Foundation and global children’s charity Right To Play are working Side by Side, using the power of sport and play to help vulnerable children in Liverpool, Bangkok, and around the world. The partnership creates safe play spaces and delivers innovative community programmes to give high need communities the skills they need to learn, lead and succeed.

Ellie-May, Dylan and Mum Hayley have been coming to the LFC Foundation’s Go Play! sessions in Anfield and at other parks across Liverpool for over a year.

Hayley reflects on the changes she has seen in her children. She comments that when they first started sessions Dylan and Ellie were very shy, but that she has seen them growing in confidence, happily joining in and learning new skills every week.

“They wouldn’t join in at all when they first started, but by the second session they were joining in the activities and were made up. Ever since they have been so excited about coming. The staff are brilliant and encourage all the kids to get involved, and the whole family as well so it’s great. Another good thing is that I’ve met loads of new people from the area.”

Bright, is a 12 year-old who lives in an inner city Bangkok province with his four siblings, parents and grandmother. From the age of six, he has helped his Grandmother sell food from her food stall. This affected his participation at school and

Bright began to fall behind. However, after he began attending Right To Play’s programme in Bangkok his school attendance soon improved.

“Back then I wasn’t doing very well at school” said Bright. “Although I have started to learn maths and find it quite fun!”

When asked about the new rehabilitated play space in his community:

“Now it doesn’t hurt to fall like it did on the old concrete pitch which was painful” said Bright. “But what impressed me the most were the training sessions. I now help out with the younger kids, organise everything and set up the equipment. I really appreciate it and thank you for such a great opportunity like this.”

Jürgen Klopp, LFC First Team Manager and LFC Foundation Ambassador said: “Millions of children around the world are facing adversity and being forced to grow up too fast.

Side by Side gives children the opportunity to rise above their challenges and thrive through the power of sport and play.

**“Liverpool Football Club has the best fans in the world - no matter where we live, we’re all part of the Liverpool family and Side by Side we can do anything.”**



Bright, 12



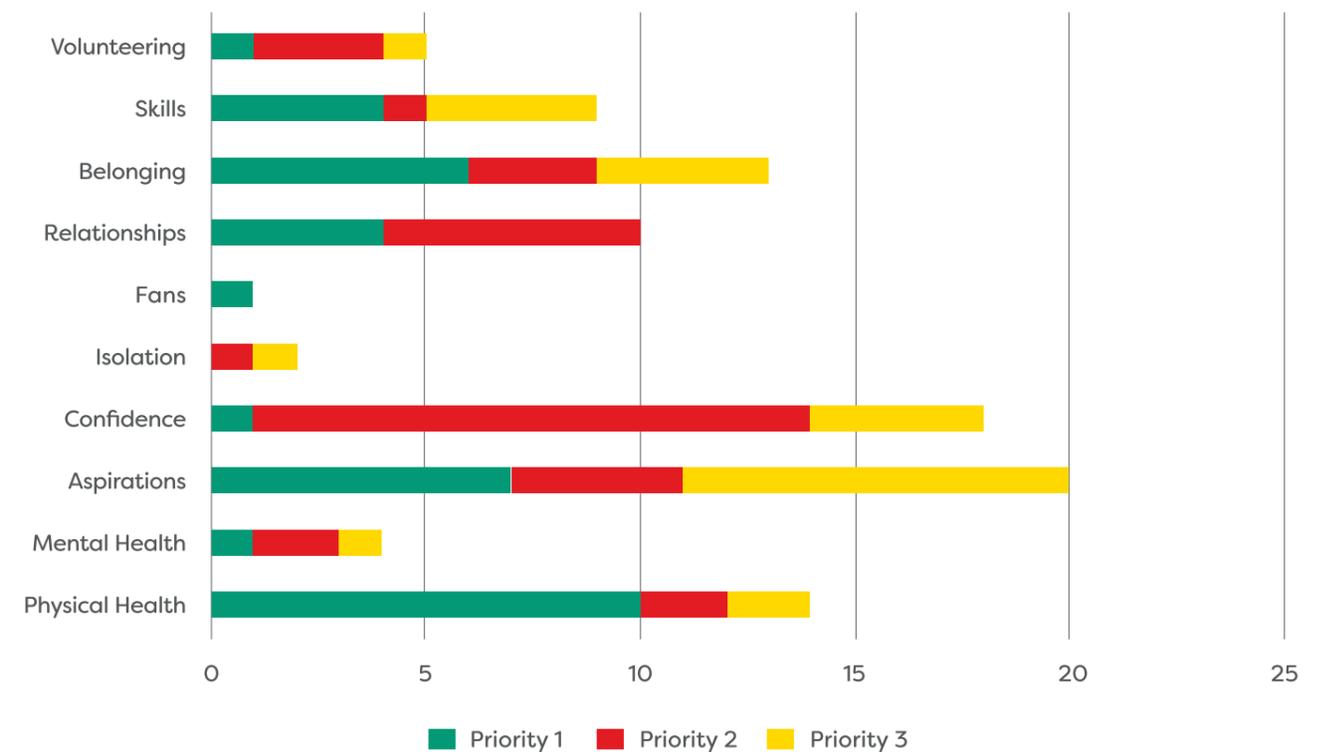
Dylan, 5

## 4.8 Priority Outcomes

Each of the LFC Foundation programmes has identified three priority intermediate outcomes in alignment with the overall Theory of Change. These priorities are considered together in **Figure 4** below. The first priority outcomes for all programmes are represented in green, the second in red and the third in yellow. From this analysis we can identify that 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. Progress in the achievement of these outcomes will be monitored over the course of the following season.

**Figure 4: Priority Intermediate Outcomes Across All Programmes**





## 5.2 Indices of Multiple Deprivation (IMD)

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.

The analysis showed that over half (54%) the participants in those programmes recorded on Views 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 as illustrated in Table 9.

**Table 9: Proportion of Programme Participants from Areas of High Deprivation**

Deprivation Level	Top 10%	Top 20%		Top 10%	Top 20%		Top 10%	Top 20%
Adult Disability	51%	67%	#iwill Ext.	25%	81%	On Target	85%	99%
County Lines	30%	94%	Kicks	55%	67%	SEN	61%	61%
Football Development	33%	49%	Kicks Girls	53%	62%	Sport Works	71%	71%
Game On	82%	88%	Kicks Inclusion	41%	52%	SMF SEN	48%	60%
Girls School	82%	87%	Kicks Targeted	50%	67%	SMF Works	40%	70%
Go Play!	46%	67%	Mini Players	52%	63%	TAA	53%	64%
Inspires	66%	83%	Military Vets	31%	54%	Youth Works	80%	80%
#iwill	65%	89%	Onside	73%	99%	ALL Progs.	54%	72%

## 5.3 Mapping Participants and Venues

This relationship between participants and areas of high deprivation can also be considered graphically. On the maps that follow, the highest levels of deprivation are represented in the

deepest red and the lowest in the deepest green. Number of participants are identified in the white circles, with yellow stars indicating programme delivery venues.

**Figure 5: All Programme Participants and IMD**

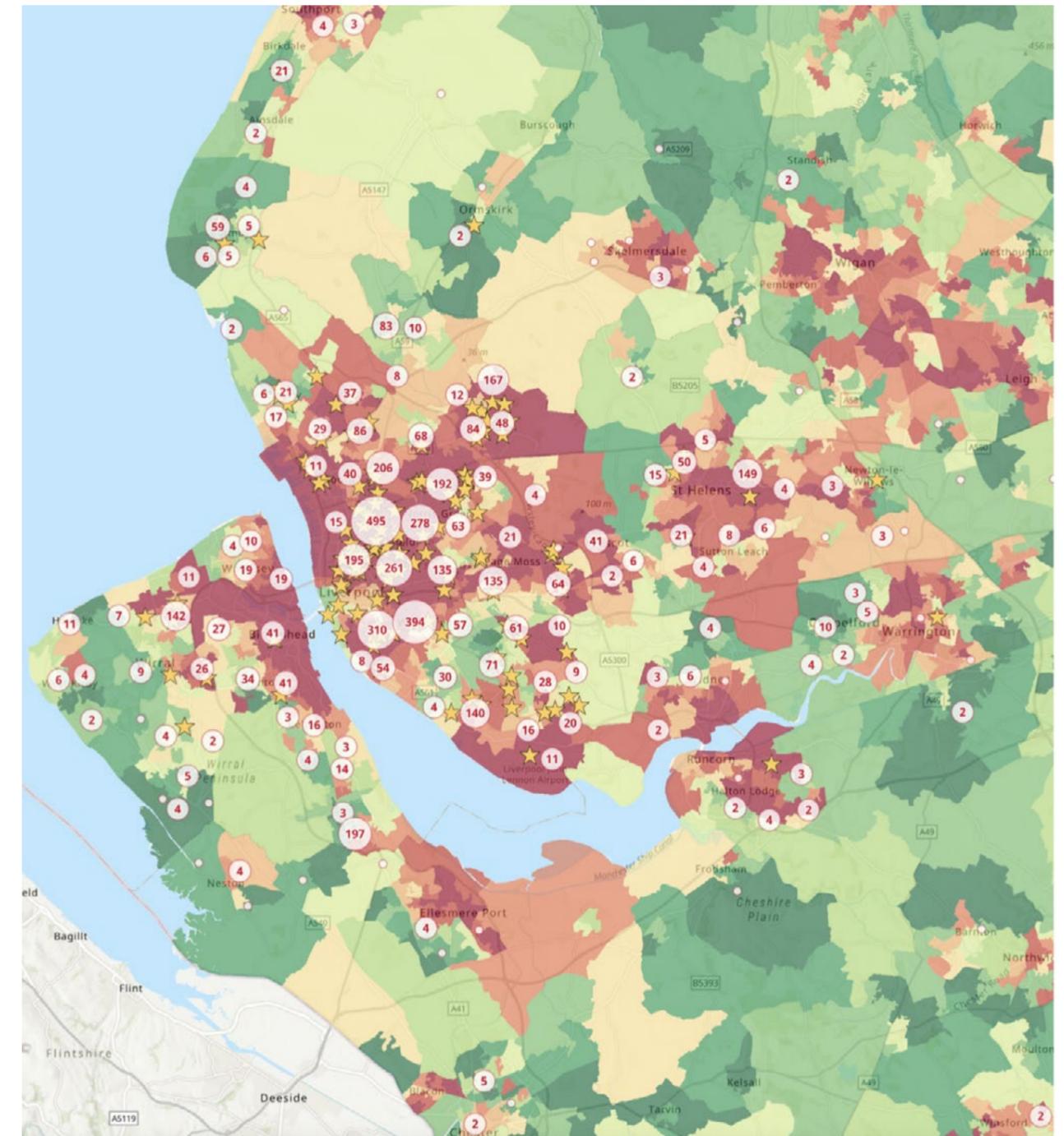
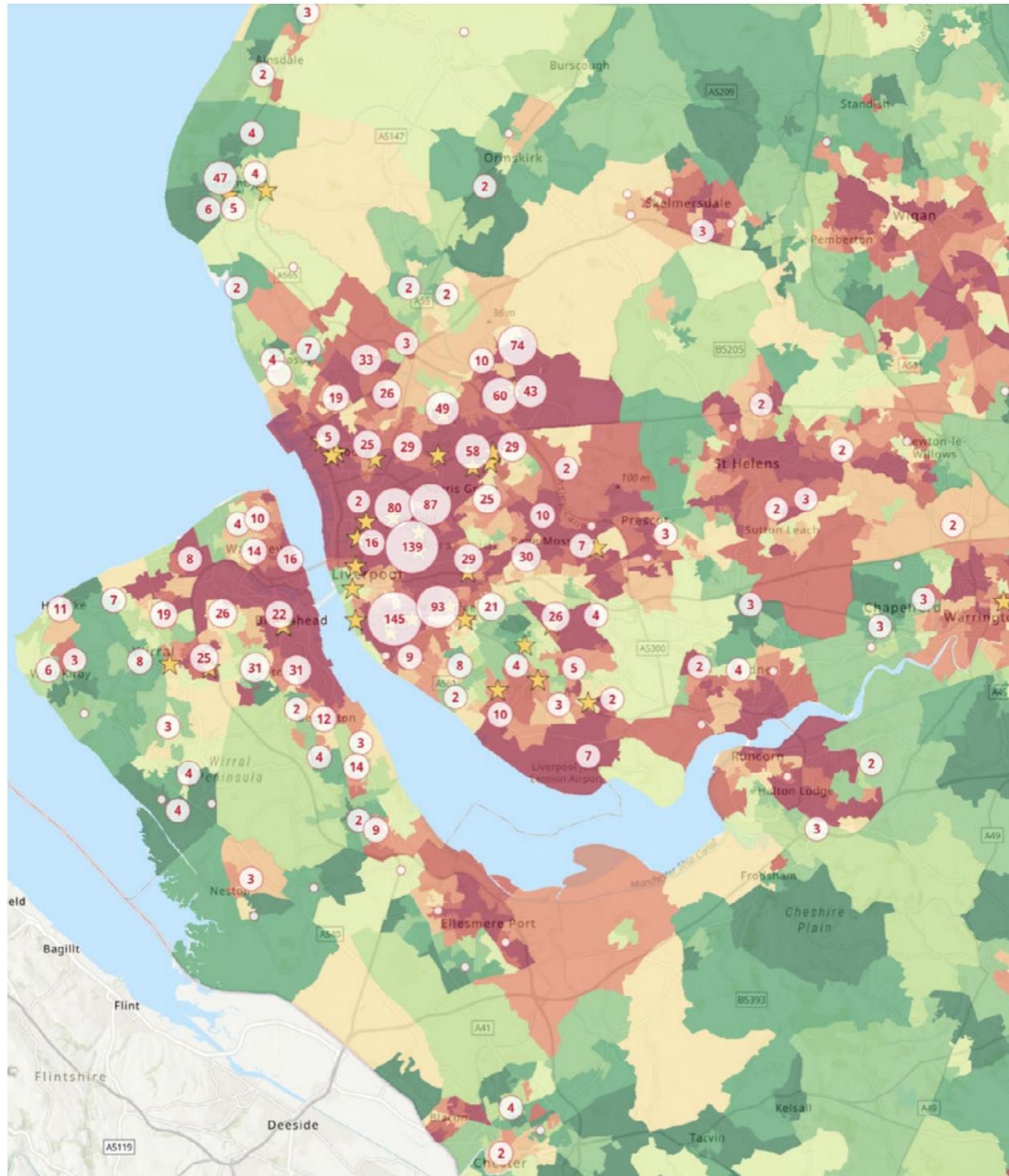


Figure 6: Kicks Participants and IMD



Whilst the majority of participants in both On Target and Military Veterans come from the most deprived wards, this pattern is more dispersed amongst the Veterans, with participants coming from a greater variety of locations away from Liverpool city centre. It is also possible to consider participant locations in relation to specific domains of deprivation, as they relate to the primary goals of the programmes.

For example for the Inspires programme in relation to the Indices for Education and the On Target programme in relation to the Indices for Health and Disability. Overall, it is clear from this data that LFCF programme delivery is well aligned with its priority aim of addressing the needs of those living in areas that experience the effects of multiple deprivation.

### 5.4 Participant Survey Results

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 with the profile of respondents broadly aligned with the wider profile recorded on Views although with 40% of respondents being female compared to less than 30% recorded on Views and a heavier representation of respondents who were white at 79% compared to 67%. Respondents were very positive in their reporting of the impact of their engagement with LFCF programmes.

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.

- 85% (n=478) participants reported an improvement in their mental health / wellbeing.
- Where sessions involved an element of physical activity 86% (n=339) participants reported an improvement in their physical health / fitness.

Another survey of participants (n=510) on the Foundation's virtual delivery during February and March 2021 revealed similarly positive responses.

- Where sessions involved an element of physical activity 98% of respondents reported an improvement in physical health / fitness.
- Respondents were almost as universal (97%) in reporting an improvement in mental wellbeing.
- Overall sessions were rated at 9.5 out of 10 with the same score recorded when respondents were asked if they would refer the sessions to a friend.

## 5.5 Other Beneficiaries

LFC Foundation has also been a direct funder of a range of projects for children and young people delivered through trusted partner charities and community groups. During the 2019/20 season, the LFC Foundation made a total of 39 grant awards, fully funding thirteen projects and contributing to a further 26. In total £56,231 was awarded, benefiting over 16,000 children through support for hospices, NHS charities and a range of activity provision. Following the impact of the pandemic on the Foundation's ability to raise unrestricted funds, external grant giving will resume across the 21/22 season subject to funding.

More broadly, it is estimated that over 33,000\* people have benefited from the various additional activities and support provided by the LFC Foundation. These include beneficiaries of the St Andrews Community Network, which houses the North Liverpool Foodbank; people who accessed provision via the Community Wellbeing Hubs referred to in section 4.6; participants in PL Primary Stars in the USA; recipients of contributions to Kit Aid; and people who benefited from the various activities associated with the Covid-19 response.

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

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

\*Estimates provided by LFC Foundation based on third party feedback and conservative assumptions of the reach of different aspects of the Covid-19 response

## Case Study: Wirral Play Camp

It's called a holiday week, but it's about more than just giving a holiday to children who would not normally get one - it's about making memories for life. It's about giving them moments of a childhood that their everyday situation, be it abuse, or poverty, or family illness, often prevent them from having.

45 children from the Wirral, with varying backgrounds and challenges, attended the holiday week in a beautiful area of Snowdonia. There was canoeing, gorge walking, raft building, abseiling, bush craft, beach walks, nerf battles, fireworks, mountain exploring, arts and crafts, pizza making, robot building, first aid training and much more.

It's easy to forget the impact that this week, and other events like it, have on children but having witnessed it for many years now we can assure you that the positivity you've helped generate stays with them for years to come. It manifests in different ways; as overcoming challenges and fears, gaining confidence, finding role models,

having exciting adventures, making new friends or just as happy memories enjoying being a child.

Each experience is unique but all equally positive. These are the memories for life, and none of this would be possible without your help - so thank you from all of us volunteers at Wirral Camp, we greatly appreciate what you have done.

We collect feedback from the children to find out what they thought of the week...

"I have had the best time of my LIFE"

**"This week showed me I can make new friends if I don't know people"**

"I was scared by the mountain but when I did it I now am not scared of things"



# 6 Covid-19: LFC Community response



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.

In early March 2021 Liverpool FC and the LFC Foundation issued a statement detailing the range of activity under the banner 'A Life-Changing Year in Numbers: Reds Covid-19 Community Response' as illustrated in the infographic below.

Beyond these headlines, 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.

Figure 7: Reds Covid-19 Community Response



# 7 Keeping Score: Evaluation, Measurement and Long-Term Impact

## 7.1 The Story So Far: External Evaluation and Reporting

Whilst the LFC Foundation has been engaged in a systematic effort to improve its impact practice, as documented in this report, the organisation is not new to impact measurement or monitoring, evaluation and learning (MEL). A number of its programmes have been the subject of third-party evaluations. These include:

- **Go Play! (formerly known as Open Goals) (A13)**, a multi-sport programme aiming to increase levels of physical activity and community cohesion in Liverpool's local parks, was the subject of a formative evaluation by researchers at Liverpool John Moores University. Overall physical activity levels in the three parks studied were found to be significantly higher when the programme was being offered, compared to when it was not and the study concluded that community-based multi-sport physical activity programmes endorsed by professional football clubs are well positioned to connect with local communities in deprived areas and to encourage physical activity and community engagement.
- **Health Goals Malawi (A8)**, which aims to reduce transmission of HIV by using football as a way of engaging adolescent

and young males with sexual health services, including HIV self-testing, was the subject of an impact evaluation by researchers from the Liverpool School of Tropical Medicine. The rate at which participants reported having used an HIV self-test in the last 2 months increased by 75% following coaching which is likely to result in a long-term reduction in the transmission of HIV infection. The capacity and confidence of the community coaches to act as influencers was increased, resulting in a reduction in stigma and misconceptions about HIV and HIV testing. The programme also had a broader impact on the role of women and girls through proactively including them in project provision, shifting mindsets around women's involvement in sport and wider capabilities. Ultimately, the strength of the programme was found to be in the multi-agency approach adopted, which drew on the skills of a wide range of partner organisations.

- The LFC Foundation's contribution to the #iwill (A14) campaign to make participation in social action the norm for young people is also the subject of an ongoing evaluation by researchers at Liverpool John Moores University which is due to report in February 2022.
- Evaluation of the 'Onside' project to help address issues around youth and gang crime was underway until it was interrupted by the Covid-19 pandemic.



The Foundation has also remained transparent in its reporting of wider outputs, insights and feedback on the full suite of programmes, both internally and externally to funders such as the Premier League Charitable Fund. Regular reports, feedback and data are made available and used to help evidence practice and shape future delivery. Learning is also shared through Conference presentations and collaborations with research bodies including: Edge Hill University, Liverpool John Moores University, The University of Liverpool, Liverpool Obesity Research Network and Liverpool Centre for Cardiovascular Science. The Foundation has also taken on a practice development leadership role, with the Insights and Impact Manager Dr Paula Carroll sitting on the PLCF M&E Advisory Board and support for a Young Investigators Group.

## 7.2 A New Season: Integrated Impact Measurement

Building on the Theory of Change and its identification of a series of linked long-term outcomes across health, social and economic/education themes as well as a series of contributory intermediate outcomes, a comprehensive indicator and measurement framework has been developed. This includes the identification of 'Indicators of Success', or what would tell us that an outcome is being achieved, as well as the related monitoring data to help capture programme outputs such as sessions delivered and participants, and assessment data to measure the achievement of programme outcomes or goals as illustrated in the excerpt from the full Indicator Framework found in Table 10 on the following page.

This data is generated via numerous data collection methods including periodic participant questionnaires, qualitative feedback or testimony from staff, parents and participants. This 'question bank' is a repository of both validated and bespoke questions that were developed following consultation with the LFC Foundation team and

an audit of what was already collected to identify gaps or room for improved measures and is something that will be built upon over time. In turn this has enabled the development of a monitoring and evaluation plan for each of the Foundation's programmes whereby project staff:

- **Locate their programme or work in the ToC.**
- **Agree on a desired or expected set of outcomes.**
- **Use the Indicator Framework to agree intermediate outcomes and indicators.**
- **Select questions from the question bank and create questionnaires.**
- **Deploy baseline and follow up questionnaires at appropriate intervals depending upon duration and engagement strategy.**
- **Record and analyse data in Views (imported where MS Forms are deployed).**

This work has also enabled the implementation of Substance’s dynamic benchmarking process, Scores. The Scores benchmarking process compares an organisation’s performance with that of other similar organisations based on Substance’s 20 years of research experience in identifying and defining great practice in the sport for development sector.

Over the course of the next year, Scores will compare the performance of eighteen of the

Foundation’s programmes with that of other identical or comparable initiatives across the country. These programmes were selected for benchmarking purposes because they are of strategic importance, targeted at those who are at greatest risk and being routinely monitored and evaluated by the Foundation. To ensure that the broadest range of approaches is considered, programmes were selected from each of the Foundations six themes that were introduced in section 4.0.

**Table 10: LFC Foundation Indicator Framework Excerpt**

Long-Term Outcome Headline AREA	Long-Term Sub Outcomes	Intermediate Outcomes	Indicators of Success	Project Monitoring Data	Assessment Data
LTO1: Improved Health	LTO1.1: More physically active lives and improved physical health	IO1: Improved physical health and healthy lifestyles.	Increased sport/physical activity amongst participants.	Number of distinct sport/PA sessions delivered.  Number of distinct participants attending sessions.  Percentage of sustained engagement increases over set time-period.  % of participants who are also engaged in other sport participation outside of school setting AND the LFCF session (what over LFC sessions do they attend?).	Pre/intermittent and post participant questionnaire: <ul style="list-style-type: none"> <li>Measure of improved perceived physical health</li> <li>Measure of knowledge of importance of healthy lifestyles</li> <li>CMO Physical Activity Level assessment</li> <li>Attitude to exercise – re CAPTA – ‘behaviour change’</li> </ul> Delivery staff testimony and session feedback records.
			Increased physical literacy amongst participants.	Number of distinct sessions delivered.  Percentage of sustained engagement increases over set time-period.  Number of volunteers or young leaders supporting delivery.  Number of participants achieving sports badges.	Physical fitness test (e.g., bleep test, distance and response metrics) <ul style="list-style-type: none"> <li>Pre/intermittent and participant questionnaire:</li> <li>Measure of improved motivation to be PA</li> <li>Measure of confidence to do sport/PA</li> <li>Measure of knowledge rules or strategies to engage with the sport/PA</li> </ul> Delivery staff testimony and session feedback records. Parent/carer testimony or feedback.

Following staff consultation, it was agreed which outcomes each programme would prioritise; this was necessary due to the cross-cutting nature of much of the Foundation’s work. For example, while the Kicks Programme sits within the Sport and Physical Activity, staff understand it as a project that not only improves physical health, but one which contributes to a sense of belonging and inclusion and increases aspiration, as well as help young people formulate future plans.

Project monitoring and assessment data was then agreed with staff which will determine how successful each project is in achieving these outcomes. This includes a combination of demographic, engagement, retention and location data as well as changes in behaviour, attitude, confidence and participant progression. This data will be generated not only by the participants, but also staff, partner agencies and parents and carers. Finally, project monitoring and assessment data was ‘weighted’ so that the more important measures of success are prioritised. For example, a validated pre and post intervention mental health improvement questionnaire was judged to be the most important measure in a city-wide secondary school initiative. Ultimately, all the programmes, and their component parts will be placed in one of four bands, and rated as either being Great, Good, Okay or Poor. When the scores for each of the projects are added together a similar score for the Theme or Department which the programme belongs to, and the LFCF as a whole, will be generated.

The process of benchmarking is likely to improve data collection by staff within the Foundation, as it is ultimately the data which determines the rating of each programme and the organisation’s overall score. It should also reduce the amount of data that the Foundation collects, as it will help all staff to focus on things that are important, rather than information which is collected but serves no real purpose.

Having access to the Scores benchmarking data will now help the Foundation direct their attention and resources to those things that are not working well enough; improving them so they reach an acceptable threshold. It will also mean that they can celebrate success, confident in the knowledge that it reflects best practice across the Sport for Development sector. The full benefits of this approach will be realised following roll out over the 2021/22 season.



# 8 What's It Worth? Valuing The Impacts Of LFC Foundation's 2019-20 Programme Delivery

## 8.1 Introduction

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. Launched in 2015, the UEFA GROW programme is the central business development platform to help grow the game in Europe in a systematic and strategic manner. To help build a coherent business case for this development and attract investment, it sponsored the development of a comprehensive, rigorous football specific 'SROI' model to establish the impact that participation in football and related development programmes has across a spectrum of economic, health and social outcomes. In turn, this has enabled a monetary value to be placed on people's involvement in the game at national, regional and club levels.

Supported by an Advisory Panel of academics from a range of European Universities as well as football industry and non-governmental body experts, the resulting model is now at some stage of application in over 40 of UEFA's member associations. This has enabled football administrators to talk to governments about the proven benefits of the sport with the confidence of results being recognised by the academic world, the World Health Organisation, United Nations and the Council of Europe's Enlarged Participation Agreement on Sport (EPAS). This also allows football's commercial partners to highlight the

benefits they bring to society by supporting the grassroots game.

The model has now been adapted to enable regional, local and club level assessments, right down to the impact and value of specific programmes of activity. This development has enabled an application of the model to the work of the LFCF.

## 8.2 What is SROI?

Social Return on Investment ('SROI') is a form of cost benefit analysis that attempts to quantify the social change created by a programme, policy, investment or entity. It is a particularly useful form of analysis for not-for-profit organisations, which seek to generate positive social changes that are difficult to measure in traditional financial terms. There is no right way to complete a SROI study, which is itself a branch of social value [\(A15\)](#) assessment. Social valuing techniques have developed and been refined progressively over time and typically involve the following steps [\(A16\)](#).

- Establishing scope and identifying key stakeholders
- Mapping outcomes
- Evidencing outcomes and giving them a value
- Establishing impact
- Calculating the SROI
- Reporting, using and embedding

## 8.3 Applying The UEFA GROW SROI Approach To LFCF

Following a period of stakeholder consultation, outcomes were defined through the model development stage where high quality evidence of football's impact could be evidenced in relation to three overarching domains: Economic, Social and Health as presented below.

A typical SROI study involves the determination of the changes sought by the programme, policy, investment or organisation, and then undertaking a structured approach to determining whether the identified benefits can be converted into financial terms. SROI can be calculated for a single year or over the life of a project or programme, and it can be calculated summatively (i.e. at the end of a programme once outcomes have been realised) or formatively (i.e. as a programme is underway, or prior to it getting underway).

Table 11: Outcome mapping

Economic	Social	Health
Facility Development	Improved educational attainment	Reduced hypertension
Facility Hire	Improved school attendance	Reduced heart disease
Participant Spending	Reduced NEET	Reduced strokes
Employment	Reduced adult crime	Reduced diabetes
	Reduced youth crime	Reduced breast cancer
	Volunteering	Reduced colon cancer
		Reduced dementia
		Reduced osteoporosis
		Reduced schizophrenia
		Reduced anxiety
		Reduced depression
		Improved subjective wellbeing
		Football injuries

A variety of techniques are employed to establish related impacts and to value them. In the economic domain, facility valuation is based on the Gross Value Added (GVA) of the direct investment in construction of artificial pitches, which is discounted over the estimated lifetime of the facility to generate an annual value alongside direct spending associated with the usage of those facilities on an annual basis. A valuation is also applied for the range of equipment, clothing and subsistence costs required to support player participation based on survey data.

In the social and health domains, using a ‘risk and protective factors’ model (A17) for crime reduction, NEET status, cardiovascular diseases, cancers, ageing conditions and mental health, the risk of players in relevant population groups facing these outcomes; the associated cost to society of the status; as well as the effect of involvement in team sports like football in reducing that risk is considered in order to calculate a per capita saving, as illustrated in simple terms below.

**Table 12: Illustration of Risk and Protective Factors Model Valuation**

a.	b.	c.	d.	e.
Risk of negative outcome in population group	Cost of negative outcome pa	Per capita cost in population group pa (a * b)	Reduced risk through playing football*	Per capita societal cost saving of playing football pa (c * d)
50%	£1000	£500	10%	£50



\* Accounting for ‘deadweight’ (what would have happened anyway) through a discount based on the proportions that would be likely to be involved in other team sports if they did not play football.

The value of educational attainment is based on academic assessments of the impact of involvement in football on people’s educational performance, alongside OECD studies (A18) to calculate the likely effect of a lift in educational performance on a country’s GDP. The value of volunteering uses an ‘equivalent cost method’ and is assessed based on the number and role of football volunteers and the equivalent salary associated with the tasks and number of hours given up.

The calculation for subjective wellbeing uses findings from academic research that assign a monetary value on the basis of people’s ‘willingness to pay’ for an equivalent boost to their sense of wellbeing to that driven by playing football. The negative impacts of football related injury are also considered, based on cost and prevalence studies of football injuries.

These methods were applied to the range of LFCF programmes that are primarily focused on encouraging or enabling participation in football activities. Where football clubs and their foundations or community operations are delivering ‘targeted’ football programmes that

are designed to work with specific groups in order to address particular health or social conditions such as Onside, the model benefits from existing assessments of impact and value where football is delivered in line with defined programme designs.

For the purposes of this report we have based the analysis on programme and participation data for the 2019/20 season where delivery was less disrupted by the Covid-19 pandemic than the more recent 2020/21 season. It was possible to include a wider range of programmes than those recorded on Views where data was available in other formats.

It was possible to create valuations based on opportunities to play regular football for 3,270 participants in the range of Kicks programmes, Multi-sports, Go Play!, Adult Disability, LTSB, Move and Military Veterans programmes. A further 2,244 participants in the schools based Primary Stars and SEN programmes and the Adult Disability programme. Separately it was possible to assess the value of the targeted programmes involving 1275 participants based on their contribution to a range of target outcome objectives.

**Table 13: Targeted Programmes**

Programme	Participants	Outcome
County Lines	12	Reduced crime/anti-social behaviour
Onside	109	
Inspires	61	Improved educational performance
#iwill	996	Youth development
Volunteering	23	
Works	5	Reduced NEET
LTSB*	13	
Street Soccer	20	Support for homeless
Twinning	36	Reduced re-offending

\*Leadership Through Sport and Business

## 8.4 Results

Figure 8: LFCF Social Value

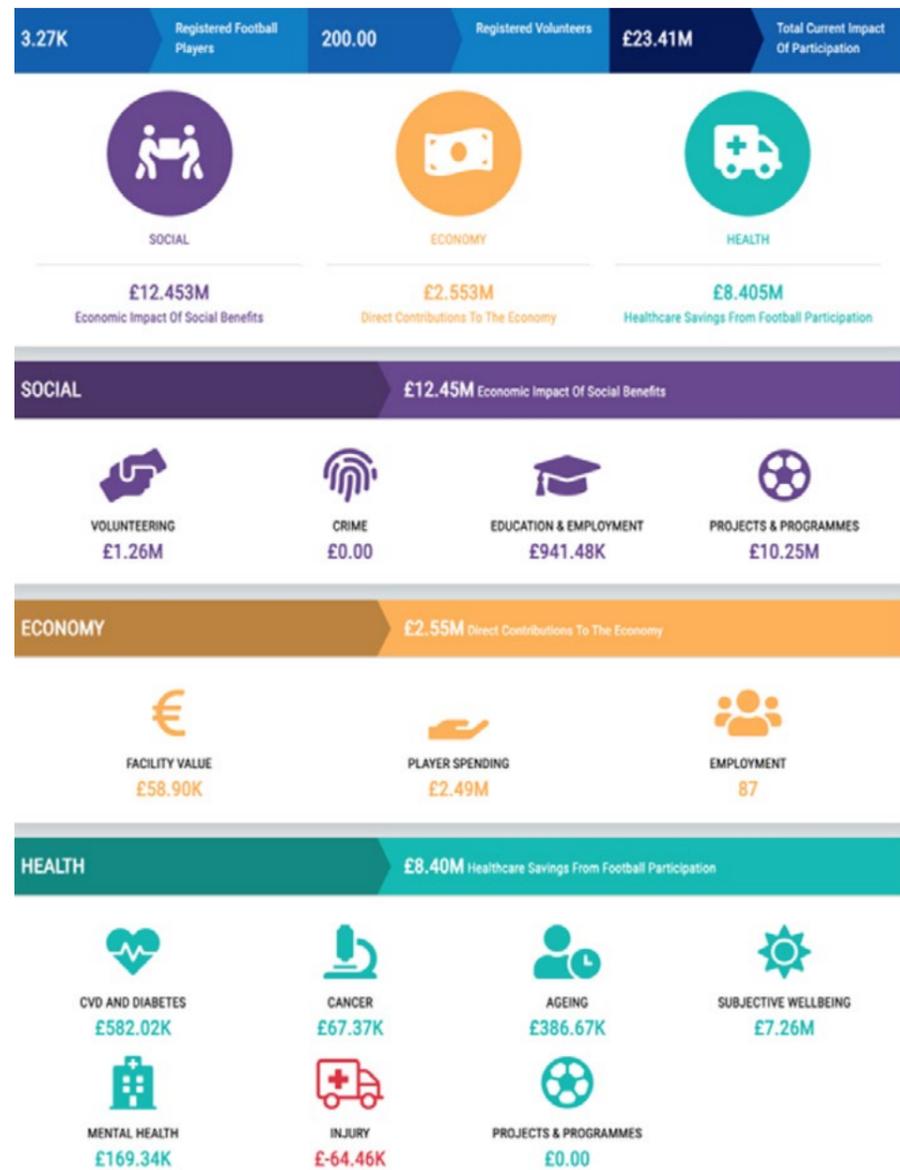
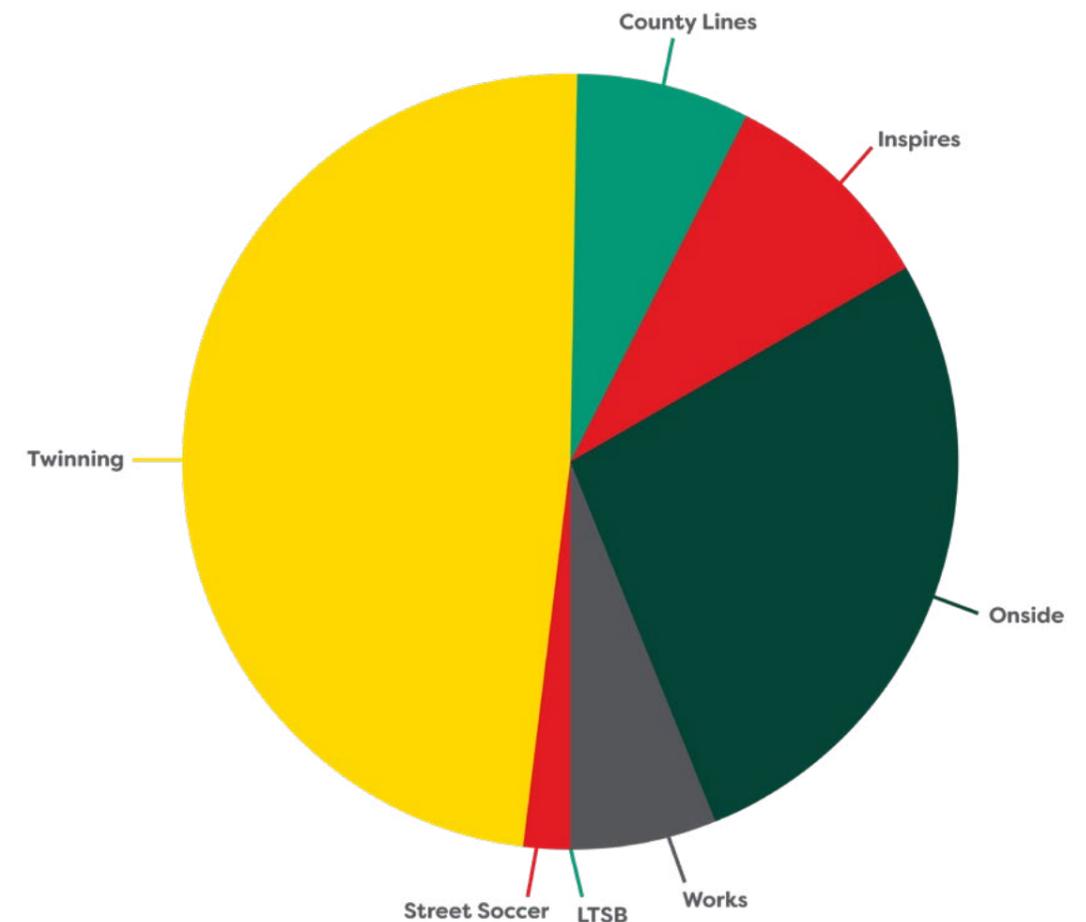


Table 14: Programme Values

Combined value of Participation Programmes	£7,256,810
Value of IWill and Volunteer Value Based Programmes	£2,510,000
Value of Risk Reduction Based Targeted Programmes	£480,610



## 8.5 SROI Ratio

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.

**SROI ratio:**  
**£1: £15.29**

# 9 Global Sustainability Alignment: United Nations SDG Mapping and Valuation

Table 15: LFC Foundation Outcomes and the UN SDGs

Intermediate Outcome	SDG 1	SDG 2	SDG 3
IO1: Improved physical health and healthy lifestyles	3. Good health & wellbeing	10. Reduced inequalities	
IO2: Happier and more engaged	3. Good health & wellbeing	10. Reduced inequalities	16. Peace, justice & strong institutions
IO3: Increased aspiration, positive attitude and future plans	3. Good health & wellbeing	4. Quality education	10. Reduced inequalities
IO4: Improved confidence, self-esteem and resilience	3. Good health & wellbeing	10. Reduced inequalities	
IO5: Reduced social isolation	3. Good health & wellbeing	10. Reduced inequalities	
IO6: Increased fan engagement	8. Decent work and economic growth	3. Good health & wellbeing	5. Sustainable cities and communities
IO7: Improved relationships and mixing with peers	16. Peace, justice & strong institutions	3. Good health & wellbeing	
IO8: Sense of belonging and inclusion for all	16. Peace, justice & strong institutions	5. Gender equality	3. Good health & wellbeing
IO9: Improved transferable life skills and knowledge	4. Quality education	8. Decent work and economic growth	10. Reduced inequalities
IO10: More young leaders and opportunities for volunteering	5. Sustainable cities and communities	10. Reduced inequalities	8. Decent work and economic growth

## 9.1 SDG Mapping

As part of its commitment to sustainability and tackling the climate crisis, the LFCF has sought to map the contribution of the organisation’s target outcomes to each of the United Nations Sustainable Development Goals (A19). These goals mark a recognition that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

highest proportion (11) highlighted No Poverty and Good Health and Wellbeing as the top priority. This suggests that, in the eyes of respondents, work to combat poverty might feature more prominently as an outcome focus that it does currently. However, when asked which goals the work of the Foundation was contributing to most Good Health and Wellbeing was a clear leader, listed by 32 respondents, with 19 indicating Quality Education.

Whilst respondents to the staff survey highlighted personal commitments that were more heavily weighted to other UN SDGs including SDG 1 – No Poverty and UN SDG 2 – Zero Hunger, there was greater alignment with the LFCF priorities when staff were asked which goals the Foundation should be focused on. Of the 40 people who responded to this question, 29 indicated Good Health and Wellbeing as one of the top three priorities, although it should be noted that the



## 9.2 Indexation and valuation

In related work being conducted alongside Liverpool FC, the club and Foundation's contribution to the UN SDGs is being benchmarked in terms of good practice and impact alongside a monetary valuation of that contribution. Here we draw out the value of the contributions made by the Foundation's activities. Based on the mapping of LFC Foundation outcomes discussed above, a total of seven UN SDGs were identified where a tangible contribution could be identified as illustrated in Table 15 below:

\*The majority (74%) of staff who responded to relevant questions in the staff survey indicated that their primary form of travel to and from their main place of work was a private car. This may be related to the fact that most staff are based at the Anfield Sports and Community Centre or other

delivery venues which might be less accessible using public transport. Most staff (87%) also reported using a private car to undertake their job, with 59% reporting that this was the only mode of transport that they used to travel to undertake their job. Given that the average travel during working hours, not including travel to and from home, was 38 miles a week, we would estimate total private car mileage amongst Foundation employees to perform their work is 2,356 miles per week or 659 tonnes CO2. This can be valued at £11,927 per week or £620,205 per year, representing a baseline against which to measure progress.

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

Table 16: Monetary Value of Contribution to UN SDGs

UN SDG	Contributing Work	Value of Contribution
3: Good Health & Wellbeing	Contribution of programmes to good health and wellbeing.	£8,285,098
4: Quality Education	Contribution of programmes to quality education.	£2,071,275
5: Gender Equality	Contribution of programmes to gender equality. Proportion of women in leadership roles.	£1,119,436
8: Decent Work and Economic Growth	Contribution of programmes to decent work. Employment conditions at LFCF.	£2,571,746
10: Reduced Inequalities	Contribution of programmes to reducing inequalities.	£4,971,059
11: Sustainable Cities and Communities	Contribution of programmes to sustainability.	£1,657,020
13: Climate Action	Planet Super League . Staff Travel.	£154.50 -£620,205*
16: Peace, Justice and Strong Institutions	Contribution of programmes to peace, justice and strong institutions.	£2,899,784
<b>Total</b>		<b>£22,955,367.50</b>

# Appendix 1

Table 17: LFC Foundation Covid-19 Response

Activity	Inputs	Outputs	Impact
<b>Food Poverty</b>			
<b>Donations</b>	£320,000 donated by first team players, company directors and leaders, the LFC Foundation itself as well as from fans and members of the public through Facebook appeals, redirected refunds from the annual fundraising 'Legends' match and the 34 branches of the Official Liverpool Supporters Club across 5 countries.  15,500kg of food collected	£112,000 to 8 food banks across Liverpool City Region  £148,000 to St Andrews Community Network  £40,000 to the North Liverpool Foodbank  £18,000 to the LFC Xmas hamper appeal.  Food collections distributed	Purchase of van to support food provision  5 new community pantries provided with money advice & welfare benefits services  PR support to celebrate food banks work  Support/acknowledgement of volunteers  Strengthened workforce through payment of real living wage, apprenticeships, staff training and development  Food supplies where donations slowed  Warehousing to manage food flow in South Liverpool  Supported a CAB Advisor in the Wirral
<b>Food Provision</b>	1,000 £2 meals per week  1,000 Easter eggs  Food provided to local schools during school holiday periods	52,000 delivered to 28 community groups  Support to provide 150 meals per week for local families  5,310 food parcels/boxes and 1320 lunches/teas during school holidays	900 people kept well fed  1,000 hospital staff and patients provided with Easter eggs  20,360 people fed during school holidays
<b>Social Isolation</b>			
<b>Phone Calls</b>	30 members of staff	1464 calls lasting 402 hours	340 people receiving a boost to their mental health and wellbeing and early identification of vulnerable adults

Activity	Inputs	Outputs	Impact
<b>Social Isolation</b>			
<b>Letters &amp; Pictures</b>	Red Pals appeal  LFC/F participants, residents and staff letters and pictures	Letters and pictures shared with local care home residents	Improved wellbeing amongst Care Home residents
<b>Volunteering</b>			
<b>Volunteers</b>	33 volunteer opportunities across foodbanks, integrated care teams, mosques and Tranmere Rovers	323 new registered volunteers  93 LFC/LFCF staff volunteers  4600 hours of volunteering	Food delivered  Dogs walked  Medical equipment delivered  Telephone calls with vulnerable  Leafleting and raised service awareness
<b>Physical and Mental Health</b>			
<b>School Support</b>	Physical and virtual delivery by staff	69 schools supported including pre-recorded County Lines programme in 11  Football, accessories and activity packs  Primary Stars Red Sports Day	PL Primary Stars, #iwill, Onside/Inspires/County Lines, On Target and PL Kicks Inclusion delivery sustained
<b>Community Support</b>	Physical and virtual delivery by staff	Step up programmes  Virtual employability  County Lines virtual programme  30 LFC bags of kindness to young people who have lost parents from Covid-19	Kicks, Mini Kicks, Vets, Step Up, AFC, Go Play!, Mental Health, Youth Panel, Employability, Primary Stars, #iwill, On Target, Inclusion, Virtual camps, football development and chair based yoga delivery sustained with 3855 participants

Activity	Inputs	Outputs	Impact
<b>Physical and Mental Health</b>			
<b>Football Support</b>	Health & Safety work to support return of grassroots football	Covid safe sessions  200 items inc. balls, hats, bags to grassroots clubs	Zero Covid+ cases through contact tracing
<b>Equipment and Packs</b>	LFC staff preparation and distribution	25,000 facemasks to GP surgeries  50 goodie bags to new mums	Reduced spread of Covid-19  Improved wellbeing
<b>Healthcare Workers</b>	LFC staff preparation and distribution  PL Trophy	50 wellbeing packs to care workers  400 items to NHS staff  800 toiletry packs to hospital staff  40 food hampers to mortuary staff  3510 cookies to 327 pharmacies  Meals for NHS staff and care workers  PL trophy tour across 6 hospitals  6000 lanyards  Proceeds of participant led merchandise range donated to NHS charities	Improved wellbeing
<b>LFC Staff</b>	Legends refunds	£190,000 re-directed to internal mental health and employability programmes	Improved mental health and wellbeing

# Appendix 2

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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.

[liverpoolfc.com/foundation](https://liverpoolfc.com/foundation)

**Telephone**

0151 432 5675

**Email**

[lfcfoundation@liverpoolfc.com](mailto:lfcfoundation@liverpoolfc.com)

Liverpool FC Foundation  
Anfield Road  
Liverpool  
L4 0TH



**Foundation**

THE CLUB'S OFFICIAL CHARITY