



# Plymouth Argyle FC and Argyle Community Trust

## MEASURING THE IMPACT OF CLUBS IN THE COMMUNITY



# EXECUTIVE SUMMARY: KEY FACTS<sup>1</sup>

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## Context / Catchment Profile

338,110 people live within the CCO's main catchment area.

Between 2019-2022 there will be relative population stability in this area (+0.5%).

**Age structure** – at present in the CCO's catchment area, there is a higher proportion in the 16 to 29 years age group and those above 60 years, and there are slightly lower proportions across other age groups.

**(Multiple) deprivation** – deprivation rates are above the national average; 29.3% of residents of the catchment area are in the most deprived 20% nationally.

**Ethnic composition** – there are considerably higher proportions of White<sup>2</sup> people (96.1% compared to 85.4% in England), much lower numbers describe themselves as Asian (1.5% compared to 7.8%) and a lower proportion of people classify themselves as Black (0.7% compared to 3.5%).

**Crime rates** – vary by locality but average 116.0 per '000 persons, compared to 110.0 nationally.

**Full-time earnings** – averages across are £27,305 in Plymouth, compared to a national average of £29,697.

**Benefits** – 5,420 people claim Universal Credit.

**Health** – the estimated annual NHS cost of physical inactivity for CCGs<sup>3</sup> in the area is £6,846,787

- 42.1% of residents live in the worst 20% of areas nationally for health deprivation.
- Overweight/obesity rates are typically 23% Reception, 34% Year 6 and 66% among adults.

## CCO financial profile and additional resources

### Income and expenditure

- Income (2017) was £2,172,981.
- Expenditure totalled £1,960,461.
- Funds carried forward to the coming year (including previous balances) were £887,541.

### Resource allocation

- Based on the accounts data provided £1,952,239 was spent on community initiatives by club and CCO.
- £1,841,696 (84.8%) of all income is unrestricted (projects must fit with CCO priorities).
- £331,285 (15.2%) is restricted (projects must meet externally set targets/outcomes).

The CCO runs 44 projects and funding programmes ranging in scale from:

- £913,853 for the National Citizen Service and £197,638 for PPA/School Sports and PE to
- £432 for Care Home Support Sessions and £207 for DS Active.

**People** – 173,582 hours (23,144 days, 4,629 person weeks) p.a. are spent on community related work by CCO and club staff, volunteers and supporters (this includes player time – see below).

**Players** are involved in 1,914 community activities throughout the year ranging, for example, from anti-racism to disability football and from hospice visits to matchday experiences.

**Facilities** – The club/CCO has access to a range of 3G football turf pitches, grass pitches, meeting rooms and training rooms that are used to generate income (£130,848 p.a.) and can also be used by the CCO/local community at subsidised rates – the capitalised value of this community benefit is around £39,550 p.a.

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<sup>1</sup> See full report for definitions, sources, dates, catchment zone as defined by the CCO etc.

<sup>2</sup> Based on self-classification of ethnic origin – ONS 2011 Census.

<sup>3</sup> Clinical Commissioning Group.



# EXECUTIVE SUMMARY: IMPACTS/OUTCOMES

## Club Related Initiatives:

The club has a Gold status EFL Family Excellence Award for a high quality and friendly matchday experience.

## CCO Programmes - Participants and Participation

The CCO delivers 13,014 hours of engagement to 56,174 people. As most programmes are delivered to groups the overall impact is to generate a total of 6,957,743 individual (participant) hours of engagement<sup>4</sup>.

## CCO - Key Drivers, Investment, Participation And Impacts

Projects/programmes have been classified under the EFL's four key target outcome headings.

Sport and participation	Health and wellbeing
<ul style="list-style-type: none"> <li>£567,744 (27.5%) of investment.</li> <li>34,302 (61.1%) participants.</li> <li>5,346 (41.1%) hours of engagement.</li> <li>5,965,812 (85.7%) participant hours.</li> <li>£16.55 per participant.</li> <li>£0.10 per participant hour.</li> </ul>	<ul style="list-style-type: none"> <li>£35,777 (1.7%) of investment.</li> <li>2,266 (4.0%) participants.</li> <li>608 (4.7%) hours of engagement.</li> <li>28,027 (0.4%) participant hours.</li> <li>£15.79 per participant.</li> <li>£1.28 per participant hour.</li> </ul>
Education and employability	Community engagement
<ul style="list-style-type: none"> <li>£406,663 (19.7%) of investment.</li> <li>5,351 (9.5%) participants.</li> <li>5,313 (40.8%) hours of engagement.</li> <li>210,133 (3.0%) participant hours.</li> <li>£76.00 per participant.</li> <li>£1.94 per participant hour.</li> </ul>	<ul style="list-style-type: none"> <li>£1,053,049 (51.0%) of investment.</li> <li>19,684 (35.0%) participants.</li> <li>1,748 (13.4%) hours of engagement.</li> <li>753,771 (10.8%) participant hours.</li> <li>£53.50 per participant.</li> <li>£1.40 per participant hour.</li> </ul>

## Environments

Three key settings in which projects/ initiatives are delivered are identified<sup>5</sup>.

Community settings	Education premises/schools	Club and CCO premises
<ul style="list-style-type: none"> <li>23,158 participants</li> <li>4,870 hours of engagement</li> <li>4,956,396 participant hours</li> <li>£1,204,578 (58.4%) investment</li> <li>£52.02 per participant</li> <li>£0.24 per participant hour</li> </ul>	<ul style="list-style-type: none"> <li>48,734 participants</li> <li>2,105 hours of engagement</li> <li>1,383,270 participant hours</li> <li>£451,662 (21.9%) investment</li> <li>£9.27 per participant</li> <li>£0.33 per participant hour</li> </ul>	<ul style="list-style-type: none"> <li>6,926 participants</li> <li>6,040 hours of engagement</li> <li>618,077 participant hours</li> <li>£406,993 (19.7%) investment</li> <li>£58.76 per participant</li> <li>£0.66 per participant hour</li> </ul>

<sup>4</sup> e.g.: If 30 pupils take part in a lesson for one hour this is 30 hours of individual participant engagement.

<sup>5</sup> Note: The total number of participants by environment exceeds the overall total for unique participants as some programmes can involve participation in more than one setting.



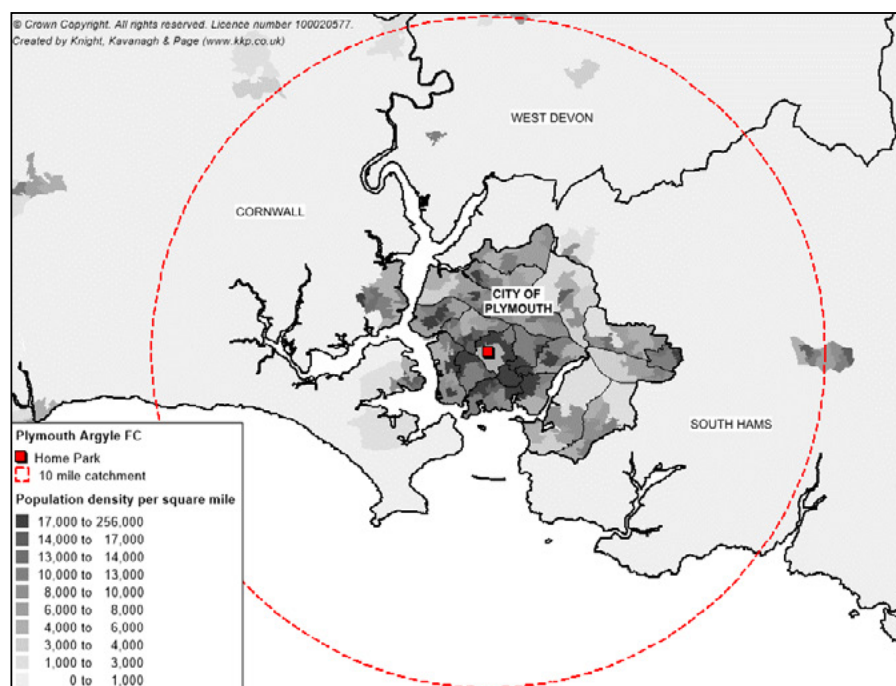
# CATCHMENT PROFILE

## Population

(Data source: 2017 Mid-Year Estimate, ONS)

Plymouth Argyle FC and the Home Park Stadium sit at the heart of a population totalling 338,110. The catchment zone, as shown below, has been defined by Argyle Community Trust as the City of Plymouth; this is the area from which the majority of participants in its programmes come.

*Population density and 10 mile radial catchment*



## Deprivation

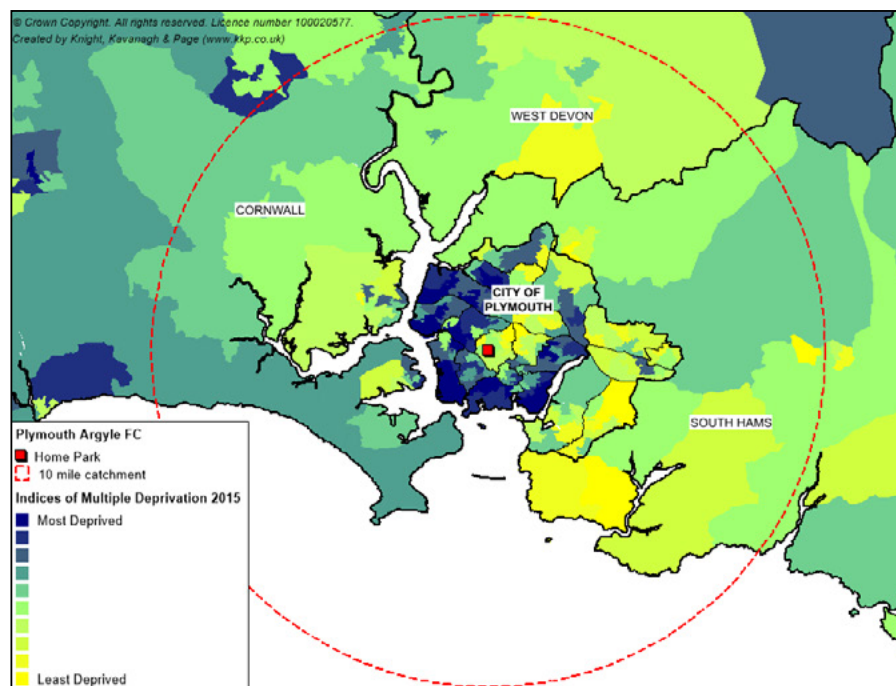
The overall (multiple) deprivation rate is markedly above the national average, while the rate for health deprivation is more than double its national equivalent<sup>6</sup>.

**Multiple-deprivation (29.3%)**

**Health deprivation (42.1%)**

This is based upon the proportion of people living in the most deprived areas locally<sup>7</sup>.

*Index of multiple deprivation (ONS 2015)*



<sup>6</sup> Based on a catchment of Plymouth and the ONS 2015 indices of multiple deprivation and the most deprived 20% of such areas nationally.

<sup>7</sup> The majority of deprived areas often also exhibit high population density, although this is not always the case. Consequently, care should be taken when using such data to help determine areas in which resources might be most valuably targeted in terms of SROI.

# CURRENT & FUTURE NUMBERS & AGE STRUCTURE



## The number of people and the age structure in the local area affect how Clubs/CCOs plan their sports, physical activity and community engagement offers.

The age structure of the population living within the Trust's catchment zone shows a higher proportion in the 16 to 29 years age group and those above 60 years, while there are slightly lower proportions across other age groups.

Recent ONS projections<sup>8</sup> point to relative population stability (+0.5%) between 2019-2022 (National figure +1.8%).

Projections show significant change by age group within the catchment area; the most noticeable are:

- The number of 45 to 59 year olds will fall by -2,245 (-4.5%), similarly, the number of 16 to 29 year olds falls by -1,486 (-2.6%).
- Conversely, the number of 75+ year olds will increase by +2,642 (+11.6%) as will 30 to 44 year olds by +1,556 (+3.3%).

### Ethnicity

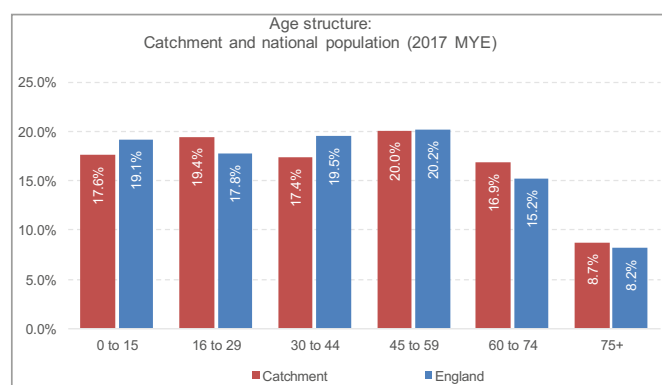
The ethnic composition of the population differs considerably from that of England; there are:

- Much higher proportions of White<sup>9</sup> people (96.1% compared to 85.4% in England);
- Lower numbers of people describe themselves as Asian (1.5% compared to 7.8%); and
- A markedly lower proportion of people classify themselves as Black (0.7% compared to 3.5%)

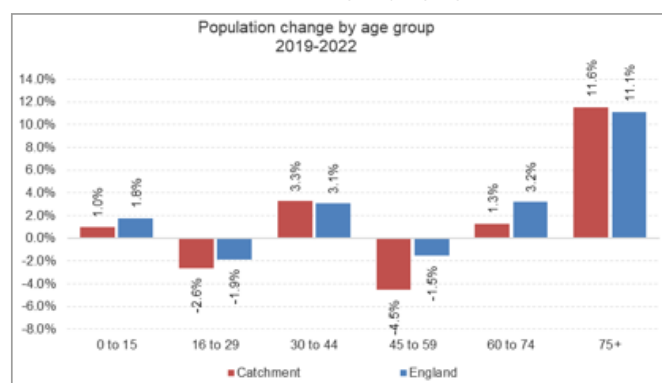
### Crime *(Data source: 2019 Recorded Crime, Home Office)*

- There were 30,718 recorded crimes in the catchment area in year ending March 2019.
- The overall crime rate was 116.0 per 1,000 persons (compared to 110.0/000 for England).

### Current age structure



### Population change by age group



### Income and benefits dependency

- Full-time earnings<sup>10</sup> in this area (£27,305) are slightly below the norm for Great Britain (£29,697).
- 5,420 people, across the catchment area, were claiming Universal Credit (April 2019).

<sup>8</sup> Source: The Office for National Statistics (2016-2041) sub-national population projections by individual year.

<sup>9</sup> Based on self-classification of ethnic origin – ONS 2011 Census.

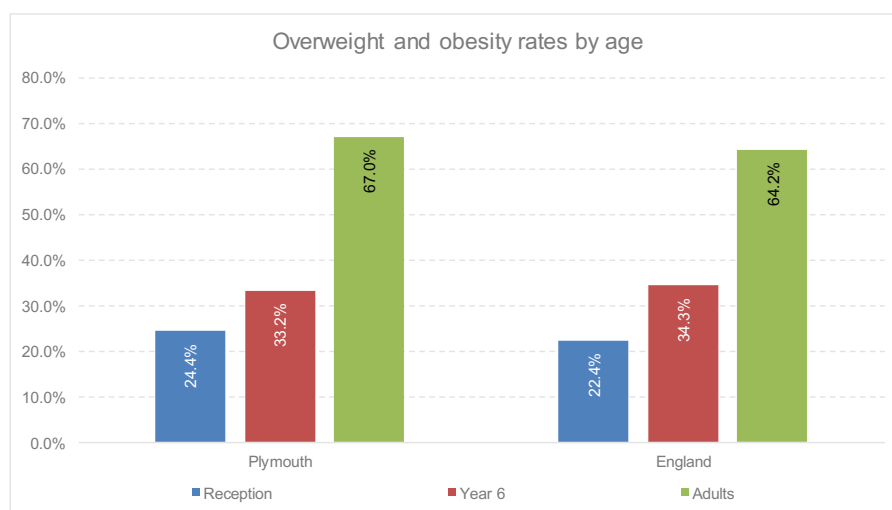
<sup>10</sup> Based on a median (mid-point) figure from NOMIS data (2018).

# HEALTH

## Key facts, appertaining to the catchment zone, underline the need for healthier lifestyles

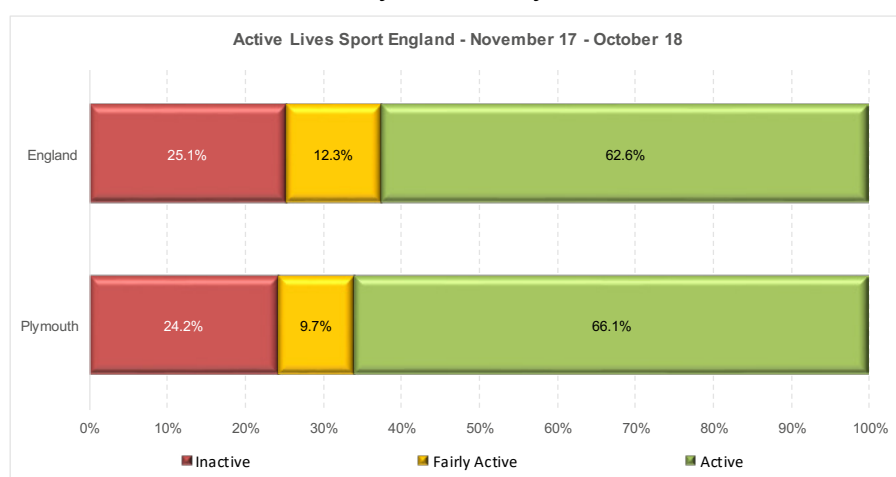
- Male life expectancy is -1.3% below the national average<sup>11</sup> in Plymouth.
- Female life is -0.8% below in Plymouth.
- Overweight and obesity levels are high in parts of the catchment area and rise by age e.g.:
  - 24.4% of 4-5 year olds.
  - 33.2% of 10-11 year olds.
  - 67.0% of adults in Plymouth<sup>12</sup>.

Adult and child overweight and obesity rates by age



## Physical activity and inactivity

Activity and inactivity rates



- The annual cost (to the NHS) of physical inactivity<sup>13</sup> for the Clinical Commissioning Groups<sup>14</sup> that cover (and extend far beyond) the catchment area is estimated at £6,846,787.
- In overall terms, the catchment has lower inactivity (24.2%) and higher activity rates (66.1%) compared to England as a whole<sup>15</sup> (25.1% and 62.6% respectively).

<sup>11</sup> UK averages are Men - 79.6yrs and Women 83.2yrs (ONS 2014).

<sup>12</sup> As a general pattern this increase is consistent with many parts of the UK.

<sup>13</sup> Assessed by the British Heart Foundation (2009) and updated by Public Health England (2014/15). Annual costs to the NHS due to overweight or obesity are projected to reach £9.7 billion by 2050, with wider costs to society of £49.9 billion.

<sup>14</sup> CCGs - Northern, Eastern and Western Devon CCG.

<sup>15</sup> Sport England's Active Lives data defines activity as doing 150+ minutes of moderate to vigorous activity per week and inactivity as doing fewer than 30 minutes per week.



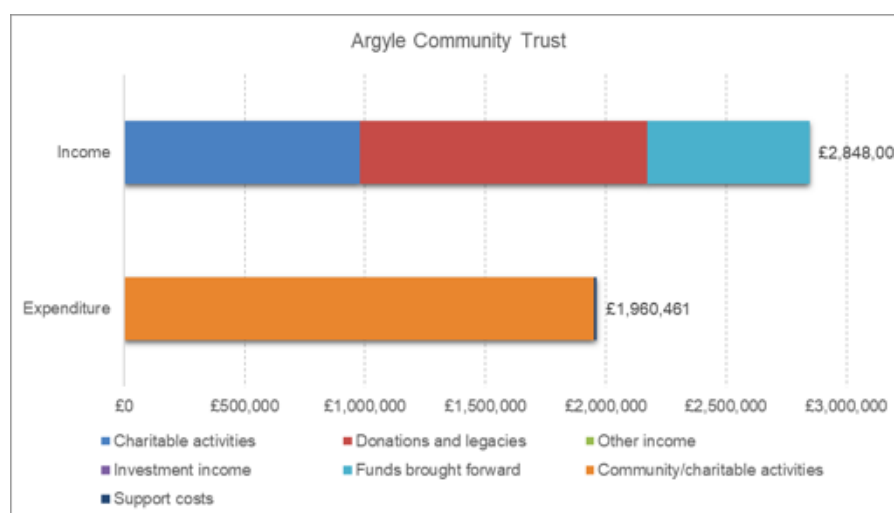
# APPLICATION OF RESOURCES – DELIVERY OF OUTCOMES

## Business principles

The CCO prepares business plans, sets targets, reviews performance and works closely with the club (the following financial data relates to the January 2017 to December 2017 period):

- Total income (during the year) was £2,172,981<sup>16</sup>.
- Expenditure totalled £1,960,461.
- The net-balance was, therefore, £212,520.
- Funds carried forward at the end of the year (including previous balances) were £887,541.

*Summary of overall income and expenditure – including existing balances*



## Impacts

The breakdown of funding and key impacts are as follows:

- £1,952,239 (99.6%) of the expenditure recorded via accounts was allocated to community related initiatives.
- The balance (£8,222 0.4%) was directed to support costs.
- 56,174 unique participants<sup>17</sup> were involved in programmes which provided 13,014 hours of engagement for 'groups' of people.
- The overall impact was 6,957,743 hours of individual participation<sup>18</sup>.
- An average of 123.9 hours per participant.

<sup>16</sup> 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 the annual accounts.

<sup>17</sup> Unique participants is used as a term because some people take part in more than one activity, furthermore initiatives take place in more than one environment – consequently, there are legitimate instances of double counting.

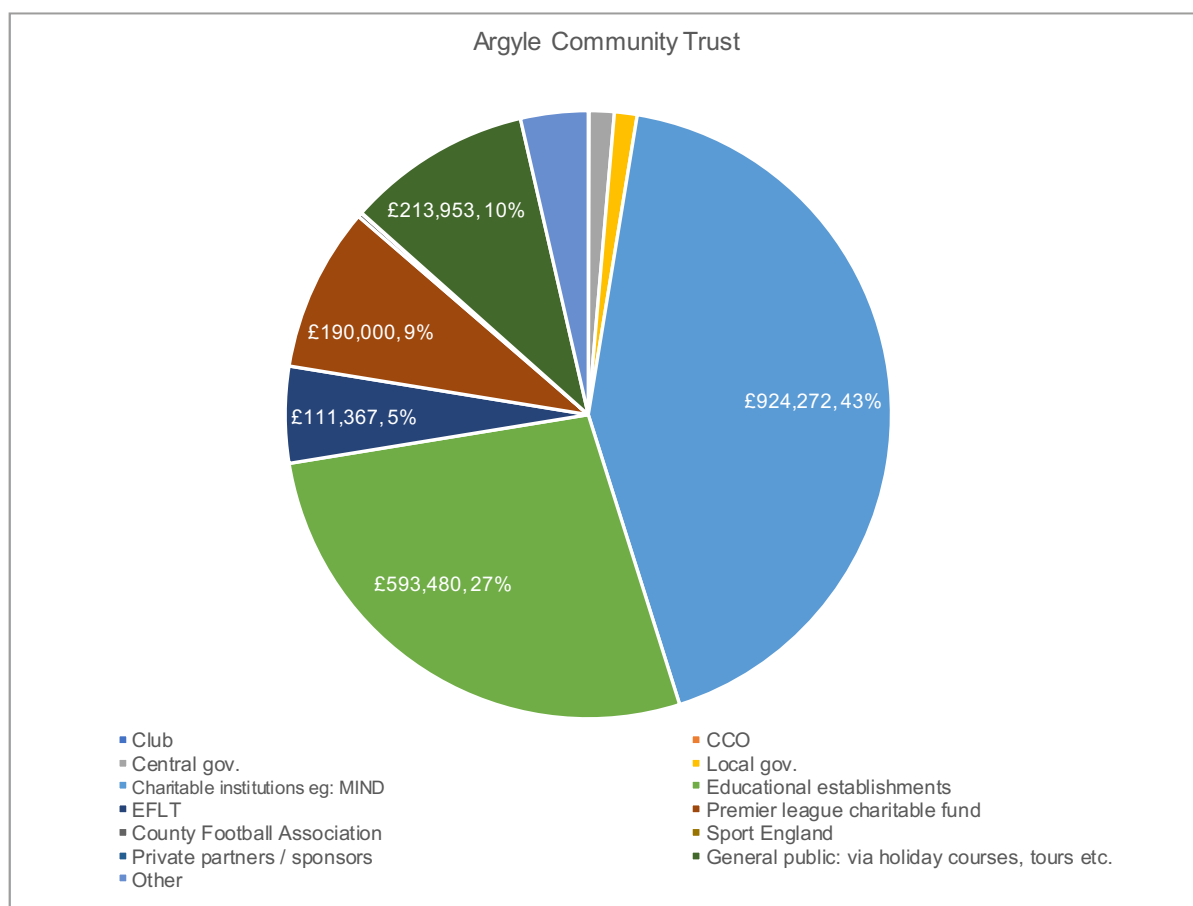
<sup>18</sup> e.g.: if 30 pupils take part in a lesson for one hour this is 30 hours of individual engagement.

# RESOURCES: PROGRAMME FUNDING, INCOME, DONATIONS ETC.

Income is supplemented by facilities access, volunteer activity and other non-financial contributions. The main income sources are grants, national programmes, donations/legacies and transactions<sup>19</sup>.

- £1,841,696 (84.8%) of all income was unrestricted<sup>20</sup>; spent on initiatives that accord with policies established by the CCO.
- £331,285 (15.2%) was restricted; normally allocated to national programmes, linked to specific target groups and/or outcomes. This also accords with CCO policies.
- £980,402 (45.1%) of all income was associated with charitable activities.
- £1,192,136 (54.9%) came from donations and legacies.

*Restricted and unrestricted funding (Jan – Dec 2017).*



- The National Citizen Service (£913,853) was the largest individual funding programme; it represented 49.6% of unrestricted and 42.1% of all funds (based on accounts data for total income).

<sup>19</sup> Income derived from activities for which a fee is charged.

<sup>20</sup> The allocation of funds (often) makes it possible to link them to programmes/outputs under the two broad headings of restricted and unrestricted funding.

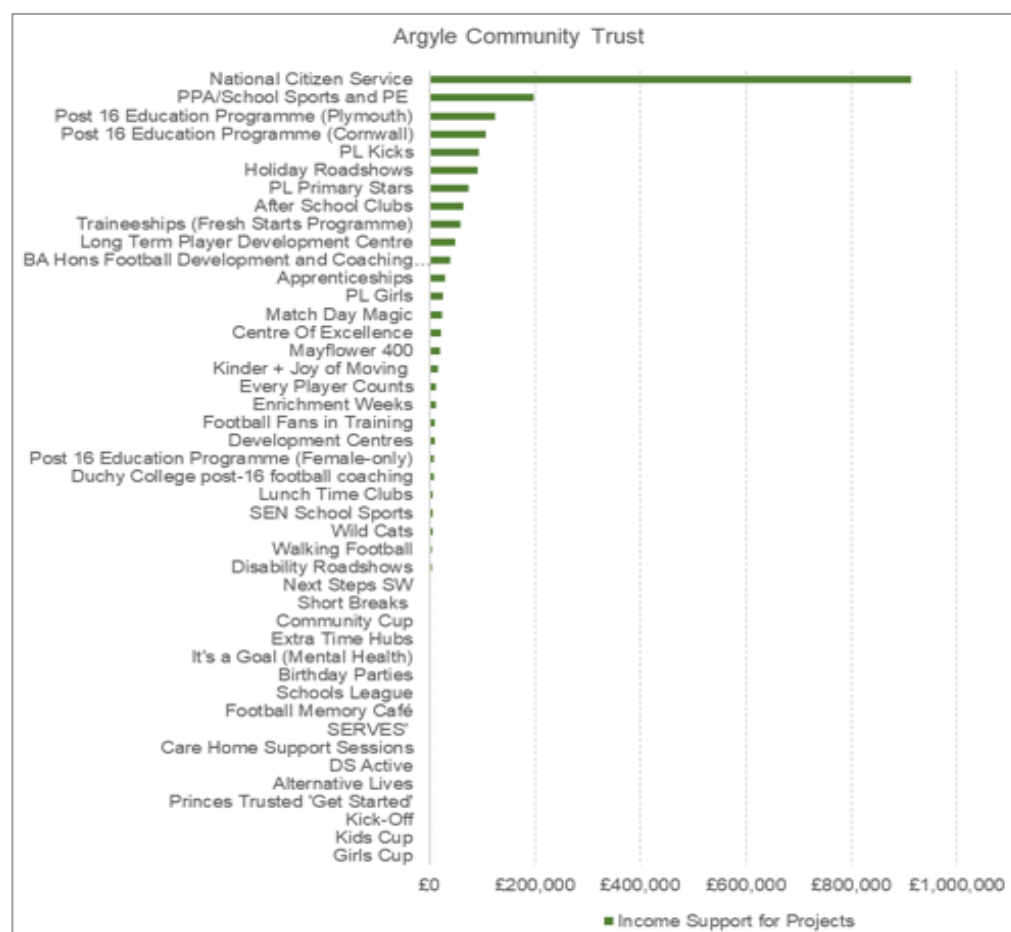




- Three other income sources exceeded 5% of overall funding; these were:
- PPA/School Sports and PE (£197,638 9.1% of all funding)
  - Post 16 Education Programme (Plymouth) (£124,700 5.7% of all funding)
  - Post 16 Education Programme (Cornwall) (£108,000 5.0% of all funding).

Funding and sponsorship extended downwards in scale to amounts such as £432 for Care Home Support Sessions and £207 for DS Active.

Income by source



### There are also:

Mass participation events - such as Match day magic, Mayflower 400 and Birthday parties all of which attract large numbers and generate income.

Initiatives with no set participants – such as Alternative lives, Kick-off and the Schools league.

## Other Income

EFL Core funding (£35,000) and various other sources such as Continuous improvement (£25,000), Big potential (£15,000), Academy fuel (£15,000) and kit/tours sponsorship (£19,000) that raise additional income for the CCO.

## Capital Funded Projects

The club/CCO is currently in receipt of capital funding grants totalling £2,300,000 for facilities that that are available for community and/or school use; these are:

- Manadon Sports Hub (£1,900,000); and
- Reserves Fund (ACT) (£400,000).

# PEOPLE: STAFF, PLAYERS, COACHES AND VOLUNTEERS AS ADDITIONAL RESOURCES

Club/CCO community/charitable work is delivered by a combination of paid (CCO and club) staff, players, coaches, volunteers, supporters and other members of the local community. The investment of staff time on community-facing and charitable work is as follows:

- 173,582 hours (23,114 days, 4,629 person weeks) per annum in total<sup>21</sup> (see table below).
- 44 full-time staff and 98 part time staff – employed by Argyle Community Trust to work solely on community-related initiatives.

*Staff, players, coaches and volunteers helping to deliver community related projects*

Employed by...	People working on community related initiatives...					Hours per annum
	Full time	Part time	Overall FTE	As part of wider job	Occasionally <sup>22</sup>	
CCO staff	44	98	93	0		163,913
Club staff	0	0	0	0		0
Players						1,914
Club coaches						0
Fans of the club	0	2	1		0	1,410
Supporters Trust	0	0			0	0
Volunteers	0	4	2		25	6,345
Partner organisations	0	0			0	0
<b>Total</b>	<b>44</b>	<b>104</b>	<b>96</b>	<b>0</b>	<b>25</b>	<b>173,582</b>

The club has a Gold status EFL Family Excellence Award for a high quality and friendly matchday experience.

## Player time

The club, PFA and players themselves all consider it to be particularly important that they (players) engage closely with local communities. This applies across all levels, including junior players, members of the women's squad and the men's first team. The focus is on players regularly giving back and offering their time and commitment to inspire and influence different sectors of the community in positive and innovative ways.

Within the 2018 / 2019 season players from Plymouth Argyle FC were engaged in 1,914 community engagements<sup>23</sup>. These included matchday experiences, training ground activities and presentations; soccer schools, girls', women's and disability football; and education, health, social inclusion and anti-racism initiatives.

<sup>21</sup> Based on 37.5 hours working week (7.5 hours per day) and 47 weeks per annum.

<sup>22</sup> Occasional work by volunteers, supporters etc. is taken to be around three hours per week.

<sup>23</sup> Data supplied by the Professional Footballers Association (PFA).

## Facilities As Additional Resources

The club/CCO has access to a range of 3G football turf pitches, grass pitches, meeting rooms and training rooms that are used to generate income (£130,848 p.a.) and can also be used by the CCO/local community at subsidised rates – the capitalised value of this community benefit is around £39,550 p.a. There were:

- 3,840 occasions when facilities were 'let' for use;
- It is estimated that there were 64,080 attendances by people making use of the facilities<sup>24</sup>...
- 3,024 (78.8%) of these were at subsidised rates;
- 46,944 (73.3%) of these participations were subsidised.

### *Subsidised access to facilities and fees charged*

Access to:	Fees charged (per hour)		# of lets per annum		
	Full priced	Subsidised	Full priced	Subsidised	Total
Full size 3G pitch	£90	£55	288	720	1,008
Half size 3G pitch	£45	£27	48	48	96
5/7 a side 3G pitch	£25	£23	0	144	144
Full size grass pitch	£120	£100	144	48	192
Less than full size grass pitch	£35	£20	96	192	288
Indoor sports hall	£0	£0	0	0	0
Meeting room	£20	£15	192	1,200	1,392
Training room	£15	£10	48	672	720
<b>Total</b>			<b>816</b>	<b>3,024</b>	<b>3,840</b>
			<b>21.3%</b>	<b>78.8%</b>	<b>100.0%</b>
Access to:	% of lets per annum		Share and value of subsidy		Overall income
	Full priced	Subsidised	£	%	
Full size 3G pitch	35.3%	23.8%	£25,200	63.7%	£65,520
Half size 3G pitch	5.9%	1.6%	£864	2.2%	£3,456
5/7 a side 3G pitch	0.0%	4.8%	£288	0.7%	£3,312
Full size grass pitch	17.6%	1.6%	£960	2.4%	£22,080
Less than full size grass pitch	11.8%	6.3%	£2,880	7.3%	£7,200
Indoor sports hall	0.0%	0.0%	£0	0.0%	£0
Meeting room	23.5%	39.7%	£6,000	15.2%	£21,840
Training room	5.9%	22.2%	£3,360	8.5%	£7,440
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>£39,552</b>	<b>100.0%</b>	<b>£130,848</b>

<sup>24</sup> Estimated number of instances whereby people use facilities; based on numbers of participants per session of:

Full size 3G pitch	28	Half size 3G pitch	15	5/7 a side 3G pitch	15
Full size grass pitch	28	Less than full size grass pitch	20	Indoor sports hall	12
Meeting room	10				

# KEY OUTCOMES AND IMPACTS

## Project Classification: Primary Outcomes And Environments

Club and CCO projects are classified in relation to key intended outcomes and the environments in which they are delivered<sup>25</sup>. This is classified in the form of a 12-way matrix, see below.

The four key drivers (intended outcomes) are:

- Sport and participation;
- Health and wellbeing;
- Education and employability;
- Community engagement.

The three settings (environments) in which projects are delivered are:

- Local community;
- Educational establishments/schools;
- Club/CCO premises.

Matrix: key outcomes and project environments

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

## Key Inputs And Impacts

### Engagement

- The CCO delivers 13,014 hours of engagement to 56,174 people; and
- As most programmes are delivered to groups the overall impact is to generate a total of 6,957,743 (participant) hours for individuals<sup>26</sup>.

### Activities were spread across:

- 44 different initiatives;
- 152 programmes;
- 5,387 sessions for participation; and
- Each session lasted an average of 211 minutes.

### Financial support, project specific income for CCO initiatives was £2,063,232

- This represents average spending of £36.73 per participant; and
- £0.30 for each individual participant hour.

### Notes:

- The above figures (and those that follow) are boosted by specific types of activity, for example, the hours and spend related to educational projects.
- Valid double counting has been included, where appropriate, see below.

<sup>25</sup> These two pieces of information result in a 12 way matrix to group initiatives, see table above. Consequently, for example, the primary driver for a project may be to help address education and employability and it may be delivered partly in a local school and partly on club premises. This would see the project categorised under H and I.

It is also possible to determine project spend/investment and number of participants under these 12 groupings. Double counting of spend and impact (number of participants) has been avoided by apportionment where more than one environment (category) is involved.

<sup>26</sup> e.g.: If 30 pupils take part in a lesson for one hour this is 30 hours of individual participant engagement.



## KEY PURPOSE

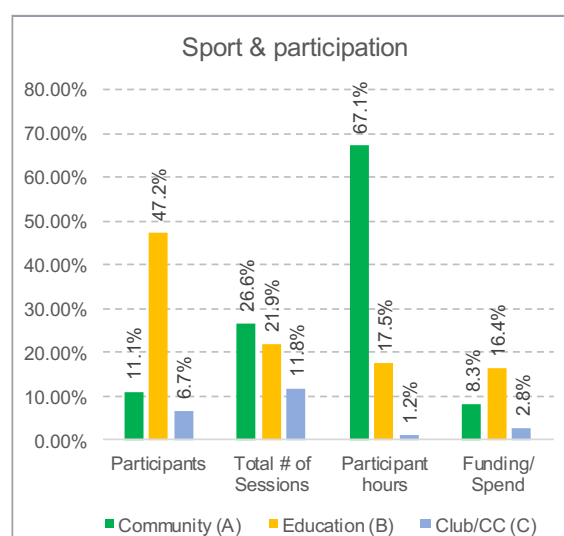
Initiatives have been grouped in relation to four key objectives/primary drivers, as outlined below.

**Sport and participation** are the primary drivers for:

- £567,744 (27.5%) of investment, 34,302 (61.1%) participants, 5,346 (41.1%) hours of engagement and 5,965,812 (85.7%) hours of individual participation.
- This represents £16.55 spend per participant and £0.10 per participant hour.

By environment this is as follows:

- > **Community settings:**
  - 11.1% of participants
  - 26.6% of sessions
  - 67.1% of participant hours and
  - 8.3% of spend
- > **Educational settings:**
  - 47.2% of participants
  - 21.9% of sessions
  - 17.5% of participant hours and
  - 16.4% of spend
- > **CCO/club settings:**
  - 6.7% of participants
  - 11.8% of sessions
  - 1.2% of participant hours and
  - 2.8% of spend

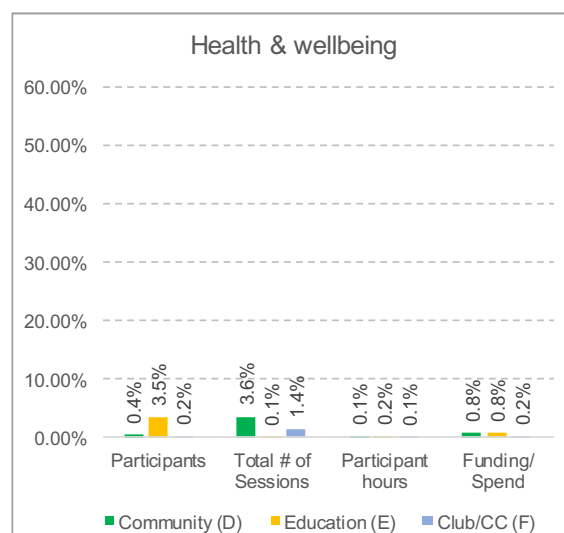


**Health and wellbeing** are the primary drivers for:

- £35,777 (1.7%) of investment, 2,266 (4.0%) participants, 608 (4.7%) hours of engagement and 28,027 (0.4%) hours of individual participation.
- This represents £15.79 spend per participant and £1.28 per participant hour.

By environment this is as follows:

- > **Community settings:**
  - 0.4% of participants
  - 3.6% of sessions
  - 0.1% of participant hours and
  - 0.8% of spend
- > **Educational settings:**
  - 3.5% of participants
  - 0.1% of sessions
  - 0.2% of participant hours and
  - 0.8% of spend
- > **CCO/club settings:**
  - 0.2% of participants
  - 1.4% of sessions
  - 0.1% of participant hours and
  - 0.2% of spend





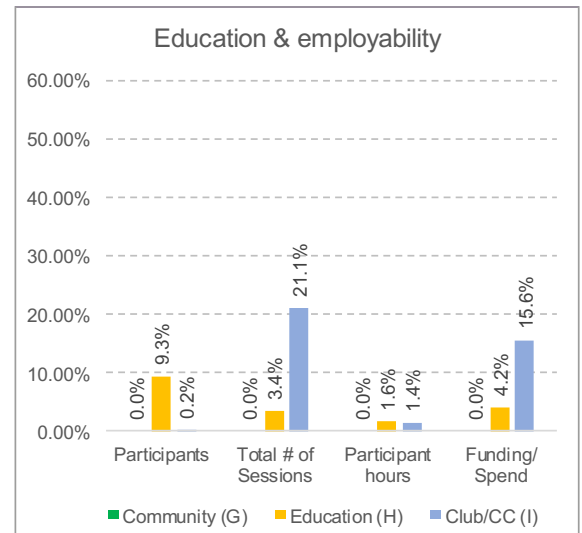
# KEY PURPOSE

**Education and employability** are the primary drivers for:

- 406,663 (19.7%) of investment, 5,351 (9.5%) participants, 5,313 (40.8%) hours of engagement and 210,133 (3.0%) hours of individual participation.
- This represents £76.00 spend per participant and £1.94 per participant hour.

By environment this is as follows:

- > Community settings
- > Educational settings:
  - 9.3% of participants
  - 3.4% of sessions
  - 1.6% of participant hours and
  - 4.2% of spend
- > CCO/club settings:
  - 0.2% of participants
  - 21.1% of sessions
  - 1.4% of participant hours and
  - 15.6% of spend
- > Education and employability initiatives that the CCO is directly associated with tend to be held in educational or CCO/club settings.

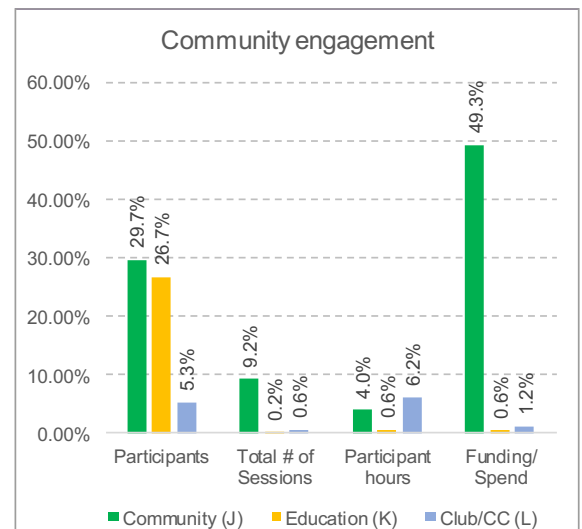


**Community engagement** is the primary driver for:

- £1,053,049 (51.0%) of investment, 19,684 (35.0%) participants, 1,748 (13.4%) hours of engagement and 753,771 (10.8%) hours of individual participation.
- This represents £53.50 spend per participant and £1.40 per participant hour.

By environment this is as follows:

- > Community settings:
  - 29.7% of participants
  - 9.2% of sessions
  - 4.0% of participant hours and
  - 49.3% of spend
- > Educational settings:
  - 26.7% of participants
  - 0.2% of sessions
  - 0.6% of participant hours and
  - 0.6% of spend
- > CCO/club settings:
  - 5.3% of participants
  - 0.6% of sessions
  - 6.2% of participant hours and
  - 1.2% of spend





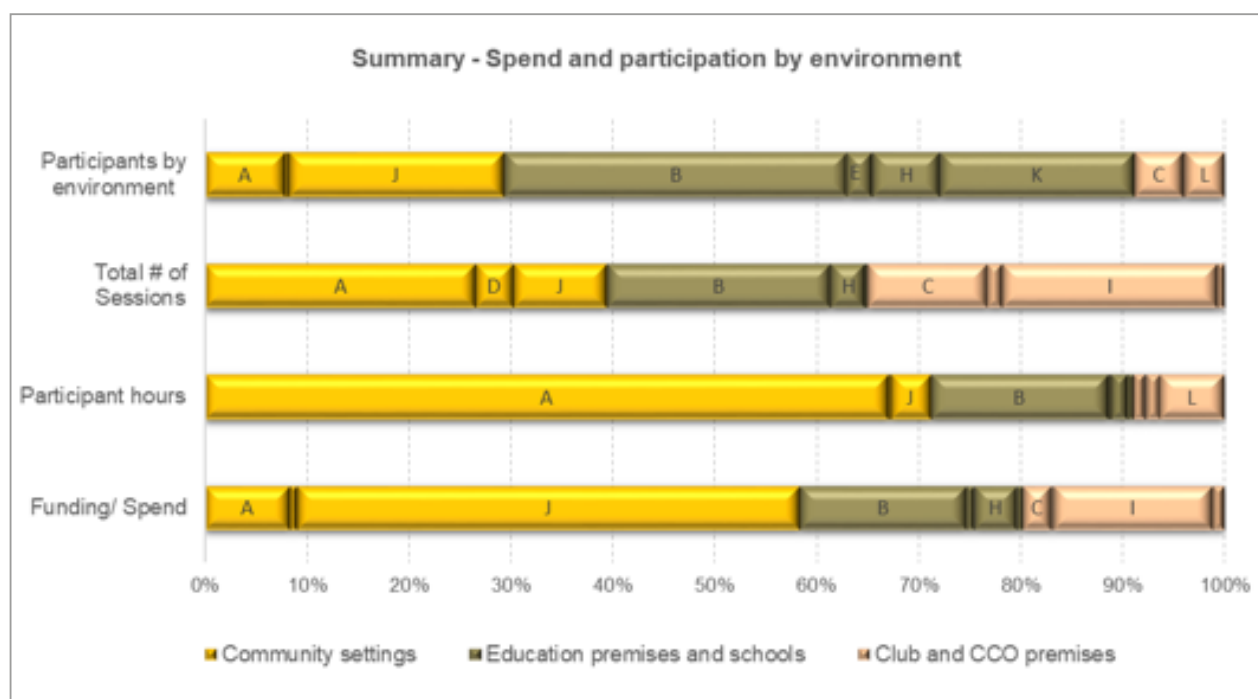
# DELIVERY ENVIRONMENTS: PROJECT SETTINGS

Looking at club/CCO work in the context of the environments in which delivery takes place demonstrates the following:

*Delivery environments – impacts and investment/spend*

Community settings (A, D, G & J)	Education premises & schools (B, E, H & K)	Club and CCO premises (C, F, I & L)
<ul style="list-style-type: none"> <li>• 23,158 participants</li> <li>• 4,870 hours of engagement</li> <li>• 4,956,396 participant hours</li> <li>• £1,204,578 (58.4%) investment</li> <li>• £52.02 per participant</li> <li>• £0.24 per participant hour</li> </ul>	<ul style="list-style-type: none"> <li>• 48,734 participants</li> <li>• 2,105 hours of engagement</li> <li>• 1,383,270 participant hours</li> <li>• £451,662 (21.9%) investment</li> <li>• £9.27 per participant</li> <li>• £0.33 per participant hour</li> </ul>	<ul style="list-style-type: none"> <li>• 6,926 participants</li> <li>• 6,040 hours of engagement</li> <li>• 618,077 participant hours</li> <li>• £406,993 (19.7%) investment</li> <li>• £58.76 per participant</li> <li>• £0.66 per participant hour</li> </ul>

*Delivery environments by spend and participants*





## CONTACT

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