

January 2022

# Assessing the Social Value of the community impacts of FC Dordrecht

Report by

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## Introduction

FC Dordrecht were keen to understand not only the potential community impact of the clubs presence and work but also whether a monetary value can be assigned to that impact. This desire aligns with wider developments in the sport for development sector and particularly efforts initiated by UEFA, which has sponsored the development of a comprehensive, rigorous 'SROI' model to establish the impact that participation in physical activities such as football and related development programmes has across a spectrum of economic, health and social outcomes.

Supported by an Advisory Panel of academics from a range of European Universities as well as football and non-governmental body experts, the resulting model has been applied in a wide variety of national and organisational contexts, including for the KNVB itself at the national level and over 40 of UEFA's other members 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.

It has also been adapted to enable regional, local and club level assessments, right down to the impact and value of specific programmes of activity. In turn, this has opened the potential for the model to be applied in other sports contexts including the work of professional football clubs. An adapted version of this model has been used to generate the assessments presented in this report.

## 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<sup>1</sup> assessment. Social valuing techniques have developed and been refined progressively over time and typically involve the following steps<sup>2</sup>.

1. Establishing scope and identifying key stakeholders
2. Mapping outcomes
3. Evidencing outcomes and giving them a value
4. Establishing impact
5. Calculating the SROI
6. Reporting, using and embedding

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).

## Applying the SROI Approach to football and the work of FC Dordrecht

Following a period of stakeholder consultation, outcomes were identified where high-quality evidence of football's impact could be demonstrated in relation to three overarching domains: Economic, Social and Health as presented below.

Table 1: Outcome Mapping		
Economic	Social	Health
Employment	Improved educational attainment	Reduced hypertension
Facility development	Improved school attendance	Reduced heart disease
Facility hire	Reduced NEET	Reduced strokes
Participant spending	Reduced crime	Reduced diabetes
	Volunteering	Reduced breast cancer
		Reduced colon cancer
		Reduced dementia
		Reduced osteoporosis
		Reduced schizophrenia

<sup>1</sup> <https://socialvalueint.org/social-value/what-is-social-value/>

<sup>2</sup> Social Value UK. 2012. *A Guide to Social Return On Investment*, <http://www.socialvalueuk.org>

		Reduced anxiety
		Reduced depression
		Improved subjective wellbeing
		Football injury

In the core model, 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 facilities owned and operated by the entity, which is discounted over the estimated lifetime of the facility to generate an annual value. Other facilities that are used but not owned or operated by the entity are also valued, based on the equivalent hire out rate for those venues. A valuation is also applied for the range of equipment, clothing and subsistence costs required to support player participation based on survey data of players in the relevant territory.

In the social and health domains, using a 'risk and protective factors' model<sup>3</sup> 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 2: Illustration of Risk and Protective Factors Model Valuation				
a.	b.	c.	d.	e.
Risk of negative outcome in population group	Cost of negative outcome p.a.	Per capita cost in population group p.a. (a * b)	Reduced risk through involvement in sport <sup>4</sup>	Per capita societal cost saving of playing sport p.a. (c * d)
50%	€1000	€500	10%	€50

The value of educational attainment is based on academic assessments of the impact of involvement in sport on people's educational performance, alongside OECD studies to calculate the likely effect of a lift in educational performance on a student's lifetime earnings. The value of volunteering uses an 'equivalent cost method' and is assessed based

<sup>3</sup> Murray J, Farrington, D. & Eisner, M. (2009) 'Drawing conclusions about causes from systematic reviews of risk factors: The Cambridge Quality Checklists'. *Journal of Experimental Criminology* 5(1):1-23; Spencer L, Ritichie J, Lewis J & Dillon L (2003) *Quality in Qualitative Evaluation: The Framework for Assessing Research Evidence*. London: The Cabinet Office

<sup>4</sup> Accounting for 'deadweight' (what would have happened anyway) through a discount based on the proportions that would be likely to be involved in other sports if they did not engage with Breaking Barriers.

on the number and role of football volunteers and the equivalent salary associated with the tasks and number of hours given up.

The calculations for subjective wellbeing and social capital use findings from specially commissioned academic research that assigned a monetary value on the basis of the compensation required to achieve an equivalent boost to their sense of wellbeing or increased social capital to that driven by participation in football. The negative impacts of sports related injury are also considered, based on cost and prevalence studies of football injuries in the Netherlands.

These methods were applied to a range of the clubs community football development activities and programmes that are primarily focused on encouraging or enabling participation in football. Where football clubs are delivering 'targeted' football programmes that are designed to work with specific groups in order to address particular health or social conditions, 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 participation and programme data for the 2019/20 season, where delivery was less disrupted by the Covid-19 pandemic than the more recent 2020/21 season.

## Results for FC Dordrecht

From the FC Dordrecht results, valuations were created based on the contribution of 40 volunteers, opportunities to play regular football for 347 registered players and 1250 participants in 'School Football Projects'. Separately, it was possible to assess the value of targeted programmes involving 334 participants based on their contribution to a range of target outcome objectives.

Programme	Participants	Outcome Measure
Stage project SPON	50	Increase employment
Stichting Rugdekking	24	Increase employment
Alleen Jij Bepaalt	45	Youth Development
Kamers Met Aandacht	15	Reduce homelessness
Reclassering/PI/Bureau Halt	150	Other social project
Leerwerktrajecten	50	Other social project

Figure 2: FC Dordrecht Social Value

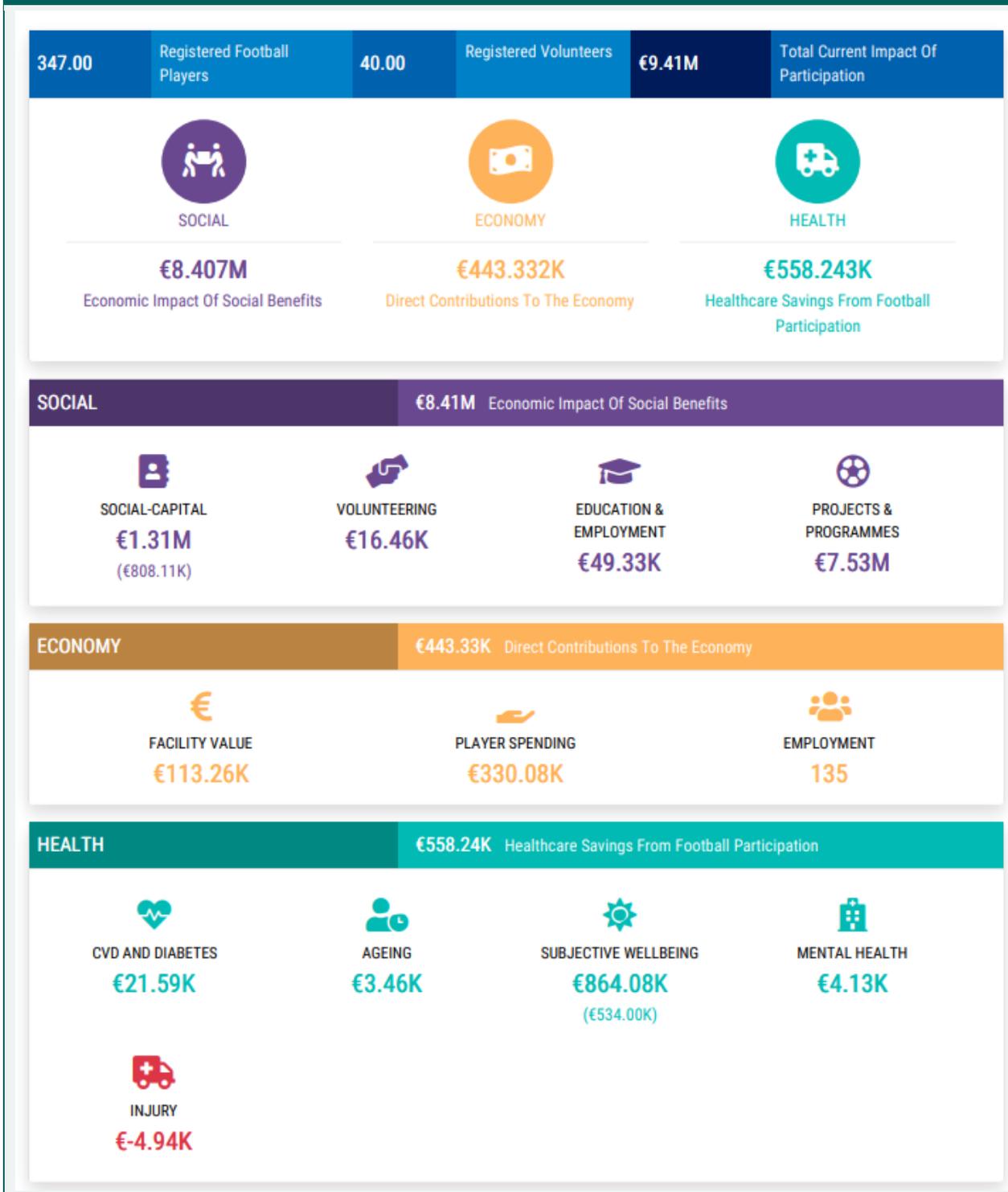


Table 6: Programme Value Breakdown	
<b>Targeted Programmes</b>	
Stage project SPON	€2,310,000
Stichting Rugdekking	
Alleen Jij Bepaalt	€404,660
Kamers Met Aandacht	€245,970
Reclassering/PI/Bureau Halt	€98,550
Leerwerktrajecten	
<b>Participation Programmes</b>	
Children and Young People	€4,480,000

The social value generated by FC Dordrecht is well distributed across the registered players, participation programme and targeted programme contributions. The largest elements amongst registered players are driven by improved levels of subjective wellbeing and increased social capital associated with playing football; within targeted programmes the greatest contribution comes from Stage project SPON with its focus on increased employment; whilst all of the value from participation programmes is driven by work with children and young people given the large amount of participants involved with their school football projects.

## Acknowledgements

Substance would like to thank colleagues at the FC Dordrecht and Gemeente Dordrecht for the provision of key programme insights and data. We would also like to thank UEFA for permission to use modelling frameworks developed to support the UEFA GROW SROI Project.