

# **A Social Return on Investment (SROI) of the Fit, Fed and Fun programme 2022-24**



## **Final Evaluation Satellite Report September 2025**

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## Executive Summary

Findings from the evaluation of FFF were placed into the government-recognised Social Return on Investment (SROI) framework. This is a rigorous measurement framework that helps organisations to understand and manage the social, environmental, and economic value that they are creating.

### FFF Outcomes

The evaluation findings were used to develop a Theory of change to identify measurable outcomes for the SROI. This revealed four principal outcome domains as follows:

*Health & Wellbeing* – improved physical and mental health, trust in local services.

*Inclusivity & Equality* – enhanced social connections, safety, reduced inequality through increased access to food and activities.

*Skills & Knowledge Development*: Boosts to youth confidence, sports talent and social and vocational skills.

*Partnership & Community Benefits*: Strengthened multi-agency collaboration, community cohesion, and stakeholder engagement.

### Investment and Beneficiaries

A total of £1.33m was invested in FFF over the 3-year period, including a grant of £900K from We Soda (covering all camp expenditure) and staff and volunteer time to the value of £218K.

An estimated 2,124 children and young people attended the 408 camps across 75 venues between 2022 and 2024. Total attendances over the period was 15,928. WRU partnered with 10 organisations from around Wales and worked closely with a further 5 delivery partners and 22 local authorities to secure a wide range of benefits for children, families, communities and organisations.

### Headline Findings

Over a 5-year benefit period, the FFF programme generates a mid-range social return of £4.12 for every £1 invested, delivering £5.48m in social value from a £1.33m investment. The programme drives significant improvements in health and wellbeing, social inclusion, safety, skills development, and community partnerships. Nearly two-thirds of the value comes from directly supporting children, young people, and families, while

the remainder strengthens community cohesion and multi-agency partnerships and collaboration. These results highlight the programme's effectiveness in creating sustainable social impact and provide a strong evidence base to guide future funding, strategic planning, and programme expansion.

## **Conclusions**

*Strong Social Impact:* The FFF programme delivers a significant return on investment, with Benefit-to-Investment Ratios (BIRs) ranging from 3.13:1 to 5.66:1, highlighting the robustness of its outcomes.

*Key Impact Areas:* Health and Wellbeing, and Inclusivity & Equality drive nearly two-thirds of total social value, highlighting improvements in physical and mental wellbeing, social connections, safety, and inequality.

*Skills and Partnerships Matter:* Skills development, youth empowerment, and partnership outcomes contribute meaningfully to long-term community resilience, accounting for 39% of the social value generated.

*Indicative Evidence:* Findings are supported by participant surveys and qualitative evaluation, but limited sample sizes and subjective assessments suggest results should be seen as indicative.

*Sustained Benefits:* Projected 5-year outcomes indicate that impacts have the potential to sustain beyond the programme, emphasising the value of long-term engagement and community integration.

## **Recommendations**

*Enhance Monitoring:* Implement systematic, longitudinal data collection to track all outcomes and strengthen future SROI analyses.

*Focus on High-Impact Domains:* Continue prioritising Health and Wellbeing and Inclusivity & Equality interventions to maximize social return.

*Strengthen Partnerships:* Expand multi-agency collaboration, training, and volunteer support to reinforce community cohesion and capacity building.

*Inform Strategic Planning:* Use the SROI findings to guide future programme design, justify funding, and embed measurable impact from the outset.

*Ensure Sustainability:* Introduce follow-up activities and explore opportunities to scale or replicate successful programme elements in other regions

## **1 Introduction**

Fit, Fed, Fun (FFF) is a project delivered by the Welsh Rugby Union (WRU) between 2022 and 2024 which was designed to harness, embed, and demonstrate the positive role that the sport of rugby can play in improving the lives of young people living in poverty across Wales and strengthen the communities they live in. Specifically, FFF was offered across Wales during school holiday periods, with the aim of alleviating holiday hunger and allowing children to participate in physical activity within a safe and inclusive environment. The programme offered a positive sporting experience to all participants, and, importantly, also provided two nutritious meals for every child for each day that they attended. FFF was launched during the Easter school holidays in 2022 as a three-year programme.

To measure the programme's effectiveness over the course of the FFF programme, the research team used a mixed-methods approach, collecting both survey (quantitative) data and personal testimonials from children, parents, and staff (qualitative data). In line with the aims and objectives of the programme, the evaluation focused on the following key questions:

- How does FFF improve children's well-being and social connections?
- Can FFF be used to educate children on important topics, such as environmental awareness?
- What role do WRU clubs play in strengthening communities?
- How does FFF align with global development goals, such as reducing inequalities and improving health?

The evaluation revealed a variety of outcomes that exceeded the original remit of FFF, one example being the outcomes arising through FFF's partnership model, which is explored in some detail in the accompanying evaluation satellite report. In this report the FFF evaluation findings are put into the government-recognised Social Return on Investment (SROI) framework to examine further the social value generated by the FFF programme, along with the nature and extent of its societal return.

## **2 Principles and methods of SROI**

SROI is a rigorous measurement framework that helps organisations to understand and manage the social, environmental, and economic value that they are creating. Rather than simply focusing on revenue or cost savings for one stakeholder, the methodology takes into account and values the full range of benefits to all stakeholders. SROI is an outcomes focussed methodology, in other words it seeks to understand and value the most important changes that occur from an organisation, project or programme, rather than valuing only those things that are easy or

straightforward to measure. It is also stakeholder driven, relying on consultation with those who are experiencing change and ensuring that recommendations are made to facilitate targeted and effective change for society. The main stages of SROI are set out below, together with a summary of the principles which underpin how the model should be applied.

<b>Main stages of the SROI</b>	<b>The seven guiding principles</b>
1. Establishing scope and identifying stakeholders	Involve stakeholders
2. Exploring and mapping the outcomes	Understand what changes Value what matters
3. Evidencing outcomes and giving them a value	Include only what is material Avoid over claiming
4. Establishing impact	Be transparent Verify the result
5. Calculating the SROI	
6. Reporting, using and embedding	

In streamlined form the SROI methodology has four main elements, as embellished as follows:

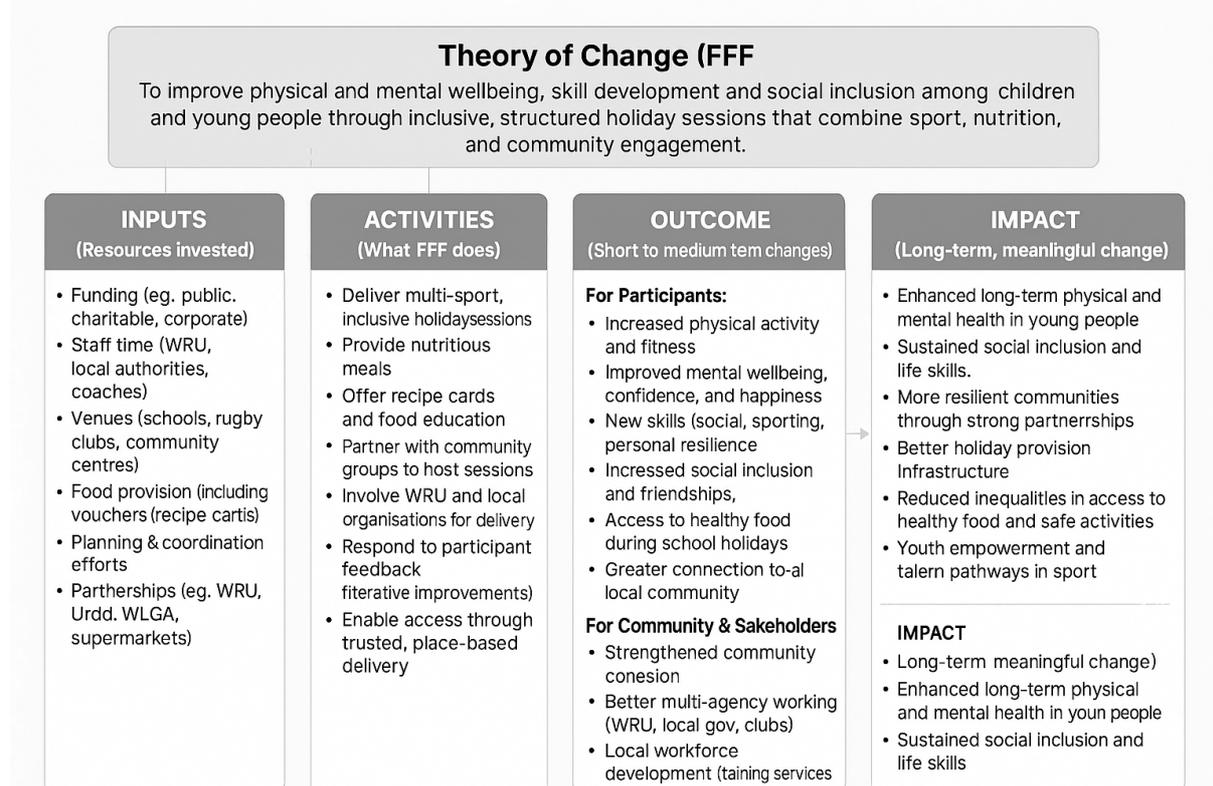
- 1 Develop a Theory of Change and produce an outcomes map that identifies a list of measurable outcomes that takes account of any potential double counting
- 2 Evidence change in the identified outcomes, through primary data collection or utilising existing measures of distance travelled in comparable outcomes
- 3 Monetise the outcomes to allow the computation of present values (PVs) and related estimates of benefit-to-investment.
- 4 Calculate the impact and related benefit-to-investment Ratios (BIRs)

The remainder of the report is structured around these elements, with supporting information and detail contained in the Technical Annex as necessary.

### 3 Theory of Change

The final FFF evaluation report was used to develop a theory of change to help explore the trajectory of outcomes and identify the final measurable outcomes relevant for inclusion in the SROI model. The resulting theory of change is summarised in Figure 1 below.

**Figure 1 High level FFF theory of change**



The FFF partnership assessment (see accompanying satellite report) was also consulted to produce a finer grained theory of change for the partnership outcomes, in turn providing greater depth and clarity of impact arising through the dynamics and processes of the FFF partnership. For reference, the partnership theory of change is contained in Annexe 1.

Distilling both ToC's down into a set of final measurable outcomes that is comprehensive; a fair reflection of the detailed evaluation findings; and that avoids any potential double counting in the model, yields the following set of 16 measurable outcomes falling across four principal domains of impact.

A central part of the theory of change process involves understanding the full range of stakeholders associated with the family support and parenting services, and the principle beneficiaries who needed to feature in the measurement and application of the impacts. These are detailed in the third column of Table 1. In accordance with the SROI methodology it was important to identify material stakeholders who have benefited in a

significant way, as opposed to those who may have only been impacted marginally.

**Table 1 SROI Final measurable outcomes**

<b>Impact Domain</b>	<b>Principal measurable outcomes</b>	<b>Stakeholder beneficiaries</b>
Health and wellbeing	<ul style="list-style-type: none"> <li>-Improved physical wellbeing</li> <li>-Improved mental wellbeing</li> <li>-Improved trust in local services</li> </ul>	Children and young people; Families; Local Authorities
Inclusivity and equality	<ul style="list-style-type: none"> <li>-Increased social connections</li> <li>-Reduced food insecurity</li> <li>-Improved safety through trusted holiday provision</li> <li>-Reduced inequality through food and activity access</li> </ul>	Children and young people; parents; families staff; volunteers; communities
Skills and knowledge	<ul style="list-style-type: none"> <li>-Increased skills and confidence</li> <li>-Youth empowerment &amp; sports talent development</li> <li>-Improved social and vocational skills</li> </ul>	Children and young people; parents; staff; volunteers; Communities; WRU and partners
Partnerships	<ul style="list-style-type: none"> <li>-Improved community cohesion and resilience</li> <li>-Improved partnership working and capacity I - trust and strengthened</li> <li>- Improved partnership working and capacity II - exchange of knowledge and skills</li> <li>- Improved partnership working and capacity III - stakeholder engagement in decision making</li> <li>- Improved multi-agency coordination</li> <li>- Reputational and engagement benefits</li> </ul>	Communities; local, regional and national organisations; WRU and partners

### 3.1 Model inputs – stakeholders

Data relating to stakeholder beneficiary numbers was provided by WRU. In cases where it was not possible to identify a definitive figure, assumptions or estimates were made. Relevant stakeholder numbers together with associated caveats are detailed in Table 2

**Table 2 Stakeholder numbers**

Stakeholder	No.	Source / assumptions/caveats
Camps	408	WRU records
Attendances	15,928	WRU records
Children and young people – Lower estimate	Lower - 1,593 Mid - 2,124 Upper - 3,186	Upper, mid-range and lower estimates based on a maximum number of attendances of 10 per child over the period  Lower estimate based on a mean of 10 attendances per child - being the maximum number of times a camp was run at a particular venue.  Mid-range – Est. mean of 7.5 attendances per child Upper – Est. mean of 5 attendances per child
Families	Lower – 596 Mid – 794 Upper – 1,191	Based on a mean Welsh household size of 2.3 and 14% of families* with 2 children attending the camps.
FFF staff	50	WRU records
FFF volunteers	12	WRU records
Local Authorities	22	WRU records
Communities	75	Based on 75 camp venues
Local, regional and national organisations (including schools, rugby clubs and other sports clubs)	10	WRU records
WRU partners	5	WRU delivery partners
WRU	1	

\*According to 2021 census data 14% of families in the UK have 3 or more dependent children. Thus it is likely that these families may have had 2 children attending the camps.

### 3.2 Model inputs – investment in FFF

Data relating to investment in FFF over the 3-year period were also provided by WRU. Again, where it was not possible to identify a definitive figure, supporting assumptions or estimates were made. Data relating to the investment side of the SROI model is summarised in Table 3.

**Table 3 Investment in FFF**

<b>Investment / cost (2022-24)</b>	<b>£</b>	<b>Source / Assumptions / caveats</b>
Grant funding (We-Soda)	900,000	WRU records
Grant funding (Other)		
Additional costs, if not covered by the grants:		
WRU staff costs	188,104	WRU records
Other staff costs (including coaches, supervisors etc)	66,390	WRU records (including on costs at 13%)
Camp expenses (Food)	Covered by We-Soda grant	WRU records (including on costs at 13%)
Camp expenses (Non-Food)	Covered by We-Soda grant	WRU estimate
Volunteer time	39,853	Based on 8 vol hours per camp @12.21 per hour (Nat living wages Wales)
Travel costs	36,720	Based on mean of 5 staff per camp and a 40-mile round trip @ 45p p.m, per camp
Office costs	100,000	WRU estimate of administration Costs – Time/Registrations etc.
<b>Total Investment 2022-24</b>	<b>£1,331,067</b>	

## 4 Evidencing change in the outcomes

Two forms of data were used to evidence change in the SROI outcomes: selective responses from the FFF participant surveys (n=50) and a ranked assessment of the qualitative evaluation analysis and findings by the evaluation team (n=4).

The relative lack of systematic data to evidence change in the SROI outcomes should be borne in mind when interpreting the impact metrics and associated benefit to investment ratios. While all indicator values in the model are derived from primary data collected as part of the FFF evaluation, the survey data was gathered only from participants. And the evaluators assessments – while informed by robust qualitative evidence – are obviously subjective.

In the context of evaluating the return on investment to date, the SROI results should therefore be seen as indicative. However, the findings will have greater utility in helping to forecast the impact of future comparable programmes, as well designing accompanying evaluation frameworks. In accordance with SROI protocols, 1-5 scale data was transformed into a proportional metric for inclusion in the model<sup>1</sup>. Indicator values for all 16 SROI outcomes are given in Table 3, with proportional values given as percentage changes in each outcome.

**Table 3 Evidence of change in the outcomes – SROI indicator values**

Domain	Outcome	Indicator/s of Change	Outcome Change (%)
Health and Wellbeing	Improved physical wellbeing	I know about healthy eating	72
	Improved mental wellbeing	I feel good about myself; I am good at managing my feelings and emotions; I feel fully mentally alert	63
	Improved trust in local services	Evaluators assessment based on qualitative findings	42
Inclusivity and equality	Increased social connections	I feel close to other people; I often meet socially with friends and relatives; I feel part of something	74

<sup>1</sup> Scale data was transformed into an appropriate functional range of 0-1, whereby scaled variables were transformed in the form  $(X - \min[X]) / (\max[X] - \min[X])$ . This produced a transformation of the ordinal codes 1 through 5 (i.e. Strongly Disagree through Strongly Agree): 1=0; 2=0.25; 3=0.50; 4=0.75; 5=1.0.

	Improved safety through trusted holiday provision	It is important to be responsible for my own actions and behaviour; I am an honest person who respects others	81
	Reduced inequality through food and activity access	Evaluators assessment based on qualitative findings	33
Skills and knowledge	Increased skills and confidence	I feel confident to try new things; I feel motivated	72
	Youth empowerment & sports talent development	Proportion of FFF participants deemed to fall into this category (Estimate)	10
	Improved social and vocational skills	I am a good team member	81
Partnerships	Improved community cohesion and resilience	I deal with problems well; I feel part of something; I like to volunteer or get involved in activities to help others	64
	Improved partnership working and capacity - trust and strengthened relationships	Evaluators assessment based on qualitative findings	63
	Improved partnership working and capacity - exchange of knowledge and skills	Evaluators assessment based on qualitative findings	53
	Improved partnership working and capacity - stakeholder engagement in decision making	Evaluators assessment based on qualitative findings	50
	Improved multi-agency coordination	Evaluators assessment based on qualitative findings	67
	Reputational and engagement benefits	Evaluators assessment based on qualitative findings	65

## 4.1 Considering the additionality of FFF

Accounting for deadweight and attribution is an important element of the SROI methodology<sup>2</sup>. Deadweight relates to the extent to which outcomes would have happened anyway without the project while Attribution refers to the extent to which observed and anticipated outcomes can be attributed to FFF as opposed to other programmes, activities or initiatives. Both measures are represented as proportions in the SROI model and were informed through the collation of secondary and primary data.

### *Deadweight*

Whilst material changes may have occurred through the programmes between 2022 and 2024, it was important to take account of similar changes or trends that may have occurred for society as a whole over a similar period. The potential for over-estimating deadweight could therefore be greatly reduced and the impact estimations made more robust.

A range of national level secondary data was drawn on to represent the main outcomes revealed through the Theory of Change. The estimate of 25% was triangulated against the qualitative information gathered through the evaluation to further improve their accuracy, and comparable SROIs<sup>3</sup>

### *Attribution*

The participant survey included an attribution question requesting participants to rank on a scale of 1-10 the extent to which FFF had influenced them. This indicated that around 77% of the change affected by FFF could be attributed to the programme, which broadly aligns social outcomes of this nature. However, given the sample size and the fact that the data was drawn only from children and young people, this was moderated down to 50% to be in line with comparable SROIs. In the same way, partnership attribution was moderated down to 70% to reflect likely attribution values associated with partnership related activities.

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<sup>2</sup> Displacement is a third measure, although it was evident from the evaluation that the extent to which the project had displaced other activities or benefits in the local areas was negligible. It is therefore unlikely that displacement was relevant in this case, but to adhere to the principle of not over claiming, and in the interests of producing a conservative estimate, displacement of impacts after deadweight and attribution were taken into account was estimated to be 10%.

<sup>3</sup> See for example Courtney and Baker et al (2023) Monitoring and Evaluation of the Going the Extra Mile (GEM) programme; Courtney P. and Powell, J. (2020) Evaluating Innovation in European Rural Development Programmes: Application of the Social Return on Investment (SROI) Method. *Sustainability*, 12 (7); Courtney (2014) The Local Food Programme: A Social Return on Investment (SROI) Approach, <https://socialvalueuk.org/reports/the-local-food-programme-a-social-return-on-investment-approach/>

## 5 Monetising the outcomes

Central to the SROI methodology is the monetisation of outcomes in order that they can be measured in a consistent way using a common currency. This of course allows computation of a ratio of benefits to costs as the measure of impact which, expressed in monetary terms, can be set against the initial financial investment. In this case it was deemed appropriate to estimate the social value generated by the two programmes in addition to any cost savings to the state resulting from them.

Monetisation under this approach, however, represents more than a primary currency facilitating a cost-benefit analysis, and the process of monetization should not be viewed as purely reductionist in the sense that powerful, often context specific, outcomes are simply 'reduced' to a monetary unit for the purposes of financial and economic accounting. The process undertaken in measuring impacts and selecting financial proxies is more a form of social accounting, within which monetisation allows the 'significance' of outcomes to be compared in a consistent way. The approach usefully allows a range of benefits to be included in the analysis that might otherwise be missed out or ignored.

The process of monetising the relevant outcomes involves identifying financial proxies for each separate outcome. In other words, approximations of value were sought for each outcome, which in some cases may not be wholly representative of the specific outcome in question. They are instead the 'best approximation' (or one of the best) available through which to assess the significance of the outcome to society or the state, and thus allow comparison with other (monetized) outcomes. There were 4 main types of approximation, or valuation, methods, used in this process. These are:

**Cost/income** - equivalent cost or income that would produce a similar outcome

**Potential cost saving** – to an agency or the state as a result of a negative outcome being partially mitigated

**Revealed preference** – the inference of valuations from the prices of market-related goods.

**Stated preference** – whereby people are asked how they value things relative to other things or in terms of how much they would pay to have or avoid something (Willingness to Pay)

In this case no valuations were derived using stated preference techniques, which can be deemed a strength of the FFF Programme SROI model. A description of the financial proxies assigned to the relevant outcomes, including their source and rationale for inclusion, is given in Annex 2. In all cases proxy values were re-based to 2025 prices to account for inflation since their original creation.

## 6.0 Calculating the impact

All of the information set out in the previous sections was then brought together in order to calculate the impact and produce a set of indicative SROI ratios for the FFF Programme.

This calculation involved first calculating the Present Value (PV) of benefits, which involved multiplying the number of stakeholders for each outcome by the indicator value before reducing the outcome incidence to take account of deadweight and attribution. Annual total value figures were then calculated for outcomes lasting more than one year using compound drop-off estimates. Finally, total values were converted to Present Values by applying HM Treasury's coefficient of 0.035.

This process was repeated for each outcome with the totals then summed to arrive at the Total PV. It was then possible to calculate an initial SROI ratio that would indicate the financial return to society for every pound invested in the programmes. To arrive at the ratio, the discounted value of benefits is divided by the total investment:

$$\text{SROI ratio}^4 = \frac{\text{Present Value}}{\text{Value of Investment}}$$

Total PV's for social value are given below. Given the uncertainty around precise participant numbers, estimates of the numbers of children and young people who have benefited from FFF were based on lower, mid and upper ranges, as detailed in section 3.1. BIRs for 3- and 5-year benefit periods were also calculated to provide a more reliable range of BIRs reflecting where ROI for the programme is likely to fall. While the programme ran for just over 3 years, the wider evaluation implied that benefits are likely to be felt beyond the life of the programme, legitimising the 5-year SROI estimates. This information is summarised in Table 4.

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<sup>4</sup> An alternative calculation is the net SROI ratio, which divides the Net Present Value (NPV) by the value of the inputs. The NPV is the PV minus the total value of inputs. In this case it was deemed acceptable to only report the SROI ratio rather than the net SROI ratio.

**Table 4 Return on Investment of FFF**

<b>3-year Benefit Period</b>	<b>Investment (£)</b>	<b>Social Value PV (£)</b>	<b>Benefit-to-Investment Ratio (BIR)</b>
Upper estimate	£1,331,067	<b>£7,060,257</b>	5.30
<b>Mid-range estimate</b>	<b>£1,331,067</b>	<b>£5,131,012</b>	<b>3.85</b>
Lower estimate	£1,331,067	<b>£4,166,389</b>	3.13
<b>5-year Benefit Period</b>	<b>Investment (£)</b>	<b>Social Value PV (£)</b>	<b>Benefit-to-Investment Ratio (BIR)</b>
Upper estimate	£1,331,067	<b>£7,530,760</b>	5.66
<b>Mid-range estimate</b>	<b>£1,331,067</b>	<b>£5,478,689</b>	<b>4.12</b>
Lower estimate	£1,331,067	<b>£4,452,654</b>	3.35

The table presents the estimated return on investment (ROI) for FFF over both 3-year and 5-year benefit periods, expressed as Benefit-to-Investment Ratios (BIR). The analysis considers three scenarios—upper, mid-range, and lower estimates—reflecting the assumptions related to the numbers of children and young people benefiting from FFF, as set out in section 3.1.

### **3-Year Benefit Period:**

- The investment remains constant at £1,331,067.
- Under the upper estimate, the present value of social benefits reaches £7,060,257 yielding a BIR of 5.30:1.
- The mid-range estimate produces a social value of £5,131,012, corresponding to a BIR of 3.85:1.
- The lower estimate generates £4,166,389 in social value, with a BIR of 3.13:1.

### 5-Year Benefit Period:

- The same initial investment is assumed.
- The upper estimate produces £7,530,760 in social value, resulting in a BIR of 5.66:1.
- The mid-range estimate yields £5,478,689 with a BIR of 4.12:1.
- The lower estimate generates £4,452,654 in social value, corresponding to a BIR of 3.35:1.

The results show that, even under conservative assumptions over the shorter 3-year benefit period, the investment returns more than double the initial outlay, indicating a strong positive social impact.

A snapshot of the social value generated by each of the four impact domains in the mid-range FFF model is given in table 5 below, with a more detailed outcome level summary of the SROI impact map given in table 5.

**Table 5 Benefit to Investment of the FFF programme, by impact domain (mid-range, 5-year benefit period)**

<b>Domain</b>	<b>Investment (£)</b>	<b>Social Value PV (£)</b>	<b>Benefit-to-Investment Ratio (BIR)</b>	<b>%</b>
Health and Wellbeing	1,874,827	£1,698,416	1.28	31%
Inclusivity and equality	1,874,827	1,665,093	1.25	30%
Skills and knowledge	1,874,827	754,385	0.57	14%
Partnerships	1,874,827	1,360,795	1.02	25%
All	£1,874,827	<b>£5,478,692</b>	<b>4.12</b>	<b>100%</b>

The breakdown given in Table 5 indicates that the outcomes in the health and wellbeing and inclusivity and equality domains – which relate directly to the original aims of FFF - account for just under two thirds of the social value generated and between them represent a 250% return on investment in the programme over a 5-year benefit period.

The findings indicate that a quarter of all value generated by FFF is being returned to society through the community, partnership and engagement elements of FFF, clearly demonstrating the gravity and importance of the partnership elements in deriving impacts through its delivery. The SROI metrics indicate that 100% of every £1 invested in FFF is being returned through these elements alone.

A detailed break down of the PVs generated for all outcomes in the model is given in Table 6.

**Table 6 SROI FFF summary impact map (Mid-range, 5-year benefit period)**

Domain	Outcome	Stakeholders in calculation (No.)	Indicator/s of Change	Outcome Change (%)	Financial proxy (Value £/Unit)	Present Value (£)
Health and Wellbeing	Improved physical wellbeing	Children and young people (2,124)	I know about healthy eating	72	Cost of General Medical Services activity by GP £936 per person p.a	£1,037,862
	Improved mental wellbeing	Children and young people (2,124)	I feel good about myself; I am good at managing my feelings and emotions; I feel fully mentally alert	63	School-based emotional learning programme - cost of delivery, per child per year £188 per child p.a	£182,402
	Improved trust in local services	Families (794)	Evaluators assessment based on qualitative findings	42	Valuation of Trust in Government £4,396 per person	£478,152
Inclusivity and equality	Increased social connections	Families (794)	I feel close to other people; I often meet socially with friends and relatives; I feel part of something	74	Value to an individual (aged 25-49) of feeling like they belong in their neighbourhood. £3,056 per family	£585,657
	Improved safety through trusted holiday provision	Children and young people (2,124)	It is important to be responsible for my own actions and behaviour; I am an honest person who respects other	81	Crime - average cost per incident of crime, across all types of crime £1,416 per person	£794,395

	Reduced inequality through food and activity access	Families (794)	Evaluators assessment based on qualitative findings	33	Food security premium £1,500 per family p.a	£285,041
Skills and knowledge	Increased skills and confidence	Children and young people (2,124); staff (50); volunteers (12)	I feel confident to try new things; I feel motivated	72	Value of improved confidence in young people £326 per person	£167,315
	Youth empowerment & sports talent development	Children and young people (2,124)	Proportion of FFF participants deemed to fall into this category (WRU estimate)	10	Cost of equivalent youth mentoring and engagement programs £1,750 per person p.a	£269,507
	Improved social and vocational skills	Children and young people (2,124); staff (50); volunteers (12)	I am a good team member	81	Cost of life coaching for children £550 per person	£317,564
Partnerships	Improved community cohesion and resilience	Communities (75)	I deal with problems well; I feel part of something; I like to volunteer or get involved in activities to help others	64	Cost of state funded community development worker £28,461 per community	£623,667
	Improved partnership working and capacity - trust and strengthened relationships	Communities (75); local, regional and national organisations (10) WRU and partners (6)	Evaluators assessment based on qualitative findings	63	Cost of time spent collaborating £5,213 per org p.a	£303,371

	Improved partnership working and capacity - exchange of knowledge and skills	Local, regional and national organisations (10) WRU and partners (6)	Evaluators assessment based on qualitative findings	53	Cost of group coaching £4,800 per org p.a	£41,318
	Improved partnership working and capacity - stakeholder engagement in decision making	Local, regional and national organisations (10) WRU and partners (6)	Evaluators assessment based on qualitative findings	50	Cost of facilitated stakeholder engagement per participant per year £163 per org. p.a	£1,324
	Improved multi-agency coordination	WRU and partners (6)	Evaluators assessment based on qualitative findings	67	System efficiency value £15,000 per org p.a	£61,210
	Reputational and engagement benefits	WRU (1)	Evaluators assessment based on qualitative findings	65	Community impact premium value £500,000 per org p.a	£329,905
<b>Total Benefits</b>						<b>£5.48m</b>
Investment						<b>£1.33m</b>
<b>Benefit-Investment Ratio (BIR):</b> <b>1</b>						<b>4.12</b>

## 7 Conclusions and Recommendations

### 7.1 Conclusions

#### **Strong Social Return on Investment**

- The FFF programme demonstrates a positive social impact, with a mid-range 5-year Benefit-to-Investment Ratio (BIR) of 4.12:1, meaning that for every £1 invested, £4.12 of social value is generated.
- Even under conservative assumptions (lower estimates), the programme triples the initial investment, highlighting the robustness of its outcomes.

#### **Health and Wellbeing as Key Drivers**

- The largest contributors to social value are the Health and Wellbeing and Inclusivity & Equality domains, accounting for nearly two-thirds of the overall impact.
- Improvements in physical and mental wellbeing, trust in local services, social connections, safety, and reduced inequality are central outcomes of the FFF intervention.

#### **Skills, Knowledge, and Partnership Benefits**

- While Skills and Knowledge and Partnerships account for smaller proportions of social value individually (14% and 25%, respectively), they remain critical to achieving sustainable, systemic change.
- Partnership-related outcomes—such as community cohesion, multi-agency coordination, and stakeholder engagement—enhance the long-term effectiveness and reach of FFF, contributing £1.02 for every £1 invested through these elements alone.

#### **Evidence Strengths and Limitations**

- The SROI analysis is supported by participant surveys and evaluator assessments, providing a clear directional understanding of impact.
- Limitations include the relatively small sample size for survey data and reliance on qualitative assessments, indicating that results should be interpreted as indicative rather than definitive.

## **Future Projection of Benefits**

- Extending the analysis to a 5-year benefit period reflects the potential for sustained improvements in community cohesion, skill development, and wellbeing beyond the life of the programme.

## **7.2 Recommendations for future programmes**

### **Enhance Monitoring and Data Collection**

- Implement systematic, longitudinal evaluation tools to track changes across all measurable outcomes, including larger sample sizes for surveys.
- Collect quantitative data on partnership functioning, multi-agency coordination, and community cohesion to strengthen future SROI calculations.

### **Prioritize Core Impact Domains**

- Continue focusing on Health and Wellbeing and Inclusivity & Equality outcomes, as these deliver the highest social return and align with FFF's original objectives.
- Embed targeted interventions for mental wellbeing, food security, and social inclusion to maximize measurable benefits.

### **Strengthen Partnerships and Community Engagement**

- Expand multi-agency collaboration and knowledge-sharing to reinforce sustainable social outcomes.
- Provide additional training and resources to partners and volunteers to enhance skills, capacity, and engagement.

### **Leverage Findings for Strategic Planning**

- Use SROI findings to justify further investment and funding for similar programmes.
- Apply the FFF theory of change and SROI methodology to future programme design, ensuring measurable impact is built into delivery from the outset.

### **Promote Long-Term Sustainability**

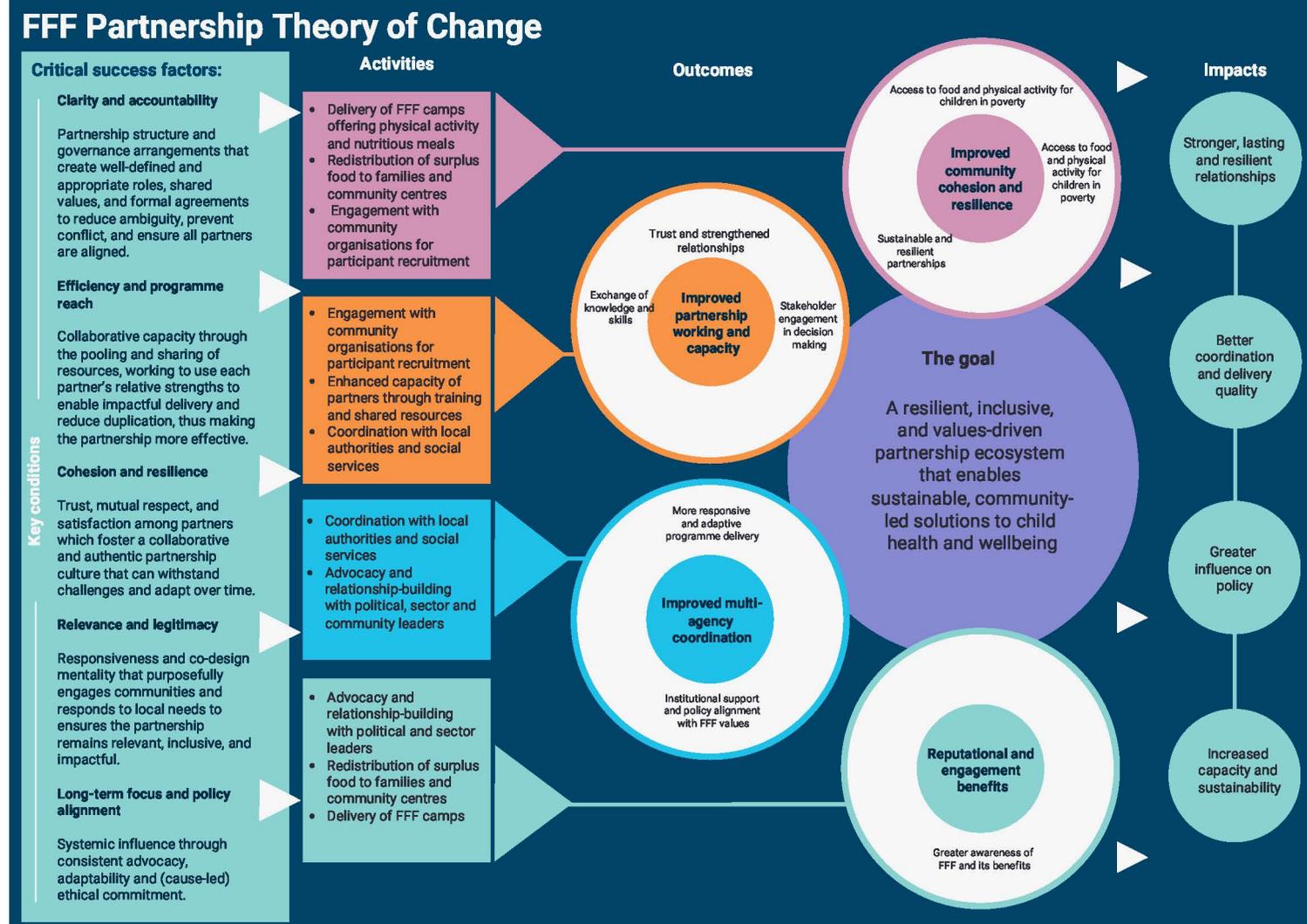
- Consider follow-up interventions or booster activities to maintain benefits beyond an initial 3-5 year period.
- Explore mechanisms to scale the programme or replicate key components in other regions to amplify social value.

## **Technical Annex**

### **1. Partnership Theory of Change**

### **2. Financial Proxies for all outcomes in the SROI models**

# Annex 1: Partnership Theory of Change



## Annex 2: Financial Proxies for all outcomes in the SROI models

Outcome	Proxy	Value (£) /Unit	Source	Notes
Improved physical wellbeing	Cost of General Medical Services activity by GP	£936 per person p.a	Greater Manchester Combined Authority unit cost database	The costs are derived from practice salary costs, including administrative and clerical staff (and including on-costs such as national insurance and pension contributions), premises costs and business overheads, and training and capital costs
Improved mental wellbeing	School-based emotional learning programme - cost of delivery, per child per year	£188 per child p.a	Greater Manchester Combined Authority unit cost database	School-based emotional learning (SEL) programmes are designed to help address conduct problems in childhood; such problems lead to significant longer-term costs relating to adverse outcomes such as increased risk of criminal activity, fewer school qualifications, parenthood at a young age, unemployment, divorce or separation, substance abuse, and psychiatric disorders.
Improved trust in local services	Valuation of Trust in Government	£4,396 per person	Suriyanrattakorn and Chia-Lin Chang (2021)	Valuation of Trust in Government: The Wellbeing Valuation Approach trust in government is valued at \$5,649 per person per year.
Increased social connections	Value to an individual (aged 25-49) of feeling like they belong in their neighbourhood.	£3,056 per family	Global Value Exchange SROI Network (Used in the supporting Communities Impact Assessment 2017/18)	Feeling of belonging to your neighbourhood is commonly taken as a proxy for increased social connections and reduced social isolation

Improved safety through trusted holiday provision	Crime - average cost per incident of crime, across all types of crime	£1,416 per person	Greater Manchester Combined Authority unit cost database	Reducing crime increases feelings of safety and security, therefore the cost of crime is a useful proxy to value safety and security. These are the average fiscal, economic and social costs per incident of crime across all crime types. The economic value falling to individuals (and/or businesses) includes increased insurance costs and loss of property. The social value is based upon the physical and emotional impact on direct victims of crime.
Reduced inequality through food and activity access	Food security premium	£1,500 per family p.a	Odoms-Young et al (2024)	Based on Healthcare cost savings (40% of value); Educational benefits for children (30% of value); Employment stability improvements (20% of value); and Mental health and wellbeing benefits (10% of value)
Increased skills and confidence	Value of improved confidence in young people	£326 per person	Berkshire Association of Clubs for Young People (BACYP) Ltd SROI Evaluation 2010	A valuation for confidence in young people used in previous studies and based on what it can do for them.
Youth empowerment & sports talent development	Cost of equivalent youth mentoring and engagement programs	£1,750 per person p.a	Kogan et al (2020)	Represents the mid-range cost of equivalent mentoring and engagement programs and accounts for typical programme duration (6-24 months on average) and intensity of support comparable to FFF.

Improved social and vocational skills	Cost of life coaching for children	£550 per person	Mind Station - Navigators Life Coaching for kids and teenagers (2025)	Coaching for children and young people designed to empower them to strengthen executive functioning skills, amongst other relevant attributes.
Improved community cohesion and resilience	Cost of state funded community development worker	£28,461 per community	Bell (2016) Proving the Value of VCS Organisations, University of Bristol (Based on JNC 2013 rates)	Community initiatives arising through commissioning a community development worker to strengthen community engagement are likely to result in a similar set of outcomes.
Improved partnership working and capacity - trust and strengthened relationships	Cost of time spent collaborating	£5,213 per org p.a	ONS Earnings and hours worked, place of residence by local authority 2023 / Powell and Courtney 2025	A 35% cost saving in staff time is used as a proxy for a reduction in the number of meetings needed due to more collaboration and partnership working. Based on 28 days of meetings per year for 4 personnel at an average person day rate of £133 (based on median UK salary of 29,669 in 2023 and 45 working weeks p.a).
Improved partnership working and capacity - exchange of knowledge and skills	Cost of group coaching	£4,800 per org p.a	Action Coach Business Coaching (2025)	Group coaching facilitates the exchange of knowledge and skills by providing a dynamic environment for peer learning, diverse perspectives, and shared experiences, allowing participants to learn from each other's insights and apply new strategies to their own goals.
Improved partnership working and capacity - stakeholder engagement in decision making	Cost of facilitated stakeholder engagement per participant per year	£163 per org. p.a	Training Zone (2025)	Based on facilitator costs of £650 per day and 12 people attending 3 sessions per year. Facilitated stakeholder engagement improves both partnership working and capacity by fostering shared understanding, buy-in, resource sharing, and increased legitimacy for policies and projects.

Improved multi-agency coordination	System efficiency value	£15,000 per org p.a	Provan et al (2008)	Assumes that improved coordination reduces costs of inter-organizational transactions; creates network value and reduces system waste. Based on estimates for medium sized agencies (15-50 staff).
Reputational and engagement benefits	Community impact premium value	£500,000 per org p.a	Inoue and Kent (2012)	Proxy assumes sustained, authentic community engagement rather than one-off publicity activities, as stakeholders are more critical of CSR efforts. And if initiatives are perceived as self-serving, the value is diminished and may even have a negative impact. Values accrue to enhanced reputation for WRU from addressing critical Welsh issues; strengthened community engagement and trust; Improved stakeholder relationships (including government, sponsors, fans); and risk mitigation against reputational damage.