



NORWICH CITY
FOOTBALL CLUB

SOCIO- ECONOMIC IMPACT REPORT

2024



IN PARTNERSHIP WITH

Aldermore

UEA
University of East Anglia



Foreword.



Norwich City has always been a club at the heart of its community, which is a position we are very proud of. As a one-club county, we understand the importance and impact our football club can have on all those connected to it.

Whilst in recent years we've made significant and successful moves into international regions across both our sporting and commercial strategies, the importance of our local community is always at the heart of what we do.

We're proud to have a group of dynamic and diverse colleagues across multiple sites, including Carrow Road, the Avant Training Centre and the Community Sports Foundation at The Nest, all working towards making our club better today than it was yesterday.

Whilst we're proud of the results and findings in this report, we're also aware that there are areas in which we must improve and continue to develop.

We'll continue with our work to give our supporters, both locally and further afield, a football club they can be truly proud of.

Zoe Webber
Executive Director
Norwich City



Aldermore



Everyone at Aldermore is exceptionally proud to have worked hand-in-hand with Norwich City in a partnership that has achieved so much for the local community.

As you read on, you'll see the financial benefits that have arisen from the investment that the club has made in the Norwich area, and most importantly, you'll find out more about the effects that has had on the life and well-being of those living locally.

The Aldermore purpose is to back more people to go for it, in life and business. As a specialist bank, we champion equality by supporting those that the big traditional banks can't or won't help. The opportunity to provide finance to the club, helping them to continue making such positive socio-economic impact allows us the perfect opportunity to put our purpose into practice.

Seeing how the initial investment in the club graduates out and impacts the surrounding areas, bringing work for local people and driving revenue for local businesses is powerful to witness.

Thank you to Norwich City for the opportunity to form this successful partnership.

Steven Cooper CBE
CEO
Aldermore Bank



As an academic economist with 25 years of experience specialising in sports economics, I have undertaken consultancy work for the Department for Digital, Culture, Media and Sport (DCMS), Grant Thornton, and Sport England. I have also served as a technical advisor to Cambridge Econometrics and provided expert advice to various organisations, including Spirit of 2012.

Having previously collaborated with Norwich City on the potential development of Carrow Road stadium and the growth of women's football, this report aims to assess the economic impact of Norwich City. Working closely with the club to gain access to comprehensive match-day attendance data and detailed financial records together with a range of resources, enabled the development of a bespoke model to estimate the gross value-added (GVA) of Norwich City to the local and regional economy.

The findings of this report confirm that Norwich City significantly stimulates local and regional income and supports numerous jobs, underscoring the club's vital economic role to Norwich and the wider Norfolk region.

Dr Peter Dawson
Associate Professor in Economics
School of Economics, University of East Anglia

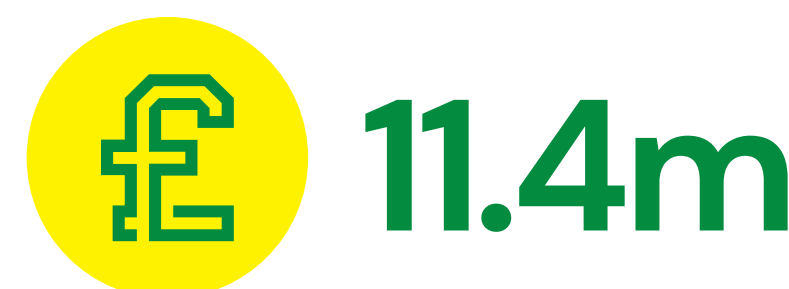


Executive summary.

Measuring the total impact of Norwich City on the people and businesses of Norwich and Norfolk, is an almost impossible task. The purpose of this report is to better understand the socio-economic impact of the club, including the wider ecosystem benefits which are not captured in traditional financial statements, because we believe the **value of the club far exceeds the revenue it generates.**



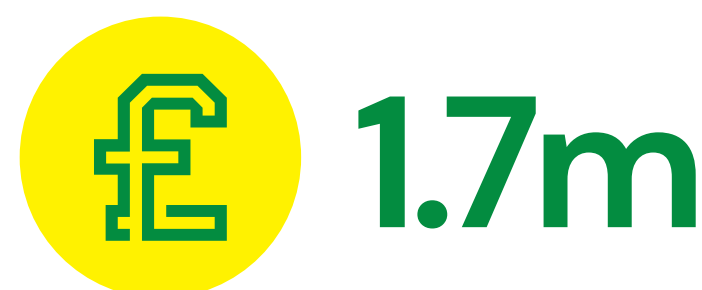
Over £88m Gross Value Added (GVA) generated



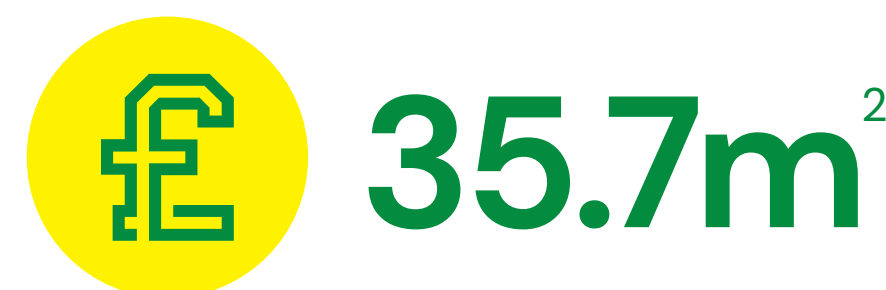
Generated in revenue for local businesses in the Norwich and wider Norfolk areas



Suppliers supported in Norwich and wider Norfolk areas



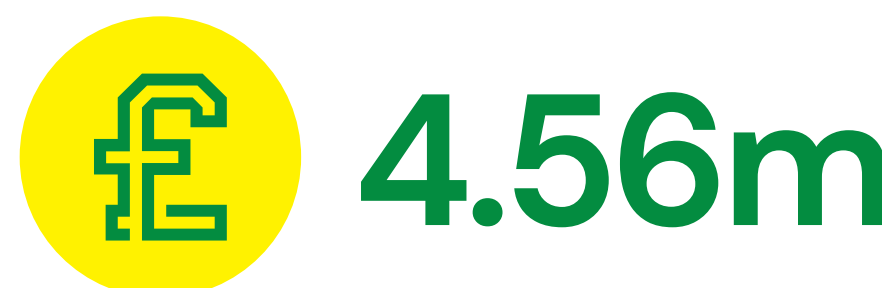
Generated in revenue at non-football events hosted at Carrow Road



Paid in tax contributions, the equivalent of funding over **637,000 GP medical appointments**



Paid in wages and salaries to the club's direct employees



Generated in tourism spend by away fans and international tourists visiting the stadium on match days



Full-time equivalent (FTE) jobs generated by the indirect and induced effects of the club's operations



Casual jobs created for local people at non-football events hosted at Carrow Road

¹ GVA is calculated as the sum of direct, indirect and induced effects of the club's existence

³ Excludes men's first-team players and player salaries

² Average cost of GP appointment = £56 in 2022 University of Kent Personal Social Services Research Unit All figures relate to the 2022/23 season



Introduction & Scope.

Welcome to the first Norwich City socio-economic impact report in partnership with Aldermore Bank.

The social value of football is obvious; the feeling of belonging and togetherness it brings, as experienced by the many Norwich City fans, cannot be underestimated.

Football clubs have the potential to drive significant socio-economic activity through fan spend and behaviour, tourism, commercial relationships, supply chains, employment opportunities as well as tax contributions.

This report not only celebrates the social impact, but also provides an in-depth analysis of the club's socio-economic impact. This includes everything from the increased spending on a home match day, to the extra jobs created when the club hosts concerts at Carrow Road.

Together with Aldermore and with oversight from Dr Peter Dawson, we have studied club data and spoken with local businesses to better understand and measure the club's impact.



Football clubs... sit at the heart of their communities and are more than just a business. They are central to local identity and woven into the fabric of community life. The rich history surrounding football clubs is invaluable to their fans, with many clubs having existed for over 100 years. They play a huge and often invisible role in unifying communities across generations, race, class and gender. They are a source of pride, and often in hard times comfort as well as practical assistance. In many places they are also a crucial part of the local economy.

UK Government: Fan-Led Review of Football Governance (2021)





Partnership with Aldermore.

Aldermore is a specialist UK bank providing support to businesses and individuals through tailored finance solutions, including football financing.

Aldermore’s purpose is to back more people to go for it, in life and business, which is clearly demonstrated in this partnership with Norwich City. By providing finance to support the club’s football operations, and in turn revenue generation, Aldermore has helped the club bolster the local economy of Norwich and the wider Norfolk area.

We wanted a partner that shared our purpose of making the football club and local community better today than it was yesterday, which is where Aldermore came in. For just under five years we have worked together to create the financially stable club you see today. This stability has helped the club to invest in Norwich and the wider Norfolk areas, supporting the local economy and its people.

Aldermore have been a great partner of the club, having begun our relationship following promotion to the Premier League in 2019. When the COVID-19 pandemic hit and forced a stop to football and subsequent play behind closed doors, the club’s revenue was drastically impacted. The funding provided by Aldermore at this time was key in ensuring club operations could continue and competitiveness on the pitch was maximised. The team at Aldermore are always available and responsive, we thoroughly enjoy working with them.

Aldermore

Backing UK businesses

At Aldermore, our goal is to support more people and businesses to achieve their dreams and ambitions – and this is exactly what we set out to do here. With the funding we were able to provide for the club, so many wonderful opportunities have been created for the local people and economy. It’s amazing to see the direct link between financial investment and the successful socio-economic impact it can have. We’ve thoroughly enjoyed working with the club, and hope to do so again in the future.

James Bemment
Head of Strategy
Norwich City



Anthony Richens
Finance and Operations
Director
Norwich City



Lisa Hannah
Group Chief of Staff and MD
Commercial Shared Services
Aldermore Bank



Background, Culture and Community Engagement.

Norwich City is an integral part of the local community. Since 1902, the club has forged long lasting connections with fans locally, nationally and internationally.

The club exists to serve its supporters and the local communities. The club's official charity partner the Community Sports Foundation has lived and breathed the Norwich City purpose by supporting inclusion for local **people with disabilities**, organising activity which seeks to boost **mental health** and **well-being** and aims to inspire **disadvantaged people** to raise their aspirations. Across these four core areas the Foundation has reached over **30,000** people every year.

The Foundation's activities include organisation of Run Norwich, an award-winning 10-kilometre road race. During the 2022/23 football season, the event was in its seventh year and just keeps getting bigger and better! Despite the strong winds around Norwich on race day, 6,777 finishers conquered the course. These runners travelled from all over the world, with an impressive 67 nationalities represented among the entrants. It truly is an inclusive event for all ages with the youngest runner aged only 17 right through to a very fit, 81 years of age. The runners had plenty of support with over 15,000 spectators cheering them on along the 10km route

which took in some of the beautiful, historic sights of Norwich city centre. In addition to providing a great day out for the city, Run Norwich's wider objectives include the promotion of Norwich and Norfolk as a healthy, accessible and vibrant place to live, while also bringing a clear economic benefit to the city and to local charities.

To learn more about the Foundation please visit their website: communitysportsfoundation.org.uk



While it could justifiably be argued that all football clubs are intrinsic to their communities it is particularly true of Norwich City, whose commitment to local initiatives both via the club itself and the Community Sports Foundation supports a wide range of causes from grassroots sport to LGBTQ+ and foodbanks to the 'Protecting Babies' campaign. As a Trust, we are proud to work with a club that is so socially aware and active in its community.

Robin Sainty, Canaries Trust





One of the reasons I'm so fond of this club is what it means to so many.. You go to small towns like Swaffham, Fakenham or Dereham and you see all the shops in yellow and green. It means so much to so many people.

- Stephen Fry



Economic Contribution.

The club and its wider activities provide an important contribution to the local and regional economy. These have been quantified by total Gross Value Added (GVA).

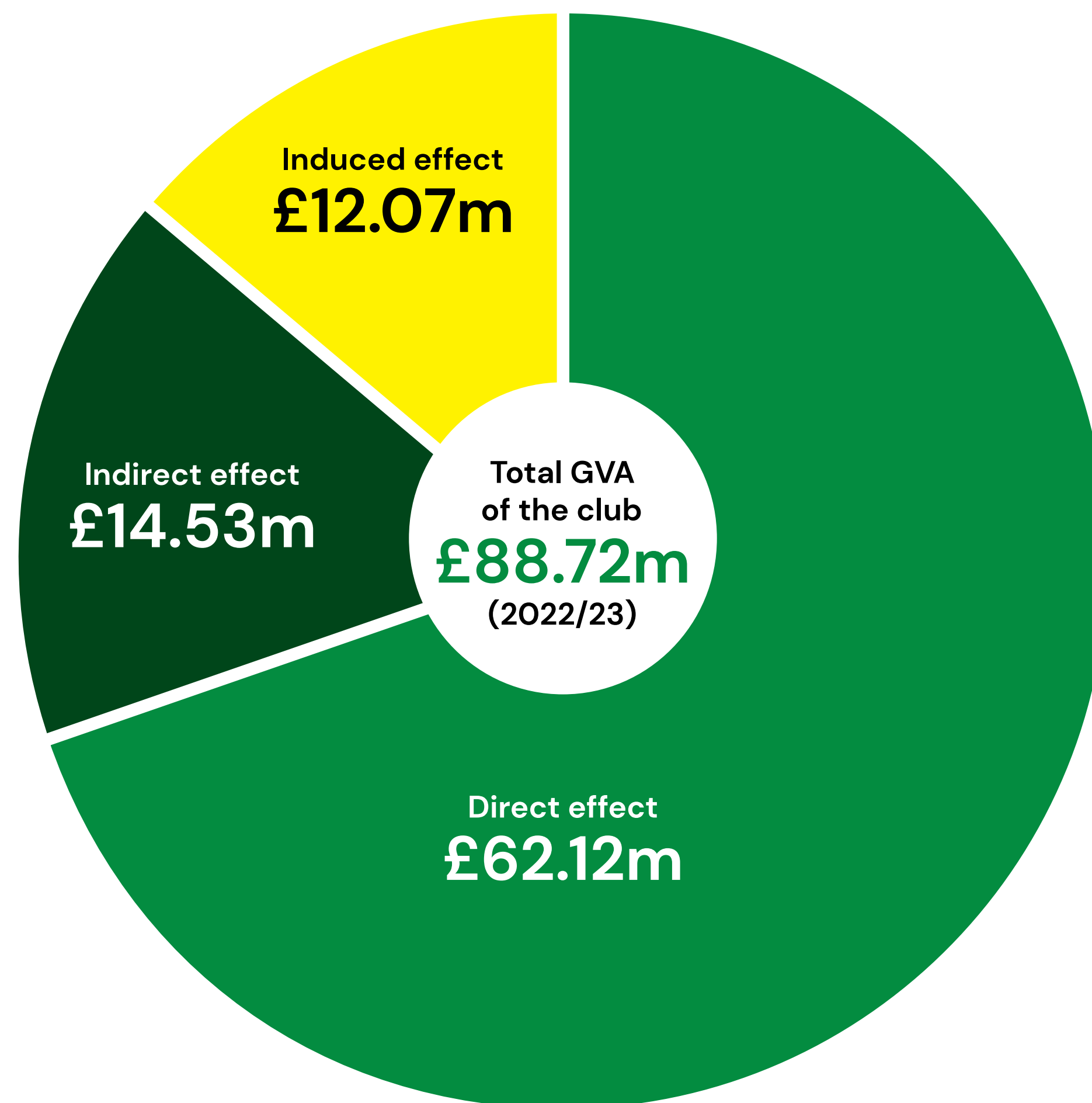
Total GVA is constructed as the sum of direct, indirect and induced effects.

The **direct effect** refers to the immediate economic impact of the club through its core activities.

The **indirect effect** represents the increase in demand in the region through supply chains of the club arising from its spending.

The **induced effect** refers to activity supported by the spending of wage income by employees of the club and indirect employees through the supply chain spending. This spending stimulates additional activity across various sectors, contributing to further GVA.

In 2022/23, the club generated a total GVA of over **£88.72m**. Of this, **£62.12m** is attributed to the direct impact of the club's activities. An additional **£14.53m (£3.57m locally)** was generated through the club's regional supply chain (indirect effect), and an induced effect of **£12.07m (£3.48m locally)** was generated by the spending of earned income in the region.



The impact that the club has had on me would first of all be "what a great place to work for the past 44 years!".

The great feeling of friendship, people, customers, players and staff, many of who I am still in touch with.

I have enjoyed all the togetherness the club holds, and I hope to enjoy it for a few more years.

It has been a privilege to belong to the club's family.

Betty Littlefield
Catering, Front of House

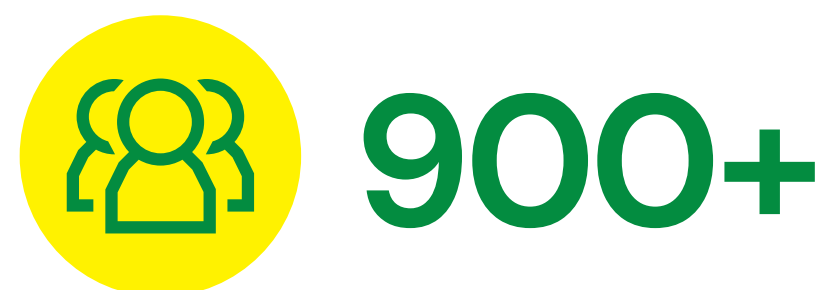


Economic Contribution (cont).

The smooth running of activities on a match day depends on so many more people than just the players and the management team. When fans attend a fixture, their experience will be enhanced by our match day colleagues – from the people helping them to their seats and supervising their safety to the ones serving them at half-time.

Whether a primary source of income or a supplement to a salaried job, or even just wanting to be part of something they love, the club is a welcoming and open employer, providing flexible working options to suit the varying needs of the workforce and community. The club prides itself on offering a diverse portfolio of roles, from those starting out in their careers, through to those operating at the highest level in their field. Over 30 departments work together to drive the club forward, across over 100 different role types.

A full-time equivalent (FTE) is a unit of measurement used to calculate the number of full-time hours worked by all employees in a business. Example: The majority of businesses consider a 40-hour work week to be 'full-time.' This means an employee working 40 hours per week would have an FTE of 1.0. If there was another employee working part time, for example 20 hours per week, they would have an FTE of 0.5 – which shows that their hours worked are equivalent to half of a full-time employee.



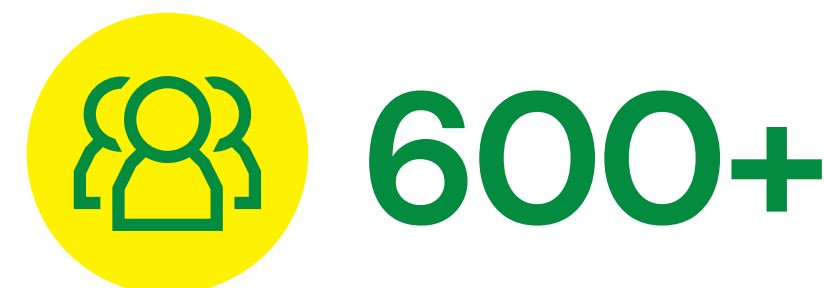
Norwich City supported the local economy by providing, in total, over 900 people with employment on matchdays during the 2022/23 season, including 45 apprentices



669 full-time equivalent (FTE) jobs generated by the indirect and induced effects of the club's operations



345 of our colleagues were in direct employment of the club during the 2022/23 season and received £15.1m in wages and salaries, positively impacting local people, their families and the economy³



Over 600 jobs were supported per match day, almost double the number of permanent employees. They were paid over £1m during the 2022/23 season



Age of the youngest person engaged in employment

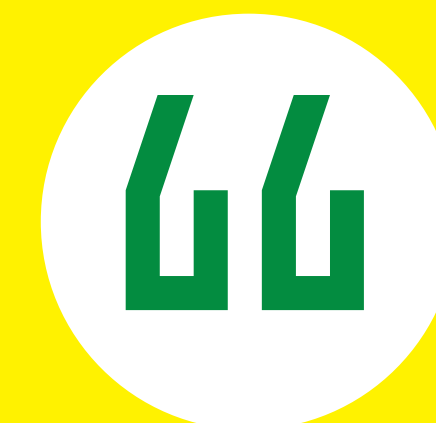


Age of the oldest person engaged in employment



Since coming out of full time education and joining the club as an apprentice, I have been supported throughout my studies and have developed personally during my time here. Leading up to my exams, the club has always been accepting and understanding when requesting additional time to revise and this has enabled me to perform the best I can. I have been allowed to use what I have learnt as theory and apply it to my day-to-day tasks – gaining a greater understanding of the topics from my textbooks and giving me more experience in my role.

Ethan Taylor
Finance Apprentice



Norwich City and its wider community are so special to me. For me and my family, we feel Norwich is our second home – it gave us an environment in which we felt safe and one in which we believe we could achieve everything we aspired to.

– Alex Tettey





Matchday.



£4.56m
generated
in tourism
spending

Carrow Road stadium is situated in a vibrant part of the city near the Riverside development where there are many businesses which benefit from the increased footfall on a match day.

Men's First Team

Norwich City supporters are some of the best in the world and they travel from far and wide to cheer on the Canaries! Over 24,000 away fans and **close to 1,500** international tourists visited the stadium on match days during the 2022/23 season generating an estimated **£4.56m** in tourism spending.



£10m in gate receipts and ticket sales during the 2022/23 football season. This is an average of over **£300k** per match



The average attendance at the men's first-team home matches played at the Carrow Road stadium was **25,420**. This represents **93%** utilisation of the stadium's capacity



£1.16m spent on match days on food and drink at stadium kiosks



42% of season ticket holders and **35%** of match day attendees live within 10km of the stadium



£900k+ spent on match days on travel to the stadium (excl. train travel)



Attendance at first women's match played at Carrow Road
7,585

Women's First Team

Our Women's first team currently play in the FA Women's National League Division One South East; the fourth tier of English women's football.

The club formally integrated the women's side into the club in February 2022 with the aim of driving further development and progress in the women's game. During the 2022/23 season, Carrow Road hosted the women's team for the first time in their 5-3 win against Ashford Town. The attendance at this match was 7,585 which represents a 25-fold increase compared to the average attendance at matches played at The Nest.



Non-football events at Carrow Road.

Carrow Road is famous for its football matches and the passionate crowd it attracts, however a number of non-football events also take advantage of this fantastic venue.

These events drive significant economic benefit in the areas surrounding Carrow Road. Visitors spend on hotels, transport, food and drinks as well as in-stadium sales, leading to increased revenue for local businesses.

By fully utilising the stadium as a resource for the community to come together, the club has been able to create **886** casual jobs for local people at these non-football events. In total, these events generated an additional revenue of over **£1.7m**.

From concerts to comedy nights, everyone is welcome at Carrow Road.



We welcomed over **25,000** people to watch the Arctic Monkeys concert



We hosted over **42,000** people at corporate events



We served over **18,000** meals in our restaurants



We celebrated graduations with over **3,000** people



Over **1,600** people had a laugh with us at our comedy club

Total additional revenue generated by non-football events

£1.7m

Casual jobs for local people created at non football events

886



Photo credit: Paul M Jones // Norfolk Rocks // Norwich University of the Arts

Suppliers & Tax.

Suppliers generate additional activity in the economy through the jobs that they support, as well as their own suppliers.

Each business contributes to employment, taxes and supplier business activity during the season. Therefore, the continued success of the club and its ability to host match days plays an important role in supporting this broader socio-economic activity.

The club also contributes to the wider UK economy through corporate tax, payroll taxes, national insurance, VAT and the apprenticeship levy.

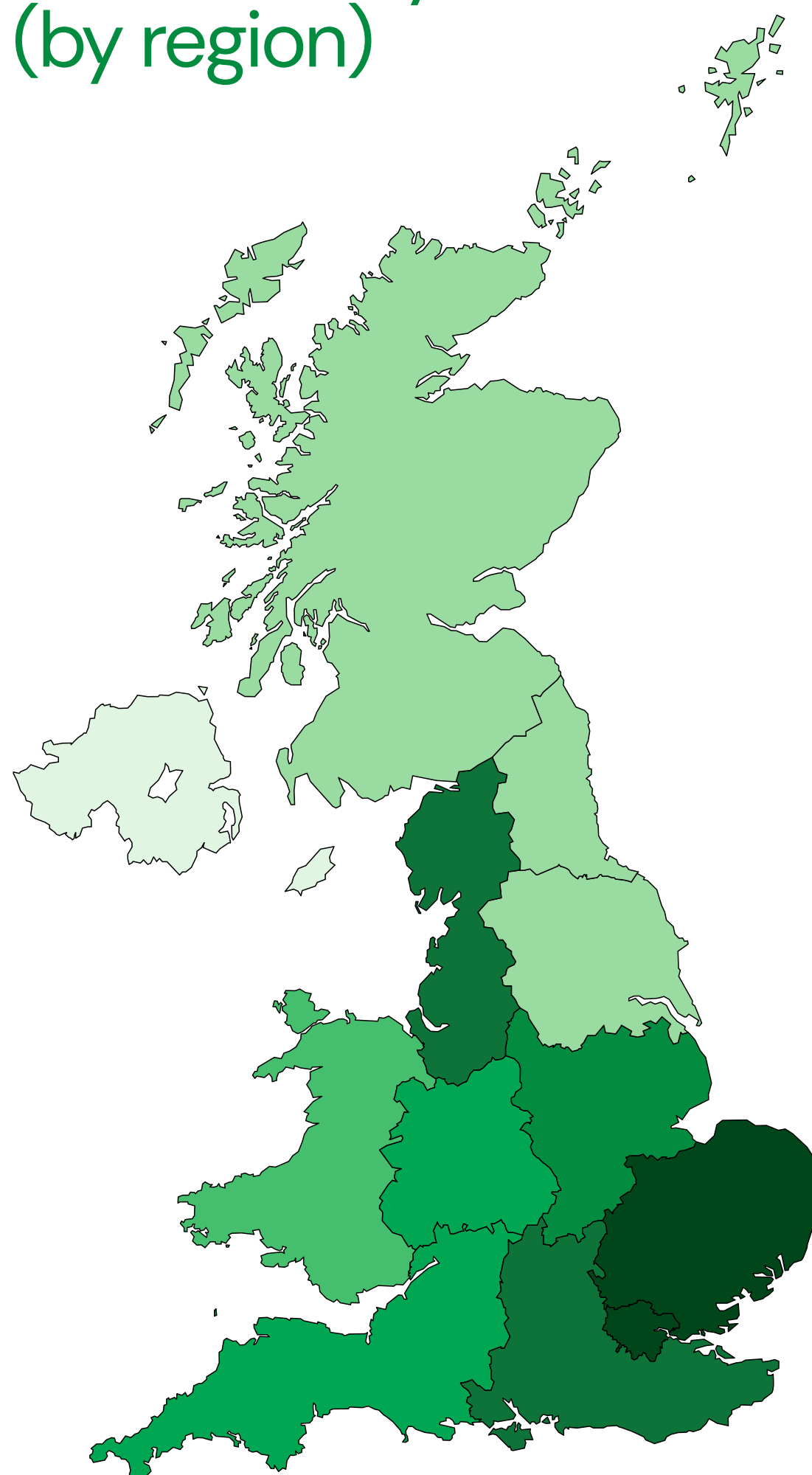
The club supports **134** suppliers in the local area surrounding Carrow Road stadium, generating over **£4.4m** in revenue during the 2022/23 season. In total, **265** suppliers from the wider Norfolk area provide goods and services to the club generating over **£11.4m** in revenue for local businesses.

£227k was paid in apprentice levy tax which goes towards funding training for employees in the UK, **£144k** of the apprenticeship levy contribution was used by the club to train **45 employees**, giving them valuable skills.

Ronaldo Ices is one of the suppliers which have benefited from working with the club. A familiar business in Norwich over the last 20 years, they supply real Norfolk ice cream to Carrow Road. As one of the club's match day suppliers during the 2022/23 season, the club and its supporters helped to generate almost **£7k in revenue** for this family-owned business, keeping valuable income in the local economy.

D&F McCarthy is another family-owned business which has a mutually beneficial relationship with the club. For over 140 years, they have been suppliers of quality seasonal fresh fruit and vegetables from local and international farms. As one of Norwich City's suppliers, the club and its visitors have helped to generate over **£85k in revenue** for this Norwich institution.

Suppliers to Norwich City (by region)

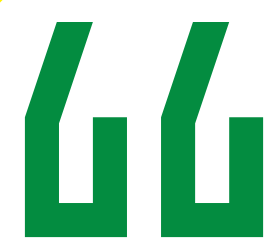


Tax contributions paid during the 2022/23 season

£35.7m

This is the equivalent of funding over **637,000 GP appointments**





Matchdays are my favourite day of the week, celebrating our fine city in our home that is Carrow Road. A place where I have made many friends who now feel almost certainly like family, this is a place that is somewhere for everyone to come together through both the tough and the good times.

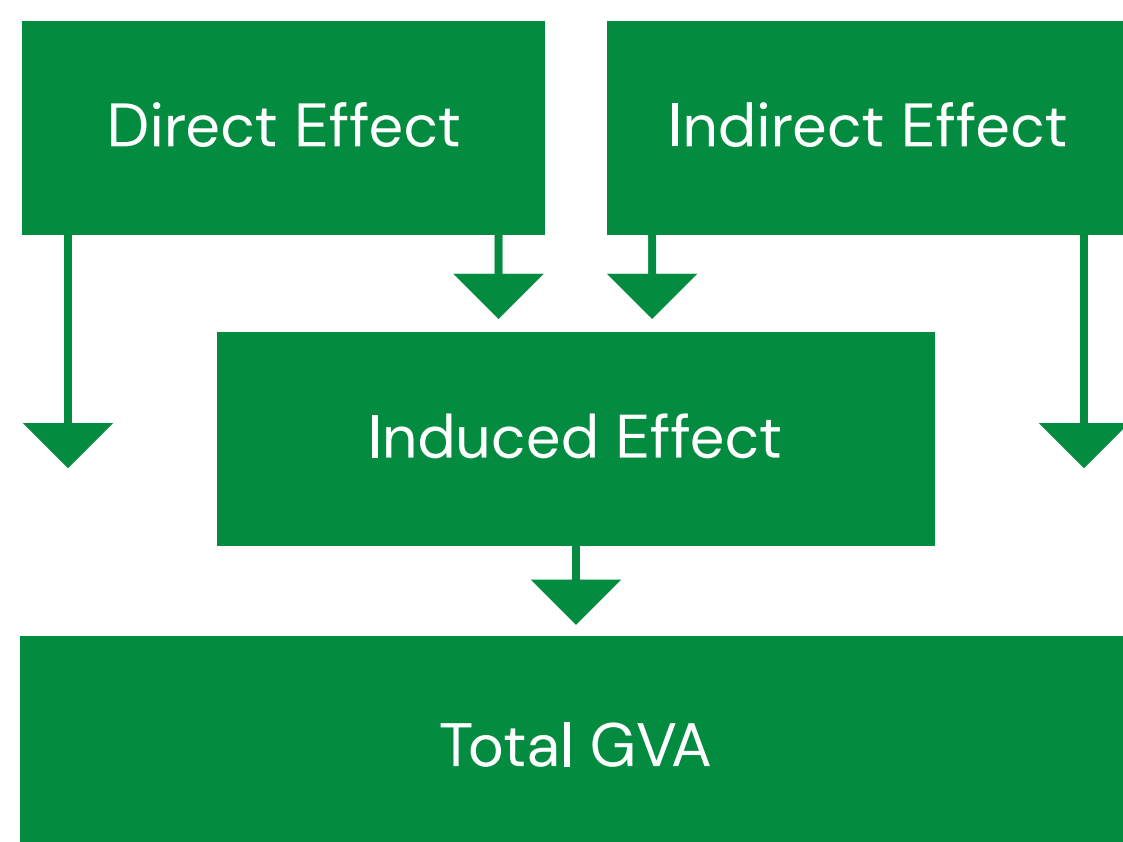
– Dan Fisher, supporter





Economic Impact Methodology.

The total Gross Value Added (GVA) is constructed by adding together the direct, indirect and induced effects.



Direct Effect

In the case of direct GVA, the income approach is used (GVA(I)), which is calculated as the sum of gross operating surplus and compensation of employees. Impact of tourism is estimated separately (see below).

Indirect Effect

To quantify the indirect effect, we used an Input-Output (I-O) model, which provides an economic snapshot. We started with the UK's 2019 I-O analytical table, as it represents a more typical economy than the 2020 table, which reflects the COVID-19 pandemic⁴. The I-O table measures "multiplier effects" by tracing inter-industry transactions, determining the inputs needed to produce each pound of output in a sector. Using the club's supply chain data, spending was allocated across broad industry categories (e.g., construction, manufacturing, retail, accommodation, and restaurants).

Direct Effect:

Income generated from the business before deductions plus wages and salaries of employees.

Indirect Effect:

The additional economic activity in the region that occurs through the club's spending with local and regional suppliers (referred to as the supply chain).

Induced Effect:

The additional economic activity supported through the spending of income received by club employees and those in the supply chain.

Next, we developed a bespoke I-O model by adjusting the national data to the regional level using location quotients. Location quotients assess the industrial specialisation and geographical concentration of industries in local/regional areas. A location quotient of 1 means the local/regional industry share matches the national share. A quotient above 1 indicates higher regional concentration, while below 1 indicates lower concentration. We sourced location quotients from the ONS⁵ at the constituency level, allowing adjustments for both the local (Norwich) and regional (Norfolk) levels.

Induced Effect

To calculate the induced effect, we start with the FTE jobs generated from the indirect effects across various industries and multiply these by gross pay, sourced from the Annual Survey of Hours and Earnings (ASHE)⁶. This gross pay is converted to net pay using a standard net income calculator. We then apply assumptions about the marginal propensity to consume (MPC)⁷, local

and regional spending, and tax deductions (e.g., VAT). This results in the total net spend for the local/regional area. A similar process is used for the club's employees, differentiating between playing and non-playing staff wages and salaries⁸.

Induced multipliers are less readily available, so we infer them based on previous studies. For example, studies like Emonts-Holley et al. (2021⁹) estimate Type I (indirect) and Type II (combined indirect and induced) multipliers for different sectors, while Cebr (2019) provides regional multiplier estimates for the UK¹⁰. By calculating the average differential between Type I and Type II multipliers, enables an estimate of induced multiplier. Given the complexity and assumptions involved, a conservative multiplier value is used.

⁴ www.ons.gov.uk/economy/nationalaccounts/supplyandusetable/datasets/ukinputoutputanalyticaltables/detailed

⁵ www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/locationquotientdataandindustrialspecialisationforlocalauthorities

⁶ www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/industry2digitsicashetable4

⁷ We assume MPC of playing staff is lower as is their spending in the local and regional areas.

⁸ www.brunel.ac.uk/economics-and-finance/research/pdf/1916-Oct-CG-The-Marginal-Propensity-to-Consume-for-Different-Socioeconomic-Groups.pdf

⁹ Emonts-Holley, T., Ross, A. and Swales, K. (2021). Estimating induced effects in IO impact analysis: variation in the methods for calculating the Type II Leontief multipliers. *Economic Systems Research*, 33(4), pp.429-445.

¹⁰ www.housing.org.uk/globalassets/files/resource-files/leic/local-economic-impact-calculator-2019---methodology.pdf

Economic Impact Methodology.

Tourism Spend

Information relating to match day spend of all league and cup matches associated with Norwich City men's first team (23 league games and three cup games), one match associated with the women's team as well as third party events associated with one music concert (Arctic Monkeys) and Norwich University of the Arts (NUA) graduation. Other events, attracting primarily local visitors, were excluded.

The off-site spend is restricted to tourists – domestic/international visitors – who, it is assumed, would not normally come to Norwich or Norfolk otherwise. Domestic visitors were identified using a distance measure. With the average commuting time in the East of England of 13.8 miles (ONS survey of commuting patterns)¹¹ we have assumed that anyone travelling from over 31 miles (50km)

away is assumed to be a domestic visitor. A similar metric has been used in previous work.¹² Off-site spend of international tourists estimated using International Passenger Survey (IPS), 2019¹³ (adjusted for inflation) together with estimates of accommodation costs in Norwich based on a survey by Which? (January 2023).¹⁴

We assumed a small proportion of away and domestic home fans stay overnight for matches or events. Ticket prices were included in the tourism value for away supporters, international and domestic visitors, but excluded local visitors.

Audience composition for the music concert was estimated using data from the Here, There and Everywhere (2023) survey for the East of England.¹⁵

Disclaimer

This report is based on data and methodologies deemed reliable at the time of analysis. The findings and conclusions contained herein are subject to assumptions and limitations, including the availability and accuracy of data, the chosen models, and the defined scope of the study.



¹¹ www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/commutingtoworkbygenderukcountryandregion

¹² www.ukmusic.org/wp-content/uploads/2023/07/Here-There-and-Everywhere-2023-UK-Music-Methodology.pdf

¹³ www.visitbritain.org/sites/ind/files/2023-07/foresight_179_-_football_tourism_in_the_uk.pdf

¹⁴ Which?. (2023). Average price per night of hotels in selected medium cities in the United Kingdom as of April 2022 (in GBP). Statista. www.statista.com/statistics/1371757/average-price-per-night-hotels-medium-cities-uk5

¹⁵ www.ukmusic.org/wp-content/uploads/2023/07/Here-There-and-Everywhere-2023-UK-Music-Methodology.pdf



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