



Return on
Coaching
Investment
**EVALUATION
STUDY**



Prepared for Munster Council G.A.A.
November 2012



RETURN ON COACHING INVESTMENT EVALUATION STUDY

NUMBERS AT A GLANCE

- 58,000 underage players across the six Munster counties
- 10,537 mentors and coaches currently engaged through clubs
- €1.64 million investment by Munster G.A.A. in 2011 has generated a return on investment of €20million.
- For every euro spent on coaching by Munster G.A.A. it generates €12 return on investment.
- Over a third of clubs in the province have experienced a decline in playing numbers while 30.6% have enjoyed growth in the membership numbers. Over 35% of clubs have retained the same playing numbers in the past three years.
- There is over 2,400 weekly underage training sessions held across the province during the playing season generating 3183 hours of G.A.A. training per week, the equivalent of 85 additional coaches delivering coaching on a full time basis.
- 10,729 coaches and mentors have completed some level of G.A.A. Coach Education programme over the past three years in the province.
- GAA activity in schools accounts for 46,000 hours of physical activity. This is the equivalent of employing 62 P.E. teachers to deliver the equivalent exercise output.
- The value generated by G.A.A. activity in schools is estimated at €2.2 million per annum.
- The lifetime value a player receives from GAA activity, playing from under 8 to minor is valued at €3,650.
- Parents identified the health benefits derived from playing Gaelic Games and Social skills development as the two most important outcomes of their children's involvement in the G.A.A.
- Parents value a one hour training session delivered by the GAA at €5.82 per hour.
- Parents consider €6.27 a fair amount to pay for an hour of exercise to gain the desired benefits their child receives from sporting activity.
- Parents consider €6.13 a fair amount to pay for one hours activity in a non sports pursuit.
- On average parents are receiving a €7.54 return on investment for every euro spent on GAA membership based on the benefits their children receive.
- The value parents associate with a GAA season of training and playing activity is €160 for Under 8 players, €182 for Under 12 and Under 14 players, €294 for Under 14 and Under 16 players and €245 for a minor player.



1. INTRODUCTION

Munster Council GAA commissioned Focus Consulting to undertake an analysis on the return on their coaching investment across the province. The review process focused on current coaching investment across schools, clubs, coach education and additional Munster Council GAA Games Development initiatives.

2. METHODOLOGY

The research methodology employed for the review process included both primary and secondary research. The programme of secondary research consulted a wide range of existing information sources including Munster Council GAA data for club and player registration details, coach education, annual hourly outputs of the provincial games development personnel and numbers involved in specific coaching and development activities. Additional secondary research was undertaken into examining current levels of physical activity among underage players and sports participation in general. The basis for the valuation of the overall coaching return on investment was the creation of a ‘Coaching Value Pyramid’. This identified key stakeholders in the coaching and playing structures at underage and subsequent measurement of the outputs of each group across the province and impact on the coaching investment made by Munster Council GAA.

Munster G.A.A. Coaching Value Pyramid





3.0 OVERVIEW OF PROVINCIAL ACTIVITY

The following represents an overview of the key outputs of Munster Council GAA across the core operational areas of GAA clubs, schools providing access to GAA and specific programmes and initiatives organised through Munster Council GAA structures.

GAA Clubs

- There are a total of 531 GAA clubs in operation across the province
- 92% of clubs cater for both adult and underage teams
- 5% cater for a minor, U21 and adult teams only
- 3% of clubs cater for underage teams only across the province
- A total of 262 clubs currently provide primary schools coaching assistance in hurling.
- A total of 284 clubs provide primary schools coaching in football.

Schools

- There are currently a total of 1,111 'GO Games' schools programmes taking place throughout the province. This is distributed across 515 Hurling 'GO Games' programmes and 596 Football 'GO Games' programmes.
- There are 163 'Super Touch' programmes in Hurling and Football in post primary schools in the province.
- A total of 1,301 primary schools coaching programmes take place in Hurling and Football across the province. This includes 567 Hurling and 734 Football Coaching programmes in Munster Primary Schools.
- A total of 395 club-school liaison officers are currently in place across all Munster GAA counties.
- The Munster GAA coaching and playing activity generates 46,000 hours of physical activity in Munster schools.
- The level of coaching and playing activity generated in schools by Munster GAA is the equivalent to 62 teachers being employed across the province for the provision of physical education programmes.

Munster GAA Programmes

- A total of 802 'GO Games' programmes were delivered in clubs in 2011.
- Munster GAA hosted 345 'CUL Camps' in clubs across the province which were attended by 27,967 underage players.
- 3,000 players up to under 17 are currently catered for through development squads across all Munster GAA counties.
- There are currently 44 under 14 and under 15 hurling squads
- A total of 50 under 14 and under 15 football squads are in existence
- A total of 16 under 16 and under 17 hurling squads are currently in operation
- A further 15 under 16 and under 17 football squads are in existence across all Munster counties.
- In 2011, 20,911 'U CAN' Hurling and Football awards were distributed.





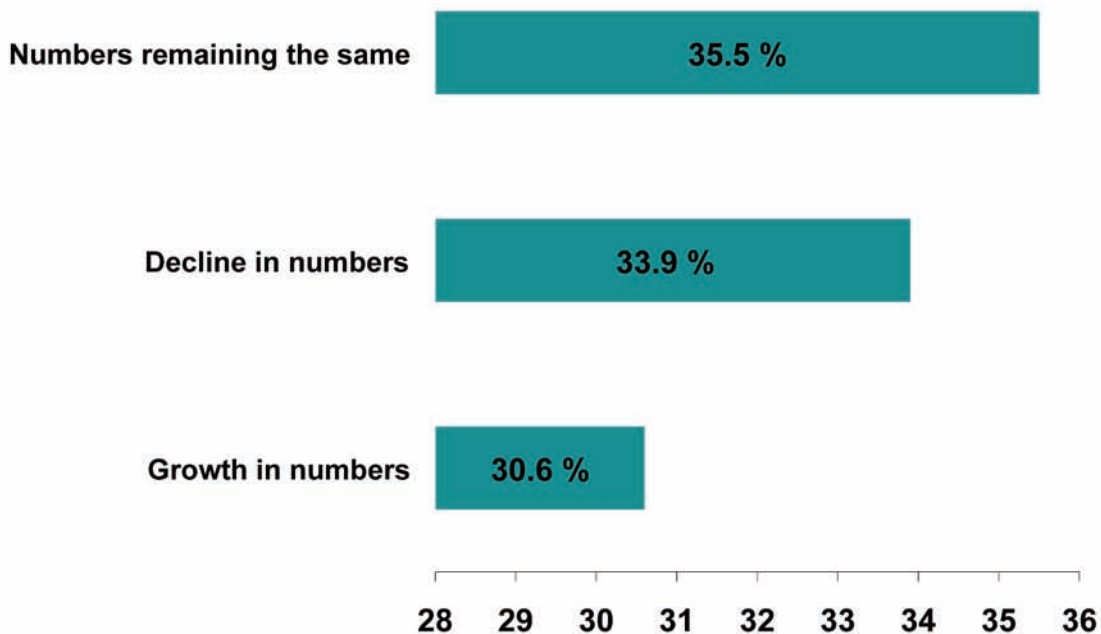
4.0 PARTICIPATION LEVELS

There are over 58,000 under age players currently registered with GAA clubs across the six provincial counties.

On a weekly basis there are in excess of 2,400 training sessions held across provincial GAA clubs for underage players.

This creates almost 3,200 hours of training each week for underage players. This generates over 76,000 hours of GAA specific training generated by clubs across the province.

GROWTH/DECLINE IN PLAYING NUMBERS: PAST 3 YEARS



Clubs were asked to state whether they had experienced growth or decline in playing numbers over the past 3 years. A total of 35.5% of clubs indicated that their playing numbers remained the same over the past 3 years while 33.9% had witnessed a decline in playing numbers at underage levels. A total of 30.6% of clubs have experienced growth in their playing numbers





Table 1:
Breakdown by age group of clubs who experienced growth in playing numbers over past three years.

	Strong growth in numbers	Moderate growth in numbers	Small growth in numbers	No Growth in this age category	No Team in this category
Under 8	60%	29%	10%	1%	
Under 10	41%	39%	15%	5%	15%
Under 12	19%	37%	27%	17%	
Under 14	4%	19%	32%	43%	3%
Under 16	1%	15%	25%	56%	3%
Under 18		10%	26%	62%	3%

The most significant levels of growth were evident in Under 8 and Under 10 age categories with considerably smaller or more moderate growth in playing numbers as players progress through the older age grades.

The lack of growth among older age categories is reflected among the responses from clubs who indicated that they have experienced a decrease in playing numbers over the past 3 years. The largest levels of decrease were experienced by clubs in Under 16 and minor age groups.

Table 2:
Breakdown by age group of clubs who experienced a decline in playing numbers over past three years

	Large decrease in numbers	Moderate decrease in numbers	Small decrease in numbers	No decrease in this age category
Under 8	10%	23%	16%	40%
Under 10	7%	25%	14%	42%
Under 12	11%	22%	22%	33%
Under 14	14%	22%	27%	22%
Under 16	12%	37%	24%	13%
Under 18	19%	36%	19%	9%

Based on club responses received, it is estimated that almost one in every two players is lost to the G.A.A. by the time they reach playing at minor level. The estimated percentage fall off among players who start at Under 8 level before reaching minor grade is 43% of GAA players.

Over a quarter of GAA players are estimated to be lost to the game by the time they reach the competitive playing competitions (from Under 8 to Under 14) while the level of drop off accelerates by 15% from the Under 14 to Under 16 age groups.



**Table 3:**

Level of Growth or Decline in Player numbers over past three years; examined based on stated geographic location of club

	No of replies	Experienced growth	Experience a decline	Remained the same
Large Urban Area-City	19	26%	42%	32%
Urban area- Town	39	41%	26%	33%
Suburban area not adjoining urban area	14	50%	29%	21%
Rural area not adjoining urban area	134	23%	38%	39%
Rural area adjoining an urban area	39	41%	26%	33%

The highest level of decline was evident among large urban clubs based in cities while ‘remoter’ rural areas also displayed high levels of decline in the past three years. Equally, rural clubs also recorded the smallest level of growth in contrast to clubs located in ‘suburban areas adjoining urban areas’ who stated they are witnessing growth and comparatively low levels of decline in playing numbers.

Table 4:

Growth or decline in playing numbers examined by County

	Responses	Growth	Decline	Same
Cork	85	28.2%	36.5%	30.3%
Clare	26	23.10%	46.2%	25.7%
Kerry	35	34.30%	40.00%	25.7%
Limerick	39	30.8%	30.8%	38.5%
Tipperary	43	37.2%	18.6%	44.2%
Waterford	17	29.4%	35.3%	35.3%

Clubs in Tipperary experienced the highest levels of growth (44.2%) while also recording the highest number of clubs who maintained their playing numbers over the last 3 years. Clubs in Clare recorded highest levels of decline (46.2%). Clubs in Kerry and Cork also recorded high levels of reduction in playing numbers.





5.0 IMPACT OF G.A.A. COACHING ON SCHOOLS

Munster GAA currently generates 46,000 hours of structured coaching and playing activity across schools throughout the province. The annual coaching output of Munster GAA in schools in the province is the equivalent of generating approximately 7,677 teaching days.

The total value generated by Munster G.A.A. schools programmes is €2.2 million based on replacement value of schools employing substitute teachers to deliver comparable levels of physical education and sports activity.

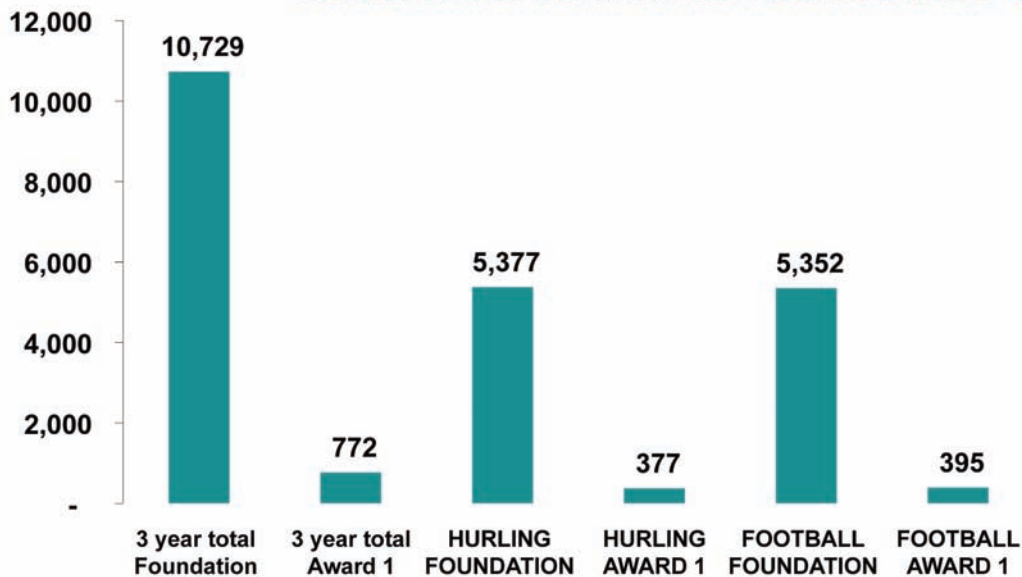
Based on the level of Munster GAA's hourly input and volume of 'in school' activity generated, this would require 62 teachers to deliver the equivalent level of physical activity throughout the province.

It is estimated that underage 'Go Games' players, through the G.A.A. have access to three times the current level of physical activity received on average per week from primary schools¹. Based on the current level of coaching and games activity for underage players across the province, the G.A.A. contributes to an average of 42% of children's recommended weekly exercise levels.

6.0 COACHING DEVELOPMENT

A total of 10,729 coaches have completed the Foundation level of coaching over the past three years. A total of 5,377 have completed a hurling Foundation Award while 5,352 have successfully completed the football Foundation Award.

COACH DEVELOPMENT: MUNSTER COUNTIES : 2009 - 2011



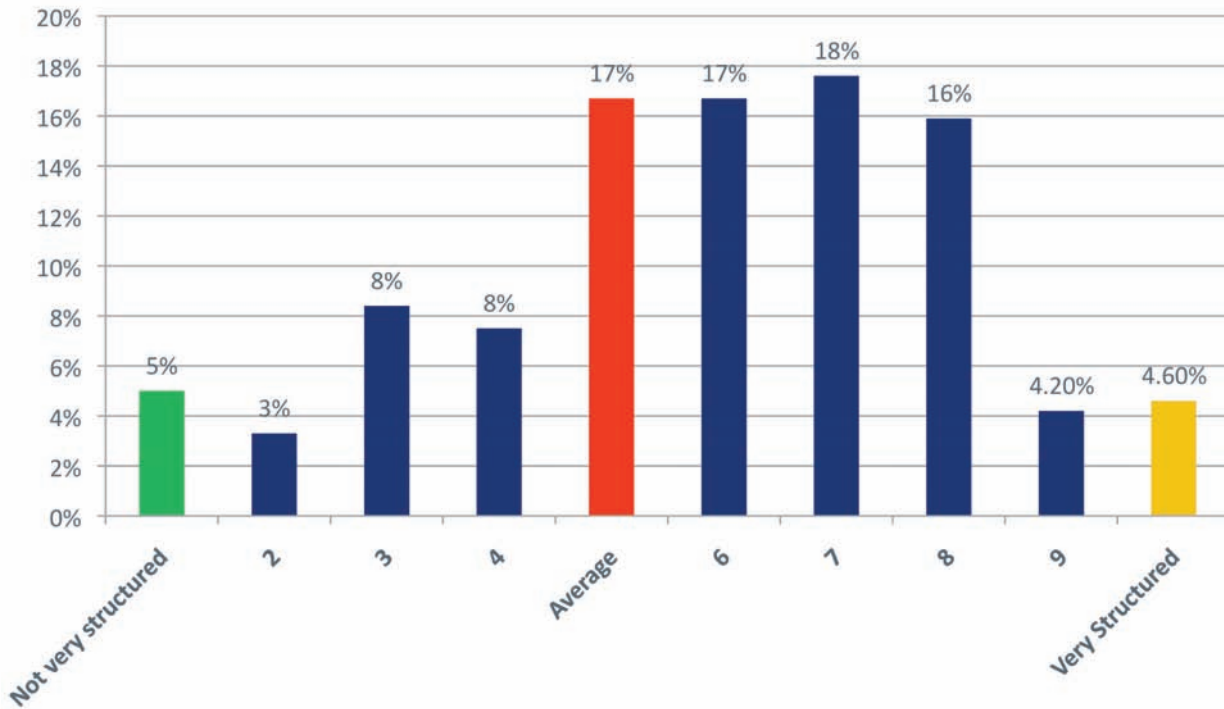
¹The Children's Sport Participation and Physical Activity Study, (CSPPA), Irish Sports Council, Dublin City University, University of Limerick and University College Cork, Report 1, 2010.





A total of 42.1% clubs in the province indicated that over 70% of their coaches and mentors have completed at least the Foundation Award while a further 29.4% estimate between 51% - 70% of their coaches have achieved Foundation Award standard. Only 14.3% of clubs estimated that less than 30% of their current club coaches and mentor who have completed at least Foundation level.

Rating of club approach to Coach Education



Clubs were invited to rate their overall approach to coach education. 60% of clubs would rate their coach education as above average while 24% stated that their approach to coach education was below average. Based on the scale of 1-10, where 10 is a very structured approach, the average rating among clubs was a score of 6.



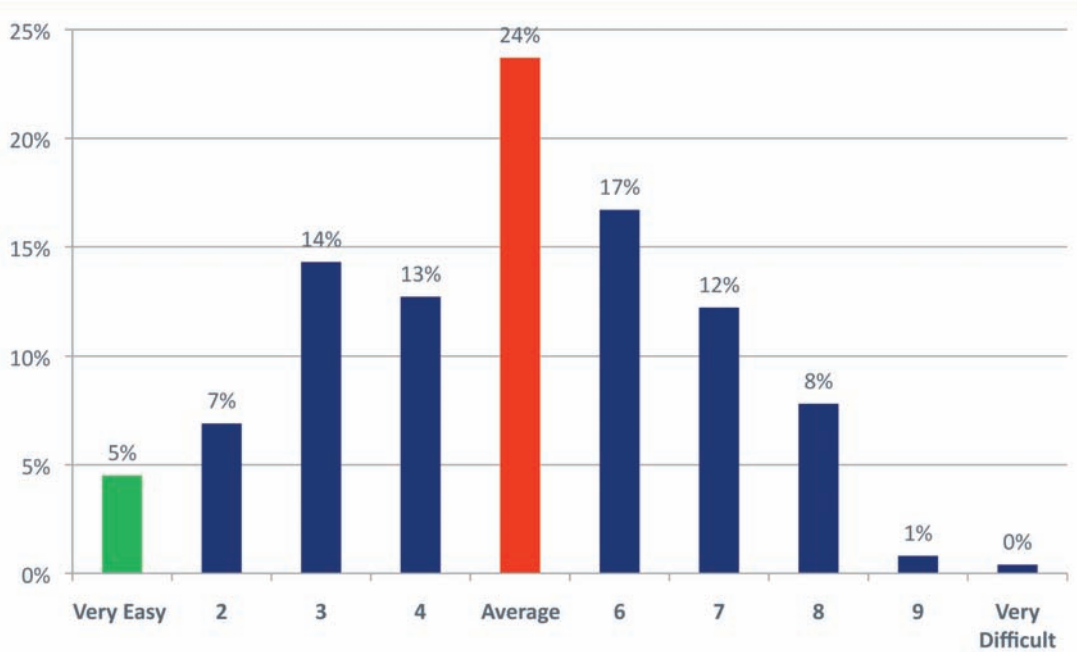


Table 5: Level of perceived club coaching structures examined by age grade.

	Not at all Structured	Minimum structures	Below average	Average	Above Average	Structured	Very Structured
Under 8	7%	6%	12%	15%	26%	22%	12%
Under 10	7%	7%	10%	15%	28%	22%	12%
Under 12	7%	5%	12%	16%	27%	25%	9%
Under 14	8%	4%	12%	18%	25%	24%	8%
Under 16	8%	5%	13%	19%	23%	25%	8%
Under 18	10%	6%	16%	16%	19%	25%	8%

Clubs were invited to rate the overall approach to coach education based on the age groups they cater for within the clubs. The highest levels of satisfaction towards coach education appears to be among the younger age categories from Under 8 to Under 12. The highest levels of below average ratings for coach education structures within clubs was among Under 16 and Minor age groups.

Rating of level of ease or difficulty in attracting new mentors / coaches into club



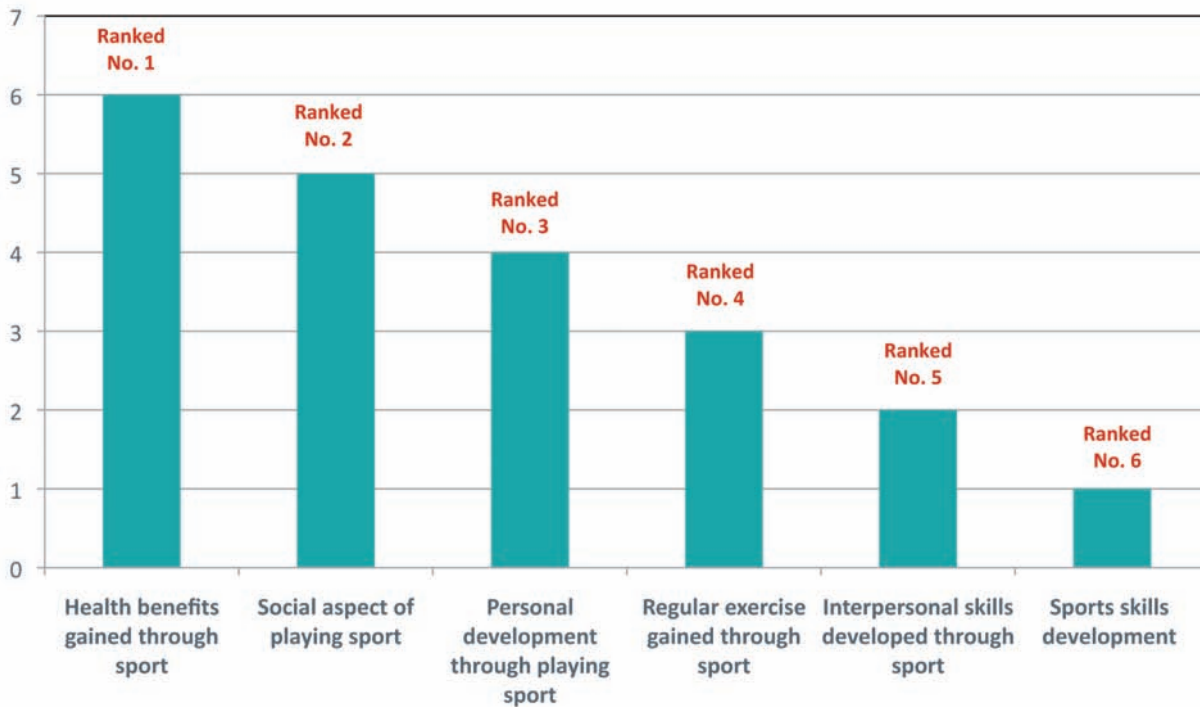
38% of clubs stated that they have an above average level of difficulty in attracting people to become involved in assisting with the club. This contrasts with 39% of clubs who find it easier to attract mentors to get involved in club activity. The average score among clubs was a score of 5 on a scale was 1-10 where 10 is very difficult to attract mentors. Clubs in rural areas appeared to have the greatest level of success in attracting new mentors to get involved in the club.





7. PARENTAL VALUATION OF G.A.A. ACTIVITY

Ranking in order of importance benefits parents associate with their child's involvement in G.A.A. activity.



Parents were invited to rank the benefits they associate with their children engaging in regular GAA activity. The top rated considerations for parents were the 'health benefits' gained through sport with the 'social aspect' of engaging in sporting activity ranked number two in order of importance.

Children's 'personal development' through playing sport was ranked at number three while the ability to 'access regular exercise' was the fourth highest rated consideration. The 'interpersonal skills' developed through sport was ranked number five, while the lowest ranked benefit examined was the 'Sports skills' developed by their children as a direct output of engaging in regular GAA activity.





Parents across all six Munster counties were invited to provide a valuation for underage training and playing activities. The parents were initially invited to place a value on paying for an hours exercise to gain the range of benefits identified as some of the immediate outcomes of participation in sport and regular

Table 6: Parents Ratings of Values Associated with G.A.A. and non G.A.A. Activity

Average cost of activities that parents currently pay for one hour of children's activities	€	7.90
AMOUNT CONSIDERED FAIR BY PARENTS TO PAY FOR AN HOURS EXERCISE TO GAIN DESIRED BENEFITS		
Under 8 - Under 12 (value based on age profile of respondents children)	€	5.90
Under 14 - Under 18 (value based on age profile of respondents children)	€	6.60
Overall	€	6.27
AMOUNT CONSIDERED FAIR TO PAY FOR ONE HOURS ACTIVITY IN A NON SPORTS ACTIVITY		
Under 8 - Under 12 (value based on age profile of respondents children)	€	5.76
Under 14 - Under 18 (value based on age profile of respondents children)	€	6.50
Overall	€	6.13
VALUE PLACED BY PARENTS ON ONE HOURS COACHING DELIVERED BY A G.A.A. CLUB		
Under 8 - Under 12 (value based on age profile of respondents children)	€	5.52
Under 14 - Under 18 (value based on age profile of respondents children)	€	6.12
Overall	€	5.82

The overall average amount considered a fair amount by parents to pay for an hours exercise is **€6.27**. The willingness to pay a higher monetary amount to gain access to this level of exercise and the associated benefits was higher among parents of children aged between 14 and 18. Parents of older children indicated that they are willing to pay **€6.60** for an hours exercise in comparison to parents of children from Under 8 to Under 12 who indicated a willingness to pay **€5.90** an hour.

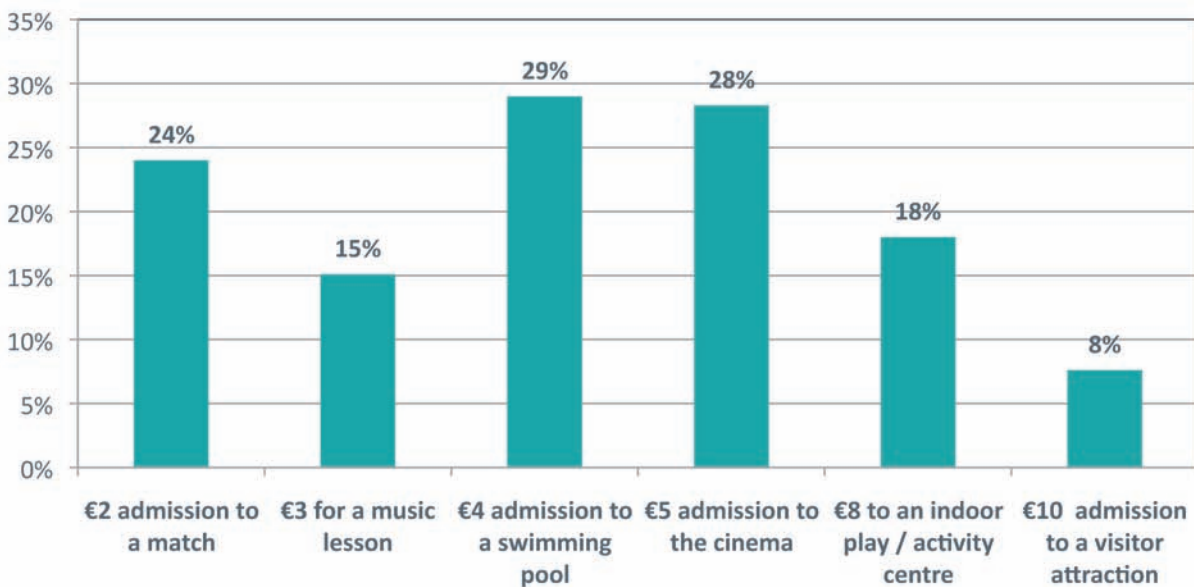




Parents were subsequently asked to state what they considered a fair amount to pay for one hours activity in a non-sports related activity. The overall average amount considered fair by parents was **€6.13** while parents of children aged between 14 and 18 indicated they would be willing to pay **€6.50** for one hours activity. Parents of children aged Under 8 to Under 12 valued one hours non sport activity at **€5.76**.

Parents were subsequently invited to place a value on one hours coaching delivered by a G.A.A. club. Parents of children aged Under 8 to Under 12 placed a value of €5.52 on one hours coaching delivered by their GAA club while parents of older children up to minor level placed a value of **€6.12**. The overall average valuation placed by parents of children across the province was **€5.82** for one hours G.A.A. coaching and playing activity.

Parents rating of a price that matches the value derived from one hours underage G.A.A. training

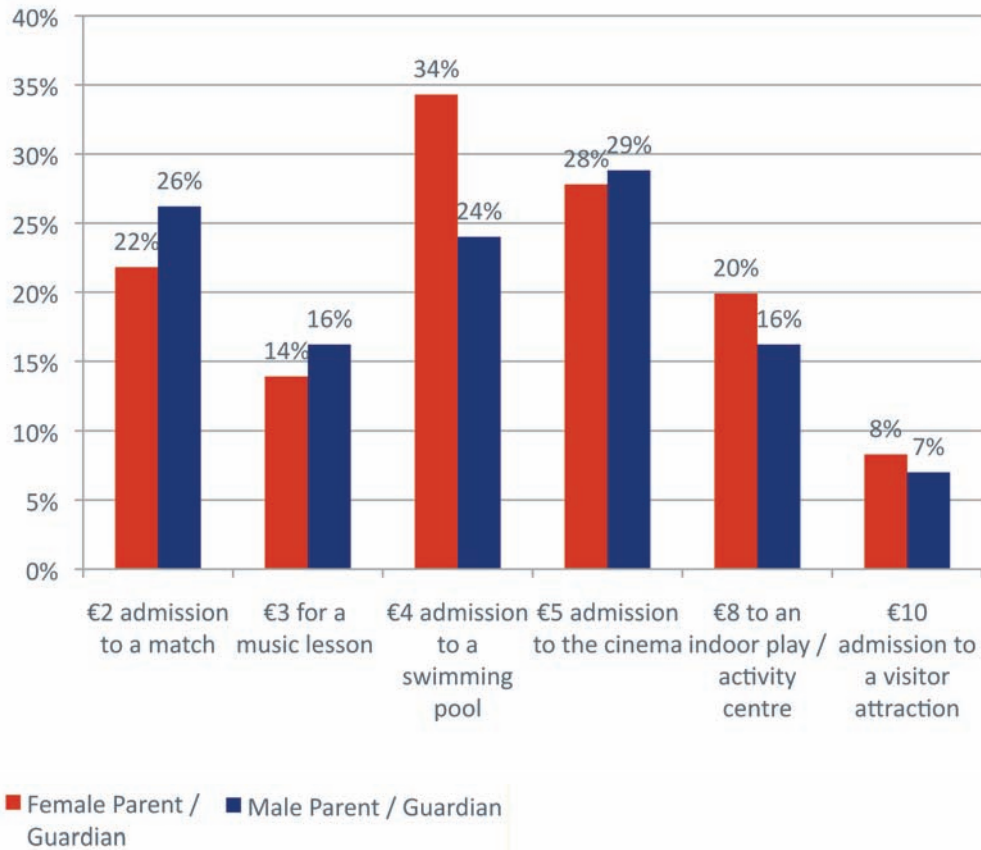


A €4 admission to a swimming pool received the highest levels of ratings (29%) while 28% associated a €5 admission to the cinema as the value they rated closest to receiving one hours GAA training. Almost a quarter of parents interviewed attached a €2 ‘Admission to match’ value to one hours training while 18% felt that €8 admission to an indoor play activity centre was an equivalent price rating. A further 8% associated the €10 admission to a visitor attraction as a price that matched the value derived from one hours training for their children.





Parents rating of a price that matches the value derived from one hours underage G.A.A. training; examined by gender of parent.



Based on analysis of the matching values examined by gender of parents, female parents showed a willingness to pay more based on the value they feel is derived from one hours GAA training for their children. The lower value payments of admission to a match or a music lesson recorded the highest ratings among male parents interviewed while female parents showed a greater level of association with one hours training to higher value items such as admission to swimming pool, indoor play centres or admission to a visitor attraction.





Table 7: Value parents associate with a season of coaching and games from G.A.A. activity

Under 8 player	€160.08
Under 10 player & Under 12 Players	€182.16
Under 14 player & Under 16 Players	€293.76
Under 18 player	€244.80

*** Based on parents valuation of GAA seasonal coaching and games**

Based on the value parents associate with their children accessing coaching and games organised through GAA structures, an overall value was generated based on one season of playing activity. The value generated for an under 8 player for season of activity is €160.08 while a player at under 10 and under 12 receives €182.16 of value as a direct output of the coaching and games activity received from the GAA. This value increases substantially for players playing under 14 and under 16, rising to €293.76 while the value associated for a minor player is €244.80.

The overall return on parent's investment for club membership for an underage player is €7.54 i.e. for every euro a parent pays in GAA club membership they perceive it to be worth €7.54 in terms of health and social benefits for their children as previously identified.

The overall lifetime value of GAA coaching for a player that participates from Under 8 to minor is estimated at €3,649 which typically accesses an average level of training and coaching sessions provided over the course of each sports year through the GAA.





8.0 RETURN ON COACHING INVESTMENT

The review process generated key statistics on overall player participation, level of structured training sessions provided in addition to reviewing the level of added value work conducted by Munster GAA through clubs, schools and summer camps.

Based on the value generated across each of these constituent elements of the coaching programme i.e. Clubs, 'GO' games, 'Super Touch', CUL camps and primary school coaching programmes, the total value generated by Munster GAA in 2011 is **€19,718,395**.

Based on the coaching investment by Munster GAA, the overall return on investment is €12.04 for every euro invested in coaching structures and activities. This equates to generating a value of €12 for every euro spent by Munster Council in all their coaching and playing activities across the province for a calendar year.

In conclusion, the investment made by Munster G.A.A in coaching structures and supports and the subsequent return on investment, is a clear illustration of the high dividends that can be yielded by such expenditure. In addition to the return on investment of €12 for every euro spent on coaching, parents of underage players further support the social value being generated by Munster Council G.A.A. activities, revealing a €7.54 return per euro on their investment for children's club membership.

Crucially, parents have identified the key outcomes they value from their children's participation in Gaelic Games e.g. health and social development and the associated value they place of GAA training or playing sessions. The volume of engagement by mentors and weekly outputs from clubs in terms of coaching and training sessions plays a key role in children accessing healthy and social development and supplementing the access to formal activity provided through schools. In direct contrast with capital expenditure activity, the social return on coaching investment of €20 million is clear evidence that continued development of coaching supports should be prioritised. Furthermore, the opportunity to communicate the value placed on GAA underage activity by parents should be a strategic priority for the Munster Council. This is particularly important in the context of clubs maintaining playing numbers while also preserving membership revenues to help sustain annual club coaching, playing and operational activities.





Return on Coaching Investment
EVALUATION STUDY