



Kingsmarsh Stadium  
Brundon Lane  
Sudbury  
Suffolk  
CO10 1XR

Tel: 01787 736856

## ANDREA ROSSI | PROJECT SCOPE & REFERENCE

My name is Patrick Bell. As CEO of AFC Sudbury I commissioned Andrea to carry out a significant project for the club to identify the Social Value in monetary terms that the club generates for the community we serve.

**Background:** AFC Sudbury is a progressive organisation with a deep commitment to the community that we serve. Our players range in age from Under 7 to Over 70 (Walking Football). We have 140 16-to-19-year-olds in full time education, over 30 teams registered, and recently launched a Disability Football section. Our Men's and Women's First Teams were both promoted to their highest ever levels in 2023 and both achieved their objective to remain at this level in their first season. The Women's First Team plays just three promotions from the WSL, with clubs like Arsenal and Chelsea and most of England's Lionesses. We receive 2,400 visits to our facility per average week and we have over 20,000 fans on our social media. In late 2024 we received grants amounting to over £1.3 million to build a second 3G facility which is due for completion in May 2025.

Our stated purpose is as follows: *"Inspired by our love for football, we endeavour to empower everyone in the community in and around the town of Sudbury to develop their physical fitness and mental wellbeing, and make this a great place to live, work and thrive."* We are a Not For Profit Limited Company that sees football as an engine for societal improvement.

**The Project:** The club has pivoted from 'football for football's sake' to its commitment to improve the health, wellbeing and lifestyles of the community it serves. In doing so, we recognise that our role within the local authorities where we are located takes on a new meaning and importance. As a not-for-profit organisation, this means that we should now attract funding from a wider scope of funders than the traditional 'football-based' funding providers, such as the Football Foundation. This would include local authorities, the UK lottery and other funders specialising in supporting health, wellbeing and youth services.

However, particularly given the current financial challenges facing all local authorities and pressure on funders to prove the return on investment of their contributions, we needed to be able to evidence the value that we are generating for the community we serve. Having looked around to find a formula or tool to enable this, we were unable to find anything suitable. At that point, Andrea was reaching out to clubs like ours in order to identify a football-based problem to which he could apply his keen mind, excellent academic education and passion for football. Having met on a couple of occasions, we agreed that he would lead this project on the club's behalf.

**The Outcome:** Over an eight-month period, Andrea produced a comprehensive 106 page report capturing all his quantitative and qualitative research and forecasting a range of social value outcomes over the coming five years. The research involved the establishment of our 'community catchment' by postcode districts, key information about the demographic profile therein, a survey of perceptions of the club, in-depth interviews (with transcripts) with influential people in the community and leaders and beneficiaries within the club. It also included extrapolations of financial information as provided and from Companies House. It also provided a strategic lever SWOT Analysis based on the findings discovered in his diligence.

But, more than that, the report provided a range of methodical recommendations for various strategies to further enhance the value that the club is directly generating for the defined community served. The results of this were that the club will generate £9,630,437 over the coming five years inclusive. Andrea then produced three alternative scenarios involving actions and investments which would take this sum to £11,351,826, £13,102,362 and £16,747,140 respectively.



Kingsmarsh Stadium  
Brundon Lane  
Sudbury  
Suffolk  
CO10 1XR

Tel: 01787 736856

The report is being distributed to the directors in readiness for the next board meeting where it will be assimilated and discussed, leading to any decisions.

In addition, I stood down from my role exclusively at the club in January of this year. Since then, as well as remaining Andrea's key contact on this project, I have also used it to approach the two local authorities (Town and District) to open their minds to the true value of sport within our community.

**Andrea Rossi | Personal Recommendation:** Andrea's work on this project has been highly diligent, methodical, imaginative and exemplary. He has taken a very simple objective, and then broken it down to constituent parts and embraced every aspect of the club's activity as separate streams which he has then amalgamated to form the complex, overall picture.

But more than that, he has identified challenges and opportunities which we, as a club working hard to simply keep all the many plates spinning week-in, week-out, have not been able to see. He has then provided strategies and tactics to address these, and explained in detail how to do so. This has been very impressive.

For the record, although a Swiss national, Andrea's spoken and written English are both immaculate and sophisticated. All of his communications have been timely, efficient and effective – including a report each month of progress made and plans for the following month.

I hope to remain in touch with Andrea and provide what support I can as he navigates his way into business. Not just because he will be such an asset to any organisation with which he works, but because he is such a disarmingly polite, humble, hardworking and positive person to be around; an absolute joy. He will go far.

Patrick Bell  
Former CEO and Director, AFC Sudbury