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## Tottenham Hotspur Foundation 2014/15 Social Audit and Impact Report



Executive  
Summary  
and Key  
Findings

Commissioned by





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Creating  
opportunities  
that change lives



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“We want to be an organisation that proves the difference it makes”

## From the Authors

For the past ten years Substance has been working with hundreds of football, sports and youth organisations to better understand how and whether their social programmes make a difference. During this time we have also had the privilege of helping to guide others in this endeavour through our involvement in the Inspiring Impact programme and development of the Sportworks shared measurement model for Sir Keith Mills' Sported Foundation.

**As such we were thrilled when Tottenham Hotspur Football Club approached us to prepare a Social Audit and Impact Report for its Foundation that enabled us to bring this experience and learning together. This report is ground breaking in several ways. Firstly, it tells a powerful story of the central role that football clubs can play within their communities, beyond the pride and passion of match day. Secondly, it reveals the growing maturity of the community sports sector and the Tottenham Hotspur Foundation, in particular in terms of an internally driven commitment to impact measurement and willingness to be held to account. Finally, it provides a platform to showcase the cutting edge impact and shared measurement models that have emerged out of the community sport sector and which are increasingly shaping its future direction.**

The Tottenham Hotspur Foundation made a bold move in commissioning this work but its real bravery was demonstrated in its willingness to respond to its findings. That is why, with a commitment to a new outcomes framework and tighter monitoring of performance, the best may be yet to come.

**Tim Crabbe**  
Substance Chief Executive

## From the Foundation

**Over the last ten years Tottenham Hotspur Football Club, through the work of the Tottenham Hotspur Foundation has supported thousands of children, young people and adults living in north and north east London. The Foundation has actively managed and delivered a wide range of education, early intervention and prevention programmes alongside voluntary, public and commercial sector partners and reported the successes and challenges to those who fund the work.**

As Tottenham Hotspur Football Club embarks on the construction of a new stadium, which will be the catalyst for the wider regeneration of east Haringey and south Enfield, we wanted to do more than simply report on the work we had done. In the future, we want to be an organisation that proves the difference it makes and the cost savings it generates. Furthermore, we want to do this in as open and transparent way as possible; sharing evidence with funding, management and other delivery partners. That is why we have commissioned this Social Audit and Impact Report, the first of its kind by a Premier League Football Club Charitable Foundation, and why we are committed to updating it on a regular basis.

This first report assesses the scale and nature of the contribution we have made in the nine regeneration wards identified in the North Tottenham Regeneration Programme, as well as in the other parts of London where we deliver our work. Critically, the report captures the impact of our work, the difference we have made and the social cost savings delivered.

**We were obviously delighted to find that for every £1 spent by the Foundation, £7 is saved in welfare costs. Perhaps more importantly it shows we fundamentally change the outcomes in peoples' lives. We hope you are as impressed as we were by how a more rigorous approach to impact measurement can deliver such a compelling story about the charity's work.**

**Grant Cornwell MBE**  
The Chief Executive Officer



## Executive Summary



Minimum social  
cost saving  
in the year to  
31st July 2015  
of £20,532,071

The Foundation uses sport and, in particular, football as a vehicle to create potentially life changing opportunities for children, young people and others across north and north east London. This report demonstrates the significant benefits and savings that the Foundation currently provides in local neighbourhoods and particularly the nine regeneration wards in east Haringey and south Enfield through its delivery of:

- **Long term development projects that seek to build relationships and provide ongoing support to people often marginalised from mainstream services**
- **Unique, one-off events and activities that aim to provide a solution from one or a limited number of interactions, signposting individuals where possible into longer term provision**

Based on extensive qualitative and quantitative research through 2014 it was found that the Foundation.

- **Worked with over 10,000 unique individuals, over 5,000 of whom participated in long-term development programmes**
- **Worked with over 1,300 individuals who attended sessions in the nine key council wards for an average of 48 hours each**
- **Successfully organised long-term development programmes, including the Foundation Degree and Education and Football Development Centres delivering 7,200 Hours (1,000 Weeks) of activity**
- **Worked predominantly with people (67.2%) who were residents of Haringey, Enfield and Waltham Forest**
- **Worked with significant numbers of people (57%) who lived in the top 20% most deprived neighbourhoods in England**
- **Were highly valued by the majority of their stakeholders (77%) who thought that they helped to deliver a social impact that would not otherwise have been possible**

Based on the research findings the Foundation committed to measuring future progress against a new outcomes framework that will support their commitment to:

- Create opportunities that change lives
- Improve social cohesion
- Promote active lifestyles
- Encourage enterprise and employment

With this framework now in place we were able to use the Sportworks model to assess the Foundation's impact for the period August 2014 to July 2015. Sportworks was developed by Substance for the Sported Foundation to help measure the impact and cost savings associated with delivery of sport for development programmes. In broad terms, based on participants' demographic profile, the model assesses the likelihood or 'risk' of them facing a range of social problems.

Therefore, based on the assessments that are linked between delivery profiles and what we know to be successful in protecting people from those risks, we are able to estimate the degree to which the risks are reduced by project activity. This enables a calculation to be made of the proportionate reduction in the financial burden to society associated with the reduced likelihood of participants facing negative outcomes in each of the following areas:

- Involvement in crime and anti-social behaviour
- Educational attainment
- Educational attendance
- Substance misuse
- Wellbeing
- Physical fitness and obesity
- Not in Education, Training or Employment status

Using this model we found that the Foundation's developmental projects delivered a minimum social cost saving in the year to 31st July 2015 of £20,532,071, with expenditure in the same period being £2,973,000. We estimate that social cost savings of £7 are achieved for every £1 invested by the Foundation.

The Club is delighted that the work we do through our Foundation can now be valued and assessed for the real difference it makes to our local communities.

All too often 'good works' happen, and are taken for granted, without any sense or evaluation of their value and outcomes.

We now know we do change lives and, with our extended commitment to our neighbourhoods, we intend to change many more.

Daniel Levy  
THFC Chairman

This report is the first of its kind to be commissioned by a Premier League Football Club Charitable Foundation. Rather than reporting on what it has achieved to date this report will enable the Foundation to place itself at the heart of the regeneration agenda by setting ambitious targets over the next two years and hold itself to account by publishing progress against a new Foundation Outcome Framework. This Framework will support the strategic aims of the London Boroughs of Haringey and Enfield to increase sport and physical activity, improve health, well-being and educational attainment and ensure the economic regeneration of north and east London.



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## Expenditure

**£2,973,000**

(Aug 2014 - July 2015)



£ = £500,000

Based on new outcomes framework and Sportworks Impact Score

## Social Cost Savings\*

**£20,532,071**

(Aug 2014 - Jul 2015)



For every **£1** invested, **£7** was saved.



They worked with over **10,000** unique individuals across **50** programmes at **78** venues.



1 = 500 people

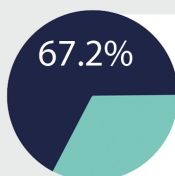
Over **5000** took part in long term programmes.



Over **1300** attended sessions in **9** key wards, for an average of **48** hours each.



⌚ = 6hrs



Were residents of :

- HARINGEY
- WALTHAM FOREST
- ENFIELD

### KEY WARDS

NORTHUMBERLAND PARK  
BRUCE GROVE  
WHITE HART LANE  
SEVEN SISTERS  
UPPER EDMONTON

ST ANN'S  
TOTTENHAM GREEN  
TOTTENHAM HALE  
WEST GREEN

They delivered a cross sector employment and skills programme:

Engaging over 3500 individuals



With over 80 employers



Creating over 500 job opportunities and apprenticeships.



In partnership with DWP and Haringey Council

**DWP**  
Department for Work and Pensions

**Haringey**  
LONDON

\*ESTIMATED USING SPORTWORKS METHODOLOGY

## I.0 – Introduction and Context



Tottenham Hotspur Foundation is committed to providing the best sports, health, training and education programmes for all their communities; creating opportunities, encouraging enterprise and innovation, promoting social cohesion and enhancing life skills.

Established in 2006, with significant backing from Tottenham Hotspur Football Club, the Foundation is committed to creating opportunities that will change the lives of those living in the local community. Through its strong links with local educators, employers and government, Tottenham Hotspur Foundation works with thousands of people every year through its extensive programme of activities.

Based at White Hart Lane stadium in the Northumberland Park ward of the London Borough of Haringey, the Foundation works with over 200 strategic partners to deliver a wide range of programmes throughout the year. The programmes extend across the London Boroughs of Haringey, Enfield, Waltham Forest, Barnet and the District Council of Epping Forest and are devised to:

- Inspire achievement
- Support people of all ages and abilities
- Improve social cohesion
- Promote active lifestyles
- Encourage enterprise and employment
- Reach out to international communities
- Build self-esteem

## 1.1 – The Purpose of this Report

The Foundation has commissioned this Social Audit and Impact Report in order to prepare for the regeneration programme and intends to use this document to:

- Assess the scale and nature of the current contribution
- Demonstrate the difference the Foundation makes
- Assess the potential for future impact in the regeneration area

The report has been informed by an initial analysis of the projects undertaken by the Foundation during the year to 31st October; subsequent assessments of value over the year to 31st July 2015; consultation with Foundation staff and the range of public and voluntary sector organisations they currently work with. The report is split into four sections which in turn address:

- The work that the Foundation does
- Who the Foundation works with
- The impact and value of the Foundation's work
- The impact and value of the Foundation as an organisation

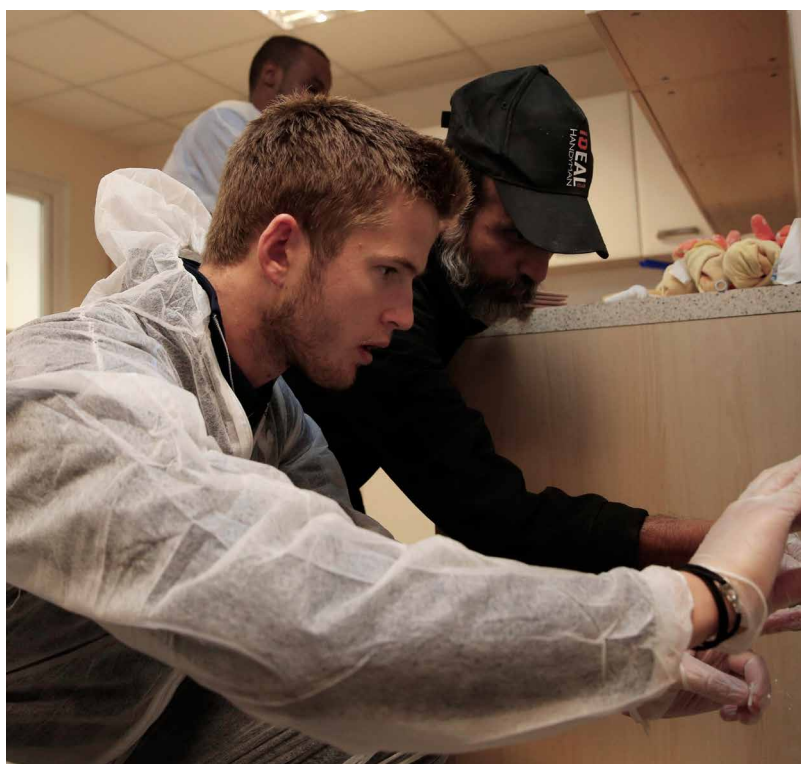
## 1.2 – Regeneration / New Stadium Build

In 2011 Tottenham Hotspur Football Club received planning permission for a new 56,000 seat stadium on the existing White Hart Lane ground. The North Tottenham Regeneration Programme, established following the decision to give planning permission, has outlined how the new stadium can contribute to the regeneration of the neighbouring districts of east Haringey and south Enfield, identified as in need of regeneration following the 2011 summer disturbances, which focused on Tottenham High Road.

It is in this context that the North Tottenham Regeneration Programme has identified nine wards as the priority regeneration area for the programme, eight in east Haringey and one in south Enfield:

- Northumberland Park
- Bruce Grove
- White Hart Lane
- Seven Sisters
- St Ann's
- Tottenham Green
- Tottenham Hale
- West Green
- Upper Edmonton (Enfield)

**“They have been a wonderful and committed organisation to work with. They have offered and provided such a lot over the years.”**



The Club is committed to ensuring its new stadium development contributes to the regeneration



## 2.0 – The Work



Within its broad portfolio the Foundation delivers over 50 separate programmes of work across the nine regeneration wards in Haringey and Enfield. This work is organised thematically and underpinned by an approach that ensures access is open to all members of the community.

### 2.1 – Education, Training and Employment

The Foundation provides and contributes to a wide range of educational programmes focused on improving educational engagement and attainment with the ultimate aim of improving resident's employment prospects and outcomes. These include:

- A modern vocational higher education programme offering two courses, FdA Applied Sport and Community Development and FdSc Applied Football Coaching and Performance. Both courses are accredited by Middlesex University and combine study with hands on work experience. There were 98 registered students in 2014.
- Education and Football Development Centres that support over 500 learners in partnership with seven local colleges. They link football theory, academy standard coaching and affiliated league and cup competitions with a range of academic studies for learners aged between 16 and 19 years. Learners of varying abilities and from a wide variety of ethnic and social backgrounds are enrolled on full-time BTEC level 2 or 3 and NVQ level 2 & 3 courses with the potential to continue on to a Foundation Degree in Sports Development and Coaching.
- A cross sector employment and skills programme delivered in partnership with over 80 employers from across London and the South East – engaging with over 3,500 individuals and creating over 500 job opportunities and apprenticeships in partnership with Department for Works and Pensions and Haringey council.
- Key stage 1 and 2 programmes in local primary schools which are delivered as part of the curriculum; and additional out of school hours sessions focused on providing high quality physical education and improvements in motor and social skills, health and fitness.
- The Barclays Premier League Works programme, an employability and life skills initiative aimed at 16-24 year old residents of Haringey who are currently Not in Education or Employment. BPL Works provides a range of activities and workshops which helps with CV writing and includes taking a Level 2 award in Stewarding and Customer Service; and becoming a community ambassador on several of the Foundation led projects.
- The Enterprise Academy project which supports pupils' transition through different stages of education and to improve business and enterprise skills. This includes a fully accredited course and complimentary Business Studies workshop delivered at the football Club's stadium, which is focused on the changing nature of the football industry and preparing students for further education courses.

- The Opening Doors programme which engages established entrepreneurs and companies to deliver regular networking events and guidance sessions to participants. Sessions include tips on how to make ideas stand out from the crowd, business planning, leadership and management skills and the benefits of social media. It is supported by the Department for Communities and Local Government and Trust for London, and the scheme is open to 16-24-year-olds with a focus on those young people Not currently in Employment, Education or Training.
- Tottenham Hotspur Education Academy launched by the Foundation and Mitre (a skills development organisation specialising in the sports and stadia sector). The first of its kind among Premier League clubs, the Education Academy will extend the work of the Foundation by providing the best training and education programmes for young people in Haringey. The Education Academy will create opportunities for up to 500 people each year to gain new skills, knowledge and accredited qualifications that will benefit individuals, the local economy and wider community. Delivered at White Hart Lane, a wide range of programmes will be on offer, from degree-level senior management courses, to community schemes that will help address local unemployment by providing training in skills such as customer service and business administration. The vast majority of programmes within the Education Academy will also be Government funded and therefore free of charge to those taking part.



## CASE STUDY

### Open Doors Programme

### Jilli-Ann's Story

Jamaican-born Jilli-Ann moved to Tottenham at the age of five. Being from a Jamaican family, the history and heritage of the country's food and drink were a huge part of her life growing up in the heavily Caribbean influenced areas of Tottenham. Her dream was to take one of the family recipes and turn it into a successful business.

However Jilli-Ann had no business plan, no idea about insurance or how to open a business account. Through regular visits to the job centre she was introduced to the Tottenham Hotspur Foundation's Opening Doors programme, set up to offer guidance and support to young Londoners to launch their own enterprise initiatives.

They provided the advice she needed to take her soft drink company to market and offered ongoing support, including making introductions to the local Sainsbury's store and showcasing the product to 30,000 Tottenham fans at a home match.

Jilli-Ann said, "This programme was exactly what I needed to help launch my business. I've had the opportunity to meet other people like me with a business idea and gain advice from retailers, business managers and financial advisors.

I've received lots of support with my business plan, marketing campaign and product development, all of which are really beginning to take shape. All of this is quite scary, but in a really exciting way!"

**"THF staff have really inspired the students that they have worked with and created opportunities for them that they otherwise may not have experienced. This has really motivated them and supported them with planning for their futures."**

## 2.2 – Physical Health and Well-being

The Foundation works in partnership with Haringey Public Health to give every child in the borough the best start in life, reducing the gap in life expectancy and improving mental health and well-being outcomes. Its range of programmes include:

- CycleFun, which is targeted at adults with sedentary lifestyles and provides free access to bikes to people who are less confident about cycling, with the aim of increasing physical activity levels. The programme also provides coaching and maintenance qualifications for those who want to support other residents.
- The NHS Health Checks programme works with men aged 40-74 living in Haringey to help identify issues relating to coronary heart disease, diabetes and high cholesterol. The programme, focuses on those wards in the east of the borough where health inequalities are highest and uses health checks to spot potentially life threatening conditions, increasing the chance of early diagnosis and supporting individuals to make adjustments to their lifestyles.
- The After Cancer Exercise (ACE) scheme delivered in partnership with Macmillan Cancer Support was based on the growing body of evidence that involvement in physical activity through all stages of the care pathway can reduce the risk of recurrence for some cancers. It is led by specialist rehabilitation instructors and includes a range of activities appropriate to individual levels of fitness and ability.
- The Phase programme, delivered in Enfield residential care homes, was designed to encourage older people to stay healthy and socially active through a range of events and activities, particularly targeted at those who are unable to attend organised activity in other local community settings.



### CASE STUDY

#### Macmillan ACE Cancer Support Zohreh's Story

Zohreh was diagnosed with breast cancer in 2009. After chemotherapy and radiotherapy she had a mastectomy to remove her left breast. When the cancer came back in her right breast in 2013 she had a second mastectomy, resulting in lots of pain in her arms and feelings of depression.

This is Zohreh's story:

"In October 2014 I was referred on to the ACE programme. Initially, I felt self conscious and very shy about the idea of exercising in public. But, when I realised it was doing me some good I began to force

myself to go along to my weekly session. I'm now half-way through the programme and I tell everyone about it. Not only do I feel physically and emotionally stronger, I see myself more positively when I look in the mirror.

"The Macmillan ACE programme has given me hope and taught me to accept my body for how it looks after cancer. Not only has it developed my strength, but the exercises have given me energy and improved my self confidence. I'm no longer taking anti-depressants, and feel much better about myself emotionally."



## 2.3 – Community Safety and Social Cohesion

The Foundation works across Haringey and Enfield delivering sport and physical activity based social action programmes that engage and support young people living in the most disadvantaged neighbourhoods. These programmes aim to reduce young people's risk of involvement in crime and anti-social behaviour whilst improving their prospects of securing training and employment.

- The Premier League Kicks programme is a national partnership between Sport England and the FA Premier League Charitable Fund which is delivered on housing estates in the evenings and at weekends and designed to improve relations between the police, community support officers and young people and to reduce gang, knife crime and anti-social behaviour.
- The Skills programme is targeted at young people Not in Education, Employment or Training and particularly those who are ex-offenders and gang members. A range of sports activities are provided alongside a full programme of educational workshops with a particular focus on young people who were excluded from mainstream education or not attending regularly.
- The E18hteen project is focused on young people aged 16-19 who are in the care system or care leavers, a group which is particularly at risk of experiencing a range of social problems. Participants are referred by local authority care teams with the aim of providing them with appropriate support to access education, training and employment opportunities.



### CASE STUDY KICKS in Haringey Richard's Story

Richard, who grew up on the Broadwater Farm estate in Tottenham suffered the personal loss of his brother, cousin and two friends during a traumatic period in an early life characterised by gang violence. He says "at one point my mother was so worried that I would be killed that she sent me to hide in the Caribbean for six months."

A talented footballer himself, Richard said his life-changing moment came nine years ago when a friend introduced him to the Tottenham Hotspur Foundation.

"I was 23 and it came at a point in my life when I was losing hope. I had to leave school with no qualifications, failed to make it as a professional footballer and then been unemployed for six years. When I heard about a free FA coaching course on my estate I signed up, and after I qualified was hired as a part time coach at the Foundation. That was my first job. That was when my life started." Richard now manages a team of 15 coaches working with

300 teenagers a week in the London boroughs of Haringey, Enfield, Waltham Forest and Barnet.

Together they run the Kicks social inclusion programme, which was set up as a pilot on the Ferry Lane Estate in Tottenham nearly ten years ago in partnership with the Metropolitan Police and Premier League.

"The young people we work with face a lot of challenges, just like I did, and our job is to be a sounding board. Sometimes we offer our own experiences, but mostly we just listen. We're ears for them. We win their trust. We save a lot of people from going in the wrong direction."

"When I look back, it was only football that gave me immunity. Without football, I would be six feet under. That's why I am so passionate about what I do now. Don't get me wrong, we're not miracle workers, but we do change the direction some people are heading in and as a result we save lives."

**"They have added value to a much reduced youth service in a deprived area."**

## 2.4 – Increasing Participation in Sport and Physical Activity

The provision of opportunities to engage in sport and physical activity is a theme that runs throughout the Foundation's work including those with a focus on wider social outcomes. However, for a number of initiatives, increasing physical activity is the primary objective particularly amongst disadvantaged groups where participation rates have historically been low. Key programmes include:

- The Premier League 4 Sport programme aims to increase participation and improve retention rates in badminton, basketball, judo, table tennis, volleyball, boxing and tennis. Satellite coaching sessions are delivered in community spaces and participants are encouraged to develop their interest and improve performance by attending sports hub clubs.
- The Sports Mate project enables disabled people to access sports and activity opportunities through the provision of individual mentors and volunteers. Support is offered to sport and activity providers and links created to sport clubs to ensure participation levels are maintained or increased. In 2014 the project supported 200 disabled people to access sports and activities including swimming, horse riding and athletics and to sustain these levels of activity as well as providing over 20 clubs with training focused on the specific needs of these new participants.
- The Think Fit programme is targeted at women living in disadvantaged neighbourhoods and designed to address the historically low levels of sports participation amongst women in north London boroughs, particularly women from minority ethnic communities. It includes a range of activities such as multi-sport and jogging with educational workshops being delivered alongside the activity programme including employment advice and volunteering opportunities.



### CASE STUDY Premier League 4 Sport Nikki's Story

Nikki, a year nine student from Nightingale Academy, Enfield, decided to go with friends to one of the Foundation's PL4S judo taster sessions at her school during a lunchtime back in 2013.

Having no previous experience in the discipline, Nikki soon discovered she had a real talent for the sport. The Enfield-born teenager quickly worked her way through to achieve her belt, gaining her Judo licence and earning the right to fight competitively. She now represents her school and Enfield Judo Club, where she now trains, in Red Belt Rumbles and regional competitions.

Nikki's positive attitude and dedication helped her to focus on achieving her greatest accolade so far, taking gold at the regional schools judo competition at University of East London organised by British Judo.

Nikki, an orange belt, competed with girls both older and at a higher belt level, to be crowned the Year 9 regional champion.

Nikki's coach, George Hyslop, said: "Nikki's determination and discipline impressed me from the very beginning. She always gives 100%, trains at least twice a week and she wants to be the best that she can be. With her positive attitude and commitment to the sport, alongside her natural talent, I'm excited to see how far she progresses in the discipline."

Currently working towards her green belt, Nikki said: "When they said my name and I realised I had won I just thought 'wow I actually did it', I couldn't believe it. George would always tell me that I had talent but I used to think I wasn't good enough. I have now proved myself wrong!"

## 2.5 – Special Educational Needs and Disabilities

The Foundation work with several partners to deliver programmes for people with special educational needs and disabilities. In partnership with Special Olympics, programmes have been delivered in Europe and North America and are also being rolled out across the Asia Pacific Region. Locally the Foundation partners with Barnet and Southgate College at the new Barnet and Southgate College Centre of Excellence.

- Through the Disability Football programme, the Foundation enables disabled people to reach their full sporting potential through providing one of the largest grassroots to elite disability football programmes within the UK. This initiative increases the amount of disabled people who are taking part in regular sport opportunities across Greater London and inspiring the next generation of international athletes who take part in disability sport. Last year, they supported 165 disabled people to access football opportunities. This equated to 247 weekly sessions. This also resulted in six players being referred on to the England National squads.
- The Foundation supports pupils in local schools who have special educational needs and disabilities to engage in 1:1 mentoring sessions, high quality sports sessions, life skills workshops and transitional programmes. By doing so, they have increased their access to high quality sport and physical activity opportunities, developed their social networks and enhanced their independence. In 2014 the Foundation supported 28 disabled young people to take part in 42 weekly sport sessions and 102 young disabled people to engage in 1:1 mentoring sessions. The Foundation also delivered 27 life skills workshops to students with learning disabilities who attend Barnet & Southgate College.
- In partnership with Barnet & Southgate College, 203 disabled people have taken part in sport and physical activity coaching sessions at our new Barnet & Southgate Centre of Excellence across 15 new programmes. This has resulted in 2,385 attendances over the past year. In addition to this, THF have trained 72 coaches in disability awareness training.



### CASE STUDY

#### Barnet Southgate College LLDD Centre of Excellence

#### Andy's Story

Andy is a blind participant who attends evening fitness sessions at the Barnet & Southgate College Disability Centre of Excellence delivered by the Tottenham Hotspur Foundation. The Foundation is the key partner with the College at The Centre of Excellence.

Andy used to enjoy playing blind competitive football but because of problems with his feet he has to avoid activities where he may be kicked. This is where the sessions at The Centre have been valuable for him, allowing him to stay active while still being able to play the sport he loves.

He said, "I've always enjoyed playing football and there are a lot of football skill drills that we go through as part of the sessions. But I can't really play blind competitive football anymore, because

I've got a bad foot. So I can do everything apart from getting kicked."

He also enjoys the interaction he experiences with other participants who attend and has observed how the sessions are designed to keep them safe.

The Foundation coaching team have made a positive impression on Andy and he notes the balance they bring in allowing them to have fun while motivating them to achieve.

"You do feel like you're in a session with people who are helping you along, and you've not got your boss looking over your shoulder. It's a good friendly environment but it's taken seriously enough so that you that if you want it you can come and work hard."



## 3.0 – The Beneficiaries



The Foundation works with approximately 10,000 different people every year. Since 2006 they have used Substance's Views impact reporting software (formerly SPRS) to record details about these participants and the work that they do with them. For this research we used data for a one year period from 1st November 2013 to 31st October 2014 to consider the elements of their work that are designed to deliver specific social outcomes, particularly in the nine target regeneration wards.

### 3.1 – The Foundation Participants

A total of 5,335 individual participants were engaged in the Foundation's programmes with an aggregate attendance of 65,550 at 3,168 individual sessions delivered at 78 different venues across four boroughs. On average, participants each attended sessions for over 32 hours, which amounts to a total of 172,878 aggregate hours of attendance or 7,200 person days.

### 3.2 – Diversity of Participants

Overall, Tottenham Hotspur Foundation worked with a diverse range of participants:

- 71.1% or 3,795 of those involved were males
- 28.8% or 1,537 were females
- 30.6% identified themselves as White or White British
- Just over 29% Black or Black British
- 83% of participants were aged 11-25 (the target focus for much of the Foundation's work)
- 47.5% aged 11-15
- 30.6% aged 16-20
- 4.9% aged 21-25

The largest proportion of participants were White or White British (30.6%), with just over 29% being Black or Black British. Overall, the Foundation has worked with a broad spectrum of ethnicities, reflecting the ethnically diverse nature of the area and as illustrated in Figure 1.

In terms of age, where this information was available, the largest proportion of participants (83%) were in the 11-25 age group which is the target focus for much of the Foundation's work, with 47.5% aged 11-15, 30.6% aged 16-20 and 4.9% aged 21-25.

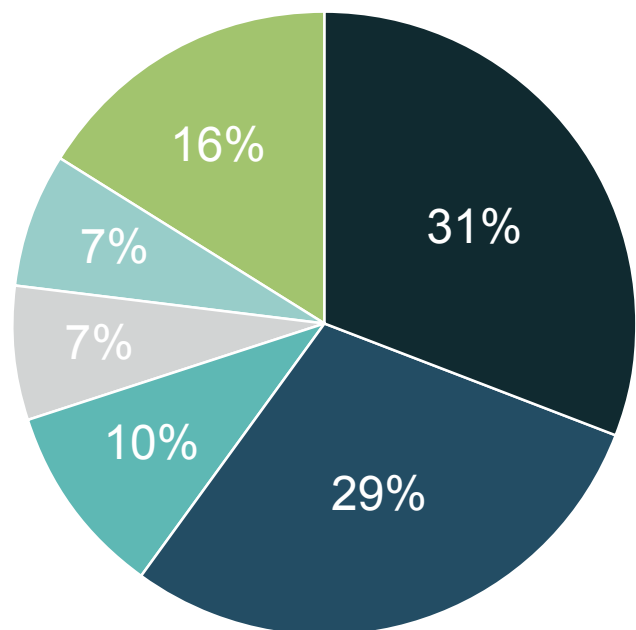


Figure 1: Ethnicity breakdown of participants in social programmes



### 3.3 – Location of Participants

Where postcode data was available we were also able to map participants on a geographic basis. This analysis revealed that the bulk of the Foundation's participants come from Haringey (32.1%), Enfield (18.6%) and Waltham Forest (16.5%) with particular concentrations in the Northumberland Park, Tottenham Hale and White Hart Lane areas.

Using the geocoded data, it was also possible to identify whether participants lived in areas that were rated high or low in the Indices of Deprivation. This helps to tell us whether Tottenham Hotspur Foundation, as an organisation that seeks to work with people experiencing various forms of disadvantage, is working with its target population.

**The data shows that almost a third (30.5%) of the people the Foundation worked with come from areas that are in the top 10% most deprived in the country, with well over half (57%) from areas amongst the 20% most deprived and almost three quarters (72.3%) from amongst the 30% most deprived. This clearly demonstrates that a high and significant proportion of the Foundation's work is reaching people experiencing a range of social disadvantage.**

### 3.4 – Participation in Target Regeneration Wards

**When we limited the analysis to the nine regeneration wards we found that a total of 1,301 individual participants were engaged in the Foundation's programmes. On average, these participants each attended sessions for over 48 hours, a 50% increase on the rate for participants from all areas. Moreover, 1,806 out of a total of 3,168 sessions (57%) took place in the nine wards with 49 of the 78 venues (62.8%) in those wards.**

The demographic profile of these participants contrasted with the wider population group with a higher proportion, 82.1%, being male and in terms of ethnicity 23% being White and 45.9% Black or Black British. In terms of ethnicity to a significant degree this reflects the different profile of people living in these wards compared with the wider work of the Foundation. In terms of age profile there is an enhanced concentration in the 11-15 and 16-20 age groups when compared to the work of the organisation as a whole reflecting the priority of improving the life chances of teenagers and young adults.

Unsurprisingly, given that eight of the nine regeneration wards are in the borough, the vast majority of the participants in these wards came from Haringey (94%) with the attendance profile confirming a concentration in the wards immediately surrounding the football ground as shown in Figure 2.

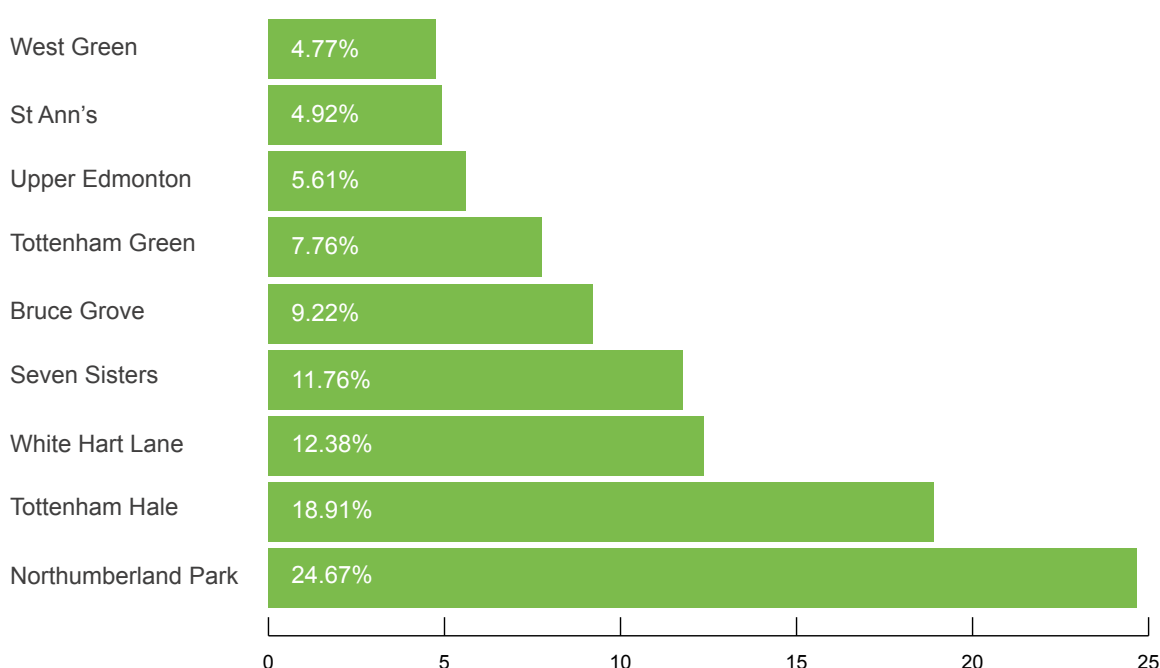


Figure 2: Session attendance profile across regeneration wards

Even though the Foundation has an impressive record overall in targeting its work at those facing the greatest disadvantage there is an almost perfect fit in the regeneration wards. Here two thirds of the people the Foundation worked with come from areas that are in the top 10% most deprived in the country whilst 97% are from areas amongst the 20% most deprived.

**This clearly demonstrates that in the regeneration wards the Foundation’s work is focused almost exclusively on those people experiencing the most severe levels of social disadvantage. Again it is notable that there are significantly higher numbers of participants in the Northumberland Park and White Hart Lane wards that neighbour the football ground living in areas of higher deprivation (0-10%) as illustrated in Figure 3.**

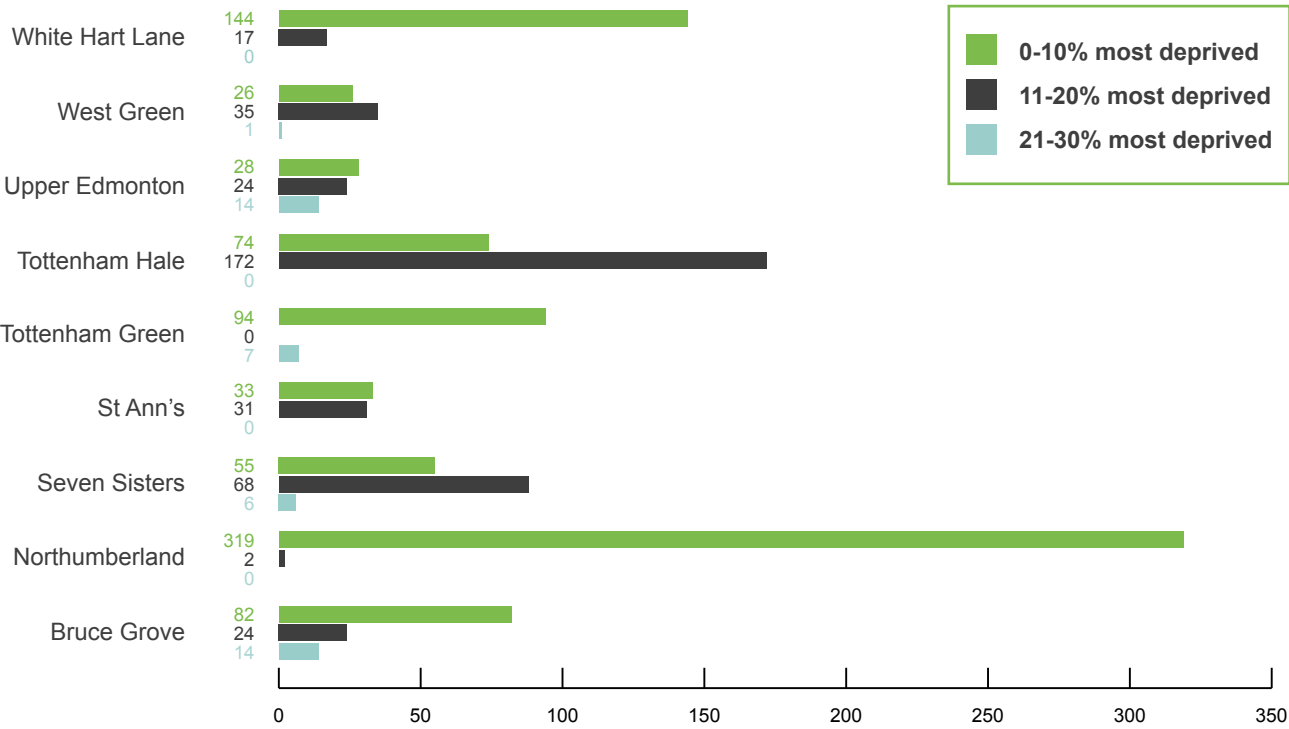


Figure 3: Level of deprivation in key wards



The Foundation has an impressive record overall in targeting its work at those facing the greatest disadvantage



## 4.0 – Impact and Value of the Work

As part of the assessment we conducted an audit based on the use of social auditing practices which consider both ‘external’ and ‘internal’ facing measures. External measures are those that have an impact beyond the organisation, such as its work with other organisations, whilst internal measures are about how the organisation functions.

### 4.1 – The Stakeholder Survey

We conducted a survey of the Foundation stakeholders in order to generate feedback on how other organisations view the Foundation. A list of organisations that had worked with Tottenham Hotspur Foundation was generated from Views and through wider consultation with the Foundation. A survey was then prepared and a sample of 156 organisations invited to complete it online.

In total, 51 organisations responded to the survey, representing a response rate of 32.7%. In terms of the respondent profile, respondents were asked what relationship they had with the Foundation. The highest proportion were local authority departments (11.8%), clients (11.8%) and local resident organisations (9.8%) although 41.2% selected ‘other’ rather than the pre-defined options, suggesting a broad spectrum of respondents.

In terms of the area of work they had a relationship with the Foundation around, most organisations worked with the Foundation on sports projects (39.2%), with 25.5% in relation to education and 11.8% in relation to employment and 7.8% in relation to community cohesion. In terms of the type of organisation respondents were from, again the biggest proportion were sports organisations (25.5%), followed by local authorities (15.7%), and further or higher education organisations (11.8%).

Respondents were asked to rate their satisfaction with the Foundation on a five-point scale from very satisfied to very unsatisfied. The response was overwhelmingly positive with 84.3% ‘very satisfied’, or ‘satisfied’ and 12.7% ‘neither satisfied nor unsatisfied’ with the work of the Foundation. Encouragingly, no responses were recorded for unsatisfied or very unsatisfied.

In terms of their impression of the main focus of the Foundation’s work most indicated that they deliver ‘**sports alongside other work with a social objective**’ (62.7%) whilst a significant minority (23.5%) indicated that they are ‘**an education and skills organisation**’ providing opportunities to play sports (3.9%) and play football (5.9%) were recognised by some. This is important as it demonstrates that most organisations think that **the Foundation is more than just a sports provider and has a broad ‘sports for development’ approach with a particular focus on education and skills**. However, it may also be influenced by the organisations that chose to respond and the nature of the work they do with the Foundation. Respondents were also asked to say whether they agreed or disagreed with various statements about the services the Foundation provided. On the whole this revealed that most felt the Foundation provided a service that:

- Is not easily available elsewhere
- Nobody else in the area provides
- Is better quality than others provide
- Is ‘different’ to those provided by others
- Delivered more than what was expected

“Their role seems to have **expanded** over the last few years and they are obviously **keen** to work with the **community**.”

substance.

**“Inspirational and motivating. We have been able to join up activities and develop better value for money and achieve outcomes that were not possible alone. They bring a real energy to their work and genuineness in their approach. The brand is important but not the main thing.”**

Stakeholders also suggested other ways in which the Foundation helps them which included:

- Accessing funding (52.3%).
- Providing venues (47.7%).
- Providing personnel (52.3%).

Lower proportions thought that the Foundation provided education equipment (20.5%) and sports equipment (25%). **Crucially, in terms of delivering social impact, 77.3% of stakeholders thought that the Foundation helped to deliver a social impact that would not otherwise have been possible.**

More broadly, when asked to describe what the Foundation meant to them in one word the responses were numerous but certain words were repeated again and again and emphasised a wide sense of the high regard that the Foundation is held in. The most commonly cited words were: ‘innovative’, ‘inclusive’, ‘community’, ‘professional’, ‘engaging’, ‘helpful’, ‘passionate’, ‘committed’, ‘supportive’, ‘enthusiastic’, ‘positive’, ‘proactive’ and ‘resourceful’.

## 4.2 – Internal Measures

For this element of the audit we considered:

- Governance arrangements
- Financial performance
- Staff profile, development and perception

### 4.2.1 – Governance

It is vital for any business to be well run. For a charitable organisation with objectives focused on delivering positive social change it is also important to have a transparent governance structure and operational practices.

The Foundation are a charitable trust, which has the following charitable objectives:

- The promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of football;
- The advancement of the education of the public in the subjects of physical education, literacy, numeracy, personal social and health education and leisure and tourism;

**“THF has helped me to develop a positive journey for young people which would have been impossible to achieve as a small charity.”**



The Foundation delivered a social impact that would otherwise not have been possible

- The promotion for the benefit of the public urban or rural regeneration in areas of social and economic deprivation (and in particular in London and the Lea Valley area) by all or any of the following means:
  - The advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
  - The promotion of public safety and prevention of crime;
  - Such other means as may from time to time be determined subject to the prior written consent of the Charity Commissioners for England and Wales;
- To develop the capacity and skills of the members of the disadvantaged community of London and the Lea Valley in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.

The charity's trustees are:

- Mr Selwyn Tash, Solicitor
- Mr Matthew John Collecot (Finance Director, Tottenham Hotspur Football Club)
- Ms Donna-Maria Cullen (Executive Director, Tottenham Hotspur Football Club)

The Foundation has a range of policies and procedures in place that underpin their good governance and ensure that they meet both statutory and procedural obligations. These include:

- Equal opportunities
- Flexible working
- Disciplinary procedures
- Grievance procedures
- Health and safety
- Data protection
- Time off to care for dependents
- Confidentiality and restraint
- Maternity, parental entitlement and dependency
- Whistle blowing

**“THF should take more credit for the work they are doing in the community notifying local residents through news/social media of all the projects they are backing.”**

The Foundation and its programmes were also nominated for a number of awards in 2014/5 including:

- Winner: Football Business Awards, 2015: Best Non-Matchday Use of Venue – Jobs Fairs
- Shortlisted: BT Sport Industry Awards 2014: Community Programme of the Year – E18HTEEN
- Shortlisted: BT Sport Industry Awards 2014: Community Programme of the Year – Inclusive and Active 2
- Shortlisted: Beyond Sport Awards 2014: Sport Team of the Year – Tottenham Hotspur Foundation
- Shortlisted: Beyond Sport London 2012 Diversity and Inclusion Award 2014 – Skills
- Shortlisted: Football Business Awards, 2015: Best Community Scheme – Tottenham Hotspur Foundation

## 4.2.2 – Financial Performance

In order to ensure effective delivery and on-going viability any organisation needs to be financially solvent and financially prudent. This is no different for charitable foundations. Indeed, without it, the delivery of social benefits to beneficiaries and stakeholders, becomes more difficult if not impossible.

The Foundation benefitted from a donation of £4.5 million from the football Club in the year of its incorporation, which has enabled the organisation to grow and develop in line with expectations. The Foundation retains adequate funds to cover expenditure arising from standard operations and the reserves policy of the trustees is to ensure the charity can continue to operate activities for at least 12 months. In its financial accounts for 2013 the Foundation had an income of £2,670,379 and expenditure of £2,540,794, which produced a surplus of £129,585. This compared favourably to the previous year when the income was £2,256,737 and expenditure of £2,365,401 resulted in a deficit of £108,664.

**It should be noted that the Foundation has successfully brought this investment in to the local area from national and regional government, grant giving charities and commercial organisations, much of which has only been possible due to their close association with the football Club. This investment of approximately £800k, has supported both capital projects such as the White Hart Lane Community Centre, Skills Building and Cruyff Court and to support programmes delivered at these sites and throughout Haringey, Enfield, Waltham Forest and Barnet.**



## 5.0 – Impact and Value of the Organisation



Piloted with 3,888 projects from 198 agencies over a six-month period

### 5.1 – Sportworks

The research adopted the impact measurement and valuing approach that emerged from research undertaken from 2010-2013 by Substance for the Sported Foundation.

Sported, founded in 2008 by Sir Keith Mills GBE, is a free membership organisation and one of the leading Sport for Development charities in the UK, supporting over 3,000 community clubs and groups that use the power of sport to transform the lives of disadvantaged young people.

Sported is committed to proving the effectiveness of sport in achieving these ends and in 2010 commissioned Substance to conduct a comprehensive piece of research, creating the business case for investing in Sport for Development work for disadvantaged young people in the UK.

The key objectives of the research were to:

- Assess and demonstrate the value of the Sport for Development sector.
- Identify how to improve the planning and effectiveness of delivery across a range of social policy domains.

A full explanation of the approach and the research that underpins it is provided in the Sportworks research report available at [sported.org.uk/our-impact/sportworks/the-research](http://sported.org.uk/our-impact/sportworks/the-research)

In broad terms, based on the demographic profile of participants, the model generates a risk score (or assessment of the likelihood of participants facing a range of social problems) and an impact score (or assessment of the degree to which that risk will be reduced by project activity). It then calculates the proportionate reduction in the financial burden to society associated with the reduced likelihood of participants facing negative outcomes relating to their:

- Involvement in crime and anti-social behaviour
- Educational attainment
- Attendance and behaviour in school
- Substance misuse
- Psychological health and well-being
- Physical fitness and obesity
- NEET status

Piloted with 198 agencies over a six-month period up to 31st March 2012, Sportworks was launched by Sir Keith Mills at a high profile event hosted by Deutsche Bank in May 2013. It is now being used by several hundred Sport for Development organisations including a number of professional football clubs who have used it to assess the impact and value of their work as well as to refine their delivery and monitoring practices.

## 5.2 – Impact & Value

Using data entered into Views and based on an assessment of 5,323 participant records with valid postcodes and other demographic data and taking account of associated confidence scores we conducted an initial assessment of the Foundation's work which determined that the minimum value was £7,784,038 during the period from 1st November 2013 to 31st October 2014. This overall value relates to the impact scores attributed to each of the outcome areas that are described in the previous section and illustrated in Figure 4 below.

The relative contribution from each of these outcome areas to the overall cost savings relates both to the level of impact but also the cost associated with different social problems, which are highest in relation to substance misuse. As such we identified cost savings that ranged from £559,820 for reductions in substance misuse through to £64,399 for reductions in female obesity.

It should be noted that these estimates represented an underestimation of the full cost savings achieved, given that we have factored in the full range of confidence limitations relating to data quantity and quality. Furthermore, whilst 83% of the people the Foundation worked with were in the appropriate age range for consideration by Sportworks, the tool will not have fully reflected the value of the work the organisation does with participants in the over 25 age range.

**Following this assessment, the Foundation has worked hard to improve its monitoring and data recording practices in accordance with the new outcome framework that emerged from this piece of work. This enabled a fresh assessment to be run for the period 1st August 2014 to 31st July 2015. Based on the improved comprehensive data set, which included over 14,000 participant records, and taking account of associated confidence scores we were able to generate a revised estimate of the value of the Foundation's work at £20,532,071 per annum. With expenditure for the financial year to the end of June 2015 of £2,973,000, this suggests that for every £1 invested by the Foundation, £7 is generated in social cost savings.**

Whilst these measures of value are critical to demonstrating the contribution the Foundation is making to the area's regeneration, perhaps even more important are the experiences of local people and partners presented in this report.

Category	Project	Ward	Records	Value of all outcomes	Crime	Obesity boys	Obesity girls	Ed performance	Well being	Substance misuse	NEET	School attendance/behaviour
Estimated social cost saving	All THFC projects		11,957	£20,532,071.00	£3,663,871.00	£786,759.00	£351,060.00	£391,516.00	£1,346,725.00	£12,114,582.00	£1,158,645.00	£718,913.00
Estimated social cost saving		Bruce Grove	394	£350,403.67	£62,528.22	£13,426.96	£5,991.25	£6,681.68	£22,983.43	£206,749.43	£19,773.62	£12,269.09
Estimated social cost saving		Northumberland Park	978	£2,562,841.67	£457,329.48	£98,204.35	£43,819.80	£48,869.57	£168,100.09	£1,512,158.98	£144,623.68	£89,735.72
Estimated social cost saving		Seven Sisters	229	£277,165.95	£49,459.22	£10,620.59	£4,739.02	£5,285.14	£18,179.67	£163,536.82	£15,640.75	£9,704.73
Estimated social cost saving		St Ann's	215	£179,427.09	£32,018.09	£6,875.38	£3,067.87	£3,421.41	£11,768.85	£105,867.75	£10,125.25	£6,282.49
Estimated social cost saving		Tottenham Green	396	£371,131.32	£66,226.99	£14,221.21	£6,345.65	£7,076.92	£24,342.98	£218,979.41	£20,943.31	£12,994.85
Estimated social cost saving		Tottenham Hale	390	£501,928.14	£89,567.19	£19,233.15	£8,582.03	£9,571.02	£32,922.11	£296,153.74	£28,324.30	£17,574.59
Estimated social cost saving		Upper Edmonton	296	£409,982.39	£73,159.82	£15,709.93	£7,009.93	£7,817.75	£26,891.27	£241,902.79	£23,135.71	£14,355.18
Estimated social cost saving		West Green	251	£210,571.72	£37,575.73	£8,068.80	£3,600.38	£4,015.29	£13,811.67	£124,244.08	£11,882.77	£7,372.99
Estimated social cost saving		White Hart Lane	289	£434,802.43	£77,588.86	£16,660.99	£7,434.31	£8,291.03	£28,519.25	£256,547.41	£24,536.33	£15,224.24
		All regen wards	3,438	£5,298,254.36	£945,453.60	£203,021.38	£90,590.24	£101,029.82	£347,519.33	£3,126,140.41	£298,985.71	£185,513.87

Figure 4: Breakdown of social cost savings



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