

The background of the entire page is a blue-tinted photograph of two young boys playing soccer on a grassy field. The boy in the foreground is wearing a white t-shirt with 'utilita life with power' and a house icon, and dark shorts. He is running towards the left. Another boy is visible in the background, also in a similar uniform, running towards the right. The image is semi-transparent, allowing the text to be overlaid.

MEASURING THE IMPACT OF EFL CLUBS IN THE COMMUNITY



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CONTENTS

Executive summary	5
1. Background	8
2. Demographic Context	14
3 Resource Allocation	20
4 Clubs & Players	26
5 Outputs/Outcomes	32
6 Strategic Alignment	50
7. Summary & Conclusions	56

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' (page 12). 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).

DATA NOTES:

Sample size: In 2018/19 there were 72 Clubs in the EFL Championship, League One and League Two. The research achieved a very high response rate and the majority of findings that follow are based upon the returns from 45 Clubs (63%) and 67 CCOs (93%) that replied to the surveys.

Factoring up for non-response: Several headline indicators have been provided based on data that has been factored up to cover those Clubs/CCOs that did not reply.

PFA data: is based on all EFL Clubs and the value placed on player time has been agreed with the PFA as a reasonable reflection covering all EFL divisions and across the range of senior, junior, male and female players involved in community engagement.

Financial data: The following guideline was issued to each CCO: 'All the financial and project data that you provide must relate to the same (and most recent) 12-month period for which you have it. Although, ideally this will be 2018, it is recognised that the start/end points for the 12-month cycles to which CCOs work can vary. What is most important is for the data you provide to be internally consistent and that the timeframe to which it applies is clear. Provided that it is accurate and, again, reflects the relevant 12 month timeframe, financial data need not be drawn from published/audited accounts, particularly if this enables the fullest, current available project and participation data to be provided'.

The English Indices of Deprivation – 2019: (Ministry of Housing, Communities and Local Government), is the sixth iteration since 2000. It provides a unique measure of relative deprivation for 32,844 small areas across England by using 39 measures to build seven different domains; these cover:

- Income
- Employment
- Education, skills & training
- Health & disability
- Crime
- Barriers to housing & services
- Living Environment

The Index of Multiple Deprivation (as used in this report along with health deprivation) combines the seven domains and ranks every small area from 1 (most deprived) to 32,844 (least deprived). If, for example, 40% of the population in a catchment zone around a CCO live in areas that are in the two lowest cohorts (ranges of 10%) this indicates an overall deprivation rate of double the national average.

Rounding of data: on a small number of occasions in the report there are minor variations in data/totals (+/-1); these are due to rounding up or down.

EXECUTIVE SUMMARY

CONTEXT

This study into the social and community impact of projects and initiatives delivered by EFL Clubs and their Club Community Organisations (CCOs) was commissioned by the EFL and conducted by specialist sport and leisure management consultancy Knight, Kavanagh and Page, in conjunction with the EFL Trust, in 2019.

Initial pilot work (with eight Clubs and CCOs) was followed by a data collection exercise involving all EFL member Clubs and CCOs in season 2018/19. This comprised individual surveys, data collection from the PFA and demographic profiling of the catchment zones of individual EFL Clubs/CCOs and the network as a whole.

The results will help Clubs, CCOs, the EFL and EFL Trust to increase their:

Profile: when/by presenting projects and their impacts;

Influence: strengthening individual and collective case making, bids for resources, lobbying, seeking sponsorship etc.

Sustainability: by illustrating sound business principles and value for money.

Football Clubs and their CCOs are ideally positioned to address a wide range of 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. Key indicators include:

➤ **18.4 million attendances** at EFL home games (2018/19).

➤ **36.6 million (61.9%) people** living within ten miles of an EFL ground.

Clubs and CCOs are therefore ideally placed to work in/with people living in areas where:

- Four in 10 residents fall into the most-deprived population groups¹;
- Earnings are frequently below average;
- 70% of claimants for Universal Credit live;
- People are more likely to have lower physical activity rates and to be overweight or obese.

INPUTS *(sample size = 45 Clubs and 67 CCOs)*

Finance, balances and funding *(Source: CCO accounts data)*

- CCO income (based on financial accounts data) is £71,412,684 p.a.
- EFL Trust funding of CCOs totals £16,301,470 p.a.
- Expenditure totalled £69,771,686 p.a.
- £59,544,636 (85.3%) of this expenditure is directly linked to community engagement².
- £10,277,049 (14.7%) is spent on support costs;
- £1,640,998 (2.4%) of the original income remains as a positive net-balance.

Funding is derived from a wide range of sources, including the EFL Trust core and project specific funds, Premier League Charitable Fund (PLCF), colleges and schools, government departments, sponsors, fundraising events, donations and participants themselves.

Staff and facilities

- 3,562 people work either directly or indirectly on CCO delivered projects.
- 2,827 of these are employed by CCOs.
- 4,891,365 hours (equivalent to 130,436 person weeks) of community related work are delivered by this workforce per annum.

Clubs and players

In addition to affiliation with the Club's name and heritage, CCO's can benefit from 'in-kind' support (such as pitches, training spaces and meeting rooms) and player time.

- Players were involved in community initiatives (health, education, social inclusion, anti-racism, promotion of women, girls and disability football etc.) on c.30,000 occasions.
- The estimated value³ of this commitment by players is £5.96m.

¹ Based on the three most deprived population cohorts according to the English Indices of Deprivation (2019)- Ministry of Housing, Communities and Local Government.

² This figure differs by c.£1m from the funding linked to projects covered by this study, this is an average of 1.4% per CCO and reflects smaller initiatives and those projects that did not fit within the timeframe of the study.

³ Approach to measurement of value agreed with PFA.

OUTPUTS AND OUTCOMES *(sample size = 67 CCOs)*

PEOPLE:

825,013 people took part in a wide range of activities; many participating in more than one setting and/or type of activity:

429,973	took part in sport and physical activity;
152,796	in health and wellbeing initiatives;
240,976	in education and employability projects; and
197,255	in community engagement.

ENGAGEMENT – GROUP ACTIVITY:

523,107 hours of group activity were delivered, comprising:

181,011	hours of sport and physical activity projects;
49,830	hours directed at health and wellbeing;
207,373	hours on education and employability schemes; and
84,893	hours of community engagement.

OVERALL PARTICIPATION – INDIVIDUAL HOURS:

Taking into account the overall number of sessions delivered, session duration and the number attending, Clubs/CCOs delivered **38,625,539** person hours of participation⁴ comprising of:

18,050,788	on sport and physical activity;
2,407,979	on health and wellbeing;
9,654,379	on education and employability; and
8,512,393	on community engagement

PROJECT FUNDING:

In all, **£58,480,594** was spent directly on projects, comprising;

£16,560,445	on sport and physical activity;
£4,442,101	for health and wellbeing;
£18,077,378	on education and employability; and
£19,400,669	for community engagement.

⁴ The relationship of projects is, however, too complex to simply multiply the numbers shown above – a detailed explanation is provided in the full report's methodology section.

FACILITIES:

Access to Club/CCO facilities often removes (or alleviates) a cost burden that might otherwise prevent activity from taking place. The study recorded 396 facilities (pitches, sports halls, meeting rooms etc.) that are used by CCO's for community related activities;. Key findings as below:

118,502	occasions on which facilities were let/used;
62,509	times where the 'let' was subsidised or free;
2,006,438	attendances ⁵ (making use of facilities);
1,003,567	of which involved free or subsidised access;
£4,688,160	is generated as income for Clubs and/or CCOs; and
£2,391,234	is the equivalent value of the subsidised/free access provided to the CCO and or local communities.

ONGOING INVESTMENT:

£18,727,750 continuing investment in the form of capital funding grants to Clubs & CCOS for facilities that can also be used for the benefit of local communities & schools was identified in 2018/19.

ALIGNMENT WITH EFL TRUST STRATEGIC OBJECTIVES

Many programmes and initiatives delivered by Clubs and CCOs support the EFL Trust's strategic objectives (Sept. 2019), as shown by the following examples:

Target:	To raise aspirations and help realise potential
Target:	To build stronger and more cohesive communities
Target:	To improve health and wellbeing
Target:	To support and ensure the viability of the network

CONCLUSIONS:

When factored up to cover **all EFL Clubs/CCOs⁶** key figures show:

886,581	people taking part in activities;
562,145	hours of group activity being delivered;
41,508,044	hours of participation by individuals; and
£62,844,816	spent directly on community and social projects covered by this study.

The EFL Trust and its constituent CCOs represent an existing network that already successfully engages with a diverse mix of people who live within many of the country's most deprived areas; they sit close by two thirds of the nation's population and, based on the data, appear to be achieving this success very cost effectively and, more importantly, are supporting and changing people's lives for the better.

⁵ Based on the estimated number of users for each facility, see main report for detailed assumptions.

⁶ The following Clubs did not respond to the survey – Aston Villa, Gillingham, Ipswich Town, Sheffield United, Yeovil Town. Ipswich Town did not have a CCO in place at the time of the survey.

1. BACKGROUND

Overview

This section looks at why better data is needed and how it might be used. It outlines how the impact research programme was developed and implemented, followed by an overview of the type of data collected and how it has been structured.

This Section Covers:

- The reach of EFL Clubs into communities throughout the country.
- The main reasons for doing the research.
- How appropriate measures were chosen.
- The project methodology and research framework.
- Key considerations in gathering the data.
- Data structures and outputs.

1. BACKGROUND

Around 18.4 million people attended EFL games in 2018/19 and 36.6 million (61.9%) people live within 10 miles of an EFL ground.

These two figures alone illustrate just how well situated EFL Clubs and their associated CCOs are geographically throughout England and Wales. The direct link between EFL Clubs and CCOs also enables them to use their locally unique profile and influence to engage with people that other organisations may find it difficult to reach.

Clubs and CCOs generally evaluate their work in some form and have a perspective on the scale and reach of their services and programmes but they are not always in a position to fully quantify this.

The EFL understands the importance of Club/CCO delivered community programmes and is keen to improve the consistency with which this is measured and assessed. A sound, reliable basis for analysis of impact is essential to future processes to determine and calculate value.

Specialist sport and leisure management consultancy Knight, Kavanagh & Page was commissioned to deliver the first comprehensive assessment of Club/CCO projects and their impact on local communities.

The outcome is a large body of evidence of, and a consistent set of metrics via which to measure, EFL Club/CCO community intervention outputs. This allows us to start to gauge the overall level and value of work delivered in the community. The evidence

confirms its key strengths and their ability to promote community engagement, improve health and wellbeing, enable education, increase employability and encourage sport and physical activity.

This process has been designed to measure, consistently across CCOs, the number of participants involved in activities, the duration of time for which they take part and, alongside this, the value of subsidised and free access to facilities.

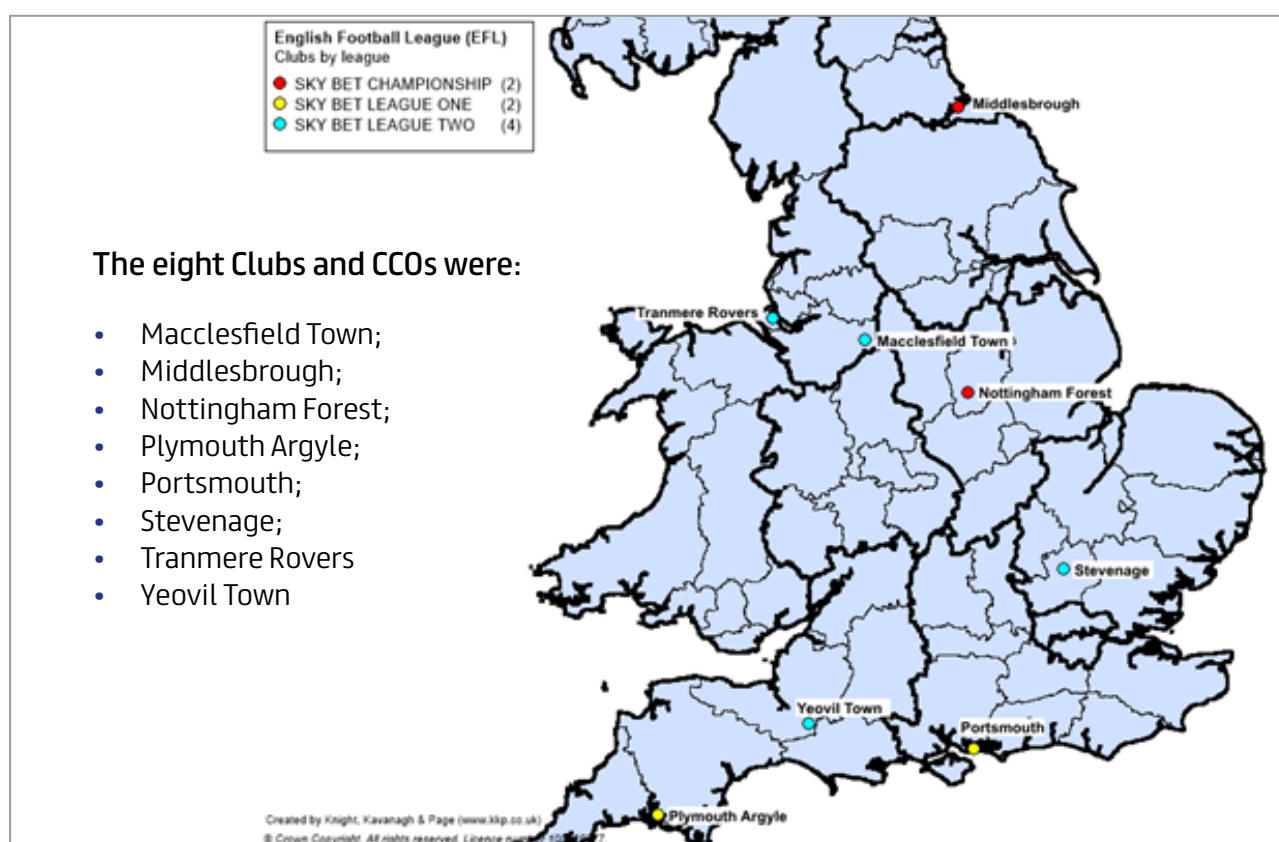
For the first time this study is able to present a full national picture of the work being undertaken by EFL Clubs and CCOs.

METHODOLOGY

The process commenced with an initial analysis of work undertaken by KKP on individual Clubs/CCOs, and of the types of activities being delivered during the 2018/19 season.

PILOT PROJECT

Site visits were then made to eight Clubs/CCOs to enable an in situ assessment of the work being done, at a broadly representative cross-section of EFL Clubs with differing levels of EFL tenure, in varying locations across England and across the three divisions⁷.



Meetings with Club chairmen and CEOs, heads of CCOs and key staff ensured that a wide range of views and perspectives were considered and taken account of.

DATA COLLECTION TEMPLATES AND SYSTEM

Brief questionnaires and a spreadsheet were drawn up by KKP working closely with the EFL and EFL Trust. These, along with a framework for project and initiative categorisation, were tested with the pilot Clubs which confirmed that the right data was being sought and the approach was appropriate.

Having agreed on the data to be collected and a report structure, suitable methods for data collection, processing, data structure and analysis were developed.

⁷ Yeovil Town was, at the time of the pilot exercise, in EFL League 2; it has since been relegated to the National League.

RESEARCH FRAMEWORK

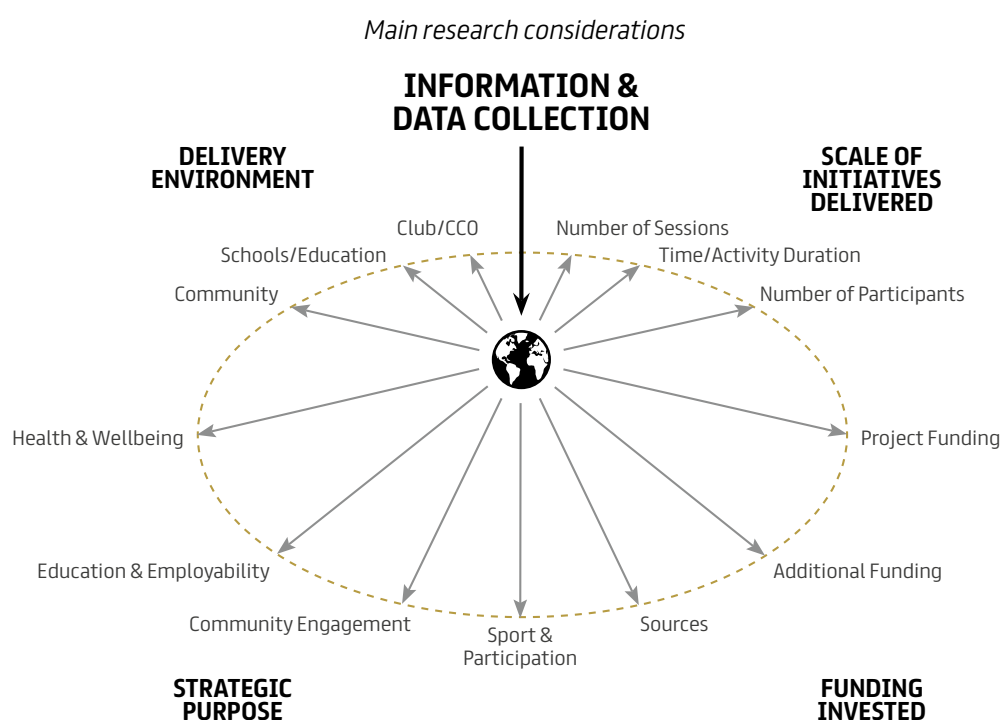
The key sources and approaches to gather the necessary data agreed as follows:

- Club survey – community related investment (actual and in-kind), staff time spent on community initiatives, Family Excellence Scheme (FES), community/charity related income.
- CCO survey – staff resources, facilities (Club and CCO) used for community engagement, capital funding initiatives for future community and school use.
- CCO spreadsheet – projects classified by their:
 - 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;
 - Financial support, the funding underpinning specific projects;
 - Key performance indicators for each project; and
 - Annual accounts – for the same timeframe as the above data.
- PFA player engagement data – covering social inclusion, anti-racism, health, education, girls/women's and disability football, soccer schools and matchday activities.
- Population profile - for each CCO catchment zone (self-defined) covering census, health, deprivation, crime, benefits dependency and physical activity/inactivity data.

The roll out to all EFL Clubs and CCOs started at the end of April 2019.

STRUCTURING DATA

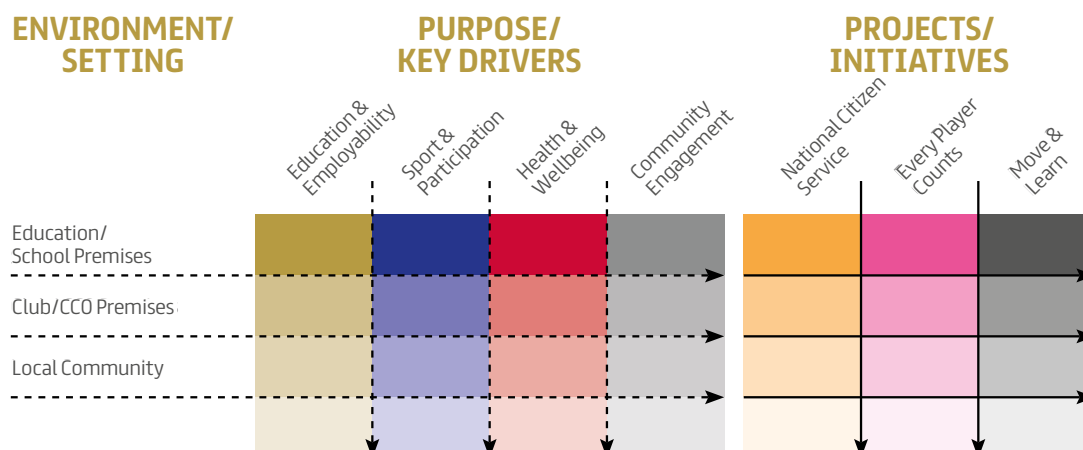
The process looks to examine community engagement in terms of **who, what, why, where, when and how?**



Section One: Background

Data provided by Clubs and CCOs was structured and cross tabulated to enable analysis in a variety of contexts. Although the following diagram shows national programmes as examples, data for local initiatives were also structured in the same fashion.

Structured data to enable analysis – diagram shows examples



UNDERSTANDING THE NUMBERS

It is essential to understand what the numbers cited 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.

For example:

Engagement (what is delivered)	<p>For example:</p> <p>If 1 CCO programme runs for; 1 hour per session (60 minutes)</p> <p>And 2 sessions are run on each week of the school year (39 weeks)</p> <p>This adds up to 78 sessions in total (2 x 39)</p> <p>Therefore if 78 hours are delivered in each of 10 schools</p> <p>This adds up to 780 hours of engagement (78 x 10)</p>
Participation (what people do)	<p>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)</p> <p>This then adds up to 2,340 hours of individual participation per school (30 pupils x 78 hours of engagement) and;</p> <p>23,400 hours of individual participation (10 schools x 30 pupils x 78 hours of engagement)</p> <p>If repeated in the same form across all CCOs this would add up to to 1,684,800 individual participant hours⁸</p>

⁸ It should be noted that data was not multiplied up from one CCO to create a total for all CCOs - the example shown above simply illustrates how rapid the numbers can grow.

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.

While the numbers are significant and impressive, it is important not simply to absorb them at face value, it is essential to interpret them in the context of the degree of difficulty associated with the issue being addressed/group being engaged with and impact being delivered.

OUTPUTS

The result is the first comprehensive overview of Club and CCO involvement in, and impact on, communities and the country as a whole⁹. 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.
- > All Clubs and CCOs who completed surveys have received their own individual reports.
- > In addition a public-facing national report, including case studies, will be published.

⁹ Data has been drawn from a number of Club and CCO sources, consequently there are minor variations at times, checks have been included within data processing to ensure that wherever possible these fall within +/-1% margins.

2. DEMOGRAPHIC CONTEXT

Overview

This section examines the reach of EFL Clubs plus the age structure and incidence of deprivation alongside a range of other social and economic indicators with their catchments. It concludes with a series of key health indicators and an overview of the costs, to individuals and the NHS as a whole, associated with, what the British Heart Foundation regards as, avoidable ill health.

This Section Covers:

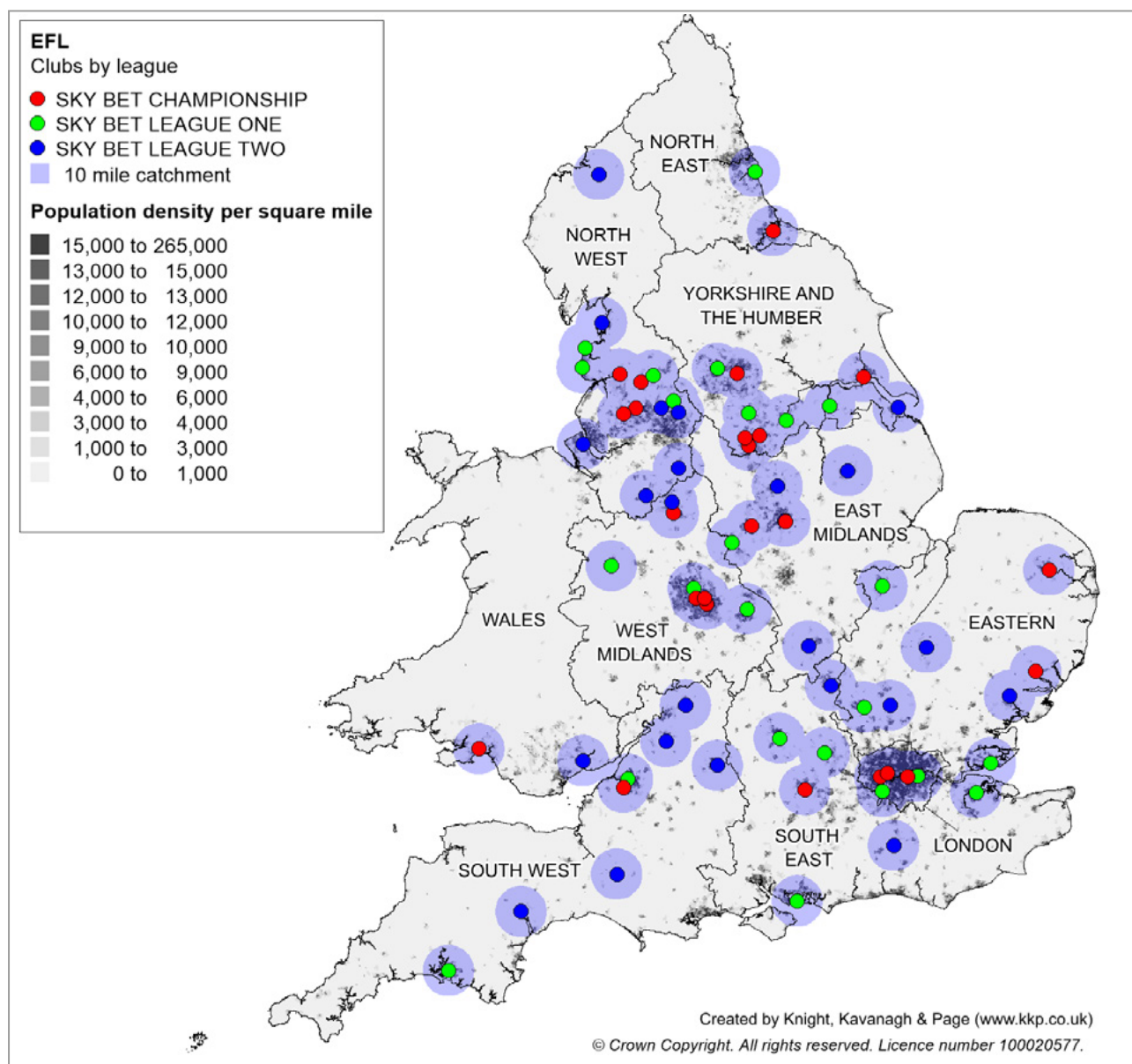
- Population levels and characteristics within EFL Club/CCO catchment areas:
- Health, physical activity and weight statistics for a slightly wider area around each Club/CCO.

2. DEMOGRAPHIC CONTEXT

POPULATION (Source: 2018 Mid-Year Estimate, ONS)

Football Clubs are one of the main focal points for many urban communities throughout the country. **36.6 million people** (six in 10 of the population of England and Wales) reside **within 10 miles of an EFL ground**; at **15 miles** this figure rises to **46.7 million** (eight in 10). Clubs/CCOs are, thus, ideally placed to engage with a large proportion of the population.

Population density Mid-Year Estimate (MYE) 2018 and 10 mile radial catchments around EFL Clubs/CCOs

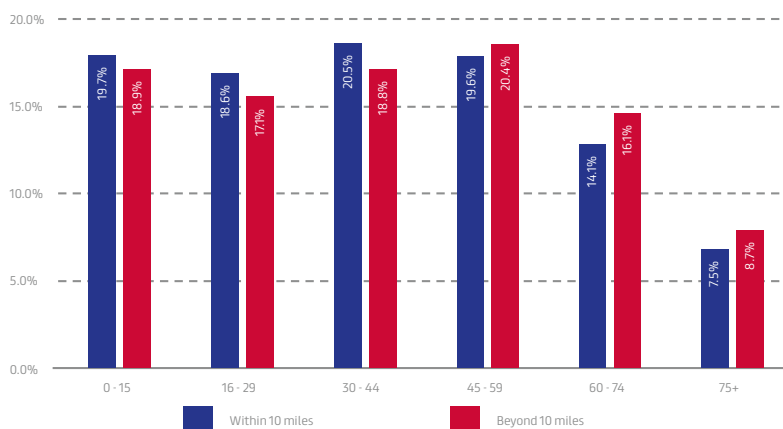


Each CCO defined its own catchment zone, as the area in which the majority of people taking part in its programmes live. Although this varies in size by Club/CCO, it is generally accepted that a 10 miles catchment is a reasonable area for such purposes. Consequently, data has been aggregated for each of these catchment zones across the country and an overall dataset produced to act as a national CCO catchment area.

AGE STRUCTURE

CCO 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 catchment reduces relative to that in the rest of the country.

**POPULATION (AGE BANDS):
MID-YEAR ESTIMATE (MYE) 2018**



DEPRIVATION¹⁰

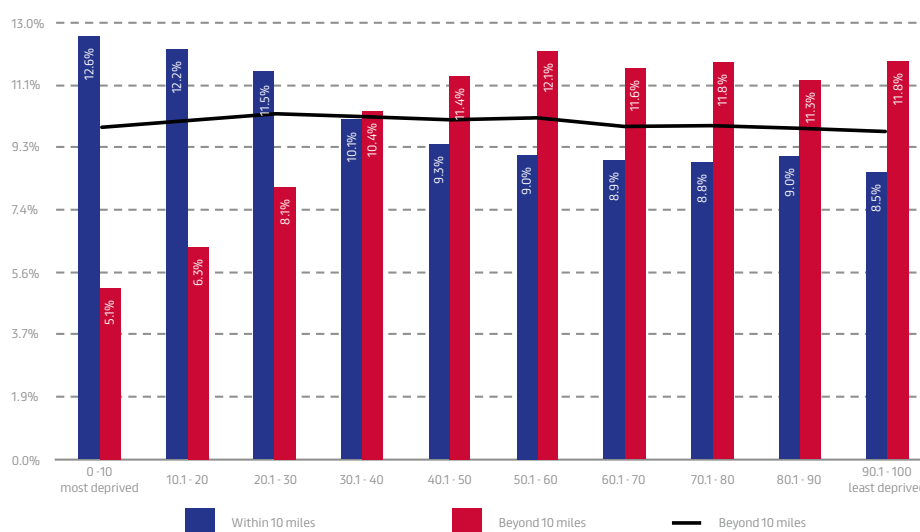
More than one in three (36.3%) people living within the catchment area fall within the three most deprived cohorts nationally. Outside this catchment the figure drops to half this rate (19.5%).

The catchment area tends to have higher rates of¹¹:

Multiple-deprivation rates of 24.7% compare to 11.4% outside the catchment

Health deprivation rates of 23.7% compare to 12.2% outside the catchment

**MULTIPLE DEPRIVATION:
INDEX OF MULTIPLE DEPRIVATION (IMD) 2019**



INCOME AND BENEFITS DEPENDENCY

Full-time earnings are frequently below the norm/median¹² figure for Great Britain (£29,697) and are often significantly lower.

674,145 people living within this catchment claimed Universal Credit (April 2019). This is 70% of all claimants¹³ although the same area is only home to 57% of the population as a whole.

¹⁰ See glossary and data notes for further information on the Index of Deprivation

¹¹ Based on 10 mile catchments, the English Indices of Deprivation 2019 (Ministry of Housing, Communities and Local Government) and the most deprived 20% of such areas nationally. The majority of deprived areas often also exhibit high population density, although this is not always the case.

¹² Based on a median figure from NOMIS data (2018) - the median reflects the mid-point in a range of data, it differs from an average in as much as it avoids distortion by very high or very low data outliers.

¹³ Universal Credit data relates to England, Scotland and Wales.

ETHNICITY

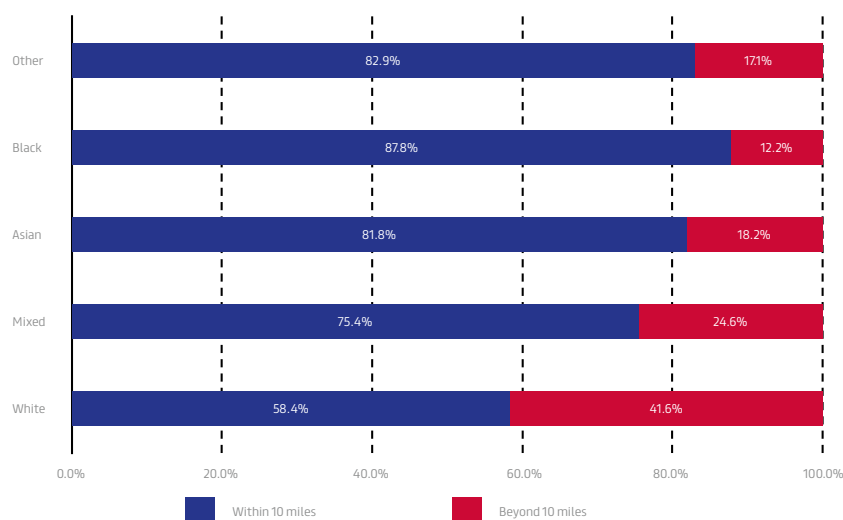
86% of people in England and Wales classify themselves as 'White', while 14.0% considered themselves to belong to other ethnicities¹⁴.

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

58% of the 'White' population as a whole live within the defined catchment area.

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

ETHNICITY - 2011 CENSUS

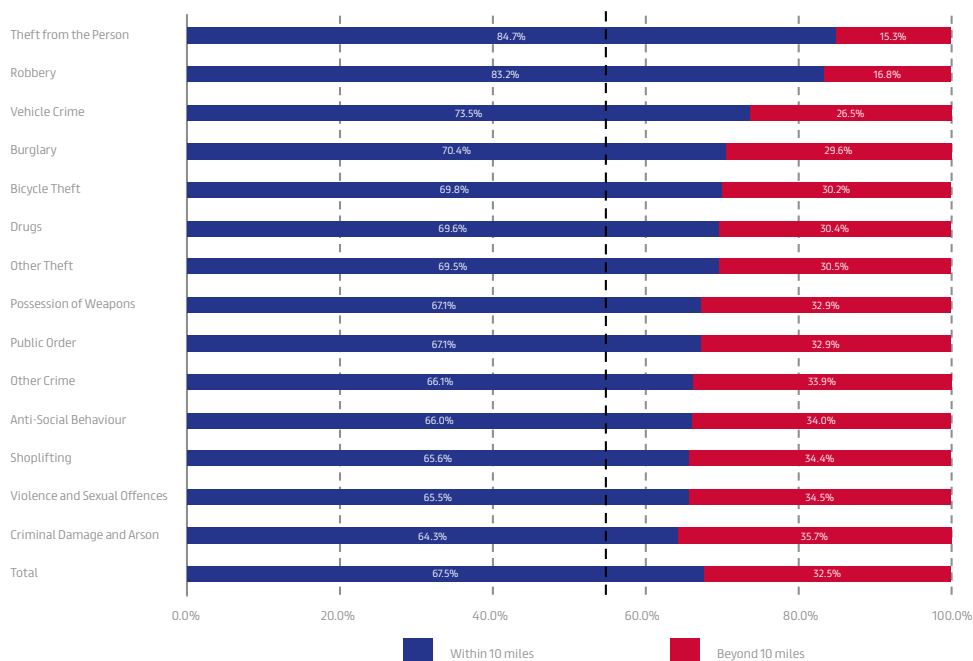


CRIME¹⁵

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

Just over two thirds (67.5%) of the 6.4million recorded crimes took place within the defined catchment areas; this is higher than the proportion of the UK population (55.1%) which lives in this area.

CRIME - YEAR END MARCH 2019 (UK POLICE)



¹⁴ Source: 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' category that was often used in analysis of the 2011 Census at that time.

¹⁵ Source: 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.

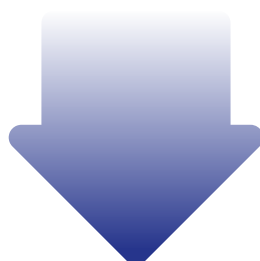
Health, Physical Inactivity And Obesity

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

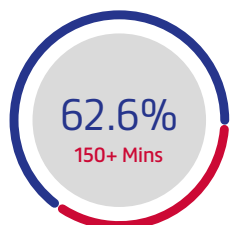
levels of physical activity



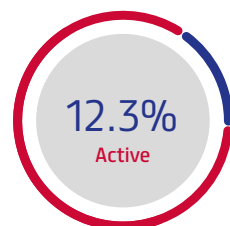
Reduced

life expectancy among men and women

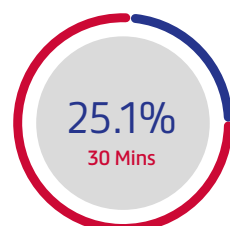
National rates for people being overweight or obese rise from 22% when children enter reception (at age 4/5 years), to 34% at Year 6 (10/11 years old) and 64% among adults (16+ years). The rates in many of the country's more deprived urban areas are higher. On average¹⁶:



62.6% of adults take part in 150+ minutes of moderate to vigorous activity each week



12.3% are moderately active



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 inactivity¹⁷ in Britain is c.£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 classified physically inactive than men.
- Around 60% of adults are unaware of the Government's physical activity guidelines.
- Physical inactivity contributes to an estimated¹⁸ one in ten premature deaths from coronary heart disease and one in six deaths from any cause.

¹⁶ Source: Sport England's Active Lives survey (mid-Nov 2017 – mid-Nov 2018).

¹⁷ British Heart Foundation 'Physical Inactivity and Sedentary Behaviour Report 2017'.

¹⁸ (BHF) UK analysis of the Global Burden of Diseases, Injuries and Risk Factors Study.

It has also
stated that...

Regular
physical
activity can
reduce the risk
of coronary heart
disease and stroke by
as much as...

35%

Keeping
physically
active can also
reduce the risk of
early death by as
much as...

30%



3. RESOURCE ALLOCATION

Overview

This section briefly examines CCOs as businesses by looking at income (levels and sources), expenditure and the allocation of resources. It then proceeds to review non-financial resources.

This Section Covers:

- Income, expenditure and balances associated with CCOs.
- Programme funding – types and sources.
- Non-financial resources – people and facilities.
- Capital funding of projects.

3. RESOURCE ALLOCATION *(sample size = 45 Clubs and 67 CCOs¹⁹)*

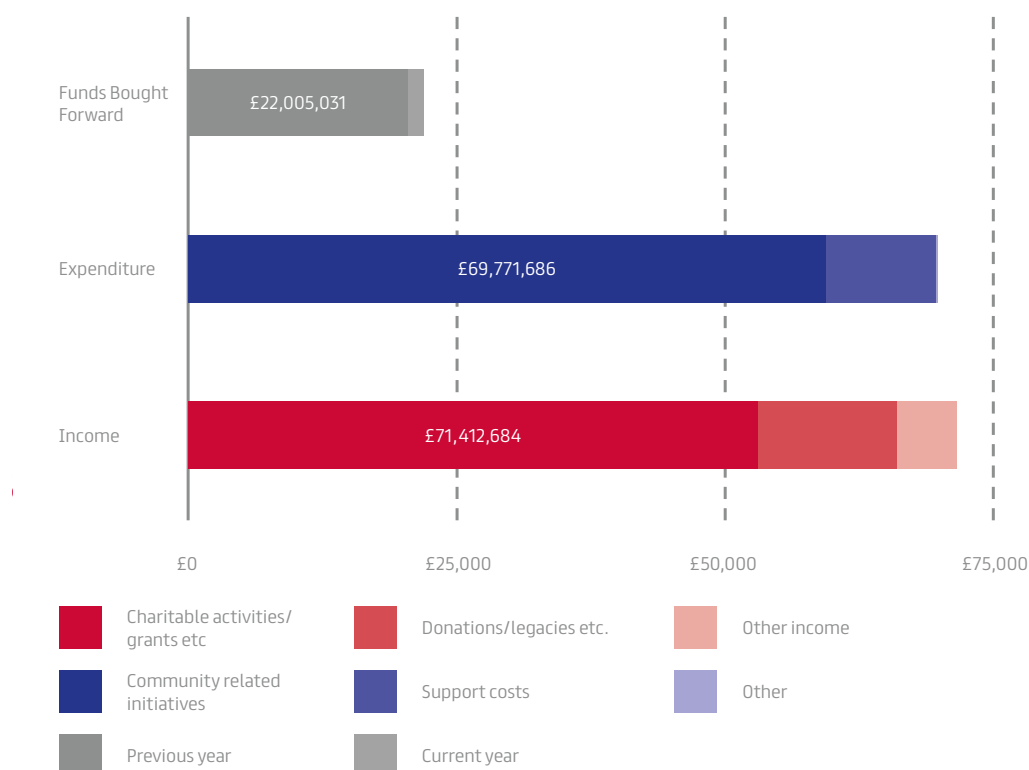
BUSINESS PRINCIPLES

CCOs prepare business plans, set targets, review performance and work closely with their associated Clubs. The financial data returned by CCOs²⁰, shows a healthy picture in overall terms:

- > Total income of CCOs (during the year) was **£71,412,684²¹**; (a rise of 17.3% relative to the previous year).
- > Expenditure totalled **£69,771,686 p.a.**
- > **£59,544,636 (85.3%)** of this was directly linked to community engagement²².
- > **£10,277,049 (14.7%)** was spent on support costs;
- > **£1,640,998 (2.4%)** of the original income remains as a positive net-balance.
- > Funds carried forward (including previous balances) were **£22,005,031**.

Summary of overall income and expenditure – including existing balances

CCO INCOME AND EXPENDITURE



¹⁹ See Executive summary for details.

²⁰ This was provided for the same 12 months period as the project data.

²¹ KKP is not an accountancy firm and as such the comments raised and based upon the tables reflect an informed but non-expert understanding of the data contained in annual accounts and/or equivalent data for the timeframe of this study and has been provided by individual CCOs.

²² This figure differs by c. £1m (+1.4%) from the funding linked to specific projects covered by this study.

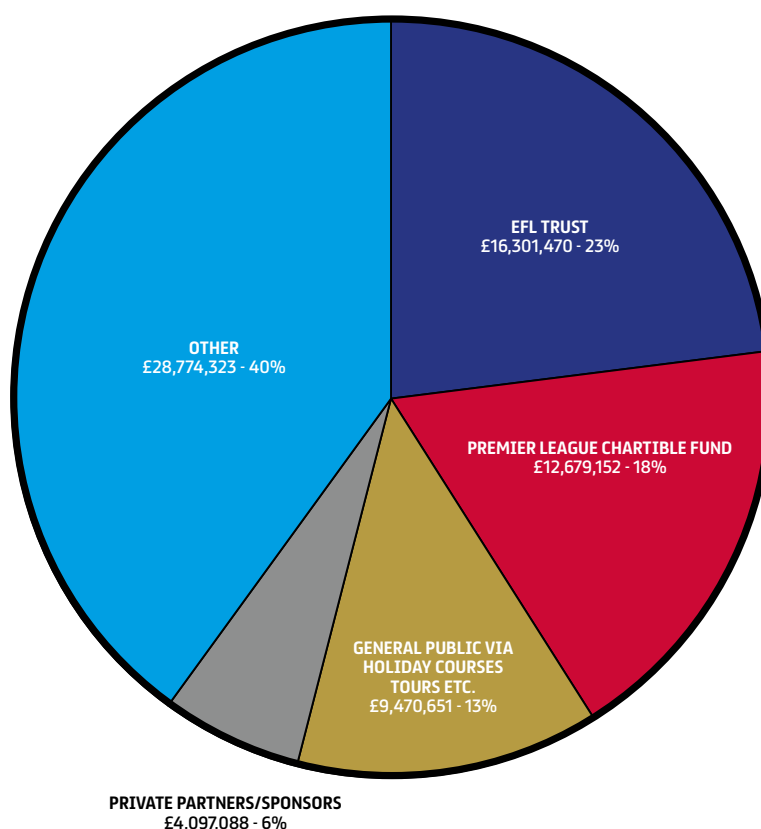
PROGRAMME FUNDING, INCOME, DONATIONS ETC.

While some funds at the disposal of CCOs are unrestricted and can be spent on initiatives that accord with individual CCO policies, others are restricted and must be spent in line with criteria set by the funding organisation (this usually applies to national programmes). Of the £71,412,684 total income, noted above:

- > £39,821,981 (55.8%) was unrestricted and £31,590,703 (44.2%) was restricted.
- > £52,987,827 (74.2%) was associated with charitable activities.
- > £12,954,697 (18.1%) came from donations and legacies.
- > £58,480,593 (81.9%) was related to / allocated for specific projects covered by this study.

CCO funding comes from a wide range of sources including, for example, central government programmes, charitable institutions and programmes such as **local government, educational institutions, private partners/sponsors, the Premier League Charitable Fund**, the general public and people attending holiday courses etc. The largest individual funder, at **£16,301,470** however, is the EFL Trust (see below).

FINANCIAL SUPPORT - MAIN FUNDERS



PEOPLE: STAFF, PLAYERS, COACHES AND VOLUNTEERS AS A RESOURCE

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

In 2018/19, the number of **people** working on CCO related community projects was:

3,562 in total (including all paid and voluntary inputs)
2,827 working for the CCOs (1,602 full-time and 1,225 part-time).

Time spent in total (per annum) on community facing and charitable work by Clubs/CCOs was:

4,891,365 hours
652,182 days
130,436 person weeks

Of this:

203,628 hours were worked by Club staff
407,843 hours were donated by fans, supporters and volunteers.
296,087 hours were contributed by staff from partner organisations.

Staff, players, coaches and volunteers helping to deliver community related projects²³

Employed / donated by...	People working on community initiatives...			Hours per annum*
	Full time	Part time	FTE	
CCO staff	1,602	1,225	2,215	3,948,881
Club staff	40	82	81	203,628
Players				29,687
Club coaches				5,241
Fans of the Club	0	54	35	87,843
Supporters Trust	0	16		27,777
Volunteers	1	208	279	292,223
Partner organisations	14	320		296,087
Total	1,657	1,905	2,610	4,891,365

* (includes part time, occasional and as part of wider job – see below)

²³ Based on the following assumptions:

Full Time work involves 37.5 hours per week (7.5 hours per day) and 47 weeks per annum (five weeks holiday)

Part time has been taken as 50% of a full time position

Occasional work by volunteers, supporters, partners etc. taken to be around three hours per week.

All of these figures have been chosen to ensure the estimates

FACILITIES AS ADDITIONAL RESOURCES

The picture with regard to Club/CCO facilities is relatively complex:

- A number of CCOs have their own grass/football turf pitches, others have access to Club facilities (some pay for access while it is gifted to others) and some hire external venues.
- Facilities provided by Clubs/CCOs for community use free of charge, or at a subsidised rate, have a financial value/ community benefit.
- Facilities hired out commercially can accrue monies used to maintain the facility itself, cross-subsidise other activities or support the Club/CCO.

Access to facilities can remove (or reduce) a cost burden that might otherwise limit activities from taking place. They can also, by virtue of the association with the professional Club, add kudos to an activity or event. Club facilities of which CCOs make use typically include:

- Training spaces and meeting rooms – often boxes within the stadium;
- Presentation and conference facilities – larger Club suites, even the boardroom; and
- Pitches – often training facilities but also the Club pitch and stand(s) for community finals and charity events.

The study recorded:

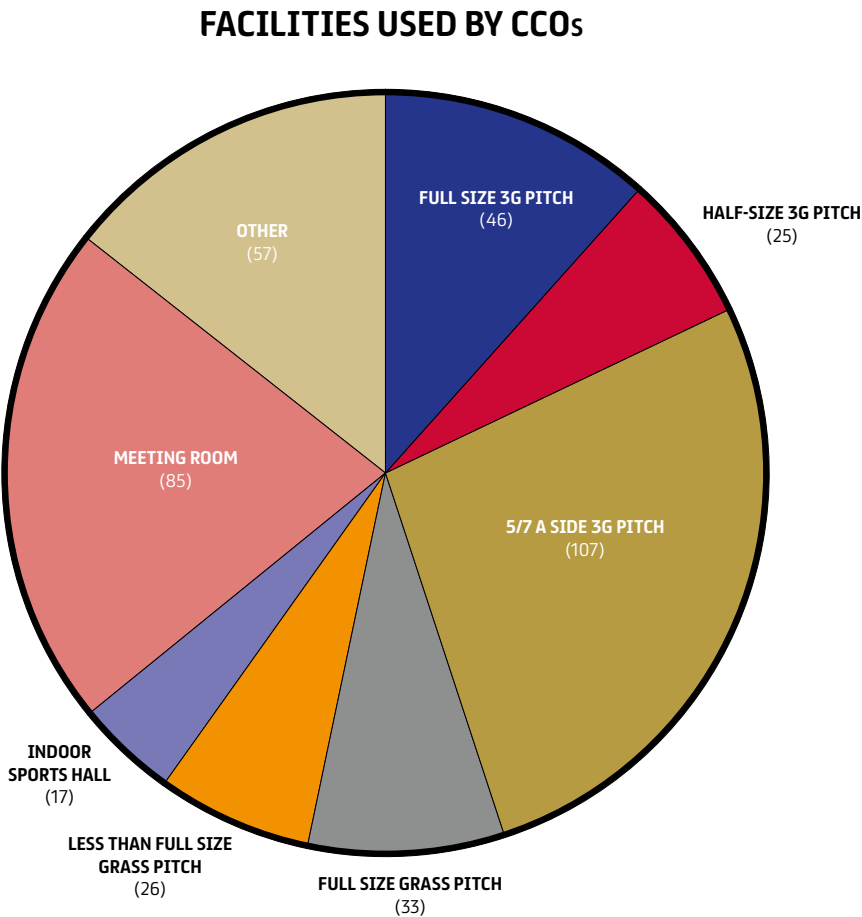
- 396 facilities used by CCOs;
- 118,502 occasions on which facilities were let/used;
- 62,509 (52.7%) times where the 'let' was subsidised or free;
- 2,006,438 attendances – by people making use of facilities²⁴.
- 1,003,567 (50.0%) of these attendances involved free or subsidised access.
- £4,688,160 generated in income to Clubs and/or CCOs; and
- £2,391,234 value of the subsidised/free access provided to the CCO and/or the local community.

Subsidised access to facilities and fees charged

	Facilities	Lets (p.a.)	Subsidised lets	Income	Value of subsidised access
Full size 3G pitch	46	30,147	8,652	£2,379,679	£618,061
Half size 3G pitch	25	2,540	1,499	£154,081	£64,496
5/7 a side 3G pitch	107	25,458	12,356	£687,071	£275,812
Full size grass pitch	33	732	152	£59,990	£47,700
Grass pitch (other)	26	501	239	£13,808	£13,490
Indoor sports hall	17	12,231	5,236	£590,558	£106,687
Meeting room	85	12,177	7,484	£377,574	£161,893
Other	57	34,716	26,891	£425,399	£1,103,096
Total	396	118,502	62,509	£4,688,160	£2,391,234

²⁴ Based on the estimated number of users for each facility, for example; in many cases this will be the same people using a pitch or meeting room each week, the assumptions are as follows:

Numbers per session		Numbers per session		Numbers per session	
Full size 3G pitch	28	Full size grass pitch	28	Half size 3G pitch	15
Grass pitch (other)	20	5/7 a side 3G pitch	15	Indoor sports hall	12
Meeting room	10				



CAPITAL FUNDED PROJECTS

There is continuing investment in facilities that benefit local communities. Clubs/CCOs are currently in receipt of capital funding grants totalling £18,727,750 to improve, maintain and provide new facilities for community and/or school use; individual examples are shown below:

- Outdoor 3G, floodlit, full size football turf pitch (£500,000).
- Indoor 7-a-side pitch (£130,000).
- 3G pitch and hub site (£1,200,000).
- Community sports centre (£1,200,000).
- Sports hall (£1,900,000).

4. CLUBS & PLAYERS

Overview

This section examines the ability of EFL Clubs to open doors that other organisations may be unable to. This can help their CCOs to engage with a wide range of, often more difficult to reach, groups. It describes the initiatives in which Clubs and their players become involved and proceeds to review the role of Clubs in creating family friendly environments and concludes with a look at the crossover from community engagement to commercial operation.

Player engagement examines the various activities in which players are involved and subsequently reviews the monetisation of such activity along with the associated challenges.

This Section Covers:

Clubs and their:

- Ability to engage with a wide range of people.
- Roles as facilitators.
- Creation of the right environment for supporters and participants.
- The boundary between commercial and community engagement.

Players and:

- Their engagement with local communities.
- The value of their time.
- The different types of community activities they are involved in.

4. CLUBS & PLAYERS

CLUBS

Although most direct community engagement comes through CCOs, Clubs also play direct and indirect roles in the generation and delivery of positive impacts within their communities.

Opening doors

Probably the most significant contribution; one with substantial value but which incurs no direct cost, is the association of CCOs with Clubs and their brand. This immediately differentiates how the CCO is viewed by local people. Relative to other organisations, it can, for example:

- Generate higher interest levels from groups such as young people via the association with professional sports Clubs and their people;
- Remove barriers for people who might otherwise view the CCO to be promoting a mainstream/government offer they might not have previously considered;
- Help the CCO to engage those from difficult to reach groups. This might include encouraging supporters, such as older men to adopt healthier lifestyles and/or making them more likely to engage with other people, thereby improving physical health and mental well-being by helping to tackle isolation or loneliness;
- Attract people who might otherwise perceive they have no common ground; and
- Promote discussion of difficult topics such as the Prevent agenda, issues related to disaffected youth, anti-social behaviour, integration, academic attainment/ambition etc.

Some programmes are relatively consistent across all Clubs while others relate to specific local and regional environments, sponsorship arrangements and opportunities as they arise. Examples of individual Club initiatives which either generate income for CCO work in the community, raise funds for charity or simply underpin engagement with local people include:

- Partner, charity, community appearances;
- Mental health campaigns e.g. interviews and videos articles throughout the year;
- Providing children with the opportunity to be mascot for the day;
- Matchday charity takeovers;
- Bucket collections prior to home games;
- Prostate cancer testing, available periodically in mobile NHS facilities at the ground;
- Care home, hospital activities and hospice visits;
- School visits / roadshows involving hundreds of pupils per time;
- Soccer camps, often at half term or over the summer holidays, including player visits; and
- Charity raffles and events utilising tickets and hospitality to raise funds.

Creating the right environment

Clubs have the opportunity and the responsibility to provide a high-quality environment for their patrons. Within this context, one of the main initiatives adopted by the EFL and its Clubs has been the Family Excellence Scheme (FES). It was introduced to support Clubs in their efforts to attract and retain families and young fans. The intention was to encourage Clubs to think strategically about all aspects of fan engagement, most specifically focusing on and innovating around the matchday experience for families.

The FES has grown to become an integral part of League Clubs' drive to enhance their supporters experience and build attendances. It is now the EFL's principle fan experience improvement tool. 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 matchdays.

Statistics showed that overall family attendances increased 12% in the first three years of the scheme, and many Clubs have experienced increases in family and junior ticket sales well in excess of this figure. To achieve the award Clubs must demonstrate a level of best practice and family engagement is in place across all major touchpoints.

The FES was also highlighted as the Best Fan Engagement Programme at the 2018 Sports Business Awards.

Commercial crossover

The emphasis placed on community and commercial can vary between Clubs. For example, renting out facilities such as pitches may be seen as a commercial venture, however, when income is reinvested in community initiatives it has a community driver. Similarly, subsidised access can help generate income that is necessary for the continuation of the CCO while concurrently imparting a financial benefit to the local community.

It would be naive to suggest that such engagement by Clubs is entirely altruistic in its nature; it helps to improve community relations and can also help to build a fan/supporter base for the future. Nevertheless, even an entirely commercial venture, such as a nursery on Club premises, charging market fees and utilising the funds directly for the Club may be argued to have a community benefit, as the facility might not otherwise exist and families might not have access to the option that it provides. However, for the purposes of this exercise when assessing community benefit the line has been drawn so as to exclude such entirely commercial initiatives.

PLAYERS AND THEIR ENGAGEMENT WITH LOCAL COMMUNITIES

Arguably, the greatest asset that Clubs have, after their name and heritage, is players. The EFL, PFA²⁵ and players themselves all consider it to be important for players to 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.

The following description of activities and valuation of time is based upon data collected for all EFL Clubs for the 2018/19 season²⁶.

Player activity

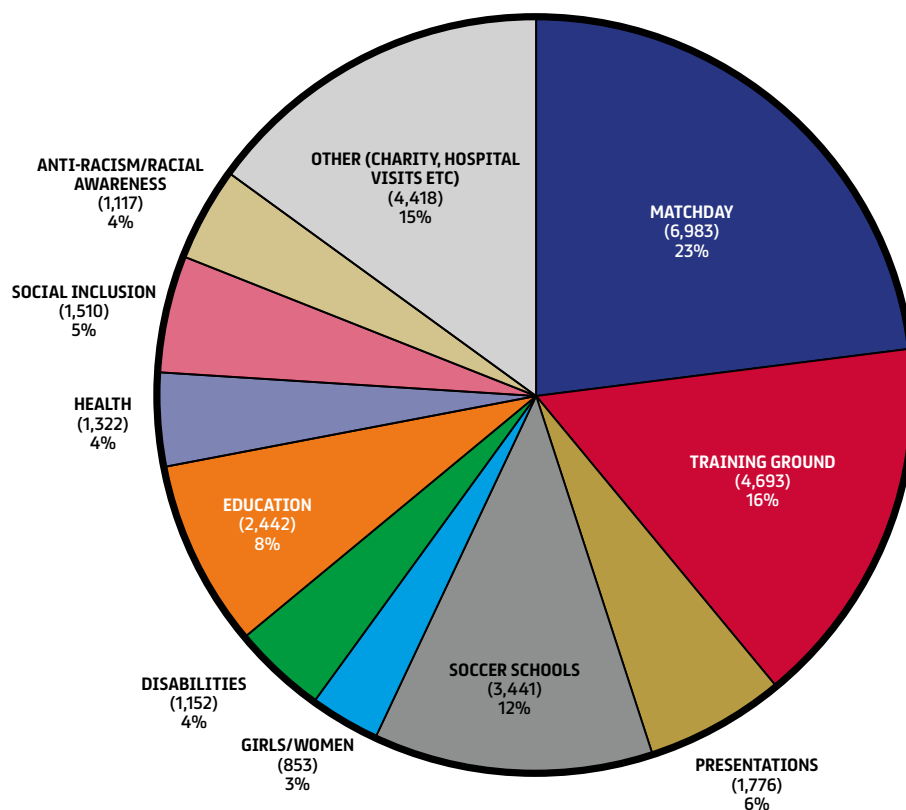
The EFL and its Clubs have a strong commitment to player engagement for a variety of reasons, these would include the key aspects of:

- > Player development in ensuring the players develop as more rounded individuals;
- > Corporate social responsibility in giving back to the community; and
- > Treating supporters and the community as part of the Club itself - quite simply the right thing to do.

PROFESSIONAL PLAYERS: COMMUNITY ENGAGEMENTS (2018/19)

Engagements/visits can vary significantly in duration, setting and purpose, for example:

- Health, education, social inclusion and anti-racism initiatives 6,371 (21.5%).
- Promotion of girls/women's football/ participation for people with disabilities: 2,005 (6.8%).
- Visits to hospitals and charity work: 4,418 (14.9%).



²⁵ Professional Footballers' Association.

²⁶ The PFA data covers all EFL Clubs.

Placing a value on player time

While it is generally accepted that the real value of player engagement lies in the effect that it can have on people's lives, it is nevertheless unavoidably important, for this study and other activities, to quantify that player time.

Valuation of player time is something around which there is a range of views. The EFL and PFA, while keen to see it assessed, are at pains not to over-inflate the numbers or its value. Visits recorded are for a broad range of players and purposes, from women and senior first-team to

more junior players. This is further complicated by the nature/purpose of the visit and its perceived value²⁷ to/by the recipient. Other variables include, for example, whether the player attends alone, with CCO staff, with Club player liaison officers or a media team.

Player engagement value has, therefore, been assessed collectively and applied at the same rate across all three EFL divisions and all levels of player. An average figure of £250 per visit²⁸ (or presence) has been applied to monetise the value of each visit/engagement. This was reduced by 50% for matchday and training ground-based activities.

Club data for the 2018/19 season, for all EFL Clubs, has been grouped and categorised by 11 different activity types. The financial measure noted was then applied to produce a 'monetised value' for the overall time spent on community engagement by players. The resultant headline figures across all EFL Clubs, on this basis, show that:

There were **29,687** instances of player engagement with local communities.

The value of player time given over to community engagement (at no charge) was **£5,962,250**.

The breakdown by grouped activity type is shown below:

Player time/visits			Value/monetisation
11,676	(39.3%)	Matchday & training ground activities	£1,459,400 (24.5%)
5,446	(18.3%)	Soccer schools, girls, women's & disability football	£1,361,500 (22.8%)
3,744	(12.6%)	Education & health initiatives	£936,000 (15.7%)
2,627	(8.8%)	Social inclusion & anti-racism	£656,750 (11.0%)
6,194	(20.9%)	Presentations, charitable activities & hospital visits	£1,548,500 (26.0%)

²⁷ Value is a subjective measure and can vary from person to person, consequently, it not as simple as cost.

²⁸ The figure of £250 was agreed with the PFA as being a fair representation of the value/cost of the time across all levels of players involved and all three Leagues.



5. OUTPUTS/OUTCOMES

Overview

Firstly, this section outlines how the data has been structured for analysis and programmes/initiatives grouped into twelve categories.

Secondly, it examines the data collected in relation to purpose (why), environment (where), participants (who), engagement (what), participation (how many) and financial support (how much), adopting each of these as page headings.

Thirdly, it examines the data by each of the main four reasons/drivers for projects and uses each of these as page headings under which to present the findings:

The section concludes with a brief summary and a series of key metrics ranging from the number of initiatives to hours of group engagement, hours of individual participation and overall programme costs before examining cost per person and cost per hour (per person).

5. OUTPUTS/OUTCOMES *(sample size = 45 Clubs and 67 CCOs)*

Initiatives were grouped by various criteria, the main ones being purpose and environment:

Purpose - why the initiative was developed, its key driver(s); the main themes are:

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

Environment - the type of location in which it was delivered; the options are:

- In a **community** setting (youth clubs, community centres etc.)
- In **educational establishments** and/or schools and;
- At a **Club/CCO venue** and/or associated premises.

This made it possible to create a matrix that illustrates the purpose of the activity placed against the setting in which it was delivered – leading to a total of 12 typologies (A - L).

For example, if the primary driver for a project is to address education and employability and it is delivered in a local school and on Club premises, the project would be categorised under H and I. Project spend/ investment and number of participants have also been examined under these 12 groupings.

12 way matrix: *purpose -x- environment*

PURPOSE/OUTCOME/KEY DRIVER(S)	ENVIRONMENT/SETTING OF INITIATIVE DELIVERY		
	Community	Education/school	Club/CCO
<i>Sport and physical activity</i>	A	B	C
<i>Health & Wellbeing</i>	D	E	F
<i>Education & employability</i>	G	H	I
<i>Community engagement</i>	J	K	L

Other key project related questions covered:

Scale how many participants, for how many hours?
Finance what was spent, and from what source the funds come from?

Six key measures were then applied to the data:

- Participant numbers
- Overall spend (£)
- Engagement hours
- Spend per person (£)
- Individual participation hours
- Spend per participant hour (£)

Numeric variations:

At several points within the report there are instances where data sums (correctly) to more than 100%. Some people will have taken part in activities in more than one environment and for more than one purpose. Consequently, while the total number of people cannot exceed 100% summing the numbers for each environment may add up to more than the total for all people.

For example, if John takes part in a project for two hours, one of which is in a school and one at a Club, he is recorded as having spent one hour in each. Therefore, because it occurs in two separate environments, John's participation is noted twice. However, in any overall total for participants he is only counted once.

PURPOSE

Initiatives have been grouped in relation to four key objectives/primary drivers, as outlined below.

SPORT AND PHYSICAL ACTIVITY (A, B, C)

Initiatives typically include walking football, girls/ women's football, Every Player Counts and other disability football initiatives, school Clubs and holiday programmes, cup competitions etc.

This accounted for **181,011 hours** of engagement by **429,973 participants** and generated **18,050,789 hours** of participation **by individuals**. The expenditure on sports initiatives was **£16,560,444** at a rate of **£38.52 per person** and **£0.92 per participant hour**.

HEALTH AND WELLBEING (D, E, F)

Initiatives typically include Extra Time Hubs, fitness programmes, dementia support programmes, Joy of Moving, etc.

This accounted for **49,830 hours** of engagement by **152,796 participants** and generated **2,407,979 hours** of participation **by individuals**. The expenditure on health and wellbeing was **£4,442,101** at a rate of **£29.07 per person** and **£1.84 per participant hour**.

EDUCATION AND EMPLOYABILITY (G, H, I)

Initiatives typically include education programmes, BTECs, USW degree course, traineeships, apprenticeships etc.

This accounted for **207,373 hours** of engagement by **240,976 participants** and generated **9,654,380 hours** of participation **by individuals**. The expenditure on education and employability was **£18,077,378** at a rate of **£75.02 per person** and **£1.87 per participant hour**.

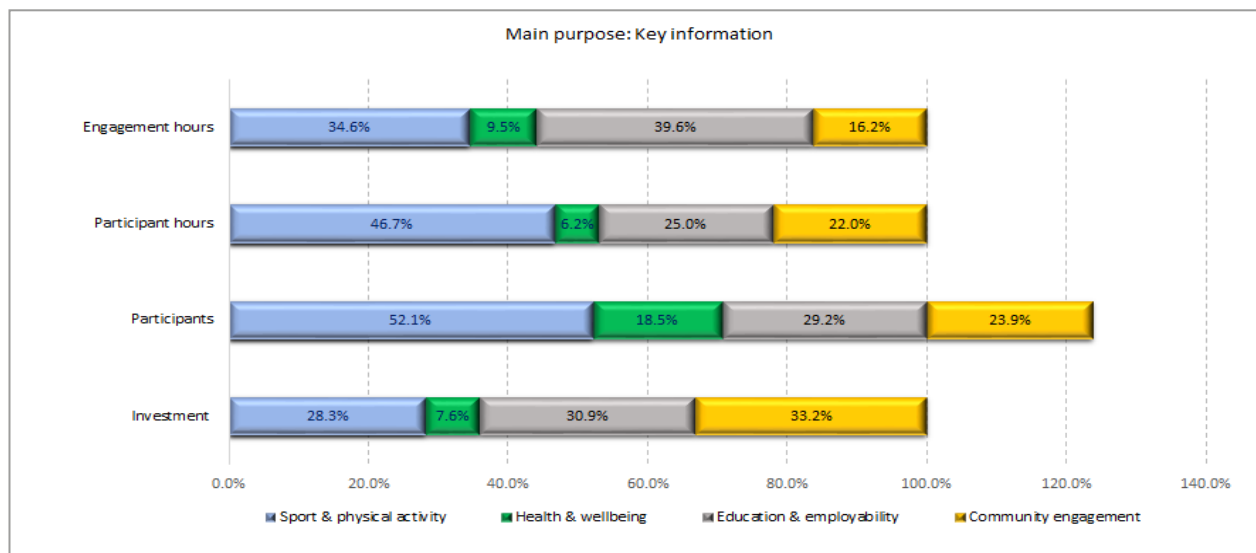
COMMUNITY ENGAGEMENT (J, K, L)

Initiatives typically include the National Citizen Service (NCS), Building a Stronger Britain Together, PL Kicks, etc.

This accounted for **84,893 hours** of engagement by **197,255 participants** and generated **8,512,393 hours** of participation **by individuals**. The expenditure on community engagement was **£19,400,670** at a rate of **£98.35 per person** and **£2.28 per participant hour**.

Key measures: Proportional share by purpose.

Each purpose is explored in more detail in relation to the six key measures in Table 1 on page 36.



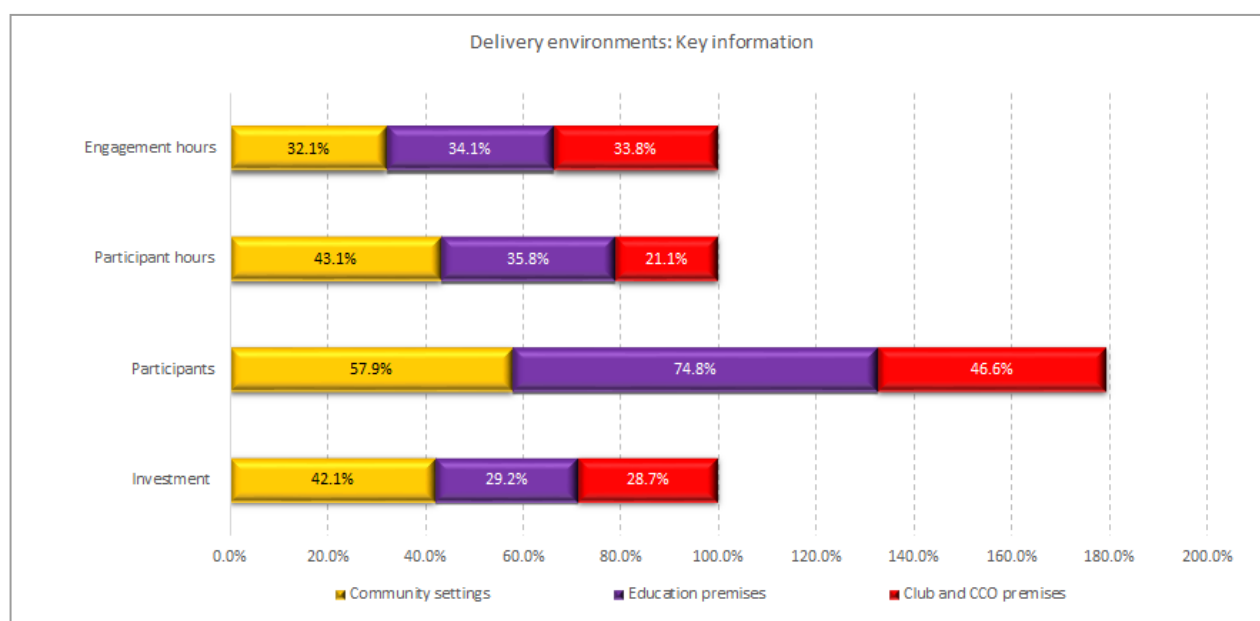
ENVIRONMENT

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

COMMUNITY SETTINGS (A, D, G, J)	EDUCATION PREMISES (B, E, H, K)	CLUB AND CCO PREMISES (C, F, I, L)
<p>Initiatives typically delivered in the community include Every Player Counts, Extra Time Hubs, Walking football, NCS etc.</p> <p>Community settings provided the environment for 167,840 hours of engagement by 477,470 participants and generated 16,631,357 hours of participation by individuals. The expenditure in community settings was £24,601,183 at a rate of £51.52 per person and £1.48 per participant hour.</p>	<p>Initiatives typically delivered in education premises include education programmes, BTECs, USW degree, school Clubs etc.</p> <p>Educational premises provided the environment for 178,318 hours of engagement by 617,017 participants and generated 13,831,547 hours of participation by individuals. The expenditure in educational settings was £17,074,526 at a rate of £27.67 per person and £1.23 per participant hour.</p>	<p>Initiatives typically delivered in/at Club/CCO premises include Every Player Counts, Extra Time Hubs, traineeships, apprenticeships, player development, etc.</p> <p>The Club/CCO provided the settings for 176,950 hours of engagement by 384,610 participants and generated 8,162,633 hours of participation by individuals. The expenditure in Club and CCO premises was £16,804,881 at a rate of £43.69 per person and £2.06 per participant hour.</p>

Key measures: Proportional share by delivery environment.

Each delivery environment is explored in more detail in relation to the six key measures in Table 2 on page 36.



Section Five: Outputs/Outcomes

The below table explores in more detail the data contained in the bar chart on page 34.

TABLE 1

Key measures: Proportional share by purpose. Each purpose is matched below against the six key measures.

	Sport & physical activity	Health & wellbeing	Education & employability	Community engagement	Total
Engagement hrs	181,011	49,830	207,373	84,893	523,107
Participant hrs	18,050,789	2,407,979	9,654,380	8,512,393	38,625,541
Participants	429,973	152,796	240,976	197,255	825,013
Overall spend	£16,560,444	£4,442,101	£18,077,378	£19,400,670	£58,480,594
Spend per participant	£38.52	£29.07	£75.02	£98.35	£70.88
Spend per participant hour	£0.92	£1.84	£1.87	£2.28	£1.51
Engagement hrs	34.6%	9.5%	39.6%	16.2%	100.0%
Participant hrs	46.7%	6.2%	25.0%	22.0%	100.0%
Participants	52.1%	18.5%	29.2%	23.9%	123.8% ²⁹
Investment	28.3%	7.6%	30.9%	33.2%	100.0%

The below table explores in more detail the data contained in the bar chart on page 35.

TABLE 2

Key measures: Proportional share by delivery environment

	Community settings	Education premises	Club and CCO premises	Total
Engagement hours	167,840	178,318	176,950	523,108
Participant hours	16,631,357	13,831,547	8,162,633	38,625,538
Participants	477,470	617,017	384,610	825,013
Overall spend	£24,601,183	£17,074,526	£16,804,881	£58,480,590
Spend per participant	£51.52	£27.67	£43.69	£70.88
Spend per participant hour	£1.48	£1.23	£2.06	£1.51
Engagement hours	32.1%	34.1%	33.8%	100.0%
Participant hours	43.1%	35.8%	21.1%	100.0%
Participants	57.9%	74.8%	46.6%	179.3% ³⁰
Investment	42.1%	29.2%	28.7%	100.0%

²⁹ See page 33.

³⁰ See note on numeric variations – page 33.

Four of the key measures detailed on page 33 are explained below in more detail. The others - spend on each person and spend per participation hour - are referenced in the summary on page 41.

PARTICIPANT NUMBERS

825,013 people (100% - see note lower down page) have taken part in activities. The following analysis presents a breakdown of purpose (**why**) and environment (**where**)

SPORT AND PHYSICAL ACTIVITY

- A. 25.0% of people took part in community settings;
- B. 27.2% in educational environments; and
- C. 19.3% in Club/CCO premises.

HEALTH AND WELLBEING

- D. 9.7% of people took part in community settings;
- E. 11.6% in educational environments; and
- F. 6.4% in Club/CCO premises.

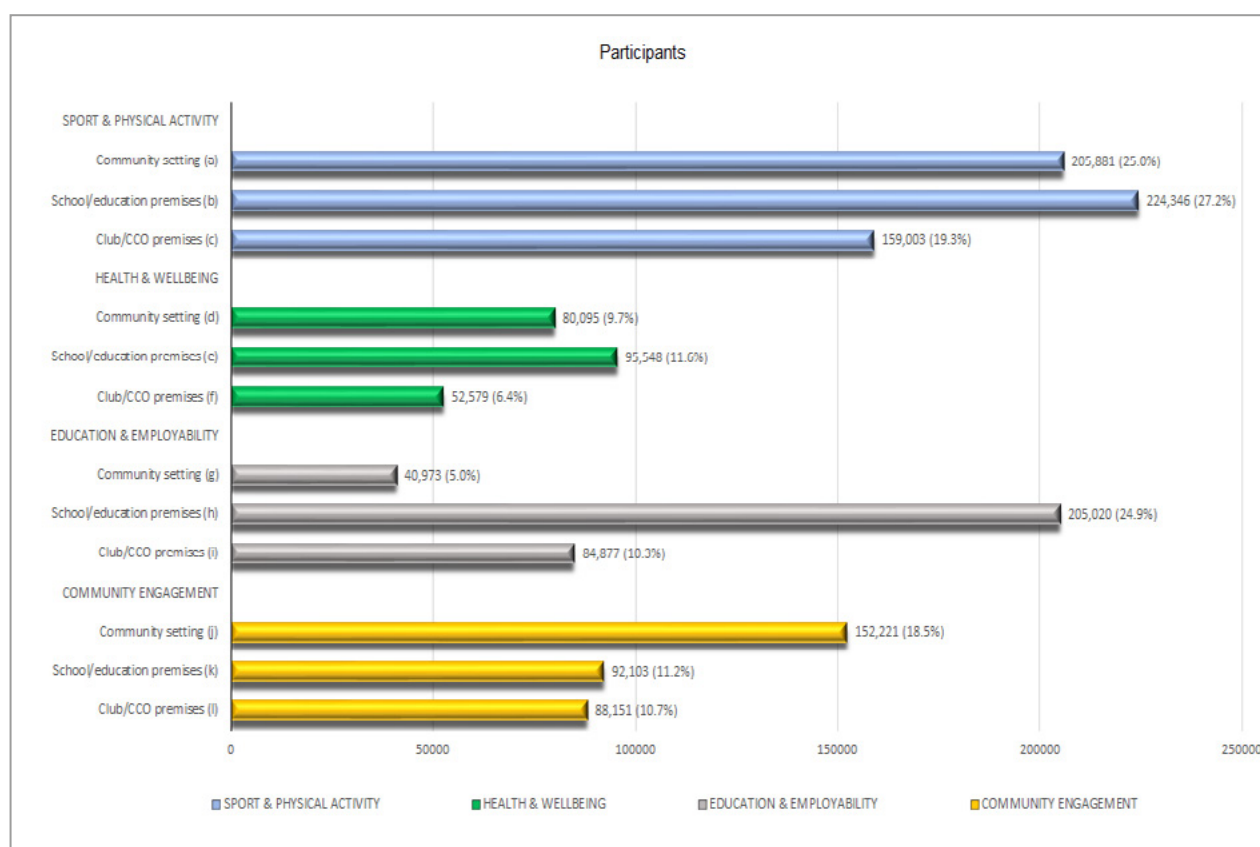
EDUCATION AND EMPLOYABILITY

- G. 5.0% of people took part in community settings;
- H. 24.9% in educational environments; and
- I. 10.3% in Club/CCO premises.

COMMUNITY ENGAGEMENT

- J. 18.5% of people took part in community settings;
- K. 11.2% in educational environments; and
- L. 10.7% in Club/CCO premises.

Participants by purpose and environment



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

ENGAGEMENT HOURS

In total 14,150 programmes have delivered 296,134 sessions or lessons, providing a total of 523,107 hours (100%) of sessions/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:

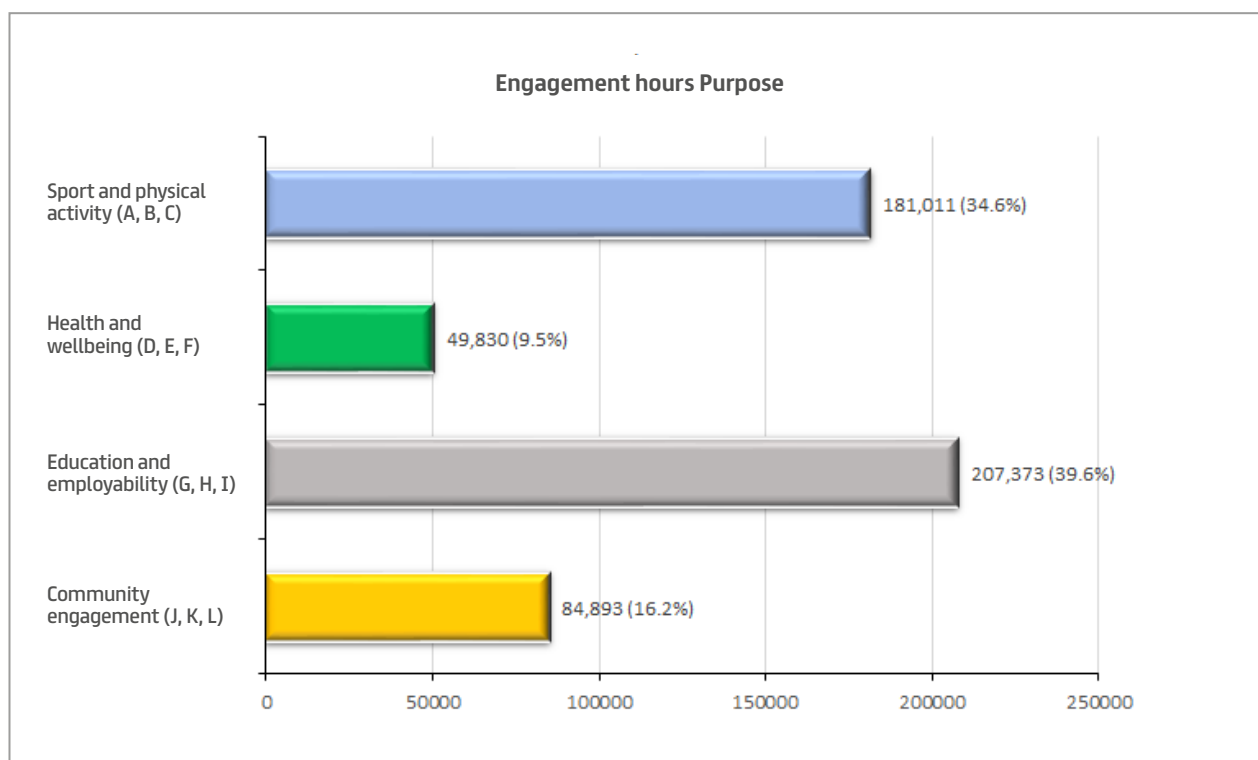
34.6% has been directed at sport and physical activity (A, B, C);

9.5% at health and wellbeing (D, E, F);

39.6% at education and employability (G, H, I); and

16.2% at community engagement (J, K, L).

Engagement hours by main purpose



INDIVIDUAL PARTICIPATION HOURS

Many activities involve repeated participation by groups of people, consequently, the multiplier effect³¹ can be very significant. Because of this, programmes have generated **38,625,541 (100%) hours of individual participation**. The following sets out where this participation takes place.

SPORT AND PHYSICAL ACTIVITY

- A. **25.6%** of participation took place in community settings;
- B. **14.7%** in educational environments; and
- C. **6.5%** in Club/CCO premises.

HEALTH AND WELLBEING

- D. **2.1%** of participation took place in community settings;
- E. **2.6%** in educational environments; and
- F. **1.5%** in Club/CCO premises.

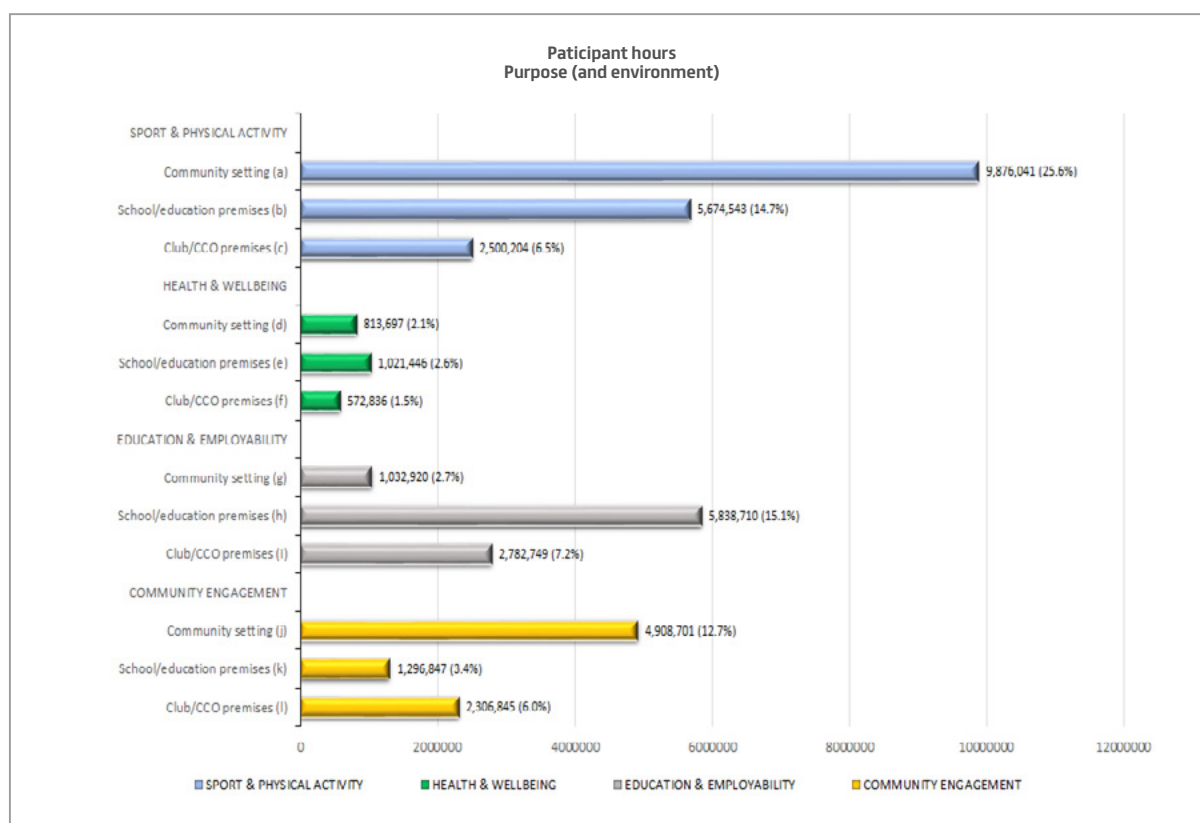
EDUCATION AND EMPLOYABILITY

- G. **2.7%** of participation took place in community settings;
- H. **15.1%** in educational environments; and
- I. **7.2%** in Club/CCO premises.

COMMUNITY ENGAGEMENT

- J. **12.7%** of participation took place in community settings;
- K. **3.4%** in educational environments; and
- L. **6.0%** in Club/CCO premises.

Participation by purpose and environment



³¹ See explanation on page 30.

OVERALL SPEND(£)

A total of £71,412,684 of funding came into CCOs over the study period. £58,480,594 of this was spent directly on projects covered as part of the study. The following describes and illustrates how the £58.48m (100%) of spend was structured.

SPORT AND PHYSICAL ACTIVITY

- A. 12.6% of spend was directed at sport and physical activity in community settings;
- B. 9.4% in educational environments; and
- C. 6.3% in Club/CCO premises.

HEALTH AND WELLBEING

- D. 3.4% of spend was directed at health and wellbeing in community settings;
- E. 2.4% in educational environments; and
- F. 1.7% in Club/CCO premises.

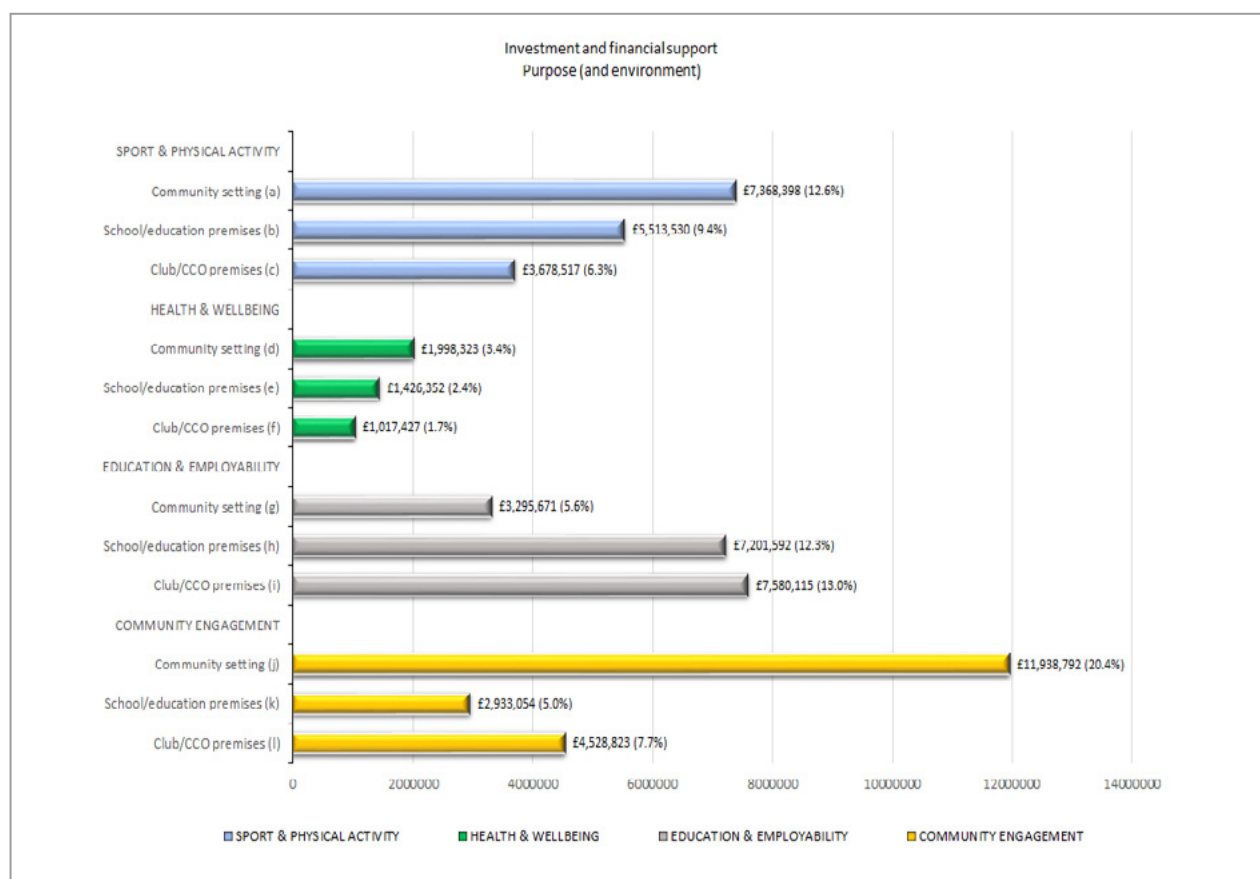
EDUCATION AND EMPLOYABILITY

- G. 5.6% of spend was directed at education and employability in community settings;
- H. 12.3% in educational environments; and
- I. 13.0% in Club/CCO premises.

COMMUNITY ENGAGEMENT

- J. 20.4% of spend was directed at community engagement in community settings;
- K. 5.0% in educational environments; and
- L. 7.7% in Club/CCO premises.

Investment by purpose and environment



SUMMARY *(sample size = 45 Clubs and 67 CCOs)*

The overall picture is summarised below. However, it should be noted that in certain programmes engagement hours and spend per person substantially exceed these averages. Typical are those related to people obtaining academic qualifications, where participation **hours of 400 per person are not uncommon** nor is a **spend of £2,000+ on each person**. The following headlines summarise the key points outlined on previous pages:

Participant numbers

- **825,013 people (100%)** take part in **CCO and Club activities**. However, many initiatives have more than one purpose and are delivered in more than one environment. As a result, some measures can sum to more than 100% (see glossary)
- **Sport/physical activity (429,973 52.1%)** accounts for the largest number of participants while **educational and employability** settings are the environment in which the most participation occurs.

Engagement hours

- **523,107 hours (100%)** of sessions/lessons are delivered via **numerous CCO initiatives**.
- **Education and employability (207,373 39.6%)** account for the majority of this time and **educational settings provide the main environment**.

Individual participation hours

- **38,625,538 hours (100%)** of (individual) participation are generated by participants³².
- **Sport/physical activity (18,050,788 46.7%)** accounts for the majority of participant hours and community settings provide the main environment.

Overall spend (£) on programmes

- **£58,480,590 funding (100%)** is spent on initiatives.
- **Community engagement** accounts for the largest proportion closely followed by education and employability. The main environment for programme spend is community settings.

Spend per-person (£)³³

- **£70.88** is the **overall average** spend per person.
- **£98.35** is the **individual high** (by purpose) and is directed to community engagement.
- **£51.52** is the **highest spend** by environment in which a programme is delivered and is the per person rate for **spend in community settings**.

Spend per participant hour (£)

- **£1.51** is the **average spend**, per person per hour, across all **activities and environments**.
- **£2.28** is the **highest figure** for spend by purpose and is associated with **community engagement**.
- **£2.06** is the **highest figure** for spend (per participant hour) by the environment in which a programme is delivered and is the rate for **spend in Club/CCO premises**.

³² See earlier notes on multiplier effects – page 40.

³³ Legitimate double counting - Time and investment are finite resources and can only therefore add up to an overall total of 100%. However, a programme/initiative may, for example, have two or three parts and therefore take place in several environments or have more than one main objective. While funding can be split between environments and apportioned by purpose, participants cannot. Consequently in such circumstances data is legitimately counted in each setting.

Overview

This part of the section examines the data by each of the main four reasons/drivers for projects and uses each of these as page headings under which to present the findings:

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

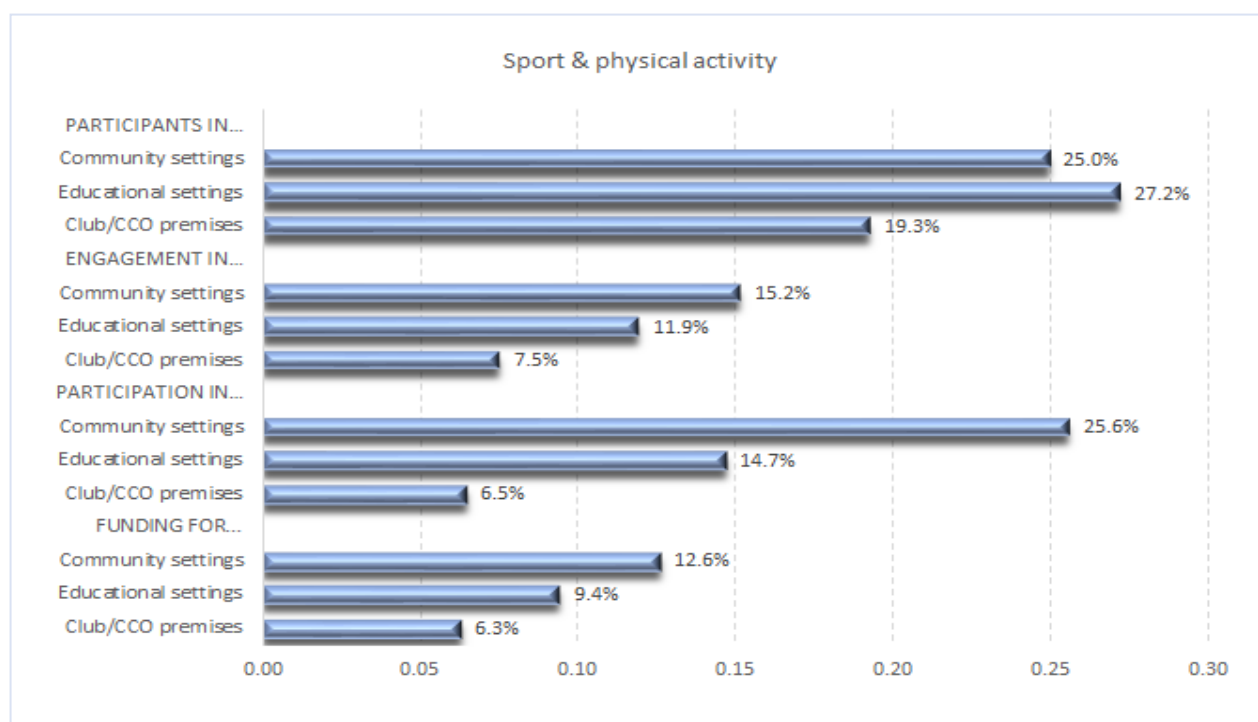
The following four pages focus on the four main purposes/drivers in more detail.

SPORT AND PHYSICAL ACTIVITY (A, B, C)

Initiatives typically include walking football, girls and women's football, Every Player Counts and other disability football initiatives, school Clubs and holiday programmes, cup competitions etc.

This accounted for 181,011 hours of engagement by 429,973 participants and generated 18,050,788 hours of participation by individuals. The expenditure on sport and physical activity initiatives was £16,560,445 at a rate of £38.52 per person and £0.92 per participant hour.

Participants ³⁴ (Total = 429,973 people)	Engagement (Total = 181,011 group hours)
205,881 of people took part in community settings; 224,346 in educational environments; and 159,003 in Club/CCO premises.	79,287 programme hours delivered in community settings; 62,429 delivered in educational environments; and 39,295 delivered in Club/CCO premises.
Participation (Total = 18,050,788 individual hours)	Financial support (Total = £16,560,445)
9,876,041 hours of individual participation took place in community settings; 5,674,543 in educational environments; and 2,500,204 in Club/CCO premises.	£7,368,398 was directed at sport and physical activity in community settings; £5,513,530 in educational environments; and £3,678,517 in Club/CCO premises.



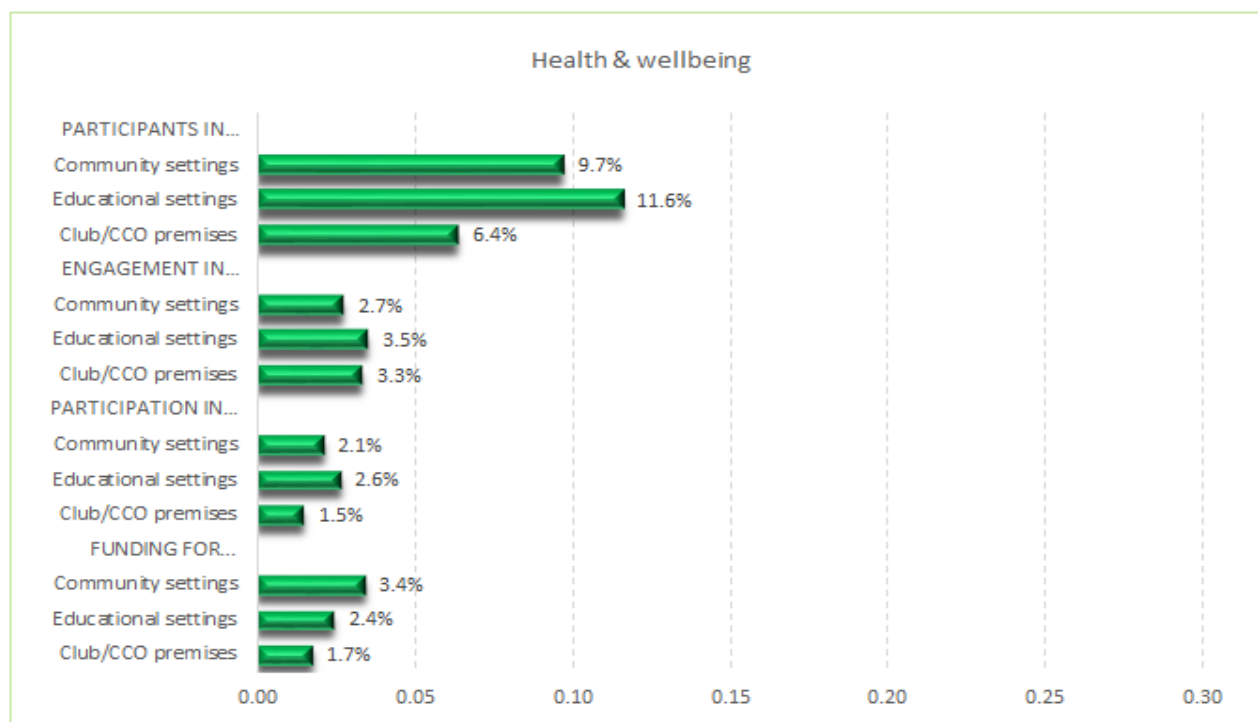
³⁴ Note: As activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.

HEALTH AND WELLBEING (D, E, F)

Initiatives typically include Extra Time Hubs, fitness programmes and dementia support programmes, Joy of Moving, etc.

This accounted for 49,830 hours of engagement by 152,796 participants and generated 2,407,979 hours of participation by individuals. The expenditure on health and wellbeing was £4,442,101 at a rate of £29.07 per person and £1.84 per participant hour.

Participants ³⁵ (Total = 152,796 people)	Engagement (Total = 49,830 group hours)
80,095 of people took part in community settings; 95,548 in educational environments; and 52,579 in Club/CCO premises.	14,266 programme hours delivered in community settings; 18,237 delivered in educational environments; and 17,327 delivered in Club/CCO premises.
Participation (Total = 2,407,979 individual hours)	Financial support (Total = £4,442,101)
813,697 hours of individual participation took place in community settings; 1,021,446 in educational environments; and 572,836 in Club/CCO premises.	£1,998,323 was directed at health and wellbeing in community settings; £1,426,352 in educational environments; and £1,017,427 in Club/CCO premises.



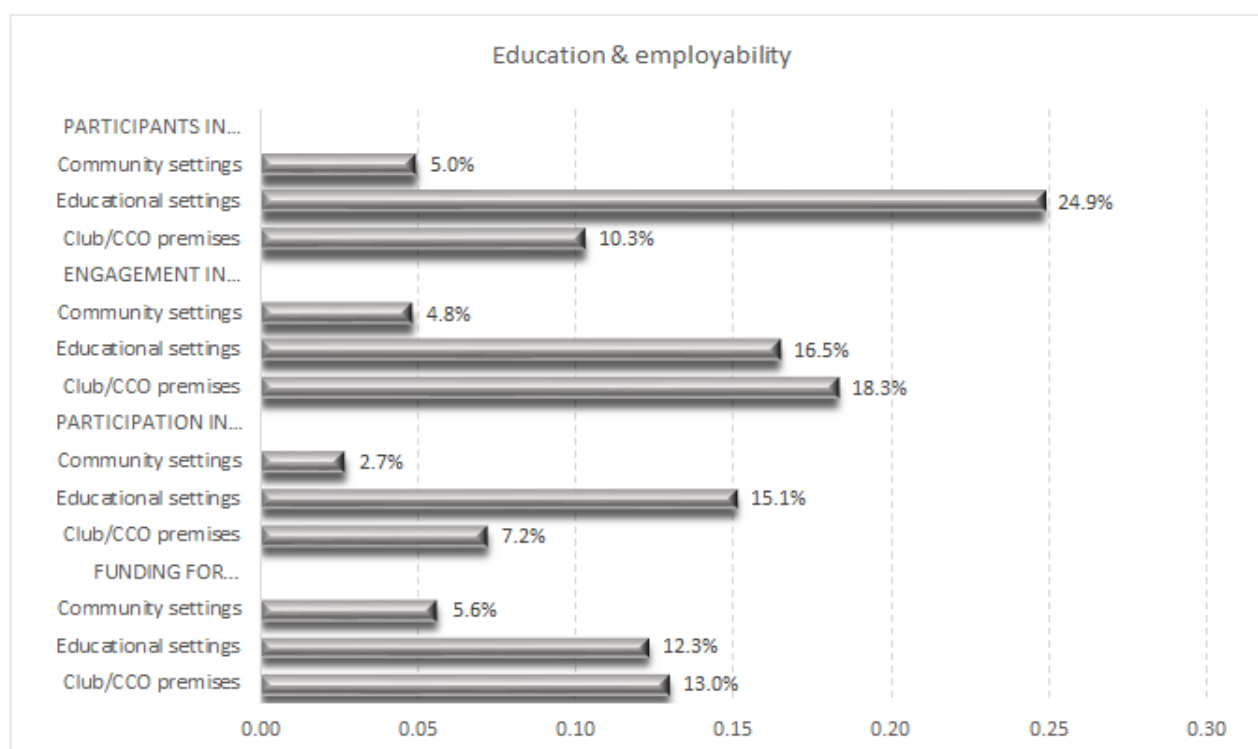
³⁵ Note: As activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.

EDUCATION AND EMPLOYABILITY (G, H, I)

Initiatives typically include education programmes, BTECs, USW degree course, traineeships, apprenticeships etc.

This accounted for 207,373 hours of engagement by 240,976 participants and generated 9,654,379 hours of participation by individuals. The expenditure on education and employability was £18,077,378 at a rate of £75.02 per person and £1.87 per participant hour.

Participants ³⁶ (Total = 240,976 people)	Engagement (Total = 207,373 group hours)
40,973 of people took part in community settings; 205,020 in educational environments; and 84,877 in Club/CCO premises.	25,317 programme hours delivered in community settings; 86,252 delivered in educational environments; and 95,804 delivered in Club/CCO premises.
Participation (Total = 9,654,379 individual hours)	Financial support (Total = £18,077,378)
1,032,920 hours of individual participation took place in community settings; 5,838,710 in educational environments; and 2,782,749 in Club/CCO premises.	£3,295,671 was directed at health and wellbeing in community settings; £7,201,592 in educational environments; and £7,580,115 in Club/CCO premises.



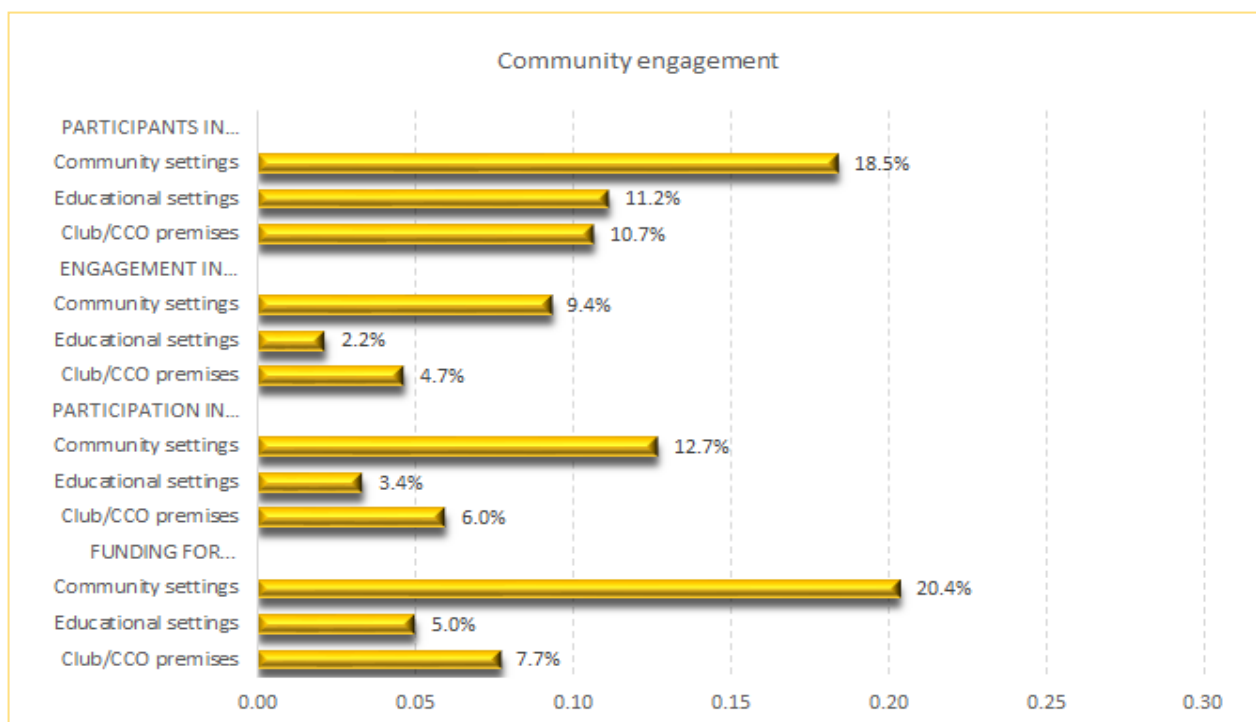
³⁶ Note: As activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.

COMMUNITY ENGAGEMENT (J, K, L)

Initiatives typically include the NCS, Building a Stronger Britain Together, Social mixing, etc.

This accounted for 84,893 hours of engagement by 197,255 participants and generated 8,512,393 hours of participation by individuals. The expenditure on community engagement was £19,400,669 at a rate of £98.35 per person and £2.28 per participant hour.

Participants³⁷ <i>(Total = 197,255 people)</i>	Engagement <i>(Total = 84,893 group hours)</i>
152,221 of people took part in community settings; 92,103 in educational environments; and 88,151 in Club/CCO premises.	48,969 programme hours delivered in community settings; 11,399 delivered in educational environments; and 24,525 delivered in Club/CCO premises.
Participation <i>(Total = 8,512,393 individual hours)</i>	Financial support <i>(Total = £19,400,669)</i>
4,908,701 hours of individual participation took place in community settings; 1,296,847 in educational environments; and 2,306,845 in Club/CCO premises.	£11,938,792 was directed at community settings; £2,933,054 in educational environments; and £4,528,823 in Club/CCO premises.



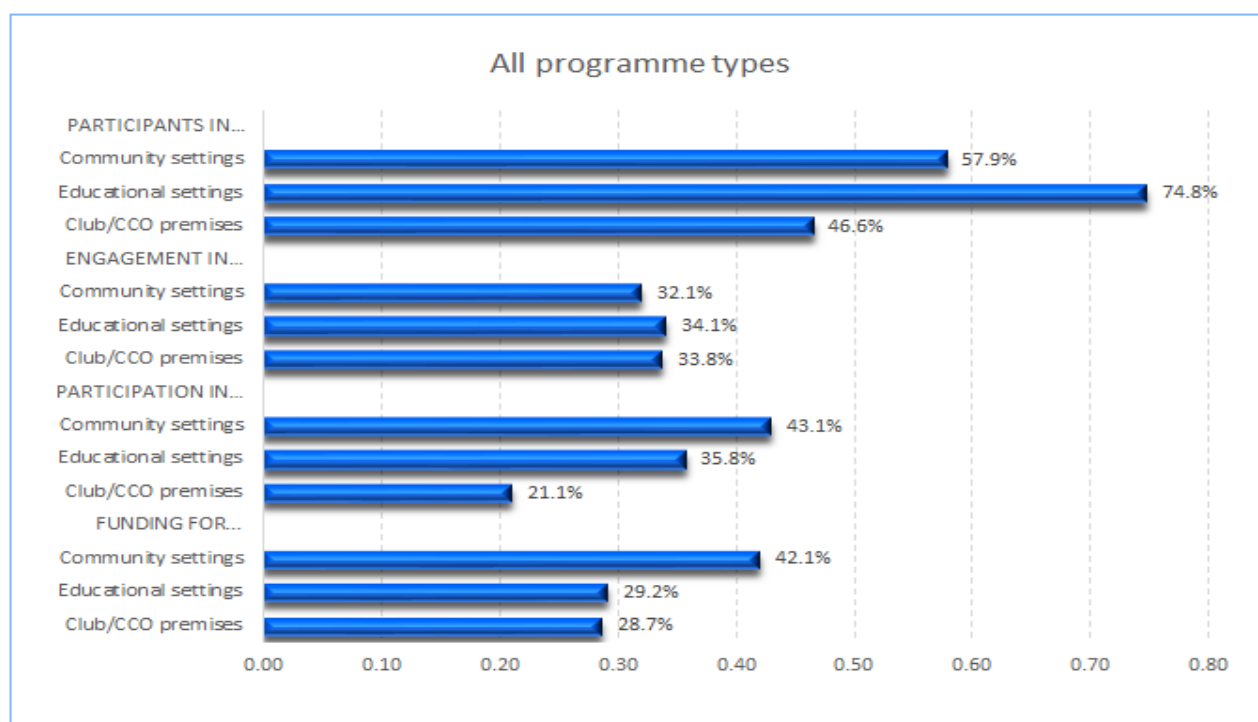
³⁷ Note: As activities often take place in more than one environment or for more than one reason, the sum total for participants across all 12 categories can exceed the overall total number of people.

ALL PROGRAMME TYPES AND OBJECTIVES

Ranging across all types of initiative from the NCS to school Clubs and from Move and Learn and Extra Time Hubs to BTECs and degree courses.

This accounted for 523,107 hours of engagement by 825,013 participants and generated 38,625,539 hours of participation by individuals. The overall total expenditure was £58,480,594 at a rate of £70.88 per person and £1.51 per participant hour.

Participants³⁸ <i>(Total = 825,013 people)</i>	Engagement <i>(Total = 523,107 group hours)</i>
477,470 of people took part in initiatives in community settings; 617,017 in educational environments; and 384,610 in Club/CCO premises.	167,840 programme hours were delivered in community settings; 178,318 delivered in educational environments; and 176,950 delivered in Club/CCO premises.
Participation <i>(Total = 38,625,539 individual hours)</i>	Financial support <i>(Total = £58,480,594)</i>
16,631,358 hours of individual participation took place in community settings; 13,831,547 in educational environments; and 8,162,634 in Club/CCO premises.	£24,601,184 of spend took place in community settings; £17,074,528 in educational environments; and £16,804,883 in Club/CCO premises.



³⁸ 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.

HEADLINE NUMBERS (sample size = 45 Clubs and 67 CCOs)

Drawing everything together, the...

45 Clubs and 67 CCOs that returned data for the study deliver...

1,436 initiatives, however, as some run at several venues/times, there are...

14,150 programmes; these deliver a total of...

296,134 sessions or lessons; this results in...

523,107 hours of engagement in group and individual activity; in which...

825,013 participants are engaged; this results in...

38,625,541 hours of individual participation at a cost of...

£58,480,593 of expenditure directly linked to CCO projects.

This equates to an average of:

46.8 hours of participation per person; at a cost of...
£1.51 for one hour's participation per person

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 margins, points towards CCOs providing a highly effective route to community engagement.

SUMMARY

This section provides a detailed analysis of what has been delivered, for what purposes and where. It clearly illustrates the ability of Clubs and CCOs to deliver across a wide range of agendas and the sheer scale of operations and outcomes delivered.

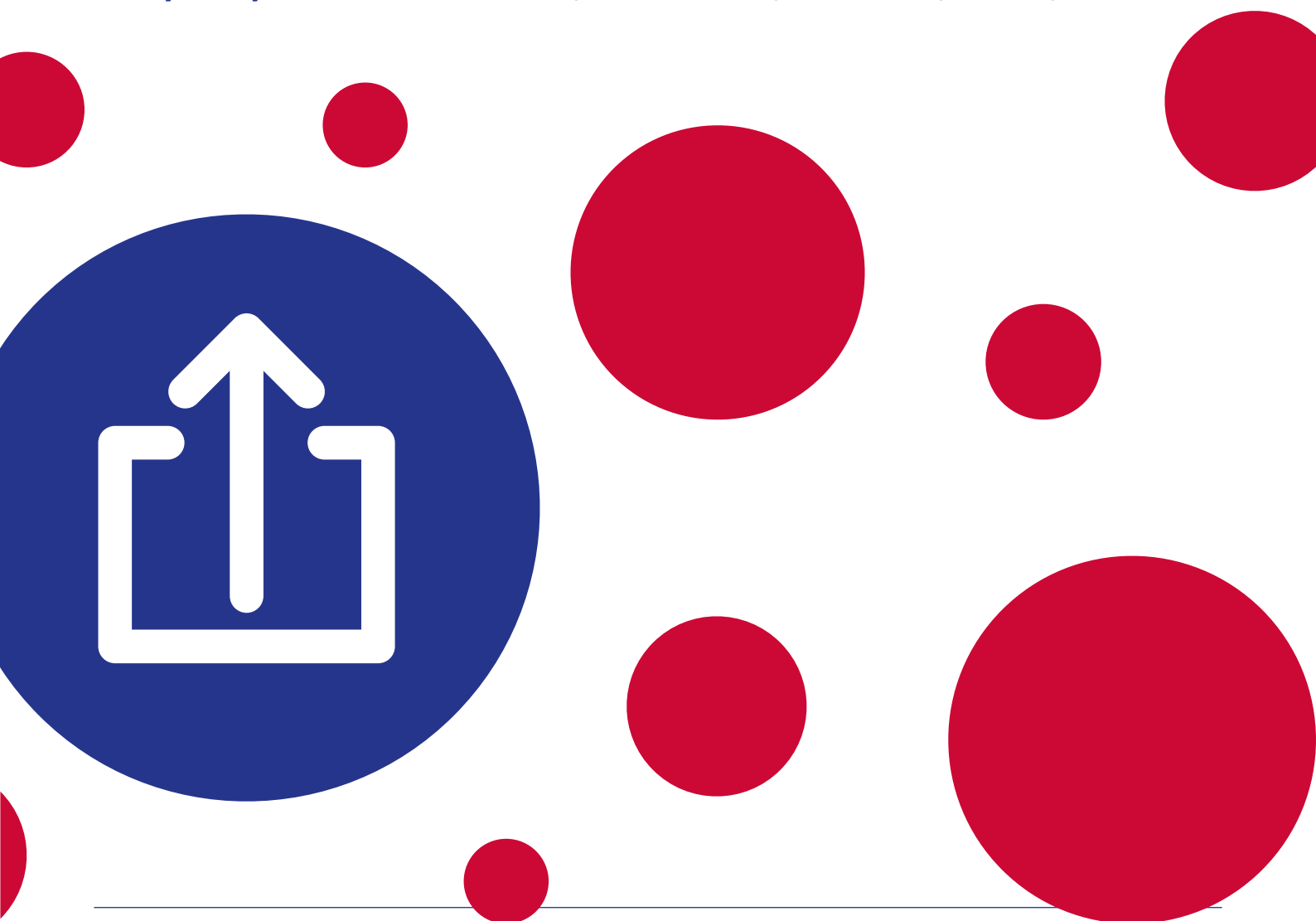
Factored up to cover all Clubs and CCOs³⁹, the key figures in relation to participants, participation and spend are as follows:

562,145 hours of engagement;

886,581 participants;

41,508,044 hours of individual participation; and

£62,844,816 of expenditure directly linked to CCO projects covered by this study.



³⁹ See Executive Summary for details.

6. STRATEGIC ALIGNMENT

Overview

The section summarises the EFL Trust's four strategic objectives, as launched in September 2019. It briefly outlines the programmes about which each CCO was specifically asked as part of the study and, although conducted prior to the launch of the EFL Trust's new strategic objectives, it illustrates how the initiatives contribute to the achievement of these aims.

The section continues to examine data for each of the 26 initiatives in relation to the:

- Financial support it attracts;
- Number of participants taking part;
- Hours they participate for;
- Funding per person; and
- Cost per hour.

This Section Covers:

- The EFL Trust's strategic objectives
- Core programmes – description, funding and relationship to strategic objectives.

6. STRATEGIC ALIGNMENT

Many of the programmes and initiatives delivered by Clubs and CCOs are already largely in line with the EFL Trust's strategic objectives introduced in September 2019.

What		How
Raise Aspirations (RA)	Raising aspirations and realising potential	<ul style="list-style-type: none"> Expand delivery of NCS, develop young people's skills and confidence, enable mixing with people from different backgrounds. Increase capacity/quality of education and employability programmes. Continued development of the education and training ladder, making participants more employable by helping them to gain qualifications/ experience. Support people of all ages into work via strong strategic partnerships.
Strengthen communities (SC)	Building, stronger, more cohesive communities	<ul style="list-style-type: none"> Identify barriers that hold disadvantaged groups back and deliver interventions to help overcome them. Support integration by increasing tolerance and understanding between different faiths, cultures, generations and social groups. Offer a range of social action and volunteering opportunities to encourage people to give their time to serve others and engage in civic life. Help to make communities safer and more connected - reduce serious violence and re-offending, and combat isolation and exclusion.
Improve health & wellbeing (HW)	Improving health and wellbeing	<ul style="list-style-type: none"> Support public health prevention campaigns and work with health charities and the NHS to deliver screening and testing programmes at football stadia and in the community. Create programmes that empower people to make long term sustainable positive lifestyle choices and changes. Deliver targeted interventions to support people living with, or at risk of, long term conditions. Tackle local health inequalities and the wider determinants of health by helping CCOs create an appropriate social prescribing offer.
Provide an effective network (EN)	Provide support to ensure the viability and effectiveness of our network	<ul style="list-style-type: none"> Use the Capability Code of Practice to ensure network members demonstrate the highest standards of governance and management. Target support and guidance to organisations with development needs. Evidence best in class approaches to all business support functions. Create an organisational development programme that complements the offer from other parts of the 'football family' and focuses on the network's identified needs. Recruit the best possible people and support ongoing development to ensure high quality support, advice and guidance to the network. Improve business and contracting processes to support network growth and prosperity. Create communications that support programme delivery, amplify the work of the network with key stakeholders and build awareness of the work of the EFL Trust and CCOs with new audiences. Focus on a clear and consistent measurement framework for the overall impact of the network.

CORE PROGRAMMES *(sample size = 67 Clubs and CCOs)*

The following examples reflect a selection from the wide range of initiatives/programmes delivered through Clubs and their CCOs. They are not necessarily the largest in terms of finance or participation, although many are substantial, nor are they the ones in which the greatest number of CCOs engage. However, they illustrate the range, scale and variety of EFL/EFL Trust supported activity; they account for:

- £19,132,283 financial support;
- 80,702 participants; and
- 4,121,717 participant hours.

Each initiative described below and overleaf contributes to several of the EFL Trust's strategic objectives. However, a main objective has been assigned to each in the following table. This provides a context for subsequent participation, financial data and case studies.

The programmes shown include some of the more expensive to deliver as they focus on education while others tackle more difficult issues and hard to reach groups.

Key measures: Proportional share by delivery environment

Programme	Description
Raising aspirations	
CEFA BTEC and Futsal BTEC	Competitive playing opportunities for young people while helping them achieve education goals through football.
Female Talent ID	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.
Foundation Learning Programmes	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.
National Citizen Service	One off the fastest growing Youth Movements in the country, NCS supports teenagers aged 16-17 transition into adulthood.
Traineeships	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.
USW Degree	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.

Programme	Description
Stronger communities	
Building a Stronger Britain Together	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
Social Mixing	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.
Health and wellbeing	
Every Player Counts	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.
Extra Time Hubs	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.
Football Fans in Training	FIT is a programme aimed at engaging overweight and obese football fans aged 35 –65 in a twelve week healthy lifestyle programme.
Health and wellbeing	
Girls Cup	A six-a-side competition for U13 girls that culminates in a grand final before a major national final at Wembley Stadium. Over 6,000 girls are involved in the competition each year.
Kids Cup	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.
Joy of Moving, Move and Learn	Children in year five receive education to encourage them 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.

Section Six: Strategic Alignment

Overview of financial support⁴⁰, participant numbers and participation hours (selected projects)

Programmes	Financial support	Participants	Participant hours	Spend per...	
				Participant	Participant hour
Raising aspirations					
CEFA BTEC	£1,781,662	1,525	484,054	£1,168.30	£3.68
Female Talent ID	£3,000	13	780	£230.77	£3.85
Futsal BTEC	£2,108,482	663	527,576	£3,180.21	£4.00
Foundation Learning	£242,000	134	41,366	£1,805.97	£5.85
National Citizen Service	£12,688,466	15,162	2,081,525	£836.86	£6.10
Traineeships	£518,185	409	117,054	£1,266.96	£4.43
USW Degree	£626,394	287	81,762	£2,182.56	£7.66
Stronger communities					
Building a Stronger Britain Together	£279,933	4,176	23,368	£67.03	£11.98
Social Mixing	£34,380	96	1,897	£358.13	£18.12
Health and wellbeing					
Every Player Counts	£352,847	5,597	289,882	£63.04	£1.22
Extra Time Hubs	£53,334	576	44,241	£92.59	£1.21
F/ball Fans in Training	£71,317	411	10,182	£173.52	£7.00
Girls Cup	£11,050	8,373	39,244	£1.32	£0.28
Kids Cup	£16,260	12,707	85,182	£1.28	£0.19
Joy of Moving, Move and Learn	£344,974	30,573	293,604	£11.28	£1.17
Total	£19,132,283	80,702	4,121,717	£237.07	£4.64

Programme descriptions can be used to compare and contrast their scale and cost. However, to see one initiative as better value than another on the basis of such criteria alone would be to entirely miss the point of Club and CCO engagement in local communities.

Clubs and CCOs fulfil numerous roles in local communities. A key aspect of their work is to promote inclusivity, whether by engaging with large groups to build community or offering the same to those who need greater levels of support as a result of economic, social, personal or life-stage issues. Consequently, the more difficult groups to engage with (which arguably deliver the greatest social benefits) often necessitate incurring the highest per capita costs. As a general rule, however:

- **Educational programmes**, in particular those aimed at adults and young adults, such as foundation learning, apprenticeships, traineeships, degrees and BTECs tend to generate the highest spend on each person, although understandably they deliver the lowest numbers.
- **Sports programmes**, often targeting younger age groups within educational settings, such as Joy of Moving, Move and Learn attract the highest numbers of participants and are towards the lower end in terms of spend per participant hour.

⁴⁰Individual CCOs do not all work to the same business year, projects have different start points and they inevitably cut across the timeframe for the study. Consequently, the financial data contained in the above table does not reflect full payments made to CCOs for projects but rather those made at the point of data collection.



7. SUMMARY & CONCLUSIONS

Overview

This section examines the need for data that is gathered on a consistent basis from one project to the next and one CCO to the next in order to provide a meaningful overview of what the sector provides as a whole.

7. SUMMARY & CONCLUSIONS

Collection of data for the study involved extensive discussion with key staff at Clubs and CCOs. Throughout this process several key points emerged to support the project:

- 1 The value of numbers is widely recognised and acknowledged as is the benefit of getting all Clubs and CCOs to demonstrate consistent project definitions, data collection methods and metrics.
- 2 Clubs and CCOs do not just want counts of participants, they all see the difference between numbers and value; they regard outcomes as more (or at least equally) important than outputs.
- 3 All parties recognise the need for data is now, if they wait for (funding) opportunities before assembling data it may already be too late.
- 4 There is concern about value measures that have a contingent aspect e.g. placing a value on wellbeing (this needs solid data foundations).
- 5 There is a consensus about the need for meaningful statistics to support a narrative, thereby ensuring that the numbers benefit from a real life context – both are required.

The real value, however, lies both in individual Clubs and CCOs doing the above well and in them all gathering this data and assembling a national backdrop to their own information. The more Clubs and CCOs that collect consistent data (at the same level of granularity) and share it to form a national context the more powerful the dataset will become.

The vast majority of CCOs' income, allowing them to have this impressive impact, comes through programmes commissioned by a rich mix of funding bodies including the EFL Trust, PLCF and many national and government agencies.

This work continues to be commissioned as the CCOs prove themselves to be well governed, recognised, reliable, high quality and cost-effective agents for change.

The effectiveness of this work 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.

The players themselves take part in a wide range of engagement. Some of these require little 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.

In addition to work with charitable associations and targeted initiatives, many Clubs provide access to facilities such as meeting rooms, function suites and training/stadia pitches free of charge or at reduced rates to the CCO and community. This brings obvious cost benefits but is also enhanced by the association with Clubs/stadia themselves.

One of the very few potential drawbacks from association with a professional football Club is a tendency for people to assume that CCOs have direct access to significant funds/resources and that they are only involved in sports or public relations initiatives.

It is by no means a one way deal in which the community are the only beneficiaries as the players also benefit from the knowledge that their engagement has had a tangible positive impact on people's lives.

THE REACH AND VALUE OF CCOs

Headline figures alone provide a compelling story around the value of community investment and engagement via football Clubs and their CCOs, as outlined below.

As noted earlier, 36.6 million (61.9%) people live within ten miles of an EFL ground and are, therefore, well placed to benefit from CCO initiatives. The population within this catchment is characterised by (relatively) low earnings, high benefits dependency and deprivation rates that are double that of the rest of the country. People within the area are more likely to be physically inactive and overweight or obese.

Against this backdrop of proximity and need, CCOs engage successfully with a wide range of people of all ages and backgrounds. This is substantially assisted by their close affiliation with EFL Clubs due to the general associative benefits that this brings, and the doors they are able to open as a result of leveraging the Club's name, heritage and local standing.

The scale of the impact in sheer numbers alone, along with CCO reach into the country's more deprived communities and an ability to engage with hard to reach groups at, what appear to be, cost effective and value for money margins points towards a highly effective route to community engagement.

The positive influence of CCOs is further enhanced by the key delivery and engagement statistics.

The study achieved a very high response rate (from CCOs) of 93.1%, **when factored up to cover all CCOs⁴¹** they deliver a total of...

15,206 programmes, which comprise **318,234** sessions/lessons, offering...

562,145 hours of group activity for...

886,581 participants; at an average of **46.8** hours per person this generates...

41,508,044 hours of participation by individuals, at a cost of....

£62,844,816 is spent directly on the projects covered by this study, this is equal to...

£1.51 per participant hour.

⁴¹ See Executive Summary for details.

CONCLUSIONS

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, as in numbers. Tangible outcomes on individual lives and community cohesion are equally, if not 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) 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, self-generated cost-effective agents for change.

The effectiveness of the work being undertaken is further enhanced by the power of the EFL Club badge and the access Clubs provide to players. Clubs' ability to attract a wide range of people, remove barriers and generate huge levels of interest are integral to this. This 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.

The focal points of the overall picture are the powerful statistics below. They bookend this report, as they are also listed in the Executive Summary. They cover all the EFL Clubs at the time of this report and their CCOs.

- 886,581 people take part in CCO activities;
- 562,145 hours of group activity is delivered;
- 41,508,044 hours of participation by individuals;
- £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...
- £1.51 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 demographic audiences who can benefit the most from intervention 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.



CONTACT

Measuring The Impact Of Clubs In The Community

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