MEASURING THE IMPACT OF EFL CLUBS IN THE COMMUNITY
INSIGHT AND IMPACT REPORT 2020
## CONTENTS

### 2020 MEASURING THE IMPACT OF EFL CLUBS IN THE COMMUNITY - INSIGHT AND IMPACT REPORT

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Welcome to the first ever Measuring the Impact of EFL Clubs in the Community report.

Our Clubs have always had a unique position at the heart of their respective towns and cities, so it is important that we celebrate some of the fantastic work being carried out on a daily basis, and also understand the effect that Clubs have on their individual and collective communities.

Commissioned by the EFL to survey all EFL Clubs and Club Community Organisations (CCOs), specialist sport and leisure management consultants, Knight, Kavanagh and Page (KKP) have provided a unique study which allows us to demonstrate what Clubs do on a national scale.

Using comprehensive data-sets related to a host of measures, including the number of participants involved in activities, the number of staff used to deliver the schemes, plus the value of subsidised and free access to facilities, the findings demonstrate an incredible breadth and depth of community support.

The work undertaken in communities continues to have a clear and lasting positive impact, and the results captured in this report not only start to place a tangible value on this work but also provide further insight into the impact of the programmes provided.

Some of the findings are extremely encouraging – more than 800,000 people take part in a wide range of activities and more than 500,000 hours of group activity were delivered by EFL Clubs across England and Wales during the 2018/19 season.

The hours committed by players, Clubs and CCOs, the volume of staff and volunteers involved and the number of people they reach is remarkable and we are proud to celebrate this work.

I hope you find the report useful and it enables you to further appreciate the fantastic community work delivered by EFL Clubs and their CCOs.

Rick Parry
EFL Chair
WHO’S WHO AND WHAT THEY DO

There are four key players in the EFL community-facing landscape:

EFL (THE ENGLISH FOOTBALL LEAGUE)

To find out more:
EFL.COM

Formed in 1888 by its 12 founder members, the EFL (English Football League) is the world’s original league football competition and is the template for leagues the world over. The EFL is the largest single body of professional clubs in European football and is responsible for administering and regulating the three divisions which form the EFL - the Sky Bet Championship, Sky Bet League One and Sky Bet League Two - as well as the Carabao Cup and the Leasing.com Trophy.

The EFL has a history of innovation, from the introduction of three points for a win and the Play-Off format, through to its groundbreaking iFollow streaming service. It also maintains a going commitment to improve the lives of supporters and communities via the work of their Club Community Organisations (CCOs).

EFL CLUBS

To find out more:
SEE CLUB WEBSITES

EFL Member Clubs span the length and breadth of England and Wales, bringing supporters and communities together. With more than 1,650 matches taking place across all three divisions, EFL Clubs bring the drama and excitement of professional football into the heart of the towns and cities they serve every week.

However, such is the unique relationship between Clubs, supporters and their communities, that the power of the Club badge transcends what happens on the pitch. As part of this, Clubs work hard to provide a welcoming environment for fans of all ages to enjoy the game and work alongside CCOs to help improve the lives of people in their communities.

EFL TRUST (THE ENGLISH FOOTBALL LEAGUE TRUST)

To find out more:
EFLTRUST.COM

The English Football League (EFL) Trust is the charitable arm of the EFL.

It was established in 2008 to oversee the diverse work of EFL’s Club Community Organisations (CCOs).

The core purpose of the Trust is to support all EFL CCOs and collectively:

> Raise aspirations and realise potential;
> Build, stronger, more cohesive communities;
> Improve health and well-being.

And all while constantly providing support to ensure the viability and effectiveness of all CCOs.

The Trust is also responsible for developing and distributing central funding for national programmes. Such funding comes from within football, or is sourced from government and commercial partners.

EFL CLUB COMMUNITY ORGANISATIONS (CCOs)

To find out more:
SEE CLUB WEBSITES

For many years, professional football Clubs have proactively run outreach community programmes.

The first national network was launched in 1986, with the establishment of the ‘Football in the Community’ scheme, started by the Football League and Professional Footballers’ Association (PFA).

In the late 1990s a focus on ‘community sport’ and the desire to draw down government funding saw Clubs’ ‘Football in the Community’ schemes start to adopt charitable status. This development helped Clubs strengthen their already strong links with their communities.

Thus, CCOs were formed, usually as a ‘Trust’ or ‘Foundation’. CCOs now deliver both national and local programmes to hundreds of thousands of people across four key areas: sport and physical activity, health and wellbeing, education and employability and community engagement.
The need for a national study

Despite the national network which now exists, until now, only individual Clubs and CCs have undertaken their own studies to measure their effectiveness. All perfectly valid, but as there’s a national network, what’s the national picture? What are the common measures which apply to all Clubs and their community organisations? By finding out, not only can collective progress be made and learnings acquired, but Clubs, CCs, the EFL and EFL Trust can increase their:

- **Profile**: When presenting projects and their impacts;
- **Influence**: Strengthening individual and collective case-making when bidding for resources, lobbying, sponsorship-seeking etc.;
- **Sustainability**: By illustrating sound business principles and value for money.

Ultimately, if all Clubs and CCs work to the same measures in the future, more clarity will be created in the national picture – and the more powerful and influential the dataset becomes. To paint the national picture, and turn the resultant data into intelligence, the EFL commissioned an independent national study to supply some tangible answers. The study was conducted by specialist sport and leisure management consultancy Knight, Kavanagh and Page (KKP) in 2019 in conjunction with the EFL Trust.

The study’s three-stage methodology

The following stages all took place in 2019.

**Stage 1**: An analysis of work already undertaken by individual Clubs/CCs, alongside familiarisation with other relevant national evaluations and studies.

**Stage 2**: Site visits to eight¹ Clubs/CCs to pilot the approach by getting under the skin of actual work being delivered, as well as social impact and economic benefits. From meetings with key staff, common themes were established. In turn, survey forms were developed – and tested – so the most appropriate and common data was sought across the national network. Behind the scenes, KKP established a processing, data structure and analysis approach.

**Stage 3**: Roll-out of surveys to all EFL Clubs and their CCs, alongside spreadsheets for all Clubs/CCs to complete. These spreadsheets asked respondents to classify projects by:

- **Main purpose**;
- **The environment in which they are delivered**;
- **Type and scale of engagement (number of participants/participant hours, activity duration, personal qualifications gained etc.).**;
- **Cost/value of provision.**

¹The eight Clubs were Consultants in different parts of the country and in different situations. Macclesfield Town, Huddersfield, Nottingham Forest, Plymouth Argyle, Portsmouth, Stevenage, Tranmere Rovers and Yeovil Town.

The survey also requested details of:

- **Financial support** (i.e. the funding underpinning specific projects);
- **Key performance indicators for each project**;
- **Annual accounts** – covering the same time period as the listed projects.

Stage 3 also captured Professional Footballers’ Association (PFA) player engagement data. In addition, demographic data was obtained for each Club CCs 10-mile radius catchment area. It covered census, health, deprivation, crime, benefits dependency and physical activity/inactivity data.

The result

The study has provided the first comprehensive overview of Club-based involvement in – and impact on – local communities and collectively, the nation.

In addition to a national report and dataset, a series of Club/CCO-specific reports now exist. Each comprises:

- A bespoke executive summary;
- Catchment area profile: age structure, total population, projected population, deprivation measures and maps, ethnic composition, income, benefits dependency, crime rates, health indicators and activity rates;
- Club/CCO-specific findings related to participation, engagement, purpose, environment and funding.

The national picture that has emerged confirms the scale, human resources and the time deployed in programmes covering:

- Sport/physical activity;
- Health and wellbeing;
- Education and employability programmes;
- Community engagement.

It has also provided robust financial insight, showing the overall income and expenditure of CCs, as well as analysing the spend per participant on different programmes. Individual spend per hour has also been calculated. In addition, the study shows the types of venue where CC activity takes place, and again applied financial measures.
Understanding the numbers

It is essential to understand what the numbers in this study mean. They are large, the multipliers significant and the research process has generated more than one million cells of data. It is important, therefore, to appreciate how the maths and multipliers work, as illustrated by the following (theoretical) example.

Engagement (what is delivered)

- If one CCO programme runs for:
  - 1 hour per session (60 minutes);
  - And two sessions are run on each week of the school year (39 weeks);
  - Then adds up to 78 hours in total (2 x 39);
  - Therefore if 78 hours are delivered in each of 10 schools;
  - This adds up to 780 hours of engagement (78 x 10).

Participation (what people do)

- If this programme at each of the 10 schools is attended by 30 participants, this adds up to a total of 300 participants (10 schools x 30 children);
- Then this adds up to 2,340 hours of individual participation (30 pupils x 78 hours of engagement);
- This then adds up to 2,340 hours of individual participation per school (30 pupils x 78 hours of engagement);
- If repeated in the same form across all Club CCOs, this would add up to 1,684,800 individual participant hours.

Executive Summary

Key findings

This study has confirmed that Clubs and their CCOs are perfectly located to help address issues related to community and social needs.

The initiatives they deliver impact upon all parts of local communities, irrespective of age, gender, ethnicity, personal health and issues associated with deprivation. They successfully engage with groups that many other programmes fail to reach.

For example, the education and employability programmes run by Club CCOs can have a direct benefit for the 70% of Universal Credit claimants who live within a 10-mile radius of EFL Clubs/CCOs.

Overall, this 10-mile catchment area, encompasses:

- 36.6 million people (61.9% of England and Wales’ population);
- Four in 10 residents who fall into the most-deprived population groups2.

The 2018/19 season saw a cumulative total of 18.4 million fans attending EFL matches. As a result, the reach of EFL Clubs and their CCOs is huge. In turn the programmes and engagement opportunities offered by CCOs can be genuinely life-changing.

As another example, people who live in the catchment areas are more likely to have lower physical activity rates and are more likely to be overweight or obese than elsewhere. Earnings are frequently below average.

This means the sport/physical activity programmes delivered as a minority of Clubs CCOs’ offering can be hugely beneficial. This is also the case, with the other health and wellbeing programmes offered across the landscape, as well as initiatives aimed at engaging and energising communities as a whole.

Here is an overall snapshot3, factored up to cover all EFL Clubs and CCOs that existed at the time of the study (2018/19 season):

- 886,581 people took part in CCO activities;
- £62,844,816 is spent directly on community and social projects.

Across the country, this is an average of:

- £46.8 hours of participation per person, at a cost of:
- £1.52 for one hour’s participation per person, across all programmes being delivered.

As the detail in this study shows, the number of individual hours and spend per hour varies between different types of programmes. But this illustrates the ability of Clubs, via their CCOs, to flex from low scale to large scale in terms of numbers and from ‘easy’ to ‘very difficult’ in terms of engagement.

Overall, the scale of the impact in sheer numbers alone, along with an ability to reach into the country’s more deprived communities and engage difficult-to-reach groups at, what appear to be, cost effective and value-for-money rates, points towards CCOs providing a highly effective route to community engagement.

Clubs are demonstrably able to touch all parts of local communities and provide services for all age groups. That’s from primary school pupils to the elderly, while covering issues from academic attainment to social integration and community cohesion.

The EFL Trust and the existing CCO network already successfully engages with a diverse mix of people who live within many of the country’s most deprived areas. Based on the data and relevant case studies in this report, this success appears to be achieved very cost-effectively. A direct and positive impact is being made on the hundreds of thousands of people with whom the CCO network engages, and more widely on their families and the communities in which they live.

Looking ahead, a comprehensive baseline now exists that is not only informative in its own right, but enables a more insightful strategic approach nationally and at individual CCOs.
The figures in these sections are drawn from the sample size of 45 Clubs and 67 CCOs.

**INPUTS & INCOME**

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<th>Category</th>
<th>Details</th>
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<tr>
<td>INCOME</td>
<td>£71,412,684 CCO per annum income (based on financial accounts data)</td>
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<td>£59,544,636 (85.3%) of this is directly linked to community engagement.</td>
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<tr>
<td>STAFF &amp; FACILITIES</td>
<td>3,562 people work either directly or indirectly on CCO-delivered projects</td>
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<td></td>
<td>2,827 people employed by CCOs</td>
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<td>4,891,365 hours (equivalent to 130,416 person weeks) of community-related work are delivered by this workforce per annum.</td>
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**OUTPUTS & OUTCOME**

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<th>Category</th>
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<td>FUNDING</td>
<td>£16,301,470 EFL Trust funding of CCOs in 2018/19.</td>
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<td>£58,480,594 was spent directly on projects, comprising:</td>
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<td>- £16,642,669 on sport/physical activity;</td>
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<tr>
<td></td>
<td>- £4,351,456 for health and wellbeing;</td>
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<tr>
<td></td>
<td>- £18,074,452 on education and employability;</td>
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<td>- £19,412,037 for community engagement.</td>
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**STAFF & FACILITIES**

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<td>CLUBS &amp; PLAYERS</td>
<td>29,687 = the number of occasions when players were involved in community initiatives (health, education, social inclusion, anti-racism, promotion of women, girls and disability football etc.)</td>
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**PARTICIPANTS**

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<td>PROJECT FUNDING</td>
<td>825,013 people took part in a wide range of activities under the umbrella of their local EFL Club. Many participate in more than one setting and in more than one type of activity:</td>
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<td>- 434,162 took part in sport/physical activity;</td>
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<td>- 154,091 in health and wellbeing initiatives;</td>
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<td></td>
<td>- 235,720 in education and employability projects;</td>
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<td>- 193,760 in community engagement.</td>
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**HOURS DELIVERED - INDIVIDUALS**

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<td>HOURS DELIVERED - GROUPS</td>
<td>522,936 hours of group activity were delivered, comprising:</td>
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<td>- 183,296 hours for sport/physical activity;</td>
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<td></td>
<td>- 48,421 hours directed at health and wellbeing;</td>
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<td>- 208,181 hours on education and employability schemes;</td>
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<td>- 83,039 hours of community engagement.</td>
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*The relationship of projects is too complex to simply multiply the numbers shown above – see Appendix 6, for a detailed explanation of their relationship.*
396 facilities (pitches, sports halls, meeting rooms etc.) are used by CCOs. This often removes (or alleviates) a cost that might have prevented activity taking place. Across the 396 facilities there were:

118,502 OCCASIONS WHEN THE FACILITIES WERE LET/USED

62,509 (52.7%) TIMES WHERE THE ‘LET’ WAS SUBSIDISED OR FREE

2,006,438 ATTENDANCES (INDIVIDUAL VISITS BY PEOPLE MAKING USE OF FACILITIES)

1,003,567 (50%) OF ATTENDEES WERE FREE/SUBSIDISED ACCESS

£4,688,160 GENERATED INCOME TO CLUBS

£2,391,234 IS THE EQUIVALENT VALUE OF THE SUBSIDISED/FREE ACCESS

Continued Investment

£18,727,750 investment in capital funding grants was made in 2018/19 to Clubs and CCOs for facilities that can also be used for the benefit of local communities and schools.
EFL Clubs are focal points in local communities. Most Clubs grew out of the communities that surround them, while several communities grew around the Clubs. This relationship has grown and strengthened over the decades. They open their doors to supporters numerous times in a season for matches and offer non-matchday activities for various community groups. Many of these activities are delivered by Club CCOs—as well as a range of outreach programmes in other locations. The vast majority of CCOs are charitable organisations. And as a walk down virtually every high street in England will tell you, the charity sector now operates firmly within the business community. CCOs are no different. They are run on sound business principles. They prepare business plans, set targets, review performance and work closely with their associated Clubs.

As a collective network, EFL CCOs have the unique support of an umbrella body, the EFL Trust. The Trust provides information, advice, guidance and support to ensure the network aspires to best practice in governance and delivery quality. The EFL Trust also represents the network to key national stakeholders, providing a unique voice as a national organisation that can offer local delivery solutions.

This study brings everything together—covering topics such as the current national financial state of the CCO network, how income is generated, and how much time is devoted to community-facing activities, and by whom. It also shows the range and usage of facilities and the continued investment in them. For actual examples of the national programmes delivered locally by CCOs, please see the ‘Strategic Alignment’ section, starting on page 48.

The national financial picture

The picture is a healthy one:
- £71,412,684 income was generated in the study period, a 17.3% year-on-year rise;
- £69,771,686 expenditure, of which 85.3% was invested in community engagement;
- £1,640,998 was therefore the net balance;
- £22,005,031 worth of funds were carried forward, including previous balances.

A graphic representation makes this healthy state visually clear.
How is income generated?

CCOs funding comes from a wide range of sources. The largest single funder, at £16,301,470, is the EFL Trust.

The EFL Trust total includes funding for each CCO from the PFA (supported by the Premier League’s domestic broadcasting income) and funding gained centrally by the Trust for the network from either government bodies, charities or commercial organisations.

Other key funding streams to CCOs include those funds raised locally including from local government, educational institutions, private partners or sponsors and directly from the Premier League Charitable Fund. There are also course fees from the general public (e.g. people attending holiday clubs etc.).

The overall funding picture looks like this:

Some of the funds invested in CCOs are ‘unrestricted’, i.e. they can be spent on initiatives at the discretion of the individual CCO. Other funds are ‘restricted’, i.e. they must be spent in line with criteria set by the funder. This usually applies to national programmes (e.g. the partnership with MIND). Of CCOs’ total £71,412,684 income:

- £39,821,981 (55.8%) is unrestricted;
- £31,590,703 (44.2%) is restricted.

What resources are used?

RESOURCES: HUMAN

Club/CCO community/charitable work is delivered by a combination of paid staff (CCO/Club), players and coaches. This workforce is supplemented by unpaid volunteers, supporters and other members of the local community.

TOTAL WORKERS

In 2018/19, the number of people working on CCO-related community projects – including those working for Clubs – was:

- 3,562 in total (paid and volunteers)

WORKING IN CCOs

In 2018/19, the number of people working on CCO-related community projects – including those working for Clubs – was:

- 2,827 working specifically for CCOs (1,602 full-time and 1,225 part-time).
Collectively those who work or offer their time to Club CCOs make a huge time contribution.

What resources are used?

RESOURCES: TIME

**TOTAL HOURS**

4,891,365
The total hours spent in 2018/19 on community-facing work by Clubs/CCOs.

**TOTAL DAYS**

652,182
The total days spent in 2018/19 on community-facing work by Clubs/CCOs.

**TOTAL WEEKS**

130,436
The total weeks spent in 2018/19 on community-facing work by Clubs/CCOs.

**CLUB/CCO STAFF**

203,628
hours were donated by Club/CCO staff.

**FANS/VOLUNTEERS**

407,843
hours were donated by fans, supporters and volunteers.

**PARTNER STAFF**

296,087
hours were contributed by staff from partner organisations.

*Time* is based on a 37.5 hour working week (7.5 hours per day) and 47 weeks per annum full time. Part time has been taken to be 50% of a full-time position. Occasional work by volunteers, supporters, partners etc. has been taken to be around three hours per week.

This chart shows the time spent by various groups involved with Club CCOs:

<table>
<thead>
<tr>
<th>Worked/donated by</th>
<th>People working on community initiatives</th>
<th>Full-time</th>
<th>Part-time</th>
<th>Full-time equivalent</th>
<th>Hours per annum*</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCO staff</td>
<td>1,602</td>
<td>1,225</td>
<td>2,215</td>
<td>3,940,881</td>
<td></td>
</tr>
<tr>
<td>Club staff</td>
<td>40</td>
<td>82</td>
<td>81</td>
<td>203,628</td>
<td></td>
</tr>
<tr>
<td>Players</td>
<td></td>
<td></td>
<td></td>
<td>26,697</td>
<td></td>
</tr>
<tr>
<td>Club coaches</td>
<td>0</td>
<td>54</td>
<td>27</td>
<td>87,843</td>
<td></td>
</tr>
<tr>
<td>Club fans</td>
<td>0</td>
<td>16</td>
<td>8</td>
<td>27,777</td>
<td></td>
</tr>
<tr>
<td>Supporters Trust</td>
<td>0</td>
<td>208</td>
<td>279</td>
<td>292,223</td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td>1</td>
<td>0</td>
<td>8</td>
<td>277</td>
<td></td>
</tr>
<tr>
<td>Partner organisations</td>
<td>14</td>
<td>320</td>
<td>9</td>
<td>298,087</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,657</strong></td>
<td><strong>1,905</strong></td>
<td><strong>2,610</strong></td>
<td><strong>4,891,365</strong></td>
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(*includes part time, occasional and as part of wider job)
RESOURCES: FACILITIES

Facilities include pitches of various types, meeting rooms of all sizes and indoor sports halls. They play a key role in the business structure of CCOs. That’s because they can be:

- **FREE TO USE**: Because they are already owned by the CCO or gifted by the Club.
- **SUBSIDISED**: Made available free/at subsidised rates: For community use, meaning they benefit the community financially as well as physically.
- **COMMERCIAL**: Hired out commercially: Providing another income stream, with money re-invested to maintain the facility.

Use of Club venues can also add kudos to activities, attracting more participants, e.g. use of the Club’s training ground or boardroom at the stadium. It all adds up – literally – to: (see table overleaf)

- **£4,688,160** income for Clubs and/or CCOs;
- **£2,931,234** in value to the CCO and/or local community via subsidised/free access.

This chart shows how income and value figures on the previous page are derived and how the various facilities are used:

<table>
<thead>
<tr>
<th>Facility type</th>
<th>No</th>
<th>No of lets per annum</th>
<th>Subsidised lets</th>
<th>Income</th>
<th>Value of subsidised access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full size 3G pitch</td>
<td>46</td>
<td>50,747</td>
<td>8,652</td>
<td>£2,379,679</td>
<td>£618,061</td>
</tr>
<tr>
<td>Half size 3G pitch</td>
<td>23</td>
<td>1,540</td>
<td>1,499</td>
<td>£54,081</td>
<td>£64,490</td>
</tr>
<tr>
<td>5/7 a-side, 3G pitch</td>
<td>107</td>
<td>21,658</td>
<td>12,356</td>
<td>£687,071</td>
<td>£729,812</td>
</tr>
<tr>
<td>Full-size grass pitch</td>
<td>33</td>
<td>732</td>
<td>152</td>
<td>£59,990</td>
<td>£47,700</td>
</tr>
<tr>
<td>Grass pitch (other)</td>
<td>26</td>
<td>501</td>
<td>239</td>
<td>£13,808</td>
<td>£13,490</td>
</tr>
<tr>
<td>Indoor sports hall</td>
<td>17</td>
<td>12,231</td>
<td>5,236</td>
<td>£590,558</td>
<td>£165,687</td>
</tr>
<tr>
<td>Meeting room</td>
<td>85</td>
<td>12,177</td>
<td>7,484</td>
<td>£377,574</td>
<td>£161,893</td>
</tr>
<tr>
<td>Other</td>
<td>57</td>
<td>34,716</td>
<td>26,891</td>
<td>£425,399</td>
<td>£1,103,096</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>396</strong></td>
<td><strong>118,502</strong></td>
<td><strong>62,509</strong></td>
<td><strong>£4,688,160</strong></td>
<td><strong>£2,931,234</strong></td>
</tr>
</tbody>
</table>

And here’s the proportion for each facility type:

- **Full size 3G Pitch** (46)
- **Other** (57)
- **5/7 a-side 3G pitch** (107)
- **Full size grass pitch** (33)
- **Indoor sports hall** (17)
- **Meeting room** (85)
- **Grass pitch (other)** (26)
- **Meeting room** (85)
- **Full size grass pitch** (26)
- **less than full size grass pitch** (26)
- **Full size 3G pitch** (46)
- **half-size 3G pitch** (25)

**Capital-funded projects**: Ongoing facility investment also benefits local communities. Clubs/CCOs currently receive capital-funding grants totalling £16,727,750. These grants improve, maintain and provide new facilities for community and/or school use. For example:

<table>
<thead>
<tr>
<th>Facility type</th>
<th>Capital-funding grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor 3G, floodlit, full-size football turf pitch</td>
<td>£500,000</td>
</tr>
<tr>
<td>Indoor 7-a-side pitch</td>
<td>£100,000</td>
</tr>
<tr>
<td>3G pitch and hub site</td>
<td>£120,000</td>
</tr>
<tr>
<td>Community sports centre</td>
<td>£1,200,000</td>
</tr>
<tr>
<td>Sports hall</td>
<td>£1,900,000</td>
</tr>
</tbody>
</table>
RESOURCES: THE POWER OF THE CLUB BADGE

EFL Clubs sit at the heart of their communities. As a result, CCOs are able to use the power of the Club badge to help deliver across a broad range of schemes.

1. **Product and service differentiation**
   The familiarity and status of the Club brand creates instant differentiation for potential participants in CCO activities.

2. **Extra resources**
   These resources include access to Club players, matchday opportunities for CCOs to promote themselves through programmes and other marketing channels, and hospitality opportunities to entertain existing funders and potential sponsors.

3. **Commercial opportunities**
   Club facilities can provide savings to a CCO if they are granted to the CCO free or at a subsidised rate. On a wider level, the Club may introduce potential partners to CCOs while, on the other hand, CCOs may introduce the Club to a sponsor who seeks a wider involvement.

RESOURCES: PLAYERS

After its brand and heritage, players are a Club’s greatest asset. The EFL Clubs, Professional Footballers’ Association and players themselves share a united belief that players should engage closely with local communities. This applies at all levels, from junior players and members of women’s squads to men’s first teams. All can play significant roles, often in different parts of the community. Such engagement helps players develop personality, so they do not become detached from everyday life. Equally, giving back to the community that supports them helps foster even stronger relationships with supporters.

In 2018/19, there were 29,687 instances of player engagement with local communities.

£5,962,250 is the value of such player time.

Creating the right environment

Clubs have the opportunity and the responsibility to provide a high-quality environment. To this end the EFL’s Family Excellence Scheme (FES) has encouraged Clubs to think strategically about all aspects of fan engagement, specifically focusing on and innovating around the matchday experience for families and young fans.

From 32 Club winners in 2007/08 the number of successful Clubs had almost doubled by 2018/19 and last season a record number of 63 Clubs attained Family Excellence status, nine of which were crowned ‘Gold Award’ winners for their exemplary work in engaging families on match days. The FES was also awarded the ’Best Fan Engagement Programme’ at the 2018 Sports Business Awards.

**What resources are used?**

**What resources are used?**

**ENGAGEMENT**

29,687

instances of player engagement with local communities.

**VALUE**

£5,962,250

is the value of such player time.

This chart shows the type of community engagement made by players – and respective values:

<table>
<thead>
<tr>
<th>Player visits</th>
<th>Type of visit</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,076 (39.3%)</td>
<td>Matchday and training ground activities</td>
<td>£1,489,400 (24.5%)</td>
</tr>
<tr>
<td>5,446 (18.3%)</td>
<td>Soccer schools, girls, women’s and disability football</td>
<td>£1,561,500 (24.8%)</td>
</tr>
<tr>
<td>3,744 (12.6%)</td>
<td>Education and health initiatives</td>
<td>£936,000 (15.7%)</td>
</tr>
<tr>
<td>2,627 (8.8%)</td>
<td>Social inclusion and anti-racism</td>
<td>£652,750 (11.0%)</td>
</tr>
<tr>
<td>6,194 (20.9%)</td>
<td>Presentations, charitable activities &amp; hospital visits</td>
<td>£1,548,500 (26.0%)</td>
</tr>
</tbody>
</table>

**Creating the right environment**

Clubs have the opportunity and the responsibility to provide a high-quality environment. To this end the EFL’s Family Excellence Scheme (FES) has encouraged Clubs to think strategically about all aspects of fan engagement, specifically focusing on and innovating around the matchday experience for families and young fans.

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*Based on an agreed value between the EFL and PFA of £250 per visit, taking into account differentials such as seniority of the player, perceived value and whether they attended alone. This figure was reduced by 50% for matchday and training ground-based activities. Of course, value is a subjective measure and is not a ‘cost’ per se.*
At the annual EFL Awards ceremony in April 2019, Will Vaulks picked up the ‘Player in the Community Award’ for his outstanding work in the community during his time in South Yorkshire. "From 2017-2019 whilst he was playing his football at Rotherham United, Vaulks was working as a volunteer one day a week at Bluebell Wood Children’s Hospice. Vaulks, who now plays for Cardiff City, said: "I was sitting after training one day playing on my Xbox, I was about 23 years old.

"I just thought to myself ‘what am I doing? I need to be doing something better with my time’ and every week since then I went to Bluebell Wood Children’s Hospice.”

As impressive as this selfless act is, what’s even more impressive is that Vaulks – who had never applied for a job before – had to go through a full application and interview process before even landing the volunteering role.

Once successful, he visited the hospice every week to spend time with the children or help out in the office, doing whatever was needed at the time.

With Bluebell Wood requiring £11,000 of funding per day to operate, as part of his volunteering, Vaulks also went under lock and key in a prison for ‘Jail and Bail’, which saw over £10,000 raised.

“When I have a good session with one of the children, I would really feel like I’ve made a difference,” he continued. "I used to get in my car to go home and think ‘I’ve done something worthwhile today.”

And it’s not just children at the hospice who were smiling thanks to Vaulks’ kindness. Vaulks once went the extra mile to help a young Rotherham United fan who was struggling with his confidence and past mistakes.

The Welsh international found out from the Rotherham United Ticket Office where the fan sat on a matchday and presented him with a letter before kick-off at a game last season.

The hand-written letter was full of genuine advice for the youngster, but most importantly it told him to ‘enjoy it, smile, laugh, work hard and be happy.’

“I remember going to Newcastle United’s training ground when I was a kid – I was a Newcastle fan when I was younger,” he recalled when asked why he felt compelled to offer up his free time.

"Alan Shearer just sort of rubbed the top of my head and that was the greatest day of my life! I’m not saying that I’m Alan Shearer at all, but for us as footballers to put smiles on kids’ faces, it’s really not hard to do. I loved coming to Bluebell Wood, I was completely myself when I was there."

Since his move to Cardiff City, Will has been involved with a number of community projects, including a wellbeing event, primary school visits and Foundation run tournaments for children.

To find out more: BLUEBELLWOOD.ORG
Delivering in the Community

A Deeper Dive

Purposes, environments and measures

There are many drivers for Club/CCOs initiatives, reflecting the needs to which they respond. To bring structure to this diverse delivery, the EFL Trust and CCOs have used the following themed areas to group strategy, programmes and initiatives. These were in place at the time of the study:

- **Sport/Physical Activity**;
- **Health and Wellbeing**;
- **Education and Employability**;
- **Community Engagement**.

Showing the dynamic nature of the environment in which Clubs and CCOs operate, the EFL Trust’s new strategy for 2019-24 has a vision to create ‘Stronger, Healthier, More Active Communities’.

In a drive to ensure CCOs are more focused on the impact of their activities rather than outputs, under the new strategy, workstreams are now grouped as:

- **Community Engagement and Participation**
- **Health and Wellbeing**
- **Education and Employability**

In effect the workstreams are purposes. In turn, the environments in which initiatives are delivered fall into one of three broad categories:

- **Community settings** (e.g. youth clubs/community centres etc.);
- **Educational settings** (e.g. colleges and/or schools);
- **Club/CCO venues and/or associated premises**.

This creates the following matrix, based on the four defined purposes at the time of the study:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Environment</th>
<th>Community Settings</th>
<th>Educational Settings</th>
<th>Club/CCO Venues</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sport/physical activity</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>2. Health &amp; wellbeing</td>
<td>E</td>
<td>F</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Education &amp; employability</td>
<td>G</td>
<td>H</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>4. Community engagement</td>
<td>J</td>
<td>K</td>
<td>L</td>
<td></td>
</tr>
</tbody>
</table>

Across each of the 12 resultant combinations, six measures were applied:

- Participant numbers;
- Engagement hours;
- Individual participation hours;
- Overall spend;
- Spend on each person;
- Spend on each person per participant hour.

Calibrating all the matrix alongside the six measures, the following national picture emerges:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Participants</th>
<th>Engagement</th>
<th>Individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERALL SPEND</strong></td>
<td>£58,480,594</td>
<td>£70.88</td>
<td>£1.52</td>
</tr>
<tr>
<td><strong>SPEND PER PERSON</strong></td>
<td>£100.19</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SPEND PP/PER HOUR</strong></td>
<td>£2.27</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EDUCATIONAL SPEND</strong></td>
<td>£19,412,037</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SPORT/PHYSICAL ACTIVITY SPEND</strong></td>
<td>£434,162</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HEALTH AND WELLBEING SPEND</strong></td>
<td>£522,936</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>COMMUNITY ENGAGEMENT SPEND</strong></td>
<td>£58,480,594</td>
<td>£70.88</td>
<td>£1.52</td>
</tr>
</tbody>
</table>

These numbers alone, plus the ability to reach into the country’s more deprived communities and engage difficult-to-reach groups, clearly indicate how CCOs provide a highly effective route to positive community change.

Add to this the cost-effective way in which initiatives are delivered and the value-for-money for participants and the case for promoting the cause and effect of Clubs in their communities is undeniable.

*Please see ‘Understanding the numbers’ box on page 10. A legitimate double counting – time and investment are finite resources and can only therefore add up to an overall total of 100%. However, a programme’s objectives may, for example, have two or three parts and therefore take place in several environments or have more than one main objective. When funding can be split between environments and attributed to purposes, participants cannot, consequently in such circumstances as data is legitimately counted in each setting.*
The EFL Kids and Girls Cup gives the opportunity for EFL Clubs to engage with their local communities and attract young supporters, whilst offering a once-in-a-lifetime chance of playing on the famous Wembley pitch before some of English football’s marquee fixtures.

Highlighting the success of the competition so far, this season the competitions were renamed the ‘Utilita Kids Cup’ and ‘Utilita Girls Cup’, following a new four-year deal that saw the energy supplier become the Official Title Sponsor.

Taking place before the Leasing.com Trophy Final and the traditional end-of-season Play-Off Finals, last season saw over 22,000 schoolchildren take part across both Kids and Girls’ competitions, going through the local and regional stages, before competing on a national scale, with that number increasing year-on-year as interest and awareness grows.

Beginning at the start of the school term in September, over 2,800 schools take part across both competitions, with EFL Clubs and their Club Community Organisations (CCOs) engaging with their local schools to deliver local tournaments.

Having first launched ahead of the 2007/08 season, the competitions will see total participation surpass a quarter of a million during the 2019/20 season.

Whilst the competition offers unique rewards at the final stages, young people are encouraged to participate and develop a love of sport throughout, whilst also having the opportunity to pull on the colours of their local EFL Club.

The competition provides a platform for young players to compete on a national level. Two such youngsters were Scott McTominay (Manchester United) and Will Hughes (Watford) who are now both established at the highest level of English football.
The Four Purposes

**SPORT/PHYSICAL ACTIVITY**

Overall, Sport/Physical Activity programmes saw: Initiatives typically include walking football, girls’ and women’s football, Every Player Counts, other disability football initiatives, Utilita Kids and Girls Cup, school Clubs and holiday programmes, cup competitions etc.

**PARTICIPANTS**

434,162

- 208,602 took part in community settings;
- 225,983 in educational environments; and
- 109,003 in Club/CCO premises.

**ENGAGEMENT HOURS**

183,296

- 80,593 were delivered in community settings;
- 63,408 in educational environments; and

**INDIVIDUAL PARTICIPANT HOURS**

18,161,330

- 9,964,969 took place in community settings;
- 5,696,157 in educational environments; and
- 2,500,204 in Club/CCO premises.

**OVERALL SPEND**

£16,642,650

- £7,412,213 was directed towards activities in community settings;
- £5,551,920 in educational environments; and
- £3,678,517 in Club/CCO premises.

As activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.
Stevenage FC Foundation’s Introduction to Exercises classes are designed for people with long-term medical conditions (both physical and mental) and are adaptable to any ability. They aim to help people start or get back into exercise.

The sessions are mainly circuit-based, but also incorporate other activities like Soccercise, Pilates and Boxcercise and also have a strong element of social support, with the group regularly opening up and sharing their experiences and struggles with their health.

**TREVOR’S STORY**

Trevor Prowse, who was overweight and suffered from severe anxiety, never thought he would be able to do everyday activities like playing with his grandchild or talking to a stranger on the phone.

It wasn’t until he was referred by his GP to Stevenage FC Foundation that his life turned around.

Stevenage FC Healthy Lifestyles Officer Hannah Marsh recalls: “When I first met Trevor, he told me our meeting was the first time he had left his house in a week due to his anxiety being that severe. He was very unsure about taking part in any exercise.

“He agreed to try our ‘Introduction to Exercise’ class and despite his apprehensions, he took part, thoroughly enjoyed himself and hasn’t looked back since.”

In the two years that Trevor has been involved, he has lost a remarkable six stone and his blood pressure has dropped significantly, to the point where he no longer has to take medication.

Talking about his experiences, he said: “I started suffering with severe anxiety from my early 20s, so really, I have suffered for over 30 years. Taking that huge step to take part in the sessions at Stevenage FC Foundation was such a life-changing decision for me.”

“It’s made a huge difference and has physically and mentally changed my life. I’m doing things now I never dreamed of!”

The 58-year-old credits the sessions for not only helping him physically, but mentally, as he no longer dreads meeting new people and looks forward to classes each week.

He added: “Stevenage FC Foundation and the course they run are all superb and I would recommend getting involved to absolutely anyone. There are people there of all ages, all levels of fitness and everybody is there for their own reason – I consider the people in my class as not just friends, but even family now.

“The sessions have allowed me to realise that there are people who will help you if you are struggling – you just have to open up.

“Something may seem daunting at first but once you get over that barrier in yourself and try it, it may just be one of the best things you ever do.”
Overall, Health and Wellbeing programmes saw initiatives include programmes such as Extra Time Hubs, Football Memories Joy of Moving, etc.

### Analyzing the four purposes

#### Health & Wellbeing

Overall, Health and Wellbeing programmes saw initiatives include programmes such as Extra Time Hubs, Football Memories Joy of Moving, etc.

#### Participants

- **154,091**
  - Of the 154,091 participants:
    - 77,953 took part in community settings;
    - 98,085 in educational environments; and
    - 54,639 in Club/CCO premises.

#### Engagement Hours

- **48,421**
  - Of the 48,421 engagement hours:
    - 13,227 were delivered in community settings;
    - 18,280 delivered in educational environments; and
    - 16,914 delivered in Club/CCO premises.

#### Individual Participant Hours

- **2,285,903**
  - Of the 2,285,903 individual participant hours:
    - 748,814 took place in community settings;
    - 974,347 in educational environments; and
    - 562,742 in Club/CCO premises.

#### Spend

- **£4,351,456**
  - Of the £4,351,456 overall spend:
    - £1,873,162 was directed towards activities in community settings;
    - £1,446,110 in educational environments; and
    - £1,032,184 in Club/CCO premises.

#### Spend on Each Person

- **£28.24**

#### Spend per Participant Hour

- **£1.90**

---

As activities often take place in more than one environment or for more than one reason, the raw total for participants across all 12 categories can exceed the overall total number of people.

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36

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37
Recent studies show that 42% of those over the age of 55 are inactive and would like opportunities to meet peers to feel less isolated, live well and do things they enjoy.

Tony Ward, who is retired and in his mid-60s, found himself very lonely after going through a divorce late in life. He credits Derby County Community Trust’s Health and Wellbeing programmes such as Walking Football and Extra-Time Hubs for turning his life around. TONY WALKS BACK TO REGAIN HIS SELF-ESTEEM

After a period of what he describes as ‘lonely depression’, Tony realised he needed to change something. As a lifelong Derby County supporter, the work of Derby County Community Trust really appealed to him.

He had played five-a-side football until the age of 59, and walking football sessions at the Club caught his eye. After signing up to them, he hasn’t looked back. He says he was immediately struck by the friendliness and camaraderie of the people in the group and instantly looked forward to weekly sessions, as his fitness improved dramatically.

Tony finds it difficult to express just how exciting it was to pull on that Derby County shirt for the first time whilst representing his boyhood Club in Walking Football tournaments. More recently, he has become a popular figure at the Rams’ EFL Trust Extra-Time Hubs, encouraging others who were once in his position to come together in a comfortable, welcoming environment and meet new people.

The project harnesses the unique power of football Clubs in their communities to engage retired and semi-retired people and provide a range of activities that could benefit their physical and mental health. Tony said, “I had retired from a very fulfilling job in education and I thought my life would involve the normal things that retirement brings. However, things didn’t work out as I anticipated. An unexpected relationship breakdown turned my life upside down.

“As I got involved in walking football sessions at Derby County Community Trust, they decided to put a team together to compete in the tournament and I was lucky enough to be invited to play. It is difficult to express how exciting it was to pull on that Derby County shirt for the first time. We didn’t win the tournament but we enjoyed every minute and, looking back, I can see that many long lasting friendships had been forged.”

EFL Trust Extra Time Hubs are currently running at 12 Clubs across the country, thanks to Sport England’s Active Aging fund from the National Lottery. EFL Trust’s ambition is to help create a national movement of Hubs to make a positive difference to thousands living their later years in EFL communities.

To find out more: DERBYCOUNTYCOMMUNITYTRUST.COM
Analysing the four purposes

**EDUCATION/EMPLOYABILITY**

Overall, Education and Employability programmes saw initiatives typically focus on further education, degree courses, traineeships, apprenticeships etc. Programme examples include Business and Technology Education Council courses (BTECs), and degree courses with specific universities.

- **PARTICIPANTS**
  - 239,700 of the 239,700 participants: 40,913 took part in community settings; 203,805 in educational environments; and 87,834 in Club/CCO premises.
- **ENGAGEMENT HOURS**
  - 208,181 of the 208,181 engagement hours: 26,203 were delivered in community settings; 86,118 in educational environments; and 95,860 in Club/CCO premises.
- **INDIVIDUAL PARTICIPANT HOURS**
  - 9,596,742 of the 9,596,742 individual participant hours: 1,040,260 took place in community settings; 5,805,683 in educational environments; and 2,750,799 in Club/CCO premises.
- **OVERALL SPEND**
  - £18,074,452 of the £18,074,452 overall spend: £3,422,486 was directed towards activities in community settings; £7,157,960 in educational environments; and £7,514,006 in Club/CCO premises.

**SPEND ON EACH PERSON**

£75.40

**SPEND PER PARTICIPANT HOUR**

£1.88
The EFL Trust and the CCOs within the network provide positive, inspiring learning environments that engage the local community to develop skills for life that open up opportunities for employment.

Working in conjunction with University of South Wales, The Foundation Degree in Community Football Coaching and Development develops the skills and qualities required to work within professional football Clubs’ community departments or national governing bodies in areas of growth such as social inclusion, community coaching and football development.

This stand-out course focuses on both the football and business-related knowledge needed to develop professionals for the football industry. Students consolidate their learning and start to specialise in work-based learning experience in line with their career ambitions.

Developed in partnership with professional coaching organisations, the course allows students to study and gain work placements across the globe.

In 2018/19 students on this course achieved a 95% pass rate, with eight of those achieving first-class honours.

Joe Pym, a 26-year-old Education and Recruitment Officer at Wigan Athletic Community Trust, embarked on an educational pathway with Wigan Athletic and the University of South Wales on both the Foundation Degree in Community Football Coaching and Development course and the Football Coaching, Development and Administration (Top Up) degree.

His involvement on both courses led him to achieve his dreams and ambitions of working for his boyhood club. He really credits the blended learning aspect of the course saying:

“I wasn’t the most academic person at school or college, I was never particularly motivated by sitting in a classroom - it’s just not me. The flexibility of the blended learning is what really helped me achieve my ambitions and gain the qualifications I needed to get to where I am now. I’d recommend the course to anybody.”

Joe started his employment pathway with Latics, in a Head Coach role for Every Player Counts, a programme that encourages people with a range of disabilities to participate - many for the first time. “It is so rewarding to be a part of changing someone’s life,” says Joe. “Helping them enjoy sport, seeing their face light up on the football pitch is the best feeling.”

“Joe’s Dream”

The EFL Trust and the CCOs within the network provide positive, inspiring learning environments that engage the local community to develop skills for life that open up opportunities for employment.

“When people see you wearing the Wigan Athletic badge it stands out and they look up to you as a role model.”

Joe Pym, Education and Recruitment Officer at Wigan Athletic Community Trust
COMMUNITY ENGAGEMENT

Overall, Community Engagement programmes saw initiatives include programmes such as the National Citizen Service, Building a Stronger Britain Together, PL Kicks, etc.

**Participants**
- 193,760
  - Of the 193,760 participants:
    - 148,726 took part in community settings;
    - 92,211 in educational environments; and
    - 85,298 in Club/CCO premises.

**Engagement Hours**
- 83,039
  - Of the 83,039 engagement hours:
    - 47,490 were delivered in community settings;
    - 11,457 delivered in educational environments; and
    - 24,092 delivered in Club/CCO premises.

**Indirectly Participant Hours**
- 8,534,758
  - Of the 8,534,758 individual participant hours:
    - 4,941,468 took place in community settings;
    - 1,297,423 in educational environments; and
    - 2,295,870 in Club/CCO premises.

**Overall Spend**
- £19,412,036
  - Of the £19,412,036 overall spend:
    - £11,931,937 was directed towards activities in community settings;
    - £2,954,450 in educational environments; and
    - £4,525,649 in Club/CCO premises.

**Spend on Each Person**
- £100.19

**Spend Per Participant Hour**
- £2.27

Indicators: Activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.
Designed for 16-17 year olds, the National Citizen Service (NCS) experience gives young people the chance to turn "No you can’t" into "No We Can!"

From meeting new people, taking on team challenges, tasting independence, building new skills and delivering their own community ‘passion project’, NCS engages, unites and empowers young people to achieve, regardless of where they are from or what their background is.

The EFL Trust has worked with NCS since 2009, delivering the life-changing experiences for young people across the country. At the end of Summer 2019, the EFL Trust had engaged over 60,000 teenagers, helping them to realise their potential and reach their future goals. In terms of social action, the young people have provided over 300,000 hours of social action each year to improve their local communities.

It’s not just the activities and adventure that makes NCS so special – it’s the people you can meet and the skills you gain. This is where the success stories start and the special journey of NCS can lead to some amazing pathways for the young people.

NCS also plays a key part in bringing together young people from different communities.

Casey Holmes and Waj Malik, both taking part in NCS with Rotherham United’s Community Sports Trust, lived in different parts of the town: Casey in the predominantly white area and Waj in a more diverse community. NCS brought them together to overcome certain social divides in the area and become firm friends.

Casey, 17, said: “Looking back to before I did NCS and before I met Waj, it was quite incredible how segregated I was from people different to me – without ever really realising it! I didn’t feel any prejudice towards people different to me, but I also didn’t know anything about their faith or culture, as I’d just never been given the opportunity to learn more about it.”

By coming together on the programme driven by the Football Club CEO, the pair developed a much greater understanding and respect to those different to them.

From 2020, the EFL Trust network will expand its NCS delivery, working with 65 delivery partners and engaging over 20,000 young people in this rewarding experience.

To find out more:
EFLTRUST.COM/NCS
One of the values of completing a nationwide survey of initiatives and programmes delivered by Club CCOs is to be able to assess, for the first time, their calibration with the strategic objectives of the EFL Trust.

If Club CCOs’ activities are not delivering against these overarching objectives, a massive amount of time, effort and money could go in the wrong direction.

As the chart overleaf shows, complete alignment between CCO delivery and EFL Trust objectives has been established.

The chart lists various nationally-funded core programmes delivered through the CCO network. They illustrate the range, scale and variety of EFL/EFL Trust-supported activity – and how programmes underpin the EFL Trust strategy for 2019-2024 was announced in September 2019.

It contains our three public-facing strategic objectives:

- To raise aspirations and realise potential;
- To build, stronger, more cohesive communities;
- To improve health and wellbeing.

The EFL Trust strategy for 2019-2024 was announced in September 2019. It contains our three public-facing strategic objectives.

<table>
<thead>
<tr>
<th>Strategic objective 1: To raise aspirations and realise potential</th>
<th>Programme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEFA BTEC and Futsal BTEC</td>
<td>Competitive playing opportunities for young people while helping them achieve education goals, through football.</td>
<td></td>
</tr>
<tr>
<td>Female Talent ID</td>
<td>The FA and EFL Trust have joined forces to ensure the England talent pathway is accessible to girls living in hard to reach urban areas, and that these girls have an opportunity to fulfil their potential and ambition of playing for England regardless of social class, ethnicity and demographic characteristics.</td>
<td></td>
</tr>
<tr>
<td>Foundation Learning Programmes</td>
<td>Provision for 14+ year olds working predominantly below Level 2. It combines subject/vocational learning, functional skills (maths, English, ICT4) and personal and social development (PSD) and leads to further education, employment and apprenticeships.</td>
<td></td>
</tr>
<tr>
<td>National Citizen Service</td>
<td>One of the fastest growing Youth Movements in the country, NCS supports teenagers aged 16-17 transition into adulthood.</td>
<td></td>
</tr>
<tr>
<td>Traineeships</td>
<td>This free 12-week course at a professional football Club provides work experience, new skills and career progression paths within a sport and leisure environment.</td>
<td></td>
</tr>
<tr>
<td>USW Degree</td>
<td>In conjunction with University of South Wales, the Foundation Degree in Community Football Coaching and Development develops the skills and qualities required to work within professional football Clubs’ community departments or national governing bodies in areas of growth such as social inclusion, community coaching and football development.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic objective 2: To build, stronger, more cohesive communities</th>
<th>Programme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building a Stronger Britain Together</td>
<td>Supporting civil society and community organisations working to create more resilient communities, stand up to extremism in all its forms and offer vulnerable individuals a positive alternative, regardless of race, faith, sexuality, age and gender.</td>
<td></td>
</tr>
<tr>
<td>Social Mixing</td>
<td>Using football for positive social change, encouraging people to mix in ways they would not normally do and promoting a more tolerant society with a positive outlook.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic objective: To improve health and wellbeing</th>
<th>Programme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every Player Counts</td>
<td>Supports the EFL Trust’s aim of increasing sports participation for all. The programme covers a wide range of disabilities and helps people to get more involved in sport and physical activity. It provides opportunities to participate in wheelchair football, blind and visual impairment football, amputee football and programmes for people with learning difficulties and autism.</td>
<td></td>
</tr>
<tr>
<td>Extra Time Hubs</td>
<td>This engages retired and semi-retired people by harnessing the power of local football Clubs and is ultimately aimed at combating loneliness and inactivity. It provides a range of activities from quizzes to arts and crafts and physical activity to benefit physical and mental health.</td>
<td></td>
</tr>
<tr>
<td>Fit Fans</td>
<td>FIT Fans is a programme aimed at engaging overweight and obese football fans aged 35 – 65 in a 12 week healthy lifestyle programme.</td>
<td></td>
</tr>
<tr>
<td>Girls Cup</td>
<td>A six-a-side competition for under-13 girls that culminates in a grand final before a major national final at Wembley Stadium.</td>
<td></td>
</tr>
<tr>
<td>Kids Cup</td>
<td>A national tournament for junior footballers that offers children an opportunity to play at Wembley Stadium. It culminates in exciting finals at Wembley Stadium in front of thousands of fans before a major national final. It encourages children to be active, healthy, and develop a strong sense of teamwork.</td>
<td></td>
</tr>
<tr>
<td>Move and Learn, Joy of Moving</td>
<td>Children in years five and six are encouraged to be physically active and enjoy movement. During a six week in-school project, children learn about the importance of physical activity and a balanced lifestyle by taking part in fun games inspired by the Joy of Moving methodology.</td>
<td></td>
</tr>
</tbody>
</table>
CONCLUSION

The insight and data this study contains is a really robust platform for the future. Funding opportunities can come and go – locally and nationally – if there is not robust data on which to make a case to access such funding. The individual Club reports and this overall study have, for the first time, provided a solid, evidenced backdrop to all CCOs’ work.

However, it’s not merely about data. Tangible outcomes on individual lives and community cohesion are more important. Showing the demographic context in which CCOs operate, coupled with the breadth of their work, demonstrates the ideal positioning of EFL Clubs and their CCOs to make measurable, positive difference.

The vast majority of CCOs’ income, allowing them to have this impressive impact, comes through programmes commissioned by a mix of funding bodies. These include the EFL Trust, the Premier League Charitable Fund (PLCF), the PFA and many national and government agencies. The programmes continue to be commissioned as the CCOs prove themselves to be well governed and recognised for reliable, high-quality, cost-effective agents for change.

The effectiveness of the work being undertaken is further enhanced by the association to the ‘parent’ professional Club and access to players. The unique ability to open doors and engage with many groups and communities is undoubtedly the critical USP for CCOs. Club players themselves take part in a wide range of engagement. Some make limited time and emotional demands on them, such as pre-match and training ground work. Other types of engagement, such as visits to hospices, hospitals, schools and work on social inclusion and anti-racism, can be more demanding in a variety of ways.

Across the country, this is an average of:
- 46.8 hours of participation per person, at a cost of...
- £1.52 for one hour’s participation per person, across all programmes being delivered.

The conclusion is simple: based on the evidence presented in this report, it is clear that EFL Clubs and their CCOs are perfectly placed geographically to reach the audiences who can benefit the most from their activities. The report also demonstrates significant positive impact – through the hours devoted, the number of people involved and the investment made in activities in Club/CCOs’ communities.

The study achieved a response rate (from CCOs) of 93%. These statistics are factored up to cover non-response.

Appendices

Appendix 1 Structure of the data
Appendix 2 Demographic context - more detail
Appendix 3 Environment: Engagement, participation and spend
Appendix 4 Purpose by participants and environment
Appendix 5 Engagement by Main Purpose
Appendix 6 Participation by Purpose and Environment - Groups
Appendix 7 Spend by Purpose and Environment
Appendix 8 Summary of stats from Appendices 3-7 inclusive

Glossary
The majority of terms used throughout the report are explained the first time that they occur as are the data sources. However a few of the more frequent terms, and those around which it is best to clarify distinctions in order to avoid confusion, are outlined below.

Engagement hours – the programmes/activities delivered by CCOs usually involve a number of sessions in which people take part. The length (time) and number of sessions varies from programme to programme. This aspect of programme delivery is seen as engagement and usually takes place with groups of people. Engagement only ever sums to a total of 100%.

Participants – individuals take part in programmes/activities, however, as people can take part in more than one activity and a programme can be delivered in more than one environment, this means that they can be counted more than once – ‘totals’ can legitimately, therefore, exceed 100%.

Participation (hours) – this is a measure of the time associated with people taking part in activities. As programmes often involve large numbers of people, the multiplication of engagement hours by the number of participants can result in large numbers of participation hours.

A worked example of the maths involved is shown in ‘Understanding the numbers’. This is particularly important given the sheer scale of the numbers and multipliers involved in the data.

Person week – defined as 37.5 hours a week (based on 7.5 hours per day).
APPENDIX 1: Structure of the Data

Structuring data

The process looks to examine community engagement in terms of who, what, why, where, when and how?

Main research considerations

- Avoiding errors/ensuring accuracy
  Participant and session numbers for some initiatives were so substantial that the key issue was to avoid ‘data inflation’, particularly for participation. This was critical to credibility.
  Care and accuracy were encouraged when CCOs completed data and automated warnings were developed to highlight potential concerns.
  Individual discussion with each CCO focused on the average numbers of sessions each child or adult took part in for each programme rather than the total number of sessions delivered. Although this may have led to underestimating certain figures this was deemed preferable to the risk of exaggerating participation.
  The scale of Club/CCO engagement and the multipliers involved in transitioning from a single session to the aggregate total across all participants is almost exponential.

- Outputs
  The result is the first comprehensive overview of Club and CCO involvement in and impact on communities and the country as a whole. In addition to a national report and dataset, outputs include evidence for individual Clubs and CCOs. A complementary series of individual Club/CCO reports have been prepared; each containing:
  - An executive summary.
  - Catchment profile – age structure, total population, projected population, deprivation measures and maps, ethnic composition, income, benefits dependency, crime rates, health indicators and activity rates.
  - Survey findings related to participation, engagement, purpose, environment and funding.
APPENDIX 2: Demographic Context - More Detail

The map on page 17 shows the population density and 10-mile radial catchments around EFL Clubs.

This Appendix goes deeper into the demographics and focuses on:

- Age structure;
- Deprivation;
- Income and benefits dependency;
- Ethnicity;
- Crime; and
- Health, physical inactivity and obesity

**Age structure**

EFL Club catchment areas contain a higher proportion of the nation’s children, young people and those aged 30-44. As the age profile rises, the proportion of people in the EFL Clubs’ catchment reduces relative to that in the rest of the country.

**Population - 2018 Mid-Year Estimate (MYE)**

Source: Office for National Statistics – MYE 2018

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Within 10 miles</th>
<th>Beyond 10 miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 15</td>
<td>20.5%</td>
<td>18.8%</td>
</tr>
<tr>
<td>16 - 29</td>
<td>19.6%</td>
<td>18.6%</td>
</tr>
<tr>
<td>30 - 44</td>
<td>20.5%</td>
<td>19.6%</td>
</tr>
<tr>
<td>45 - 59</td>
<td>19.7%</td>
<td>18.9%</td>
</tr>
<tr>
<td>60 - 74</td>
<td>18.9%</td>
<td>17.1%</td>
</tr>
<tr>
<td>75+</td>
<td>18.7%</td>
<td>19.0%</td>
</tr>
</tbody>
</table>

**Deprivation**

More than one in three (36.9%) people living within 10 miles of an EFL ground fall within the three most deprived cohorts nationally. Outside this catchment the figure drops to half this rate (19.0%).

**Multiple Deprivation – Index of Multiple Deprivation (IMD)**

Source: English Indices of Deprivation 2019 (Ministry of Housing, Communities and Local Government)

- Areas within the 10-mile catchment of EFL grounds tend to have higher rates of:
  - Multiple-deprivation 24.7% compared to 11.4% outside the catchment
  - Health deprivation 23.7% compared to 12.2% outside the catchment.

**Income and benefits dependency**

Full-time earnings\(^3\) in the EFL Clubs’ catchment are frequently below the norm for Great Britain (£29,697) and are often significantly lower.

- 674,145 people living within a 10 miles catchment of EFL Clubs claimed Universal Credit (April 2019). This is 70% of all claimants\(^4\) although the same area is only home to 57% of the population as a whole.

---

\(^2\)Based on 10 mile catchments, the ONS 2015 indices2019 English Indices of multiple deprivation/Deprivation (Ministry of Housing, Communities and Local Government) and the most deprived 20% of such areas nationally – the Welsh equivalent has been used where appropriate. The majority of deprived areas often also exhibit high population density, although this is not always the case.

\(^3\)Based on a median (mid-point) figure from NOMIS data (2018).

\(^4\)Universal Credit data relates to England, Scotland and Wales.
Ethnicity
86% of people in England and Wales classify themselves as ‘White’, while 14.0% considered themselves to belong to other ethnicities.5

The proportion of the population, within the catchment area, that is ‘White’ falls to 81.3% and the other ethnicities rise to 18.7%.

58% of the ‘White’ population as a whole live within 10 miles of a ground.

This rises to 75% for people with mixed ethnicity, 82% for Asians and 88% for people classifying themselves as Black.

Ethnicity (2011 Census)

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Within 10 miles</th>
<th>Beyond 10 miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>20.0%</td>
<td>80.0%</td>
</tr>
<tr>
<td>Black</td>
<td>60.8%</td>
<td>39.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>61.0%</td>
<td>39.0%</td>
</tr>
<tr>
<td>Mixed</td>
<td>75.4%</td>
<td>24.6%</td>
</tr>
<tr>
<td>White</td>
<td>58.4%</td>
<td>41.6%</td>
</tr>
</tbody>
</table>

Crime6
There were 6.4 million recorded crimes in the UK in the year ending March 2019.

Just over two thirds (67.5%) of the 6.4 million recorded crimes took place within 10 miles of an EFL ground; this is markedly higher than the proportion of the UK population (55.1%) which lives in this area.

Crime (Year End March 2019 - UK Police)

<table>
<thead>
<tr>
<th>Crime Category</th>
<th>Within 10 miles</th>
<th>Beyond 10 miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theft from the Person</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robbery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Crime</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burglary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bicycle Theft</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drugs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Theft</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Possession of Weapons</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Order</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Crime</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-Social Behaviour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shoplifting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Violence and Sexual Offences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal Damage and Arson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Health, physical inactivity and obesity
Across many of the urban areas around EFL Clubs and CCOs, there is an increased incidence of avoidable ill health - typified by:

- Higher likelihood of being overweight or obese - and of this increasing by age;
- Lower levels of physical activity; and
- Reduced life expectancy among men and women.

National rates for people being overweight or obese rise from 22% when children enter reception (at age 4/5 years), to 34% at Year 6 (10/11 years old) and 64% among adults (16+ years). The rates in many of the country’s more deprived urban areas are higher. On average:

- 62.6% of adults take part in 150+ minutes of moderate to vigorous activity each week;
- 12.3% are moderately active; and
- 25.1% are inactive and take part in fewer than 30 minutes activity per week.

The cost of physical inactivity to the NHS and implications for individuals. The British Heart Foundation (BHF) estimate that the direct financial cost to the NHS of physical inactivity in Britain is £1.2 billion a year. It reports that:

- 39% of UK adults (c.20m) fail to meet Government guidelines for physical activity,
- c.11.8m women are insufficiently active, compared to around 8.3m men.
- Women are 36% more likely to be classed physically inactive than men.
- Around 60% of adults are unaware of the Government’s physical activity guidelines.
- Physical inactivity contributes to an estimated one in 10 premature deaths from coronary heart disease and one in six deaths from any cause.

It has also stated that:

- Regular physical activity can reduce the risk of coronary heart disease and stroke by as much as 35%; and
- Keeping physically active can also reduce the risk of early death by as much as 30%.

5Source: 2011 Census of population. Ethnicity was self-classified to reflect the group people felt they belonged to. Note: The ‘other ethnicities’ figures relate to the ‘non-white’ categories that was often used in analysis of the 2011 Census at that time.

6Source: 2019 Recorded Crime, Home Office and 2017 MYE population denominator (ONS) – data relates to the UK as a whole, all population comparators have been adjusted accordingly.
APPENDIX 3: Environment: Engagement, Participants and Spend
(sample size = 67 Clubs and CCOs)

The three main areas/settings in which initiatives are delivered are:

Community settings (environments: A, D, G, J)
Initiatives typically delivered in the community include Every Player Counts, Extra Time Hubs, Walking football, National Citizen Service etc.

...community settings provided the environment for 167,512 hours of engagement by 474,494 participants and generated 16,695,507 hours of participation by individuals. The expenditure in community settings was £24,839,797 at a rate of £51.93 per person and £1.48 per participant hour.

Education premises (environments: B, E, H, K)
Initiatives typically delivered in education premises include education programmes, BTECs, USW degree, school Clubs etc.

...educational premises provided the environment for 179,264 hours of engagement by 620,084 participants and generated 13,773,609 hours of participation by individuals. The expenditure in educational settings was £17,090,438 at a rate of £27.56 per person and £1.24 per participant hour.

Club and CCO premises (environments: C, F, I, L)
Initiatives typically delivered in/at Club/CCO premises include Every Player Counts, Extra Time Hubs, traineeships, apprenticeships, player development, etc.

...the Club/CCO provided the settings for 176,161 hours of engagement by 377,574 participants and generated 8,109,614 hours of participation by individuals. The expenditure in Club and CCO premises was £16,750,555 at a rate of £44.36 per person and £2.07 per participant hour.

**Delivery Environments - Key Information**

<table>
<thead>
<tr>
<th>Environment</th>
<th>Engagement Hours</th>
<th>Participant Hours</th>
<th>Participants</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Settings</td>
<td>32.0%</td>
<td>65.3%</td>
<td>57.5%</td>
<td>42.7%</td>
</tr>
<tr>
<td>Education Settings</td>
<td>34.3%</td>
<td>30.7%</td>
<td>75.2%</td>
<td>25.2%</td>
</tr>
<tr>
<td>Club/CCO Venues</td>
<td>33.7%</td>
<td>21.0%</td>
<td>45.6%</td>
<td>28.0%</td>
</tr>
<tr>
<td>Community Settings</td>
<td>34.3%</td>
<td>34.3%</td>
<td>57.5%</td>
<td>42.7%</td>
</tr>
<tr>
<td>Education Settings</td>
<td>33.7%</td>
<td>33.7%</td>
<td>75.2%</td>
<td>25.2%</td>
</tr>
<tr>
<td>Club/CCO Venues</td>
<td>33.7%</td>
<td>33.7%</td>
<td>75.2%</td>
<td>25.2%</td>
</tr>
</tbody>
</table>

Note: As activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.
APPENDIX 5: Engagement by Main Purpose
(sample size = 45 Clubs and 67 CCOs)

In total, 14,150 programmes have delivered 295,963 sessions or lessons, providing a total of 522,936 hours of lessons and group participation. The length of sessions/lessons can vary from 45 minutes once per week to 30 hours per week for apprenticeships and academic courses. They also vary in duration from one-off participation events to programmes run in schools over the 39 weeks of a school year.

In terms of engagement:
- 35.1% has been directed at sport and participation (environments: A, B, C);
- 9.3% at health and wellbeing (environments: D, E, F);
- 39.8% at education and employability (environments: G, H, I); and
- 15.9% at community engagement (environments: J, K, L).

Engagement hours (Purpose)

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Hours</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sport &amp; Physical Activity (A, B, C)</td>
<td>183,206</td>
<td>35.1%</td>
</tr>
<tr>
<td>Health &amp; Wellbeing (D, E, F)</td>
<td>48,421</td>
<td>9.3%</td>
</tr>
<tr>
<td>Education &amp; Employment (G, H, I)</td>
<td>208,001</td>
<td>39.8%</td>
</tr>
<tr>
<td>Community Engagement (J, K, L)</td>
<td>63,093</td>
<td>15.9%</td>
</tr>
</tbody>
</table>

APPENDIX 6: Participation by Purpose and Environment - Groups
(sample size = 45 Clubs and 67 CCOs)

Many activities involve repeated participation by groups of people, consequently, the multiplier effect can be very significant. Because of this, programmes have generated 38,578,733 hours of individual participation. The following sets out where this participation takes place.

**Sport/physical activity**
1. 25.8% of participation took place in community settings;
2. 14.8% in educational environments; and
3. 6.5% in Club/CCO premises.

**Health and wellbeing**
1. 1.9% of participation took place in community settings;
2. 2.5% in educational environments; and
3. 1.5% in Club/CCO premises.

**Education and employability**
1. 2.7% of participation took place in community settings;
2. 15.0% in educational environments; and
3. 7.1% in Club/CCO premises.

**Community engagement**
1. 12.8% of participation took place in community settings;
2. 3.4% in educational environments; and
3. 6.0% in Club/CCO premises.

**Participation Hours (Purpose and Environment)**

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Hours</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPORT AND PHYSICAL ACTIVITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Community Settings (A)</td>
<td>9,944,366</td>
<td>25.8%</td>
</tr>
<tr>
<td>In Educational Settings (B)</td>
<td>5,046,556</td>
<td>14.8%</td>
</tr>
<tr>
<td>In Club/CCO Settings (C)</td>
<td>2,500,264</td>
<td>6.5%</td>
</tr>
<tr>
<td><strong>HEALTH AND WELLBEING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Community Settings (D)</td>
<td>716,814</td>
<td>1.9%</td>
</tr>
<tr>
<td>In Educational Settings (E)</td>
<td>574,346</td>
<td>2.5%</td>
</tr>
<tr>
<td>In Club/CCO Settings (F)</td>
<td>362,762</td>
<td>1.5%</td>
</tr>
<tr>
<td><strong>EDUCATION AND EMPLOYABILITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Community Settings (G)</td>
<td>1,046,245</td>
<td>2.7%</td>
</tr>
<tr>
<td>In Educational Settings (H)</td>
<td>1,613,843</td>
<td>15.0%</td>
</tr>
<tr>
<td>In Club/CCO Settings (I)</td>
<td>2,795,798</td>
<td>7.2%</td>
</tr>
<tr>
<td><strong>COMMUNITY ENGAGEMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Community Settings (J)</td>
<td>4,946,433</td>
<td>12.8%</td>
</tr>
<tr>
<td>In Educational Settings (K)</td>
<td>1,237,421</td>
<td>3.4%</td>
</tr>
<tr>
<td>In Club/CCO Settings (L)</td>
<td>2,200,410</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

*See explanation on page 10.*
A total of £71,412,684 of funding came into CCOs over the study period. 81.9% (£58,480,594) of this was spent directly on projects covered as part of the study. The following describes and illustrates how this spend was structured.

**Sport/physical activity**
1. 12.7% of spend was directed at sport and participation in community settings;
2. 9.5% in educational environments; and
3. 6.3% in Club/CCO premises.

**Health and wellbeing**
1. 3.2% of spend was directed at health and wellbeing in community settings;
2. 2.5% in educational environments; and
3. 1.8% in Club/CCO premises.

**Education and employability**
4. 5.9% of spend was directed at education and employability in community settings;
5. 12.2% in educational environments; and
6. 12.8% in Club/CCO premises.

**Community engagement**
1. 20.4% of spend was directed at community engagement in community settings;
2. 5.1% in educational environments; and
3. 7.7% in Club/CCO premises.

**Investment and Financial Support (Purpose and Environment)**

### In Community Settings (A)
- £4,492,810 (12.7%)
- £3,010,629 (9.5%)
- £2,734,603 (6.3%)

### In Educational Settings (B)
- £3,422,466 (5.6%)
- £1,873,163 (3.2%)
- £1,446,110 (2.5%)

### In CCO/Club Settings (C)
- £7,137,960 (12.2%)
- £1,79,264 (3.4%)
- £1,032,184 (1.8%)

- £2,954,450 (5.1%)
- £11,931,937 (20.4%)
- £4,525,649 (7.7%)

Note: As activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.