CHELTENHAM TOWN FC

Measuring the Impact of EFL Clubs in the Community



EFL

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1 Introduction

Introduction to the report

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

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

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

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

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

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

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

Introduction to Cheltenham Town

Cheltenham Town Football Club is a football club based in the town of Cheltenham, Gloucestershire, England. The club were founded in 1887 and play their football at the Completely-Suzuki Stadium. Cheltenham were crowned champions of League Two in the 2020/21 season.

Sir Trevor Brooking launched the Cheltenham Town Community Trust in October 2007 and the Trust received its Charitable Status in May 2008. The Trust have an operational team comprised of full and part-time staff, delivering a range of coaching services and educational programmes across the County of Gloucestershire and the Cotswolds. Their objectives are for the benefit of the public generally and, in particular, the inhabitants of Gloucestershire and its surrounding areas. They work to assist and provide facilities for children, young people and their families to play sport whatever their ability or background; assist and provide facilities for people to be physically active and to lead healthier lifestyles; relieve sickness and to preserve and promote physical and mental health and wellbeing through healthy recreation. They also aim to advance and assist in advancing the education of children and young people and provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship or social circumstances with the object of improving their conditions of life.

Understanding Cheltenham Town's communities

In 2024, 576,747 people lived within 15 miles of Cheltenham Town and 354,110 lived within ten miles.

It can be difficult to define precisely the community - or communities - of a Football Club. Using a ten-mile radius as a guide, though, the following can be reported as some of the defining characteristics of the communities that live in the neighbourhoods that surround Cheltenham Town.

In terms of demographics, the table below shows the gender, age, ethnicity and religious profile of people in the Club's local neighbourhoods. Data is also provided on regional and national profiles to aid comparisons:

Category	Type	% of Club Community	% of regional population	% of national population
Gender	Female	51.0%	51.1%	51.0%
Gender	Male	49.0%	48.9%	49.0%
Age	Under 10	10.8%	10.3%	11.3%
Age	10 to 19	11.5%	11.1%	11.7%
Age	20 to 29	11.9%	11.7%	12.6%
Age	30 to 39	13.1%	12.3%	13.6%
Age	40 to 49	12.3%	11.9%	12.7%
Age	50 to 59	14.0%	14.1%	13.7%
Age	60 to 69	11.3%	12.0%	10.7%
Age	70 to 79	9.4%	10.5%	8.6%
Age	80 plus	5.7%	6.2%	5.0%
Ethnicity	Asian or Asian British	4.3%	2.8%	9.3%
Ethnicity	Black or Black British	1.7%	1.2%	4.0%
Ethnicity	Mixed ethnicity	2.6%	2%	2.9%
Ethnicity	White or White British	90.5%	93.1%	81.7%
Ethnicity	Other ethnicity	0.9%	0.9%	2.1%
Religion	Buddhist	0.4%	0.4%	0.5%
Religion	Christian	48.7%	46.2%	46.2%
Religion	Hindu	0.9%	0.5%	1.7%
Religion	Jewish	0.1%	0.1%	0.5%
Religion	Muslim	2.3%	1.4%	6.5%
Religion	Sikh	0.2%	0.1%	0.9%
Religion	Other religion	0.5%	0.7%	0.6%
Religion	No religion	40.9%	44.1%	37.2%
Religion	Religion unknown	6.1%	6.5%	6.0%

In terms of income and inequality, the tables below show data on benefit claimants, household income and deprivation in Cheltenham Town's local communities, again with regional and national data for comparison:

Category	Type	% of Club community working age population	% of regional working age population	% of national working age population
Benefit claimants	In receipt of benefits	3.2%	3.0%	4.4%

Category	Type	Club community average	Regional average	National average
Household income	Average household income after housing costs	£32,070.45	£30,621.88	£29,489.15

Category	Type	% of Club Community	% of regional population	% of national population
Deprivation	0% - 20% (most deprived)	14.2%	11.0%	20.2%
Deprivation	21% - 40%	11.7%	19.7%	20.3%
Deprivation	41% - 60%	18.5%	25.4%	20.2%
Deprivation	61% - 80%	20.0%	23.6%	19.8%
Deprivation	81% - 100% (least deprived)	35.6%	20.5%	19.6%

Finally, in terms of health and education, the table below shows data on rates of childhood obesity and health deprivation[3] in the Club's communities, as well as the proportion of children meeting key standards in secondary school education.[4]

Category	Type	% of Club Community	% of regional population	% of national population
Childhood health	% of Year 6 pupils overweight or obese	34.0%	32.8%	36.6%

Category	Type	% of Club Community	% of regional population	% of national population
Health deprivation	0% - 20% (most deprived)	13.9%	11.6%	19.8%
Health deprivation	21% - 40%	19.9%	16.4%	19.8%
Health deprivation	41% - 60%	14.9%	23.2%	19.9%
Health deprivation	61% - 80%	23.9%	26.7%	20.1%
Health deprivation	81% - 100% (least deprived)	27.4%	22.2%	20.3%

Category	Type	Club community average	Regional average	National average
Educational attainment	Average school % of Year 11 pupils achieving 5 GCSEs inc. English and Maths	74.7%	65.2%	65.2%

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

2 Economically Impacting Communities

Introduction

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

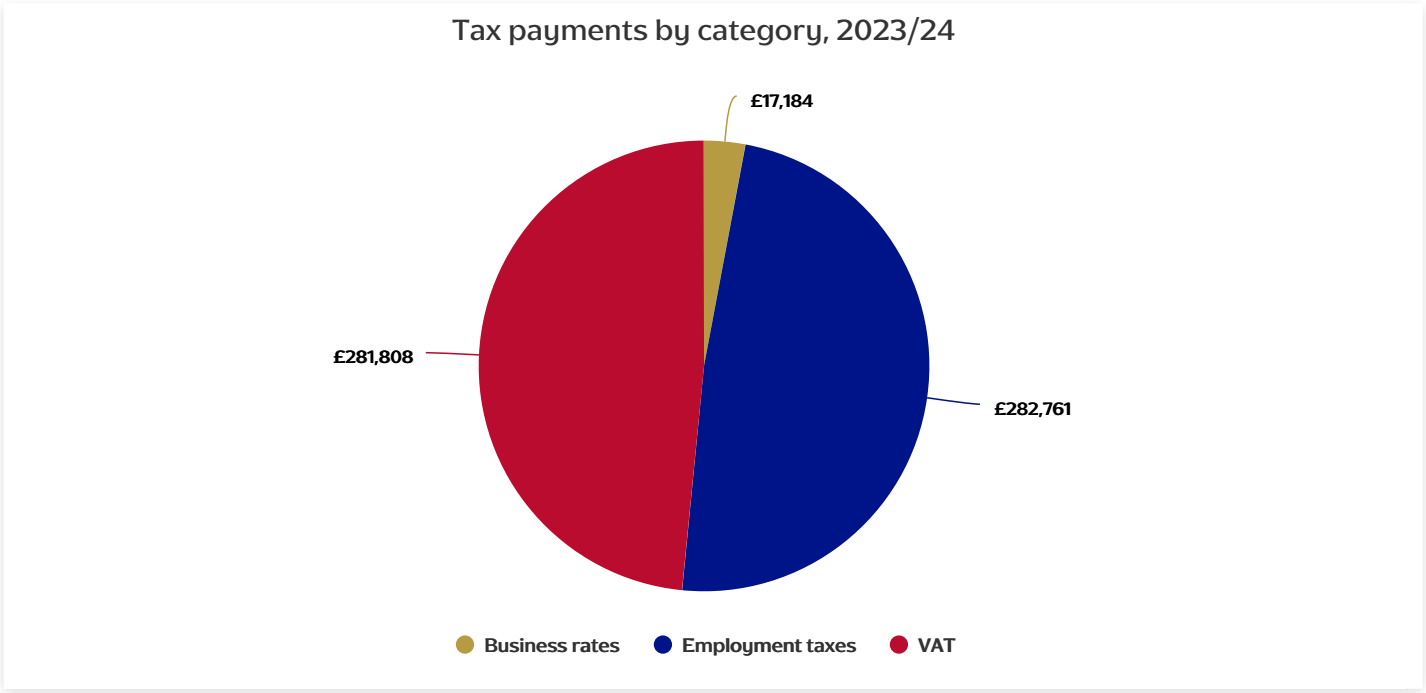
The economic activities of Cheltenham Town are not separate from the wider social benefits that are delivered through the direct community projects and support considered elsewhere in this report. Its economic activities provide an important underpinning for the investments the Club makes in focused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

Revenue and tax

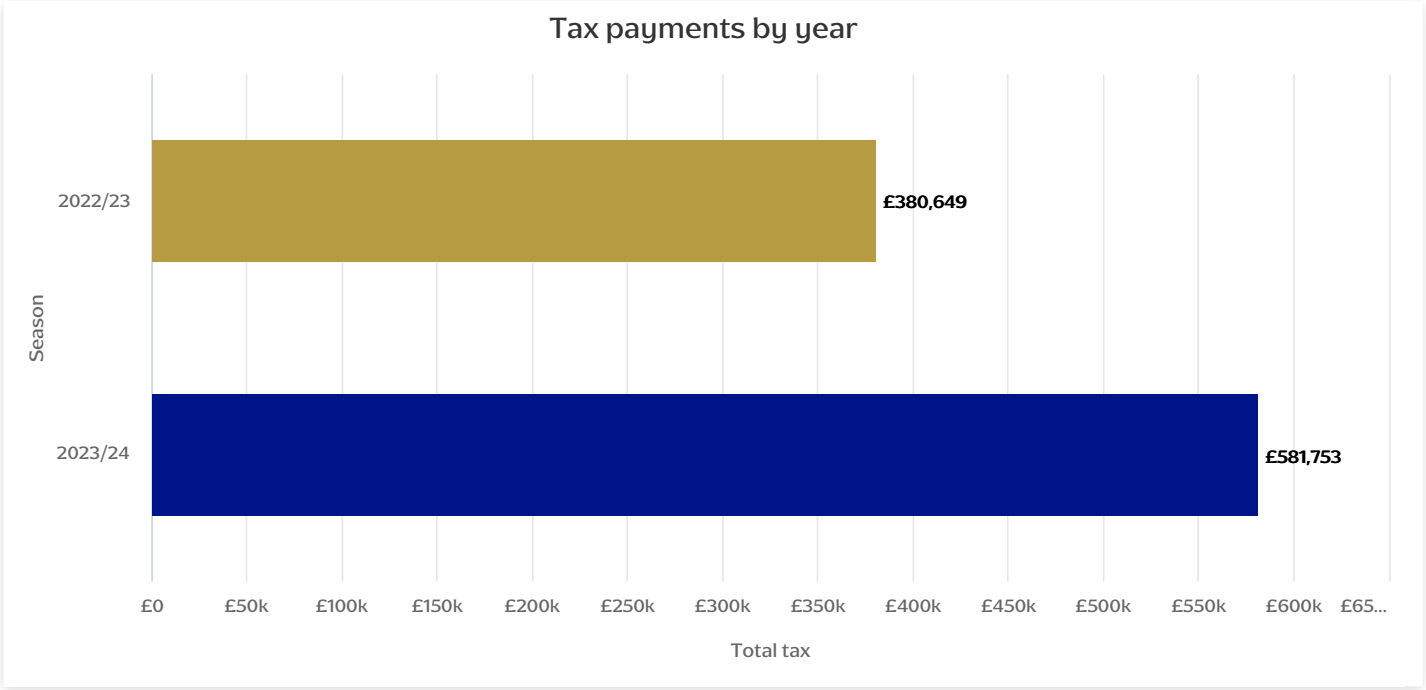
In 2023/24, the Club and Club charity at Cheltenham Town generated combined revenues of £4,545,239.98.[5] This compared with revenue of £4,577,458.52 in 2022/23.

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

In 2023/24, Cheltenham Town paid taxes totalling £581,753. This fell into the categories shown in the chart below:



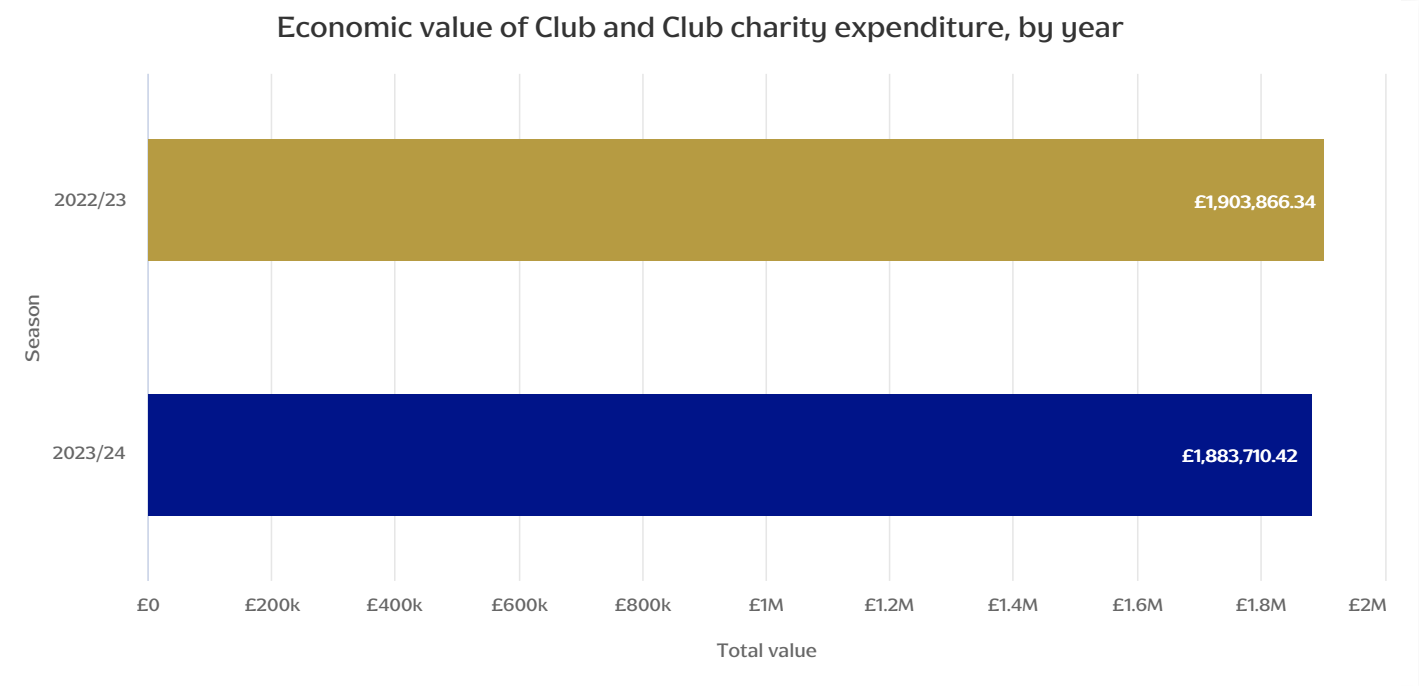
In 2022/23, Cheltenham Town paid £380,649 in taxes, meaning that over the two seasons, the Club contributed a total of £962,402 to public expenditure.



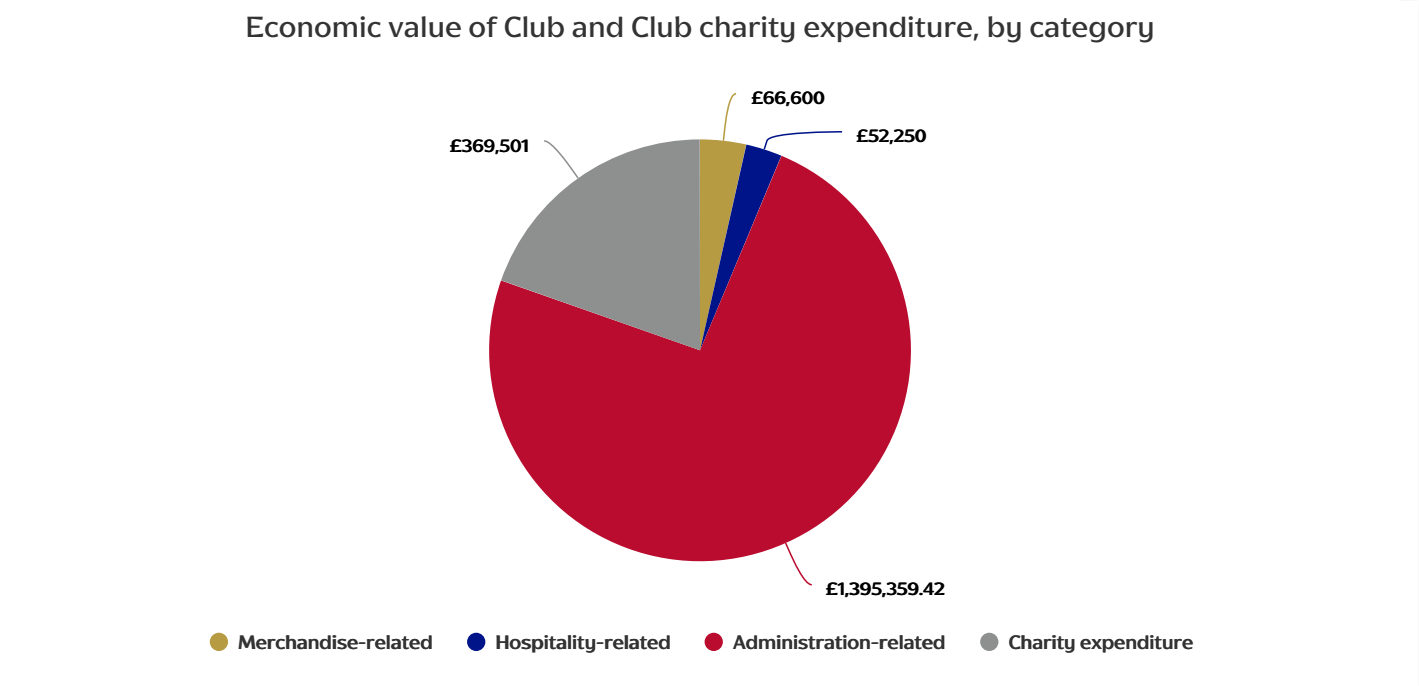
Expenditure

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

In 2023/24, Cheltenham Town's expenditure in a restricted range of categories (not including player related spending) generated a total economic value of £1,883,710.42, including multipliers.[6] In 2022/23, the total was £1,903,866.34.

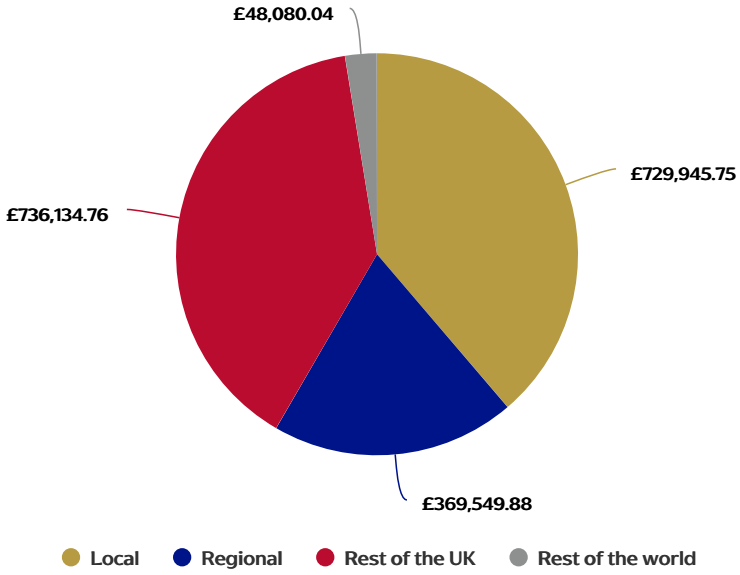


Club and Club charity spending was split across a range of categories in 2023/24, as shown in the chart below:



In 2023/24, 38.80% of Cheltenham Town's spending – with a value of £729,945.75 – was made in the Club's local area. A further £369,549.88 was spent in the Club's region, meaning the total value of Cheltenham Town's expenditure to its local and regional economies in the season was £1,099,495.62.

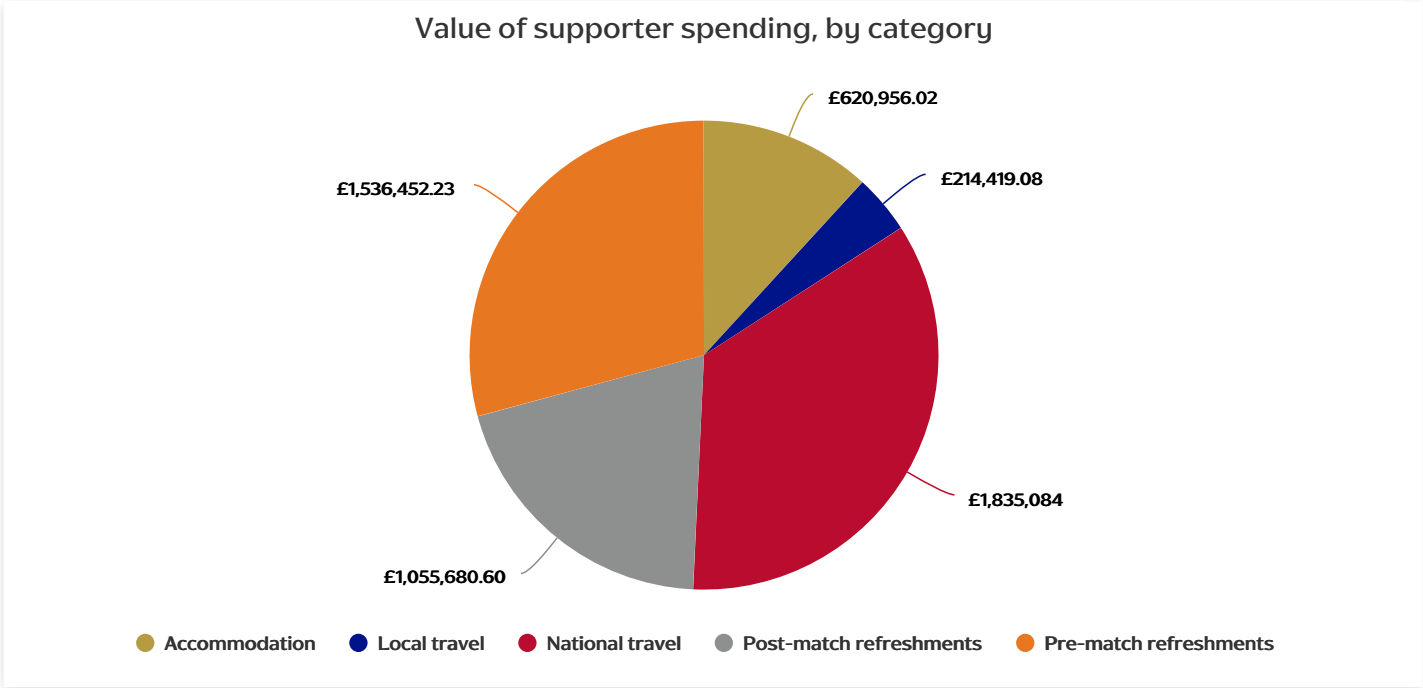
Economic value of Club and Club charity expenditure, by location



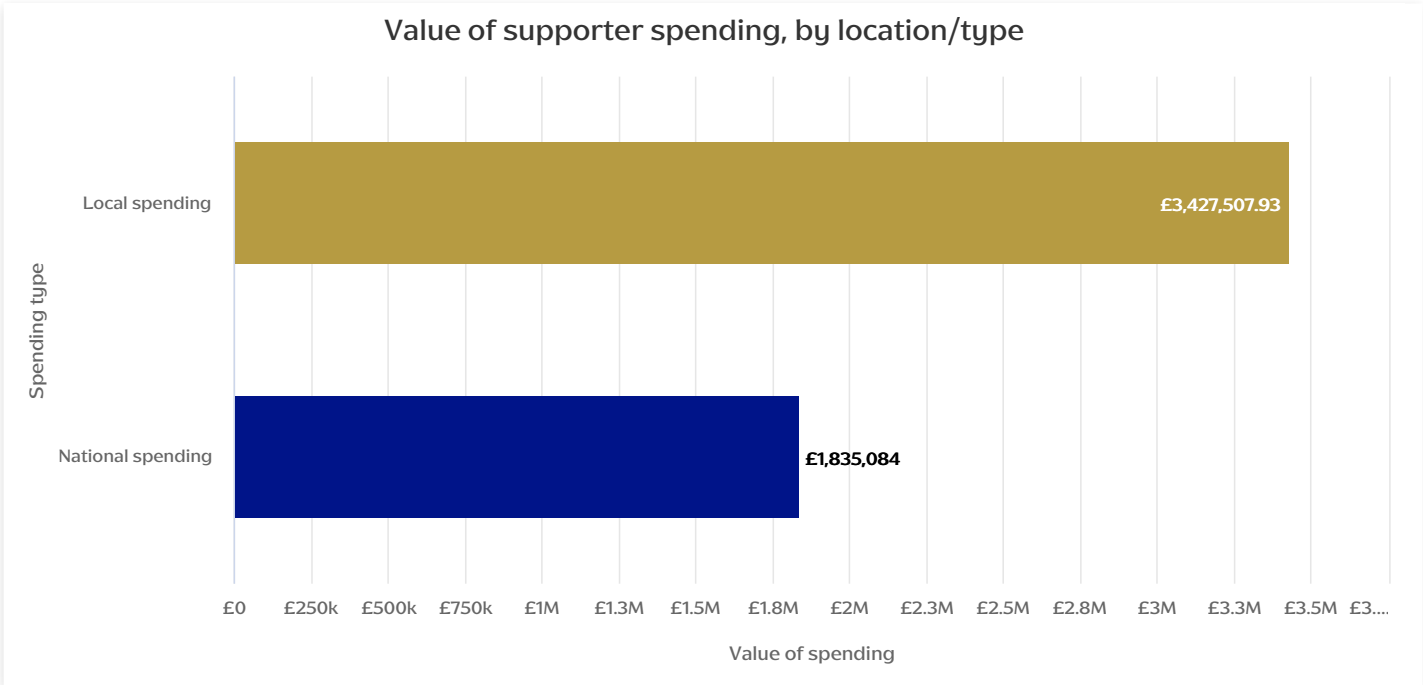
Supporter spending

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

In 2023/24, it is estimated that the total value of Cheltenham Town supporters' spending at matches – away from the Club's stadium and including multipliers - was £5,262,591.93.[7] Of this, £2,592,132.83 was spent on pre- and post-match refreshments; £2,049,503.08 was spent on national and local travel; and £620,956.02 was spent on accommodation.



A significant proportion of the expenditure made by Cheltenham Town's supporters in 2023/24 benefitted the Club's local communities. In total, £3,427,507.93 (44.80%) of the total value of supporter spending made during the season benefitted local businesses, most notably in the travel, accommodation and hospitality sectors. Of the remaining spending £1,835,084 was made nationally (on national travel).

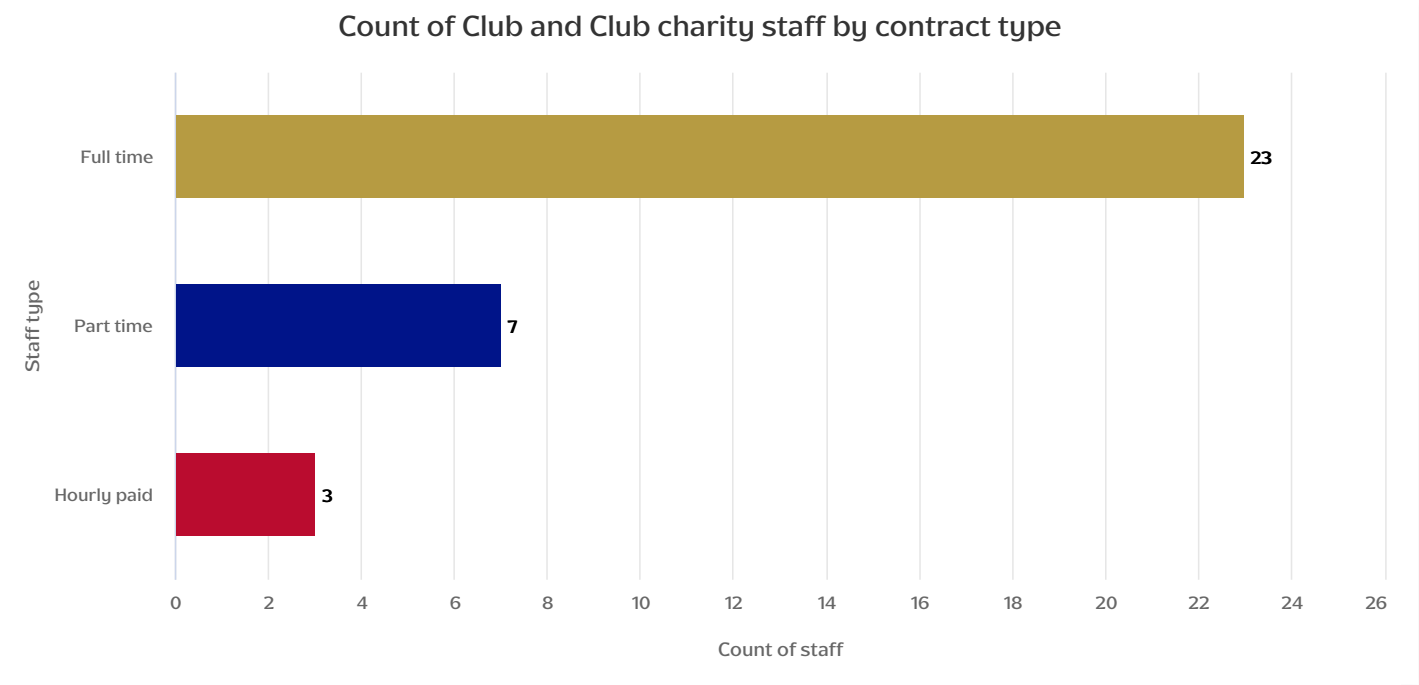


Direct and indirect employment

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

In 2023/24, Cheltenham Town and its charity directly employed 33 people:

- 23 full-time
- 7 part-time
- 3 on an hourly basis



In addition to jobs provided directly by Cheltenham Town and its charity, it is also possible to estimate the impact on employment that expenditure made by the Club and its supporters produces in local communities and more broadly. Using data from the 2023/24 season, it can be estimated that Club expenditure supported a total of 43 jobs, 16 of which were associated with local spending. It can also be estimated that supporter spending (not including spending with the Club) supported a further 119 jobs, 77 of which were associated with spending in local communities. In total, this means that the direct, indirect and induced spending associated with Cheltenham Town in 2023/24 supported a total of 162 jobs, 93 of which were linked with spending in the Club's local communities.

Summary of economic impact

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

- Cheltenham Town and its charity generated £4,545,239.98 in revenue which supported tax payments of £581,753
- The Club and its supporters purchased goods and services with a total value of £7,146,302.35 to the UK economy, with £4,157,453.68 of this being associated with expenditure in the Club's local communities
- The Club and its charity directly provided or supported 195 jobs, 126 of which were either provided by the Club or charity or were supported by expenditure in the Club's local communities.

3 Investing in Communities

Introduction

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

This section considers the wide range of 'inputs'[8] – including financial, human and physical resources – that the Club and Club charity at Cheltenham Town generated and invested in their communities between June 2022 and May 2024.

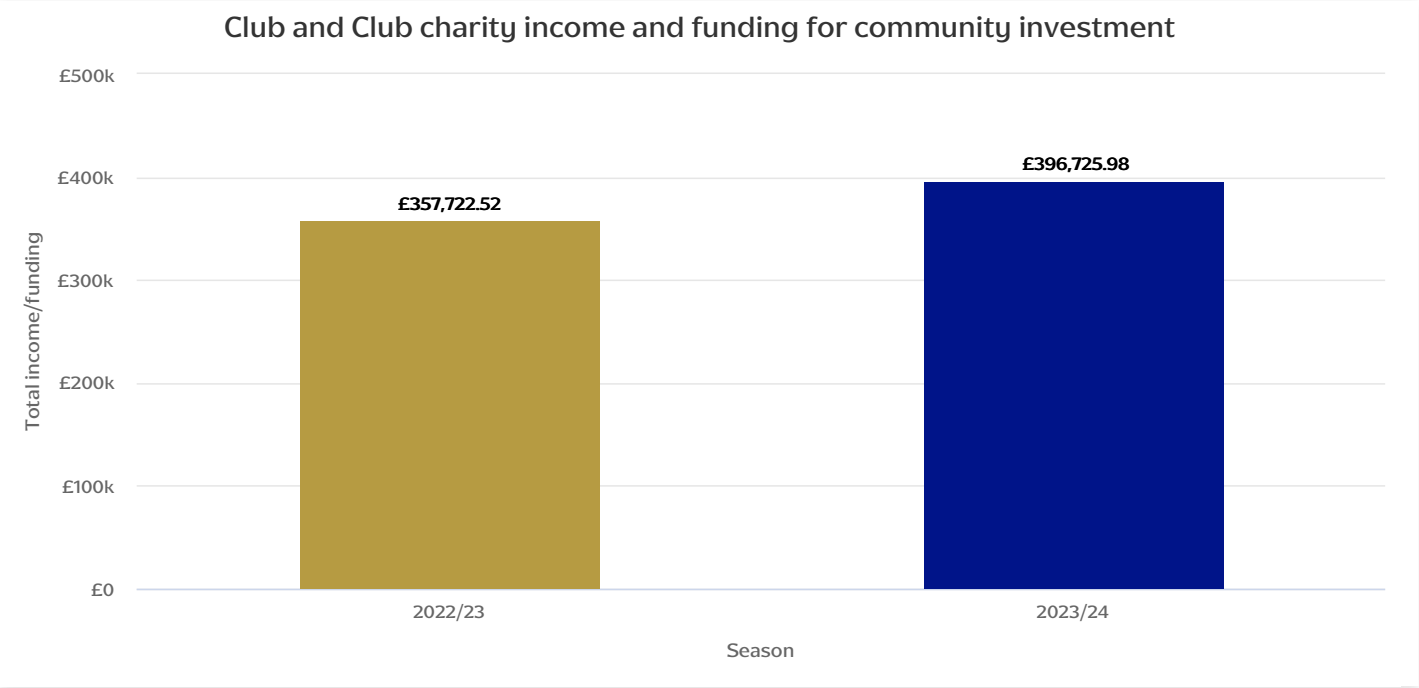
More specifically, it looks at:

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

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

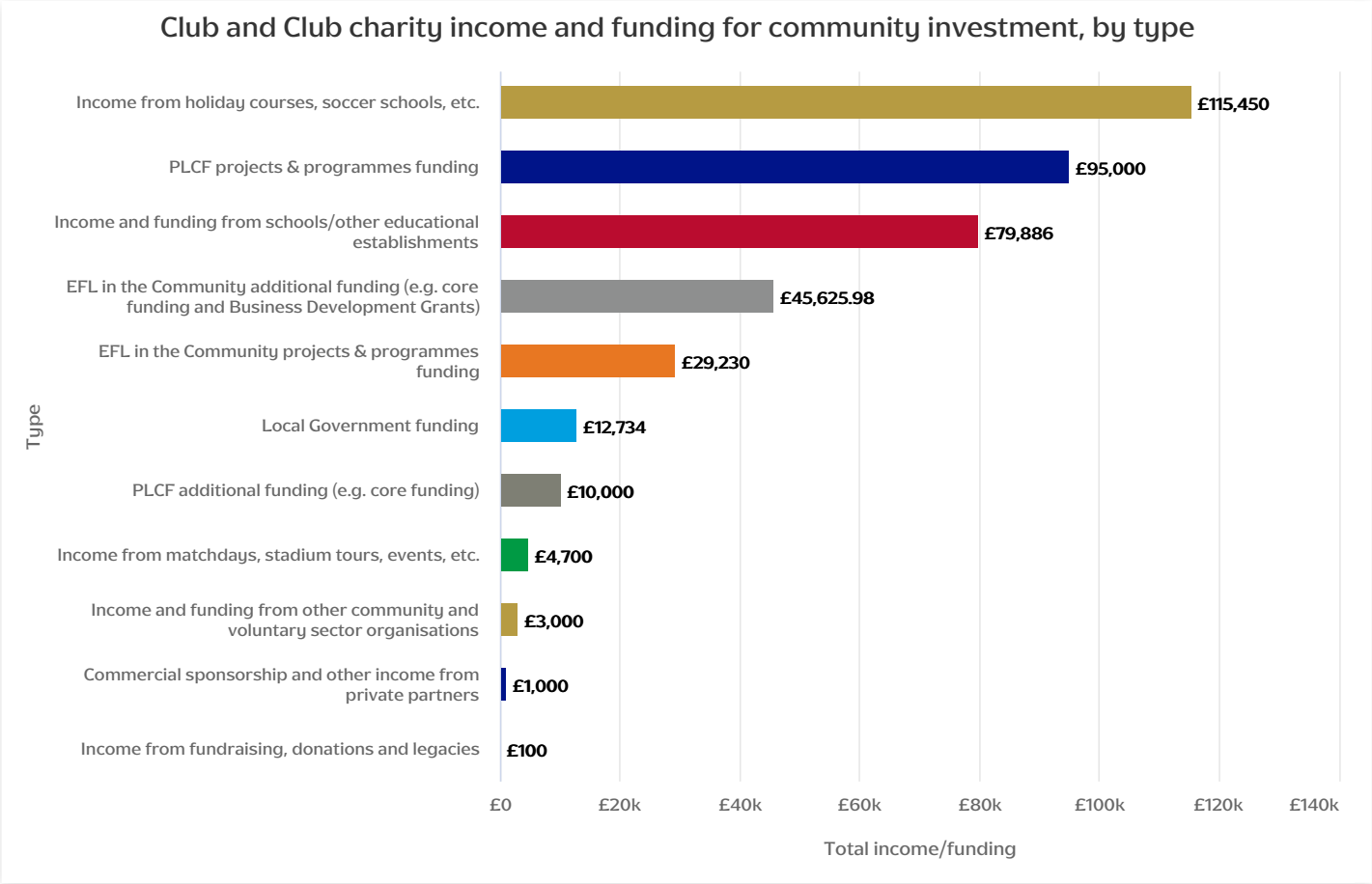
Income, funding and expenditure

In 2023/24, the Club and Club charity at Cheltenham Town generated £396,725.98 of income and funding to invest in community projects, initiatives and wider support. In 2022/23, £357,722.52 of income and funding was generated.



In 2023/24, income and funding for community investment was generated from a range of sources. EFL in the Community provided £74,855.98 of project and 'core' funding during the season, and £105,000 was provided by PLCF, primarily to support delivery of its national projects.

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



Overall, in 2023/24 £230,850 of the community income and funding generated by Cheltenham Town was 'restricted' or associated with the direct delivery of specific projects and programmes. This accounts for 58.19% of all income and funding received in the year.

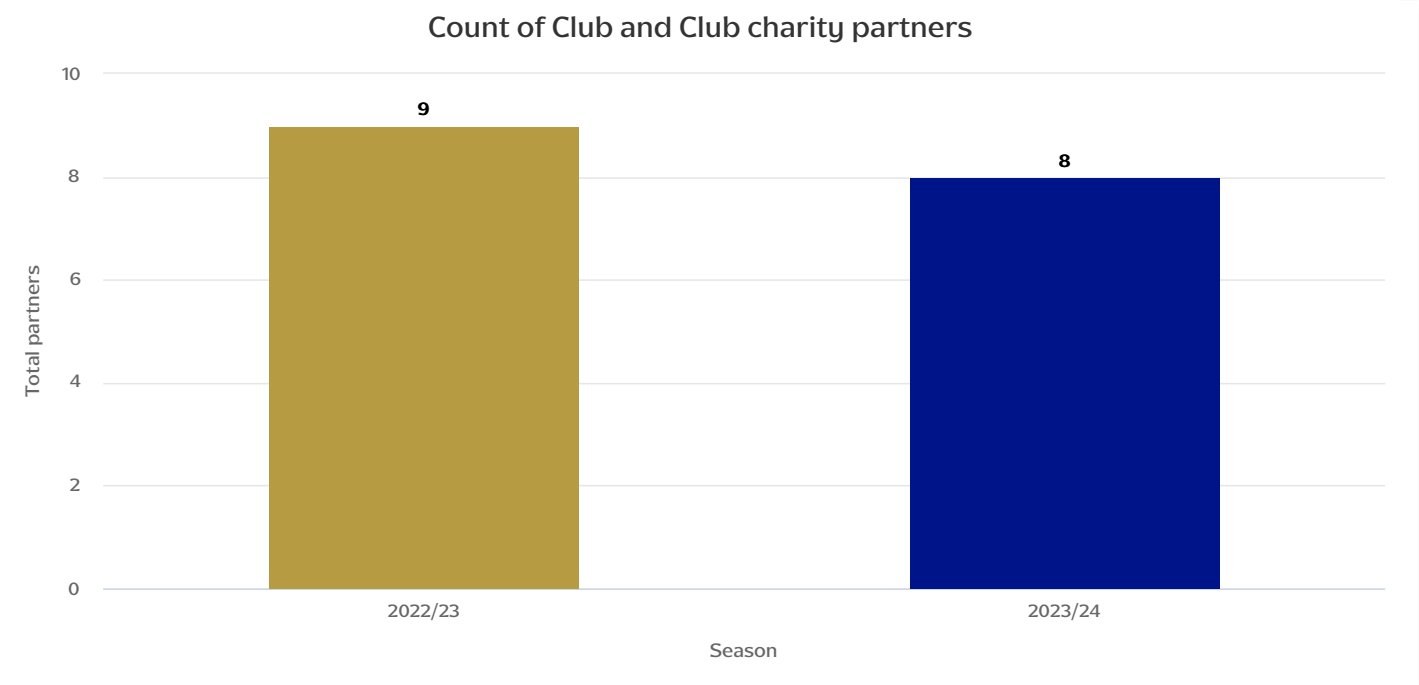
In terms of expenditure, Cheltenham Town spent £369,501 to support community projects and initiatives in 2023/24. Of this, £298,847 was spent on the delivery of projects and programmes and £70,654 was used to support general operations.[10]

Networks and partnerships

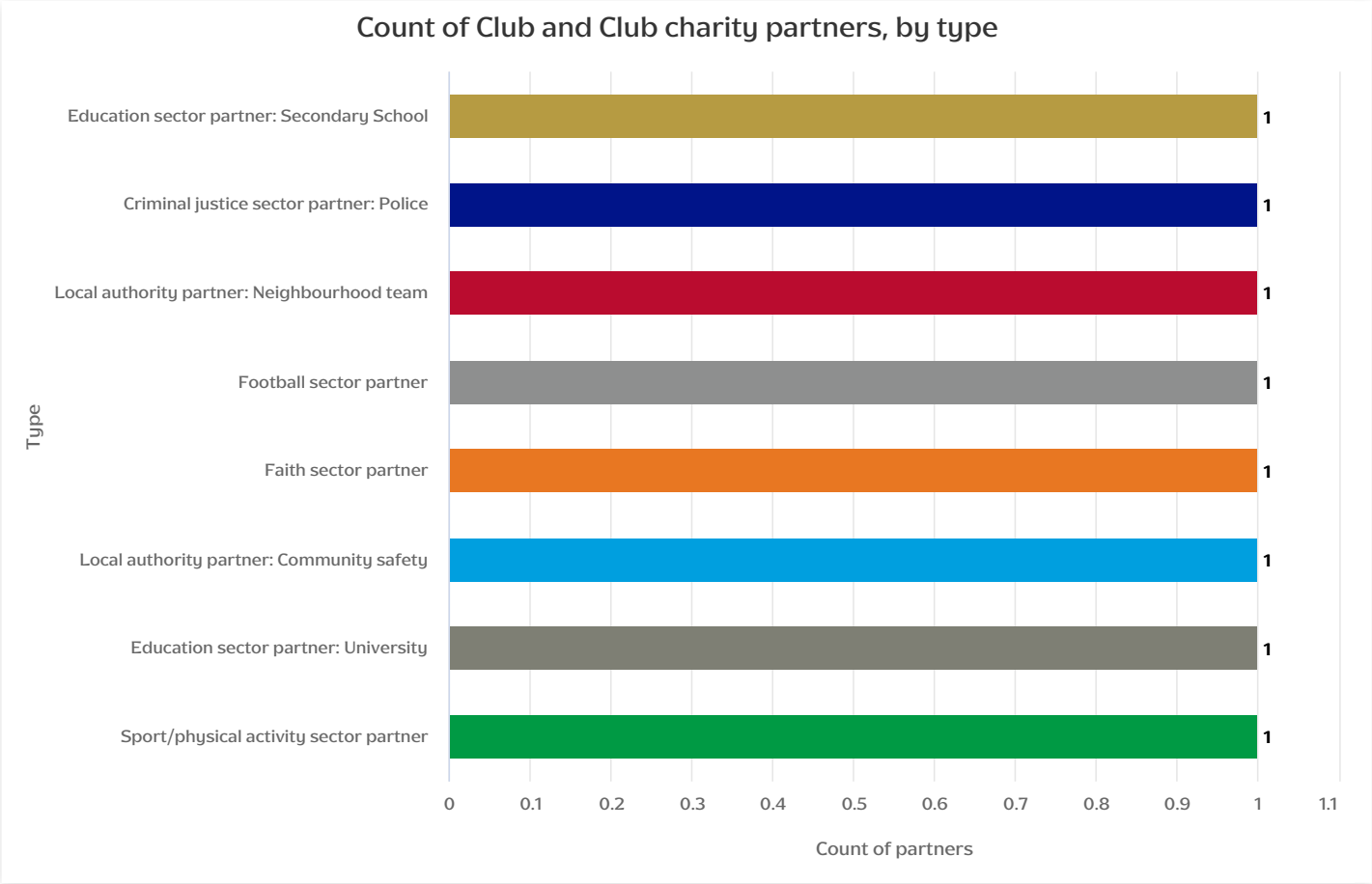
The Club and Club charity at Cheltenham Town have built partnerships with a range of organisations to help generate resources and support their communities. These partnerships have a range of functions and purposes, but often focus on one or more of the following:

- Generating insights into local communities' priorities and needs
- Learning about the most effective forms of intervention and practice[11]
- Pooling or generating funding, resources and expertise for maximum benefit
- Ensuring that interventions are being well coordinated to prevent duplication and/or the under or over supply of interventions in specific areas.

In 2023/24, Cheltenham Town established and maintained 8 partnerships across the season, while in 2022/23 the figure was 9.



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



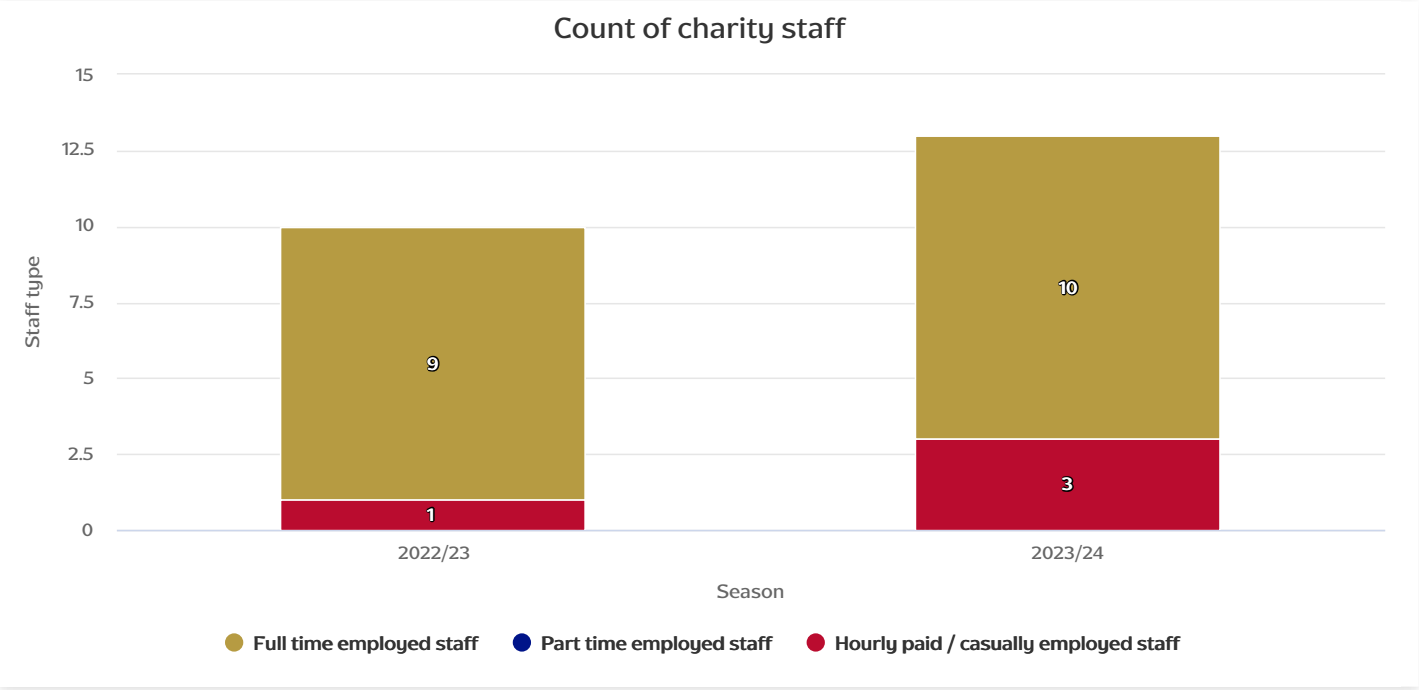
This data demonstrates the breadth of the partnerships developed and maintained at Cheltenham Town in 2023/24.

Staff

In 2023/24, the Club charity at Cheltenham Town employed a total of 13 staff to support the Club's communities:

- 10 full time
- 3 hourly paid.

In 2022/23, 10 staff were employed.

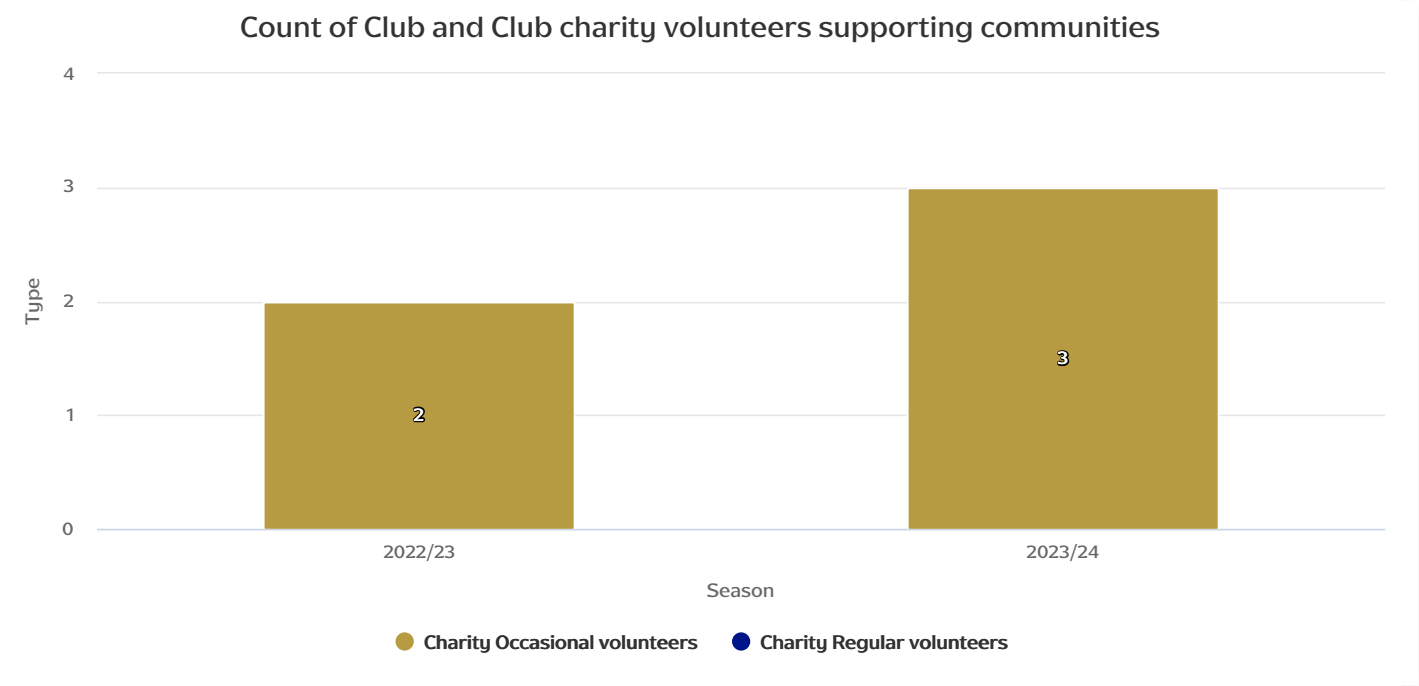


Several Club staff at Cheltenham Town also supported the delivery of community activities in 2023/24. In total, 2 full time, part time and casual Club staff provided community support during the season via the Club's charity.

Collectively, it is estimated that employees at Cheltenham Town provided 143,400 hours of support to their communities in 2023/24. Of these, 640 hours were provided free of charge by the Club as 'in-kind' support to community organisations. The approximate cost-replacement value of these hours can be calculated at £11,980.80.[12]

Volunteers

In addition to paid employees, the Club and Club charity at Cheltenham Town also deployed volunteers to support community activities in 2023/24. The charity engaged and utilised 3 regular and occasional volunteers during the season. In 2022/23, 2 volunteers were used by the charity to support its work.



Together, it is estimated that Club and charity volunteers from Cheltenham Town provided 288 hours of support to communities in 2023/24, an average of 2 hours per volunteer per week across the season.[13] The approximate cost-replacement value of these hours can be calculated at £5,391.36,[14] meaning that – added to the in-kind support provided by Cheltenham Town Club staff to communities in 2023/24 - the total estimated value of charity and Club staff and volunteering support provided to communities in the season was £17,372.16.

In-kind support

In 2023/24, Cheltenham Town also provided other forms of in-kind support to its communities. During the season, 849 match tickets were distributed to its charity and other community organisations, with a value of £14,361.

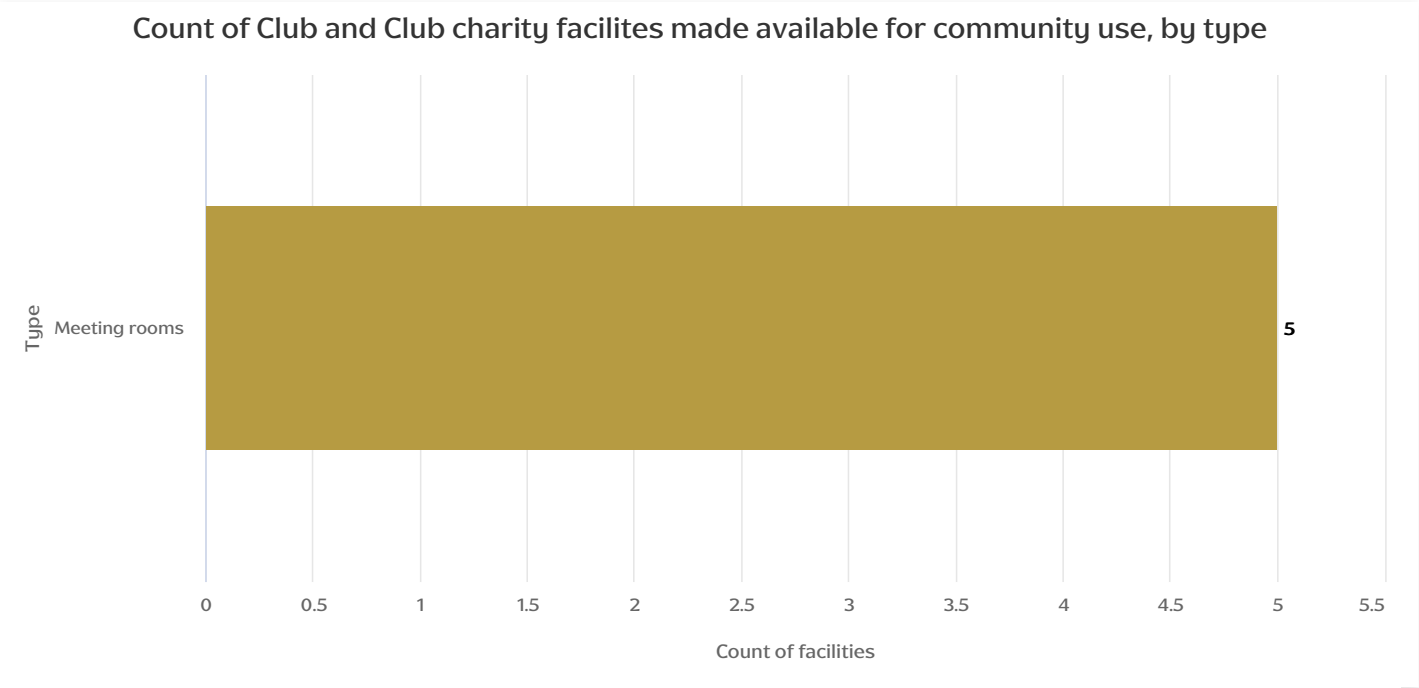
In the same year, the charity at Cheltenham Town also received various types of other in-kind support from the Club and a range of other organisations to support the delivery of its community projects and broader activities. Specifically, the following were received free or subsidised:

- Access to various types of facilities worth £7,290

Collectively, this means the charity at Cheltenham Town generated and invested an additional £7,290 of in-kind support in its communities in 2023/24. Added to support provided by the Club, the total amount of in-kind support provided by both the Club and charity in the season was £21,651.

Facilities

In 2023/24, 5 facilities of various types were made available to support Cheltenham Town's communities. The specific types of facilities provided for community use are summarised below:



During the season, 100 hours of delivery were facilitated and supported across these facilities.

Of the hours of delivery supported in facilities in 2023/24, 24 were provided free of charge or at a subsidised rate for community groups and/or other community activities. The estimated 'cost replacement'[15] value of these hours is £600.[16]

To further support their communities, the Club and charity at Cheltenham Town provided a series of facilities to assist with ongoing challenges relating to the cost of living. During the 2023/24 season, 2 facilities were made available across an aggregate of 14 days to help communities with the cost of living.

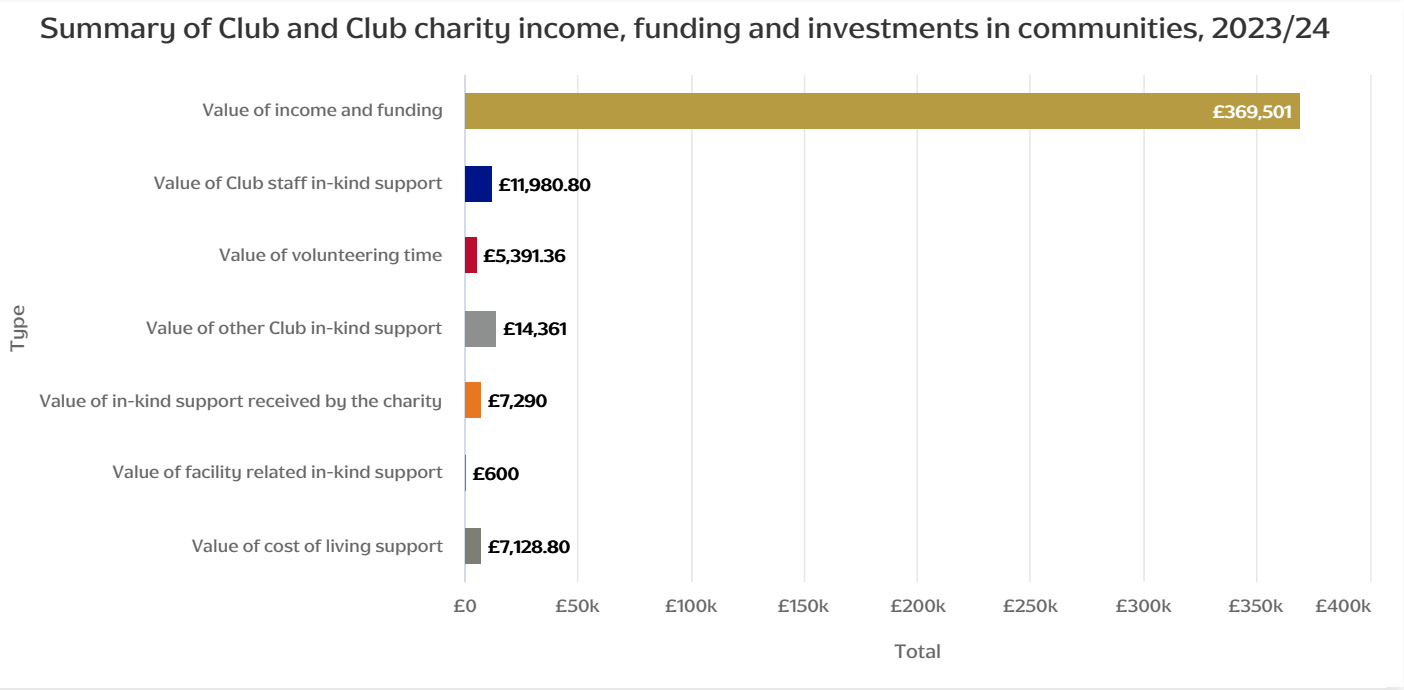
It is estimated that:

- 10 visits were made to 'warm banks'[17]

In total, it is estimated that goods and services with a replacement value of £2,100 were supplied and/or distributed by Cheltenham Town through its cost-of-living support facilities in 2023/24. It is also estimated that the cost replacement value of the facilities provided during that season was £5,028.80.

Summary of investments

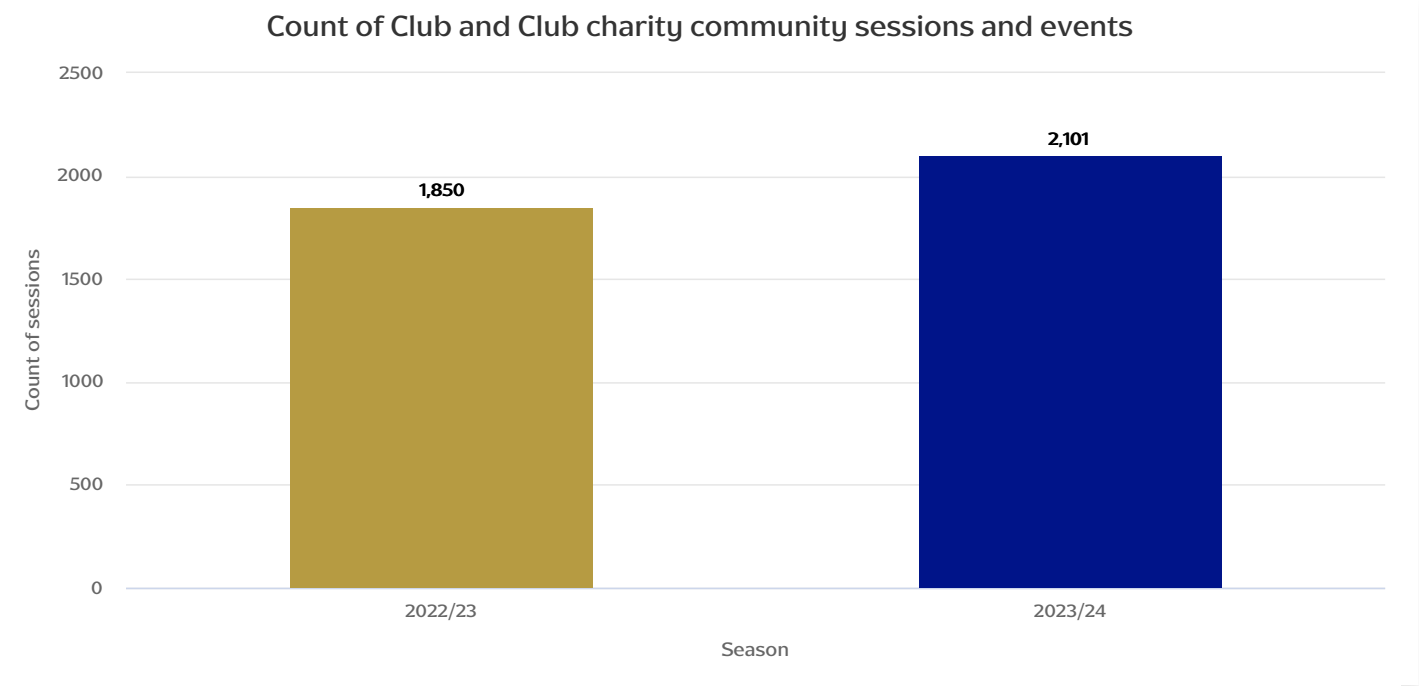
In 2023/24, the Club and Club charity at Cheltenham Town collectively generated and invested £416,252.96 of income and in-kind support in their communities. In 2022/23, £365,661.84 of support was invested.



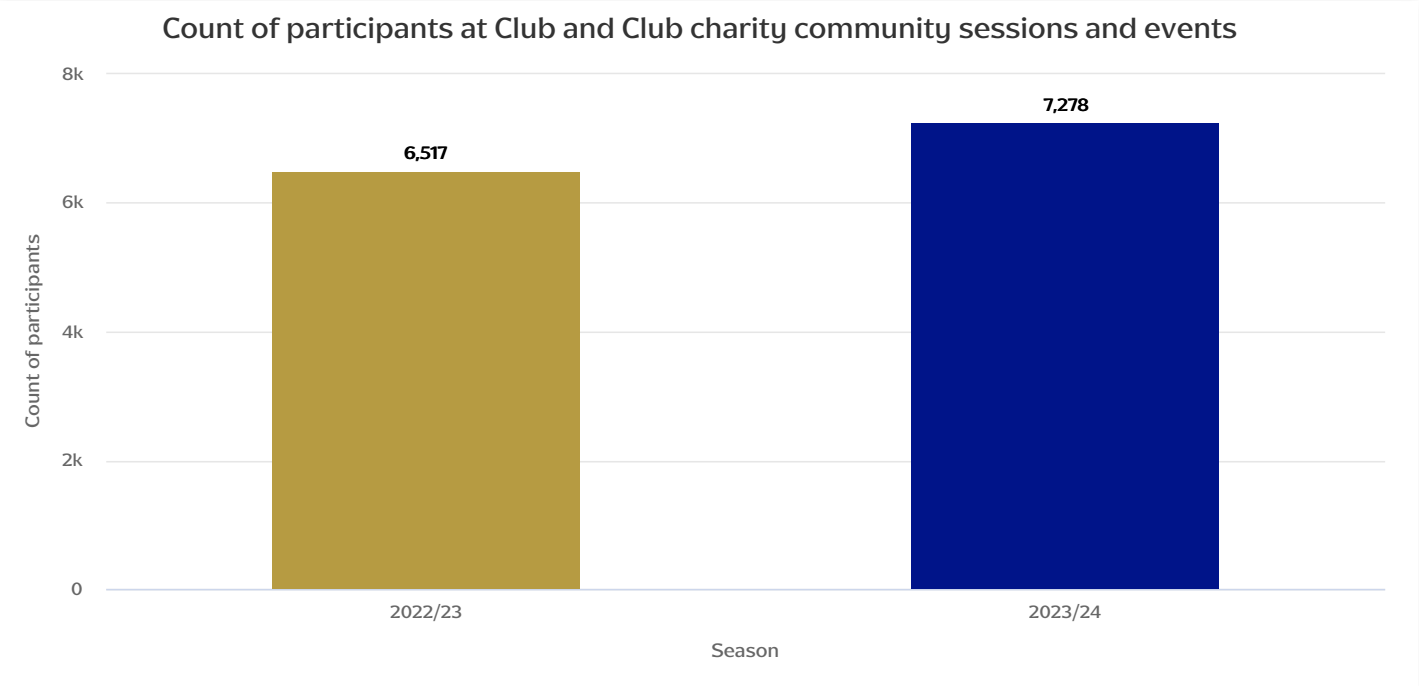
4 Delivering in Communities

Introduction

Between June 2022 and May 2024, the Club and Club charity at Cheltenham Town delivered 3,951 community sessions and events[18] (2,101 in the most recent season) and over 6,174 hours of delivery (3,061 in 2023/24).



In 2023/24, Cheltenham Town engaged 7,278 individual participants[19] in community-focused sessions and events. Together, these people attended 3,708 times across the season, meaning each participant attended an average of 0.51 sessions. The number of participants attending community-focused sessions and events in 2022/23 was 6,517.



In 2023/24, Cheltenham Town reported that of the participants at sessions and events:

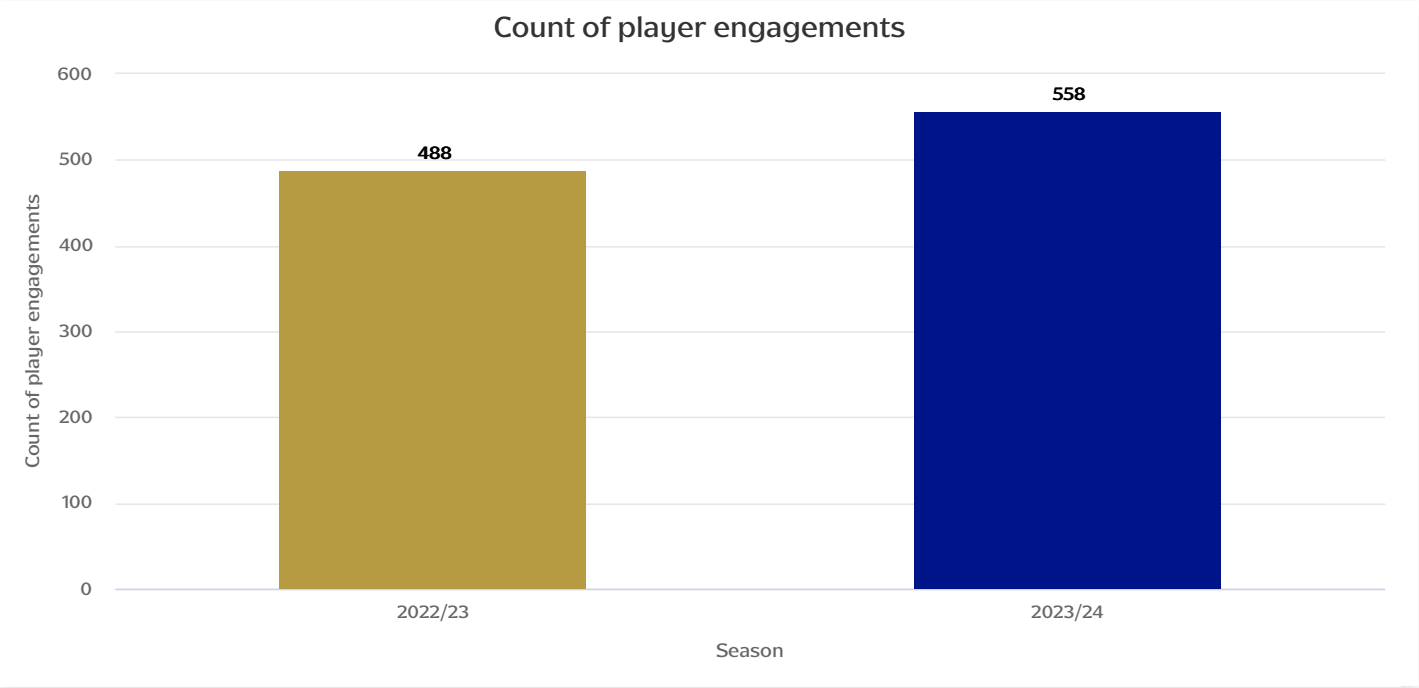
- 35.90% were female
- 7.28% were from ethnically diverse communities
- 2.88% had a disability or long-term limiting illness
- 11.87% were from the 20% most deprived areas in England and Wales.

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

Player engagements

Cheltenham Town has continued to make available its players to support local events, initiatives, and communities wherever possible. The Club, the PFA and players themselves have long understood that alongside the Club's brand, heritage and fans, players are the most powerful and immediate representatives of the Club's commitment to its communities. They also share the belief that players of all types – from men's first team representatives to women's squad players and players at different age groups – have responsibilities to support and advocate on behalf of their local communities, helping to bring profile, focus and engagement to initiatives designed to help communities with their most pressing needs.

Across 2022/23 and 2023/24, 1,046 player engagements with local communities were facilitated by the Club and Club charity at Cheltenham Town.



In 2023/24 alone, 558 player engagements were facilitated, with 34 made in support of the wider community engagement work delivered, focusing on education and health support, social inclusion, anti-racism and inclusion for women and people with disabilities.

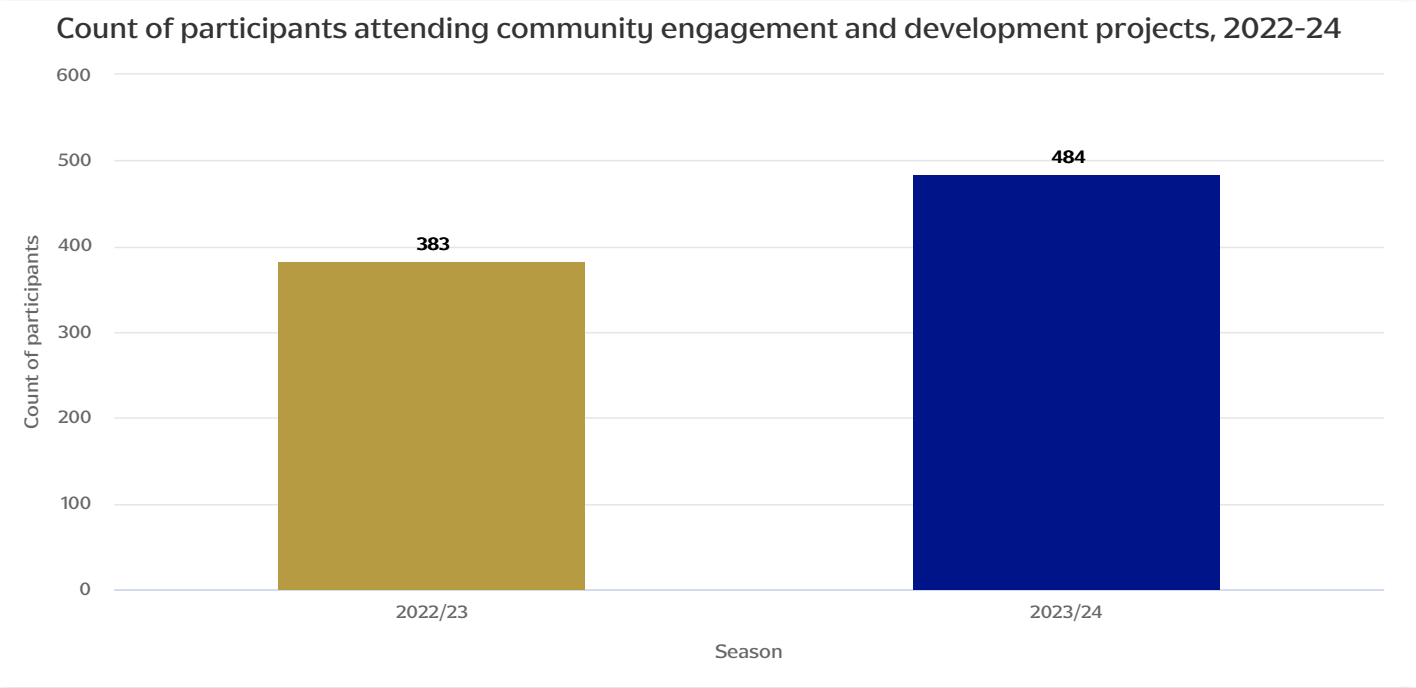
Whilst not included in the previous section of this report as an in-kind community 'input', it is possible to place a value on players' community engagements. Using average player salaries across the three EFL divisions - and the time players contractually spend on community activities as a percentage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

- In 2022/23, the 488 player engagements made had a total value of £284,504
- In 2023/24, the 558 player engagements made had a total value of £325,314.

This means that the players at Cheltenham Town collectively contributed an additional £609,818 of in-kind support to the Club's communities between June 2022 and May 2024.

Community engagement and development

In 2023/24 the Club and Club charity at Cheltenham Town delivered 244 sessions focused on community engagement and development: a total of 344 hours of delivery. In total, 484 individual participants were engaged in these sessions during the season, making 372 attendances between them (an average of 0.77 session attendances per participant). The number of participants attending community and engagement sessions in 2022/23 was 383.



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

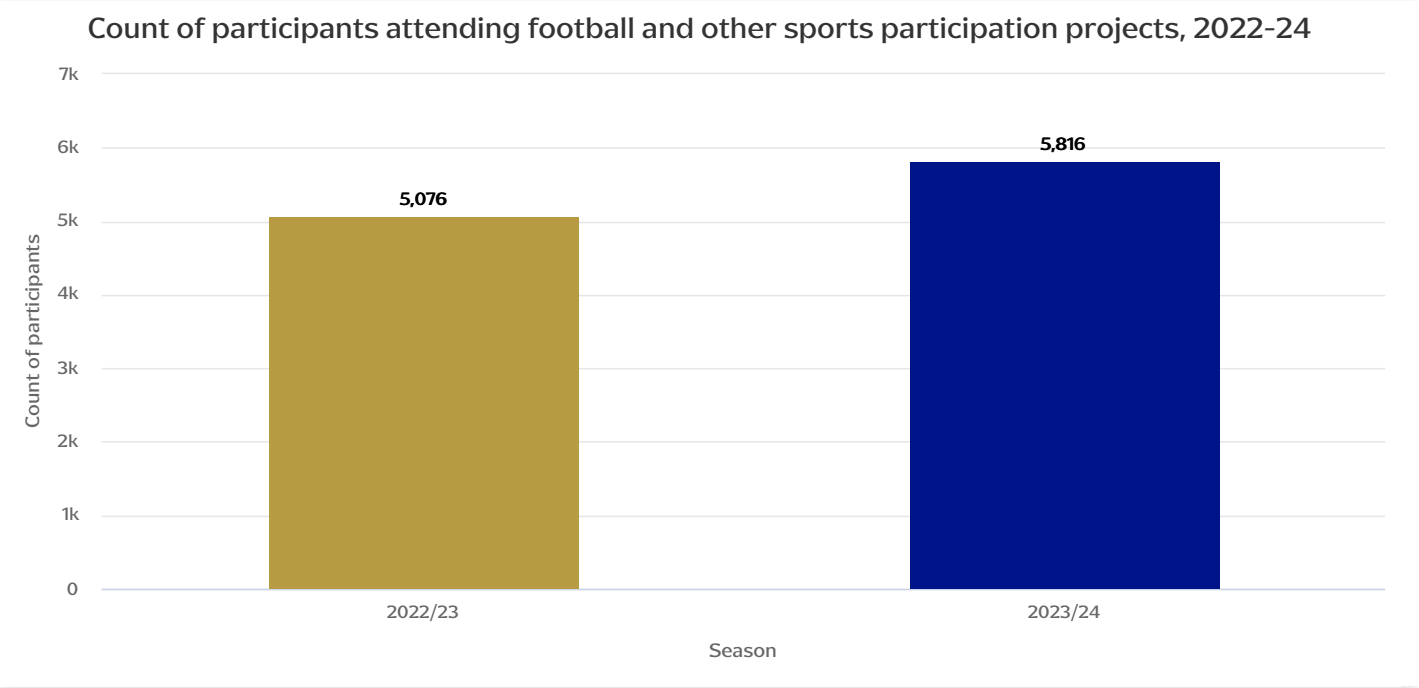
- General events designed to engage local communities (for instance, Club matchday engagement events)
- Events and sessions focused on population groups with specific support needs (for instance, projects focused on youth development)
- Events and sessions focused on specific community challenges and/or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

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

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
PL Kicks	466	232	320	358
Police Crime Commissioner Project	18	12	24	14

Participation projects

In 2023/24, the Club and Club charity at Cheltenham Town delivered 1,234 football and/or other sports participation sessions: a total of 1,113 hours of delivery. In total, 5,816 participants were engaged through participation sessions during the season, attending 3,225 times between them (an average of 0.55 sessions per participant). The number of participants attending participation sessions in 2022/23 was 5,076.



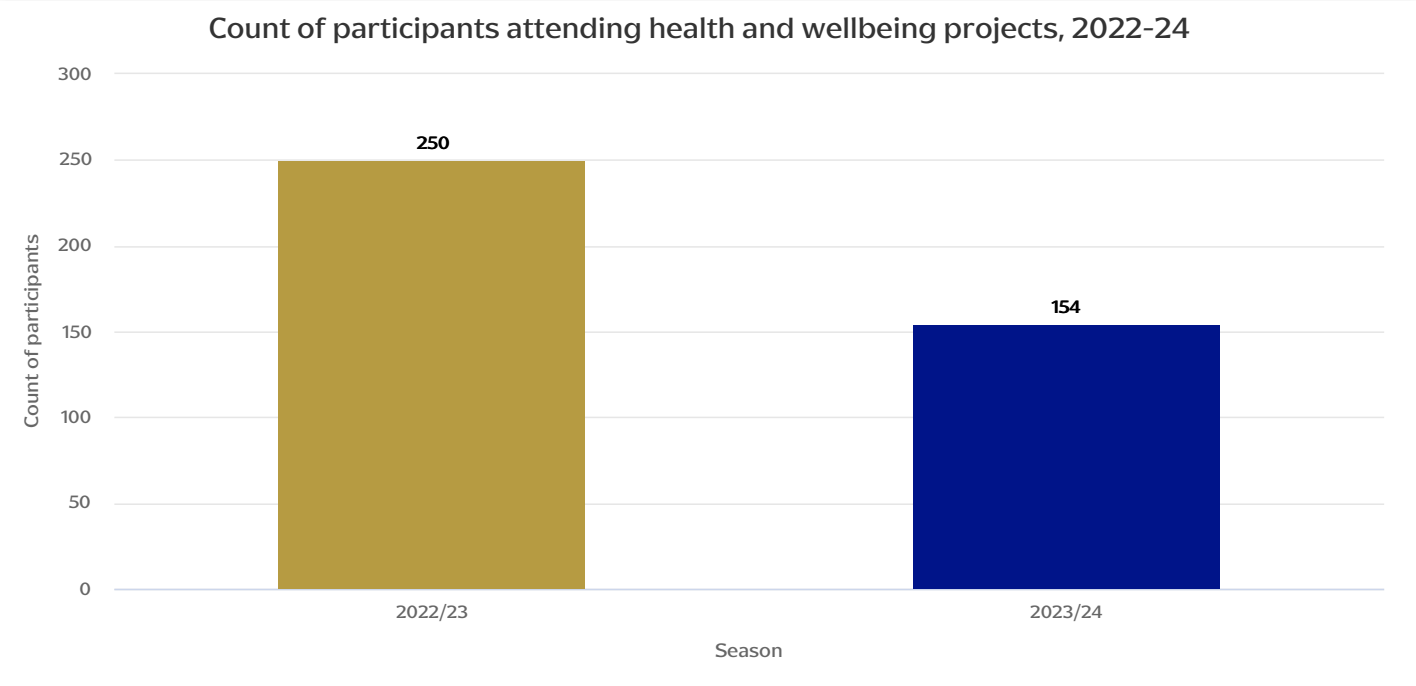
Cheltenham Town delivered a range of participation projects in 2023/24, often focused on individual population groups. Whilst not designed to deliver specific personal, health or social outcomes for participants, typically these projects focused on providing opportunities for under-served communities[21] to engage with football and/or other sports in a range of new ways.

The table below shows the various types of participation projects delivered by Cheltenham Town in 2023/24, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
After School Clubs	1,470	825	33	1,470
College Coaching	162	60	120	162
Futsal Development	136	90	90	25
Girls Cup	80	10	12	80
Girls Only Primary School Football Sessions	240	8	8	30
Holiday courses	1,884	52	312	62
Kellogg's Holiday Course Vouchers	381	6	180	381
Kids Cup	56	7	8	56
Little Robins	19	30	30	19
Matchday activities/projects	476	18	108	28
Pan disability football	30	51	60	30
Premier League Fans Fund	498	69	120	498
Primary School Football Tournments	384	8	32	384

Health and wellbeing projects

In 2023/24, the Club and Club charity at Cheltenham Town delivered 28 sessions focused on improving participants' health and wellbeing: a total of 88 hours of delivery. In total, 154 participants were engaged in health and wellbeing sessions during the season, attending 49 times between them (an average of 0.32 sessions per participant). The number of participants attending health and wellbeing sessions in 2022/23 was 250.

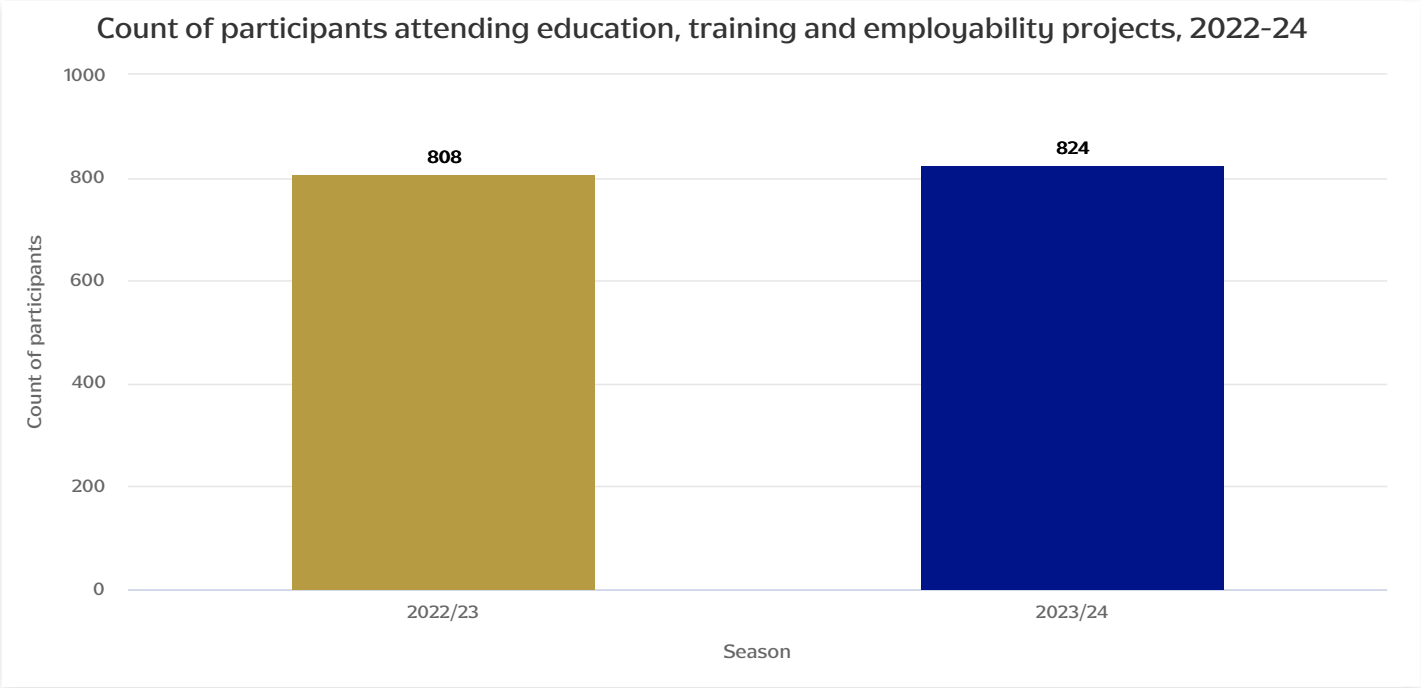


The table below shows the main types of health and wellbeing projects delivered by Cheltenham Town in 2023/24, along with a series of key data:

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
Holiday Activates Food Programme	140	8	48	35
Talking Football	14	20	40	14

Education, training and employment projects

In 2023/24, the Club and Club charity at Cheltenham Town delivered 595 sessions to support education, training and/or employment: 1,516 hours of delivery. In total, 824 participants were engaged in education, training and/or employment sessions during the season, attending 62 times between them (an average of 0.08 sessions per participant). The number of participants attending education, training and employment sessions in 2022/23 was 808.



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

Name	Count of participants	Count of sessions	Sum of session hours	Aggregate attendance
16-18 Sports L3 programmes - Subcontracted Provision	22	195	1,170	22
CTCT Engagement Project	30	30	90	10
PL Primary Stars	766	370	256	30
USW Foundation Degree	6			

5 Delivering Change for Communities

Introduction

This section presents data on the personal and social changes – or what are often termed outcomes[22] – that the community-focused sessions and events delivered by Cheltenham Town have created for participants.

While it is clear from the previous section that Cheltenham Town has delivered large numbers of projects and interventions focused on making positive differences to participants' lives, gathering robust data on the effects of these projects on, for instance, participants' physical and mental health, can often be complex and challenging, especially where specialist research and evaluation support is not available.

To evidence the outcomes delivered and/or supported by Cheltenham Town during 2022/23 and 2023/24, this section draws together data from of a range of structured outcome measurement exercises conducted by the Club and Club charity, most often through participant surveys. The results of these have then been blended with programme wide outcome measurement processes that have been used on large scale projects (for instance, on projects funded by EFL in the Community and/or PLCF) to build a picture of both the types and frequency of the outcomes being achieved. Specifically, the evidence presented in this section focuses on the following key 'outcome pillars':

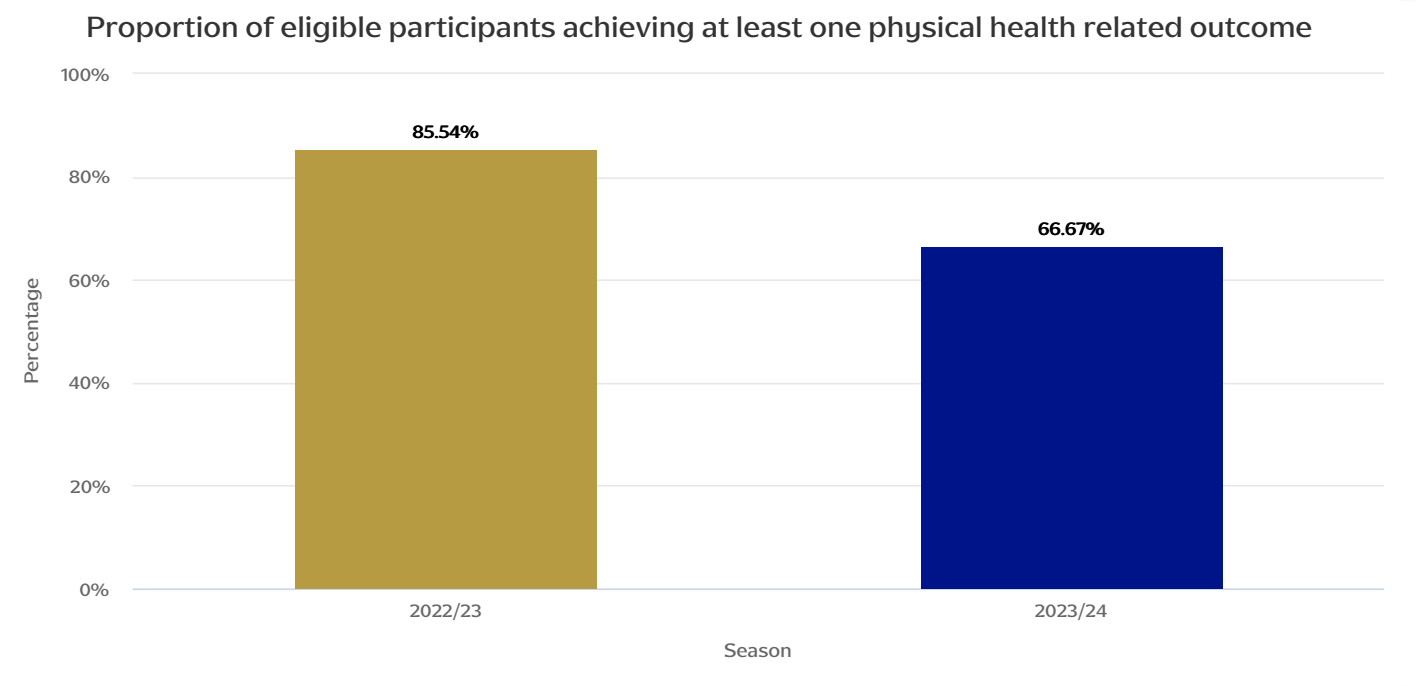
- Physical health
- Mental health
- 'Community' outcomes (i.e., those relating to community connections, cohesion and participation)
- Education, training and/or employment.

The specific outcomes that have been measured by Cheltenham Town have varied from season to season and project to project. This means that when reading the remainder of this section it is important to note the varying numbers of participants who were 'eligible' for the outcome (i.e., they attended a related project in the relevant season), the proportion who were measured for it, and the proportion who achieved it. This contextual data is provided throughout the section.

Impacts on physical activity, physical literacy and physical health

In 2023/24, 1,232 participants attended sessions or events delivered by Cheltenham Town designed to impact directly - or indirectly - on an aspect of their physical health.[23]

Of these participants, 108 were 'measured' for physical health impacts, with 72 achieving at least one outcome relating to physical health. In 2022/23, 207 participants measured for a physical health impact achieved at least one positive outcome.



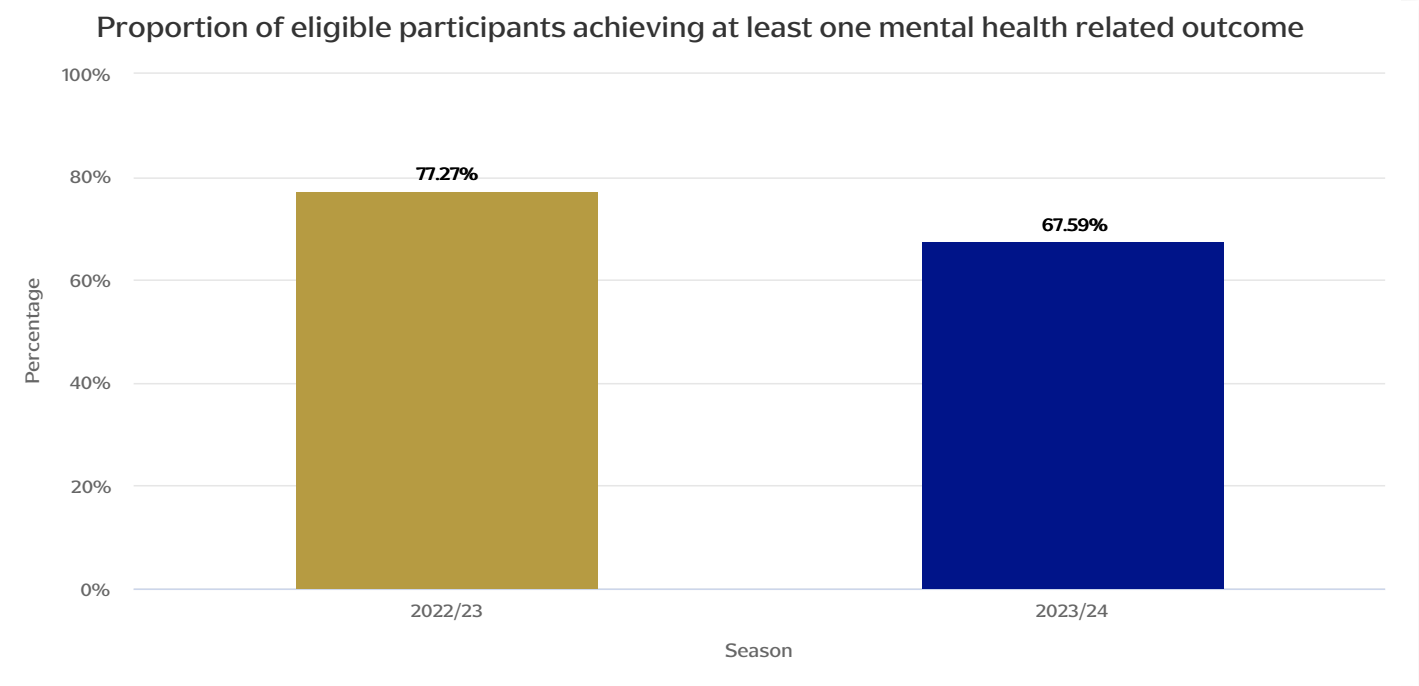
The physical health related outcomes that participants were measured for and/or achieved in 2023/24 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes that related to the amount and frequency of physical activity they were doing; changes in their levels of physical literacy; or improvements in their physical health:

Type	Count of eligible participants	Count of participants measured for outcome	Count of participants achieving outcome	Percentage of measured participants achieving outcome
Count of participants participating more often in competitive sport & physical activity	1,232	108	46	42.6%
Count of participants progressing in/into pathways in sport	766	70	36	51.4%
Count of participants reporting improved enjoyment of physical activity (including football and sport)	466	38	36	94.7%
Count of participants reporting improved physical health/wellbeing (general)	1,232	108	71	65.7%

Impacts on mental health

In 2023/24, 1,232 participants attended sessions or events delivered by Cheltenham Town that were designed to impact directly - or indirectly - on an aspect of their mental health.[24]

Of these participants, 108 were 'measured' for mental health impacts, with 73 achieving at least one outcome relating to mental health. In 2022/23, 187 participants measured for a mental health impact achieved at least one positive outcome.



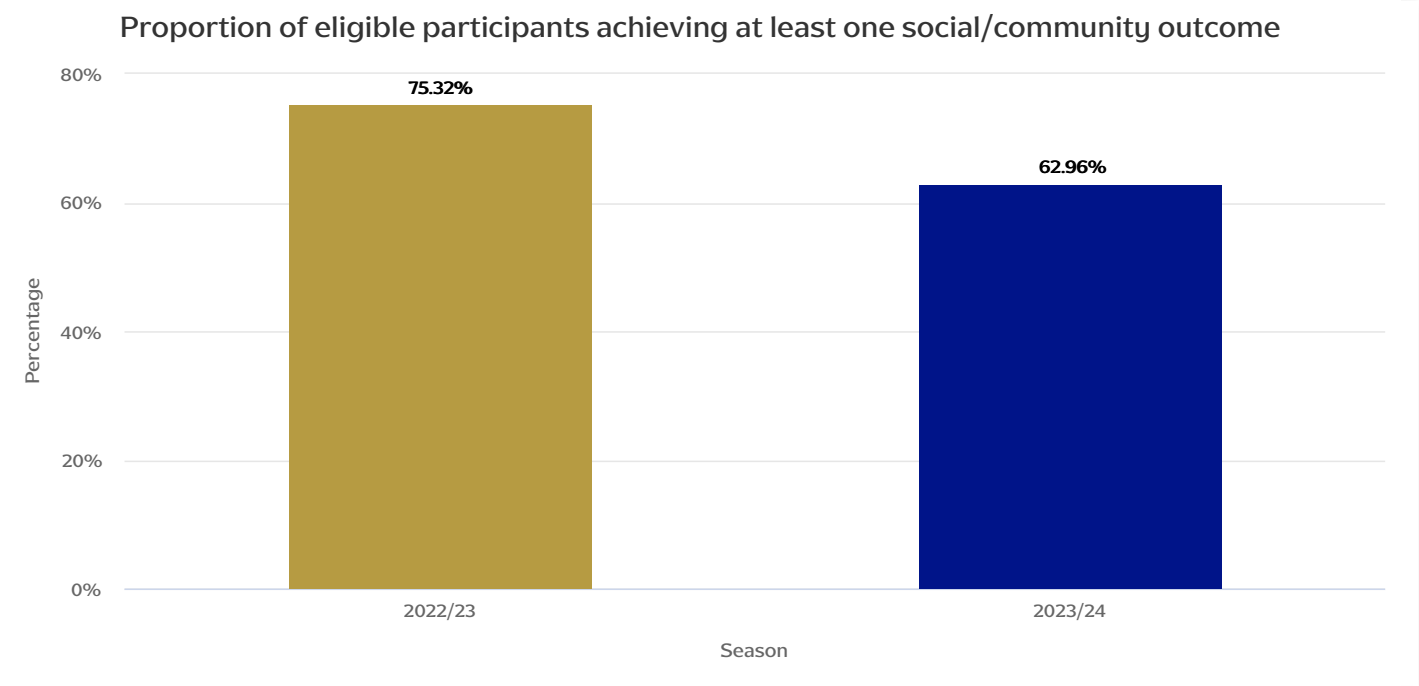
As with outcomes relating to physical health, the specific mental health related outcomes that participants were measured for and/or achieved in 2023/24 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating to improvements in their mental health:

Type	Count of eligible participants	Count of participants measured for outcome	Count of participants achieving outcome	Percentage of measured participants achieving outcome
Count of participants reporting improved mental wellbeing (general)	1,232	108	73	67.6%
Count of participants with improved confidence and/or self-esteem	1,232	108	72	66.7%

Impacts on social/community outcomes

In 2023/24, 1,232 participants attended sessions or events delivered by Cheltenham Town that were designed to impact on social or community related outcomes, either directly or indirectly.[25]

Of these participants, 108 were 'measured' for community-related impacts, with 68 achieving at least one positive community outcome. In 2022/23, 116 participants measured for a community related outcome achieved at least one positive outcome.



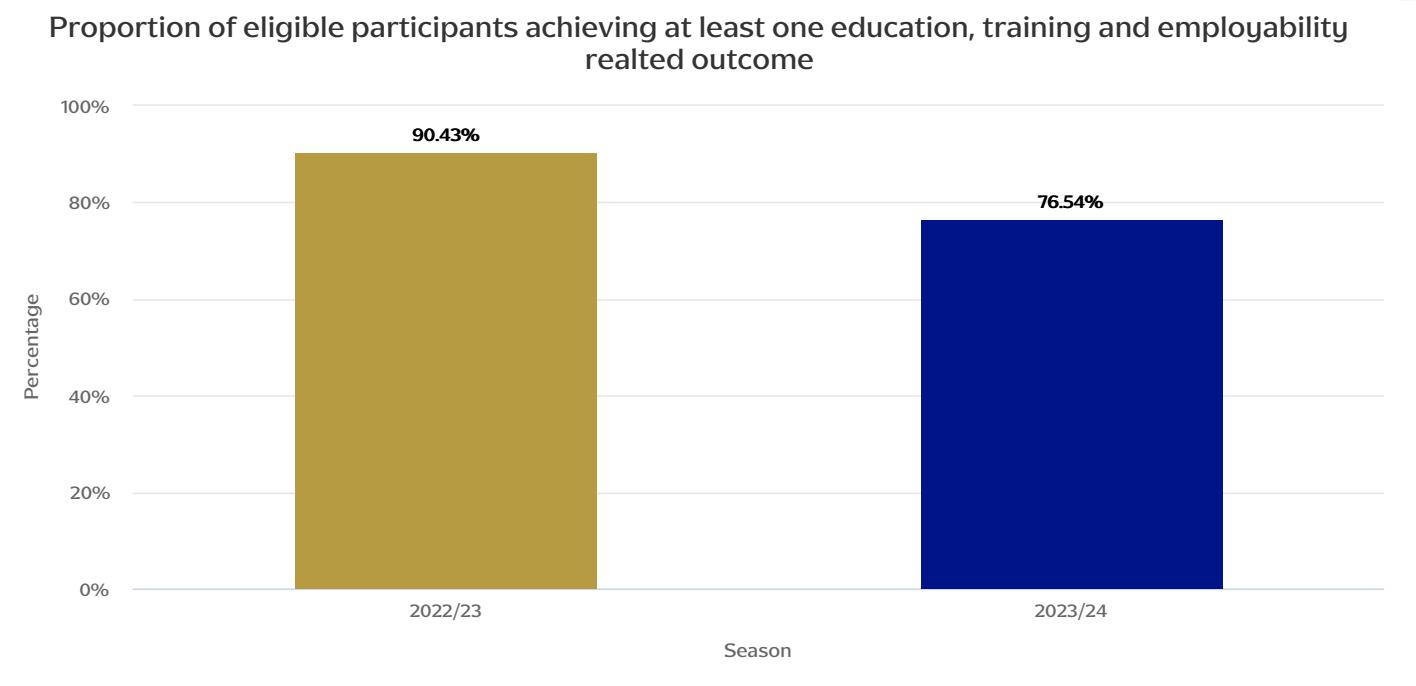
As with health-related outcomes, the specific community outcomes that participants were measured for and/or achieved in 2023/24 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating to improvements in their feelings of connection to others and/or the communities of which they are part:

Type	Count of eligible participants	Count of participants measured for outcome	Count of participants achieving outcome	Percentage of measured participants achieving outcome
Count of participants participating more in community activities	766	70	2	2.9%
Count of participants reporting improved interpersonal relationships	1,232	108	67	62.0%
Count of participants reporting improved positive attitudes towards others	1,232	108	68	63.0%

Impacts on education, training and employment

In 2023/24, 1,726 participants attended sessions or events delivered by Cheltenham Town that were designed to impact on education, training and/or employment outcomes, either directly or indirectly.[26]

Of these participants, 162 were 'measured' for education, training or employment-related impacts, with 124 achieving at least one positive outcome. In 2022/23, 189 participants measured for an education, training and/or employment-related outcome achieved at least one positive outcome.



Again, the specific education, training and/or employment outcomes that participants were measured for and/or achieved in 2023/24 varied from project to project. Overall, though, during that season, the following numbers and proportions of participants achieved outcomes relating to educational engagement and attainment or progression into training and employment:

Type	Count of eligible participants	Count of participants measured for outcome	Count of participants achieving outcome	Percentage of measured participants achieving outcome
Count of participants demonstrating more positive behaviours in educational settings	766	70	30	42.9%
Count of participants feeling more inspired and engaged in educational settings	1,232	108	73	67.6%
Count of participants making progress into employment, education or training	466	38	35	92.1%
Count of participants reporting improved attendance at school	766	70	22	31.4%
Count of participants with improved attainment at school	766	70	33	47.1%
Count of participants with improved educational skills and knowledge	1,232	108	65	60.2%

6 Creating Social Value for Communities

Introduction to social valuing

In addition to the number of positive personal and social outcomes delivered by Cheltenham Town across its communities, it is important to consider the value these changes have both for individual participants and communities and society more broadly. In recent years the concept of 'social value'[27] has emerged as a means of quantifying the relative significance that people place on the changes they experience in their lives. It has also provided a means to measure – in financial terms – the value that businesses, social enterprises and charities create for the economy, society and local communities.

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

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

Both approaches measure two types of social value:

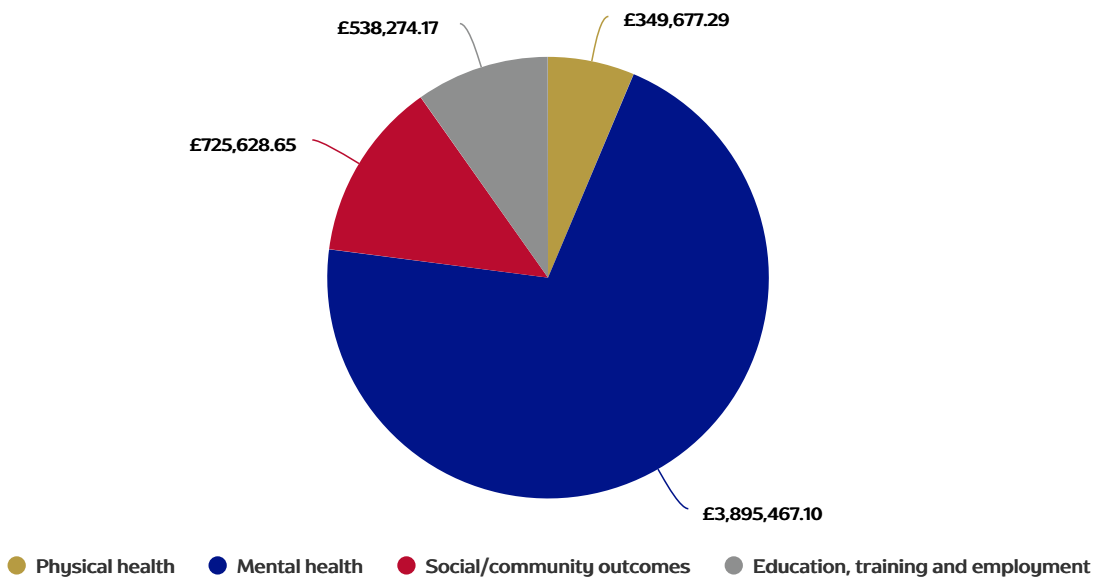
1. The value that specific outcomes have for individuals through:
    - Improved feelings of subjective wellbeing
    - Social connections that come through improved levels of social capital
    - Improvements in earnings associated with education, training and employment outcomes.
2. The wider social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

Overview of findings

In 2023/24, the Club and Club charity at Cheltenham Town generated a total of £5,509,047.20 of social value across its full range of projects and programmes. This consisted of £1,370,271.89 from targeted programmes[28] and £4,138,775.31 from participation programmes.[29] The value from all projects and programmes can be broken down into the outcome pillars introduced earlier with:

- £349,677.29 coming from savings and contributions associated with physical health
- £3,895,467.10 coming from mental health
- £725,628.65 coming from community/social outcomes
- £538,274.17 coming from outcomes relating to education, training and employment.

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



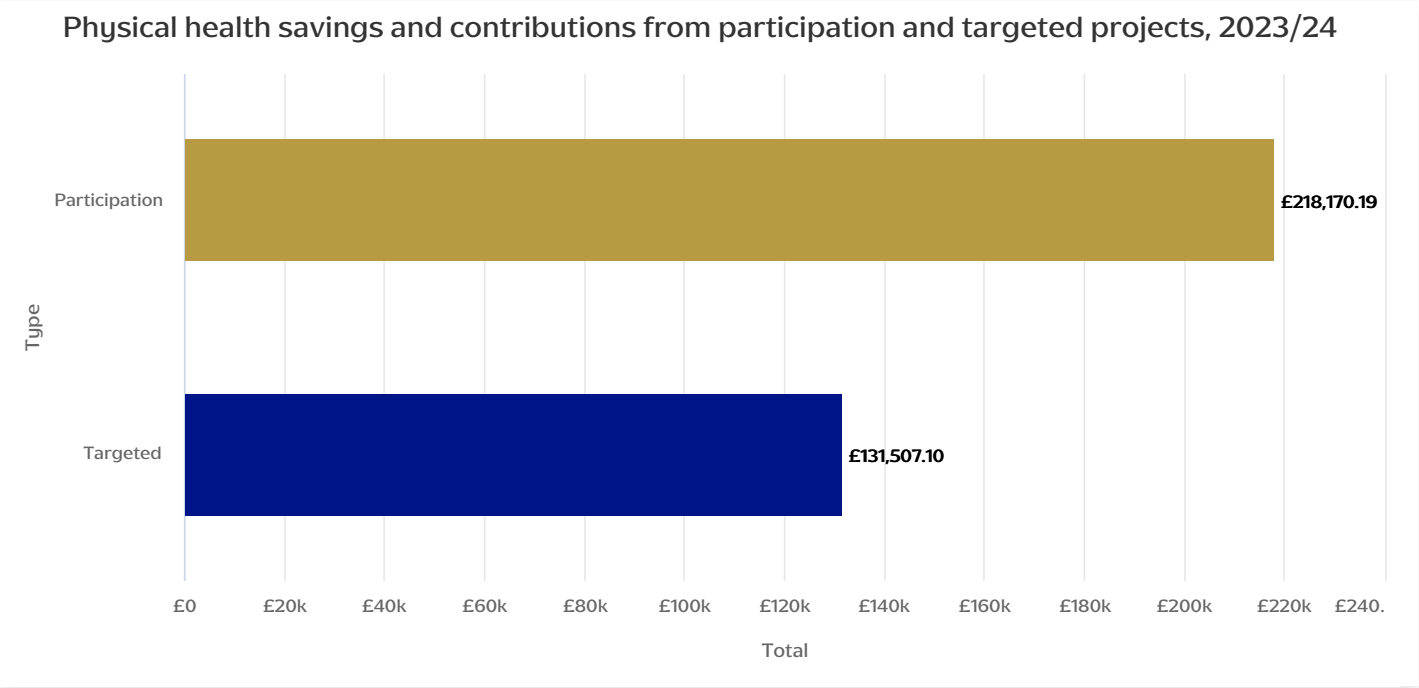
In 2022/23, a total social value of £5,356,349.84 was generated by Cheltenham Town.

Season	Type	Social value
2022/23	Participation	£3,369,280.04
2022/23	Targeted	£1,987,069.80
2023/24	Participation	£4,138,775.31
2023/24	Targeted	£1,370,271.89

Value relating to physical health

In 2023/24, the projects and programmes delivered by Cheltenham Town generated a social value of £349,677.29 relating to physical health outcomes. This equates to 6.30% of the overall social value delivered by the Club and Club charity across the season.

The value generated by Cheltenham Town in relation to physical health in 2023/24 was split between targeted and participation projects, with targeted projects delivering £131,507.10 of value, in comparison to participation projects which delivered £218,170.19. For participation projects specifically, the four key outcomes that were used for physical health valuations were cardiovascular disease, diabetes, cancer and age-related conditions, whilst consideration of the negative impacts of injuries sustained during programme participation was also included, along with associated healthcare costs.

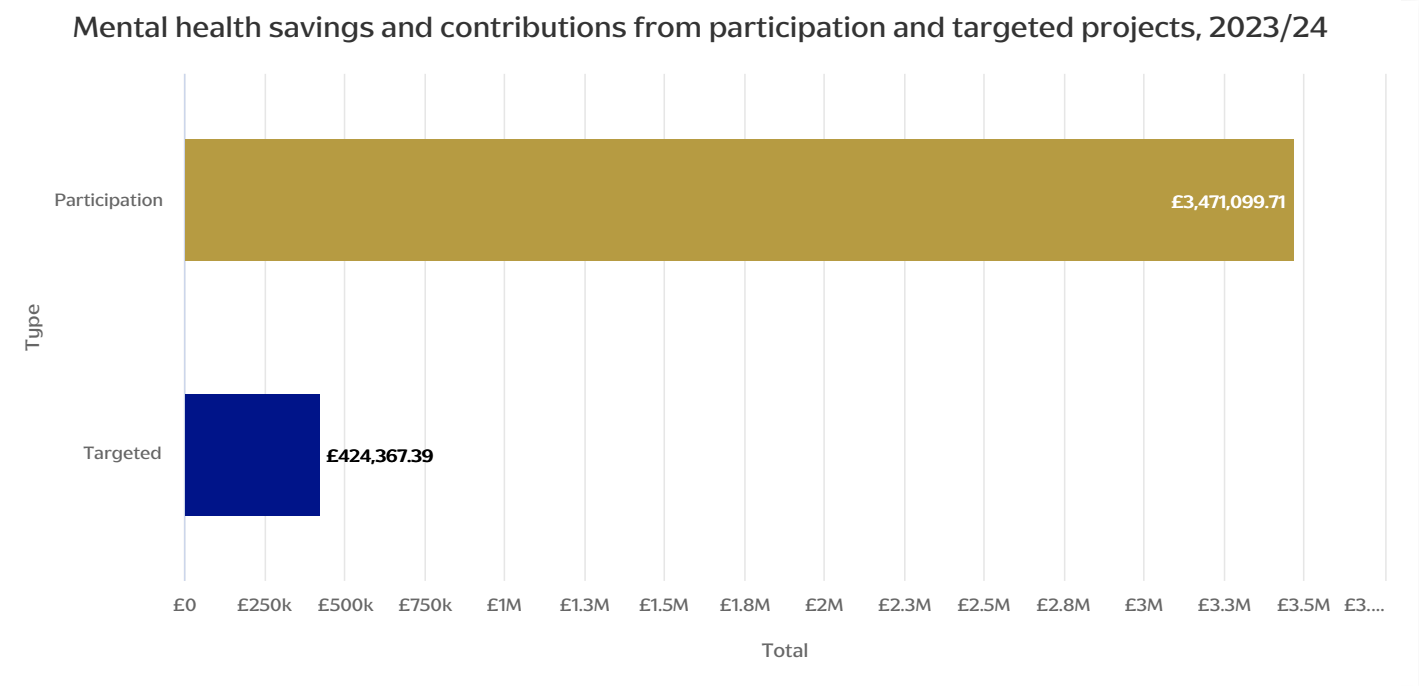


In 2022/23, Cheltenham Town delivered £382,390.12 of social value relating to physical health. This means that a total social value of £732,067.41 relating to physical health was generated by Cheltenham Town between June 2022 and May 2024.

Value relating to mental health and wellbeing

In 2023/24, the projects and programmes delivered by Cheltenham Town generated a social value of £3,895,467.10 relating to mental health outcomes. This is 70.70% of the overall social value delivered across the season.

The value generated by Cheltenham Town in relation to mental health in 2023/24 was again split between targeted and participation projects, with targeted projects delivering £424,367.39 of the value, in comparison to participation projects which delivered £3,471,099.71.

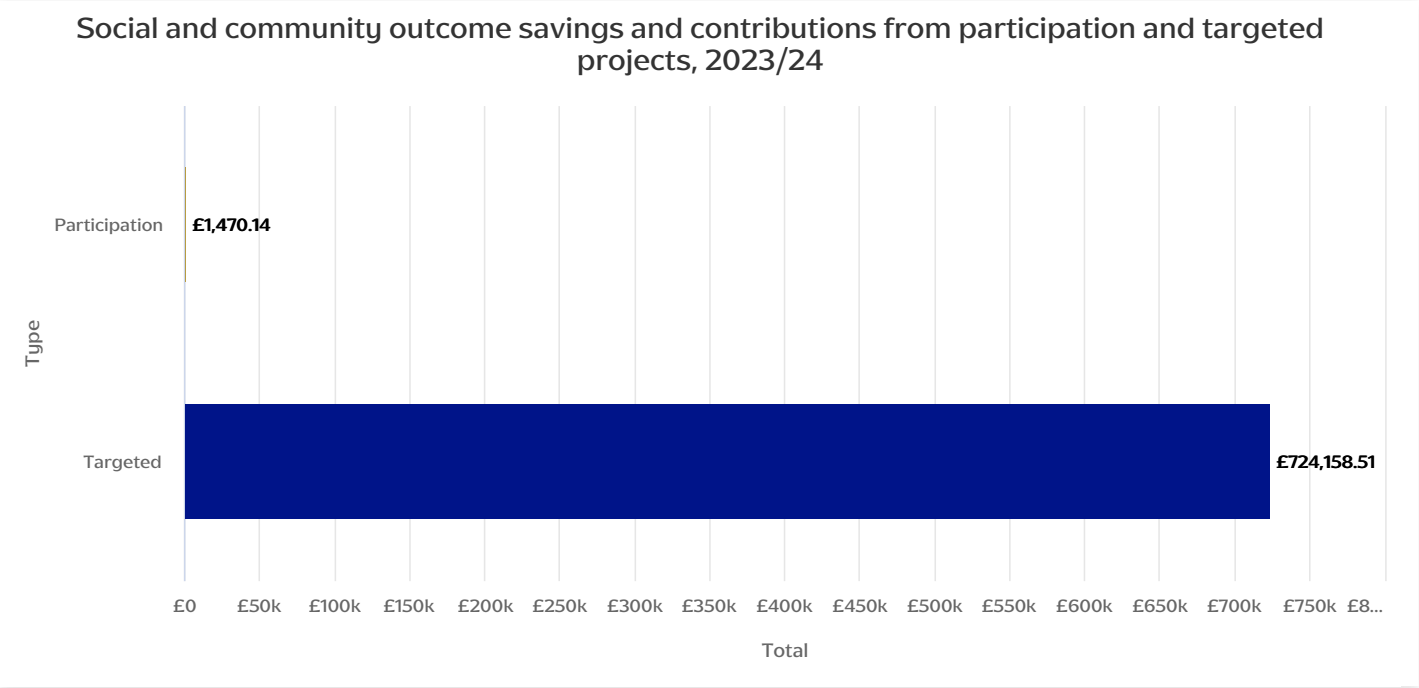


The most significant outcome that contributed towards mental health related social value in 2023/24 was Subjective Wellbeing.[30] This outcome is based on measures of how different aspects of people's lives contribute to their feelings of happiness and general wellbeing, and, more specifically, the actual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

In 2022/23, Cheltenham Town delivered £3,355,313.16 of social value relating to mental health. This means that a total social value of £7,250,780.26 relating to mental health was generated by Cheltenham Town between June 2022 and May 2024.

Value relating to community and social outcomes

In 2023/24, the projects and programmes delivered by Cheltenham Town generated a social value of £725,628.65 relating to community and social outcomes, with £724,158.51 coming from targeted programmes and £1,470.14 coming from participation projects. Together, this accounts for 13.20% of the overall social value delivered across the season.

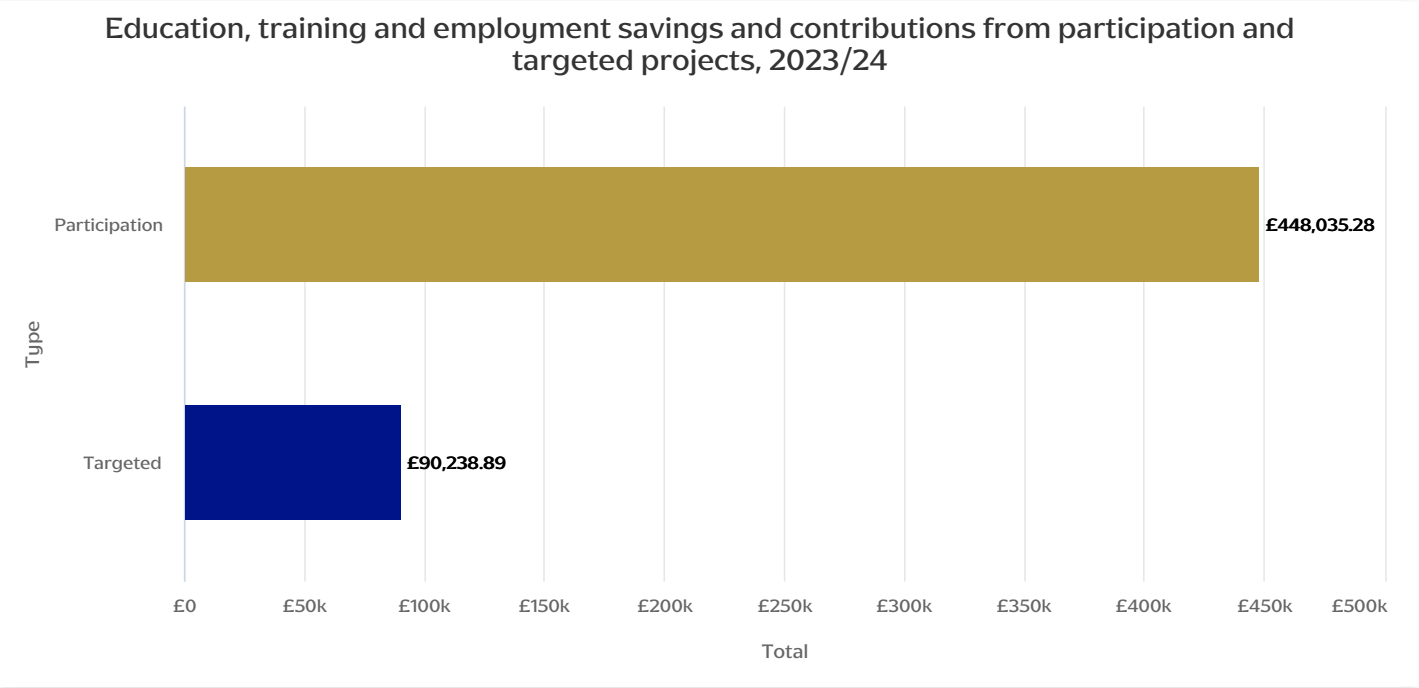


The value generated from community and social outcomes in 2023/24 resulted primarily from increases in social capital among participants, crime reduction and acts of social action.

In 2022/23, Cheltenham Town delivered £1,100,242.38 of social value relating to community and social outcomes. This means that a total social value of £1,825,871.03 relating to community and social outcomes was generated by Cheltenham Town between June 2022 and May 2024.

Value relating to education, training and employment

Cost savings and contributions relating to education, training and employment played an important role in the overall social value assessment for Cheltenham Town in 2023/24. Throughout the season, £538,274.17 of social value was produced that can be directly attributed to education, training and employment outcomes. Targeted projects delivered £90,238.89 of this value, whilst participation programmes contributed £448,035.28. Together, this accounts for 9.80% of the overall social value across the season.



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

In 2022/23, Cheltenham Town delivered £518,404.17 of social value relating to education, training and employment. This means that a total social value of £1,056,678.34 relating to education, training and employment was generated by Cheltenham Town between June 2022 and May 2024.

Contributions to the United Nations' Sustainable Development Goals

As part of their overall commitment to sustainability, the Club and Club charity at Cheltenham Town map how their community projects and interventions relate to each of the 17 United Nations' Sustainable Development Goals (UN SDGs). These goals constitute a global framework for outcome reporting and mark a recognition by the UN and others that efforts to tackle climate change and other global challenges can only be taken forward through efforts to address poverty and deprivation, which in turn depend on holistic strategies to improve people's health, education, employment opportunities and other social concerns.

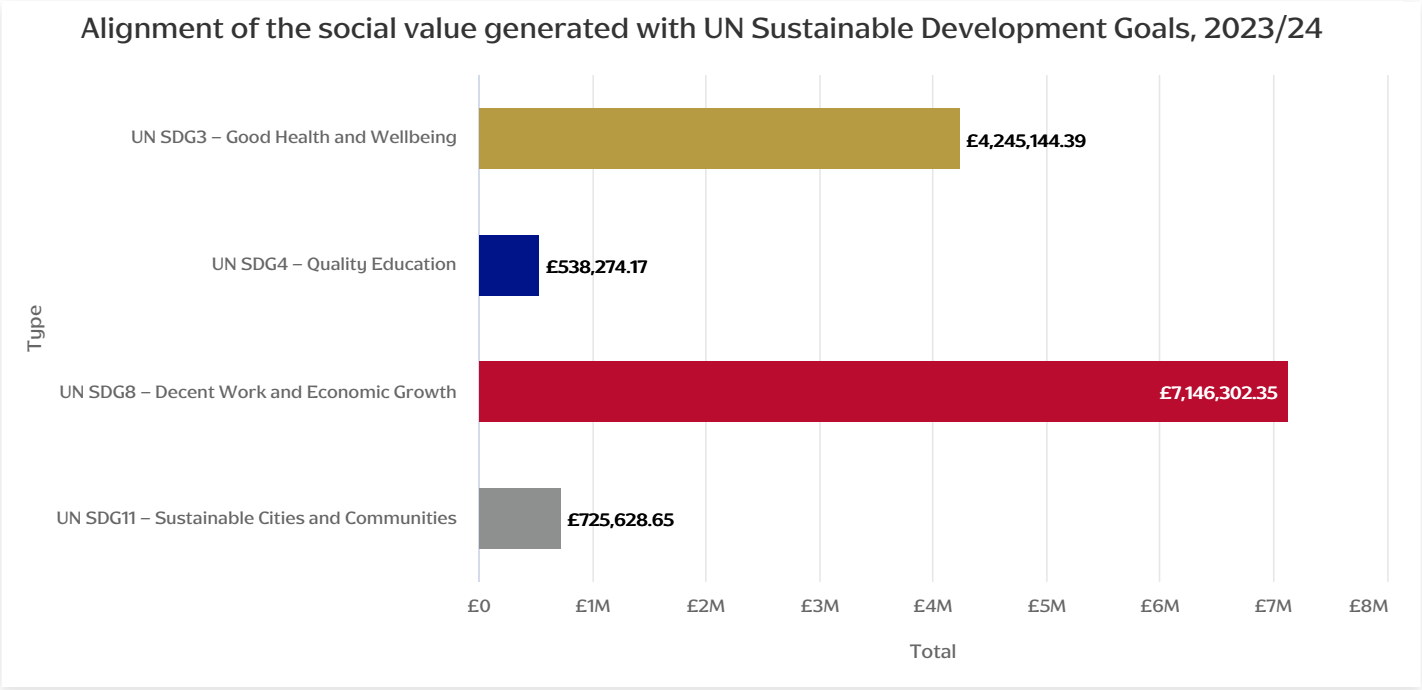
Much of the work being led by EFL Clubs - including Cheltenham Town - is well aligned with the UN SDGs as described below:

- SDG 1: No Poverty – many support or host foodbanks, clothes recycling centres and other similar initiatives.
- SDG 2: Zero Hunger – in addition to their support for foodbanks, many deliver holiday activity and food programmes in recognition of the lack of access to school meals at these crucial times.
- SDG 3: Good Health and Wellbeing – all Club charities run a wide range of physical activity projects and many also deliver targeted mental health programmes.
- SDG 4: Quality Education – all deliver in schools and many also run adult education programmes.
- SDG 5: Gender Equality – Clubs and their charities are increasingly investing in women and girls' football projects and programmes, including the Girls Cup and Regional Talent Clubs.
- SDG 8: Decent Work and Economic Growth – EFL Clubs and their charities are local employers, drive significant economic impacts and many deliver of a range of work readiness and skills development programmes.
- SDG 10: Reduced Inequalities and SDG 11: Sustainable Cities and Communities – many EFL Clubs and their charities deliver community outcomes that relate to social integration and cohesion.
- SDG 11: Sustainable Cities and Communities – many EFL Clubs and their charities deliver community outcomes that relate to social integration and cohesion.
- SDG 13: Climate Action – EFL Clubs are increasingly conscious of their environmental responsibilities as reflected in the EFL's Green Clubs scheme.

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

In 2023/24, Cheltenham Town generated:

- £4,245,144.39 of social value linked to UN SDG3 – Good Health and Wellbeing
- £538,274.17 of social value linked to UN SDG4 – Quality Education
- £7,146,302.35 of economic value linked to UN SDG8 – Decent Work and Economic Growth
- £725,628.65 of social value linked to UN SDG11 – Sustainable Cities and Communities.



7 Impact stories

Example of impact 1



Mason is 11 years old and a student in a local primary school. Mason has been involved with the trust as a participant attending the trusts Premier League Primary Stars project.

The trust staff first met Mason in January 2023 as part of a targeted group of children who took part in maths interventions delivered by the coaches for 6 weeks. The sessions Mason attended had practical elements which involved maths problem solving using maths resources and worksheets. Mason attended all six sessions and had a positive attitude and was always willing to learn and try something new. He has a really bubbly personality and always made the coaches laugh throughout the session due to his energy and enthusiasm he put into each activity. His growing confidence was clear to see throughout the weeks and he started to understand maths and problem solving using different methods.

“It was a real joy seeing Mason’s confidence grow throughout the weeks. He was always willing to participate and would always give 100% in every activity. He seemed to really enjoy the sessions and always had a smile on his face.” (Ryan, PLPS Co-ordinator at Cheltenham Town Community Trust)

“I had lots of fun. I find maths really fun, but it sometimes can be hard. Ryan and Dec helped me with my maths and showed me different ways to make things easier” (Mason)

“Mason has really enjoyed the sessions with Cheltenham Town Communtiy Trust. Both the coaches were really engaging and had a really good relationship with Mason, they have been brilliant role models. Since the sessions he has asked to join a football team.” (Beth Beard, Sister)

Example of impact 2



Darren is 38 years old and has been a participant with Cheltenham Town Community Trust for the past 12 years as part of the trusts adult disability football team. Darren first attended sessions with the trust in 2012 and has since taken on the roll as the club captain for the team.

Darren has learning difficulties which has meant that he struggles to engage with new people and struggled with his confidence and self-belief. Since Darren has been a part of the adult disability football team, he has grown in confidence and now attends every Cheltenham Town FC fixture home and away!

In 2023 Darren was selected to be Cheltenham Town community captain for his hard work and positive work as club captain for the team. Darren was presented his award by his favourite player Alfie May, Darren commented "*I am totally thrilled with my award and it was brilliant that my favourite Cheltenham Town player Alfie May presented me my award. I love being captain of the team and I look forward to attending every week, even when it is cold and wet!*"

The trust looks forward to Darren continuing to be part of our disability football club in the coming years and continuing to be a positive influence as club captain.

8 Conclusion

Final messages

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

In terms of economic impacts, the report shows that in 2023/24 Cheltenham Town:

- Paid £581,753 in tax revenues
- Contributed to direct, indirect and induced spending with a value of £7,146,302.35, £4,157,453.68 of this being associated with expenditure in the Club's local community
- Directly provided or supported 195 jobs, 126 of which were in the Club's local community.

Also in 2023/24, the report shows that Cheltenham Town:

- Generated £416,252.96 of income, funding and in-kind support to invest in community projects, initiatives and wider support
- Established and maintained 8 partnerships across the season
- Employed 15 staff who delivered 143,400 hours of support to its communities
- Deployed 3 volunteers who delivered 288 hours of support
- Delivered 2,101 community sessions and events across 3,061 hours of delivery
- Engaged 7,278 participants
- Generated a total social value of £5,509,047.20 across its full range of projects and programmes.

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

Appendix - Social value methodology

In relation to participation projects and programmes (that is, football and other sport programmes that encourage people to take part but do not focus on specific outcomes) a broad range of outcomes have been valued, focusing on those that are identified in high-quality academic research as being driven by regular participation in structured and regular programmes of football and other physical activities. More specifically, a 'risk and protective factors'[31] model has been applied to assess how crime rates; education, training and employment levels; and rates of cardiovascular disease, cancer, age-related illnesses and poor mental health are likely to have changed because of the activities of Cheltenham Town.[32] In these cases, the risk of participants in relevant population groups facing defined negative outcomes is considered alongside the effect that involvement in participation programmes typically has in reducing that risk. This formulation is then considered alongside the cost to society of specific negative outcomes to calculate a 'formative' estimate of the public service savings that participation projects have delivered.

The value of educational attainment in the context of participation projects has been measured differently, based on academic assessments of the likely impact of involvement in certain programmes on people's educational performance. This has then been considered alongside OECD[33] studies to calculate the likely effect of a lift in educational performance on a student's lifetime earnings.

The calculations for subjective wellbeing and social capital have been approached differently again, using academic research to assess the likely impact of participation on people's wellbeing and levels of social trust.[34] This evidence has then been combined with income differentials associated with different levels of wellbeing across the population to estimate the monetary value for any identified uplifts. The negative impacts of sport related injuries have also been considered, based on prevalence of injuries and associated treatment costs for defined injuries.

For more targeted projects and programmes (that is, those that are themed and/or focus on the delivery of specific health, community and/or education, training or employment outcomes), more 'summative' approaches to valuation have been used, based on counts of outcomes reported and a bank of Government-backed valuations to calculate the value of the impacts achieved.[35] For projects where outcome measurement data was very limited, findings have been based solely on the specific 'populations' (i.e., groups of participants) for which outcomes were measured. Where the sample size of those measured has been sufficient to generate 90% confidence,[36] valuations have been applied to 90% of the full population group (i.e., those who attended the project). Where the sample size was not sufficient to generate 90% confidence in the full population, values have again only been included for participants who were measured as achieving the defined outcome. Additional discounts have been applied where the achievement of the outcome could not be fully attributed to participation in the programme itself.

In all forms of valuation used in this report, discounts to account for 'deadweight', or 'what might have happened anyway', have been applied to ensure that the valuations are conservative and do not over claim. Where levels of physical activity enabled through participation in Club and Club charity programmes meet Government Medical Officer guidance, a discount has been applied based on the assumption that the same proportion of programme participants would remain physically active in the absence of Club and charity interventions as in the general population. A value is, therefore, only included for the proportion of people in the general population who are physically 'inactive'. Further discounts are applied on a sliding scale where access to provision falls short of Government Medical Officer guidelines, based on strong and growing evidence that the benefits of physical activity start to be derived from the point of commencement of any activity.

End notes

[1] Under the theme of qualitative impact, Clubs and their charities were asked to submit case studies and/or other narrative accounts of the impacts of their work. These were focused on 'human impacts' (impacts on individual people); 'project impacts' (the impacts delivered by specific projects); and 'facility impacts' (the impacts facilitated by specific facility developments).

[2] Community engagement projects, programmes and wider activities are defined as the formal services and/or other strands of work that Clubs deliver to engage and support people in their local communities.

[3] Deprivation in health is measured in England and Wales through the two countries' indices of deprivation. It reports on morbidity, disability and premature mortality at a small neighbourhood level.

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

[5] To avoid double counting, this figure does not include any income received by the charity from the Club.

[6] This figure does not include any expenditure made by the Club to the charity to avoid double counting.

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

[8] An input is defined as any type of resource that is invested or otherwise used by the Club or Club charity to make its community work possible. This includes financial investments, human resources (i.e., staff and volunteers); various types of in-kind support and facilities.

[9] Community partners are defined as organisations that the Club and/or charity work closely with to support local communities. Networks are defined as groups of organisations that work together strategically to support local communities.

[10] General operations are defined as the administrative and other 'back office' functions that are required to support the delivery of community projects, programmes and wider initiatives by the Club and charity.

[11] Interventions are defined as the projects, programmes and wider activities that are delivered by Clubs and their charities for the benefit of their communities.

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

[13] Calculated using a 48-week season

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

[15] Cost replacement is defined as the amount of money that would need to be spent to purchase the hours of delivery if they were not provided free of charge or at a discounted rate.

[16] Calculated using the average commercial hourly rate for hiring each facility type across all Clubs and charities

[17] Warm banks are spaces where people can go to heat up for free if they can't afford to turn on the heating in their home

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

[19] A participant is defined as any person who attends or otherwise engages with a Club or charity community session or event.

[20] Each player engagement has been valued based on an average weekly salary and the hours contributed to the activity (based on a 3-hour appearance).

[21] Under-served communities are defined as groups of people with insufficient access to different opportunities and services, including football and sport. Under-served communities can result from a lack of provision or a lack of ability to pay for access to the provision.

[22] In this context, outcomes are defined as the specific changes that participants experience because of their engagement in a community project or programme. These changes may be wholly or partially the result of engagement with the project.

[23] This number is different from the number of people who attended Health and Wellbeing projects reported above because it relates to people who were monitored for impacts on their physical health across all project types, not just those formally classified as Health and Wellbeing projects.

[24] This number is different from the number of people who attended Health and Wellbeing projects above because it relates to people who were monitored for impacts on their mental health across all project types, not just those formally classified as Health and Wellbeing projects.

[25] This number is different from the number of people who attended formal community engagement projects in 2023/24 because it relates to people who were monitored for social and community outcomes across all project types, not just those formally classified in this way.

[26] This number is different from the number of people who attended formal education and employment projects in 2023/24 because it relates to people who were monitored for education, training and employment outcomes across all project types, not just those formally classified in this way.

[27] For the purposes of this report, social value is defined as a process of measuring financially the value of the outcomes and overall impacts delivered by the Club and its charity in their local communities. For more on different approaches to social value, please see https://socialvalueuk.org/what-is-social-value/

[28] A targeted programme is defined as a project or programme that is focused specifically on addressing one or more issue in a participant's life. For instance, a project focused specifically on improving a person's physical health is a targeted project.

[29] A participation programme is defined as a project or programme that is principally designed to engage people in playing football and/or other sports. While such projects do not have a specific outcome focus, they can still deliver multiple benefits for participants in relation to their physical and mental health, their feelings of connectedness and general engagement with others.

[30] Subjective wellbeing analysis measures how people experience and value different aspects of their lives. For more on this, see https://publichealthreviews.biomedcentral.com/articles/10.1186/s40985-020-00142-5

[31] Risk factors are characteristics at a biological, psychological, family, community, or cultural level that are associated with a higher likelihood of negative outcomes (like poor health, low educational achievement or involvement in crime). Protective factors are characteristics associated with a lower likelihood of negative outcomes or that reduce a risk factor's impact.

[32] 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

[33] The Organisation for Economic Co-operation and Development (OECD) is a forum where the governments of 37 countries compare experiences, seek answers to common challenges, identify good practices, and develop high standards for economic policy.

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

[35] https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/

[36] With a 5% margin of error