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Leeds Rhinos Foundation Social Impact and Valuation Report



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substance.

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Executive Summary

Established in 2005, the Leeds Rhinos Foundation has grown to become a well-respected charity delivering projects in the heart of communities that provide opportunities, raise aspirations and enable people to be the best they can be.

The purpose of Leeds Rhinos Foundation is to **change lives through the power of sport**.

Leeds Rhinos Foundation commissioned Substance to help the organisation understand the social, economic and health related impacts their work generates, as well as providing a measure of the Social Return on Investment (SROI) the work delivers.

The foundation for the project, was a set of identified outcomes which are demonstrated in relation to the Foundation's programmes, as illustrated below:

Outcome Mapping					
Education/ Employment	Social	Physical Health	Mental Health	Economic	Other
Reduced cases of NEET (Not in employment, education or training)	Reduced incidence of crime	Reduced incidence of hypertension	Reduced incidence of schizophrenia	Facility investment value	Funds raised
Reduced school absence	Improved subjective wellbeing	Reduced incidence of diabetes	Reduced incidence of anxiety	Consumer spend value	Income generated
Improved educational attainment	Volunteering	Reduced incidence of strokes	Reduced incidence of depression		Warm Space proxy
	Reduced loneliness, isolation and suicidal thoughts	Reduced incidence of cancer	Reduced incidence of dementia		Social media proxy
		Reduced incidence of ischemic heart disease			
		Reduced incidence of osteoporosis			

SROI is a form of cost benefit analysis that attempts to quantify the social change created by a programme, policy, investment or entity and then convert that into financial terms. For this study, analysis was based on a 12-month reporting period from 1st Nov 2023 – 31st October 2024.

The total assessed social value generated by Leeds Rhinos Foundation amounted to £14.78m.

Based on expenditure of £1.41m, this reveals a social return on investment ratio of £1:10.49 or, for each £1 invested, £10.49 is returned.

“For twenty years we have known that Leeds Rhinos Foundation provides opportunities, across a vast range of services, to positively impact the lives of who we support. Especially those who are vulnerable, less fortunate and often over looked. Working with Substance to analyse our work, and socially valuing our impact, now provides us with the evidence to showcase what we know. I am confident that this will help us deliver additional vital services going forward allowing even more people to be better versions of themselves.”

Bob Bowman QPM

Chief Exec, Leeds Rhinos Foundation

“Substance has been delighted to work with the Leeds Rhinos Foundation on this pioneering study into the impact and value of Rugby League’s engagement with and contribution to its local communities. The breadth, depth and reach of the Foundation’s work is striking and helps to explain the scale of value creation which is represented in this report. As the organisation moves forward with its impact journey, we are confident that these findings will be re-enforced and new dimensions of impact revealed.”

Tim Crabbe

Chief Exec, Substance

Introduction

Substance has conducted a social valuing exercise for Leeds Rhinos Foundation (LRF) to understand more about and demonstrate the impact created through the celebrated work of the team at LRF.

The aims of the project were to:

Showcase the impact of Leeds Rhinos Foundation and present social valuations aligning closely to the organisation's strategic ambitions.

The study involved:

- Scoping and review of current data sets.
- Collecting additional data.
- Informing on improved data collection processes for future work.
- Analysis of available data and development of a bespoke social valuing model.
- Reporting through a digital interface and written report.

Leeds Rhinos Foundation continue to make a substantial contribution to their local communities through both sporting provision and projects with spanning wider social aims and objectives.

The remainder of this report is focused on providing an assessment of the value of these activities.

Methodology

Social Return on Investment ('SROI') is a form of cost benefit analysis and branch of social value¹ assessment that attempts to quantify the social change created by a programme, policy, investment or entity. It is a particularly useful form of analysis for not-for-profit organisations, which seek to generate positive social changes that are difficult to measure in traditional financial terms.

Social valuing techniques have developed and been refined progressively over time and involve the following steps².

1. Establishing scope and identifying key stakeholders
2. Mapping outcomes
3. Evidencing outcomes and giving them a value
4. Establishing impact
5. Calculating the SROI
6. Reporting, using and embedding.

Table 1: Outcome Mapping

Education/ Employment	Social	Physical Health	Mental Health	Economic	Other
Reduced cases of NEET (Not in employment, education or training)	Reduced incidence of crime	Reduced incidence of hypertension	Reduced incidence of schizophrenia	Facility investment value	Funds raised
Reduced school absence	Improved subjective wellbeing	Reduced incidence of diabetes	Reduced incidence of anxiety	Consumer spend value	Income generated

¹ <https://socialvalueint.org/social-value/what-is-social-value/>

² Social Value UK (2012) *A Guide to Social Return On Investment*, <http://www.socialvalueuk.org>

Improved educational attainment	Volunteering	Reduced incidence of strokes	Reduced incidence of depression		Warm Space proxy
	Reduced loneliness, isolation and suicidal thoughts	Reduced incidence of cancer	Reduced incidence of dementia		Social media proxy
		Reduced incidence of ischemic heart disease			
		Reduced incidence of osteoporosis			

Studies typically begin with the determination of the changes sought or generated by the programme, policy, investment or organisation, followed by a structured approach to determining whether any identified benefits can be attributed to the work under consideration and converted into financial terms. SROI can be calculated for a single year or over the life of a project or programme, and it can be calculated summatively (i.e., once outcomes have been realised) or formatively (i.e. as work is underway, or prior to it getting underway).

For those programmes, where we were confident that regular opportunities to play sport or engage in other physical activities³ involving moderate to vigorous physical activity were provided, a variety of techniques were employed to establish related impacts and to value them. In the economic domain, facility valuation is based on the use of the Gross Value Added (GVA)⁴ approach to assess the value of direct investment in construction. This is then discounted over the estimated lifetime of the facilities to generate an annual value. These assessments are made alongside a market approach⁵ to estimating the value of usage of facilities hired or made available for programme delivery on an annual basis. Other economic benefits are assessed in terms of the assessed spending on clothing, equipment, travel and subsistence to support participation alongside measures of funds raised through participants' own charitable activity in support of the Foundation.

In the social and health domains, using a 'risk and protective factors' model⁶ for crime reduction, NEET status, absence from school, cardiovascular diseases, cancers, ageing and

³ Participation thresholds are applied to ensure only those participants engaged in sufficient levels of activity to achieve associated benefits are included in subsequent valuations (See Appendix 1)

⁴ <https://www.investopedia.com/terms/g/gross-value-added.asp>

⁵ <https://www.investopedia.com/terms/m/market-approach.asp>

⁶ <https://sk.sagepub.com/reference/substance/n306.xml>

mental health conditions, the risk of participants in relevant population groups facing these outcomes; the associated cost to society of negative outcomes; as well as the effect of participation in sport and physical activity in reducing that risk⁷ is considered in order to calculate a per capita saving which is then multiplied by the number of participants to create an overall valuation.

Impacts on educational attainment are based on a 'lifetime earnings' approach that considers the effect of participation in team and individual sports on academic performance and uses the differential between lifetime earnings potential across different levels of academic qualification to identify a monetary value for that impact.

The calculation for subjective wellbeing used findings from academic research⁸ that assign a monetary value on the basis of people's 'willingness to pay' for an equivalent boost to their sense of wellbeing to that driven by playing football. The negative impacts of participation related injury are also considered, based on proxy value drawn from the prevalence of injuries whilst playing rugby and associated treatment costs for defined injuries.

Further explanation on methods and associated data sources and assumptions is provided in Appendix 1.

⁷ See for example https://www.aomrc.org.uk/wp-content/uploads/2016/05/Exercise_the_Miracle_Cure_0215.pdf
<https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2020-09/Social%20return%20on%20investment.pdf?VersionId=5BgVLn09jwpTesBJ4BXhVfRhV4TYgm9E>

⁸ Downward, P., & Rasciute, S. (2011) Does sport make you happy? An analysis of the well-being derived from sports participation. *International Review of Applied Economics*, 25(3), 331-348.

Strategy and Values

When considering the social value generated by the Leeds Rhinos Foundation, the strategy of the organisation and the ways in which they structure their work plays a key role. LRF has four main values:

TRUST: We aspire to be trusted by everyone we work with to deliver excellence.

ENJOYMENT: We look to create a positive environment to inspire everyone we work with.

PROGRESSIVE: We are forward thinking and innovative.

INCLUSIVE : We treat everyone fairly, with dignity and respect and do not discriminate.

Along with these values, the following interrelated approaches also drive how LRF do business to have the maximum effect and in turn enable focus on current delivery and the organisation's future. These include:

1. Power
2. Place
3. People
4. Products
5. Partnerships
6. Performance
7. Possibilities

These values and approaches help to form the focus work streams that underpin the organisation's offerings, with programmes typically aligned to the following areas:

- Disability and Inclusion
- Schools/Community
- Rugby League Development
- Health and Wellbeing
- Education
- Netball

Further information on these areas of work, the programmes which fall into them and the relative contributions they make to the assessment of value can be found in the following sections.

Leeds Rhinos Foundation Programmes

For the purpose of the study, Substance and LRF have grouped programmes together in order to provide a more accessible set of social impact valuations and to align with the Foundation's strategic pillars. Please see these in Table 2 below.

Table 2: Programme Breakdown

Individual Projects	Included	Method	Grouping
Adult Wheelchair RL	Yes	Participation outcomes	Disability and Inclusion
Junior Wheelchair RL	Yes		
Adult Physical Disability Rugby League	Yes		
Junior Physical Disability Rugby League	Yes		
Aspire CBS	Yes		
Disability and Inclusion Match Day Tickets	Yes	Commercial proxy	
Rhinos Reach/YYA	Yes	NEET outcomes	
Lunch Time Club	Yes	Participation outcomes	Schools/Community
After School Club	Yes		
Curriculum Time	Yes		
Specialist Inclusive Learning Centres	No - Data	N/A	
Panathlon	No - Data	N/A	
Primary RL Pilot	No - 2025	Participation outcomes	Rugby League Development
Rugbees	Yes		
Schools Competitions	Yes		
Schools Delivery	Yes		
Club Taster Sessions	Yes		
Respect Campaign	No - Data	N/A	
Community Club Support Scheme	Yes	Volunteer training	
Coach Education Level 1 and 2 Courses	Yes	Commercial rate for training	
Outreach Coach Development	Yes		
Indoor Touch	Yes		

Community RL Curriculum Coaches workshops	Yes		
Primary Coaches workshops	Yes		
Spring / Summer Series central coaching workshops	Yes		
Coaching Coordinators Scheme	Yes		
Rhinos Talent Pathway Y7 – 9	Yes	Participation outcomes	
Rhinos Talent Pathway Y10 - 11	Yes	Participation outcomes	
North V South Player Development Series	Yes	Mixed	
RL Mini Camps	Yes	Participation outcomes and income generated	
Teachers CPD	Yes	Mixed	
Rhinos Development Academies	Yes	Participation	
Match Day Activity	No	N/A	
Ref with the Rhinos	Yes	Commercial rate for training	
Match Officials Development Academy	No	N/A	
Talent Transfer	No	N/A	
Motivate	Yes	Participation outcomes	Health and Wellbeing
Offload Community	Yes	Mental health outcomes	
Offload Aspire	Yes	Training proxy	
In Touch Dementia Support Group	Yes	Respite care	
Rainbow Dementia Care	Yes		
Leeds Older People Events	Yes	Venue hire	
Nutrition Project	Yes	Healthy eating proxy	
Parkinsons Physical Activity	Yes	Participation outcomes	
Rhinos Brew – Veterans Café	Yes	Loneliness, isolation and suicidal thought outcomes	
Run with the Rhinos Run Club	Yes	Participation outcomes and income generated	
Touch & Pass Mondays	Yes	Participation outcomes	
Reminiscence Cafe	Yes	Warm Space proxy	

Schools Healthy Living Assemblies	No	N/A	
Ascendance Dance Class	Yes	Participation outcomes	
Sue Ryder Grief Kind Spaces	Yes	Isolation and suicidal thought outcomes	
Public Health Messaging Campaign	Yes	Social media proxy	
Inspiring Futures - YEF	No – 2025	N/A	Education
Ahead of the Game – Movember/RLC	Yes	Set outcomes – anxiety, depression & wellbeing	
St Giles – Safe Taskforce Program	Yes		
Netball Camps	Yes	Participation outcomes	Netball
Leeds City College Netball Academy	Yes		
Woodhouse Grove Development Centre	Yes		
University of Huddersfield	Yes		
Leeds Grammar School	Yes		
Masterclasses & Workshops	No	N/A	Other
Marathon and Half	Yes	Funding raised	
Leeds 10k	Yes		
Butlins Skegness Weekends	Yes	Commercial rate for tours/consumer spend	
AMT Headingley Stadium – Leeds Big Sleep	Yes	Proxy value	
Match Day Experiences	Yes	Commercial rate for experiences	

Leeds Rhinos Foundation People and Places

Table 3 below displays various aspects of the demographic profile of the Foundation's participants which has been considered in the assessment of programme impacts and subsequent valuations. Programme participant counts, age ranges and place of delivery have been noted – providing an indication the reach of the work and the nature of the communities and individuals engaged to generate impact and positive changes.

Table 3: Demographic Information

Programmes (Included)	Participant Counts	Age Ranges	Delivery
Adult Wheelchair RL	35	16-65	LS6 3QS
Junior Wheelchair RL	25	6-16	LS6 3QS
Adult Physical Disability Rugby League	25	16-50	LS5 3BW
Junior Physical Disability Rugby League	10	4-16	LS5 3BW
Adult Learning Disability Rugby League	35	18-60	LS5 3BW
Junior Learning Disability Rugby League	6	4-16	LS5 3BW
Aspire CBS	150	18-95	LS5 3BW
Disability and Inclusion Match Day Tickets	60		Across Leeds
Rhinos Reach/YAA	14	21-60	LS6 3BR & beyond
Lunch Time Club	709(modelled)	U11	
After School Club	3145(modelled)	U11	
Curriculum Time	6709(modelled)	U11	
Rugbees	100	7-10	
Schools Competition	3500	7-10	
Schools Delivery	540(modelled)	11-16	Across Leeds
Club Taster Sessions	300	7-10	
Community Club Support Scheme	300	30-60	
Coach Education Level 1 and 2 Courses	100	25-60	
Outreach Coach Development	200	25-60	
Indoor Touch	150	6-10	

Community RL Curriculum Coaches workshops	100	25-60	
Primary Coaches workshops	50	25-60	
Spring / Summer Series central coaching workshops	100	25-60	
Coaching Coordinators Scheme	10	25-60	
Rhinos Talent Pathway Y7 – 9	600	12-14	
Rhinos Talent Pathway Y10 - 11	150	15-16	
North V South Player Development Series	300 Players 20 Coaches	13-17	
RL Mini Camps	100	U11	
Teachers CPD	40	21-60	
Rhinos Development Academies	70	7-11	
Ref with the Rhinos	30	16-19	
Motivate	32	26-72	LS6 3BR
Offload Community	80	18-70	Across Leeds
Offload Aspire	90	18-70	Across Leeds
In Touch Dementia Support Group	65	40-90	LS6 3BR
Rainbow Dementia Care	6	40-100	LS6 3BR
Leeds Older People Events	500	18-110	
Nutrition Project	3200	U18	
Parkinsons Physical Activity	28	40-85	LS6 3BR
Rhinos Brew – Veterans Cafe	8	40-85	LS6 3BR
Run with Rhinos Run Club	45	18-75	LS6 3BR
Touch and Pass Mondays	14	24-65	LS6 3BW
Reminiscence Cafe	6	62-88	LS6 3BR
Ascendance Dance Class	14	45-85	LS6 3BR
Sue Ryder Grief Kind Spaces	8	18-80	LS6 3BR
Public Health Messaging Campaign	10k (reach)		Online
Ahead of the Game	3404	12-16	Various
Safe Taskforce Programme	657	12-16	Various
Netball Camps	789	7-15	
Leeds City College Netball Academy	78	11-25	
Woodhouse Grove Development	46	11-25	

University of Huddersfield	20	11-25	
Leeds Grammar School	110	11-25	
Marathon and Half	30	N/A	
Leeds 10k	100	N/A	
Butlins Skegness Weekends	11558	N/A	PE25 1NJ
AMT Headingley Stadium – Leeds Big Sleep	183	N/A	LS6 3BR
Match Day Experiences	3631	All	LS6 3BR

Valuations

The headline valuation for Leeds Rhinos Foundation is £14,782,713.42 (£14.78m). In this section, the valuations are broken down and presented in Table 4 below:

Table 4: Valuations

Programmes		
Individual Projects	Value	Totals
Adult Wheelchair RL	£43.79k	Disability and Inclusion (£386.37k)
Junior Wheelchair RL	£31.28k	
Adult Physical Disability Rugby League	£31.28k	
Junior Physical Disability Rugby League	£12.51k	
Adult Learning Disability Rugby League	£43.79k	
Junior Learning Disability Rugby League	£7.51k	
Aspire CBS	£187.69k	
Disability and Inclusion Match Day Tickets	£16.50k	
Rhinos Reach/YYA	£12.01k	
Lunch Time Club	£626.82k	Schools/Community (£8.34m)
After School Club	£2.48m	
Curriculum Time	£5.23m	
Specialist Inclusive Learning Centres	N/A	
Panathlon	N/A	
Primary RL Pilot	N/A	
Rugbees	£49.55k	
Schools Competitions	£665.93k	
Schools Delivery	£358.05k	

Club Taster Sessions	£13.61k	Rugby League Development (£2.64m)
Respect Campaign	N/A	
Community Club Support Scheme	£170.70k	
Coach Education Level 1 and 2 Courses	£56.90k	
Outreach Coach Development	£113.80k	
Indoor Touch	£85.35k	
Community RL Curriculum Coaches workshops	£56.90k	
Primary Coaches workshops	£28.45k	
Spring / Summer Series central coaching workshops	£14.26k	
Coaching Coordinators Scheme	£5.69k	
Rhinos Talent Pathway Y7 – 9	£636.00k	
Rhinos Talent Pathway Y10 - 11	£80.27k	
North V South Player Development Series	£182.08k	
RL Mini Camps	£33.63k	
Teachers CPD	£42.66k	
Rhinos Development Academies	£27.59k	
Match Day Activity	N/A	
Ref with the Rhinos	£17.07k	
Match Officials Development Academy	N/A	
Talent Transfer	N/A	
Motivate	£14.34k	Health and Wellbeing (£507.33k)
Offload Community	£144.73k	
Offload Aspire	£51.21k	
In Touch Dementia Support Group	£297.00	
Rainbow Dementia Care	£4.12k	
Leeds Older People Events	£400.00	
Nutrition Project	£10.66k	
Parkinsons Physical Activity	£11.49k	
Rhinos Brew – Veterans Café	£16.00k	
Run with the Rhinos Run Club	£135.31k	
Touch & Pass Mondays	£41.36k	
Reminiscence Cafe	£1.48k	

Schools Healthy Living Assemblies	N/A	
Ascendance Dance Class	£41.16k	
Sue Ryder Grief Kind Spaces	£34.72k	
Public Health Messaging Campaign	£45.00	
Inspiring Futures - YEF	N/A	Education (£574.45k)
Ahead of the Game – Movember/RLC	£127.32k	
St Giles – Safe Taskforce Program	£447.13k	
Netball Camps	£431.34k	Netball (£563.80k)
Leeds City College Netball Academy	£22.37k	
Woodhouse Grove Development Centre	£28.77k	
University of Huddersfield	£12.51k	
Leeds Grammar School	£68.81k	
Masterclasses & Workshops	N/A	
Marathon and Half	£15.00k	Other (£1.80m)
Leeds 10k	£5.00k	
Butlins Skegness Weekends	£1.21m	
AMT Headingley Stadium – Leeds Big Sleep	£266.08k	
Match Day Experiences	£305.00k	

When assessing these valuations against the overall level of investment (£1.41m), the SROI ratio is £1:10.49, or for every £1 invested, £10.49 of social value is generated. Due to the investment data made by available by LRF, we have also provided these ratios by pillar below:

Disability and Inclusion £1:3.02

Schools/Community £1:18.61

Rugby League Development £1:7.04

Health and Wellbeing £1:4.76

Education £1:8.07

Netball £1:2.06

Evaluation and Recommendations

Through the data and insight that the Leeds Rhinos Foundation and the team have provided, a detailed baseline valuation has been enabled which will give the organisation some indication as to how their range and breadth of programmes perform when considered in terms of a social return on investment assessment.

The headline annual value being returned by the Foundation is itself impressive at almost £15 million but this is all the more compelling when the SROI ratio of £10:49 being returned for every £1 invested is compared with the findings of a study commissioned by Sport England which found that for every £1 spent on community sport and physical activity across the whole of England, a return of £3.91 is generated. Whilst the highest values and rates of return were recorded in relation to Schools and Community work it was encouraging to see substantial and positive rates of return across all of the Foundation's pillars of activity. The higher values recorded for Schools and Community work, Rugby League development and other specific programmes is largely related to the broad-spectrum range of benefits derived from increased participation in physical activity in contrast to the more targeted programmes delivering specialist support to specific population groups.

Substance recognises the broad reach of the work at Foundation across Leeds and further afield. When all variations of programme delivery are considered, it is possible to identify some 75 projects with different profiles of participation and provision. When assessing social impact, such a wide range of delivery *can* lead to reduced value if data availability becomes more challenging or variable.

Accordingly, as the Foundation continues to develop and grow on its impact journey, further advancements will then be possible, based on improved and wider data collection processes across their projects and programmes. A fuller set and higher value assessments are likely to be possible based on the availability of additional outcome and person specific data that it was not possible to access at this time. The ability to achieve this goal would be supported by the implementation of a centralised data system which could support the recording of more well-rounded data, as well as greater consistency of measures being tracked across multiple programmes.

Appendix 1: Methods, Assumptions and Data Sources

For the purposes of this report, we have made the following assumptions.

Basis Period

Valuations are based on the 12-month period from 1st Nov 2023 – 31st October 2024.

Population

The population for the study included participants in programmes for whom attendance records could be identified or verifiably estimated. We have assumed as a basis that, **prior to any discounts being applied** (see below), all of those participants in participation programmes engage in sufficient levels of moderate to vigorous physical activity to meet outcome requirements

Deadweight, Discounts and Thresholds

‘Deadweight’ (what would have happened anyway) is accounted for through a discount based on the proportion of participants that would be likely to be involved in other similar activities regardless of Leeds Rhinos Foundation’s presence. The assumption made is that, without this engagement, the proportion of participants meeting physical activity guidelines would match that for the relevant population group across the city of Leeds. A value is therefore only included for the proportion of participants that would otherwise be defined as ‘inactive’.

Amongst those participants in other physical activity programmes, an additional discount is applied based on thresholds for the number of sessions attended, as illustrated in the Table below.

Physical Activity Programme Discounts and Thresholds	
Number of sessions attended	Additional discount
Less than 5 sessions	100%
Between 5 – 9 sessions	75%
Between 10 – 15 sessions	50%
Between 16 – 20 sessions	25%
More than 21 sessions	0%

Data

A range of data relating to participants was gathered directly through the Leeds Rhinos Foundation, including programme monitoring records, staff, partner and participant surveys. Further backend data relating to social profiles, health and social condition prevalence and costs was gathered by Substance from public sources, published reports and, where not available directly, from data gathered when applying models with other entities across England.

Appendix 2: Glossary of Terms

Absence from school: School attendance below 90% in any defined period.

Educational attainment: The highest level of education completed.

Gross Value Added (GVA): The value generated by any unit engaged in the production of good and services.

Indices of deprivation: A measure of relative deprivation in small areas in England called lower-layer super output areas.

Not in Education, Employment or Training (NEET): An acronym for Not in Education, Employment or Training which refers to a person who is unemployed and not receiving an education or vocational training.

Participation Programme: Programmes that are primarily focused on engaging people in sport and physical activity.

Physical activity: Movement that is seen to contribute to the Chief Medical Officers guidelines for recommended levels of physical activity.

Risk and Protective Factors: Risk factors are the biological, psychological, family, community, or cultural aspects that precede and are associated with a higher likelihood of negative outcomes. Protective factors are characteristics associated with a lower likelihood of negative outcomes or that reduce a risk factor's impact.

Social capital: the networks of relationships among people who live and work in a particular society, enabling that society to function effectively.

Social Return on Investment (SROI): a method for measuring and assigning monetary values to outcomes that are not traditionally reflected in financial statements, including social, economic, and environmental benefits.

SROI Ratio: A ratio determined by dividing the identified social, economic and environmental value by the financial cost of the investment to identify the return generated for every unit of currency invested.

Subjective Wellbeing: The scientific term for levels of happiness and life satisfaction.

Targeted Programme: Programmes that are primarily focused on addressing a defined social problem or issue, for example, employability.