



COACHING CHANGES LIVES

**An SROI evaluation of the Level 2 Doorstep
Sport Coaching Programme and coaching
session delivery on Tyneside (2014–2015)**

**Summary Report
Sports Coach UK
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Full SROI report assured by

SOCIAL VALUE UK

Background – SROI

Social return on investment (SROI) is a framework for measuring value that changes the way we communicate the impact of our work. SROI looks way beyond the bottom line. By working closely with stakeholders who have experienced the activities we deliver, SROI identifies and values social, environmental and economic outcomes. This gives us a broader and clearer understanding of the value, or social value, we create.

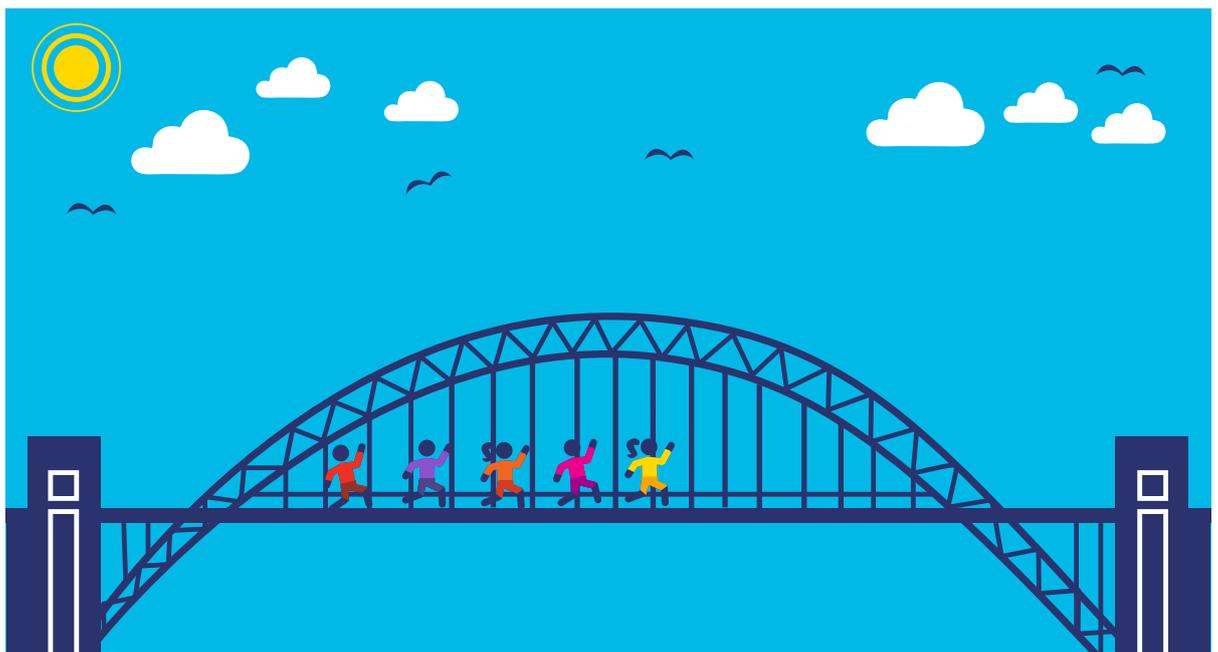
Introduction

This document briefly summarises the findings of Sports Coach UK and StreetGames' SROI evaluation, conducted on Tyneside between September 2014 and July 2016.

The full report, including an introduction to SROI, a full glossary of SROI terminology and the rationale for all decisions taken in the research, can be found on our website. It also includes confirmation that the full report has received report assurance from Social Value UK, the national network for social value and social impact¹.

The SROI evaluation aimed to answer the following question:

What is the value of developing coaches to deliver high quality coaching sessions (on Tyneside)?



¹ www.socialvalueuk.org

Scope

To answer this question, the scope of the evaluation focused on two key phases of the coach development process:

- **Phase 1: The Training Phase** – coaches developing their coaching ability by undertaking the StreetGames Level 2 Doorstep Sport Coaching Programme
- **Phase 2: The Delivery Phase** – coaches delivering high quality coaching sessions after becoming Level 2 qualified in Phase 1.

The evaluation focused on five coaches who experienced a range of outcomes as they progressed through these two phases, completing their training in Phase 1 and delivering coaching sessions in Phase 2.

The coaching sessions they delivered in Phase 2 led to outcomes for 32 participants and the three organisations the sessions were delivered on behalf of. Therefore coaches, participants and organisations are the three key stakeholder groups included in the evaluation.

The outcomes identified and valued for each group occurred as a result of the activities they experienced during Phase 1 and Phase 2. In total, 31 individuals who directly experienced the activities delivered during Phases 1 and 2 were consulted throughout the evaluation.

Inputs

The total cost of developing five coaches during Phase 1 and the coaching sessions they delivered during Phase 2 was £30,852.57.

This included the cost of the qualification for each individual, significant time investments from their project coordinators (the individuals from their organisations responsible for supporting them throughout the qualification and finding coaching opportunities), mentoring costs and facility costs for the coaching sessions they delivered.

Outcomes

The evaluation identified a number of important outcomes for the three key stakeholder groups.

These outcomes are illustrated in theory of change diagrams, which are included at the end of this document. The theory of change for each stakeholder group shows the story of how inputs and outputs led to different outcomes or changes for each group.

Coaches

(Two subgroups – paid and volunteer coaches)

During Phase 1, paid coaches developed the ability to deliver/lead high quality coaching sessions, and this led to them securing sustainable part-time employment in a paid coaching role.

Volunteer coaches also developed the ability to deliver/lead high quality coaching sessions. This led to them securing sustainable part-time employment in a volunteer coaching role, which in turn led to them securing employment in a paid non-coaching role (retail-based).

In Phase 2, coaches' confidence and self-esteem increased from delivering sessions. Their career prospects also improved, and this increased their desire to progress and continue learning/working (ie enhanced their aspirations).

Participants

Participants who attended the coaching sessions delivered by the coaches in Phase 2 got fitter, healthier and better at sport. Their confidence and self-esteem increased, and this led to them exhibiting more positive attitudes and behaviours towards sport and physical activity.

Organisations

The organisations the coaches delivered coaching sessions on behalf of in Phase 2 experienced an outcome of increased access to more potential coaching employees. (This resulted in cost savings generated by people being inspired/recommended to enquire about a coaching position by the coach.)

Overall

The outcomes identified for the three stakeholder groups align to the five key outcomes in the government's new sport strategy – *Sporting Future: A New Strategy for an Active Nation* – as summarised in the table on the next page:

Government Strategy Outcomes	SROI Evaluation Findings
<p>Physical well-being</p> <p>Measured by increase in % population meeting Chief Medical Officer (CMO) guidelines and decrease in % of population inactive.</p>	<p>Adult participants moved from inactive to active as a result of the coaching sessions delivered. Coaching provided to children in schools ensured they met CMO guidelines for physical activity.</p>
<p>Mental well-being</p> <p>Measured by improved subjective well-being.</p>	<p>Both coaches and participants reported significant increases in their confidence and self-esteem.</p>
<p>Individual development</p> <p>Measured by levels of self-efficacy (confidence and control of destiny).</p>	<p>Participants exhibited more positive attitudes/behaviours towards sport, including changing their behaviour from inactive to active.</p> <p>Coaches achieved qualifications, became employed (in coaching and non-coaching roles) and reported significant increases in confidence/self-esteem, and this increased their aspirations in terms of wanting to progress in their careers and continue learning and working.</p>
<p>Social and community development</p> <p>Measured by levels of social trust.</p>	<p>The coaching sessions delivered by coaches were to other individuals in low socio-economic groups living in the same communities (as per the StreetGames ethos). A strong sense of community development was evident throughout the evaluation.</p>
<p>Economic development</p> <p>(Measured by gross value added [GVA] by sport sector).</p>	<p>Although the evaluation does not calculate value in terms of GVA, significant return on investment is identified in social value, including value identified for organisations that employ coaches (via the role model effect). The evidence suggests coaching is a viable development option for other individuals in disadvantaged communities.</p>

The total value estimated for the outcomes experienced by each stakeholder group is included in the table (before any necessary deductions or projections²):

Stakeholder	Total Value
Coach outcomes (Phase 1 and 2)	£20,451.22
Participant outcomes (Phase 2)	£8342.53
Organisation outcomes (Phase 2)	£14,400.00
Total	£43,193.75

² These are explained in full in the main report.

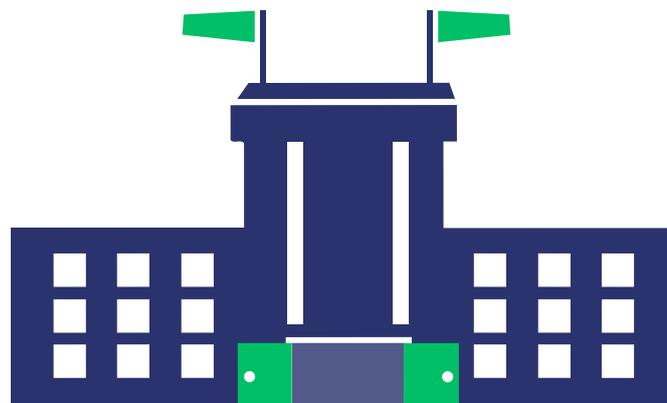
When projected forwards over a five-year period, after taking into account the discount rate and drop-off³, the total present value of the outcomes identified was £92,142.18.

This figure was divided by the total investments made to estimate an SROI ratio of 2.99:1 (rounded up to 3:1). Therefore:

For every £1 invested, the activities delivered for this cohort of coaches on Tyneside returned £3 worth of social value.

In other words, **the value of developing this cohort of coaches to deliver high quality coaching sessions is equivalent to £3 worth of social value for every £1 invested.**

For every  **invested in these coaches on Tyneside,**



 **£3** worth of social value was returned

The findings support five key conclusions emerging from the research.

³ Ibid

Conclusions

We recommend those within and outside the coaching industry use the findings from this study to learn how coaching can be developed and improved in future.

1 The evaluation strengthens the case for sustained investment in coaching by demonstrating the broader value it creates.

An SROI ratio of £3 for every £1 invested, across three stakeholder groups, further supports the view that coaches have a very positive impact on their own lives and the lives of people around them.

This message becomes arguably even more powerful when relayed via an SROI evaluation. The impact created by this cohort of coaches shows those outside the industry a specific local example of how broad and sizeable the benefits of coaching can be. The outcomes identified align to the five key outcomes in the government's new sport strategy, as detailed in the table on page 5.

While the results of this evaluation are relevant to this small cohort of coaches only, there is no reason why other projects and interventions in other parts of the country cannot achieve similar results by following the same formula – investing in developing high quality coaches (through high quality training provision) who are capable of delivering high quality coaching sessions.

2 Quality remains key for coach training and delivery.

Building on the conclusion above, the evaluation has shown the value of developing coaches (Phase 1) to deliver high quality coaching sessions (Phase 2).

We believe Phases 1 and 2 form part of the same process – the results also confirm this is the case. The total value of the outcomes identified for coaches (before any deductions or projections) in Phase 1 (their Level 2 training) was £14,572.47, compared to a total value of outcomes for coaches, participants and organisations of £28,621.28 in Phase 2 (when coaches go on to deliver high quality sessions).

This shows greater value is created in Phase 2, when coaches are delivering high quality coaching sessions. However, we know that this delivery cannot happen without coaches first completing a high quality education and training programme in Phase 1.

The point to note here is that high quality training and development remain the key to delivering high quality sessions (and realising the value this creates). Without the foundations put in place by high quality training and development programmes, coaches will not be capable of delivering high quality sessions, the type of which created significant value for stakeholders on Tyneside. Put simply, there is no shortcut to realising the value created by high quality coaching. High quality coach development must come first.

3 Coaching provides a genuine development opportunity for individuals in disadvantaged communities.

It is generally accepted that people living in disadvantaged communities have less access to opportunities to develop themselves. While based on a small sample, this evaluation shows that when individuals in such communities are given the opportunity to develop themselves through coaching, they can achieve significant outcomes.

Obtaining recognised, accredited qualifications, becoming employed (volunteer and paid), enhancing mental well-being through increased confidence and self-esteem, and becoming more motivated for the future were all effects identified in coaches involved in this study. In the context of the government's new sport strategy, it would be hard to argue that these are not significant findings for those seeking to develop disadvantaged communities.

And as this study has shown, as well as helping to develop themselves, individuals who develop themselves in coaching will also create value for those around them, benefiting their community as a whole. The results help make a stronger case for coaching to be seen as a genuine development opportunity for individuals in disadvantaged communities.

4 Retaining coaches will create additional value in future.

The value of impact created drops off significantly in year 2 onwards. This is because many of the outcomes identified on Tyneside took place either during the activity (while coaches are completing their Level 2 training or delivering coaching sessions) or projected one year afterwards. If coaches can be retained for longer periods of time, there is no reason why the high impact and value they create in years 0 and 1 cannot be replicated in year 2 onwards.

5 Coaches are ideally placed to recruit the next generation of the coaching workforce.

The value created by the role model effect (where coaches inspire others to consider becoming coaches themselves) can present coaching organisations with significant cost savings, not to mention benefit the coaching industry workforce as a whole, as more people enter as a result of being inspired and motivated (thus potentially making them more likely to engage/remain engaged as coaches).

The organisations involved in the evaluation encourage their coaches to be role models. However, this is not a requirement of the role, and it is difficult to think that the lengths these specific coaches went to were simply an example of them doing their jobs.

This summary is based on our full SROI evaluation report, which has been assured by Social Value UK, the national network for social value and social impact.

The full report can be viewed **here**.

There is also an animation of the results that you can watch **here**.

And if you'd like any further information on this research, don't hesitate to get in touch:

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