

Evaluation of Right Here: a young people's
mental health initiative of the Paul
Hamlyn and Mental Health Foundations

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Authorship and acknowledgements

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Executive summary

Right Here

Right Here was a five-year initiative of the Paul Hamlyn Foundation and the Mental Health Foundation that aimed to improve preventative and early intervention approaches to supporting the mental health and wellbeing of young people in the UK.

The initiative ran from 2009 - 2014 and was delivered across four local sites: Brighton and Hove, the London Borough of Newham, Sheffield and Fermanagh, Northern Ireland. It offered a blend of activities to raise awareness of mental health and wellbeing; build confidence and resilience through physical, creative and therapeutic activities; influence policy and practice locally; and deliver products and services that had been developed by young people.

A central Right Here team with responsibility for coordinating the initiative also convened a National Youth Panel to contribute to the initiative's governance and influencing agenda; arranged showcasing and dissemination opportunities for the projects' work; and provided consultancy support to the grantholders.

Youth participation was critically important to the initiative; both local projects and the central team had a variety of ways of involving young people in the planning of activities, projects and the initiative as a whole. Partnership was also an informing principle at local and national level. The initiative sought to develop new insights around these areas.

Findings: achievements and lessons

Adaptation

Over the lifetime of the initiative, Right Here adapted to various changes in external circumstances as well as internal lessons gained during its own process evaluation. The policy context in which the initiative was conceived was very different from the one it was operating in by the time it came to an end, as a result of public spending cuts, subsequent reduction in young people's services and the reorganisation of the health service. Against this backdrop, the Foundations and grantholders found it necessary to scale down original ambitions to influence policy locally or nationally. Right Here also adapted in response to lessons gained through a process evaluation, for example by developing a more participative approach to the national youth involvement work.

Key benefits for young people

Right Here directly engaged well over 3,000 young people in a wide variety of activities developed by local Right Here projects, most often in consultation with the young people themselves. The activities - which were as diverse as rock-climbing, support groups, and local campaigning - were all focused on building (to a lesser or greater extent) mental health awareness, confidence and resilience. The activities were also intended to influence policy, practice and services locally.

A range of benefits for young people were reported during the evaluation, including:

- Gaining an increased awareness and understanding about mental health and wellbeing in themselves and others. Young people spoke about the fact that they had grasped that 'everybody has mental health' and found the tools to think about their issues for the first time.
- Gaining a belief that their opinions mattered and growing the confidence to voice them. This was particularly evidenced by some of the local influencing and campaigning work taken forward by young people with commissioners and service providers in the area.
- Changing their behaviour especially their ability to handle anger. The evaluation heard from young people who felt that new skills were helping them handle previously uncontrollable episodes of rage.
- Improving relationships with family members. Both family members and young people reported that new confidence was enabling them to form trusting relationships, often for the first time.
- Becoming motivated to take up challenges and opportunities within Right Here and beyond.

For some young people the experience of getting involved in Right Here had been transformational. Though the evaluation was unable to track longer term impact, it was clear that some young people had been linked into Right Here activities for several years, sometimes progressing through activities to become leaders of activities in their own right.

Key benefits to the field

There was a range of benefits for those delivering Right Here at local level. Some of the relationships and partnerships forged through the initiative have been maintained, learning has been embedded, confidence gained in relation to youth participation and resources created which the organisations are still, in some instances, using. Right Here delivery organisations have developed new services and successfully sought ongoing funding for them, building on the reputation gained through their Right Here project activities.

Regarding the wider influencing agenda, progress was slow at the start (for reasons described above) but accelerated towards the end of the initiative. Changes were incremental and sometimes frustratingly slow, but real progress was made once the restructuring of health services started to 'bed in'. As the initiative drew to a close, the following achievements could be identified:

- Combining youth work with mental health expertise. Critical to this 'marriage' was the quality of the relationships that the young people formed with youth workers. Both at local and national level the cross-fertilisation of ideas and approaches provided a spur to new approaches and learning.
- Gaining recognition for the principle and practice of a participatory approach to mental health services, both within the Right Here projects and nationally, through a wide variety of opportunities for young people to engage with commissioners, practitioners and funders.
- Enabling grantholders to survive and thrive during a period of retrenchment and, in particular, to retain their commitment to cross sector partnership working at a time when many other services lost contact or failed to find ways to work together. The preservation of these pockets of good practice seems to have had an effect on

maintaining standards of excellence and sustaining morale and motivation for those working in the field.

Towards the end of the initiative the legacy of Right Here was visible in the policy and practice context for local projects. For example, mainstreaming youth participation across other services; building mental health awareness into grantees' young people's courses as standard; embedding youth-led evaluation for statutory mental health services and continuing to pursue gains made in efforts to influence local public sector commissioners and providers.

Challenges

In addition to external policy change and funding cuts, challenges included:

- Partnership working was placed under severe pressure by public spending cuts. In some instances this led to partner organisations having to withdraw from the initiative.
- Evidencing the benefits of Right Here proved more complex than envisaged.
- There was a poor fit initially between the experience and ideas for youth participation advanced by the Foundations and what needed to happen in local Right Here projects. This was addressed successfully in the second year of the initiative when the requirements around how youth participation should be achieved were relaxed.
- The relationship between the central team for Right Here and the local projects changed over time, but initially was felt to be overly involved and prescriptive.
- Though there was some internal learning through the process evaluation, there was a tension between learning and performance management which meant that projects did not always feel able to experiment and, in performance (delivery) terms, 'fail'.

Conclusions

Long-term funding contributed to grantholders maintaining focus on their aims. At a time when services were struggling or disappearing altogether, this contribution to longevity in the voluntary sector should not be under valued.

Right Here did not develop new approaches, rather it helped bring together existing ways of working from youth and mental health work which refreshed approaches locally.

There was a mismatch between trustees' expectations and desire for early results and the idea of long-term funding that would foster risk and innovation. Leadership at the Foundations failed to tackle this.

Critical to the success of Right Here was having highly experienced youth workers who could interpret and take forward the initiative's ambitions and assimilate learning about mental health into their wider youth work practice.

Final remarks

Right Here was delivered across a period of considerable upheaval and change. A cohort of young people are the better for it and go out into the world equipped with a critical

awareness that 'everybody has mental health' and a belief that stigma should not be attached to this. And the initiative has touched the professional lives of a wide variety of commissioners and practitioners who have listened, discussed and debated with young people what is required to improve their experiences and achieve better outcomes for mental health and wellbeing.

Part One: Introduction

1.1 About Right Here

Right Here was a five-year initiative of the Paul Hamlyn Foundation and the Mental Health Foundation that aimed to *improve preventative and early intervention approaches to supporting the mental health and wellbeing of young people in the UK*. The initiative was built around the principle that young people would be involved in its organisation and delivery.

Right Here was a substantial initiative involving £6 million investment from 2009 to 2014. Sizeable five year grants were given to four sites: three in England (Brighton and Hove, London Borough of Newham and Sheffield) and one in Northern Ireland (Fermanagh). For all of these sites, this meant that a sustained programme of activity was supported over the five-year period which included time to set up and wind down the work.

1.2 Context

The context in which Right Here was conceived was very different from the one its grantees were operating in by the time the initiative came to an end. The 2010 change in government, public spending cuts and subsequent reductions in available young people's services are well documented, as is the reorganisation of the NHS, the public health responsibilities of local authorities as well as the grouping of GPs into Clinical Commissioning Groups (CCGs). These changes and the time it took for the latter to 'bed in' had profound effects on Right Here's grantees: adjacent services dropped away meaning the loss of useful colleagues and partners, as well as increased numbers of young people without support. In addition, projects lost key strategic contacts and partners because of public sector restructuring. Fast forward to 2014 and opportunities to influence public health commissioning and CCGs had begun opening up, but this had taken a considerable amount of hard work on the part of the projects, notably to create new relationships within the new health structures.

It is also worth noting that three of the partnerships were operating within the context of the English system for health and youth services at a local level. Right Here Fermanagh was operating under the devolved Northern Ireland systems and its partnership included the Public Health Agency for Northern Ireland, which meant it had buy-in from a national agency rather than a local agency reporting back to a national agency.

1.3 This evaluation

In March 2013, the Paul Hamlyn Foundation and the Mental Health Foundation ('the foundations') took the decision to bring together the work completed to date (since 2009) on evaluating the processes and outcomes of Right Here both centrally and locally. The work to date had been achieved through the Paul Hamlyn Foundation's own grants management and reporting systems, working with the Institute for Voluntary Action Research (IVAR) and the Tavistock Institute, and through engagement with the four grantholders. Going forward, the foundations wanted:

1. Summative evaluations of the four local projects that could be used locally in their legacy and/or exit planning. These were carried out between March 2013 and

January 2014¹.

2. Facilitation support to enable the foundations and grantees to reflect jointly on what they had learned from Right Here.
3. Final evaluation work that would bring together key findings on processes and outcomes of the initiative, and lessons about funding and delivering support for young people's mental health and wellbeing. This is the primary focus of this report.

The evaluation work reported here has benefited from earlier evaluation work carried out by the Institute for Voluntary Action Research (IVAR) and the Tavistock Institute which examined processes and outcomes separately.

The approach and methods that we used to produce this report are discussed in more detail in Appendix A.

1.4 About this report

In Part Two of this report we describe the way in which the initiative was conceived and organised. In Part Three we look at the impact on young people followed by an examination of impact on local organisations and the local context in Part Four. Part Five considers the achievements of the national initiative. In Part Six we cover factors affecting the progress of the initiative as a whole. We conclude our report in Part Seven with a discussion about the lessons that can be drawn from Right Here for funding and delivering support for young people's mental health and wellbeing.

1.5 Data and terms

Throughout the report, we describe people who took part in interviews for the evaluation as 'interviewees'. Young people that were involved in Right Here are referred to as 'Right Here young people' or 'participants'. If relevant, we indicate a specific kind of participation in Right Here (e.g. leading, volunteering, service user). The four local sites selected for Right Here are described as 'Right Here projects' or 'local projects'.

As this report draws primarily on qualitative data we do not indicate the number of people holding any specific point of view. Anonymised quotations from interviewees are presented in italics to illustrate findings.

¹ IVAR (2013) *Evaluation of Right Here Fermanagh: Final Report 2013*, London: Institute for Voluntary Action Research; IVAR (2013) *Evaluation of Right Here Sheffield: Final Report 2013*, London: Institute for Voluntary Action Research; IVAR (2013) *Evaluation of Right Here Brighton and Hove: Final Report 2013*, London: Institute for Voluntary Action Research; IVAR (2014) *Evaluation of Right Here Newham: Final Report 2014*, London: Institute for Voluntary Action Research.

Part Two: Introduction to Right Here

This part of the report provides an overview of Right Here, including what it set out to achieve and important changes which took place during its lifetime. The findings are based on previous evaluation and learning reports produced by the authors (including local evaluation reports), initiative documents, observation of initiative steering group meetings and interviews with staff and trustees of the Paul Hamlyn Foundation and the Mental Health Foundation.

2.1 Background and overview

Right Here was an initiative comprising local and national activity that aimed to *improve preventative and early intervention approaches to supporting the mental health and wellbeing of young people in the UK*. Research² commissioned by the Paul Hamlyn Foundation in 2007 indicated the need for a programme that: focused on young people's mental *health* (as opposed to mental illness); prioritised early intervention and 'transition' periods in youth and young adulthood; and involved young people in the development and delivery of services in accessible, community settings.

In 2008, the Paul Hamlyn Foundation took forward its commitment to this issue and set up Right Here in partnership with the Mental Health Foundation. A framework for partnership working and for programme delivery including evaluation was established. After an intensive two-stage application process involving visits to the short-listed sites, the selected Right Here projects were confirmed as: Brighton and Hove, Fermanagh, London Borough of Newham and Sheffield. Grants were made to these four projects for a five-year delivery period (2009-2014), which included a set up and wind down period of six months each.

Detailed selection criteria were produced to guide this recruitment process. Importantly, applicants had to demonstrate a willingness to build a partnership to oversee the project (even if one did not currently exist) and to provide evidence of an engagement strategy for young people. Projects were also selected in part to reflect a range of contexts and thus explore potential differences in approach, for example:

- Fermanagh – work in a rural context
- Newham – work with BME (black and minority ethnic) communities
- Brighton and Hove – work in a smaller city with a large LGBT (lesbian, gay, bisexual and transgender) population
- Sheffield – work in a particularly deprived area with a large migrant population.

Local projects

Each local project was steered by a partnership of voluntary and statutory youth and mental health organisations to provide oversight, enable 'buy in' and potentially help increase funding for the work. These partnerships included all funded organisations (in every case youth charities, and more than one of these in Sheffield and London Borough of Newham) and local stakeholder organisations. In some areas these partnerships were already in place, others set them up from scratch. See Table 1 for details.

² Garcia, I. (2008) *Right Here Literature Review: Young people aged 16 to 25: The promotion of mental health and well-being and the early intervention in mental health problems*, London: Mental Health Foundation and Paul Hamlyn Foundation

Table 1: Right Here local project partnerships

Area	Lead organisation	Partners	Relationship at outset
Brighton and Hove	Sussex Central YMCA	Mind in Brighton and Hove	Existing working relationship between lead and partner organisation.
Fermanagh	Youth Action Northern Ireland (YANI)	Public Health Agency for NI; Western Health and Social Care Trust; Fermanagh District Council; Youth Council for NI; Youth Service, Western Education and Library Board; Action Mental Health; Arc Healthy Living Centre; Oak Healthy Living Centre	Mixed for different areas of work. Right Here represented a small percentage of YANI's income and the project was able to build on existing relationships.
Newham	New Choices for Youth Trust	Harmony Family Centre and Newham Asian Women's Project; Independent Chairperson from the University of East London	New working relationships brokered by Newham Primary Care Trust to bid for and deliver Right Here.
Sheffield	Right Here was originally based at YMCA Sheffield. In April 2011, Sheffield YMCA merged with Chantry YMCA (previously Rotherham and Wakefield YMCAs) to become one organisation: YMCA White Rose. Right Here was then based at YMCA White Rose until January 2014 when it moved to Interchange Sheffield CIC	Adult Mental Health Services (Sheffield Health and Social Care NHS Foundation Trust); Child and Adolescent Mental Health Services (Sheffield Children's NHS Foundation Trust); Chilypep; NSPCC; Sheffield City Council; Sheffield Futures; Sheffield PCT; Youth Association South Yorkshire	Mixed working relationships brought together for Right Here.

Youth panels were created in each local area (Fermanagh had two: male and female) shortly after set-up in 2010 and young volunteers were also recruited as part of the local project delivery teams. The youth panels were charged with shaping delivery and being part of the governance. This played out differently in each area, ranging from the young people being given the lead to commission and fund project work in Newham; recruiting project staff in Sheffield; to designing and shaping materials in Brighton and Hove and setting out the youth voice on participative models of youth work in Fermanagh.

Delivery in all four local projects began in 2010. Over the initiative's lifetime the local projects engaged in a variety of activities:

1. **Raising awareness of mental health and wellbeing** with young people, through information-giving, events or training
2. **Building confidence and resilience** through physical (e.g. rock climbing or fishing), creative activities (drama, music production and comedy workshops) and therapeutic activities for those most at risk of developing mental health problems (e.g. Walk and Talk or anger management)
3. **Influencing** policy, practice and practitioners locally through research, contributing to policy development, training and workshop facilitation
4. **Delivering products and services** that have been developed by young people including those with lived experience of mental health issues and services.

Over the five years there was some variation in staff teams and arrangements for delivery but typically the projects had a project manager and sessional staff handling a mix of youth work and activity coordination responsibilities as well as young volunteers.

Coordination of Right Here

Right Here was organised centrally through a dedicated team of workers led by an initiative manager and including administrative and communications roles. This national (or central) Right Here work included:

- **National youth panel** to oversee the initiative as a whole, which included recruitment from Right Here projects. The panel was given training, support as well as the opportunity to attend national Steering Group meetings to input into Right Here and champion the emerging approaches from the local projects.
- **Showcasing and disseminating opportunities** for the projects to share their work at a national level, to input into various initiatives and speak about the experience and achievements of Right Here to a range of audiences. There was also a national website for disseminating the initiative's work and achievements.
- **Support and input** to local projects in the form of a consultant to work alongside them as their projects developed and help them to overcome any challenges. The central team also organised training and events for the projects to share practice and focus on skills such as communications.

2.2 Right Here hopes and ambitions

National level ambitions for Right Here

The original plan for Right Here was, broadly, to support a group of four projects to find innovative and cross sectoral ways of working and to provide robust evidence about the type of outcomes they could achieve for young people. It was hoped that this would result in the development of detailed, evidence-based 'models of good practice' that would prove of interest to commissioners nationwide and provide a powerful stimulus for those wishing to commission and fund more effective mental health interventions focused on early intervention and prevention, with young people actively involved as 'co-producers'.

The foundations also envisaged that bringing together key players from both the statutory and voluntary sector, and across both the mental health and youth sectors would give rise to new understanding and skills which would ultimately result in new forms of delivery.

Local level ambitions for Right Here

At a local level, the ambitions for the project were to enable *‘the development of effective new approaches to supporting the mental health and wellbeing of young people in the UK aged 16 to 25’*³. These approaches were to combine youth participation and co-design, prevention, early intervention, resilience-building and anti-stigma activity.

Right Here was about learning from these new approaches. Specifically, the foundations hoped to learn more about:

- Youth participation at a national and local level, and how best to enable young people to participate in programmes of this nature
- Partnership working at a national and local level, in particular looking at how the Paul Hamlyn Foundation and the Mental Health Foundation worked to achieve common goals and how far local cross sector partnerships enabled change
- Learning about the benefits and challenges of an engaged model of management and delivery.

2.3 Key changes and evolution

There were a number of changes that occurred during the lifetime of Right Here because of both external and internal pressures. We summarise these here in order to help contextualise the evaluation findings.

1. The Conservative/Liberal Democrat Coalition Government came to power in May 2010, bringing a raft of changes and cuts which had not been foreseen when original ambitions for the programme were discussed. It soon became apparent that the original ambitions of Right Here – in particular, trying to effect national practice and policy change and trying to secure matched funding from local sources – were ‘swimming against the tide’ in terms of the national policy imperatives to reduce spending and services. The youth sector and the mental health sector were subject to extensive spending cuts, commissioning systems were changed (with Clinical Commissioning Groups being introduced), responsibility for public health was transferred to local authorities, and mental health provision was reduced to mainly clinical services.

Against this backdrop, trying to work out how to influence strategy was challenging; many people at both national and local level were simply focused on day-to-day survival as they navigated a range of turbulent restructures and staff losses.

2. Many of the local projects found that the original partnerships set up to oversee Right Here were subject to uncertainty and change as local stakeholders tried to work out their role in the new order, and, in some cases, left the sector. Some organisations were so depleted by the cuts that they could no longer participate practically in Right Here resulting in, for example, the loss of key referral agencies.
3. These external changes prompted a review by the Right Here Steering Group in 2011 which acknowledged that the policy changes meant that Right Here’s ambitions around policy change and service sustainability should be significantly scaled down.

³ Paul Hamlyn Foundation: *Right Here Special Initiative: Mid Point Review, October 2011.*

Emphasis was instead put on the development of activities at a local level and, as far as possible, evidencing and publicising successes in order that these could be spread more widely on a national and local stage.

4. Right Here commissioned IVAR to undertake a process evaluation over the lifetime of the initiative to look at the way in which the internal processes and management of the programme were going. Following the first iteration in 2010, a number of issues were aired, leading to changes which included:
 - A more participative approach to the national youth involvement work, enabling young people to develop a role as 'national champions' and focus more clearly on an influencing and publicity strategy. The national youth panel was disbanded to allow for this renewed focus.
 - A relaxation of the expectations around youth panels in local projects to encompass a wider range of participatory approaches than the original 'blueprint' set out at the beginning of Right Here. Practically, this meant that local involvement strategies that did not involve a formally recognised panel were accepted as valid.
 - Changes to the internal governance of Right Here, with the Executive Committee becoming the Operations Group to enable clearer decision-making, and joint-chairing between the Paul Hamlyn Foundation and the Mental Health Foundation on the Steering Group.
 - A relaxation of management requirements and input to allow local projects to develop more independently from the national programme.
5. Mental Health Foundation was also facing the same kinds of funding uncertainties as other charities in the field. As a result, the contribution and input which they had envisaged being able to sustain at the beginning of the programme, e.g. around research, communications, and public affairs, became unsustainable. Despite continuing as a core partner, for the final two years of Right Here the Mental Health Foundation's input was significantly reduced.
6. Finally, an impact evaluation was commissioned from the Tavistock Institute in 2009 which it was hoped would provide a robust framework for collecting, analysing and interpreting data in order to 'prove' the value of the various local approaches. A system for data recording and analysis⁴ was unable to produce the information about the local contexts and users desired by the funder. Methods of collecting the data about users were then tried but they too did not produce the data needed. As a result the Tavistock evaluation was terminated in 2013 and IVAR was invited to carry out the final summative evaluation.

⁴ The system trialled was called SPEAK (Strategic Planning, Evaluation and Knowledge Networking)

Part Three: Impact on young people

In Part Three of this report we discuss what impact the projects had on young people; what changed for the better within their own organisations; and what they contributed to local mental health and youth policies and practice. Both Part Three and Part Four of this report draw on previous evaluation work and initiative documents, and our own detailed evaluation work carried out in each of the four local projects between March 2013 and January 2014, including:

- Interviews with 29 individual project staff
- Interviews with 39 project partners and other external stakeholders
- Interviews with 41 young people and their ‘trusted others’, i.e. people nominated by the young people
- Observation of eight local Right Here events or activities
- Review of 61 documents and films produced by or about local Right Here projects.

3.1 Overview of project activities with young people

Right Here directly engaged well over 3,000 young people in a wide variety of activities which we discuss in this section. This conservative figure brings together the data collected by each Right Here project using their own project monitoring systems⁵. This figure does not include other young people who were touched by and benefited from the projects as a result of seeing Right Here materials (leaflets, films, events) or through being a friend or relative of a Right Here young person whose behaviour had changed during their engagement in the project.

Each Right Here project developed a wide variety of activities, which are discussed in detail in their individual evaluation reports⁶. Activities fall into four broad categories:

- Raising awareness of mental health wellbeing with young people
- Building confidence and resilience for some young people
- Influencing policy, practice and practitioners locally
- Young people developing and delivering products and services.

As part of the evaluation, we undertook an in-depth examination of ten activities across the Right Here local projects. The sample was selected to provide a range of different activities and because the projects perceived them as having been particularly successful. The findings in this section are based on: observation of activities; review of documents, records and

⁵ Based on 755 young people in Sheffield (see Right Here Sheffield (2014) *On the edge: Supporting the Mental Health and Wellbeing of 16-25 year olds*); over 700 young people in Newham (see Right Here Newham’s Final Report to the Paul Hamlyn Foundation); 1,254 unique individuals in Fermanagh (see IVAR (2013) *Evaluation of Right Here Fermanagh*); 346 young people engaged in resilience building activities in Brighton and Hove (see Right Here Brighton and Hove’s Final Report to the Paul Hamlyn Foundation).

⁶ IVAR (2013) *Evaluation of Right Here Fermanagh: Final Report 2013*, London: Institute for Voluntary Action Research; IVAR (2013) *Evaluation of Right Here Sheffield: Final Report 2013*, London: Institute for Voluntary Action Research; IVAR (2013) *Evaluation of Right Here Brighton and Hove: Final Report 2013*, London: Institute for Voluntary Action Research; IVAR (2014) *Evaluation of Right Here Newham: Final Report 2014*, London: Institute for Voluntary Action Research.

materials produced through the activities; and interviews with participants, staff and external stakeholders.

Table 2: Sample of Right Here activities selected for the evaluation

Project	Raising awareness	Building confidence and resilience	Influencing policy and practice locally
Brighton and Hove		Rock climbing Anger management	Mental Health Promotion Team
Fermanagh	Mental health promotion	Young mothers group	
Newham	Wellbeing champions	Young men’s group Film and drama group	
Sheffield	Mental Health Ambassadors		STAMP (Support, Think, Act, Motivate, Participate)

Four examples of the activities we examined are outlined below (the full list can be found in Appendix A).

Rock climbing, Right Here Brighton and Hove – a fortnightly drop in session with trained instructors at the local climbing wall where young people learn to climb and to support one another.

Mental health promotion using wristbands and technologies, Right Here Fermanagh – in parallel with in-depth mental health awareness events and opportunities to learn, Right Here Fermanagh also used wrist bands with built in USB sticks, Facebook and SMS texts to communicate positive, inspirational messages and ideas for looking after your mental health.

Wellbeing champions, Right Here Newham – a 10 week accredited training programme, which aims to prepare young people completing the course to be able to deliver wellbeing sessions to other, younger people in schools.

Mental Health Ambassadors, Right Here Sheffield – two cohorts of young people (one in 2011, one in 2012) came together both to get support with their own mental health needs and to learn together how to act as ambassadors in their communities and support other young people.

3.2 Overview of benefits for young people

Right Here supported young people. More specifically, our findings suggest that Right Here supported young people to view mental health positively; to challenge themselves and in doing so raise their own confidence; and to discover new ways of handling emotions.

Taken together, these outcomes – heightened mental health awareness, increased confidence, better handling of emotions – have contributed to change in young people’s lives. And although each story is different, we are able to identify some emerging patterns: improvements in relationships with family and friends; responding more confidently and positively to challenges and opportunities; and pursuing opportunities beyond Right Here.

In this section we identify and explore six areas of benefit to young people's engagement with Right Here. We note too that these benefits often derived from a blend of activities meaning that we cannot always draw a linear pathway between an activity and a benefit. Indeed, the benefits were often cumulative as an activity, new relationship or awareness led to more sustained involvement in other activities.

- Mental health awareness
- Confidence in opinions
- Changing behaviour: handling anger and distress
- Relationships with family
- Responding to challenges and opportunities
- Pursuing opportunities beyond Right Here.

3.2.1 Mental health awareness

'Everybody has mental health'.

The young people that participated in Right Here local projects emerged more aware of their mental health and wellbeing, had more confidence in their ability to recognise others' emotions and had a better understanding of how their own behaviour affected others.

'... You're more tuned in to the signs of, for example, depression ... people being withdrawn ... spending a lot of time on their own. I'd be much more confident about approaching somebody about it. It made me more aware and more sensitive to people.' (Young person)

The breakthrough moment for many young people across the projects is captured by this quotation: *'For me the most important thing was understanding that everybody has mental health [and] that I'm not unusual in sometimes having problems'*. Young people learned about 'good' as well as 'bad' mental health and we found that they gained confidence in the knowledge that mental health issues are common and that people do *'come through'* them.

Right Here Newham Wellbeing champions was a ten-week accredited training programme for young people to develop their own understanding and ideas about mental wellbeing and to take what they had learned into schools. Each of the weekly sessions included a mixture of group discussion where young people learned to challenge one another to think in new ways about mental health and worked on their own presentations about mental wellbeing.

Right Here Fermanagh took a creative approach to raising mental health awareness and tackling mental health stigma in the County. They provided events, information and inspirational messaging using a variety of attractive devices that they thought would appeal to young people and that would also encourage some interaction between them. For example, Right Here Fermanagh distributed mental health promotion materials and information at events (such as Music Awards and theatre) that drew in young people; the project also delivered 'inspirational' text messages to young people that they had attracted to the project and distributed colourful wrist bands containing brief messages about looking after your own mental health .

3.2.2 Confidence in opinions

'Before I wouldn't talk to anybody. Now I talk to people when I want'.

We came across countless examples of young people becoming more engaged and confident over the course of Right Here activities as this example from one Right Here worker illustrates. She explained how, at the beginning of the 'Cage the Rage' course, a young man turned up with his hoodie up, refusing to engage, mobile phone in hand and shut off to what was happening: *'By the end of the six weeks you could see he was more relaxed – his hoodie was down, he was smiling, and in the evaluation he said "I've really enjoyed this. My confidence has been built up that much"'*.

'I guess even just sitting here [with interviewer] chatting three years ago I would never have done that. I would never have had the confidence to speak like this.'
(Young person)

Young people said that working with Right Here had enabled them to put to good use their experiences – including some negative experiences of mental health services.

'A lot of people in the STAMP group [Right Here Sheffield young people's panel] have been let down by mental health services in Sheffield, so to feel for the first time that a mental health service is taking young people's voices and ideas on board is great.'
(Young person)

Right Here Sheffield Mental Health Ambassadors was set up because some young people wanted to be in a group which both supported their mental health needs and enabled them to pass on information and give other young people support around mental health. Participants were recruited as a cohort because *'we wanted them to go through training and really come together as a group'* and the experience began with a weekend residential. Following the residential the group met regularly throughout the year to 'relax and recharge' and to identify ways for speaking with others and 'spreading the word'. Some young people went into colleges, others spoke at open days. Benefits of participating ranged from reducing their own internal stigma about mental health to gaining skills in public speaking and confidence to contribute their opinions, for example, to advise on Child and Adolescent Mental Health Services (CAMHS).

In doing so, they became more confident that their opinions mattered and said that they were more likely to give voice to them: *'Being part of Right Here has made me trust my instincts, it does matter what I think and what I say. People actually listen. At the end of meetings, people say "oh my god, I'm glad you came with all those questions". It's a massive confidence boost'* (Young person). Participants said that they now speak up when they have something to say, not only within their Right Here groups but also at home and other settings outside Right Here: *'Before I wouldn't talk to anybody. Now I talk to people when I want'*. (Young person)

3.2.3 Changing behaviour: handling anger and distress in themselves and others

'I would have been in prison. Now I am a better, proud person'.

Young people said that taking part in Right Here activities had, over time, helped them to spot their own anger or distress and get better at handling these emotions. For young people this was a positive result in itself, but we found it also acted as a stepping stone to changing other aspects of their lives such as family relationships and pursuing opportunities

(see below). In a minority of cases, young people believed that, through Right Here, they were less likely to become violent or to self-harm when they became angry or upset.

The young people that we spoke to said that they had learned new skills and techniques for handling anger and distress. Specifically, they had learned to recognise and understand their anger; had become familiar with a method of assessing their anger '*in the moment*' (for example, on a scale of 1 to 10) and using this to decide what to do about it. Some had discovered physical exercises that helped them at times of emotional distress.

'I remembered last night about swinging your arms when you're feeling miserable.'
(Young person)

'I can think about where I am on that scale and what do I need to do?' (Young person)

It was important to the young people that we spoke to that the project had shown them that they could help themselves and one another: *'Doing the groups helped me to prove that I could do things, that I could help myself out.'*

'We found different ways to calm each other down.' (Young person)

'It's amazing, it's really helped me. I wouldn't have been able to do it without them. I'd still be the angry git I was before.' (Young person)

For some of the young people that Right Here worked with, fear of violence was a big part of their lives. These young people, primarily those living in the London Borough of Newham, had experienced, witnessed or knew someone who had been mugged, attacked, stabbed or shot at. Right Here Newham had enabled their young people to empathise with others, to think about what might be driving such behaviour and to develop the skills to confidently stop themselves from inflaming a situation.

'I would have been in prison. Now I am a better, proud person.' (Young person)

Right Here Newham Young Men's Group was set up after NewVIc (Sixth Form College) identified that male students were being referred to its youth safety service for a variety of reasons including: gang affiliation; low self esteem and confidence; disengagement from studies; and disruptive and violent behaviour in college. The aims of the group were to create a non-threatening environment to develop confidence and social skills; to offer an ongoing space for those who did not feel they belonged to a group; to create opportunities to talk about their own personal wellbeing; and to create an informal and friendly environment where students could meet and socialise. Each session had a theme like 'What it is to be a man?', 'Is it OK for men to cry?', media and stereotypes of men. A contemporaneous account was kept of each session noting attendance, participation and behaviour.

3.2.4 Relationships with family

'At home I don't get stressed out with my mum anymore.'

We learned that many of the young people who became Right Here 'regulars', participating in a blend of activities and volunteering over time, had been isolated, lonely, without a friendship group and experiencing difficulties in their relationships with parents and

relatives. Young people said that the warmth and companionship of Right Here had enabled them to grow and develop relationships with their peers (sometimes blossoming into friendships), to *'find their voice'* so that they were able to speak to new people, and to make some changes in family relationships. One project worker explained: *'They have created friendships and groups for the first time. Many have been quite isolated. They have been able to discuss their issues, they have formed a network. They have formed friendship groups, and for some for the first time.'* (Right Here worker)

Engagement with Right Here had an especially powerful effect on young people's relationships with their parents and siblings. Participants described how they understood and accepted some of their difficult family circumstances better; found that they communicated better with their parents especially; and that when conflict arose (as it continued to do so: Right Here wasn't about solving family problems) they were better equipped to respond without recourse to anger.

'At home I don't get stressed out with my mum anymore. I used to get frustrated that she couldn't do things.' (Young person)

'There's always arguments but I'm getting on with them a lot better now.' (Young person)

Some of the young people that Right Here worked with were living in very difficult circumstances that were unlikely to change much or at all – caring for a chronically sick parent, facing a court order for the removal of a child, coping with an abusive or difficult family dynamic. For these young people, even seemingly small shifts in their behaviour or ability to cope were significant. Their time with Right Here was said to have given them a fresh perspective on their circumstances enabling them to navigate these difficult situations differently.

Young people attributed changes in their relationships with family members to the following:

- Being able to be more assertive in conversations with family members as a result of participating in Right Here groups where they learned to see that their opinion was valued
- Learning skills and techniques to spot and then handle their own anger or distress
- Taking part in activities (social and volunteering) which led to them behaving in a different way to how they behaved at home – for example, more assertive, enthusiastic, vocal – and which they could then use at home.

Right Here Brighton and Hove ran 'Keep Calm and Carry On', an anger management course for young people. In total, the project ran 11 courses of six sessions each with different cohorts of young people. Each course created a group where young people could share and discuss their emotions; and where they could learn ways to handle their anger. The idea was for them to learn as much from one another's experiences as from the course facilitator who had both therapy and youth work training and expertise. A Right Here volunteer who had been through the anger management course co-facilitated the sessions with the trained therapist. All the sessions were designed and organised in ways that created an informal atmosphere, with refreshments and a relaxed setting.

Right Here Fermanagh's Young Women's Panel wrote and recorded a song 'I'm Right Here' which they went on to perform to their peers and at a number of conferences around mental health. The young women met several times to think about and discuss how 'we don't have to look a certain way, that you don't have to feel a certain way at certain times'. They used magazine clippings to inspire them to think differently about the way they looked.

3.2.5 Responding to challenges and opportunities *'I felt I could make a difference'.*

As the young people's self-awareness and confidence developed (or returned), they became more able to take on the challenges they encountered both within Right Here and in their personal lives. In turn, this contributed to them becoming more interested in and motivated to take up new opportunities (both within Right Here and beyond).

'Once I went [to a rock climbing session] feeling really miserable, but I went and sat for an hour, people asked "do you want to climb, chat ...?" Someone said start in the bouldering wall. My energy started building ... I started climbing walls. It was knowing that they won't make me. It's better to be around other people talking without having to talk to them. They encourage but they don't force.' (Young person)

As a result of making radical changes to their behaviour (as noted earlier, for example, spotting and containing anger) some young people reported feeling more in control of their lives and able to look to the future, take up education or training and work towards a career.

Many young people across the local projects took on leadership roles. Some represented their projects at the national Right Here panel, attending the showcase events, meeting other young people from across the country. Young people from Fermanagh and Newham visited and learned from each other. They became volunteers, supporting others on the programme, setting up and running events, becoming mental health ambassadors and wellbeing champions and going into schools and other youth projects to talk about mental health. In Newham two young people from the project applied for and were appointed to paid community development worker roles and another carried out an evaluation of a Wellbeing Champions training programme as part of her university studies. Young people in Brighton and Hove devised and delivered workshops for GPs locally and nationally to explore ways to improve practice.

STAMP was Right Here Sheffield's youth participation group. Initially the group engaged mainly in supporting the development of their local Right Here project. But over time, and after the group had bonded, they took on work that could influence local mental health provision. Two pieces of work stand out: STAMP's work with CAMHS workers to evaluate their 'You're Welcome' standards; and STAMP's research into young people's experience of the Improving Access to Psychological Therapies (IAPT) service. Findings from the latter were turned into a piece of Forum Theatre which was then performed and discussed with a mixed audience of young people and invitees from both CAMHS and IAPT.

3.2.6 Pursuing opportunities beyond Right Here *'It's been transformational'.*

Since becoming involved with Right Here, participants were more motivated to think about their future and actively pursue opportunities. As the projects have come to an end, our findings suggest that part of Right Here's legacy is likely to be that young people have

remained involved as volunteers, either directly in mental health and wellbeing initiatives or more broadly in supporting their peers. Individually, we also found examples of young people continuing to pursue activities that they had first encountered through Right Here (although some said that cost was a problem because Right Here had been free).

'Since doing the Right Here chill out course I've become a big fan of yoga and carried it on with the lady who ran it [the Right Here course].' (Young person)

Overall, young people described themselves as feeling more connected to society and more likely to say 'yes' when opportunities arose. For some this was about getting back on a track that they had been on before; for others it was finding a whole new pathway.

'The difference between how I was when I started and now – it's black and white. Before that I never would have thought about doing education again – now I'm doing my A Levels. Before it I wouldn't have talked to anybody – now I just talk to people when I want. It's been transformational.' (Young person)

Right Here Brighton and Hove Mental Health Promotion volunteers team met weekly to develop a range of mental health promotion activities, products and materials. Materials ranged from a leaflet *'What can I do when it comes to... A young persons guide to looking after yourself'* to a mug distributed to GPs on which the young people had printed *'The Right Here guide to being a youth friendly practice'*. The group gave presentations and facilitated workshops locally for the NHS Locality Meeting for GPs and staff as well as nationally for the Royal College of General Practitioners Conference.

Part Four: Impact on organisations and context

Having looked at how Right Here impacted on the lives of young people it worked with, Part Four focuses on the experiences of the organisations delivering Right Here projects and explores how participation in Right Here both helped them, and influenced change at practice and policy level in their local contexts.

4.1 Organisational changes

All the projects identified changes that arose as a result of delivering Right Here and, to some degree, from being a part of a national initiative. Three key aspects of their work appear to have changed as a result of the initiative.

4.1.1 Youth work and mental health

Right Here helped broker learning across sectors and disciplines. Combining youth work with mental health approaches was a new step for many (both those in youth services and those in health services) and resulted in shifts in understanding and approach. One of the key benefits identified was that mental health work got reframed in the context of activities which approached the subject of mental health more obliquely, which young people found useful in all four projects and which project workers appreciated. Youth workers also appreciated the framework which a clinical model offered to them, particularly in relation to assessing and explaining the outcomes of their work.

When young people described a transformational experience with Right Here, we found the magic ingredient had been the *quality* of the relationships the young people had made with the youth or other key worker. The critical importance of this relationship was not new to the Right Here projects, but they felt that the funding from the foundations helped to reinforce its value.

'... the value of building relationships with young people, building trust and support was made possible in part by the generous funding.' (Right Here project worker)

'Everything about youth work is fundamentally about having a positive relationship with the young person. You can't do youth work without that really. It's the core. If they don't feel OK with that worker, if they don't feel they can talk to them, that will be the thing that will break the effectiveness of anything you are doing more than everything else. It's human isn't it? Sometimes I feel that people have got so service focused that they have forgotten that all of this is about human interaction.' (Right Here project worker)

We found an explicit, conscious focus on integrating mental health awareness into other projects and activities that were delivered alongside Right Here, with at least one organisation making this standard for all its youth activities. In addition, the projects had emerged from the five years working on Right Here convinced of the beneficial effects of combining group work activities with individual therapeutic interventions, for example through the Mental Health Ambassadors programme in Sheffield. This was something that they had the chance to test with Right Here funding.

4.1.2 Youth participation

Earlier in the report we explained that youth participation had evolved over the course of Right Here (see 2.3 above). While some of this presented the projects with difficulties and frustration – a learning point in terms of the management of initiatives – there is no doubt that each project gave considerable thought to how and why young people might be involved. This led to some experimentation and a considerable amount of adaptation.

Specifically, by the summer of 2011, the youth panels became more activity based, with less of a focus on governance and decision making. In Brighton and Hove the panel was disbanded, replaced by three autonomous volunteer teams who met to discuss their work. By 2012 the Newham panel had split into two, one concentrating on events organisation and management and the other on media and film, with the two coming together at a series of locally significant events. Fermanagh introduced a youth-led grant scheme, which enabled other young people to bid to run programmes of their own. While in Sheffield, the youth panel (STAMP) took on creative tasks, including designing a board game and promotional materials.

By the end of the initiative, the projects felt that the participation processes described above were working well and that young people had become an integral part of the projects.

‘[The staff team] have learnt an awful lot about participation. We always knew it was important, but we have been determined to do it and do it well. It has been good for us as an organisation.’ (Right here project worker)

Part of Right Here’s legacy for organisations is that they continue to benefit from the energy and commitment of Right Here participants who have been inspired to carry on volunteering with the organisation since Right Here ended. We found some young people were volunteering with Right Here type activities (research, influencing, leading) while others had transferred their skills and experience to new projects, for example a peer mentoring project within the same organisation.

4.1.3 Supporting organisational adaptation and the legacy of Right Here

Looking across the initiative we can identify examples of organisations capitalising on work that they had initiated because of Right Here. This includes:

- Senior staff putting time into maintaining and developing new relationships and networks that developed during Right Here
- Youth workers continuing to feed young people information and opportunities to participate in meetings, events or forums around mental health awareness and sometimes supporting them to take part
- Organisations seeking continued funding to maintain and disseminate resources that were developed within Right Here
- Staff and young people continuing to work with public sector policy makers, commissioners and local practitioners to bring their experience to bear on local policy and practice.

In practice, this played out in a range of ways and provides another example of the legacy of Right Here. For example, in Brighton and Hove, learning from the project has been embedded into core work and the success of the digital products and services is being

shared with other Right Here areas. While, in Fermanagh, learning from Right Here is being integrated into the organisation's ongoing policy work to influence youth services nationally. In Sheffield, a new community interest company has been formed to take forward the work of Right Here (combining therapeutic and group activity work). In Brighton and Hove, young people have contributed from their Right Here experience to a new peer mentoring scheme as well as continuing their work with the GP Champions for Youth Health programme which runs until March 2015. Finally, in Newham, mental health and wellbeing are taken into consideration across all of the activities that New Choices for Youth (the lead organisation) provides; mental health has become a 'growth area' in the organisation's work and they were successful in winning a Well London bid to run 'Promoting Positive Emotional and Physical Wellbeing' workshops that will build on their experience during Right Here.

4.2 Changes to local practice and policy

Having examined what Right Here achieved locally with young people and within organisations, this section considers Right Here's wider local influence on cross sector partnerships between the voluntary and public sector; the priority given to young people's mental health in local policy; and the ways in which young people are involved in co-producing services.

4.2.1 Cross sector partnerships

The original blueprint for Right Here foregrounded partnerships as key mechanisms for delivering the initiative. Working in partnership was a criteria each site had to meet during assessment. In some projects the partnerships already existed (such as Brighton and Hove) whereas in others (such as Sheffield) the partnerships were created to enable the bidding consortium to meet the requirements set. The hope was that by bringing together organisations from all sectors, and by, in particular, assigning the lead role to a voluntary sector organisation in each, Right Here would strengthen the profile and contribution of the voluntary sector locally.

Right Here was being developed and delivered at a time when the relationship between the public and voluntary sector locally was particularly difficult due to cuts in public expenditure, closure of services and the reorganisation of public health. In this context of considerable upheaval across local services in both sectors, participants highlighted the positive contribution of Right Here to the retention of a commitment to cross sector partnership working:

'For a while, Right Here almost provided an alternative forum where we could meet and keep up to date with what was going on.' (Right Here project partner)

'I think perhaps statutory services are now acknowledging a bit more what the voluntary sector has to offer. In the area of adult mental health this has been the case for a while I think, but there were not that strong links with the voluntary sector around young people and mental health. I think Right Here has helped to shift that.' (Right Here project partner)

However, it should also be noted that cross sector partnerships took time to forge. The reasons for this varied from site to site and depended on the history of cross sectoral working in the area. Where partnerships already existed, progress was always going to be quicker, but in Newham, for example, the partnership effectively collapsed fairly soon after

the beginning of the project as individuals who had been key to the bidding process left, and a lack of clarity about roles and responsibilities unravelled. In Sheffield there was a tentativeness on the part of the voluntary sector agency to lead the process as they had never done so before.

Progress in this area was incremental and there was some frustration that the slow burn nature of this kind of work meant that significant results (for example, creating relationships of trust between partners) were only just starting to be achieved in the final years of the initiative. Some of the projects also flagged concerns that, without the impetus and profile provided by the initiative, they might struggle to continue influencing local policy and practice: *'Why would people listen to you when your project is coming to an end?'*

4.2.2 Priority given to young people's mental health

Participants thought that, at the very least, Right Here had put young people's mental health and wellbeing on the radar of local organisations, mainly commissioners of child and adult health and social care as well as GPs (in terms of both individual practices and the Clinical Commissioning Groups). It had also been successful in raising the profile of mental health and wellbeing at some major events, such as the Youth Summit held in advance of the G8 meeting in Enniskillen in the summer of 2013:

'Mental health came right to the heart of the Youth Summit ... that was one of the bigger issues that they were highlighting ... the experience of working with [the] Right Here project has added to that.' (Right Here project external stakeholder)

4.2.3 Involving young people

Youth participation in services and practices that affect them is not new. But what Right Here has achieved is a contribution in the form of an approach that shows how young people can participate constructively in the development and monitoring of mental health services. Participants felt that this had been instrumental in convincing key strategic players of the value and potential of youth participation, had created services that were more accessible, more youth-led, and had engaged key statutory services in evaluating and planning their work alongside young people.

'One of the brilliant things for me has been about the demonstration of young people's involvement in this project. Now we make sure that service users are involved as well.' (Right Here project steering group member)

'While I knew that it makes sense to involve young people, I have been able to see it happening and that has helped me to understand better why it is useful.' (Right Here project external stakeholder)

Part Five: National Right Here achievements

In this part of the report we consider what the programme achieved at national level, both through the work that local projects engaged in nationally as well as the activities of the foundations themselves. In addition to a review of previous evaluation work and initiative documents, as well as the local evaluation reports produced for the four Right Here projects, this part of the report is based on:

- Interviews with seven national Right Here ‘players’ from both foundations
- Interviews with five national bodies with an interest in young people and mental health and wellbeing initiatives
- Report on a two day learning event between the foundations and grantees.

5.1 Young people benefited from national panel work

Overall, the experience of bringing young people together on a regular basis for national youth involvement work (initially the youth panel, then influencing work) was felt to have been positive. National Right Here events in particular were felt to have been significant stepping stones to increased confidence and new perspectives for some of those involved. One national stakeholder noted that: *‘one young person I spoke with, who previously couldn’t get the right support, had ended up getting back in touch with a good GP and rejoining university. It was obvious the process of being part of a national panel had destigmatised the issue of mental health for him: he had really found his feet and used that opportunity to encourage others to be up front’.*

Young people felt that overall the experience had been positive and beneficial: *‘For me, it was like a professional element to the project. It wasn’t just limited to Sheffield and working on things here – it meant that I could go places, attend conferences. It made me feel professional, it developed me as a person. And I felt I got a bit more knowledge about what I want to do. Over the past two years, I’ve really felt like I have a more positive attitude. I try things now, don’t just sit round waiting for things to happen’.* Although comments about the national youth panel were not entirely positive, with interviewees suggesting that they had not really influenced the course of Right Here, some benefits were identified by young people challenging themselves to do things they would otherwise not have done, and learning that their issues were not unique to themselves or their area.

5.2 ‘Holding the line’ at a difficult time of retrenchment

The approaches and activities pursued by the Right Here projects were not considered to be innovative in a radical sense, but the fact that they continued to exist when much of the funding for similar work across England had been cut was thought to be enormously important. These pockets of investment, interest and attention in the four Right Here sites provided a sustained focus on youth participation work and enabled Right Here to make a regular contribution to policy makers and groups considering the future of mental health services for young people. Now, as services and agencies are regrouping following restructuring, some of the key ideas maintained and promoted through Right Here are regaining attention (and even funding), having been demonstrated not only to work, but to offer ways of ensuring more effective (and thus less costly) services in the long run.

5.3 Gaining recognition for a participatory approach to mental health services

Right Here helped gain recognition for both the principles of:

- Youth participation in mental health services
- Cross sectoral work between youth and mental health services
- Increased collaboration between voluntary and statutory services

One external stakeholder noted that: *'We are certainly embracing youth participation now, and pretty well all of the children and young people's charities as well. There's been a big shift. You'd be dismissed now if you weren't doing youth participation, it is expected now.'*

Though it was noted during interviews that other work (over the past 10 to 15 years) has also contributed to this gradual shift, Right Here's role in piloting participatory approaches and developing new services has gained national recognition. The participation of local projects in policy or practice events attended by both local and national stakeholders has clearly impressed some people. For example, one national stakeholder noted of the youth involvement at a conference they attended: *'You could tell that they were really good at getting out to the 'difficult to reach' bunch. That really takes some skills. It was probably in the end to do with the quality of the workers locally, I'd imagine, but I remember I was particularly impressed by that. They were clearly really living it – this wasn't token participation, this was the real thing'.* And, in 2013, Right Here won an award in the Mental Health and Primary Care category at *The National Breakthrough Positive Practice Awards in Mental Health*.

5.4 Demonstrating the value of youth involvement in commissioning

Some of the local projects have undertaken very successful work looking at the commissioning of services for young people. This work has been in step with other work nationally – for example, the Association for Young People's Health GP Champions project – and has contributed to maintaining increased attention on the practicalities and benefits of engaging young people both in commissioning processes and in the evaluation of services.

All four Right Here projects made significant advances in this area and, in some cases, young people have been contracted to provide their views and experience to influence the pattern and provision of services into the future. As one national stakeholder put it: *'There's an increased recognition that doing everything from the top doesn't work, and that young people's involvement in commissioning services is vital. I think Right Here has contributed to the growth in the acceptance of this, particularly locally'.* Right Here has increasingly been viewed as a key player in these developments, being asked to contribute to national debates and conferences. For example, one of the Right Here National Champions spoke at a meeting in March 2014 of the NHS Mental Health Commissioners which focused on *Transforming Child and Adolescent Mental Health Care through Commissioning*. He has since been asked back to speak to the Commissioners' annual conference.

5.5 Helping to highlight the problem of transition

The problem of transition between children and adult mental health services has been highlighted repeatedly over the lifetime of Right Here. In several local areas, Right Here took the opportunity to engage with commissioners to highlight their concerns about this matter. Although some people argued that the recently published government action plan, *Closing*

*the Gap*⁷, does not go far enough, it does contain a pledge to ‘end the cliff-edge of lost support as children with mental health needs reach the age of 18’. Right Here has been one of the points of pressure on this issue.

5.6 Laying down lessons for future work in this area

A series of ‘how to’ guides is being produced by the foundations to share the key lessons from Right Here with those working in or around young people’s mental health, for example, youth workers, GPs, commissioners and providers. These guides are intended to build on the learning from Right Here and are already generating a lot of interest, though their wider impact cannot as yet be assessed. In tandem, learning from the projects has been discussed and taken forward in training sessions with key national youth organisations and one has committed to including the Right Here learning (for example, around how to integrate mental health awareness in youth work) in its future professional development training programme. At the time of writing, two other organisations are also considering this option.

5.7. Summary of national achievements

Although the initial ambitions of Right Here were scaled down due to the changes in external circumstances, it was generally felt that there had been somewhat more change and influence at national level than might have been expected. In particular, there was perceived value in the process of building up a body of activity incrementally. As one interviewee said, it resulted in Right Here *‘probably making a bigger impact than we think’*.

And whilst the approaches to supporting young people’s mental health and wellbeing were not entirely new, they were configured and resourced in a way which compelled attention locally, enabled projects to continue through major structural and funding changes, and eventually resulted in a portfolio of activity which, taken together, has resulted in a wide range of local and national stakeholders paying serious attention and seeking to change their practice.

⁷ Social Care, Local Government and Care Partnership Directorate (January 2014) *Closing the Gap: priorities for essential change in mental health*, London: Department of Health

Part Six: Factors affecting progress

Despite the progress made and achievements in all four Right Here projects, there were of course challenges. In this part of the report we draw together what we learned, from those engaged locally and centrally with Right Here, about the factors that affected progress in this initiative.

6.1 External factors created serious challenges

The challenges resulting from a change in direction and resources for youth and mental health services have been mentioned in Part Two, and there is no doubt that during the course of Right Here this was one of the most significant factors influencing local work. Right Here partners were operating in a decimated field, and attempts to embed services into other provision were slowed by the fact that those services were either disappearing or under such pressure that they found it difficult to incorporate new ideas and practices. However, despite these inauspicious circumstances, local gains were made and significant benefits accrued from Right Here having provided a major focus for attention locally at a time when other services were less visible.

6.2 Partnership working placed under severe pressure through cuts

Partly as a result of the policy changes and funding cuts, partnership working proved possibly even more complex than usually is the case. As one interviewee noted: *'I also think this fraught environment, with much less resource, created a competitive environment for the voluntary sector where partnership working became more difficult. People were more inclined to watch out for themselves, and hold back somewhat around sharing'*. While this may not be true of all partners, it is certainly the case that several organisations, including at national level the Mental Health Foundation, had to navigate significant turbulence which, perhaps inevitably, made them less able to contribute to partnership work than might have been hoped. Interviewees commented that they had been disappointed that the promised access to the mental health expertise held by the Mental Health Foundation had not materialised. These challenges appeared to have been compounded where partnerships had been newly formed solely in order to meet the Foundations' grantmaking criteria for an *'Integrated approach'*⁸ and therefore lacked a history of joint working to fall back on when times were hard.

6.3 Tension between learning and performance management

There was a view amongst some that, although Right Here was intended to be a learning project, there was a tension between, on the one hand, the need to report to the Paul Hamlyn Foundation trustees on their investment and show progress and, on the other, the need to give projects space to think, develop and grow. This balance was not always well managed.

Projects certainly described how they had spent a great deal of time on reporting and participating in national work, rather than focusing on local initiatives and having time to reflect on what was and was not working. It was also noticeable how several projects experienced significant 'performance anxiety' as time went on, which was partly a function of feeling they needed to deliver 'results' and partly a function of feeling compared to and

⁸ Paul Hamlyn Foundation and Mental Health Foundation, *Right Here Guidelines for applicants*.

judged against other projects. As one interviewee put it: *'This was a radical project in a somewhat conservative culture'*. This gave rise to the question: What more could the Foundations do to calibrate funder plus elements of an initiative to the challenges and ambitions of grantholders.

6.4 Evidencing the benefits of the Right Here approach

Linked to the point about the tension between learning and performance management, initial expectation of the foundations that the evaluation would produce data to conclusively 'prove' the benefits of the Right Here approach meant that much early work was centred around setting up evidence collection systems and trying to make them work.

When it became clear that the evaluation would not be able to fulfil its original expectations, many people reported feeling that a core potential of the programme had been undermined. It may be that, as some interviewees commented, the Foundations' expectations for the initiative and its evaluation were unrealistic given the complexity of the work which was being trialled. Whatever the truth of that, with the benefit of hindsight the evaluation of the initiative might have benefited from greater engagement and buy in from all concerned.

6.5 Power: where did power lie in relationships locally and with the centre?

We identified three power relationships affecting local projects: power dynamics within local partnerships; attitudes to young people's involvement; and how the central initiative's behaviour affected local activity and behaviour. Power can be uncomfortable and it appeared to cause most discomfort where it was hidden or not acknowledged. Examples of where this played out include:

- In local partnerships: The foundations took a deliberate decision to invest in voluntary sector youth organisations including those that had not previously worked with large public sector providers. In Sheffield, the voluntary sector had to lead the project but felt itself to be the weaker partner given that this was a very new role. In Fermanagh, while partners did exercise their formal powers in relation to operational issues, the project's strategic orientation was left to the lead partner.
- In youth participation: For some adults engaged in Right Here locally and nationally, the power of the youth panels (for example in Right Here Newham) felt disempowering or unsettling. Other adults were more comfortable with young people's engagement in the initiative and there seemed to us to be an emerging 'club' of workers who 'understood youth' and used that to exert power in, for example, meetings. In other words, if youth participation is the central premise of the initiative, you can always use it as the trump card.
- In the drive for outputs and innovation: There was a tension between delivering high numbers (of activities, of participants) and working intensively with small numbers of young people in ways that the projects could see were working. As the initiative drew to a close, some projects continued to recruit young people to the remaining activities when perhaps attention might have been better focused on ending well with the young people already involved.

6.6 National youth involvement work approached too carefully

Several interviewees felt that the national youth panel work, though it had yielded good results in the latter stages, had been a bit of a missed opportunity. There were some who argued that the potential of the youth panel had been affected by a certain tentativeness and even protectiveness towards engaging with the young people (often young adults) who became involved: the word *'mollycoddled'* was used to describe the approach in the initial years of the programme. This had two important effects: firstly, the young people, as well as those at national programme level, never felt that they quite managed to broker a satisfactory engagement in national decision-making meetings and mechanisms. As a result, some young people became disengaged with what they saw as boring bureaucracy and were glad when the focus was put instead on the national champion role. And, secondly, the young people who engaged with Right Here at national level never became particularly proactive or 'activist' as a result of their involvement, instead acting more as spokespersons for the Right Here approach that they had experienced or endorsed.

6.7 Tensions around identity and brand

Finally, there were both pros and cons of having the national 'Right Here' brand. While most local projects identified some benefits from having the names of the two foundations behind them, alongside some kudos from being part of a national initiative, the national Right Here 'brand' could confuse as well as strengthen. One of the key challenges was a difficulty with understanding what the brand was in fact describing: a project, an approach or even an organisation. For example, sometimes 'the Right Here approach' was very similar to other projects within an organisation's portfolio of activities; this could make it confusing for those on the outside. External stakeholders, in particular, felt that a national brand and identity – and a push to innovate within that brand – had, at times, an adverse effect on projects' local identity and their ability to integrate with other neighbouring services.

Part Seven: Conclusion: Achievements and lessons

The purpose of this final evaluation report of Right Here was to bring together key findings on processes and outcomes of the initiative, as well as lessons about funding and delivering support for young people's mental health and wellbeing. This was a qualitative evaluation; as such, we have given space and voice to the perspectives and experiences of participants in the initiative as well as a range of interested parties (including the two foundations).

In Parts Three, Four and Five we drew on a range of evaluation data to present key findings about the processes and outcomes of the initiative, both locally and nationally. We then turned our attention to the factors that affected the progress of the initiative.

In this final part of our report, we consider the achievements of Right Here against the initiative aims before elaborating on what we see as the key lessons from Right Here which may be relevant to supporting future work around young people's mental health and wellbeing or, more generally, social justice initiatives.

7.1 Achievements of Right Here

Right Here was delivered across four sites in England and Northern Ireland, engaging young people in a wide variety of activities and opportunities designed to support youth participation, mental health awareness and the resilience of young people. These have been underpinned by new ways of working developed and adopted across the four sites in a spirit of experimentation and learning. Here we highlight the achievements that stood out and also note some areas that were perhaps less well developed.

The aim of Right Here was **to improve preventative and early intervention approaches to supporting the mental health and wellbeing of young people in the UK** and to build the work around the principle that **young people would be involved** in its organisation and delivery.

Looking across the range of approaches devised and tested locally we can discern some distinctive features that appeared to enhance their effectiveness:

- **Youth work:** experienced youth workers were at the heart of this initiative and added value to each element of a project, from supporting young people to take part, through facilitating activities and opportunities, to standing behind young people as they took their messages and ideas out to commissioners and others.
- **Creative techniques:** projects extended the range of ways in which they could get across key messages (to young people and to commissioners) by using a variety of creative or expert-led techniques, ranging from forum theatre used to facilitate debate between young people and commissioners, weaving mental health awareness into music events, to drafting in experts to run classes.
- **Gender awareness:** projects incorporated activities that were targeted only at men or at women where they thought this would boost their reach or to tackle an issue especially affecting one gender.
- **Mature, informed debate:** young men and women, supported by the project, developed into well informed groups capable of engaging in productive dialogue and debate with health care practitioners and commissioners.

Together with other features of the projects discussed in Part Two, we can conclude that the overall aim and key principle of Right Here has been met as described below.

- Right Here developed and tested **approaches that equip young people to understand, think and behave differently about their own and other people's mental health**. Those approaches have, it is hoped, reduced the stigma that young people attach to mental illness, enabled them to see mental health side by side with physical health as something they can look after and do something about and given them the knowledge and belief that mental illness is something that people can come through or find ways to live with.
- The projects have also made possible **activities that can assist young people who find themselves already in some difficulty** – stressful home life, bereavement, trouble handling anger – through a blend of support from a youth worker, alongside a wide variety of enjoyable mainly arts or physical leisure activities such as filmmaking, yoga and rock climbing. A key success for the initiative was spotting and making possible (by being flexible about the funding) the marriage between one-to-one and group work where this had not been put in place from the start.
- We can also see that there has been a considerable amount of success locally with **enacting the principle of youth involvement**. This is particularly striking in the level of engagement between young people and health practitioners and commissioners that accelerated towards the end of the initiative (probably because it took time to build capacity and credibility in the Right Here youth 'offer' but also because the newly restructured health care system took some time to 'bed in').

The three areas of achievement described above have left their mark on not only the young people directly engaged with them, but also the other young people that have seen those materials, heard about them through friends or benefited because they are the siblings or friends of a stressed or unhappy young person who now feels less alone and more able to handle the mental health challenges they face. Also benefiting from Right Here are the organisations that hosted the projects and have taken forward the learning into their post Right Here work (e.g. mental health awareness training, youth participation, or continued engagement with commissioners).

While Right Here did not come up with brand new approaches nationally, the initiative did introduce practices that refreshed or reframed ways of working in the mental health and youth sectors in the four local areas where grants were made. While the original aim of the initiative does imply greater national reach than has been so far realised, we recognise that the Mental Health Foundation has renewed and increased its work to disseminate the lessons from Right Here.

Finally, in relation to achievements, young people have played a role in shaping and developing the projects locally. Future initiatives might benefit from thinking less about youth participation in fixed structures (governance, management, delivery) and more about enabling young people to decide what they want to achieve and where they might best put their efforts in order to exert some influence.

7.2 Lessons about the initiative

Right Here was conceived as an initiative that would pilot and learn from different approaches for supporting young people across four different sites. The initiative's long-term support enabled the local projects to survive and, in most cases, thrive despite radical spending cuts and restructuring of services. We discuss this point under 'longevity' below before looking at funding plus and evaluation as they played out in this initiative.

First, we note that in earlier process evaluation reports, we highlighted the unnecessarily complicated and cumbersome 'governance' arrangements for the initiative which, although significant in terms of expenditure, only amounted to four delivery sites. There is a lesson here about the importance of designing structures for oversight and planning that are best suited to the goals and activities of the initiative. The resources put into governance and management of the initiative were top heavy and unnecessarily complicated particularly given that, although the scale of the investment was large, there were effectively only four grants to be managed.

Evaluation

Right Here began with a careful process of problem definition through reviews of the literature, policy and practice around young people's mental health and wellbeing. Out of these reviews emerged several assumptions about what was likely to enable Right Here to succeed: partnerships; youth participation; and marrying youth work with mental health practice. The ambition was to develop and test new approaches for supporting young people underpinned by these assumptions. The foundations were looking for innovation and experimentation in project delivery and they wanted to learn from the projects' practice.

In the event, this desire was not well matched by the style of impact evaluation that the foundations commissioned from the Tavistock Institute. It left insufficient scope for reflection and adaptation as the initiative unfolded, and local projects were unable to benefit from the support of their evaluator because the focus was on eliciting impact data rather than on supporting development. Moreover, some of the projects' aims and activities were not well suited to a standardised approach to outcomes measurement.

Looking ahead, it might be helpful to adopt a more collaborative approach to evaluation design, drawing in practitioners and evaluators, to ensure that there is a better fit between purpose and method. With Right Here, such an approach might have helped to shift the focus of the evaluation away from trying to prove a theory through the local projects, to learning about approaches from the ground up.

Key point: There was a mismatch between evaluation design, expectations and what was commissioned. It is not clear to us who or how this mismatch could have been dealt with earlier, but the situation does appear to have been allowed to run unchecked for some time.

Longevity

Right Here was initiated against a different policy and service backdrop to the one in which it ended up operating. Shortly after it commenced, the context shifted to that of spending cuts, the decimation of youth services and disruption of relationships because of organisations folding or restructuring to survive. The long-term nature of Right Here's funding enabled projects to maintain focus on their aims and to provide a space where

discussions about young people’s mental health services could continue in spite of the enormous upheaval taking place across health and social care in the public sector. This was not only important for the projects: it served as a focal point and ‘beacon’ for others in the field. By committing their funds for five years the foundations also demonstrated their belief that the issues that projects were dealing with were of vital importance, as well as their confidence in the approach adopted by projects to make a difference. Both the practical and emotional investment during such difficult times was thought to be significant in maintaining momentum around this area of work as well as, practically, the funding provided. This highlights the advantages and benefits that can accrue from both long-term funding and more engaged and interactive relationships between funders and grantees.

Key point: Long-term funding contributed to grantholders’ maintaining focus on their aims. At a time when services were struggling or disappearing altogether, this contribution to longevity in the voluntary sector should not be under valued.

Funding Plus

A great deal of time and thought was devoted to selecting the four sites for Right Here. They were chosen for their differences and their appetite for piloting and learning from new approaches as well as against twelve criteria that covered project focus, ethos, organisation and management⁹. The four projects clearly valued the chance to network and learn from one another, evidenced by the cross-fertilisation of ideas that took place during the initiative and which has continued afterwards. Similarly, feedback on the consultancy support, training and networking opportunities was often positive.

However, taken together with the foundations’ oversight and management of the initiative, the funding plus ‘package’ could sometimes constrain rather than foster innovation and exploration. Although the funding was for five years, both the central initiative team and the local projects appear to have felt under pressure to demonstrate results from the start and annually. Possibly this explains why, when difficulties arose, the central team allowed themselves to get drawn into the detail when they might have stepped back or provided a framework to help grantees think things through. This highlights the importance of giving careful consideration to the purpose, design and implementation of arrangements for adding value to financial investment in frontline services.

Key point: There was a mismatch between trustees’ expectations and desire for early results and the idea of long-term funding that would foster risk and innovation. Leadership at the Foundations failed to tackle this. The expectations of funders need to be appropriate and commensurate with the state and circumstances of the organisations being funded. Where there is a mismatch between the two, at best, this leads to disappointment and, at worst, to perceptions of ‘failure’.

7.3 Lessons about supporting young people’s mental health and wellbeing

Learning from Right Here is in step with, and will contribute and add ‘fuel’ to, a wider movement towards mental health services that intervene early, that provide a bridge between child and adult services and that equip young people with awareness and insight into their own and other’s mental health and wellbeing. In this section we focus on three

⁹ See Paul Hamlyn Foundation and Mental Health Foundation, *Guidelines for applicants*.

areas: we begin by addressing the question of what was new; we then examine the productive marriage between youth work and mental health practice; and we conclude by considering what the emphasis on youth participation yielded.

Contribution to local services

Young people enjoyed different degrees of involvement in their local Right Here. As the projects matured we were able to discern three 'levels' of involvement:

- Participants – young people directly receiving a service activity from Right Here such as training, counselling, rock-climbing and Walk and Talk
- Inner circle – young people directly involved in Right Here as panel members, ambassadors and decision makers
- Outer circle – young people receiving secondary information and sign posting about mental health through Right Here materials.

More specifically, the Right Here projects introduced practices in their four local areas that did not previously exist there. In that sense the initiative was 'new' at a local level. Specifically: the marriage of youth work and mental health practices; the involvement of young people in the scrutiny and development of policy and practice locally; specific services such as anger management that were not previously available locally; and new ways to disseminate positive messages about mental health and wellbeing using both off and online information.

Key point: Right Here did not develop new approaches to supporting young people's mental health and wellbeing. What it did achieve, however, was to introduce practices that 'refreshed' or reframed ways of working in both the mental health and the youth sector, and which in some cases, filled a service delivery gap.

Youth work and mental health practices

One of the assumptions underpinning Right Here was that youth workers and youth organisations were uniquely well placed to promote wellbeing. The initiative was interested in whether bringing mental health expertise into youth work practice would help them do this work even better, and help mental health professionals to loosen up and do things in a more youth friendly way. During the course of the initiative, the local projects found ways to bring mental health expertise into their youth work practice. We found that this worked best where the youth workers were very experienced, mostly conversant with theory as well as practice in their own field, and able to assimilate learning from mental health practice into their own reflective practice. Specifically, this appeared to generate three main benefits: youth workers who had, for years, been supporting young people around mental health and wellbeing could now give this element of their work a name and value it; they had a new lens – mental health and wellbeing – through which to look at the needs of their young people; and they were able to think in new ways about the boundaries around youth work and other forms of support (for example, delineating group work and individual therapies and finding ways to enable young people to move between these).

Key point: Critical to the success of Right Here was having highly experienced youth workers who could interpret and take forward the initiative's ambitions and assimilate learning about mental health into their wider youth work practice.

Partnerships

Right Here was designed with the idea that cross sector partnerships between the lead voluntary sector organisations and key public sector bodies would be critical to achieving change locally. This translated into one of the key criteria for the grants awarded. While some of the grantholders' partnerships already existed, others were created in order to bid for Right Here funds. Unsurprisingly the pre-existing partnerships proved to be more robust than those formed for the purposes of the bid but all partnerships came under increased pressure as a result of policy change and funding cuts locally.

Key point: It was a mistake to make formalised partnerships a pre-requisite for the award. Rather, with the benefit of hindsight, joint exploration of existing and potential future partnerships with applicants might have been a more fruitful approach.

Youth participation

Right Here, alongside other national young people's and mental health initiatives, has helped gain recognition for the principle of youth participation in mental health services. Working flexibly according to the capacity and interests of their young people as well as the opportunities available, youth workers in the local projects supported young people to engage with local policy and practice development. In doing so, they gave local professionals the chance to experience youth participation for themselves, and to translate theoretical commitments to 'user involvement' into practical ways of doing this. In some cases, this experience proved transformative for both young people and commissioners alike who were able to communicate across traditional divides and understand the benefits of so doing. We note here that there were parallel interventions to engage young people in the national initiative as a whole and that these were less successful, particularly initially.

Key point: Like any kind of beneficiary involvement, youth participation has important practical and ethical implications which were well within the capacity of expert youth workers locally but not within the Foundations.

Final remarks

The purpose of this report was to bring together key findings on processes and outcomes of the initiative, and lessons about funding and delivering support for young people's mental health and wellbeing. In order to assemble the report we reviewed material compiled by the initiative and by evaluators from 2009 to 2013 as well as conducting more than 120 interviews locally and nationally with young people, initiative staff and stakeholders with a keen interest in the work of Right Here. We have reported on a wide variety of achievements locally and nationally, including evidence that Right Here brought real benefit not only to local young people but also to the local policies and practices that affect them. The initiative leaves behind a significant legacy: the integration of mental health and youth work practice; new approaches locally to involving young people in policy development and the co-design of services; and improved awareness among local health practitioners and commissioners. Finally, the initiative leaves a cohort of young people whose confidence, mental health awareness and overall wellbeing have been changed by Right Here.

Appendix A

Approach and methods for producing this report

A1 Introduction

In March 2013, the Paul Hamlyn Foundation and the Mental Health Foundation ('the foundations') took the decision to bring together the work completed to date (since 2009) on evaluating the processes and outcomes of Right Here both centrally and locally. The work to date had been achieved through the Paul Hamlyn Foundation's own grants management and reporting systems; working with the Institute for Voluntary Action Research (IVAR) and the Tavistock Institute; and through engagement with the four grantholders. Going forward, the foundations wanted:

- Summative evaluations of the four local projects that could be used locally in their legacy and/or exit planning. These were produced in November 2013
- Facilitation support to enable the foundations and grantees to reflect jointly on what they had learned from Right Here
- Final evaluation work that would bring together key findings on processes and outcomes of the initiative, and lessons about funding and delivering support for young people's mental health and wellbeing. This is the primary focus of this report.

The results of this work have enabled us to provide an overview of the initiative, its achievements and the lessons learned. Nonetheless we identify three caveats to the data. First, the research and evaluation processes to March 2013 were not all designed with the evaluation questions (set in March 2013) in mind; and some evaluation processes were unsuccessful (see A5 below). Second, this has led us to be cautious in some places about attributing change solely to Right Here; it may be more appropriate to talk about the *contribution* of Right Here to a particular outcome or change. Third, the four projects' policy contexts differed and this affected how they worked and who they worked with, making it hard to draw generalisable conclusions.

A2 Summative evaluations of the four local projects

Aims and questions

The local evaluation has served a dual purpose. First, to provide each local project with a tailored evaluation report on its work and achievements, looking at both process and outcomes as well as broader lessons for the mental health and wellbeing field. Second, to feed into the overall evaluation of the national Right Here initiative. The primary audience for each local report was the local project, its partners and stakeholders.

The local evaluation focused on the following questions:

- What difference have projects made to individuals, organisations, practice/policy?
- How have they been doing this, which approaches worked/didn't work?
- What has contributed to them making these differences?
- What factors have affected progress in each project?

Data collection

Across all four local projects we collected the following data:

- Interviews with 29 individuals responsible for governance, management and delivery of the project, including both management and frontline staff
- Interviews with 39 project partners and other external stakeholders
- Interviews with 41 young people and their ‘trusted others’, i.e. people nominated by the young people, such as youth workers, friends or family. The young people were selected against a set of criteria, including: length of involvement; having had an opportunity to act or participate beyond shaping the project; and some sustained experience of resilience or therapeutic activities
- Observation of eight local Right Here events or activities. Activities were selected to provide a range of insights into the initiative. Wherever possible, observation visits were scheduled ahead of interviews with project staff so that the observed activities could be discussed
- Review of more than 60 documents and films produced by or about the local Right Here projects. Full references are provided in the local reports.

The bulk of this fieldwork was carried out face-to-face. Some telephone interviews proved necessary where we experienced difficulties finding suitable dates.

Selection of sample of local Right Here activities for the local evaluation

As part of the summative evaluations we examined in-depth ten different activities from across all four Right Here projects. These were deliberately selected not only because they are all different but also because the projects perceived them as having been particularly successful. The evaluation of these activities is based on: observation of activities; review of documents, records and materials produced through the activities; and interviews with participants, staff and external stakeholders.

Table 1: Sample of Right Here activities selected for the evaluation

Project	Awareness	Intervention	Influence
Brighton and Hove		Rock climbing Anger management	Mental Health Promotion Team
Fermanagh	Mental health promotion	Young mothers group	
Newham	Wellbeing champions	Young men’s group Film and drama group	
Sheffield	Mental Health Ambassadors		STAMP (Support, Think, Act, Motivate, Participate)

More details about each of the activities that we examined are provided below.

Rock climbing, Right Here Brighton and Hove

With trained instructors, Right Here runs a fortnightly drop in session at the local climbing wall where young people learn to climb and to support one another.

Anger management ('Keep Calm and Carry on'), Right Here Brighton and Hove

Over six weeks the same group of young people meets to share and discuss their emotions and learn together about ways to handle their anger.

Mental Health Promotion Team Volunteering, Right Here Brighton and Hove

Volunteer members of the group aged between 16-25 meet weekly to develop a range of mental health promotion activities, products and materials.

Mental health promotion (using wristbands and technologies), Right Here Fermanagh

In parallel with in-depth mental health awareness events and opportunities to learn, Right Here Fermanagh also used wrist bands with built in USB sticks, Facebook and SMS texts to communicate positive, inspirational messages and ideas for looking after your mental health.

Young Mothers Group, Right Here Fermanagh

Set up to tackle the loneliness and isolation experienced by some young mothers, the group met weekly and helped group members connect with other young mothers and escape from "just being mothers" and rediscover what, apart from their kids, makes them happy in life.

Wellbeing champions, Right Here Newham

Wellbeing champions is a 10 week accredited training programme, which aims to prepare young people completing the course to be able to deliver wellbeing sessions to other, younger people in schools.

Young Men's group, Right Here Newham

In partnership with NewVic Sixth Form College, Right Here set up and ran a group for young men to come together and discuss issues that affect them.

Film and drama, Right Here Newham

In partnership with NewVic Sixth Form College, Right Here worked with performing arts students to use improvisation to explore the mental health and wellbeing of themselves and others around them.

Mental Health Ambassadors, Right Here Sheffield

Two cohorts of young people (one in 2011, one in 2012) came together both to get support with their own mental health needs and to learn together how to act as ambassadors in their communities and support other young people.

STAMP, Right Here Sheffield

STAMP (stands for 'Support, Think, Act, Motivate, Participate') was Right Here Sheffield's young people's panel that met weekly to help steer the project and design its activities initially; and more recently carried out research and evaluation work to influence local services.

A3 Facilitation support to enable the foundations and grantees to reflect jointly on what they had learned

Between March 2013 and September 2014, IVAR evaluators

- Attended Right Here steering group and Right Here research sub-group meetings
- Facilitated a two-day learning event between foundation staff and grantees
- Facilitated a discussion between Paul Hamlyn Foundation staff about evaluation.

A4 Final evaluation work

The final evaluation work meant drawing together the above (summative evaluations of local projects; findings from facilitation support); conducting interviews with internal and external national players and reviewing all of the earlier evaluation work carried out by IVAR and the Tavistock Institute between 2010 and March 2013.

The final evaluation work focused on the following questions:

- Has the initiative met its objectives?
- What is the relationship between the processes and outcomes identified?
- Have the original assumptions underpinning the initiative been realised?
- What has been learned about how work in this field is supported?

In addition to the four summative evaluation reports to local Right Here projects and reports from facilitated sessions with foundations and grantees, this stage of the work involved:

- Interviews with seven national Right Here 'players' from both foundations
- Interviews with five national bodies with an interest in young people and mental health and wellbeing initiatives
- Review of the potential for using pre/post measurement data (see A5)
- Review of previous evaluation reports and initiative documents:

Right Here Initiative documents prepared by members of the teams at the Paul Hamlyn Foundation and the Mental Health Foundation

Brown, M. (unpublished, February 2013) *Draft Event Report of 'A Voice and A Choice': A showcase of four years of new ideas for young people's mental health and wellbeing, 4th February 2013*

Charman, S. (October 2013) *What do commissioners want? An overview of the commissioning context for Right Here 'products' and how to give commissioners what they need to make a difference for young people: DRAFT Report for Right Here Programme October 2013*, London: Mental Health Foundation and Paul Hamlyn Foundation

Garcia, I. (2008) *Literature Review: Young people aged 16 to 25: The promotion of mental health and well-being and the early intervention in mental health problems*, London: Mental Health Foundation and Paul Hamlyn Foundation

Mental Health Foundation and Paul Hamlyn Foundation (unpublished, 2013) *Diagram of 'Best practice to meet young people's wellbeing needs'*

Mental Health Foundation and Paul Hamlyn Foundation (unpublished, 2013) *The magic of Right Here*

Mental Health Foundation and Paul Hamlyn Foundation (unpublished, February 2013) *Report of the Right Here legacy meeting of 5 February 2013, with the Right Here steering group, influencing sub-group and project leads*

Woodhouse, A. (June 2013) *A voice and a choice for young people's mental health: Case Studies for innovative approaches to improving young people's mental health and wellbeing*
London: Mental Health Foundation and Paul Hamlyn Foundation

Evaluation reports prepared by the Institute for Voluntary Action Research

Institute for Voluntary Action Research (IVAR) (September 2010) *Right Here Process Evaluation: First Iteration 2010, Preliminary Findings (Part I)*, London: Institute for Voluntary Action Research

IVAR (October 2010) *Right Here Process Evaluation: First Iteration 2010, Preliminary Findings (Part II)*, London: Institute for Voluntary Action Research

IVAR (September 2012) *Right Here Process Evaluation: Second Iteration Findings*, London: Institute for Voluntary Action Research

IVAR (unpublished, October 2013) *Report on the Right Here Learning Event, October 2013*

IVAR (2013) *Evaluation of Right Here Fermanagh: Final Report 2013*, London: Institute for Voluntary Action Research

IVAR (2013) *Evaluation of Right Here Sheffield: Final Report 2013*, London: Institute for Voluntary Action Research

IVAR (2013) *Evaluation of Right Here Brighton and Hove: Final Report 2013*, London: Institute for Voluntary Action Research

IVAR (2014) *Evaluation of Right Here Newham: Final Report 2014*, London: Institute for Voluntary Action Research

Evaluation reports prepared by the Tavistock Institute

The Tavistock Institute (July 2009) *Evaluation of the Right Here Initiative: Improving mental health and wellbeing for young people, First Bi-Annual Report to Paul Hamlyn Foundation and the Mental Health Foundation*, London: The Tavistock Institute

The Tavistock Institute (October 2010) *Evaluation of the Right Here Initiative: Improving mental health and wellbeing for young people, Third Bi-Annual Report to Paul Hamlyn Foundation and the Mental Health Foundation*, London: The Tavistock Institute

The Tavistock Institute (unpublished, undated) *Appendix A: Project profile template*

The Tavistock Institute (unpublished, undated) *Appendix B: Basic info project profile Brighton*

The Tavistock Institute (unpublished, undated) *Appendix B: Basic info project profile Fermanagh*

The Tavistock Institute (unpublished, undated) *Appendix B: Basic info project profile Newham*

The Tavistock Institute (unpublished, undated) *Appendix B: Basic info project profile Sheffield*

The Tavistock Institute (unpublished, undated) *Appendix C: Individual activity case studies*

The Tavistock Institute (unpublished, undated) *Appendix D: Indicators of wellbeing, resilience and stigma*

The Tavistock Institute (unpublished, undated) *Context summaries chart*

The Tavistock Institute (unpublished, undated) *Appendix B: Right Here programme theory of change*

A5 Review of measurement data not used in this report

We have reproduced below a note prepared by IVAR for the two foundations setting out our advice on the use of measurement data collected during the course of the initiative. Following the review, the foundations accepted the recommendation not to include the data in the final report on Right Here.

Evaluation of Right Here Initiative - A joint IVAR and Mental Health Foundation (MHF) review of the potential for using pre/post measurement data collected by the projects, either aggregated or disaggregated, in the final Right Here evaluation report in 2014

The task

The review was carried out jointly by researchers at IVAR and MHF. They were asked to advise PHF and MHF about whether or not the data is robust and meaningful enough to be included in the final evaluation report on the initiative.

By 12 March 2013 a total of 239 paired MHC-SF and 237 paired RS15 scales¹ had been collected. These are reported on and discussed in a series of reports produced by The Tavistock Institute between 2011 and 2013 (see appendix for a full list). Each of these was reviewed by both IVAR and MHF and the advice below is based on these reports. A complete set of raw scores was not available.

Our advice

Following the review of documents and a joint IVAR and MHF meeting held on 20th March 2014, our advice is that the data that we have available to us is neither sufficiently robust nor sufficiently meaningful to be included in the final evaluation report on the initiative.

The data is not meaningful either aggregated or disaggregated by project. We are unable to relate the pre/post scales that we have to the demographic or health characteristics of participants or to the Right Here activities they engaged with or to length of engagement. Neither do we have aggregated data about the characteristics of the young people that completed the scales, their engagement with Right Here and/or when the scales were completed. We also question the relevance of the measurement tools to some Right Here activities.

We believe that the data is so deficient that presenting it as part of an evaluation might affect the credibility of the evaluation and the reputation of the initiative.

Further reasons

The following caveats had already been identified in reports prepared by the Tavistock Institute between 2011 and 2013 (see appendix):

- Reservations about when and to whom scales were administered by staff
- Reservations about the care with which scales were filled out by participants
- Variation of activities in length, orientation and the characteristics of the young people that take part in them makes aggregation problematic
- Reliability of data is vulnerable to day to day fluctuations in wellbeing
- Insufficient volume of data around any one activity.

Even if the raw scores were recovered and were related back to the individual young people's demographic and health characteristics as well as their engagement with Right Here, it is not clear to us that the considerable additional investment required would yield meaningful data. The number of completed scales is low and, once separated into the wide variety of kinds of activities, is unlikely to yield reliable conclusions.

¹ Mental Health Continuum – Short Form (MHC-SF); Resilience Scale 15 (RS15)

Appendix to the review of measurement data

1. The Tavistock Institute (May 2011) *Evaluation of the Right Here Initiative: Improving Mental Health and Well-Being for Young People: Annual Report to Paul Hamlyn Foundation and the Mental Health Foundation.*

See Section 5.4 on pp 50-51

2. The Tavistock Institute (November 2011) *Evaluation of the Right Here Initiative: Improving Mental Health and Well-Being for Young People: Bi-Annual Report to Paul Hamlyn Foundation and the Mental Health Foundation.*

See pp 9-12 starting with the heading 'Validated psychometric tools'

3. The Tavistock Institute (July 2012) *Evaluation of the Right Here Initiative: Improving Mental Health and Well-Being for Young People: Annual Report to Paul Hamlyn Foundation and the Mental Health Foundation.*

See Sections 2.3.1, 2.4, 2.4.1 for methods; 3.6, 6.6.1, 3.6.2 for findings; 5.2 for conclusions

4. The Tavistock Institute (November 2012) *Evaluation of the Right Here Initiative: Improving Mental Health and Well-Being for Young People: Interim Report to Paul Hamlyn Foundation and the Mental Health Foundation.*

See Section 2.2 on pp 7-8

5. The Tavistock Institute (March 2013) *Evaluation of the Right Here Initiative: Improving Mental Health and Well-Being for Young People: Quantitative Report to Paul Hamlyn Foundation and the Mental Health Foundation.*

See Section 3 on pp 7-8

6. The Tavistock Institute (August 2012) *Summary of SAQ analysis for Brighton*

This is a single side of findings that I think the Brighton and Hove project requested.