

**IMPACT  
MATTERS**

**CHESHIRE EA  
GLOUCESTER  
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BIRMINGHAM  
CHESHIRE EA  
KIRKLEES  
SWINDON  
LANCASHIRE**

**EMERGING  
FUTURES**


# INTRODUCTION

**Over 800 people with lived experience have achieved a nationally recognised coaching qualification with the Emerging Futures Recovery Academy. Many now use their professional skills and personal knowledge to boost the social care workforce and sustain their own recovery.**

Coaching at Emerging Futures is transformative: it develops passionate and skilled workers and is a positive pathway out of treatment into employment. The coaching journey takes people from dependence to independence and helps them reconnect with their community and achieve a better future.

This third and final independent review of our work, commissioned from Russell Webster, looks at the central role of coaching in our approach to treatment and recovery.

**Ray Jenkins,**  
Chief Executive Officer



**The empathy and authenticity of our coaches inspires hope and confidence in others and proves recovery is possible.**

# COACHING AT EMERGING FUTURES

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**805**

coaches accredited  
between April 2014 and  
March 2023 via our  
Recovery Academy

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**£189,045**

social return on investment  
produced by coaching  
training in 2021/22



# OUR COACHING

Coaches support service users to achieve change. They help people identify their values and beliefs and use these to develop self-confidence and overcome low self-esteem. Coaches encourage people to achieve their recovery goals and enrich their lives through sports, education, work, relationships and improved wellbeing.

Coaching is similar to peer mentoring but with crucial differences. Peer mentors are volunteers who provide time-limited, one-to-one interventions that generally support people within treatment services. Coaching goes beyond this by cultivating a long-term relationship that integrates people into local recovery communities that support a sustainable future. Coaches begin as volunteers but are treated as equal members of the team with a clear pathway into paid employment.

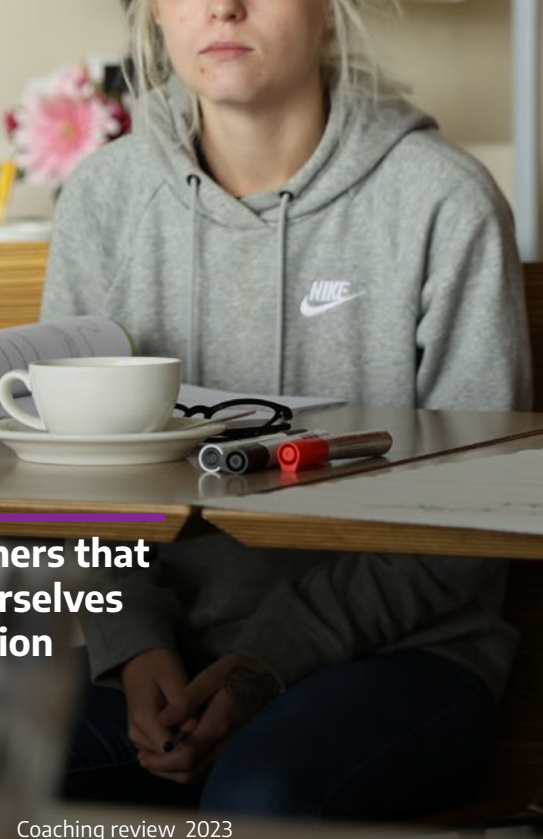


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**“I loved learning new skills and meeting new people in a friendly, welcoming, supportive environment.”**



# DEVELOPING THE FUTURE WORKFORCE



“It was great to mix with others that survived the hell we put ourselves through. Learning compassion and empathy.”

**Dame Carol Black highlighted skills shortages and low morale in the drug treatment and recovery workforce (see Independent Review of Drugs 2021). She acknowledged the value of people with lived experience entering the sector, with the proviso they should not be required to do professional work “without appropriate training, pay or support”.**

The Government accepted Dame Black’s recommendations and provided additional funding to rebuild the sector. However, a current vacancy rate of between 11-25% holds back recruitment (see the first National Workforce Census of Drug & Alcohol Treatment and Recovery Services March 2023).

Coaching training is a solution to this shortage. For many years, our Recovery Academy has produced a steady stream of professional and committed workers for the sector.

## Coaching Training

Our coaching training is accredited with LASER learning awards that provide three credits towards an NVQ Level 3 for those who complete our training, supervision and observed practice requirements.

We currently train and support coaches with similar but distinct skillsets:

### Recovery coaches

Develop recovery communities and promote mutual aid groups, wellbeing and active citizenship.

### Behaviour recovery coaches

Support prison leavers and others within the criminal justice system to create long-term positive changes.

### Family coaches

Provide trauma-informed support to families, friends and significant others affected by a loved one’s addiction.

“I enjoyed getting an insight into how the support workers ‘work’ and getting a better understanding of recovery journeys. It was nice to get this perspective as a service user of EF.”

# THE COACHING JOURNEY



## Personal experience

Coaching can be part of an individual's recovery journey after treatment. The benefit of 'giving something back' to address negative feelings and rebuild self-esteem is recognised as an important step in reparation and recovery. Giving to others through volunteering is also identified as one of the five ways to improve mental health and wellbeing.



## Interview and DBS check

Identifies people's values, strengths, motivation and willingness to learn. We will consider candidates who are stable on medication (medically assisted recovery), or who are in temporary accommodation, if they are committed to the process.



## Training and accreditation

Training is delivered flexibly, usually over five days, and completion leads to an award of three credits that can be used towards an NVQ Level 3 health and social care award. Trainees learn about the role of a coach in supporting an individual's recovery and how to deliver professional engagement, planning and psycho-social interventions.



## Volunteering

Coaching graduates start as unpaid volunteers but are treated as equal members of the team. They are supervised and observed in practice and have a personal and professional development plan.



## Paid employment

We employ coaching graduates as soon as they are accredited and ready to move (back) into the world of work. Roles equivalent to two days per week enable people to try jobs without losing benefits (under the permitted earnings scheme). Some take up positions with other organisations in the sector.



## Promotion

Individuals can progress from part-time, permitted earnings work, through to management.

# BEHAVIOUR CHANGE AND ACT

**Acceptance and Commitment Therapy (ACT) is central to coaching work at Emerging Futures, as a practical and evidence-based approach for behavioural change.**

**ACT offers coaches tried and tested strategies, tools, and techniques that develop confidence in their ability to promote sustained change.**

ACT empowers coaches to build trust and credibility to support this service user in this moment, guided by their values, in a way that helps them to show up more often as they aim to be.

Coaching also offers coaches themselves the opportunity to take steps they value. This might be through giving back and creating connection, developing skills or a deeper understanding of their own recovery - stretching them beyond their own comfort zones, even when those steps might feel challenging.

This values-based approach is at the heart of ACT and at the heart of everything Emerging Futures does.



# COACHING IN NUMBERS

Between April 2014 and March 2023, our Recovery Academy delivered 68 coaching courses comprising of:

**46**

Recovery Coaching courses

**14**

Family Coaching courses

**8**

Behaviour Coaching courses

## Pathways to employment

We were able to track the outcomes of 423 accredited coaches and validate that

**81%**

of people went on to use their coaching qualifications to volunteer with EF or find paid employment



## RECOVERY COACHES

276 recovery coaches volunteered for us after accreditation.

**70%**

of those volunteer coaches went onto paid employment with:

**151**

people gaining employment with Emerging Futures, with four promoted to management

**42**

people are now working for other organisations within the substance misuse or social justice sector after volunteering with us

## FAMILY COACHES

Many people who became accredited as family coaches were already in work and wanted to learn more about supporting their loved one with addiction.

45 family coaches volunteered for us after accreditation.

**45%**

of those family coaches went into paid employment with:

**19**

people gaining paid employment with Emerging Futures

**1**

person choosing to set up their own family support group

## BEHAVIOUR RECOVERY COACHES

20 behaviour recovery coaches volunteered for us after accreditation.

**70%**

of those volunteers achieved employment with:

**12**

people gaining paid employment with Emerging Futures

**2**

people now working for other substance misuse organisations after volunteering with us



## Louisa's story

**In 2018, Louisa had lost her house, car, most of her friends and relationships and her dog, due to alcohol addiction. She tried private psychotherapy, AA, NA and other services.**

After her fourth hospital detox she was referred to Emerging Futures. Louisa joined our behaviour change group and continued her recovery journey using techniques from our Foundations of Change programme. When the time was right, she started recovery coaching training.

**“I had nothing to lose and a powerful desire to give back what had been freely given to me. The training was a week I will always remember. There was a lot of laughter in the room, lots of knowledge and a ton of experience, which I absorbed like a sponge.”**

Louisa moved from volunteering to part-time work and is now a full-time recovery worker.

**“I realised I could earn my living by doing something meaningful that I'm passionate about. Volunteering was a pillar to my early recovery; it was the first time in my life I had felt valued. That whole period was lovely. I didn't feel pressured and I felt I was wanted somewhere and supported to progress at my own speed. I love the idea of staying with Emerging Futures. I've never felt this passionate about a job before.”**

## George's story

**George had worked for many years as a sports coach and always enjoyed helping people to learn and improve their skills. He had a very rewarding occupation until his life was derailed by alcohol dependency.**

George was supported by Emerging Futures where he was encouraged to try the recovery coaching course – a key moment in his recovery journey.

**“There were people from all walks of life with many different experiences, but we all had one thing in common: we wanted to try and help other people in the same way we had been helped.”**

George has now been a volunteer coach for both Emerging Futures and other organisations for five years. He chose not to work in the sector and earns his living in horticulture, but he intends to continue volunteering:

**“Ever since I started as a coach, I haven't looked back. Giving something back helped cement my own recovery – it reminded me there are people out there who need what I've got to give.”**

# PERSONAL EXPERIENCES

*Names changed to safeguard confidentiality.*



# SOCIAL RETURN ON INVESTMENT

**Coaching has clear economic benefits for us as an organisation and for the health and social care sector, local communities and wider society.**

In 2021/22 we trained:

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**110**

coaches at a cost of

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**£23,540**

(£214 per person, based on 2023/24 financial figures).

Taking into account annual savings to the Government in terms of benefits and tax and insurance contributions, we calculate

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**£212,585**

of the public purse is saved by trained coaches who go on into employment

This makes a return on investment of

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**£189,045**

(or £1,719 for each individual accredited coach) for the year 2021/22.

Another common way of calculating cost benefits is the social return on investment. In this case:

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**£9.03**

in direct savings in public expenditure for every £1 that Emerging Futures invests in its coaching

There are additional savings in terms of treatment service costs which are not included in these estimates.

The calculations leading to these figures are available in a separate appendix to this document which is available on request.

## WHAT NEXT?

- We will update our Recovery Academy coaching training programme in line with new evidence and learning from experience.
- We will develop specific coaching pathways for people in the criminal justice system and those with complex (particularly mental health) needs.
- We will provide dedicated support to help recovery coaches and volunteers with lived experience gain employment with us and other organisations.
- We will use our housing contacts to help our graduate coaches find accommodation so they can take up employment opportunities.



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## Get in touch

If you are interested in finding out more about the benefits of coaching training please contact:

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