

# MONITORING AND EVALUATION REPORT 2012



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# FOREWORD



It has been a fantastic year for sport in this country and another impressive year for the Football Foundation. The community grassroots facilities funded by the Foundation represent an important part of the promised legacy from the London Olympic and Paralympic Games.

I have always been a great supporter of the Football Foundation. It is a unique partnership between the Government (through Sport England), the Premier League and The FA. It has been successfully delivering grassroots sports facilities since 2000 and is a partnership that we are extremely proud of.

The Football Foundation delivers much needed funding to where it is most needed, and to where it will have the greatest effect; it works hard to ensure that the projects it funds are sustainable. The Football Foundation is also able to maintain an overview of all the projects that it has ever funded, year-on-year, to ensure that each continues to deliver the benefits that were envisaged at the outset. It manages to do this by highly effective monitoring and analysis, to ensure that targets are met and that every facility is getting the absolute maximum use, increasing opportunities for people to play sport.

This Report contains detailed analysis of the investment from the Football Foundation into grassroots sport over the past 12 months, as well as additional facts regarding the programmes it manages and delivers on behalf of the Mayor of London and Barclays.

The Rt Hon Hugh Robertson MP  
Minister for Sport

# INTRODUCTION



Welcome to the Football Foundation's annual Monitoring and Evaluation (M&E) Report.

Since last year's Report, we have continued to invest into a variety of grassroots projects around the country. Our grants go towards enhancing existing grassroots football and sport facilities and building brand new, state-of-the-art facilities; as well as going towards projects that are aimed at initiating activity where there is a distinct lack of opportunity for communities to get involved in sport. We are unique as a funder of grant aid, in that our involvement with projects does not stop once we have made an offer of a grant. We maintain contact with applicants throughout the entire process, from concept to well beyond the build and completion phase. We believe that it is important to ensure that the unpaid and sometimes inexperienced volunteers who manage these facilities feel supported, as well as challenged to continue to deliver the outcomes anticipated by the investment, once the facility is in use.

This Report explains how we monitor and evaluate the success or otherwise of our investment and clearly demonstrates our progress against our Strategic Performance Indicators (SPIs) this year, especially with regard to how our facilities have increased and sustained participation in football and other sports over the past year.

The Foundation's main purpose is to increase participation in football and other sports and our performance against our SPIs indicates that participation across Foundation-funded sites is up, and the vast majority of projects are meeting or exceeding development expectations. There is also benefit to the country by helping support the economy, as we have included evidence that investing in grassroots construction projects boosts GDP, creates employment opportunities, and benefits local communities.

The London 2012 Olympic and Paralympic games sought to 'inspire a generation'. With the main event having now come and gone and having largely achieved this aim, now comes the real test of ensuring that the Games were not just a few weeks of elite sport. The Games were an amazing inspiration to millions of individuals and many will look to take up sport as a result. However, inspiring a generation is one thing, ensuring that there are enough quality facilities to accommodate the increased demand from clubs and communities across the country will remain the toughest challenge to the success of the Olympic legacy.

This Report has already become an important annual record of evidence that demonstrates the impact that the Foundation's funding partners' investment is making, beyond simply building better local sports facilities. It provides real, tangible and independently verified data which shows how our investment is creating a more active populace, as well as a more skilled and qualified workforce for this country.

Finally, while we are confident that our M&E functions are robust and credible, it is important that we and our funding partners receive independent endorsement of this. Accordingly, earlier this year, we asked an independent consultant to conduct an assessment of our M&E methodology to ensure that it is robust and credible. An extract from the assessment document has been included at the end of this Report.

Best wishes,

Paul Thorogood  
Chief Executive  
The Football Foundation

# KEY FINDINGS

This year's Report demonstrates the impact that Foundation investment has had during the past 12 months. The Foundation prides itself on the Monitoring & Evaluation (M&E) systems and processes it has developed, which ensure that every facility it funds achieves its maximum potential. This helps explain why participation across all the Foundation-funded sites has once again seen an impressive improvement over the past year.

## STRATEGIC PERFORMANCE INDICATORS

The Foundation's Strategic Performance Indicators (SPIs) provide clear and measurable targets against which we can hold ourselves accountable to our core aims and objectives. The good news is that the Foundation has successfully achieved the majority of the targets set. However, key to the Foundation's success is the ethos of continuous improvement, which means that we will look to continue to improve on these results in the coming year.

## ECONOMIC BENEFITS RESEARCH

This Report also contains findings from research that the Foundation has carried out during 2012. This illuminating research – about the positive effect that Foundation investment has on the country's economy – is based on findings by an independent consultant who specialises in this field. This shows that by building grassroots facility projects, there is also a demonstrable impact on both jobs and the economy at a local level, as well as GDP at a national level. This highlights the Foundation's commitment to explore key questions about the impact that its investment has had, and carry out research in a targeted and intelligent way.

### MONITORING AND EVALUATION METHODOLOGY:

We already had every confidence that M&E at the Foundation is a best practice model for how grant-giving organisations should monitor the progress of funded projects towards achieving expected outcomes, but we wanted to ensure that this was the case by seeking external validation. This was achieved, firstly by having a respected external consultant undertake a review of all of the M&E processes and also assess the methodology used to determine the impact the Foundation is having on participation. On both accounts, M&E at the Foundation was given a strong endorsement. Further details about this assessment can be found at the back of this Report. Secondly, we commissioned a separate independent review to check that we had followed the approved methodology correctly in establishing participation increase at Foundation funded-facility projects and that these figures are accurate. The independent review identified no significant issues and as such, the findings give further credibility to the figures presented in this Report.

A comprehensive three-stage model is used by the Foundation to track the progress of every facility that it funds. This ensures that the Foundation has a high level of project visibility from which it can monitor progress and act accordingly when required. This consists of:

## Stage One

Each project provides detailed quantitative and qualitative M&E information, which is analysed by the Foundation's M&E team. This data provides the basis of the information presented in this Report.



## Stage Two

Each project is required to attend an annual face-to-face Support Day meeting – once the facility is opened and in-use – to discuss the progress of the funded site. This process is an important aspect of the 'through-life' support that the Foundation offers to all of its projects.



## Stage Three

Detailed evaluation is undertaken on those projects that are identified as being either 'very good' or 'very poor' during the Support Day meeting. This ensures that we learn from the examples of best practice to help inform future policy and procedures, and provide the required support to underperforming projects to get them back on track.

## KEY STATISTICS

This section provides a summary of the important facts and figures from the Report, presented in one easy-to-read format. For the detailed information behind every statistic listed here, please turn to the relevant section within the Report itself.

### FACILITIES SCHEME

**741,801** people played sport each week at Facilities Scheme sites in 2011-12

**555,067** participants played football at Facilities Scheme projects

**90%** return rate for the latest annual M&E survey

**63,702** qualifications gained from 6,582 courses held at Foundation-funded sites in 2011-12

**8.8%** increase in participation at all Facilities Scheme sites during season 2011-12

**38,091** new players during the 2011-12 season based on a sample of 701 'like for like' sites

**218** Support Day meetings took place in 2012

**79%** of grantees rated the Support Day meeting process as 'very good' or 'good'

**12.9%** increase in participation for those projects within their five year Football Development Plan

**32%** participation increase as a result of Activity and Sustainability Advisors' (ASAs) intervention

**7,919** new participants due to ASAs during season 2011-12

**18%** additional income generated per week as a result of ASA intervention

### GROW THE GAME

**1,279** new teams created through Grow the Game (GtG) projects during season 2011-12

**19,628** new football players due to the GtG projects in 2011-12

**£46** is the average cost for each new player

**3,322** courses completed by volunteers through GtG funding in 2011-12

### PREMIER LEAGUE COMMUNITY FACILITY FUND

**15,538** participants expected to play sport each week at the five Premier League Community Facility Fund (PLCFF) sites funded to date

**29%** of players will take part in multi-sport activity

**3.5** is the number of times total participation is expected to increase by at PLCFF sites

**£7.5m** partnership funding leveraged by the PLCFF, which accounts for 82% of the total project cost

### BARCLAYS SPACES FOR SPORTS

**26,186** participants played sport at the 26 Barclays Spaces for Sports flagship sites each week during season 2011-12

**2,258** people gained qualifications as a result of 188 courses being delivered at Barclays Spaces for Sports flagship sites

**£351,000** awarded through the Barclays Sustainability Fund, with an additional £224,000 leveraged through partnership funding

**1,686** participants regularly attend sessions and have had 17,565 contact hours, at 13 sites awarded Sustainability funding

**29.8%** increase in participation due to ASA intervention at 18 flagship sites during the latest season 2011-12

### MAYOR OF LONDON: FACILITY FUND

**14,060** participants at MOL:FF sites each week during 2012

**£6.30** has been attracted through partnership funding for every £1 awarded through MoL:FF scheme

**85%** of projects meeting or exceeding development expectations

**17** different sports played at 21 funded facilities

**37%** of people playing at MOL:FF sites were female

### ECONOMIC RESEARCH

**£7.73** is generated in the UK economy for every one pound awarded by the Foundation on grassroots facilities

**73%** of construction jobs sourced locally

**£53m** contribution to UK GDP as a result of 80 Foundation projects in 2011

**1,378** Full-Time Equivalent jobs created as a result of Foundation investment in 2011

**1,050** local firms that benefited from Foundation investment in 2011



# FOOTBALL FOUNDATION OVERVIEW

The Football Foundation is the largest sports charity in the UK. It receives funding from the Premier League, The FA and the Government (via Sport England), as well as investment from Barclays Bank and the Greater London Authority.

The Foundation's mission statement is 'To support the long-term growth of football by enhancing the quality of the experience at the grassroots level, across all regions of the country and all sectors of society'.

Over many years and decades, the overall quality and condition of grassroots football facilities across the country has deteriorated to the point where much of the nation's stock is in a state of disrepair. A lack of quality facilities has been identified as a significant barrier to sustaining and increasing participation levels in grassroots

football, and a limiting factor when it comes to improving the general skill level among young footballers.

Our prime objective is to invest in local grassroots football facilities with a view to improving the quality and experience of playing at the grassroots level, thereby sustaining and increasing participation and improving general skill levels.

The Foundation administers a group of funds that seek to deliver the objectives of each funder, while collectively focussing on delivering its stated mission. Working with our delivery partners, we accurately target investment to achieve maximum impact in areas of greatest need. We do this as efficiently as possible through adopting a scalable structure that balances efficiency and effectiveness to ensure that funds

contributed by each funding partner achieve their required objectives, while minimising the overhead cost to each of them.

The Foundation has a focus on continuous improvement, both internally, through constantly monitoring and improving our own performance, and externally by continually challenging all funded organisations, so that collectively we achieve maximum impact and value for money for our self and our funding partners.

Since our launch in 2000, we have committed £401m worth of grants towards grassroots sports projects. An additional £556m has been leveraged through partnership funding, meaning total project costs close to £1 billion have been invested through the Foundation.

Total Foundation spend



# STRATEGIC PERFORMANCE INDICATORS

## OVERVIEW

We take a holistic approach to achieving our mission. In other words, we want to make sure that all aspects of the organisation are performing optimally: that we represent value for money, with efficient processes, to get the right projects up and running quickly, providing good customer service, for maximum impact.

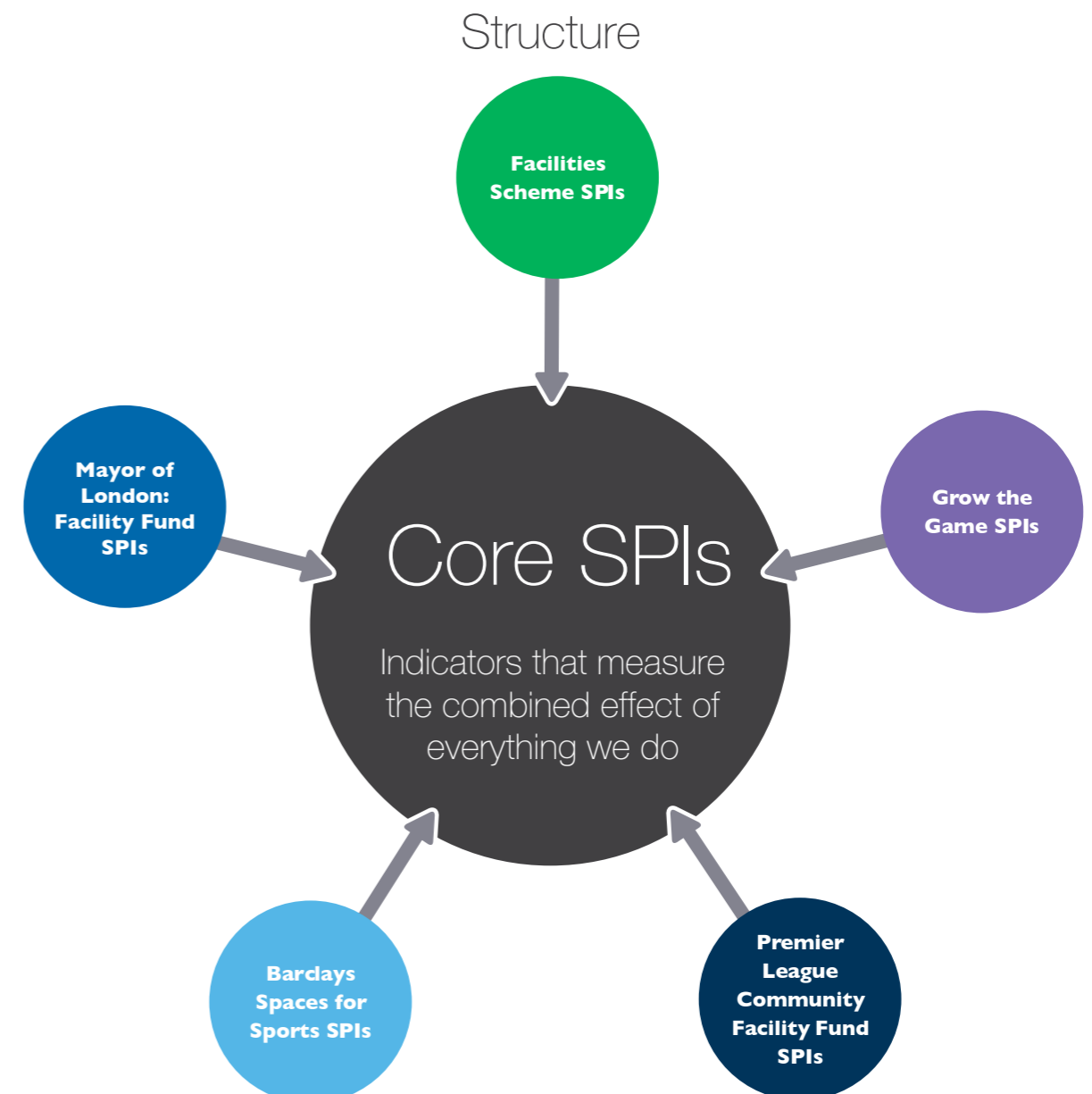
To manage this, we have a performance management framework, within which we have introduced a suite of top-level key performance indicators, referred to as Strategic Performance Indicators (SPIs). These allow us to monitor performance by acting as a barometer of how successful we are and also to provide an early warning for areas that may need additional attention.

The SPIs cover the key aspects of the work that we do, and operate on two tiers: core SPIs, which are a measure of everything that we do (i.e. all the schemes that we administer); and scheme specific indicators, which are measures relevant to individual schemes.

The next page of this Report provides an overview of performance against four core Foundation SPIs over the last year. These are particularly relevant for this Report as they relate to the impact that our funds are having and the customer service that we provide. We have two other core SPIs which are not included in this Report, as these are reported at the end of the financial (not calendar) year. These are to

monitor our investment levels against set targets, and our overheads.

In addition to the core SPIs, each scheme also has specific SPIs to monitor impact and the results for each of these can be found on page 11. A traffic light system (green – above target, amber – close to target, red – below target) is used to indicate progress. Further detail about each of these scheme specific SPIs will be covered within the relevant sections later in the Report.



# STRATEGIC PERFORMANCE INDICATORS

## CORE RESULTS

### SPI 1: GROWTH IN THE NUMBER OF PEOPLE PLAYING FOOTBALL BECAUSE OF OUR FUNDING

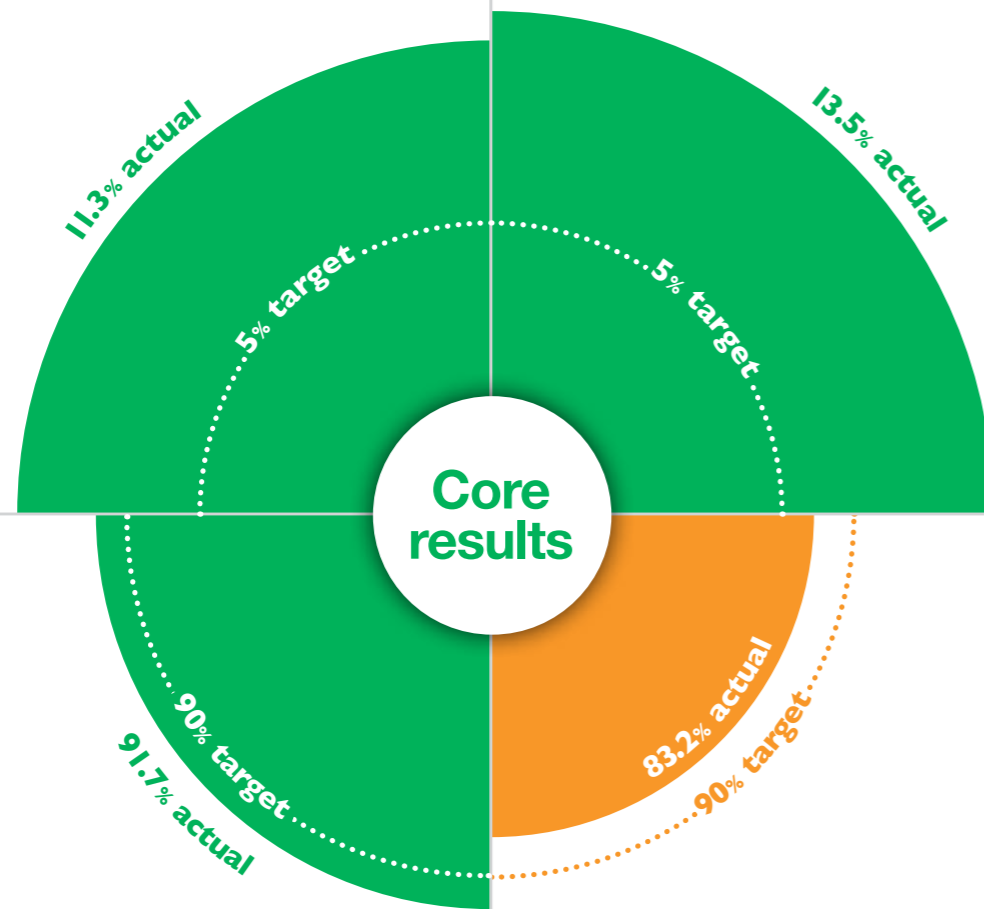
**Definition:** The year-on-year percentage increase in the number of regular unique football participants across all funded sites.

**Performance:** The last year has seen an increase in participation, across all our schemes, well above the target of 5%. In real terms, this equates to almost 40,000 more people playing football on Foundation-funded sites than last year.

### SPI 2: GROWTH IN THE NUMBER OF PEOPLE PLAYING OTHER SPORTS BECAUSE OF OUR FUNDING

**Definition:** The in-year percentage increase in the number of regular unique participants playing sports, other than football (multi-sport), across all funded sites.

**Performance:** In addition to increasing the number of people playing football, there has also been an impressive increase in the number of participants in other sports; 13.5% – which works out as almost 15,000 more people playing on Foundation-funded facilities than last year.



### SPI 3: PROPORTION OF PROJECTS ASSESSED MEETING EXPECTED OUTCOMES

**Definition:** The percentage of projects meeting or exceeding development expectations.

**Performance:** The ongoing support that we provide to our applicants is reflected in the high percentage of projects (91.7%) that are rated as good, very good or excellent for delivery. The remaining projects are supported through our Monitoring and Evaluation follow-on processes to ensure that their scores improve in subsequent years.

### SPI 4: PROPORTION OF PEOPLE WHO ARE HAPPY WITH OUR CUSTOMER SERVICE

**Definition:** The percentage of applicants (both successful and failed applications) who reported that they were at least satisfied with our staff and the overall application process.

**Performance:** More than 8 out of 10 of our applicants are at least satisfied with the service that we provide. We aim to build on this by continuing to improve our processes, and enhancing the means by which we communicate with applicants and vice versa.

# SCHEME RESULTS

**Facilities Scheme:** The Facilities Scheme provides money to develop new or improved facilities for community benefit. The aim is to improve the quality of experience people have when playing sport at the funded site, which will lead to an increase in participation.

Area of focus	Performance Indicator	Target	Actual	pg in Report
Outcomes	In-year percentage increase in number of regular unique football participants across all Facilities Scheme sites	5%	7.3%	15
Outcomes	In-year percentage increase in number of regular unique participants from other sports across all Facilities Scheme sites	5%	13.3%	15
Targeted investment	Percentage of Facilities Scheme projects that are multi-sport environments (>33% non football participants)	33%	33.2%	13
Outcomes	Percentage of Facilities Scheme projects meeting or exceeding development expectations	90%	85.6%	17
Efficiency	Speed of end-to-end (application, assessment and payment stages) Facilities Scheme process	63 weeks	83 weeks	12
Targeted investment	Percentage of investment into the 20% most deprived areas*	40%	n/a	n/a

\*Figures based on financial (not calendar) year, therefore results are not available for this Report

**Grow the Game:** Grow the Game provides grants of up to £5,000 for projects that aim to increase participation by both players and volunteers in grassroots football. It achieves this by supporting the costs associated with providing new activity.

Area of focus	Performance Indicator	Target	Actual	pg in Report
Outcomes	Average number of new participants each year as a result of each GtG grant	15	34	21
Outcomes	Average number of newly qualified coaches each year as a result of each GtG grant	3	6	21

**Premier League Community Facility Fund:** The Premier League Community Facility Fund is a new scheme which can be accessed by professional clubs through their community organisations and is managed and administered by the Foundation. The overall aim is to provide facilities aligned to professional club community-led inclusion schemes which will serve to increase sports participation and physical activity.

Area of focus	Performance Indicator	Target	Actual	pg in Report
Outcomes	Annual number of 'unique participants' from professional club community schemes using the funded facilities	tbc	n/a	n/a
Outcomes	Average percentage of the overall capacity of all funded facilities that is used	tbc	n/a	n/a

Please note: This is a new scheme, therefore SPI results are not available for the Report this year

**Barclays Spaces for Sports:** Barclays Spaces for Sports is a community sports programme which uses the positive power of sport to revitalise disadvantaged communities, as well as to tackle key social issues. The programme has delivered 200 multi-sports sites across the country, including 26 flagship sites in partnership with professional football clubs.

Area of focus	Performance Indicator	Target	Actual	pg in Report
Outcomes	Number of Barclays Spaces for Sports sites that Activity and Sustainability Advisors initiate intervention with annually	36	38	25

**Mayor of London: Facility Fund:** The Mayor of London: Facility Fund is part of the Mayor's commitment to deliver a grassroots sporting legacy for London from the 2012 Olympic and Paralympic Games. The overall aim of the scheme is to raise participation levels in sport in each London Borough, through the funding of sports facilities.

Area of focus	Performance Indicator	Target	Actual	pg in Report
Targeted investment	Percentage of the 32 London Boroughs, plus the City, that have had MoL:FF investment by June 2012	100%	100%	26
Financial	Amount of matched-funding attracted by June 2012	£11.5m	£34.6m	26
Outcomes	Percentage of new participants at MoL:FF funded sites who were previously inactive	5%	13.5%	27

# FACILITIES SCHEME

## SEASON 2011-12 FINDINGS

The Foundation's Facilities Scheme was launched in 2000 and provides money to develop new or improved facilities for community benefit. These include changing rooms and/or clubhouses, grass or artificial pitches and multi-use games areas. To date, 1,753 projects have been funded through the Facilities Scheme to a value of £347m, with an additional £424m leveraged through partnership funding. Currently The FA and the Government (via Sport England) each contribute £10m to the Facilities Scheme each year, of which £18.5m is allocated towards funding facility

projects, whilst the remaining £1.5m is allocated to Grow the Game Scheme, which is covered on page 20 of this Report.

We use a sophisticated performance management system to ensure that applications are kept on-track through the application, assessment, build and payment stages, meaning new facility projects are opened and in use as quickly as possible. This is critical as there is a risk of cost escalation if projects are delayed. We have set ourselves a tough target of 63 weeks from when the Foundation receives an application to the facility being finished,

and whilst this has not yet been met – the latest average end-to-end time is 83 weeks – it is 10% faster than the average 91 weeks that we achieved last year. This means that on average, projects are now being opened and in-use two months quicker than last year.

Improving the quality of experience people have when they play sport at a funded facility, coupled with qualified coaching (funded through Grow the Game), is a key driver towards sustaining and increasing participation at the grassroots level.

### MONITORING AND EVALUATION METHODOLOGY:

Every organisation that has been awarded a Facilities Scheme grant is required to complete an online Monitoring and Evaluation (M&E) survey at the end of each season/academic year. The 2011-12 survey was developed using Upshot – a new online management system developed by the Foundation – to improve the user experience when providing this information. The Upshot M&E survey collects detailed participation, workforce and football development details which provide an overview of how each project is delivering against expected outcomes.

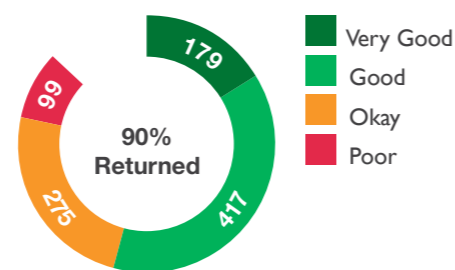
It also allows users to indicate the sustainability of their project and provide qualitative information about key areas of the project in greater detail. The data provided is then collated and analysed to produce various reports or enable the identification of significant trends. Feedback regarding the new Upshot survey is positive with 90% of the users rating it as satisfactory or above, with the majority of these (63%) rating the user experience as 'good' or 'very good'.

Out of the 1,083 Upshot M&E surveys which were due to be completed for the 2011-12 season, a very high percentage (90%) of these were returned. This means that there is a very large sample size of 970 funded sites, from which the following information presented in this section is based upon. It should be noted, that for the small proportion of projects which do not return the survey, there is an established system of escalation to determine, firstly, the reason why these have not been returned, and secondly, an appropriate response by the Foundation to ensure they are returned in the future.

### Annual Upshot M&E survey return rate

- 970 surveys have been returned to date, which is a very high return rate of 90%.
- This provides a very large sample from which to reliably evidence the impact that Foundation investment is having at facilities.
- Feedback regarding the new Upshot survey is positive with 90% of the users rating it as satisfactory or above, with the majority of these (61%) rating the user experience as good or very good.

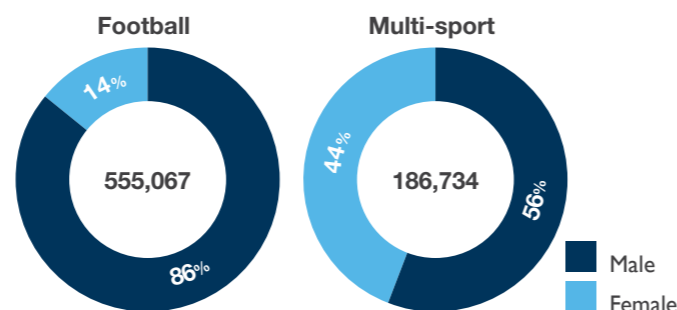
### Upshot M&E surveys returned and survey rating



### Participation

- 741,801 people played sport at Facilities Scheme sites during the 2011-12 season, enjoying the benefits of playing at new and improved facilities.
- 477,346 males and 77,721 females played football
- 105,494 male participants and 81,239 female participants took part in multi-sport activity
- 21% of the overall participants were female, with the ratio (44%) much closer for non-football (multi-sport) activity.

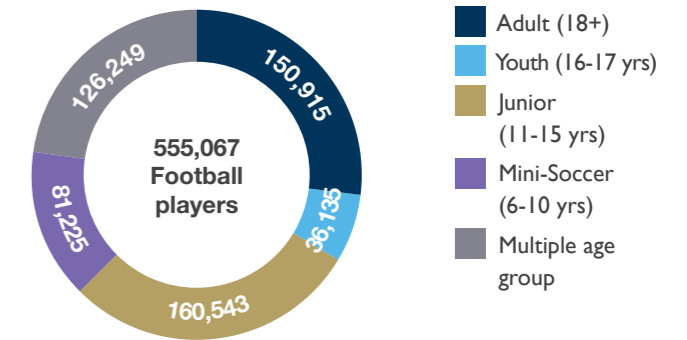
### Number of players at Foundation sites during season 2011-12



### Football players

- A broad cross-section of age groups played football at Facilities Scheme sites during the latest season.
- The most prevalent age group is junior football (160,543 players), followed by adult football (150,915 players).
- The ratio of male players aged over 16 to those aged under 16 is 1:1.4, whilst the same ratio is 1:3.1 for female players.

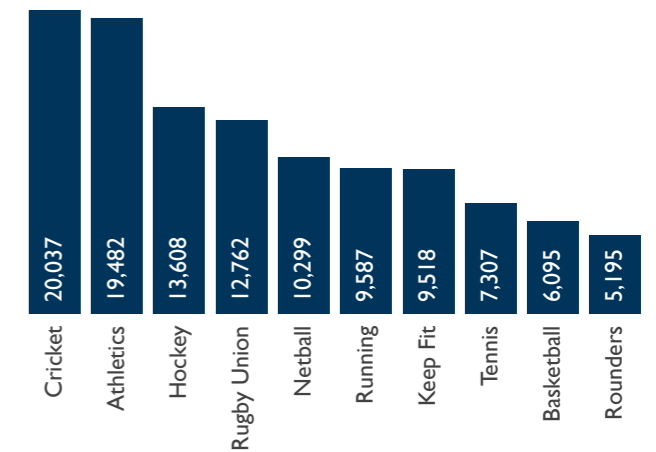
### Breakdown of football players at Foundation sites during season 2011-12



### Multi-sport players

- A total of 82 different sports were listed as being played at Facilities Scheme funded sites.
- The ten most popular sports (other than football) in terms of the number of people taking part in them, are shown in the graph.
- 68,240 players took part in the remaining 72 sports.
- The Foundation has made an agreement with the Government that a third of Facilities Scheme sites funded from April 2006 onwards would be multi-sport environments (in which over 33% of the activity is non-football). Based on the latest M&E data from season 2011-12, 35.7% of the sites meet this criteria.

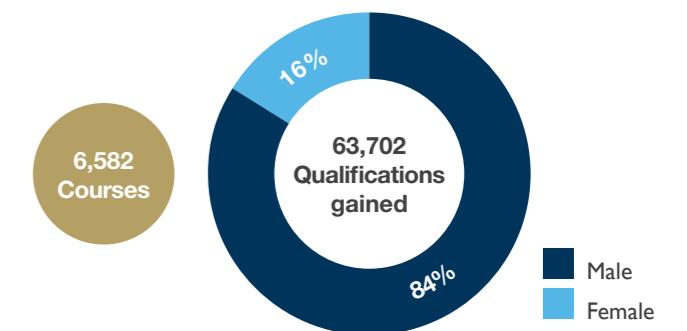
### Top ten sports played at Foundation sites during season 2011-12 (other than football)



### Courses

- 6,582 courses were held at Facilities Scheme sites during the season 2011-12.
- 63,702 qualifications were gained by volunteers who attended these courses, with 53,346 of these male and 10,356 female.
- The majority of these are FA accredited football coaching awards and first aid awards. This means that Foundation sites not only provide a safe and secure place to play football, but also help to develop a skilled workforce to teach players.

### Number of courses and qualifications gained at Foundation sites during season 2011-12



### Key statistics

**741,801**

people played sport each week at Facilities Scheme sites in 2011-12

**555,067**

participants played football at Facilities Scheme projects

**90%**

return rate for the latest annual M&E survey

**90%**

of people approved of the new Upshot M&E survey

**63,702**

qualifications gained from 6,582 courses held at Foundation-funded sites in 2011-12

**33.2%**

of funded sites have at least 33% of their participants taking part in multi-sport activity (SPI target was 33%)

**83 weeks**

is the average time for a project to progress from application to site open for use, which is 10% quicker than the previous year (SPI target was 63 weeks)



# FACILITIES SCHEME

## SEASONAL COMPARISON

### MONITORING AND EVALUATION METHODOLOGY:

One of the Foundation's key targets set by Sport England is to increase participation at Facilities Scheme sites by at least 5% every year. This is measured by comparing 'like for like' participation rates at Foundation funded facility sites between the 2010-11 and 2011-12 seasons. 'Like for like' describes projects which completed a valid and verified annual monitoring and evaluation survey in both of these seasons, which leads to a fair representation of the *actual* increase in participation at each site, given that it compares changes in participation rates at exactly the same sites over a 12-month period. As such, newly funded sites are not included in the sample until they have been open and in-use for two full seasons.

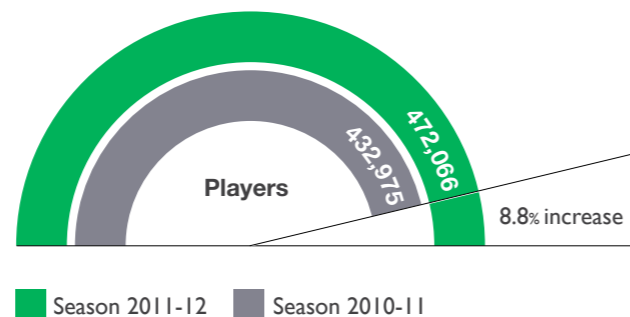
This methodology has been externally endorsed by a specialist consultant, whose remit was to review Monitoring and Evaluation (M&E) processes at the Foundation. More information about this can be found at the back of this Report. In addition to this, specialist advisors conducted an independent review to see if this process had been followed and corresponding calculations were accurate and found that no significant issues were identified with regard to these. As such, independent quality checks over the processes and procedures support the credibility of the results contained within this section.

701 projects met the above criteria in the latest survey, providing details of all the teams playing at these sites for each season. It is this sample size on which the performance information within this section is based.

### Latest participation increase

- There was a large increase (8.8%) in the level of participants taking part in sporting activity at Facilities Scheme sites, which equates to 38,091 extra players.
- This is well above the annual 5% target set by Sport England.
- 27,937 more male players (up 8.1%) and 10,154 female players (up 11.2%) played at Foundation-funded facilities during season 2010-11.
- These figures provide strong evidence of the positive impact that Foundation investment has had with regard to increasing participation.

Comparison of participation rates at facility sites between seasons 2010-11 and 2011-12

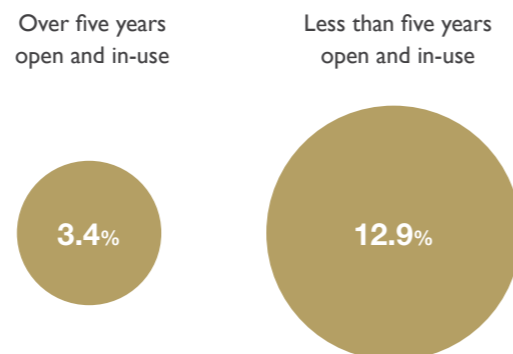


	2010-11	2011-12	Change	% change
All players	433,975	472,066	38,091	8.8%
Male players	343,410	371,347	27,937	8.1%
Female players	90,565	100,719	10,154	11.2%

### Participation increase

- The Foundation has been funding facility projects since 2000, so has a large portfolio which contains both older and newer sites.
- Once open and in-use, each funded project has to deliver a five-year Football Development Plan at the site, which is the key driver for participation.
- If facilities that have been open for more than five years are removed from the latest comparison data, participation on the remaining, newer facilities – of which there are 451 sites – increased by 12.9%.

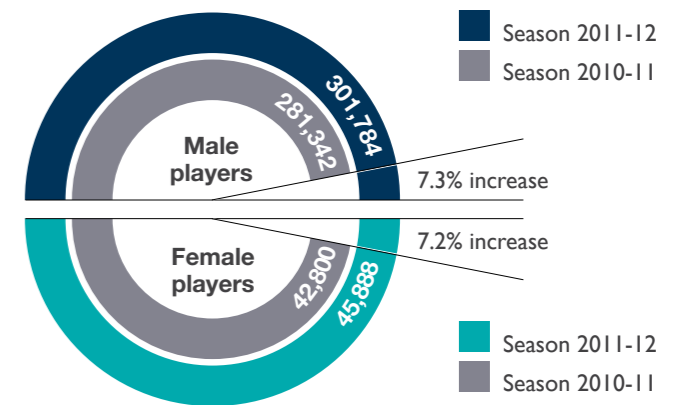
Participation increase during 2011-12 based on the number of years facility sites are open and in-use



### Football participation

- Overall the number of people playing football at Facilities Scheme sites increased by 23,530 (7.3%), due to 20,422 new male players and 3,088 new female players.
- This rate of participation increase was slightly higher for male participants (7.3%) than female participants (7.2%).
- Overall there was a bigger increase in the number of over 16 year olds playing football (17.1%), as opposed to under 16 year olds (2.5%).
- This demonstrates the positive impact that Foundation-funded facilities has had on the national game.

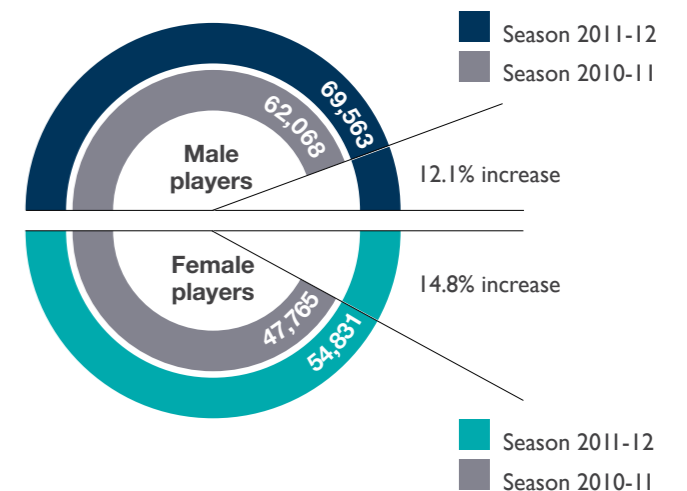
Comparison of football players at Foundation sites between seasons 2010-11 and 2011-12



### Non-football (multi-sport) participation

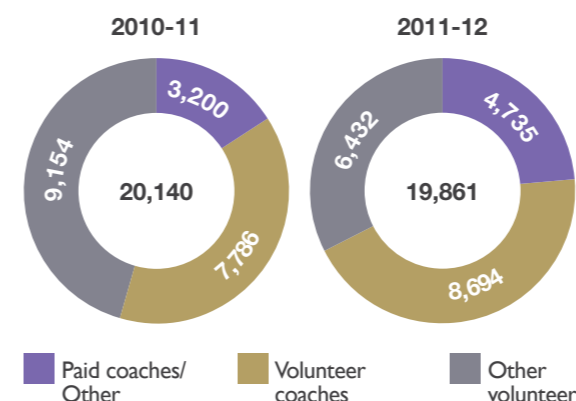
- Overall the number of people taking part in multi-sport activity at Facilities Scheme sites increased by 14,561 (13.3%).
- This rate of participation increase was higher for female participants (14.8%) than male participants (12.1%).
- In contrast to football players, there was a bigger increase in the number of under 16 year olds taking part in multi-sport (16.7%), as opposed to over 16 year olds (9.6%).
- This ratio was especially apparent when concentrating on male participants, in which under 16 year olds increased by 17.7% in comparison to over 16 year olds, which increased by 5.6%.

Comparison of non-football (multi-sport) activity at Foundation sites between 2010-11 and 2011-12



### Workforce

- The size of the workforce at Facilities Scheme sites has seen an overall decrease of 1.4% (279 people) in a year-on-year comparison.
- This is due to a decrease of 29.7% (2,722 people) in the number of non-coaching volunteers at sites.
- However, the number of volunteer coaches increased by 11.7% (908 people) and hired coaches/teachers by 116.1% (1,535).
- This would suggest that the reduction in non-coaching volunteers has been met by the increase in volunteer coaches and paid staff.



### Key statistics

- 8.8%** increase in participation at all Facilities Scheme sites during season 2011-12
- 76%** above Sport England's participation target of 5% increase set for the Foundation
- 38,091** new players during the 2011-12 season based on a sample of 701 'like for like' sites
- 1.4%** decrease in the overall workforce at Facilities Scheme sites
- 7.3%** increase in football players at Facilities Scheme sites (SPI target was 5%)
- 12.9%** increase in participation for those projects within their five year Football Development Plan
- 13.3%** increase in the number of participants taking part in multi-sport activity (SPI target was 5%)



# FACILITIES SCHEME

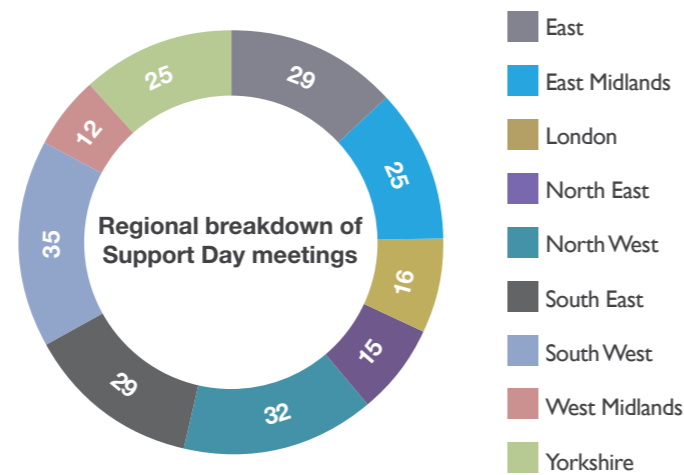
## SUPPORT DAY MEETINGS

### MONITORING AND EVALUATION METHODOLOGY:

All applicants awarded a Foundation Facilities Scheme grant of more than £20,000 are required to attend an annual Support Day meeting once the funded site is open and in-use. The Support Day involves the grantee meeting face-to-face with their County FA and a Foundation representative to review the Football Development Plan and provide an update on the project. This continuous improvement process not only ensures that underperforming facilities are given the necessary support to get them back on-track, but also pinpoints how successful projects can perform even better. This demonstrates the Foundation's commitment to monitor and support projects long after the funding has been awarded, to ensure that maximum return on investment is delivered. It is a key component of the Foundation's 'through-life' approach to project support.

### Number of Support Day meetings

- 218 Support Day meetings took place in 2012, which helps ensure that Foundation projects achieve their expected outcomes by providing face-to-face support.
- The whole Support Day process – including booking the meeting, generating the Support Day report, and feeding back the discussion points/actions – is managed through an online system, which means it is quick and efficient for all involved.
- When asked, 79% of those grantees who attended a Support Day meeting rated the process as 'very good' or 'good'.

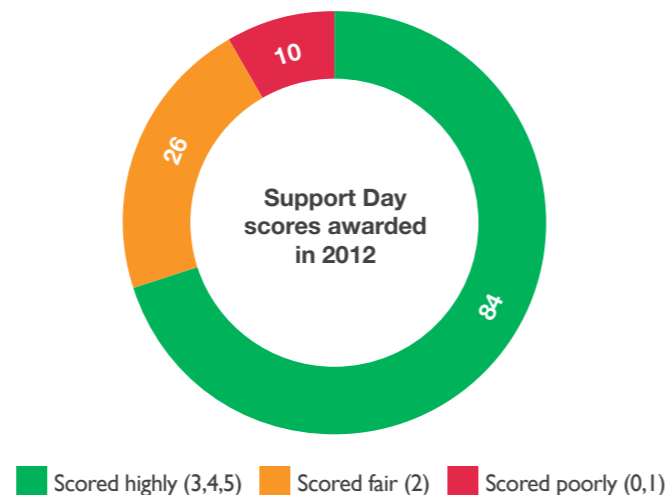


### 2012 Support Day scores

At the end of each Support Day meeting, the FA County Development Manager discusses the progress of the facility with the Foundation representative and, together, they score the project using a scale of 0 to 5. The score given is dependent on the project's success at delivering against the original Football Development Plan and other key objectives, and provides a measure that is used to evaluate the success of the facility.

Score	Rating	Description
5	Excellent	Example of best practice
4	Very good	Exceeding expectations
3	Good	Meets expectations
2	Fair	Meeting most, but not all expectations
1	Unsatisfactory	Not meeting expectations
0	Unacceptable	Project is failing

- At the time of publication, we had received Support Day scores back for 120 projects, and of these, the majority (70%) scored highly, with 62 scoring 'good', 17 scoring 'very good' and five examples of best practice.
- A further 21.7% of the projects received a score of 2, which means 91.7% of projects seen were meeting most of the expectations.
- A small number of projects scored poorly (8.3%), with seven scoring 'unsatisfactory' and only three deemed to be failing.
- These figures show that the majority of projects are delivering against their objectives.



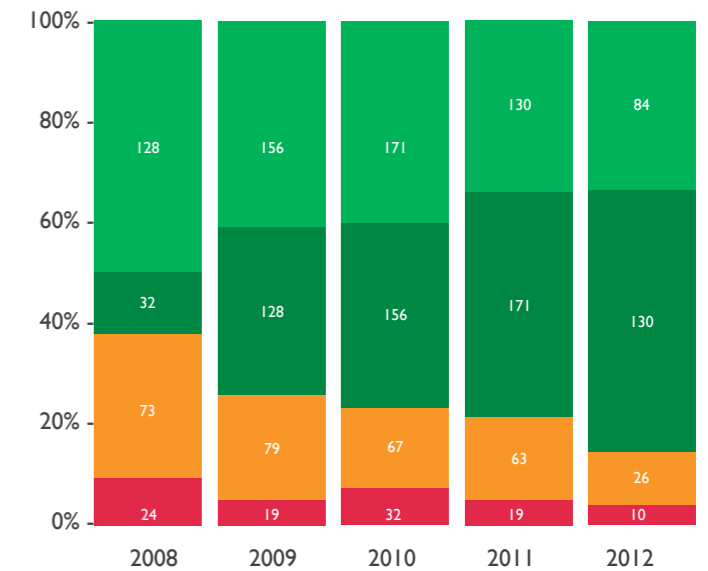
### MONITORING AND EVALUATION METHODOLOGY:

Projects that score 3 or above are deemed to be successfully delivering all the funded outcomes of the project and as such are not required to be seen the following year. The grant management system automatically schedules a Support Day meeting for the year after that instead. Projects that score 2 or below are automatically required to attend a Support Day meeting the following year, to review what progress they have made. Through an online system, all attendees of the meeting are automatically emailed a copy of the online Support Day report which details the main discussion points, the score and any agreed actions. The person responsible for each action – be that the grantee, County FA or Foundation representative – is able to update their actions via an online form, meaning the Foundation has a high level of visibility of each project's progress.

### Support Day meeting Scores – overview

- This graph provides a clearer picture of the overall progress of funded projects each year, as it also includes those projects which, although not seen at a Support Day meeting that year, are still regarded as scoring highly due to the previous year's high score.
- For example, the 130 projects which scored 3 or above in 2011 are not required to be seen at a Support Day meeting the subsequent year – owing to their high score – but continue to be recognised as achieving well against their objectives in 2012 until they are seen again the following year.
- 85.6% of Facilities Scheme projects in 2012 are rated highly, and 96% scored 2 or above.

### Breakdown of Support Day meeting scores over the previous five years



### MONITORING AND EVALUATION METHODOLOGY:

The projects that score poorly (0 or 1) or highly (4 or 5) advance to Stage 3 of the Support Day process, where they are evaluated to either solve problems with the project or to highlight and provide examples of best practice to help shape future policy.

The small number of projects that score poorly are subjected to the following process, to help ensure that they get back on track:

- Actions are agreed at the Support Day meeting by all parties to rectify issues highlighted.
- The Foundation Investment Programme Manager (IPM) meets the project owners again within two months of the Support Day to check progress. If the main cause of the poor score is due to lack of participants at the site, then the project may be allocated a Foundation Activity and Sustainability Advisor to provide tailored support.
- If sufficient progress has been made, the IPM will continue to monitor the project to ensure actions are completed and the project will be reviewed at a Support Day the following year. If progress has not been made and no valid reason given, then the project is identified as a continued failure and further steps – including the possibility of external consultants and ultimately, the claw-back of the grant – are considered.

Those projects which score highly are reviewed to see if they demonstrate examples of best practice which could be of benefit to other similar projects funded by the Foundation. If so, further evaluation takes place to document how and why the projects are so successful in certain areas, and this, in turn, influences future policy and investment decisions taken by the Foundation.

### Key statistics

**218**

Support Day meetings took place in 2012

**85.6%**

of projects meeting or exceeding development expectations (SPI target was 90%)

**79%**

of grantees who rated the Support Day meeting process as 'very good' or 'good'

# FACILITIES SCHEME

## ACTIVITY AND SUSTAINABILITY ADVISORS

A team of Activity and Sustainability Advisors (ASAs) were introduced in September 2010 to help deliver the Foundation's key strategic aim of supporting the long-term growth of football participation. They achieve this by focusing on increasing participation and activity at existing Facilities Scheme sites that have been highlighted as not operating at full capacity. In doing so, this ensures the Foundation 'sweats its assets' as much as possible.

ASAs provide tailored, in-depth support to projects, aimed at developing opportunities

to increase participation and activity within a facility whilst ensuring long-term sustainability. As such, they are an integral element of the Foundation's 'through-life' approach to project support. A key element of the ASA work is to engage proactively with key stakeholders and external partners, with the aim of increasing the scope for participation at the facilities being supported. Partnerships include The FA's Just Play scheme, County FA's, Premier League and Football League clubs, Sport England, sported, and others. These relationships are helping to engage

a wide range of participants as well as raising the profile of sites and awareness of their latent spare capacity. The core objective of the ASAs is to increase football participation opportunities, but they also focus on developing the sustainability of the site and have developed a framework based on academic research, which helps to assess, measure and support projects in achieving this goal.

Since their introduction at the end of 2010, ASAs have offered additional support to 61 Facilities Scheme projects.

### MONITORING AND EVALUATION METHODOLOGY:

Facilities Scheme projects which may require additional support, are ranked using a risk matrix; this draws upon data supplied through the online annual Monitoring and Evaluation (M&E) survey, Support Day meeting process and original assessment report. ASAs then carry out further investigation into those projects ranked 'poorly' to determine which projects are most in need of their support.

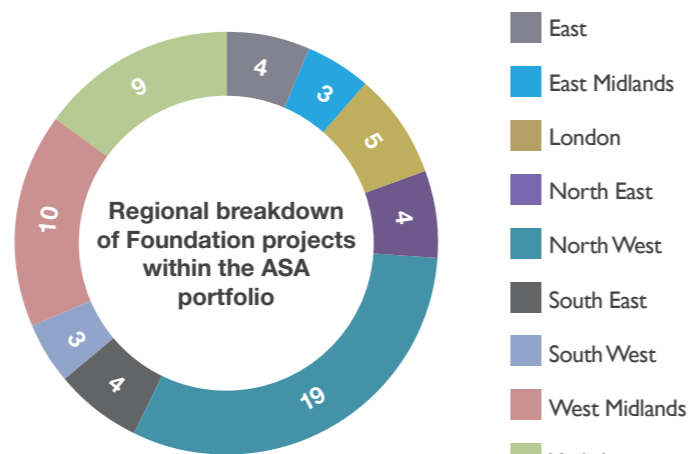
Once selected, ASAs meet with the project's owners and employ a specifically designed toolkit to identify any barriers that are limiting participation and sustainability at the site. As a result of research, consultation and visits undertaken by the ASAs, the common barriers and issues facing projects have been identified:

- Inadequate partnerships, links and pathways to local sports and/or wider community networks.
- Limited PR expertise, lack of targeted or strategic marketing.
- Lack of experience to help maximise revenue opportunities.
- Failure to develop and sustain an appropriate site workforce, comprising managers, coaches and volunteers.
- Weak planning and development in terms of executing and maintaining both Football Development and Business plans.
- Lack of community ownership, coupled with a poor understanding of need in the local area.
- Limited or inadequate local M&E systems and processes.
- Insufficient management and planning structures, resulting in poor project management and governance.
- Inadequate plan to embed sustainability.
- Local competition from other Artificial Grass Pitch facilities, including commercial providers.
- Lack of knowledge around funding opportunities and expertise in developing additional funding bids.

Following on from the initial meeting, agreed actions are carried out to rectify the barriers identified and ASAs continue to provide in-depth support and guidance to projects. Whilst this process is ongoing, projects are required to collect detailed participation figures, which are provided to the Foundation on a quarterly basis so that the impact of the ASA intervention can be measured.

### Portfolio of projects

- With the addition of three Barclays-funded ASAs in early 2011, the team now consists of six members with a split remit between time spent working with Foundation-funded sites and Barclays-funded sites.
- Each of the six ASAs covers a different regional area of the country, which ensures that all projects have access to their local knowledge and support regardless of where they are located.



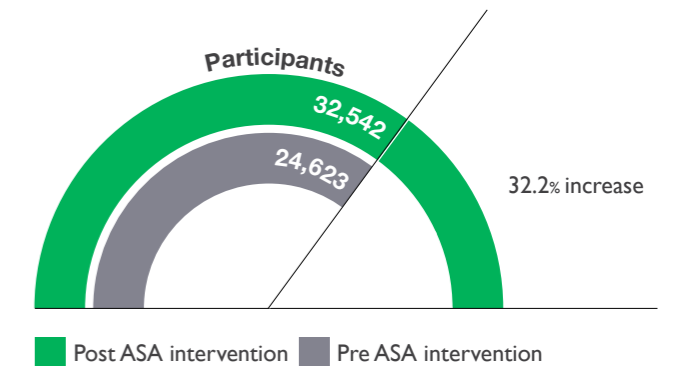
### Impact at Foundation-funded sites

The information presented below is based on those facility projects that the ASAs have been working with for a sufficient period of time to enable an accurate assessment of the impact of their intervention. The participation information is based on 37 projects that completed a verified M&E survey for both the season-pre ASA intervention

(2010-11), and the latest season-post ASA intervention (2011-12). The financial information is based on 21 projects that provided baseline income information for the site at the point of working with the ASA and the same information again once the ASA intervention had been established.

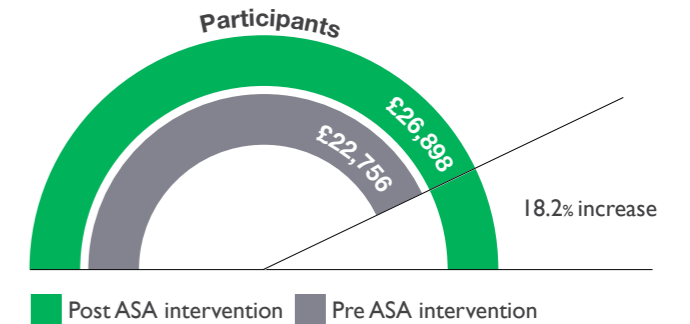
### Participation increase as a result of ASA intervention

- There has been a 32.2% increase in the number of players as a result of ASA intervention at 37 sites.
- This has led to 7,919 extra players taking part in sport during the season 2011-12 compared to the previous season, or an additional 214 players per week per site.
- The average seasonal increase for all Facilities Scheme projects is 8.8%, which means that ASA intervention has increased participation by a further 23.2% on top of the expected rise.
- This presents a strong argument that the ASAs are meeting their core objective of raising participation at Facilities Scheme sites.



### Total weekly income increase as a result of ASA intervention

- As a result of ASA intervention, the total weekly income generated across the sample of 21 projects during season 2011-12 has increased by 18.2%.
- This means an additional £4,143 in income has been generated per week, which averages out at an extra £197 per week, per site.
- The projects were aided in increasing the income at their sites by ASA assistance in a number of areas including: developing new structured opportunities through partnership work; creating better marketing and promotion strategies; and reviewing booking and pricing policies.



### MONITORING AND EVALUATION METHODOLOGY:

The Football Foundation commissioned independent research by the University of Brighton in April 2011. The key objective was to gain an independent understanding, and clarify notions, of sustainability in relation to Foundation and Barclays Spaces for Sports facility projects.

As a direct result of the research, the ASA and Monitoring and Evaluation Teams developed a Sustainability Matrix, which is used to evaluate a project's sustainability. The Sustainability Matrix measures a range of criteria, from governance and finance, to partnerships and community ownership, in order to provide a detailed, objective analysis of a project's sustainability. The ASAs have incorporated the Matrix into the toolkit they use when they initially meet with projects. This allows them to gain a detailed baseline status of the site's sustainability and enables them to provide specific support to areas highlighted as scoring 'poorly'. Every six months this process is repeated to measure the sustainability of the project throughout the intervention period. In addition to this, the same scoring system is to be used within the new project assessment and annual M&E survey, which will give a consistent measure of sustainability throughout the lifetime of the project and highlight how findings from research have been embedded into Foundation procedures.

### Key statistics

**32%** participation increase as a result of Activity and Sustainability Advisors' (ASAs) intervention

**7,919** new participants due to ASAs during season 2011-12

**£197** average increase in income generated per week at each ASA site

**18%** additional income generated per week as a result of ASA intervention

# GROW THE GAME

Grow the Game (GtG) is designed to fund new football activity where it currently doesn't exist, or increase participation where it does and, critically, ensure that this new activity is sustained in the future. GtG has an annual budget of £1.5m, which is allocated from the Foundation's Grassroots Facilities Scheme, which is funded by The FA and the Government.

GtG is closely aligned with The FA's National Game Strategy and aims to increase grassroots football participation across England. This is achieved by offering grants of up to £5,000, over a maximum of three years, to support the new activity needed to provide opportunities for new players. This includes training volunteers to complete coaching qualifications to support

new teams, funding facility hire costs to enable new players to train, and providing funding for publicity to promote the new football activity. In short, providing funding for most things that will get additional activity going. Since GtG was launched in 2010, 880 projects have been funded, with a total project cost of £4.2m.

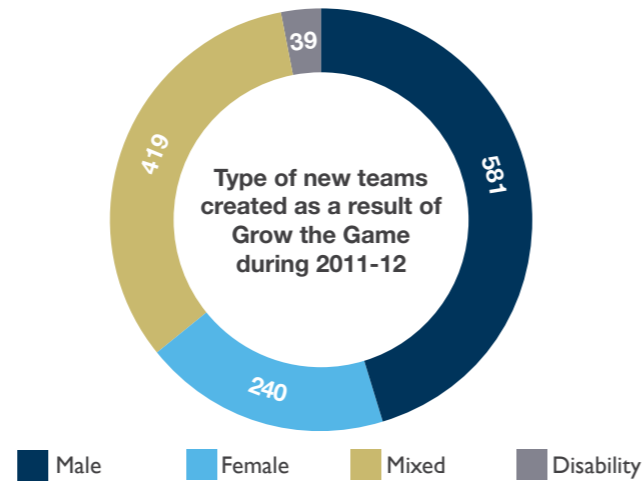
## MONITORING AND EVALUATION METHODOLOGY:

GtG funding is awarded over a maximum of three years, but projects must demonstrate achievement of key objectives each year before funding is released for the following year. At the end of each year, funded organisations are required to return an online Monitoring and Evaluation (M&E) survey. This survey provides us with details of all the outcomes achieved as a direct result of the element of the grant awarded during that year. Results are checked by the relevant Investment Programme Manager and matched against the original expected outcomes. Funding will only be released for the subsequent year if these outcomes have been achieved.

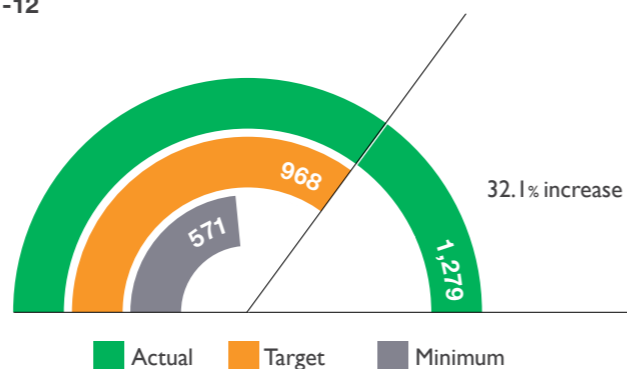
As the M&E survey is only completed at the end of each season, only those funded in 2010 and 2011 have returned M&E data, as those who were funded in 2012 will not complete the first year of the project until the end of the 2012-13 football season. As such, the information contained within this section, is based on 571 projects that have completed either the first or second year of their grants during 2012, using a sample of 369 M&E returns.

## New teams

- In total 1,279 teams were created in the 2011-12 season as a result of GtG funding.
- Each team costs £683 to establish, which represents excellent value for money.
- Over half of the new teams created (52%) are either female or mixed, which highlights the increased provision of women and girls' football as a result of GtG projects.
- When asked if 'Creating new teams would have been impossible without GtG grants', 63% of grantees strongly agreed and 34% agreed, which highlights the importance of GtG in increasing participation through the development of new teams.



Number of actual new teams created in comparison to target figures for Grow the Game projects during season 2011-12



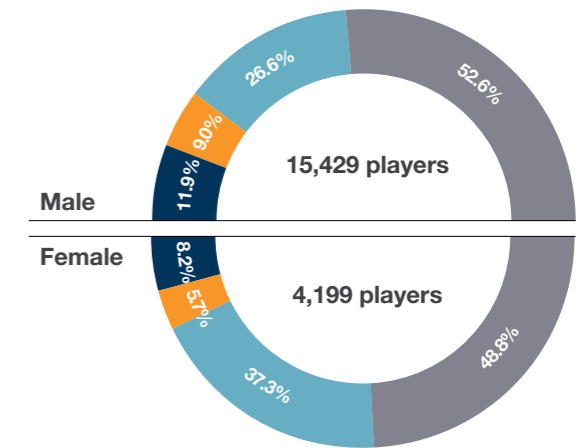
- A minimum of one team per year is expected from each GtG grant, which equates to 571 new teams.
- However, due to the robust application process – which meant only the very best projects were funded – the actual target set at the point of award was often higher, meaning 968 new teams were expected in 2011-12.
- GtG projects actually established 708 more new teams (32.1%) in 2012 than were anticipated.
- This means that an average of 2.2 new teams have been created by each grant in the latest year of their project.
- Extrapolating this performance, it is predicted that 4,927 teams will be established over the full three-year lifecycle of the 880 GtG grants awarded to date.

## New players

- In total, 19,628 new players played football as a result of GtG funding in 2012.
- Although the focus of GtG is on getting new children to play football, a significant proportion of new players (19.4%) are over 16, which amounts to 3,808 players.
- This works out as great value for money, as every £46 invested through GtG, produces a new football player who will play in a structured team environment.

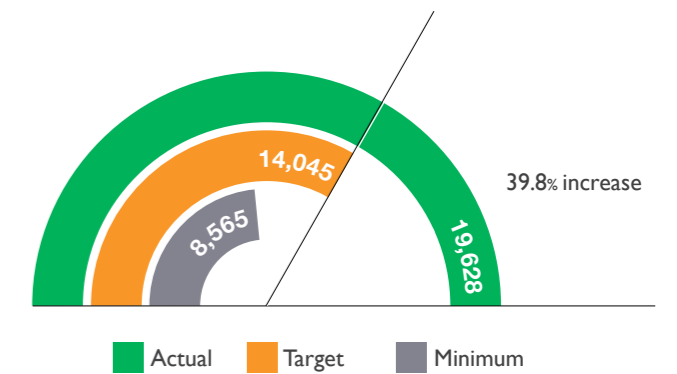


Age range of new players due to Grow the Game in 2011-12



- A minimum of 15 new players per year is expected from each GtG grant, which equates to 8,565 players.
- As a result of only awarding grants to high quality applications the outcome set at the point of award is higher, meaning 14,045 new players was the expected target.
- The actual number of new players exceeded this target by 39.8%, meaning 5,583 more new players played football as a result of GtG in 2012 than were expected.
- This means that an average of 34 new players played organised football per grant awarded during 2012.
- By extrapolating these figures, it is predicted that 75,625 new players will play football over the three years of the 880 GtG grants awarded to date.

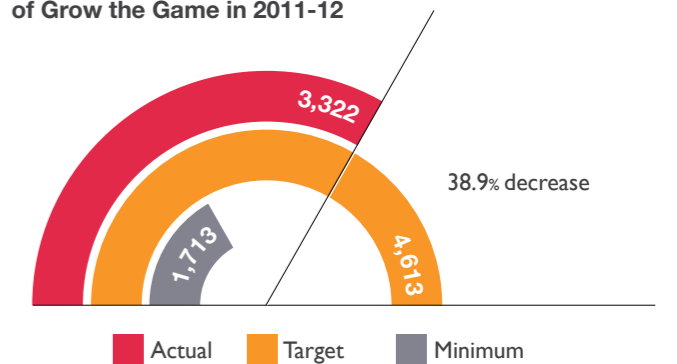
Number of actual new players in comparison to target figures for Grow the Game during season 2011-12



## Newly qualified volunteers

- Key to the sustainability of GtG is the money spent on enabling volunteers to become qualified by completing training courses. Once qualified, these volunteers gain the skills and expertise required to run the new teams effectively, not just during the length of the funded project, but for many years afterwards.
- A minimum of three qualifications per GtG grant, per year, is expected, which equates to 1,713 courses.
- The actual number of qualifications gained was 3,322 (almost double the minimum requirements) including 1,692 FA coaching awards. This works out as 5.8 courses completed per grant.
- However, the number of courses completed is down by 38.9% on the predicted target of 4,613, set at the point of award. An internal review is looking into the cause of this, but initial consultation suggests that an average target of eight qualifications per grant, per year, at the point of award may not be realistic.

Number of courses completed by volunteers as a result of Grow the Game in 2011-12



## Key statistics

**1,279** new teams created through Grow the Game (GtG) projects during season 2011-12

**3,322** courses completed by volunteers through GtG funding in 2011-12

**19,628** new football players due to the GtG projects in 2011-12

**£46** is the average cost for each new player

**34** new players per grant per year, which is 2.3 times the minimum target (SPI target was 15 players)

**6** new qualifications per grant per year, which is close to double the minimum target (SPI target was 3 qualifications)



# PREMIER LEAGUE COMMUNITY FACILITY FUND



The Premier League Community Facility Fund (PLCFF) is a facility scheme funded by the Premier League. This Fund can be accessed by professional clubs through their community organisations and is managed and administered by the Football Foundation. The Fund is open to all football club community-led organisations from the Premier League, Football League, and Football Conference, including the Conference North and South Divisions.

The PLCFF's overall aim is to provide facilities aligned to professional club community-led inclusion schemes, which will serve to increase sports participation and physical activity in deprived, inner city areas. The PLCFF sits under the Premier League Creating Chances (PLCC) umbrella brand for community good causes, which has the stated purpose: "through the power of football we make a difference, empowering our clubs to create opportunities at the heart of their communities that bring people together and change lives for the better".

The PLCC has the following four domestic strands – Community Cohesion, Education, Health and Sports Participation – and the PLCFF will contribute to meeting strategic objectives under each of these areas.

To date, £1.65m has been awarded to five PLCFF projects, with an additional £7.52m leveraged through partnership funding (82% of the total project cost of £9.17m). This means that for every £1 awarded through the PLCFF, an additional £4.56 has been invested through partnership funding.

## MONITORING AND EVALUATION METHODOLOGY:

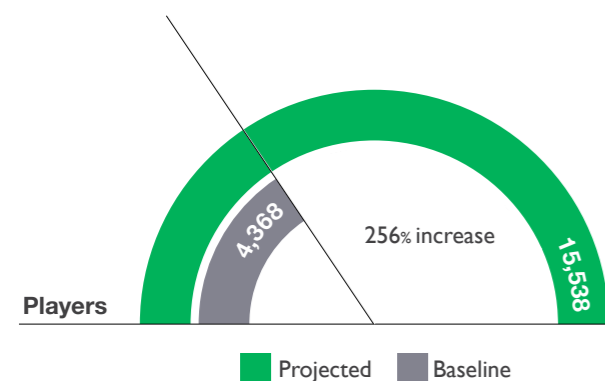
PLCFF sites are required to complete an annual Monitoring and Evaluation (M&E) survey at the end of every season once a facility is open for use. This easy to complete, online survey, collects site participation, coach development and financial data, and provides an overview of how the projects are delivering against expected outcomes. This survey also gives the grantee the opportunity to provide qualitative information about key areas of the project in greater detail. In addition, a series of Support Day meetings will take place in 2013 to provide face-to-face post-award support to PLCFF projects.

The focus within this year's Report is on projected figures, as actual figures will not be available until the end of the 2012-13 season.

## Participants

- Based on predicted participation figures agreed when funding was awarded, it is expected that there will be a significant increase in sports participation at PLCFF sites.
- As a result of a tailored five-year Development Plan each project will deliver, it is expected that an extra 11,170 (256%) participants will play at PLCFF sites.
- This is over 3.5 times the baseline user figures provided prior to funding at the five sites.
- This increase will see an average of 3,108 participants at each site benefiting from the new facilities per week.
- It is expected that 71% of these participants will play football, whilst the remaining 29% will take part in multi-sport activity.

## Projected number of new participants at PLCFF sites



## Key statistics

**15,538** participants expected to play sport each week at the five Premier League Community Facility Fund (PLCFF) sites funded to date

**29%** of players will take part in multi-sport activity

**3,108** is the average number of participants per site who are predicted to benefit from access to new facilities

**3.5** is the number of times total participation is expected to increase by at Premier League Community Facility Fund (PLCFF) sites

**£7.5m** partnership funding leveraged by the PLCFF, which accounts for 82% of the total project cost

# BARCLAYS SPACES FOR SPORTS



## BARCLAYS SPACES FOR SPORTS FLAGSHIP SITES

Barclays Spaces for Sports is a community-based sports programme, which uses sport as a platform to help young people develop life skills and revitalises disadvantaged communities in a sustainable way. The programme is part of Barclays' Citizenship strategy, in terms of how it supports the local communities in which it operates. Since 2004, Barclays has developed 200

physical sports sites across some of the country's most disadvantaged areas. These are managed in partnership with the Football Foundation and are used by over 53,000 people every week. Participation, not sporting excellence, is the focus.

Barclays has invested over £37m in Spaces for Sports, with the total programme now valued at over £67m.

The UK programme has built 26 flagship sites in partnership with professional football clubs and 176 local sites. These facilities offer a range of sports including football, basketball, netball and tennis, through to skateboarding and BMX riding.

## MONITORING AND EVALUATION METHODOLOGY:

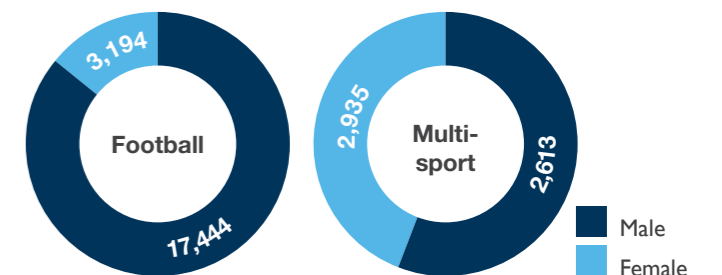
Every flagship site is required to complete an online Monitoring and Evaluation (M&E) survey at the end of each season. The 2011-12 survey was developed using Upshot – a new online management system developed by the Football Foundation – to improve the user experience when providing this information. The M&E survey collects detailed participation, workforce and football development details which provide an overview of how each site is delivering against expected outcomes. It also allows users to indicate the sustainability of their project.

25 of the 26 of the flagship sites (96%) completed the 2011-12 M&E survey, meaning the information provided on this page gives a full account of activity at these sites.

## Participation

- During the 2011-12 season, 26,186 participants regularly played sport at Barclays Spaces for Sports flagship sites.
- This works out as an average of 1,047 players at each site, per week.
- As expected, the main sport played at the Barclays Spaces for Sports flagship sites was football, which accounted for 20,638 players (or 78.8% of the activity).
- 5,548 participants took part in additional sports, with close to half of female activity (2,935 players) in other sports.

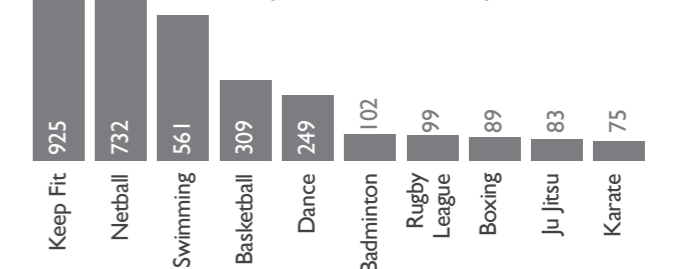
## Participation at Barclays Spaces for Sports flagship sites during season 2011-12



## Multi-sport

- Participants took part in 27 different sports at Barclays Spaces for Sports flagship sites.
- Of these sports, the ten most popular (other than football), in terms of the number of people taking part, is shown in the graph opposite.
- Having such a broad range of sporting activities delivered at 26 Barclays Spaces for Sports flagship sites is important in attracting players of all ages and genders to participate in physical activity.

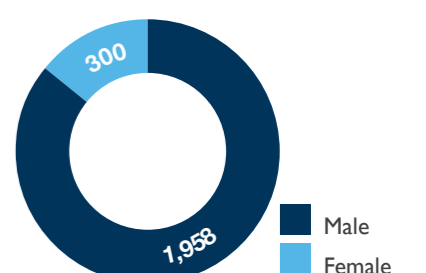
## Top ten sports played at Barclays Spaces for Sports flagship sites during season 2011-12 (other than football)



## Coaching qualifications

- 188 courses were held at Barclays Spaces for Sports flagship sites during the 2011-12 season, which included a range of accredited football coaching qualifications and first aid courses.
- 2,258 people completed these courses, which not only helps their personal development, but also enables them to deliver future sporting activity safely and effectively.

## Breakdown of coaching qualifications delivered at Barclays Spaces for Sports flagship sites during season 2011-12





# BARCLAYS SPACES FOR SPORTS

## BARCLAYS SUSTAINABILITY FUND

This year has seen the continuation of a 'sustainability strategy' managed by the Football Foundation on behalf of Barclays.

The strategy provides financial and non-financial assistance to help Barclays Spaces for Sports sites become more sustainable. The non-financial assistance is offered by

regional Activity and Sustainability Advisors (ASAs) who provide advice and support to sites nationwide. In addition, Barclays has provided a Sustainability Fund which allows sites to apply for additional funding to help protect their future and ensure a long-term legacy. This has resulted in grants

worth just over £351,000 being awarded, with £224,000 partnership funding also leveraged. This money helps sites improve their facilities, hire additional members of staff or increase the range of sports sessions offered on site.

### MONITORING AND EVALUATION METHODOLOGY:

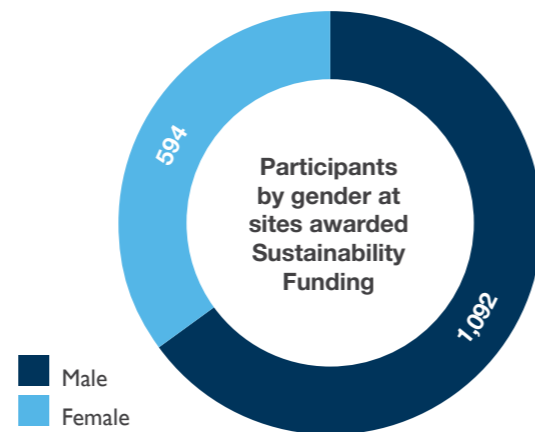
Barclays uses Upshot to manage, monitor and evidence all sites awarded Sustainability Funding. Upshot is a new online management system – developed by the Football Foundation – which enables organisations to easily manage attendee data, track participation and monitor progress towards targets.



Of those sites that have been awarded Sustainability Funding, 13 have adopted the Upshot system, with the remaining funded sites due to be added to the system shortly. As Upshot allows users to manage their sites on a day-to-day basis, live reports are able to be generated to show current progress on both an individual and collective level. This information is easily linked into strategies, which allows Barclays to see how each site contributes to the Sustainability Fund's overall targets. As such, the information included within this page, is taken from a snapshot of activity delivered at the 13 sites at the time of writing this publication.

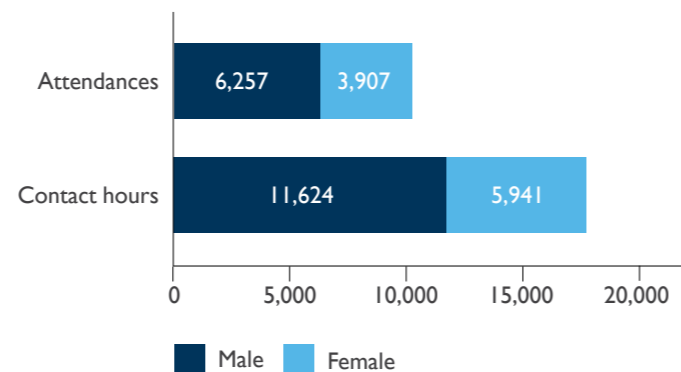
### Participation

- 1,686 participants have taken part in activities at the 13 funded sites.
- 1,092 of these participants are male (65%).
- 594 of these participants are female (35%).
- Upshot allows sites to track each of these participants to gain a clear understanding of individuals' progress.



### Sustained contact

- All of the sessions delivered as a result of a site receiving Sustainability Funding are measured through Upshot thus allowing the number of attendances and contact hours for each site to be tracked.
- Each time one of the 1,686 unique participants attended a session on one of these 13 sites, an attendance is recorded. At the time of writing 10,164 attendances were recorded, of which 38% were female, indicating that regular participation was higher for females.
- 17,565 contact hours were delivered.



# BARCLAYS SPACES FOR SPORTS

## ACTIVITY AND SUSTAINABILITY ADVISORS

The Activity and Sustainability Advisors (ASAs) play an important role in delivering Barclays Spaces for Sports' sustainability strategy. Six ASAs, based regionally, support Barclays Spaces for Sports sites across the UK to help underpin their long-term sustainability. ASA intervention at sites focuses on this remit and, as a result, Barclays Spaces for Sports sites have

shown increased participation, usage and income generation figures. Individual ASAs support the sites across a range of areas including finance and business planning; workforce and volunteer development; partnership development; and marketing and promotion. ASAs work with a wide range of facilities in the Barclays Spaces for Sports portfolio, from Skate Parks and

Tennis Courts to flagship sites and BMX tracks. Each ASA has a target of six new sites to provide intervention to each year. More detail on the processes the ASAs follow to enhance the sustainability of sites, together with details of the Sustainability Matrix, can be found on page 19 of this Report.

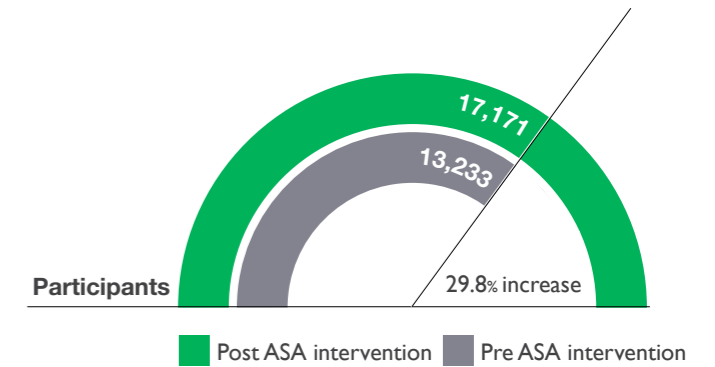
### MONITORING AND EVALUATION METHODOLOGY:

Barclays Spaces for Sports sites that may require additional support are highlighted using the data supplied through the online Monitoring and Evaluation (M&E) survey, supported by recommendations made by the Barclays Spaces for Sports Programme Manager. Once selected, ASAs meet with these sites and go through a specifically designed toolkit to ascertain the barriers that are limiting participation and preventing sustainability at the site. Agreed actions are carried out in order to rectify the specific issues which have been identified, at which point ASAs continue to provide in-depth support and guidance to sites. Sites collect detailed participation figures for the Foundation on a quarterly basis in order to measure the impact the ASA intervention is having. In addition, relevant qualitative information is also recorded by the ASAs in order to measure progress towards sustainability.

### Impact at Barclays Spaces for Sports sites

- At the time of publication, ASAs had provided in-depth support to 18 Barclays Spaces for Sports flagship projects.
- The results presented in this graph show comparative participation rates for the two latest seasons, taken from the annual M&E surveys returned by each of these projects.
- ASA intervention has resulted in 3,848 additional participants per week over the course of the most recent season 2011-12
- This equates to a rise of 28.9% in participation within the latest season.

### Weekly participation increase as a result of ASA intervention



### Key statistics

**26,186** participants played sport at the 26 Barclays Spaces for Sports flagship sites each week during season 2011-12

**2,258** people gained qualifications as a result of 188 courses being delivered at Barclays Spaces for Sports flagship sites

**27** different sports were played at flagship sites

**£351,000** awarded through the Barclays Sustainability Fund, with an additional £224,000 leveraged through partnership funding

**1,686** participants regularly attend sessions and have had 17,565 contact hours, at 13 sites awarded Sustainability funding

**38** Barclays Spaces for Sports sites ASAs started working with during season 2011-12 (SPI target was 36)

**29.8%** increase in participation due to ASA intervention at 18 flagship sites during the latest season 2011-12

# MAYOR OF LONDON: FACILITY FUND

The Mayor of London: Facility Fund (MoL:FF) was launched in 2010 and is part of the Mayor's commitment to deliver a sporting legacy for London from the 2012 Olympic and Paralympic Games. The Foundation won the contract to manage the MoL:FF, which was allocated a budget of just under £7m spread across three years. The overall aim of the Fund is to raise participation levels in sport in each

London Borough through the funding of new and refurbished sports facilities. The MoL:FF helps provide affordable, good quality, accessible facilities within London communities.

To date, £5.5m has been awarded to 77 MoL:FF projects, with an additional £34.6m leveraged through partnership funding (86% of the total project cost of £40.2m). This

## MAYOR OF LONDON

means that for every £1 awarded through the MoL:FF, an additional £6.30 has been invested through partnership funding. MoL:FF has funded at least one facility in each of the London boroughs, and due to the diverse nature of the projects, over 17 different sports are played at the 21 sites currently open and in use.

### MONITORING AND EVALUATION METHODOLOGY:

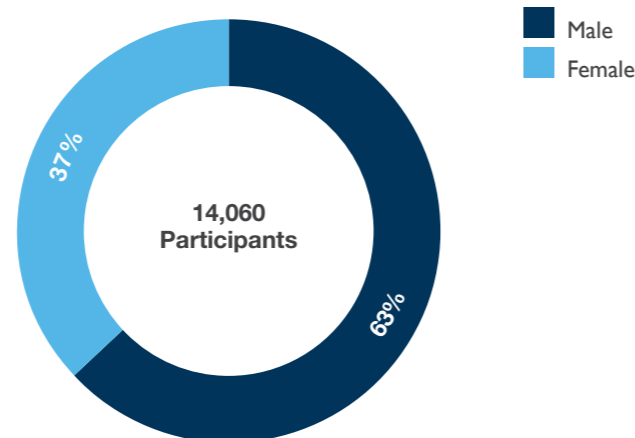
MoL:FF sites are required to complete a Monitoring and Evaluation (M&E) survey at a period of six, 12 and 24 months after the site is open for use. This easy to complete online survey collects participation, coach development and financial data and provides an overview of how the projects are delivering against expected outcomes. The survey also gives the grantee the opportunity to provide qualitative information about key areas of the project in greater detail.

Due to the staggered dates at which sites finish construction, and then open for use, each individual project is at a different stage of their M&E life-cycle. As such, 21 projects have completed at least one M&E survey, and the results shown in this section are based upon these sites' latest returns.

### Participants

- 14,060 participants took part in sport at 21 MoL:FF sites each week during 2012.
- This averages out as 670 participants at each funded site.
- 8,829 of the participants are male and 5,231 are female, which means that a relatively high proportion of the participants (37%) are women and girls compared to facility usage at Foundation facility sites.

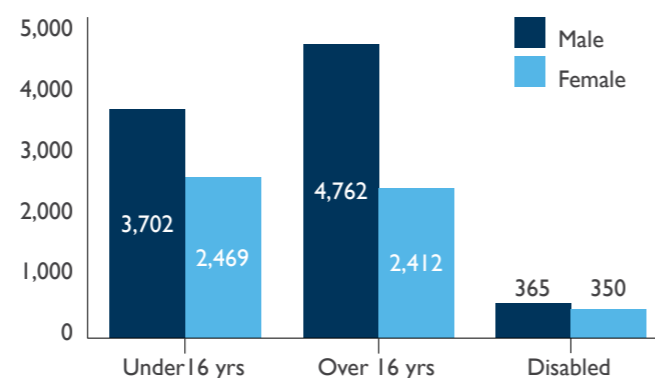
Number of participants at MoL:FF sites during 2012



### Participation breakdown

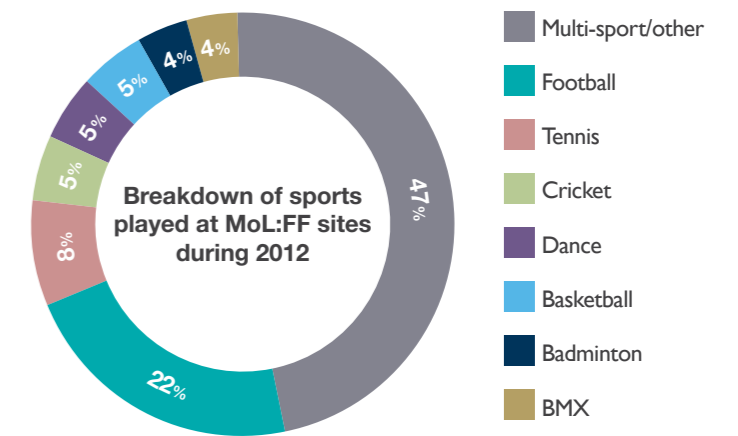
- Participants from a broad range of ages play sport at MoL:FF sites each week.
- 6,171 of the participants are aged under 16 and 7,174 aged over 16, which means there is a fairly equal split (46:54) between the younger and the older participants that use MoL:FF sites.
- 5% of the participants at MoL:FF projects are disabled, which accounts for 715 people.

Breakdown of participants at MoL:FF sites during 2012



### Multi-sport activity

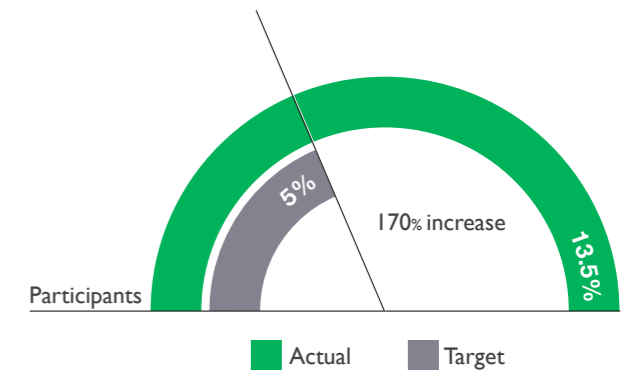
- MoL:FF has funded a wide range of projects, as highlighted by the variety of sports played at the sites.
- At least 17 different sports are being played at 21 sites that have returned M&E information.
- MoL:FF has also funded less traditional sporting facilities – such as outdoor gyms, climbing walls, and gymnasiums – which accounts for the high proportion (47%) of activity listed as multi-sport or other.



### Inactive to active

- A key target of the MoL:FF scheme was to engage with people assessed as 'inactive'\* and help to encourage them to become active by playing sport at funded sites.
- 13.5% of the participants using MoL:FF sites were previously inactive, which is well ahead of the target of 5%.

\*The definition of inactive is someone who has taken part in less than 1 x 30 minutes of moderate intensity exercise in the past four weeks.



### Support Days

- At the end of each meeting, projects are given a score of 0 - 5 (with 0 being very poor and 5 being very good).
- 11 projects (85%) seen to date scored 3 or above, meaning they are meeting or exceeding all of their objectives.
- Two projects scored 1, meaning they are not currently delivering all of their objectives.
- A detailed action plan has been established to get these projects back on track, and a follow up meeting scheduled to ensure progress is being made.
- Clearly, the strength of the Support Day meeting is in providing visibility of a project's progress, so support can be given to rectify any problems quickly.

### MONITORING AND EVALUATION METHODOLOGY:

All MoL:FF projects are required to attend an annual Support Day meeting within a year of the funded site being open and in-use. The Support Day meeting involves the grantee and their Foundation representative reviewing the Development Plan and providing an update on the project face-to-face. This continuous improvement process not only ensures that underperforming facilities are given the necessary support to get them back on track, but is also used to pinpoint how successful projects can perform even better. The information below is based on a small sample of eight projects that had attended a Support Day meeting at the time of publication.

### Key statistics

**100%** of London Boroughs have received at least one project funded through the Mayor of London: Facility Fund (MoL:FF) (SPI target was 100%)

**£34.6m** of partnership funding leveraged through MoL:FF (SPI target was £11.5m)

**13.5%** of people playing at MoL:FF sites who were previously categorised as 'inactive' (SPI target was 5%)

**14,060** participants at MoL:FF sites each week during 2012

**17** different sports played at 21 funded facilities

**85%** of projects meeting or exceeding development expectations





As part of our continued commitment to research and evaluation, the Foundation was keen to assess the economic benefit that has accrued from its investment into grassroots facilities. To gain a credible understanding into this subject matter, it was agreed that an external research consultant would be sought to undertake this work. After consultation, the Centre for Economics and Business Research (Cebr) was chosen to carry out this research, as they had the necessary expertise in this area, and had developed tried and tested economic models – owing to similar work undertaken for the construction industry – which could be adapted to this research.

Cebr is an independent economics and business research consultancy, established in 1993, providing forecasts and advice to City institutions, Government departments, third sector organisations and numerous blue chip companies throughout Europe. Cebr helps businesses to understand how the economic environment will impact their organisational performance, and what the risks and opportunities to their business are likely to be going forward. Cebr are renowned commentators on the UK and global economy, and was voted the best GDP forecaster for 2011 by five independent assessments, including HM Treasury.

This section details the key findings from the research Cebr produced – The

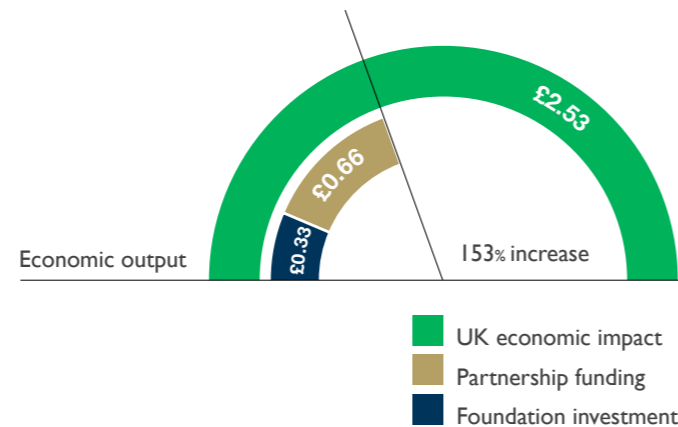
macroeconomic benefits of investment in Grassroots Facilities – which provides a strong argument for the economic benefits that occur as a result of Foundation investment. These findings relate to 80 Foundation facility projects that started construction in 2011, of which a sample of 47 provided information, which was used to form the basis of the economic modelling.

It should be noted that the scope of the research focussed on the immediate macroeconomic benefits due to the construction and operational phase of the facilities, and as such, does not take into account the wider social benefits (and their resultant economic impact) that may also occur.

## Multiplier effects as a result of Foundation investment

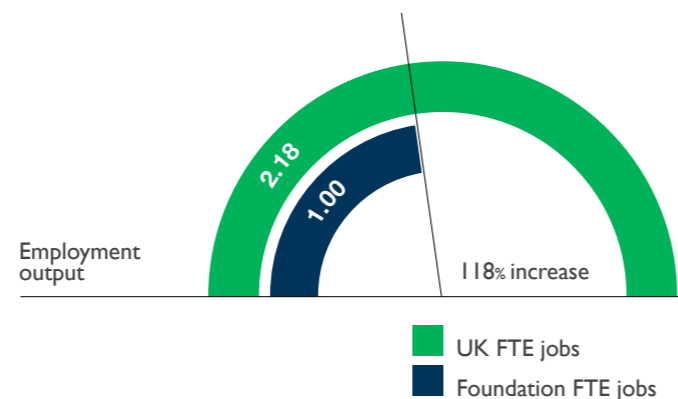
- The economic output multiplier for grassroots sports facilities is £2.53.
- For every £1 of output generated directly by contractors required for grassroots facility investments and operations, an additional £1.53 of economic output is generated in the wider economy through indirect (£0.97 demand stimulus through supply chain) and induced (£0.56 increased incomes which induces consumer spending) impacts.
- In comparison to other activities – such as the arts, entertainment and recreation sector, which has as an output multiplier of £2.22 – investment in grassroots sports facilities, appears to generate higher multiplier effects.
- Every 33p invested by the Foundation generates a total output multiplier impact of £2.53. This implies that the Foundation's funding unlocks £7.73 for every £1 granted.

### Economic output multiplier



- The domestic employment multiplier as a result of Foundation investment is equal to 2.18.
- For every one Full-Time Equivalent (FTE) job generated directly by contractors required for grassroots facility investments and operations, an additional 1.18 FTE jobs are expected to be generated in the wider economy through indirect and induced impacts.

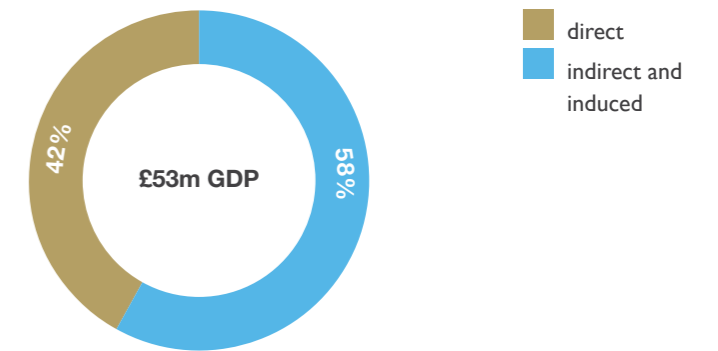
### Employment multiplier



## Gross Domestic Product

- In 2011, the Foundation provided around £15m of funding towards 80 construction projects requiring a total investment of £46m.
- This total investment in construction is expected to generate £22m in GDP through direct impacts and an additional £31m through indirect (demand stimulus through supply chain) and induced (increased incomes which induces consumer spending) impacts.

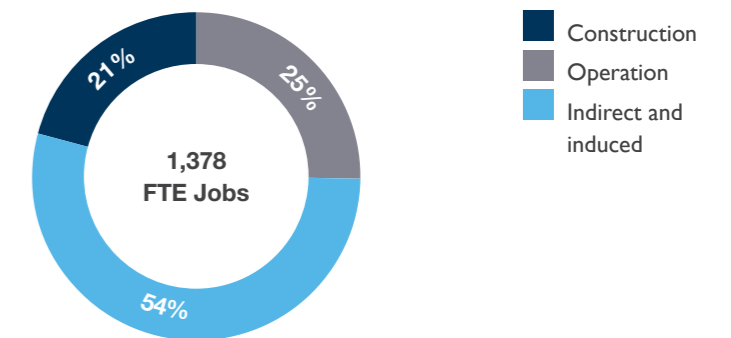
## Foundation grassroots facilities contribution to the UK Gross Domestic Product (GDP) in 2011



## Employment

- In 2011, the Foundation funded projects which are expected to directly support a total of 4,992 jobs during the construction (4,458 jobs) and operation (534 jobs) phase on a part-time or full-time basis.
- This equates to 632 Full-Time Equivalent (FTE) jobs, of which 344 are supported during the construction phase.
- For every million pounds invested in construction projects, 7.5 FTE construction jobs and 6.3 FTE operational jobs are supported.
- In addition to direct employment impacts, an extra 1.18 jobs are created for each job directly supported by investments.
- This means that in total, 1,378 FTE jobs are expected to be supported as a result of the Foundation's investment in 2011.

## Full-Time Equivalent (FTE) jobs created as a result of investment into Foundation grassroots facilities in 2011



## Local firms and volunteers

- In 2011, 73% of the construction jobs were sourced locally, benefitting at least 1,050 different local firms across the country.
- Once all the projects that started construction in 2011 are operational, around 2,700 additional volunteers will be required to run facilities and deliver football development – the value of this volunteering is estimated to be worth £9.5m in economic output.
- For every 100 volunteers recruited, 25 staff are able to be employed on either a part-time or full-time basis for a range of activities (e.g. site management, coaching, football development, cleaning, bar activities).

## Proportion of construction jobs sourced locally



### Key statistics

**2.53**

is the economic output multiplier for grassroots sports facilities

**£7.73**

is generated in the UK economy for every one pound awarded by the Foundation on grassroots facilities

**2.18**

is the domestic employment multiplier as a result of Foundation investment into grassroots facilities

**£53m**

contribution to UK GDP as a result of 80 Foundation projects in 2011

**1,378**

Full-Time Equivalent jobs created as a result of Foundation investment in 2011

**73%**

of construction jobs sourced locally

**1,050**

local firms that benefited from Foundation investment in 2011

**£9.5m**

is the estimated economic value of 2,700 volunteers required to run facilities once operational



# ENDORSEMENT

## AN EXTERNAL REVIEW OF THE FOUNDATION'S MONITORING AND EVALUATION

Having strategically developed, supported and evaluated social funders for many years, including Big Lottery Fund and most recently the Community Foundation Network and Comic Relief, I was asked by the Foundation to undertake an independent assessment of its Monitoring and Evaluation (M&E) function to determine whether its processes for evidencing achievements and gauging success were robust and credible.

The Foundation passed all of the end-to-end process checks, with the participation data being consistent with process requirements and valid for the analysis required for strategic and stakeholder information. In particular, the participation figures were established using a logical formula applied to data with appropriate data collection methods and controls.

There is attention to detail within data analysis, and a conscientious approach to ensuring consistency and accuracy of data. Much effort has also been given to ensuring accessibility and ease of collecting data, with work already being carried out on streamlining practices for future benefits.

I have identified some areas that would provide opportunities for the Foundation to further strengthen the M&E function and I look forward to seeing the progress.

Overall the Foundation takes a diligent approach to M&E, clearly investing in solid data processes and credible data analysis. As a social funder it has great potential to demonstrate the effectiveness of supporting communities through multiple resources, including creating positive environments, people support, and providing opportunities for developing health and wellbeing activities.



A handwritten signature in black ink, appearing to read 'Rose Challies'.

Rose Challies







— ■ FUNDING PARTNERS ■ —

**improving facilities • creating opportunities • building communities**

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