TSC Impact

TSC Impact: Social Value

Volume 1: Quantifying the Monetary Value of Social Impact

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1.0

Our mission: Demonstrating the true social value of sport

Sport is one of the world's most powerful, and universal drivers of positive social change, it excels in everything from improving health and wellbeing, supporting education and building community cohesion to tackling inequality.

The sector though, is falling short in its measurement methodology of these impacts, especially relative to other sectors. Sport will increase its ability to attract significant public and private investment only if it can measure and demonstrate the social value it generates much more effectively.

Currently, sport struggles to do this on the scale or in the detail achieved in the other sectors with which it competes for scarce capital and resources. TSC Impact has been established to help sport meet that challenge. In bringing together TSC's award winning expertise and econometrics and Dr Daniel Fujiwara's globally renowned authority in social value, wellbeing economics and policy evaluation, we are committed to redefining how the industry measures socio-economic impact.

1.1 Social value and why it matters now

Social value is a quantification of the impact on society of any action, programme, investment, organisation or event. The measure looks beyond purely economic effects to capture a wider range of positive and negative societal impacts that provide a rounded assessment of overall impact on people and their communities.

Providing social value – and being able to quantify it – is now essential for every organisation in sport as policy priorities and economic imperatives have placed an increasing emphasis on public benefit as a determinant of investment decisions.

As public and private funders, federations and governing bodies have come to recognise the power of sport to do far more than attract fans and promote participation, it is properties and events that can demonstrate this social value they choose to support.

1.2 A new benchmark for evaluation standards

Without the rigour of the social value assessment tools available in sectors where impacts are easier to quantify – in health, education or housing, for example – sport's contribution to society will remain undervalued and under-resourced as investors and policymakers will be limited in their ability to make evidence-based decisions on where best to assign their resource.

The challenge now, therefore, is to develop the robust, standardised and internationally recognised framework for measuring social value that will enable sport to compete with other policy levers for continued investment and support. TSC Impact is committed to doing that, combining TSC's experience in socio-economic impact assessment with Dr Fujiwara's deep knowledge and expertise in social value and behavioural economics to create a new evaluation methodology aligned with global best practice. This work will be guided by a new Sports Social Value Taskforce (SSVT) of industry stakeholders that will shape and test the new models as they evolve.

1.3 Next steps

TSC Impact will publish the new framework's technical components in Volume 2 of this report during 2026. These will be informed by early engagement with industry leaders to better understand their priorities and the challenges they face in measuring socio-economic impact and tested throughout their development with the input of the SSVT. Representatives of public sector bodies, international federations, rights holders, brands and investors are all invited to express an interest in joining the SSVT, which will build a new network of industry players with shared interest and experience in creating and measuring social value in sport.

The question sport must ask is not what society can do for it, but how it will show what it can do for society. For potential investors in sport, social value matters more than ever; for sport itself, quantifying that contribution to societal wellbeing and growth has never been more important to enabling it to continue improving lives.

2.0 Introducing social value

2.1 What is social value?

The concept of social value is rooted in welfare economics, a branch of economic study that evaluates the wellbeing[1] of society and seeks to direct resource allocation in a way that most improves its members' collective quality of life. In this context, the social value of any action, programme, investment, organisation or event is a defined measure of its impact on society, one that looks beyond purely economic effects to capture a wider, and often less tangible, range of positive and negative impacts: on physical and mental health, education, crime, the environment, arts and culture, sport, national pride and community and social cohesion.

In balancing a subject's full spectrum of benefits and costs, social value provides a comprehensive measure of its contribution to society.

Although social value is expressed in monetary terms – partly to quantify its effects and partly to enable comparison with more visible economic impacts and costs– it is largely derived from non-market assets that are not typically bought or sold. The value of these benefits, and the way in which they accrue, can vary significantly, being generated directly for users of a product, service, facility or amenity and indirectly for non-users of them.

[1] Economists also use the terms utility and welfare to refer to a person's overall wellbeing and quality of life.

Use value[2] arises when individuals directly benefit from consuming or experiencing a good, service or amenity, e.g. by exercising in a sports facility, enjoying clean air, or visiting a stadium for a match.

Non-use value[3] reflects the value people place on the mere existence or preservation of a good, regardless of their direct experience of it.

This includes existence value (valuing something like a museum or sports team simply because it exists), bequest value (valuing resources for future generations), and altruistic value (valuing benefits enjoyed by others in the present).

Figure 1: Use value and non-use value

Use Value

Direct benefits

Exercise in a Sports Facility

Enjoying Clean Air

Visiting a Sports Stadium

Non-Use Value

Value without direct use

Existence Value

Valuing your local professional sports team simply because it exists (even if you don't go to watch them).

Bequest Value

Valuing the role of sporting bodies due to their work and preserving the integrity of sports in the future.

Altruistic Value

Valuing that children can benefit from community programmes run by your local grassroots football club.

[2] SAGE Publications. Value, Exchange, Use Value. In Encyclopedia of Consumer Culture.
https://sk.sagepub.com/ency/edvol/consumerculture/chpt/value-exchange-use-value#_
[3] UK Government (n.d.) Applications of Non-use Values in the Context of Culture and Heritage: Executive Summary:
https://www.gov.uk/government/publications/applications-of-non-use-values-in-the-context-of-culture-and-heritage/applications-of-non-use-values-in-the-context-of-culture-and-heritage-executive-summary

2.2 Why social value matters now

Policy priorities, societal challenges and economic imperatives are all making the quantification of social value more important today than it ever has been. In the public realm especially, government spending now comes with a requirement to maximise value in support of a broad range of policy objectives, such as driving economic growth, tackling inequality, combatting climate change, and improving population health. In the UK, for example, the Procurement Act 2023[4] has replaced the requirement of its predecessor Public Services (Social Value) Act 2012[5] to "have regard to" public benefit in contract awards with a legal obligation to "maximise" it instead.

The sport sector is no exception. International federations, national governing bodies and other funders are requiring clear demonstration of investment outcomes that extend far beyond increases in participation or spectator numbers, e.g. to positive impacts of crime reduction, community cohesion, educational attainment or social inclusion.

As one of the most powerful drivers of positive social change, sport is well placed to do this. In societies across the world, sport matters; but it will only continue to attract the investment to deliver that change if it can demonstrate the social value it produces. Sport is competing for scarce public and private resources against alternative investment cases from across the health, education, housing, cultural and infrastructure sectors, all of which can draw on well-developed impact methodologies to make their social value case.

For potential investors in sport, social value is more important than ever; for sport itself, quantifying that contribution to societal wellbeing and growth has never been more vital in enabling it to continue improving lives.

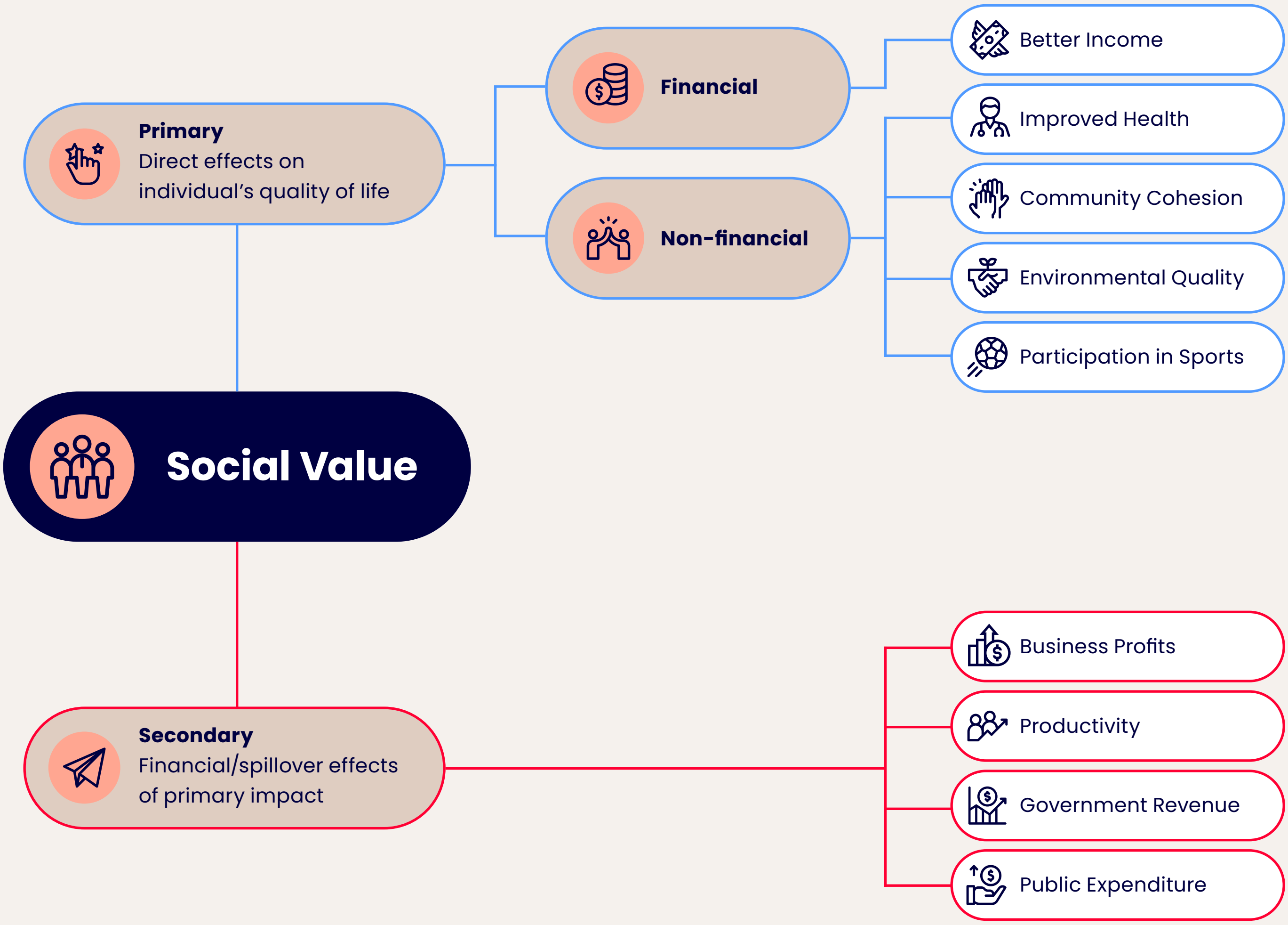
[4] UK Government (2023) Levelling-up and Regeneration Act 2023: https://www.legislation.gov.uk/ukpga/2023/54/contents
[5] UK Government (2012) Localism Act 2011: https://www.legislation.gov.uk/ukpga/2012/3

2.3 Best practice in social value measurement

The non-market[6] goods, services, assets and amenities from which social value is largely derived exist outside conventional economic systems and so lack the direct price mechanisms that would otherwise reveal their value in market prices.

However, social value analysis still expresses these important non-financial impacts in monetary terms to quantify their contribution – positive or negative – to social welfare and enable comparison with economic effects. Its measurement approach focuses on two broad categories of impact:

Figure 2: Primary and secondary impacts



[6] Eurostat Glossary: Non-market Output: https://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Non-market_output

2.3.1 Primary impacts

These are the subject's effects on individuals' quality of life. They may be financial, such as a change in income, or non-financial, e.g. improvements in health, community cohesion, environmental quality, or participation in sport.

The concepts of use and non-use value are relevant here as an individual's wellbeing can be impacted from direct use and/or the pure existence of a good or asset.

2.3.2 Secondary impacts

These are the financial or "cashable" consequences of an action, programme, investment, organisation or event that arise as spillover effects from their primary impacts. They include changes in productivity, business profits, government revenues (e.g. increases in tax receipts), and public expenditures (e.g. on healthcare or welfare benefits).

Better health is an example of a measure that can have both primary and secondary social value impacts: generating the former as a direct benefit for individuals affected (e.g. reduction in pain and discomfort) and the latter as an indirect gain for society (e.g. through reduced healthcare costs and increased labour market participation).

As non-market goods, these impacts must be assessed through non-market valuation methods, which measure and value the change in people's wellbeing that can be attributed to them. For positive outcomes, such as improved health or stronger community cohesion, the value reflects the monetary sum required to generate the same uplift in wellbeing. For negative outcomes, such as pollution and traffic congestion it corresponds to the level of compensation required to fully offset the adverse effect[7].

In the UK, the HM Treasury Green Book (2022)[8] sets out guidance for social value measurement and recommends methods of valuing non-market outcomes alongside financial ones. Other governments (including those of the United States, Canada, France, Australia, and New Zealand) provide similar guidance, as do international bodies such as the OECD, the European Union, and World Bank.

Collectively, these documents provide a global best-practice standard for social value measurement based on three core non-market valuation methods:

Figure 3: Non-market valuation methods

1

Revealed Preference Valuation

Markets behaviour can reveal the value that people place on a non-market good.

E.g. House price data to determine the monetary value of access to a sports stadium.

2

Stated Preference Valuation

People make choices in surveys that state their value for an outcome.

E.g. How much money people would pay for access to a sports stadium.

3

Wellbeing Valuation (The WELLBY approach)

Data on self-reported wellbeing such as life satisfaction is used to measure values.

E.g. The amount of money that would have the equivalent effect on life satisfaction than access to a sports stadium.

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[7] In economic terms, these are known as compensating and equivalent surplus measures.
[8] HM Treasury (2020) The Green Book: Appraisal and Evaluation in Central Government: https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/the-green-book-2020

2.3.3 Revealed Preference (RP) valuation

RP valuation methods infer the value of non-market goods and their impacts from observed behaviour in real markets. They are based on the premise that non-market goods affect the price of market goods in other well-functioning markets and price differentials in these markets can provide estimates of value for those non-market effects. They might, for example, use house price data to determine the monetary value of clean air, access to a stadium or green space.

2.3.4 Stated preference (SP) valuation

These methodologies elicit values for non-market impacts directly from people's responses to hypothetical scenarios. Contingent Valuation (CV) asks respondents how much they would pay (or accept) for a specified change (e.g. cleaner air, access to sports facilities, increased noise). In Discrete Choice Experiments (DCEs), respondents choose between alternative options that vary by attribute and price. Statistical modelling then infers the marginal value of each attribute.

For example, Owen (2006) conducted a CV study that estimated how much local residents are willing to pay (WTP) per year as donations to keep the NBA team Minnesota Timberwolves in Minnesota (rather than the franchise moving to a different city). Average WTP was $25.41 per person per year across fans and non-fans of the team. When this value is multiplied by the number of local residents, this is a gauge of the value of the existence of an NBA team in a given local area.

2.3.5 Wellbeing Valuation (WELLBY)

The WELLBY approach uses data on people's Subjective Wellbeing (SWB), such as self-reported levels of life satisfaction, to estimate the impacts on wellbeing of non-market outcomes. We can value this by determining the amount of money that would have the equivalent effect on life satisfaction through statistical analysis of population-level datasets that include this measure.

For example, Sport England (2023) use this method to estimate the value of being active as £2,500 per year per person (£48 per week).

3.0

Social value in sport and meeting industry needs

3.1 The social value of sport

In England alone, participation in community sport and physical activity is estimated to have created £107.2 billion in social value during 2022/23[9]. Of that total, Sport England attributes £96.7 billion to improvements in wellbeing, with the remaining £10.5 billion representing wider social benefits such as reduced healthcare costs, improved educational outcomes, and stronger community ties.

In the context of the UK's total GDP – approximately £2.53 trillion in 2022[10] – the social value of community sport equates to roughly 4.7 per cent of national economic output.

Taking part is just one way in which sport contributes to the wellbeing of society and individual quality of life, however, as professional leagues, major events and sports infrastructure deliver their own range of positive impacts too.

Each sports market segment makes its own contribution to social value, for direct users (e.g. people who watch or play) and non-users (e.g. those who value a local team's provision of physical activity for young people, even though they do not play themselves) alike.

The challenge now is to develop the robust, standardised and internationally recognised framework for measuring social value that will enable sport to compete with other policy levers for continued investment and support. Without that rigour, investors and policymakers will be limited in their ability to make evidence-based decisions, leaving sport's contribution to society undervalued and under-resourced.

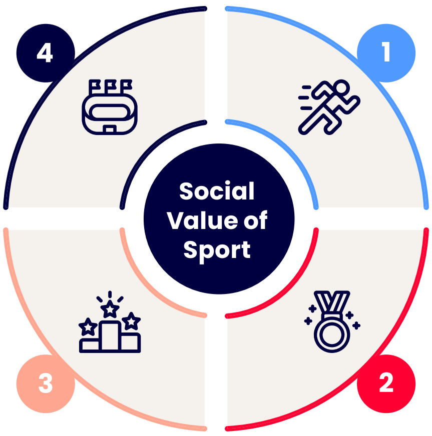
Figure 4: Social value of sport

Sports Infrastructure

Sporting venues and facilities serve as vibrant community anchors, revitalising public spaces, fostering local identity, and enabling inclusive access to sport and recreation. Thoughtful infrastructure leaves a lasting social and cultural footprint.

Sports Participation

Taking part in amateur sports generates both primary and secondary value for the individual and wider society by improving overall health, building discipline and life skills, fostering social connections, and reducing healthcare costs.



Major Events

Beyond the economic gains from tourism, employment, and infrastructure investment, the presence of major events also generates primary and secondary social value and has a wider cultural impact through broadcast coverage and social activation.

Professional Sports

Professional sports create social value through enjoyment for fans, and by inspiring collective identity, pride and unity at all levels. They provide role models who influence social norms around fairness, inclusion, mental health, and equality.

[9] HM Treasury (2020) The Green Book: Appraisal and Evaluation in Central Government: https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/the-green-book-2020

[10] (Statista (2024) Gross Domestic Product (GDP) of the United Kingdom: https://www.statista.com/topics/3795/gdp-of-the-uk/#:~:text=In%202024%2C%20the%20gross%20domestic,and%202.53%20trillion%20in%202022

3.2 A new benchmark for demonstrating social value in sport

The Sports Consultancy (TSC) is partnering with Dr Daniel Fujiwara, a globally recognised authority in social value, wellbeing economics and policy evaluation, to establish a new international benchmark for measuring the social value of sport and the social return on investment it generates. Our shared mission is to close the social value analysis gap to other policy sectors by embedding a new, robust, standardised and internationally aligned social value measurement across sport, from its professional elite to its amateur grassroots and spanning major events, sponsorship and commercial partnerships, community programmes, and infrastructure projects.

Development of the new standard will be informed by this mix of sports industry expertise, leading-edge analytics and proven policy evaluation models, and guided by an industry taskforce made up of stakeholders with an interest in the field. Dr Fujiwara has authored or contributed to 15 global guidance manuals, including the OECD's Social Value Framework[11] and HM Treasury's Green Book, and has led more than 120 policy evaluations for governments and international organisations including the United Nations and International Monetary Fund.

TSC is an award-winning advisory in sport and major events with a 20-year record of helping clients maximise and measure economic impact and social outcomes. Its dedicated research and intelligence unit SEER (Sports & Entertainment Evaluation and Research)[12], which provides data, insight and analysis to support the decision-making of commercial, public and third sector organisations, will bring this experience to the project and act as the Secretariat for the Sports Social Value Taskforce (SSVT) that will shape and test the new methodologies as they evolve. Representatives of public sector bodies, international federations, rights holders, brands and investors are all invited to join.

The final framework will align with global best practice in social value measurement, including that of the OECD's Cost-Benefit Analysis Guidance (2018)[13] and the European Union Guidelines (2015)[14]. In so doing, it will give governments, investors and governing bodies the credible evidence they need to support the expansion of capital and revenue funding for sport; enable athletes, clubs, brands and sponsors to maximise the social impact of their work; and strengthen the case for the long-term prioritisation of sport as a powerful tool for building the healthy, resilient, inclusive societies of the future.

[11] OECD (n.d.) Toolkit for the Social Economy: https://www.oecd.org/en/about/programmes/oecd-toolkit-for-the-social-economy.html
[12] The Sports Consultancy (n.d.) Social and Economic Evidence Review (SEER): https://www.thesportsconsultancy.com/seer/
[13] OECD (2018) Cost-Benefit Analysis and the Environment: Further Developments and Policy Use: https://www.oecd.org/en/publications/cost-benefit-analysis-and-the-environment_9789264085169-en.html
[14] Guide to cost-benefit analysis of investment projects – Economic appraisal tool for cohesion policy 2014-2020, Publications Office, 2015, https://data.europa.eu/doi/10.2769/97516

3.3 Industry engagement

The partnership established between TSC and Dr Fujiwara to develop a comprehensive social value model for sport will publish the new framework's technical components in Volume 2 of this report during 2026.

To inform the development process, TSC will begin by engaging with industry leaders to better understand their priorities and the challenges they face in measuring socio-economic impact. Their insights will inform the framework's scope, design and functionality, and ensure it is robust, relevant and widely applicable.

The SSVT will play an important role in refining and implementing the new methodology through the pooled knowledge of leading organisations that will make up its membership.

Following the publication of this report, TSC and SEER will be seeking expert representation to join the SSVT, from the sports sector and beyond, and welcome contributions from all organisations and individuals as we work together to capture and communicate the true and full social value of sport.

3.4 TSC Impact experience and expertise

TSC Impact's mission to embed robust, standardised and internationally aligned social value measurement across sport will be led by Dr Daniel Fujiwara, working with TSC's leadership and impact specialists and members of the SSVT, who will oversee the development of these new metrics and guidance.

3.4.1 Dr Daniel Fujiwara: TSC Impact Associate

Dr Daniel Fujiwara is a behavioural economist and globally recognised authority on policy evaluation, social value measurement, and wellbeing economics. With more than 20 years' experience in senior roles across government, academia and international organisations, including with the Department for Work and Pensions; Cabinet Office; Ministry of Finance (Tanzania); Financial Conduct Authority; London School of Economics; and the Australian National University.

Dr Fujiwara is a pioneer of influential social value analysis methods that are now embedded in global guidelines such as the UK Treasury's Green Book and OECD frameworks, including the Wellbeing Valuation method (WELLBY)[15 16] and distributional weights[17]. He has led more than 120 policy evaluations for governments and organisations including the UN and IMF, covering $100 billion-plus of investment; co-authored 15 global guidance manuals; published widely in academic journals; and in 2013 received the John Hoy Memorial Prize in Economics for his contribution to policy evaluation methods. He holds a BA in Economics (SOAS, University of London); MSc in Economics (University of Sussex); Mphil in Social Policy (London School of Economics); and a PhD in Economics and Social Policy (London School of Economics).

3.4.2 Angus Buchanan: TSC CEO and Co-Founder

Angus co-founded The Sports Consultancy in 2006 and brings to TSC Impact nearly two decades of experience in asset and event creation and commercialisation of rights. His expertise lies in developing commercially sustainable event models and unlocking new revenue streams for rights holders and host cities.

Angus has played a leading role in the commercial success of major international events such as the Volvo Ocean Race, for which he helped generate more than €200 million in revenue from new and existing rights, and been instrumental in the creation of innovative properties such as RideLondon. He has also led complex commercial programmes for rights holders across a wide range of sports, including FIBA, America's Cup, FEI, ICC and World Rugby, bringing strategic insight and negotiation expertise to each engagement.

[15] Green Book supplementary guidance: wellbeing - GOV.UK
[16] Valuation Techniques for Social Cost-Benefit Analysis:
[17] WP86.pdf

3.4.3 Peter Harber: TSC Impact Manager

Peter leads TSC's work in bespoke socio-economic impact assessments, providing oversight and analytical expertise across our consulting offer. He has an MSc in International Economics from the University of Birmingham and a specialism in mapping complex economic impacts across industries and territories, as well as significant experience in designing and implementing social value measurement frameworks using innovative methods to effectively quantify non-market social outcomes.

Peter joined TSC in 2023 from the Centre for Economics and Business Research and has since delivered wide-ranging event impact assessments for clients including the NFL, NHL, Formula E, NASCAR and UK Sport. He brings to TSC Impact a deep understanding of the intersection of economic drivers and social impact and a focus on providing a holistic view of value.

3.4.4 Harry Killoran: TSC Impact Consultant

Harry holds a Master's degree in sustainability and specialises in developing TSC's social impact offering, helping clients maximise the positive outcomes of their programmes and events. He manages the RFU's Impact '25 women's Rugby World Cup legacy programme, developing and implementing a multi-year framework to evaluate outcomes for Sport England and UK Sport, and leads World Rugby's Impact Beyond initiative, overseeing global data collection and reporting to international stakeholders in multiple languages. Having started his career in a sustainability role with global infrastructure consultants AECOM, Harry is now a Registered Environmental Practitioner (REnvP) and brings to TSC Impact his passion for harnessing the power of sport to drive long-term social change and community benefit.

3.5 Our experience

Dr Fujiwara has been a global leader in policy evaluation, social value measurement, and wellbeing economics for 20 years, while TSC has a similar wealth of experience in delivering industry-defining socio-economic impact reports for organisations including the NFL, MLB, Formula 1, World Rugby, ICC, FIFA World Cup, ECB and Formula E, as well as for governments across the UK, Europe, the GCC and Asia-Pacific.

These studies apply best-practice methodologies to help sports organisations, their investors and partners understand and demonstrate the social value they create, ensuring they have the evidence and data they need to be confident they are making policy and resource allocation decisions that will provide the maximum benefit to society.

3.5.1 Estimating the value of sports participation (DCMS, 2014)[18]

Led by Dr Fujiwara, this was the original report that enabled the UK Government to begin integrating the social value of sports participation into its business case assessments. Using the Wellbeing Valuation method, Dr Fujiwara and his colleagues identified a strong association between sporting activity and improved life satisfaction, and were able to value participation in sport as worth £1,127 per person per annum, and even more for activities such as swimming (£1,630 pa). Overall, the report found that sports participation generates non-market value in wellbeing effects comparable to or exceeding those of cultural activities such as attending arts events or using libraries.

[18] ujiwara, D., Kudrna, L. & Dolan, P. (2014) Quantifying and Valuing the Wellbeing Impacts of Culture and Sport. UK Government: https://assets.publishing.service.gov.uk/media/5a7de7a0e5274a2e8ab4492f/Quantifying_and_valuing_the_wellbeing_impacts_of_sport_and_culture.pdf

3.5.2 Social value of Everton FC Stadium (2021)

Dr Fujiwara led a study to assess the social value of Everton's proposed new stadium at Bramley-Moore Dock (now in operation as Hill Dickinson Stadium). Using large-scale surveys of Merseyside residents and following HM Treasury Green Book best practice, Dr Fujiwara and his team measured both the use and non-use value of the new facility. Analysis found that households were willing to pay £83 per year in higher living costs in exchange for the benefits the stadium would bring, which ranged from civic pride and sporting success to regeneration, community cohesion and the creation of a new public realm.

Aggregated across the Merseyside region, the net present value of the new stadium was calculated as £205 million over 30 years, after accounting for any potential loss or damage to local heritage sites and assets in the dock. The study concluded that the stadium was not just an economic project but a transformational cultural and social asset, delivering pride, heritage renewal and regeneration benefits that extend well beyond football. It was used as a key part of the evidence base in the planning enquiry, ultimately ensuring that the stadium received planning permission in 2020.

3.5.3 Harlequins community programmes social value report 2019

The Harlequins Foundation is the community arm of the south west London PREM Rugby club and delivers a wide range of programmes focused on education, employability, wellbeing and inclusion. These include its flagship SUEZ Employability Programme for 16–24-year-olds not in employment, education or training, education initiatives, youth projects, schools programmes, holiday camps, and rugby clinics. Dr Fujiwara worked with the Foundation to develop an assessment methodology and reporting structure that enabled it to measure and share the social value of its community work.

3.5.4 End-to-end impact support for Rugby League World Cup 2021

TSC's comprehensive support of the Rugby League World Cup 2021 included an important social impact study that introduced a new methodology for measuring the nationwide effectiveness of the tournament's InspirationALL development programme and its alignment with UN Sustainable Development Goals and government policy objectives. This reporting dovetailed with TSC's post-tournament economic impact assessment to provide regional and national stakeholders with evidence-based insights on which to base future event hosting and funding decisions.

3.5.5 Holistic socio-economic impact reporting for UK Sport (2023)

UK Sport commissioned TSC to deliver a holistic socio-economic impact report evidencing the value of major sporting events in the UK. Quantifying the impact of 16 events staged in 2023, TSC demonstrated a £373 million contribution to the UK economy from just £10.8 million of public investment – a sixfold return – as well as supporting more than 4,000 jobs and advancing regional levelling-up priorities. Beyond economics, the study showcased more than 204,000 hours of volunteering, widespread community engagement, and inclusive participation across Para sport. By integrating environmental and reputational metrics alongside, TSC enabled the UK to set a global benchmark for sustainable, inclusive, high-impact hosting.

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