

Humber Bounce Back (BB) Programme

External Evaluation Report

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Executive Summary

Humber Bounce Back was a 12-month pilot programme aimed at improving the mental health [low level] of NEETs aged 16-24 years who were looking to move closer to the job market or into further education.

The programme was delivered across the Humber sub-region in four Local Authority areas: Hull, East Riding, North Lincolnshire and North East Lincolnshire. £15,000 was allocated to each Local Authority to create a project that they felt best reflected the needs of beneficiaries. The programme began on 1 September 2017 and ended on 31 August 2018.

In July 2018 Rose Regeneration and Cross Keys Associates were commissioned to undertake a modest external review of the programme. The purpose of the evaluation was two-fold:

- ◆ To consider *the delivery models developed by each Local Authority* - determining what impact each had on addressing low level mental health issues in young people.
- ◆ To *identify good practice and lessons learned* to inform future initiatives.

Key Findings

The evaluation had three components: process, impact and economic.

Component	Evaluation Activities	Report
1. Process	<ul style="list-style-type: none">◆ Developed a 'theory of change' - setting out why the programme was needed, the activities it was intended to deliver and the outcomes and longer term change sought.◆ Reviewed quarterly progress reports submitted to the Humber Local Enterprise Partnership (LEP).◆ Met with East Riding of Yorkshire Council [as the Lead Accountable Body] and with the four Local Authorities delivering the programme - to understand how each delivery model was developed and implemented; the systems/wiring for the programme; and identification of Strategic Added Value.	What does this tell us about planning and implementing initiatives for NEETs aged 16-24 years with low level mental health issues in supporting them towards the job market or into learning and education?

The evaluation found delivery models with the following characteristics worked best in supporting beneficiaries towards the job market or into learning and education:

- ◆ **Recognised the importance of involving young people in the design and delivery of the model.** Young people described how being involved in this process helped them to feel more independent, in control and have a sense of ownership in how they used (and benefitted from) Bounce Back.
- ◆ **Seen Local Authorities working with other organisations that deliver youth services and have particular expertise around providing early intervention services aimed at preventing disengagement from learning and employment.** Some of these third

party organisations also offer specialist services for young people needing higher levels of intervention around mental health. This meant they were able to recognise young people with lower level mental health issues that could benefit most from Bounce Back and others that needed to be referred to specialist mental health services. This led to added value, with young people participating in Bounce Back able to access wider, wraparound health and wellbeing services.

- ◆ Built the **capacity of Council staff** to design and deliver support that not only best fits the needs of their area but also now enables them to provide future support at marginal cost.
- ◆ **A curriculum that is very different from mainstream employability, learning and education provision.** Some of the delivery models created an ethos where young people felt they were able to achieve and overcome some of the barriers they faced – and where project activities have used creative approaches to develop their skills, talents and abilities. For beneficiaries, Bounce Back was unlike any other mainstream employability or education provision they may have previously engaged in.
- ◆ Taken an approach that has sought to **embed peer support.** This is accompanied by a recognition that resources are needed (e.g. delivery staff training and development).
- ◆ Been **flexible** rather than too prescriptive in recognising how Bounce Back was intended to be experimental, reflective and adaptable to meet individual beneficiary needs.

Component	Evaluation Activities	Report
2. Impact	<ul style="list-style-type: none"> ◆ A description of project activities undertaken in each Local Authority area. ◆ Beneficiary interviews: why they decided to participate in Bounce Back, their experiences of the project, what impact/difference the project has made and any improvements. ◆ Stakeholder perspectives: what representatives from external organisations think about the impact and achievements of the project and programme. ◆ An estimate of the social value delivered by the programme. 	What information has been collected that highlights the impact and achievements made by the programme?

The evaluation found the delivery models that achieved the most sustainable outcomes for beneficiaries were those that:

- ◆ Acknowledged the value of **early intervention and prevention** in supporting young people with low level mental health to prevent issues from escalating and becoming significant.
- ◆ **Provided tailored, creative approaches which worked well with this beneficiary group** for whom other, mainstream employability provision had not worked.
- ◆ Provided young people with a personal **action plan** which they implemented at their own pace (although there were targets that they regularly reviewed with delivery staff).
- ◆ Listened to and **empowered beneficiaries** – to co-produce and have a stake in what they did.
- ◆ Were **flexible in acknowledging the diversity of beneficiary needs** and how different responses were needed rather than a one size fits all approach.
- ◆ Recognised **how small actions can make a big difference** to the mental health, wellbeing and employability of young people.
- ◆ Understood **employer needs and the local labour market.**
- ◆ Offered a **mixed economy of learning styles and approaches.**

Overall, the programme supported 82 young people and achieved the following outcomes:

- 18 beneficiaries have moved into employment.
- 13 beneficiaries have moved into education.
- 9 beneficiaries are taking up regular volunteering and/or work experience opportunities.
- 4 beneficiaries have moved into training and 2 into apprenticeships.
- 28 beneficiaries have moved closer to the labour market i.e., they are submitting job applications/actively seeking work.

Social Return on Investment (SROI) is a way of developing a value for the less tangible outcomes delivered by Bounce Back. A consolidated SROI analysis for the programme has been produced. Using data from each project about how Bounce Back has helped beneficiaries (i.e., to feel better, join in with things in the local area, move closer to the job market, get a job, move into training or learning, and/or go to college), a financial proxy has been ascribed and multiplied by the number of beneficiaries benefitting. These calculations have then been reduced to take account of deadweight (what would have happened anyway), attribution (other organisations/agencies that might say they have also contributed to the outcomes) and drop-off (what proportion of the outcomes will deteriorate over time)? After making the adjustment for these deflators and dividing the remaining total by the cost of delivering the programme, **Bounce Back has delivered a social value of £10.84 for every £1.00 invested.** Employability programmes tend to generate a social value in the range of £5.00 - £12.50 meaning Bounce Back has delivered a good range of outcomes.

Component	Evaluation Activities	Report
3. Economic	<ul style="list-style-type: none"> ◆ Unit costs - worked with each Local Authority to estimate how much it costs to support each beneficiary. ◆ Value-for-money - looked at how this had been determined by each Local Authority and/or external delivery partners/third party organisations. ◆ Responsiveness (i.e., how long did beneficiaries have to wait before receiving support?) 	While there is no requirement to collect economic information about the programme, what information is available about costs and the efficient use of funding?

The estimated **unit costs** vary greatly because of the way the programme has been delivered in each area. In Hull, for example, a smaller number of beneficiaries were supported more intensively whereas East Riding, North Lincolnshire and North East Lincolnshire Councils supported a greater number of beneficiaries over a shorter time period. The unit costs therefore vary from £397.03 in North East Lincolnshire to £1,158.49 in Hull.

These unit costs have been compared to the unit costs of other youth employability initiatives including Springboard (£1,487), Talent Match (£4,000-£37,000) and Building Better Opportunities (£2,812). On the basis of these comparisons it is possible to make a strong case that Bounce Back has delivered good **value-for-money**.

Local Authorities have assessed value-for-money around:

- ◆ Designing and planning a project which has led to low levels of drop-out among

beneficiaries.

- ◆ The quality of the service provided to young people – as a result of the project are they inspired, more confident and progressing in life?
- ◆ The number of beneficiaries moving on into training, employment, education and/or voluntary work - and the sustainability of these outcomes.
- ◆ Building the capacity of Council staff to deliver all or some of the project in-house, thereby reducing the cost of delivery and embedding the approach within other Council projects and areas of work.
- ◆ The wraparound support offered by the Council and other agencies to help young people maintain their stability and wellbeing when facing challenges at home.

There is no evidence that any of the beneficiaries have had to wait to participate in Bounce Back – therefore it is possible to make a strong case that the programme has been delivered in a responsive and agile way.

Good practice and lessons learned

Learning from the previous Humber Springboard (SB) Programme has informed and shaped the Bounce Back (BB) Programme. Local Authorities already had individual and collective expertise and track records in supporting young people into education or employment. Identifying how confidence and mental health issues remained barriers in helping young people move on in their lives, they sought to use an under-spend in the SB Programme to pilot different approaches to help overcome these barriers.

Bounce Back has been a great success because it has been person centred – supporting young people to understand where they are now, where they want to go and what help they need to get there.

The evaluation identified the following overarching areas of good practice:

- ◆ Young people have co-produced the programme, and been involved in its design and delivery as 'equal partners', not just as 'beneficiaries'.
- ◆ Having a consistent delivery model and staff involved in delivery has been important in supporting beneficiaries to achieve outcomes.
- ◆ Local Authorities mapped existing youth provision and identified local needs and gaps - the programme sought to coordinate with other organisations to provide 'wraparound support' to beneficiaries.
- ◆ The programme has led to unintended positive outcomes - increasing existing and new partnership working between Local Authorities and other organisations.

A key lesson learned has been the importance of providing Local Authorities with the freedom to design a mixed economy of activities.

The following areas of improvement could be incorporated into a future programme:

- ◆ Being clear from the outset, about mild, moderate and severe mental health problems - and using these different levels to triage potential beneficiaries.
- ◆ Developing a theory of change at the start of the programme to consider the inputs, resources, activities and outcomes needed.
- ◆ Producing a short prospectus setting out what the programme offers. Ensuring activities provide beneficiaries with the space to think and time to talk.

Introduction

The Humber Bounce Back Programme

Humber Bounce Back was a pilot programme of support to improve the mental health [low level] of NEETs aged 16-24 years who were looking to move closer to the job market or into further education.

The programme was delivered across the Humber sub-region in four Local Authority areas:

- ◆ Hull
- ◆ East Riding
- ◆ North Lincolnshire
- ◆ North East Lincolnshire

The programme was managed by East Riding of Yorkshire Council (ERYC) which acted as the Lead Accountable Body [LAB].

The programme started on 1 September 2017 and ended on 31 August 2018. The programme allocated £15,000 to each Local Authority to create a project they felt best reflected the needs of beneficiaries. Each Local Authority therefore developed its own delivery model, in some cases contracting with one or more third party organisations.

About the evaluation

In July 2018 Rose Regeneration and Cross Keys Associates were commissioned to undertake a modest external review of the programme.

The purpose of the evaluation was two-fold:

- ◆ *To consider the delivery model developed by each Local Authority - determining what impact each delivery model has had on addressing low level mental health issues in young people (and what has worked well and less well within and across delivery models).*
- ◆ *To identify good practice and lessons learned to inform future initiatives.*

The findings of the evaluation will be used by the Humber Local Enterprise Partnership (LEP), Local Authorities and other organisations to better understand what works well (and not so well) in tackling mental health issues to support young people on their employability journey.

The evaluation took place between July and September 2018 and comprised the following activities:

Evaluation Component	Activities	Report
1. Process	<ul style="list-style-type: none"> ◆ Developed a ‘theory of change’ - setting out why the programme was needed, the activities it was intended to deliver and the outcomes and longer term change sought. ◆ Reviewed quarterly progress reports submitted to the Humber Local Enterprise Partnership (LEP). ◆ Met with East Riding of Yorkshire Council [as the Lead Accountable Body] and with the four Local Authorities delivering the programme - to understand how each delivery model was developed and implemented; the systems/wiring for the programme; and identification of Strategic Added Value. 	What does this tell us about planning and implementing initiatives for NEETs aged 16-24 years with low level mental health issues in supporting them towards the job market or into learning and education?
2. Impact	<ul style="list-style-type: none"> ◆ A description of project activities undertaken in each Local Authority area. ◆ Beneficiary interviews: why they decided to participate in Bounce Back, their experiences of the project, what impact/difference the project has made and any improvements. ◆ Stakeholder perspectives: what representatives from external organisations think about the impact and achievements of the project and programme. ◆ An estimate of the social value delivered by the programme. 	What information has been collected that highlights the impact and achievements made by the programme?
3. Economic	<ul style="list-style-type: none"> ◆ Unit costs - worked with each Local Authority to estimate how much it costs to support each beneficiary. ◆ Value-for-money - looked at how this had been determined by each Local Authority and/ or external delivery partners/third party organisations. ◆ Responsiveness (i.e., how long did beneficiaries have to wait before receiving support?) 	While there is no requirement to collect economic information about the programme, what information is available about costs and the efficient use of funding?

The remainder of this document sets out the findings from the process, impact and economic evaluations. The final section highlights shared practice and learning to inform future projects.

1. Process Evaluation Findings

The purpose of this section of the report is to understand:

- ◆ *The delivery model(s) developed by each Local Authority at the outset - how/why these models were developed and how they have been implemented. Did each Local Authority follow the approach established at the outset or were changes to the model made?*
- ◆ *Why the programme was needed, and the activities delivered and outcomes/longer term change that were sought in each Local Authority area.*
- ◆ *The functionality of the BB programme partnership - comprising the 4 Local Authorities, Jobcentre Plus and the Humber LEP.*

What does this information tell us about planning and implementing initiatives for NEETs aged 16-24 years with low level mental health issues towards the job market or into learning and education?

Review of project objectives

The Humber Springboard (SB) Programme was an employability programme to support people aged 18-24 years not in employment or education [NEET] to move closer to the labour market and progress into employment or further learning. The SB programme was developed by the Humber LEP as part of the Hull and Humber City Deal and funded through an under-spend on the DWP Youth Contract. Taking place between June 2014 and March 2017 the central design elements of the programme included specialist progression personal advisors, access to a personal budget, youth ambassadors and Skills Pledge (a means of engaging employers). The evaluation of the SB Programme concluded *"the most common barriers facing people joining the programme were linked to confidence and mental health."*

There was a small under-spend on the SB Programme. The Humber LEP and central Government agreed to use this funding to offer a pilot programme of support to improve the mental health of NEETs aged 16-24 years. They called this programme 'Bounce Back'.

Bounce Back built upon SB in seeking to be distinctive from, and not replicating, existing mainstream employability, education, learning and health initiatives. Both programmes have sought to work with vulnerable young people (those who have complex needs beyond needing a job or getting into learning/education) think more positively about their future. Bounce Back was therefore built upon SB in seeking to offer person-centred support to facilitate their entry towards or into education or employment.

Bounce Back was different from SB because it specifically focussed on addressing low level mental health issues (e.g. lack of confidence, low self-esteem). It was a pilot programme with a modest amount of funding allocated (£15,000 per Local Authority area) and is shorter in duration (taking place over 12 months).

Working with each Local Authority and any third party organisations undertaking delivery, a 'theory of change' was produced. The flow diagram overleaf sets out why Bounce Back was needed; the model and delivery planned in each area, and the outcomes and longer term changes that were wanted.

Humber Bounce Back Programme

Initial condition for change

A one-year Programme, funded by the Department for Business, Energy & Industrial Strategy (BEIS) through the Humber Local Enterprise Partnership (LEP) to offer a pilot programme of support to improve the mental health [low level] of NEETs aged 16-24 years looking to move closer to the job market or into further education. The programme was delivered by four Local Authorities: East Riding, Hull, North Lincolnshire and North East Lincolnshire.

Delivery model & Activities

East Riding: The Council worked with a consultancy to develop a 'Mental Toughness' programme ('train the trainer' for Council staff) and with drama and outdoor pursuit professionals.

Hull: The Council and The Warren working in partnership to add value to existing mental health services. Using creativity ["Spoken Word"] to progress young people.

North Lincs: The Council delivered the project in-house through the "Action Station", a one stop shop for skills and employment.

NE Lincs: The Council has worked with the Healthy Places Team (within the authority) to deliver emotional resilience workshops and contracted with MindWorks to deliver one-to-one support.

East Riding: 3 Mental Toughness courses, a residential component and a drama workshop called "Finding Your Voice" provided to 28 young people.

Hull: Providing person centred intensive support for 12 young people: 37 workshops covering 4 themes (creativity of the everyday, politics, love & science fiction), the development & dissemination of promotional materials and a series of public performances/events. Other wraparound support provided.

North Lincs: Customised activities delivered on a one-to-one basis and in groups (e.g. walking groups, cook & eat, a band, gym sessions, stretch & challenge days, peer support development) to improve the confidence, resilience, mental health and wellbeing of 20 young people.

NE Lincs: Initially group work concentrating on strategies to cope with anxiety. These were followed up with one-to-one sessions. Following cohorts received one-to-one sessions with life coaches rather than group activities. 22 young people supported.

Outcomes

Tackling low level mental health issues in a locality (not entrenched depression or other such mental illnesses) to help NEETs aged 16-24 years move closer to the job market / into employment or move into learning and further education.

Longer term goals

For beneficiaries: received focused support – from delivery partners, third party organisations and their peers – essential to helping them feel better in themselves, more fully participate in their local communities, return to education/learning and play an active role in the labour market.

For the programme: complementing mainstream and local support programmes by focusing on young people with low level mental health needs, showcasing what works (and doesn't work) in getting vulnerable young people (who have multiple needs beyond needing a job/qualifications/skills) inspired and thinking positively about their future.

Systems description

A service level agreement was drawn up between East Riding of Yorkshire Council (acting as the LAB) and each Local Authority.

Quarterly reports were produced by each Local Authority detailing progress and submitted to the LAB. The LAB then consolidated this information into one overarching report which it sent to the Humber LEP.

A steering group comprising representatives from the Humber LEP, LAB, each Local Authority and a representative from Jobcentre Plus met quarterly. Each meeting followed a similar format in providing an update on progress in each area, financial review, the identification of any issues or concerns and good news stories.

East Riding of Yorkshire

The project was designed and delivered by the Employment, Education and Skill (EES) Team within East Riding of Yorkshire Council. The project developed from a 'mental toughness' training initiative which was commissioned for Department for Work and Pensions (DWP) clients. With the agreement of the programme owner, Alan Searle, the content was redeveloped by Council staff and then piloted in the area. This involved a scheme of development activities based on the 4Cs programme: (Control, Commitment, Challenge and Confidence) and a series of MTQ48 psychometric tests. This process began through a number of staff within the EES team participating in the Mental Toughness Course and then coming together to repurpose it for Bounce Back. As the course has been delivered de-briefing activities after each session have led to the further refinement and evolution of the project in the light of user experience.

The EES Team identified referrals - these came from a range of sources within the employability network, including beneficiaries who participated in the previous Springboard Programme.

End-to-end beneficiary recording was undertaken by the Council. These systems and processes included: induction, participation and outcome records. Case studies of good practice were also collected. This information was cascaded to other teams/staff within the Council with a remit or interest in employability. This dissemination and engagement included the collection of video case studies and the use of social media.

The project began in February 2018. It involved 3 'mental toughness' courses, a residential component and a drama based workshop programme called "Finding Your Voice." This concentrated on providing opportunities, through working with professional actors, for beneficiaries to be positively challenged in a group performance environment. This combination of activities provided an integrated approach, in the form of an employability programme, to meeting the range of needs and interests of beneficiaries. This approach also ensured that there was something for all potential beneficiaries to engage with rather than a "one size fits all" approach.

Hull

In Hull there was a memorandum of understanding (an Agreement) between Hull City Council

and The Warren. This commenced on 1 September 2017 and ended on 31 August 2018. As a delivery partner, The Warren was responsible for:

- ◆ Preparing and returning quarterly review and claim documentation to Hull City Council. The review document provided an overview of project activity, identified any areas of issue/concern, listed outputs, described impact, included beneficiary case studies and set out planned activities for the next quarter.
- ◆ Maintaining detailed project expenditure accounts, including evidence of spend.
- ◆ Each reporting period included a visit from Hull City Council. The meetings covered completed and planned activities; delivery against outcomes; and actual and forecast spend.
- ◆ In line with the payment schedule specified in the Agreement, Hull City Council paid The Warren for the delivery of Bounce Back on submission of accurate and timely quarterly claims, progress reports and completed signed timesheets.

The Warren kept electronic records of the workshops that took place, their costs, proofs of material developed for the project and a log of where this information was presented and disseminated.

Information supplied by The Warren on a quarterly basis was used by Hull City Council to:

- ◆ Monitor the delivery of the project.
- ◆ Prepare relevant papers and information relating to the financial management and budgetary monitoring and implementation of the programme.
- ◆ Check and pay quarterly claims.
- ◆ Provide advice and guidance on eligible spend.

The Warren and Hull City Council provided a quarterly return setting out outcomes achieved and expenditure to the LAB.

North Lincolnshire

In North Lincolnshire, the service was partly delivered in-house by Local Authority staff (through the 'Action Station') and partly through a contract agreed with Café Indie in Scunthorpe. Café Indie is an independent coffee and music house that delivers employability projects for disadvantaged young people. Café Indie was commissioned to provide ten sessions as part of the "band project". The contract covered a qualified youth worker's time to provide input and deliver group work on the café premises.

'Action Station' is a one-stop-shop for skills and employment located in Scunthorpe Central. It is part of the Learning, Skills and Culture directorate at the Council. Action Station provides a mainstream work programme service. Action Station delivered all of the Bounce Back activities apart from the band project. Here a contract was negotiated between the Council and Café Indie – with Café Indie delivering 10 sessions for £655. Additional payments were made to Café Indie for venue hire to deliver other project activities and for refreshments.

A Bounce Back registration form was prepared, a spreadsheet used to track outcomes and an evaluation form produced for each activity. A spreadsheet, electronic files and a paper filing system were set up to record finance. Monitoring was carried out by North Lincolnshire Council, with reports submitted to the LAB.

North East Lincolnshire

North East Lincolnshire Council delivered Bounce Back in-house (through its Young People's Support Service) and through contracts with the Healthy Places Team, which is a trading arm of the Local Authority's Wellbeing Service, and an organisation called Mindworks.

Located at the Learning Shop in Grimsby town centre, the Young People's Support Service provides a signposting service for young people aged 13-19 years and for young people with special educational needs up to 25 years of age. The Service also provides information, guidance and advice on careers, education, training and employment as well as support with personal and welfare issues.

The contract with the Healthy Places team was for a member of staff to deliver a series of group-based emotional resilience sessions for up to 6 people and one-to-one sessions with young people to help them develop strategies to improve their mental wellbeing. The aim was to provide young people with the practical tools and techniques to improve their mental resilience.

The Healthy Places team was contracted to deliver:

- ◆ 18 mental resilience courses, subject to demand, to incorporate elements of confidence building. Where demand was demonstrated, learners could be referred for a second course to reinforce and expand on the first course.
- ◆ The first group would involve six people with a view to increasing the group size up to eight.
- ◆ All beneficiaries would receive a certificate of attendance.

Only one group session was held as it was recognised that few young people participating in the project were emotionally ready to work in groups. The project was then delivered through a series of one-to-one sessions.

The Council also contracted with Mindworks to deliver one-to-one sessions. Mindworks is led by Ian and Lesley Disley, cognitive behavioural coaches and ACT trainers (Acceptance Commitment Therapy) with a background and experience of working within a community mental health team and now running a private family practice. Mindworks was contracted to deliver:

- ◆ Six weeks of one-to-one support followed by six weeks of two-hour group sessions (12 weeks in total).
- ◆ One-to-one support sessions, taking place on Wednesday mornings (10.00-11.30am) and offering half hour appointment at the Learning Shop. Two facilitators were available to provide three hours of support (i.e., six appointments in total).

Bounce Back advisors managed appointments and booked in beneficiaries. The referral form was based on a Mindworks referral form. Additional support was to be provided in beneficiary homes or other community venue/setting at £40 per hour. Mindworks staff would co-ordinate these appointments with Bounce Back advisors. The small group sessions were not held following Mindworks and Learning Shop staff reflecting on learning from the one-to-one sessions which revealed young people participating in the project were not ready for group work (i.e., they were severely lacking in confidence and self-esteem and were reluctant to trust others).

Invoices were submitted monthly and were to be supported by a register for each session to

show beneficiary attendance.

Overall, the following outcomes were specified in the agreement between the Council and the LAB:

- ◆ 150 group sessions
- ◆ 100 one-to-one sessions
- ◆ 120 people supported
- ◆ 96 young people closer to the labour market

These outcomes were renegotiated verbally during the course of the programme as a result of the test and learn nature of this person centred service.

In addition, Alan Searle Consultancy was contracted by the Council to provide a “Mental Toughness” one-day training workshop to Local Authority staff in both North and North East Lincolnshire. Both Local Authorities contributed towards the cost.

Mermaids UK provided training to delivery staff within the Council in LGBTQ [lesbian, gay, bisexual, transgender, questioning and “plus,“] issues. A number of the beneficiaries that participated in Bounce Back were gender diverse and/or transgender. This training was also offered to (and taken up by) NEET Personal Advisers, Careers Advisers, School Nurses, Tutors, Assessors, Family Hub workers in various locality teams, totalling approximately 30 staff and other professionals. Evaluation sheets for this training rated it excellent (66%) with comments that it helped to facilitate understanding of transgender issues.

The delivery model developed in each Local Authority area

East Riding of Yorkshire

The EES Team in liaison with DWP identified the Mental Toughness programme developed by Alan Searle (a private consultant) as a means of addressing the employability challenges faced by young people furthest from the labour market.

8 Council staff from within the adult learning team were trained in the delivery of mental toughness on a “train the trainer” basis. Staff then re-engineered the course to ensure the content fitted and was tailored to the needs of the beneficiaries. Mental toughness sat alongside a residential course which included physical exercise and a drama workshop (‘Finding Your Voice’). To deliver the project two private sector individuals (i.e., ‘High Adventure’, an outward bounds course in Skipton and two professional actors in Beverley) were contracted to supplement the skills of the in-house Council team.

The Finding Your Voice element involved a three week programme of performance to build confidence, communication and social skills. It culminated in a performance to friends and relatives of the beneficiaries and took place at East Riding Theatre. It was delivered in partnership with ‘She Production’, East Riding Theatre’s professional artist in residence. The programme involved group and individual performance activities, public speaking, acting and personal projection. It aimed to challenge the beneficiaries positively and increase their interaction, communications skills and creative potential as well as build their confidence.

The residential element of the project involved a range of group and individual physical challenges to move beneficiaries positively out of their comfort zone. Here activities included:

- ◆ Team building activities
- ◆ Archery
- ◆ Underground maze navigating
- ◆ Orienteering
- ◆ Raft building
- ◆ Zip wire
- ◆ Create tower building
- ◆ Leap of faith

The residential element required both team work and individual skills, and often involved some form of competition. Some activities were more physically demanding than others, but all were designed to take beneficiaries out of their comfort zone, supporting a growth in their personal progression and development. During the evening, ERYC advisors delivered a series of activities, providing opportunities to develop further teamwork, communication, problem solving and initiative taking skills. The activities were a great success, promoting and encouraging social interaction between the group which positively impacted the following days' activities.



Over the duration of the project, three mental toughness courses, one residential course and a 'Finding Your Voice' workshop were delivered. 28 young people participated. At the heart of the programme was a workbook which recorded the experiences and achievements of the beneficiaries. Due to the feedback loops within the project a number of barriers to change were identified (i.e., online gaming, fear of change, lack of confidence and feelings of isolation). As the project evolved activities were developed to address these challenges in subsequent courses.

The delivery model developed for the project is likely to be retained and further adapted by staff at the Council to address the employability challenges facing other clients.

Hull

In Hull, the City Council has worked in partnership with The Warren to deliver the project. The Warren was established as an independent charity more than 30 years ago and has been providing support services to marginalised and vulnerable young people in Hull since then. Operating from a former fire station in the city centre, The Warren offers support, guidance, training, music, education, health and counselling services to young people aged 14-25 years who are experiencing unemployment, homelessness, isolation, sexual abuse, physical abuse, drug abuse, bullying, neglect, domestic violence, family-relationship breakdown, isolation, learning difficulties, racism and homophobia.

The City Council approached The Warren to deliver Bounce Back because of:

- ◆ The comprehensive wraparound support the charity offers to young people in their transition from adolescence to adulthood. Bounce Back sits alongside formal qualifications learning, counselling and health services provided at The Warren and was therefore viewed by the Council to be “offering higher level support as they already have mental health provision in there”.
- ◆ The way The Warren is governed. “The Thing” provides young people with an immediately accessible platform to decide, debate and see the implementation of services and support that they want. The Thing follows a similar format to a youth parliament in giving young people an elected voice to guide the activities of The Warren. Bounce Back was presented to, discussed and signed off by The Thing and board of trustees.

Using creativity to help young people around employability and education was a new strand of work for The Warren.

The Agreement (or Memorandum of Understanding) between the City Council and The Warren set out how the two organisations would work in partnership to add value to the existing mental health related services already commissioned and on offer at The Warren.

The following outcomes were developed collaboratively by the Council (30%) and The Warren (70%):

- ◆ Number of workshops - 24
- ◆ Number of young people supported - 36
- ◆ Number of young people closer to the labour market - 15
- ◆ The development of promotional materials.
- ◆ The dissemination of promotional materials.

A number of refinements were made to the delivery model during implementation. These changes were made because the project was co-produced with young people and informed by other staff/teams at The Warren and by external partners (e.g. Arts Council, British Council, University of Hull). These changes included:

- ◆ Young people shaping the delivery model from the outset, selecting to call Bounce Back “Spoken Word”.
- ◆ Spoken Word provided support to a smaller number of beneficiaries than was

anticipated. This was because The Thing/The Warren wanted to provide more person centred, intensive and bespoke support to young people. The young people that participated in Spoken Word described how being part of this 'core group' led them to take ownership of the project.

- ◆ Rather than a series of independent workshops, Spoken Word covered a different theme each quarter (i.e., everyday creativity, politics, love and science fiction). These themes were chosen by the young people working with staff at The Warren. Young people used creative approaches (e.g. writing, music, film) to make these themes 'real' and 'applicable' to them.
- ◆ Every workshop had a tutor/s and target/s set - with the ultimate aim of encouraging young people to publish and/or perform the work they produced.
- ◆ The Warren engaged with Further Education and Higher Education providers and employers (and worked alongside the Jobcentre which referred young people onto Spoken Word). From the outset, the delivery model understood the local labour market and education provision and supported young people to progress towards these.
- ◆ Spoken Word provided young people with an alternative non-traditional curriculum compared to other mainstream employability initiatives.
- ◆ Some of the young people on Spoken Word have progressed to mentor their peers.

North Lincolnshire



The approach taken to delivery sought to 'empower young people'. This included young people meeting and holding group discussions on a weekly basis at Café Indie. Beneficiaries were asked: *'with a small amount of money, what can we do to help you improve your mental health?'* Decisions about how to spend this money were made at the weekly sessions; with young people responsible for developing the agenda, minuting/providing the secretariat, taking it in turns to chair and recording the decision making process and next steps.

“The band” project was the first idea to be raised – with a small amount of funding made available. In exchange for clearing and setting up the room, beneficiaries received tuition each week in playing instruments, singing and writing lyrics.

Other project activities that took place include:

- ◆ *MIND workshops*: providing mental health training.
- ◆ *Cook and Eat*: this involved a group of 10 young people buying the ingredients for, preparing and eating a meal together which helped with confidence, communication and team building. A number often attended without eating breakfast and some had insufficient money for food.
- ◆ *Positive Pebbles*: an art project that involved drawing positive messages on pebbles to be left for others to find. This helped to increase mental wellbeing, combat loneliness and encouraged relaxation among beneficiaries.
- ◆ *Back to Basics games*: young people sitting around tables playing card games which proved to be a low cost and effective way of improving confidence, encouraging eye contact and social interaction, fostering social inclusion, team building and positive affirmation.
- ◆ *Walking groups*: took groups of young people via a minibus to walk in a number of different beauty spots around North Lincolnshire. It helped to foster general conversation among the group while promoting physical health and relaxation.
- ◆ *Bowling*: this enhanced wellbeing and team work.
- ◆ *Gym activities*: these were found to work best for the young men taking part and highlighted a number of issues around having insufficient food to eat and/or eating disorders. Gym activities also helped to improve mental health through physical activity.

The outcomes specified in the agreement between the Local Authority and the LAB include:



- ◆ 25 programme starts.
- ◆ 20 beneficiaries to increase confidence in social and public environments.
- ◆ 15 to enrol on mental health training sessions.
- ◆ 8 to improve Red, Amber, Green rating in terms of their mental health risk; moving from red to amber.
- ◆ 5 to improve their mental health through physical activity.
- ◆ 5 to improve mental health through engaging in activity to improve their diet.
- ◆ 5 to enrol as peer mentors and provide help to others.

North East Lincolnshire

Bounce Back was delivered by the Young People's Support Service, located at the Learning Shop in Grimsby Town Centre.

The project approach taken was intended to build the mental resilience of young people through a combination of one-to-one support by specialists and group work. This approach was modified to take account of the high number of beneficiaries who were identified as not yet ready for group work.

The project worked with an existing mental health provider to support the needs of beneficiaries. The support provided has taken the form of cognitive behavioural coaching. This was tailored around the specific needs of the individual beneficiary and included:

- ◆ Understanding why we do what we do.
- ◆ Practical problem solving.
- ◆ Using mindfulness.
- ◆ Overcoming reduced activity.
- ◆ Helpful and unhelpful behaviours.

This aspect of the project was delivered through a contract between the Council and its Healthy Places Team and through a contract with 'Mindworks'. The Healthy Places team was contracted to deliver a series of workshops with young people involved in small group activities to help them develop the practical tools and techniques to improve their emotional resilience. Mindworks, a private practice delivering life coaching, counselling and psychotherapy, was contracted to offer one-to-one support sessions whereby two facilitators offered weekly half hour sessions over a six week period. This was to be followed up by small group sessions of two hours with beneficiaries who had been through the individual sessions. This approach was modified during the life of the project with more one-to-one sessions taking place and fewer group based activities taking place.

Alan Searle Consultancy was contracted to provide a Mental Toughness full day training workshop to Council staff to provide them with tools and techniques for helping beneficiaries into different avenues for support. This was undertaken in partnership with the North Lincolnshire Bounce Back team. Mermaid training in LGBTQ issues was also delivered towards the end of the project. Both projects on the south bank unexpectedly encountered a number of trans young people needing support. The training was delivered to a range of North East Lincolnshire Council staff and other professionals to raise awareness of the barriers and issues young trans people face.

KEY PROCESS FINDINGS

What does this information tell us about planning and implementing initiatives for NEETs aged 16-24 years with low level mental health issues towards the job market or into learning and education?

The delivery models that work best have:

- ◆ ***Recognised the importance of involving young people in the design and delivery of the model.*** For young people this means the project in each area has met their specific needs, making Bounce Back unlike any other mainstream employability or education provision they may have previously engaged in. Young people described how being involved in the design and delivery process helped them to feel more independent, in control and have a sense of ownership in how they used (and benefitted from) Bounce Back.
- ◆ ***Seen Local Authorities working with other organisations that deliver youth services - and that have particular expertise around providing early intervention services aimed at preventing disengagement from learning and employment.*** Some of these third party organisations also offer specialist services for young people needing higher levels of intervention around mental health. This meant they were able to recognise young people with lower level mental health issues that could benefit most from Bounce Back and others that needed to be referred to specialist mental health services. This led to added value, with young people participating in Bounce Back able to access wider, wraparound health and wellbeing services and/or connections to other health and care professionals/agencies to help them and their families overcome barriers.
- ◆ Built the ***capacity of Council staff*** to design and deliver support that best fits the needs of their area and to provide future support at marginal cost.
- ◆ ***A curriculum that is very different from mainstream employability, learning and education provision.*** Some of the delivery models created an ethos where young people felt they could achieve and overcome some of the barriers they faced - and where project activities used creative approaches to develop the skills, talents and abilities of young people.
- ◆ Taken an approach that sought to ***develop peer support***. This was accompanied by a recognition that resources are needed (e.g. delivery staff training and development).
- ◆ Been ***flexible*** rather than too prescriptive in recognising how Bounce Back was intended to be experimental, reflective and adaptable to meet individual beneficiary needs.

2. Impact Evaluation Findings

This section of the report considers:

- ◆ *The impact and achievements made by the programme in each Local Authority area - who, how many and where have the young people been supported in each locality?*
- ◆ *An estimation of the wider contribution (or social value) each project has made to improving the quality of life, wellbeing and life chances of young people.*

What does this information tell us about the difference each project and the programme overall have made?

Bounce Back supported 82 young people, including:

- ◆ **28 beneficiaries in East Riding;**
- ◆ **22 beneficiaries in North East Lincolnshire;**
- ◆ **20 beneficiaries in North Lincolnshire; and**
- ◆ **12 beneficiaries in Hull.**

For each Local Authority area the following information was collated:

- ◆ A description of project activities undertaken.
- ◆ Quotes and examples from beneficiaries: describing why they decided to participate in Bounce Back, their experiences of participating in the project and what impact/difference it has made.
- ◆ What a representative(s) from external organisation(s) think the impact and achievements of the project have been.

East Riding of Yorkshire

28 young people have participated in the following activities over a 12-month period:

Activity	Dates	Number of beneficiaries enrolled	Number of beneficiaries who dropped out	Total number of beneficiaries completing
Mental Toughness & Resilience Workshop Version 1	05/02/18 12/02/18 19/02/18 23/02/18	6	0	6
Mental Toughness & Resilience Workshop Version 2	25/04/18 02/05/18 11/05/18 - evaluation session	9	1	8
Residential (High Adventure)	30/05/18 31/05/18 01/06/18	7	2	5

'Finding Your Voice' Drama Workshops	06/07/18	11	1	10
	09/07/18			
	10/07/18			
	16/07/18			
	19/07/18			
Mental Toughness & Resilience Workshop Version 2	28/08/18	4	0	4
	2/0/9/18			
	30/09/18			
	31/09/18			

Upon completion of the project one beneficiary entered a traineeship, two beneficiaries returned to education and three beneficiaries secured employment.

We asked beneficiaries how the project had helped them:

Those involved with the outdoor residential said:

"My favourite part of it was meeting new people. I really enjoyed just hanging out in the evenings and playing cards and listening to music, it makes a real change from playing computer games. I wasn't used to socialising."

"I wanted to come to make myself do something new, I know I don't push myself enough."

"I was really anxious about coming; I find it hard meeting new people and not knowing anyone. I was really tempted not to come but I know it will be good for me."



Those involved with Finding Your Voice said:

"The live performance was very different to our rehearsals. Once the audience started clapping I felt amazing. I've never done anything like this before and it was nerve wracking, but I feel really proud of my achievement."

"The workshops and live performance have really improved my self-esteem. I feel that I can take a lot of what I've learned from the experience into my next step which will be great. I felt incredible with the reaction from the performance. I felt a lot of energy and emotion and the reaction from the audience really helped."

We asked staff at East Riding of Yorkshire Council about the impact of the project and the difference it has made. They told us:

“There was a significant increase in clients’ social skills [from participating in the residential course]. One measurement of this was their full participation in two consecutive evenings of playing cards. For many, this was a highlight, as they were able to connect and interact with each other in an informal environment and one that was not reliant on technology. For many, this was a rare opportunity and one that increased their confidence in a social situation.”

[Following the Mental Toughness course]... “All beneficiaries were eager to volunteer to become learning mentors on future Bounce Back courses demonstrating their commitment to the course.”

[Following Finding Your Voice]... “We believe that working in partnership and offering creative subjects like drama help people to get out of their comfort zone and try something new. We often see clients with pretty emotional stories and backgrounds exhilarated after taking part in these workshops – people with a renewed sense of purpose and a much more positive outlook for what lies ahead.”

Our conversations with beneficiaries and staff at the Council highlighted the following key ingredients of success in East Riding:

- ◆ The **value of being able to shape the provision very specifically to the needs of the individual** - with a blended range of activities to suit the particular interests of the beneficiaries; ranging from the physically demanding to the creative and dramatic.
- ◆ The **wider corporate value of being able to redesign a course in-house**, prepare, implement and nuance it in the best interests of the beneficiary. The delivery model built the capacity of the Council to deliver added value to its residents.
- ◆ The particularly strong fit of this **personalised approach to target beneficiaries** with greatest mental health challenges in accessing employment.
- ◆ The decision by the Council to offer some non-claimed for places to older participants. Beneficiaries indicated that this **“richened” the mix of learning and development opportunities** and had a very positive impact on the younger members of the project.
- ◆ The project took a **person centred evolutionary approach**. This was based upon a feedback loop which led to course by course refinements. The longer term adoption of the key elements of the project within the wider portfolio of the EES team has increased their capacity and reach.

Hull

The Bounce Back project in Hull was known as ‘Spoken Word’. It provided “person centred” support to 12 young people who participated in a series of creative workshops and performances across 4 themes (everyday creativity, politics, love and science fiction). Some of the young people who participated were already engaging with the youth workers / services at The Warren, others were signposted by mainstream providers (e.g. Jobcentre Plus, local colleges) while other beneficiaries found out about the project through their friends/peers.

Spoken Word aimed to offer support around boosting confidence, raising self-esteem and generally improving emotional wellbeing through creative and interactive workshops.

The table below sets out the activities and outputs that were achieved over a 12-month period:

Target	Planned	Actual	Notes
Number of workshops	24	37	
Number of young people supported	36	12	Spoken Word focused on providing more intensive support to a smaller number of beneficiaries. More young people did attend some of the workshops but detailed records on attendance were not collected.
Number of young people closer to the labour market	36	11	This reflects the lower number of beneficiaries supported more intensively by Spoken Word. One of the beneficiaries disengaged from the project.
The development and dissemination of promotional materials (e.g. documentary film, social media pages, posters and E-Zines and postcards)	<p>Beneficiaries developed the following materials:</p> <ul style="list-style-type: none"> ◆ The Bounce Back Zine: 2 editions were published and distributed across Hull. ◆ Short advert to promote Bounce Back - this was circulated across social media platforms. ◆ Bounce Back Poster. ◆ Bounce Back Twitter page - this led some of the beneficiaries to set up their own Twitter accounts to highlight their work. ◆ Contributed to a focus piece and editorial in Browse Magazine; as well as an Arts Council publication and British Council publication. ◆ A 30-minute documentary to highlight the work of Spoken Word/Bounce Back. 		
Performances, events and participation in other forums	<p>Beneficiaries performed/presented their work at the following forums:</p> <ul style="list-style-type: none"> ◆ The Substance Future Forum Festival: beneficiaries curated 2 open mic sessions to debate the future of the culture and creativity. ◆ Future of the UK debate held at Manchester City Hall. ◆ British Science Festival. ◆ Visit to the House of Commons with Emma Hardy MP and discussion with MPs about youth services. ◆ Grow Festival - an artist development programme organised by Hull Truck Theatre. ◆ 53 Degrees North, a music industry conference and live showcase in the North of England - beneficiaries participated in workshops and masterclasses. ◆ BBC Arts 'contains strong language' - a poetry and spoken word festival. ◆ Freedom Festival - an annual international arts festival held in Hull. 		

Partnership working between beneficiaries, The Warren, the Council and other organisations	Spoken Word has involved The Warren working with 7 existing partners and developing a new relationship with 1 partner (The British Science Association). Workshop contributors across the 4 themes included: poet Joe Hakim, film and documentary maker Jody Moore and Professor Michael Gratzke from the University of Hull.
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11 out of the 12 beneficiaries on Spoken Word progressed at the end of the pilot project, achieving the following outcomes:

Outcome	Number of beneficiaries	Notes
Gained employment	3	Jobs include: teaching assistant, construction worker and theatre assistant.
Return to education	4	Courses include: music technology, creative & digital media and law.
Regular volunteering	3	These placements are in a local record shop and with music industry companies.
Benefits take-up	1	Supported 1 beneficiary to claim Employment and Support Allowance (ESA) to which they were entitled but were reluctant to claim because of pride and wanting to hold it together without needing the welfare state.
Going for job interviews	4	Beneficiaries undertaking regular volunteering and in receipt of benefits are also attending job interviews.

We asked some of the beneficiaries how Spoken Word had helped them:

"It gave me new experiences that I'd never dreamed of getting on my own. I didn't see myself ever going to London, to the House of Commons, speaking to MPs...I didn't see myself standing up at the Freedom Festival and performing in front of 300 people. It's given me the determination and motivation to go further...at my own pace. I didn't think I had a future and now I do."

"It helped me find ways of writing about things...personal things...and finding out about what I wanted to do. It's connected me to other people who write, helped me meet other people, and go back to college."

We asked staff at The Warren about the difference Spoken Word has made. They told us:

"Without question the project has offered wraparound support that not only helps to support mental health issues but also allows for the development of key vocational skills needed for the workplace."

We asked the City Council about the impact of Spoken Word and the difference it has made to the Local Authority:

[The project] *"has exceeded what we wanted it to do as a pilot, as a model...it's evolved*

from the baseline we set and has delivered much more of everything we asked...It's helped Local Authority staff to understand there is another way to achieve the employment objective...young people going on their journey and putting things in place to give them the confidence to achieve their goals...that fits their circumstances...chalk and talk hasn't worked before for these young people but developing their creativity has helped them to get a job, move towards a job or go to college. The Warren has pulled on all its partners to support the young people on Bounce Back...theatre companies, the MP, the University of Hull...and we didn't expect that."

Our conversations with beneficiaries and staff at The Warren highlighted the following key ingredients of success in Hull:

- ◆ **Person centred** - every beneficiary developed a personal action plan which they progressed with and completed in their own time.
- ◆ Many of the beneficiaries had been through a revolving door of other provision – Spoken Word was different because it was **creative, performative and therapeutic**. Young people developed the skills to enter the workplace or education through an **alternative curriculum** (e.g. performing their own poetry in front of hundreds of people instils confidence, self-belief and boosts their CV).
- ◆ Some young people face challenges at home and received **wraparound support** from other services at The Warren to help them maintain their stability and wellbeing (e.g. counselling session/s). The Warren is a **hub** with services provided from / accessible in one central location with **good access to public transport**. This means beneficiaries were able to access other services in an environment and through staff that were familiar to them.
- ◆ **Staff consistency in delivering** the themes/workshops - while there were guest tutors, the delivery model was underpinned by two youth workers at The Warren. Beneficiaries highlighted how this consistency had enabled them to build up trust and rapport with the staff to be able to open up about why they were not participating in learning or work as well as wider issues at home.
- ◆ **Connections to employers** - through the employment centre and board of trustees at The Warren. This has provided beneficiaries with access to work experience placements and interview practice. Staff at The Warren highlighted the importance of understanding both beneficiary and employer needs and the local labour market.

Beneficiaries and staff acknowledge that Spoken Word appealed to young people who were already creative or would like to be more creative. Not every young person had a public performance/s included in their action plan – for others 'behind the scenes' activities were included (e.g. directing rehearsals, writing reviews).

Beneficiaries suggested two improvements if Spoken Word were to be rolled out in the future. Firstly, widening the age band so people under 16 years of age and over 24 years of age could participate. Secondly, providing more funding so more young people can be supported. Beneficiaries did acknowledge that funding will always be finite but they felt the pilot could not be promoted too widely as the funding pot was small.

North Lincolnshire

20 beneficiaries were supported by the project.

The following activities were delivered by Action Station:

Activity	Number of sessions held	Number of beneficiaries attending
<i>MIND workshops</i> mental health group work	2	12
<i>Walking the Way to Health</i> with two trained walk leaders and a volunteer.	5	8
<i>Cook and Eat</i> , covering team working, eating together and dealing with eating problems.	3	8
<i>Back to Basics Games</i> which encompassed making eye contact, confidence building, ice breaking, developing friendships and functional skills (especially maths).	5	7
<i>Elite fitness and orienteering</i> promoted empowerment and confidence, group working and creativity.	6	10
<i>Team building.</i>	1	6
<i>Positive Pebbles and Mindfulness</i> was a series of activities undertaken to promote relaxation and peer support as well as developing confidence in using public transport, physical fitness and motivation.	1	8
<i>GoApe</i> - outdoor adventure exercise aimed at improving confidence and team work.	1	8

In addition, Café Indie delivered ‘the band’. This provided tuition in instrument playing and song writing to 10 beneficiaries over 12 sessions.

Where needed, £25 per beneficiary was allocated to help young people from remote rural settlements to travel to access project activities.

The project has delivered the following outcomes:

Outcome	Number of beneficiaries	Notes
Gained employment	8	Jobs include: agency staff, self-employment and retail.
Entered apprenticeship	2	Hospitality.
Entered traineeship	1	With Asda.
Regular volunteering	2	1 placement with Ongo and 1 placement at Café Indie.
Work experience	2	At Scunthorpe Central.
Completed Maths and English courses	2	Courses completed at Ashby Wesley Methodist Church and ActivFirst in Bridlington.
Moved nearer to the labour market	3	All 3 beneficiaries are making job applications.

We asked some of the beneficiaries how Bounce Back had helped them:

“I can talk to people; I can talk on the phone to someone. GoApe made me feel that I could do a lot more than I thought I could, made me relax. It did push me. I could do more.”

“We can now express ourselves in our own way; no-one cares about why we’re here. They’ve

constantly asked how they can make things better. We know there's someone we can ask for help if we have a problem. We have more confidence being around people."

"I'm less likely to look for an exit when I enter a room".



We asked the staff what difference had been made by the project:

"Clients have improved their confidence in groups. For some this has been a dramatic change...one young woman was previously unable to leave her home, but is now taking part in a range of activities."

We asked an external stakeholder about their perception of Bounce Back:

"The workers go the extra mile which rubs off on the young people – they are all supportive of each other – they've built that. The model fits in...Their method of empowerment works well."

Our conversations with beneficiaries, staff and stakeholders highlighted the following key ingredients of success in North Lincolnshire:

- ◆ Enabling **young people to develop the agenda/activities** and interact with others. Adopting a **model of empowering young people**, giving them the opportunity to shape the project through their regular Tuesday morning meetings at Café Indie.
- ◆ **Being 'brave'** when the initial assumption/plan to deliver the project failed to work. Being flexible and resilient enough to make changes to the delivery model in order to become more effective.
- ◆ Applying **professional group work skills** so that roles within the group were rotated to give all young people present experience of each. Ground rules were set to ensure inclusivity of newcomers and to cope with difficult circumstances.
- ◆ The development of **peer support** which has led to the formation of informal networks and social trips.

Improvements suggested by beneficiaries were largely concerned with resources. They felt delivery staff had been stretched between working with them and completing paperwork.

North East Lincolnshire

22 beneficiaries were supported by the project.

Mindworks delivered a range of motivational therapies in one-to-one sessions with young people. One morning each week two qualified life coaches / counsellors provided individual sessions for up to two-hours, supporting three people each (although there was not always full take up). Each appointment was scheduled to last half an hour; it was intended that each coach/counsellor would see between three and four people each. Sixteen people were seen in total but a number were seen for longer than six weeks. A total of 110 one-to-one sessions was provided to 16 young people.

The following outcomes were delivered for 11 of the young people who participated:

Mindworks outcomes	Number of beneficiaries
Traineeship	2
Voluntary work/training	2
Further education	3
Employment	3
Nearer to the labour market	1

A member of staff from the Council's 'Healthy Places' team delivered an emotional resilience course which was attended by four young people. It was soon apparent that other beneficiaries were unlikely to benefit from group work because of a lack of confidence at speaking in groups and the need for greater one-to-one support. Healthy Places, therefore, provided only one-to-one sessions to help beneficiaries develop strategies around mental wellbeing. The core purpose of the sessions was to *"give them skills and move them forward to lead a better life"* and to *"stretch and challenge in an appropriate way."*

Healthy Places provided one Emotional Resilience group work session and 30 one-to-one sessions. The following outcomes were achieved by 5 of the young people participating in Bounce Back activities:

Healthy Places outcomes	Number of beneficiaries
Further education	3
Traineeship - an education and training programme with work experience	1
Employment	1

In total, 22 young people have participated in the project in North East Lincolnshire. The table below combines the outcomes delivered by Mindworks and Healthy Places:

Outcome	Number of beneficiaries
Traineeship	3

Further education	5
Voluntary work/training	2
Employment	4
Nearer to labour market	1
NEET	7
Total	22

We asked beneficiaries how Bounce Back had helped them:

"I was stuck inside and depressed and self-conscious. Now I'm fine, even going out without make up!"

"It's got me out of the house; talking to people I wouldn't otherwise have talked to."

"It's helped me to learn and understand things better and improve stuff going on in my head and learn how to deal with it."

We asked delivery staff what difference the project has made:

"People have gone on to study programmes and into employment and education. We have seen improved confidence, improved appearance, better sleeping patterns, a sense of purpose, strategies adopted for coping with life, improved wellbeing...a transformation of people. It's not done in isolation. Mindworks uses a holistic approach which is then reinforced by Healthy Places and Council staff."

"It is important to overcome anxieties before clients can address employability issues. Young people can get frustrated; they know what they need to do but can't; some find it difficult to ask for help. They have been let down before and need to build bridges and they are sick of telling the same stories over again. Some young people even struggle to make eye contact."

Staff at Mindworks described Bounce Back as "a brilliant project, the first programme specifically aimed at health and wellbeing. The core to motivation is mental wellbeing, building up self-worth and helping people to cope with the stresses of life. We aimed to give them the skills to cope, getting young people to identify what their values are as values are motivating. Early intervention has been the key. It's been about catching the young person early enough to talk about thoughts and feelings and the barriers that hold them back."

Our conversations with beneficiaries, staff and stakeholders highlighted the following key ingredients of success in North East Lincolnshire:

- ◆ **Early intervention** - identifying and supporting a young person early enough to talk about their thoughts and feelings and the barriers that hold them back. In the words of one member of the delivery team, "the longer left, the harder it is."
- ◆ Acknowledging that depression, anxiety and anger underlie **motivational issues and young people need the tools to cope with them.**
- ◆ **Partnership working** – Bounce Back worked side by side with other employability and learning programmes and formed strong links with other health, wellbeing and justice organisations (e.g. CAMHS, the Youth Offending Service and NAVIGO).

Improvements suggested by delivery staff and beneficiaries include increasing the time made available for one-to-one sessions. Half hour slots were initially made available as assumptions

were made about limited attention spans but both staff and young people often felt rushed and were grateful for time made available by those failing to attend. One of the stakeholders also identified how some outdoor activity may have been beneficial to promote group work.

Estimating the social value delivered by the programme

Social Return on Investment (SROI) is a way of developing a value for less tangible outcomes funded through the pilot programme. SROI provides a more rounded view of what is being achieved (the broader outcomes in addition to meeting targets and outputs). The analysis can be used to support the future design and delivery of activities for NEETs with low level mental health issues.

The Social Value Engine (<http://socialvalueengine.com/>), developed by Rose Regeneration and East Riding of Yorkshire Council, has been used to undertake the SROI analysis. This provides a systematic and robust assessment of social value and contains more than 200 peer-reviewed financial proxies.

For each project / in each Local Authority area the following 6 common outcomes were measured from looking at project data:

Has Bounce Back helped beneficiaries to:

1. Feel better?
2. Join in with things in the local area?
3. Move closer to the job market?
4. Get a job?
5. Move into training or learning?
6. Go to college?

In some areas data and information was available about other outcomes that were achieved:

- ◆ In **East Riding** information was available for eight members of staff who received training.
- ◆ In **Hull** information about beneficiaries that participated in regular volunteering opportunities, took up state benefits and evidence of increased/new partnership working was collected by The Council and The Warren.
- ◆ In **North Lincolnshire** information was available for four members of staff participating in Mental Toughness training.
- ◆ In **North East Lincolnshire** - information about five staff participating in Mental Toughness training and thirty Council staff and other professionals participating in gender diversity/transgender training sessions was collected.

It is important to recognise that as a pilot programme, the delivery model varied in each Local Authority area according to:

- ◆ *Size and scale* – although analysis has been undertaken using data and information collected in each Local Authority area the breadth of project activities and where they were delivered varied: from 37 workshops delivered by an external organisation in one central location with good public transport in Hull, to a mix of in-house and external delivery encompassing one-to-one support and group activities across North East Lincolnshire.

- ◆ *Beneficiaries and volume* – the activities on offer, number of beneficiaries supported and the duration of time spent on the project varied: from 12 beneficiaries each with an action plan to follow over 12 months in Hull through to 28 beneficiaries supported in East Riding, 22 in North East Lincolnshire and 20 in North Lincolnshire where activities took place over with a shorter duration.

The purpose of SROI analysis is to measure the broader outcomes being achieved by the programme as a whole, and not to compare each project/area with the others. Therefore this report brings together the social value generated by the overall programme.

The following table shows the indicators, outcome areas and financial proxies the evaluation team has assigned to the programme:

Indicator	Outcome selected from the Social Value Engine	Financial Proxy selected from the Social Value Engine	Unit cost	Number of units benefitting	Duration	Gross financial value
Beneficiaries feel better	Improved mental health and wellbeing	Valuation of improved emotional wellbeing through the common assessment framework	£2,725 per person	82 people	1 year	£233,450
Beneficiaries join in with things in the local area	Improved social inclusion and access to community resources	Value to an individual of feeling like they belong in their neighbourhood	£9,409 per person	49 people	1 year	£461,041
Beneficiaries move into employment	Increased employability of local people	Employment gained - average increase in income	£8,742 per person	18 people	1 year	£157,356
Beneficiaries move into training	Skills development and improvement	Average cost of a personal development course	£850 per person	4 people	1 year	£3,403
Beneficiaries move closer to the job market	Learning/participation	Cost of mentor training to support young people	£1,500 per mentor	22 people	1 year	£33,000
Beneficiaries move into education	Learning/participation	The cost of successfully preventing school exclusion	£11,500 per person	13 people	1 year	£149,500
Beneficiaries undertake regular volunteering	Increased volunteering and potential for greater community participation and development	Value that frequent volunteers place on volunteering	£15,650 per person	9 people	1 year	£140,850
Beneficiaries take up benefits	Increased employability of local people	Employment incentive costs	£4,502 per person	1 person	1 year	£4,502
Councils increase partnership working with other organisations	More substantive links between organisations	DfT estimation of business time savings	£8,035 per organisation	8 organisations	1 year	£64,280
Council staff provided with training	Skills development and improvement	Average cost of a personal development course	£850 per person	17 people	1 year	£14,450

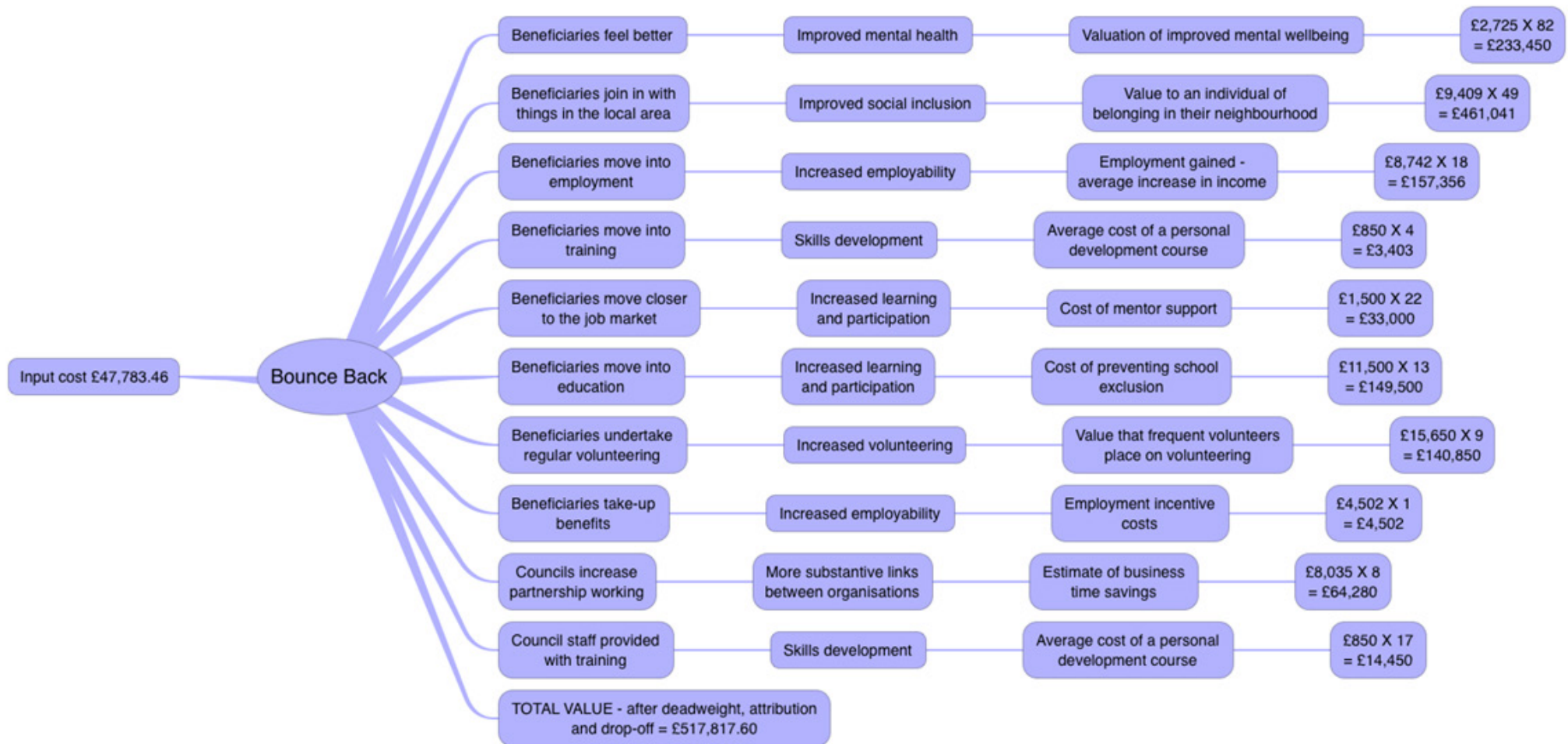
Each indicator has then been adjusted to take account of:

- ◆ *Leakage*: did anyone from outside of the Local Authority area participate in the pilot?
- ◆ *Deadweight*: what proportion of the outcomes would have happened if the pilot had not taken place?
- ◆ *Attribution*: what proportion might other organisations/agencies have contributed to these outcomes?
- ◆ *Drop off*: what proportion of the outcomes will deteriorate over time?

To answer these questions we asked beneficiaries, Local Authority staff and third party organisations involved in project delivery. The table below shows the amount for each deflator:

Deflator	Less -
Leakage	£0
Deadweight	£215,123.50
Attribution	£277,610.00
Drop-off	£228,927.90

We have taken the overall return [everyone's contribution to the programme], made the adjustment for the deflators [subtracted the contribution of others] and then divided the remaining total return by the input cost [i.e., the £47,783.46 spent by all Local Authorities on the programme]. This is shown in the visualisation overleaf:



If you divide the total value by the input cost the **Bounce Back programme overall has delivered a social value of £10.84 for every £1.00 invested.**

Employability programmes tend to generate a social value in the range of £5.00 - £12.50 meaning Bounce Back has delivered a good range of outcomes.

KEY IMPACT FINDINGS

What does this information tell us about the impact and achievements of supporting NEETs aged 16-24 years with low level mental health issues towards the job market or into learning and education?

The delivery models that have achieved the most sustainable outcomes are those that have:

- ◆ Acknowledged the value of ***early intervention and prevention*** in supporting young people with low level mental health to prevent issues from escalating and becoming significant.
- ◆ ***Provided tailored creative approaches which have worked well with this beneficiary group*** for whom other, mainstream employability provision had not worked.
- ◆ Provided young people with a personal ***action plan*** which they have implemented at their own pace (although there were targets that they regularly reviewed with delivery staff). The action plan was bespoke to them, fitting their employability or educational goals and their life/home circumstances.
- ◆ Listened to and ***empowered beneficiaries*** - to co-produce and have a stake in what they did and participated in.
- ◆ Been ***flexible in acknowledging the diversity of beneficiary needs*** and how different responses were needed rather than a one size fits all approach.
- ◆ Recognised ***how small actions can make a big difference*** to the mental health, wellbeing and employability of young people.
- ◆ Understood ***employer needs and the local labour market.***
- ◆ Offered a ***mixed economy of learning styles and approaches*** that have made a significant difference to the level of engagement and positive outcomes achieved by beneficiaries.

3. Economic Evaluation Findings

While quarterly claims and progress reports (actual spend) were submitted by each Local Authority to the LAB; no other financial or economic information was requested from central Government.

Economic evaluation was added to the consultants brief at the inception meeting. Where possible, information about whether the programme offered value-for-money and was responsive was collected from each Local Authority.

Value-for-money

We discussed with each Local Authority / delivery partner how they would assess value-for-money (VFM).

In **East Riding** VFM was delivered through:

- ◆ Careful project design and planning which led to low levels of drop-out amongst beneficiaries.
- ◆ Taking the opportunity to re-engineer an established product to fit a new client group at marginal cost.
- ◆ Building the capacity to deliver the project in-house thereby reducing the overall cost of delivery and embedding key learning and development principles amongst the staff within the Council.

In **Hull** VFM was operationalised around:

- ◆ The quality of the service provided to young people - as a result of the project are they inspired, more confident and progressing in life?
- ◆ Building relationships with existing partners and opening doors to new partners (e.g. University of Hull, British Science Association).
- ◆ The sustainability of the intervention - the achievement of education or employment objectives by beneficiaries.

In **North Lincolnshire** VFM was conceptualised around:

- ◆ The number of beneficiaries moving on into training, education, apprenticeships, and paid work.
- ◆ Beneficiaries without a settled home moving into settled accommodation.
- ◆ Ongoing peer support among beneficiaries.

In **North East Lincolnshire** VFM was managed around:

- ◆ Balancing the support provided with the outcomes achieved (i.e., getting young people into education or employment).
- ◆ The ability to provide 'complete wraparound care' that could contribute towards items such as public transport costs or visits to the home of a young person unable to leave the house alone.

Unit costs

This section considers information available from Local Authorities about unit costs:

Local Authority Area	Methodology used for estimation	Estimated unit cost
East Riding of Yorkshire	Divided the total sum spent by the number of regular beneficiaries: $£14,684/17 \div 28$	£524.43
Hull	Divided the total sum spent by the number of regular beneficiaries: $£13,901.99 \div 12$	£1,158.49
North Lincolnshire	Divided the total sum given to delivery by the number of beneficiaries that participated: $£10,462.52 \div 20$	£523.12
North East Lincolnshire	Divided the total sum spent by the Council by the number of beneficiaries that participated: $£8,734.78 \div 22$	£397.03

It is worth noting that these unit costs vary greatly because of the way the programme was delivered in each area. In some Local Authority areas a smaller number of beneficiaries were supported more intensively while in other areas greater numbers of beneficiaries were supported over a shorter period of time and/or through a smaller number of project activities.

In terms of whether the programme has delivered VFM, we compared these unit costs to other youth employability initiatives:

Comparator	Unit Cost
<p>Springboard A project that provided young people aged 18-24 years with access to specialist progression personal advisors, a personal budget, youth ambassadors and Skills Pledge (a means of engaging employers).</p>	Cost per 18-24 year old moving into training or work £1,487 .
<p>Talent Match A Big Lottery Fund strategic programme investing £108 million in 21 Local Enterprise Partnership (LEP) areas which have experienced particularly high levels of youth unemployment.</p>	The 'cost per sustainable job outcome' varies from £4,000 up to £37,730 due to different project plans and targeting in each area.
<p>Building Better Opportunities A 3-year project funded by the European Social Fund and Big Lottery Fund providing a range of support to help unemployed and economically inactive people on the road into employment.</p>	The unit cost of supporting each beneficiary on the project is estimated at £2,812 .

On the basis of these comparisons it is possible to make a strong case that the programme in all Local Authority areas delivered good value-for-money.

Responsiveness

Information has been collected from each Local Authority and third party delivery organisation (where possible) about how long beneficiaries had to wait to participate in the project.

In **East Riding** there is no evidence that any of the 28 beneficiaries had to wait to participate in the project. No potential beneficiaries were turned away.

In **Hull** none of the beneficiaries wanting to participate had to wait. Wherever possible, youth workers contacted the young person on the same day as the referral was made. Staff at The Warren 'triaged' young people wanting to participate in Spoken Word so they could be referred to another service if Bounce Back was not suitable (i.e., they had a mental health disorder requiring health support services).

In **North Lincolnshire** and **North East Lincolnshire** no beneficiary had to wait to join or participate in the projects.

On the basis of this information it is possible to make a strong case that the programme was delivered in a responsive and agile way.

Conclusions - and considerations going forward

Learning from the previous Humber Springboard (SB) Programme has informed and shaped the Bounce Back (BB) Programme. Local Authorities already had individual and collective expertise and track records in supporting young people into education or employment. Identifying how confidence and mental health issues remained barriers in helping young people move on in their lives, they sought to use an under-spend in the SB Programme to pilot different approaches to help overcome these barriers.

How the delivery models aligned to existing, mainstream provision

Bounce Back was never intended to replicate or be an 'add on' to existing provision. The programme sought to work with young people to build on the support they were receiving from existing providers.

The evaluation identified the following ways in which the programme aligned to and complemented other provision:

Employability Provision

- ◆ **Beneficiaries were referred to Bounce Back by mainstream providers** (e.g. Jobcentre Plus, Youth Employment Initiative and youth and family services). In some cases Local Authority staff or third party delivery organisations provided a Bounce Back information session for these organisations. For example, in Hull The Warren facilitated a session for 25 staff from Jobcentre Plus.
- ◆ **Some beneficiaries told us they found accessing mainstream employability support "intimidating"** because "there are desks where you are called up and it's your turn now and you have 6 minutes" and/or because they were in an environment with the general population. While the general support provided in these settings can be very good, for Bounce Back beneficiaries it was not always sufficiently tailored or personalised to meet their particular circumstances.

Health Provision

Beneficiaries were referred to Bounce Back that did not meet the threshold for mental health provision such as Child and Adolescent Mental Health Services (CAMHS) because their emotional or behavioural difficulties were not in line with the referral criteria for specialist services.

Education Provision

Beneficiaries described **a lack of careers advice and guidance** – and what had been on offer to them (e.g. at school or college) was often weighted towards more academic options. Bounce Back was different because it supported beneficiaries to think through what they wanted to do and how they were going to progress and achieve their goal(s).

Local Authority Provision

- ◆ While there is no shortage of specialist programmes for young people, it is not always brought together in one place so beneficiaries can see which programmes might suit them best. This led **some beneficiaries to be on a revolving door through initiatives prior to Bounce Back**. Some of these mainstream interventions were short and time limited. **Bounce Back worked for beneficiaries because of the mix of group and one-to-one sessions over a 12-month period.**
- ◆ **Designing, developing and delivering project content in-house has built the capacity of Council staff to respond to the needs of employability clients.**

Good practice

Despite its very low cost when compared to other employability initiatives, Bounce Back has been a great success because Local Authorities were given the flexibility to design a project that best suited their area. Overall, the programme has supported 82 young people and led to the following outcomes:

- 18 beneficiaries have moved into employment.
- 13 beneficiaries have moved into education.
- 9 beneficiaries are taking up regular volunteering and/or work experience opportunities.
- 4 beneficiaries have moved into training and 2 into apprenticeships.
- 28 beneficiaries have moved closer to the labour market i.e., they are submitting job applications/actively seeking work.

Bounce Back has been person centred and this has had the greatest impact in terms of 'distance travelled'. The Programme has supported young people to understand where they are now, where they want to go, and what help and support they need to get there – rather than fixing on targets and outputs.

The following overarching areas of good practice have been identified:

- ◆ Young people have co-produced the programme and been involved in its design and delivery as 'equal partners' and not just as 'beneficiaries'.
- ◆ The consistency of the delivery models and staff involved in delivering Bounce Back in some areas have been important factors leading to education and employment outcomes being achieved by beneficiaries.
- ◆ As a pilot programme Local Authorities were given the opportunity to develop a delivery model that best fitted their area and beneficiaries. This flexibility was an important feature of Bounce Back in enabling Local Authorities to map existing provision, identify local needs and gaps and build referrals into the programme. Rather than setting up services in competition the programme sought to coordinate with them.
- ◆ In some areas employers have been involved (e.g. through providing work experience placements, help with CV writing, interview practice). This has helped the Local Authority and third party organisations delivering Bounce Back to ensure the programme fits with the local labour market and needs of local employers.
- ◆ Bounce Back has led to a range of unintended positive outcomes. From a Local Authority perspective it has increased partnership working (with existing partners and

new partners). For beneficiaries it has fostered ongoing support and friendship from their peers.

- ◆ Where the programme was developed and/or delivered in-house it has provided the Local Authorities with opportunities to continue to deliver employability support at marginal cost.

Lessons learned

A key lesson learned has been the importance of providing Local Authorities with the freedom to design a mixed economy of activities.

Bounce Back has enabled Local Authorities, delivery partners and beneficiaries to experiment, reflect and change their delivery approach.

The following areas of improvement could be incorporated into a future programme:

- ◆ Being clear, from the outset, about mild, moderate and severe mental health problems – and using these different levels to triage potential beneficiaries so only those with low and mild mental health issues participate. Potential beneficiaries or beneficiaries that develop moderate or severe problems can then be signposted and supported to access specialist information and help.

Developing a theory of change at the outset of the programme to consider:

- The inputs and resources need to deliver the programme across each Local Authority area.
- The activities that will take place to support beneficiaries.
- The outcomes that are to be achieved.
- Any external factors that could influence the programme.
- Setting the baseline and what data will need to be collected to measure the outcomes and longer term change that the programme is seeking to achieve.

- ◆ Producing a short prospectus setting out what Bounce Back offers. This could be shared with other organisations and beneficiaries and help people to decide whether the programme is for them or their client.
- ◆ In some cases group work has been effective, and in other cases less so because the beneficiaries were not ready.
- ◆ Young people have a far greater attention span than some delivery staff thought - and beneficiaries need the space to think and time to talk.

Next steps

Bounce Back delivery ended on 31 August 2018. Local Authorities, the LAB and Humber LEP are now exploring:

- ◆ How to showcase the programme and the difference it has made - using the videos, case studies and other materials produced by the young people who participated in the Programme.
- ◆ Where the young people who have participated in Bounce Back are in 12 months' time -

have they sustained their job, college course or moved from volunteering into employment? What other longer term progress and changes have they made? Have they used what they learned on Bounce Back to maintain or improve their mental health and wellbeing?

In addition, some Local Authorities are looking to continue the work started through Bounce Back:

- ◆ In East Riding of Yorkshire, the Mental Resilience Programme will be offered to other clients as part of the Employment, Education and Skills Community Learning offer. Project learning is also being embedded into other provision (e.g. support for long term unemployed clients in Goole).
- ◆ Hull City Council and The Warren are exploring how other local funding opportunities could be utilised to extend this highly successful delivery model. Meetings with potential fund holders are underway with a view to commissioning further support programmes which utilise arts and cultural activities to develop the employability related skills of young people.
- ◆ North Lincolnshire Council is building the delivery model and approach of empowering beneficiaries to lead projects into other work.
- ◆ Mermaids UK training was delivered to a wide range of professionals within North East Lincolnshire. Knowledge and understanding has and will continue to be rolled out to learners on community learning programmes, NEETs, those accessing Family Hubs and through School Nurses and individuals in a variety of other settings. Information sharing has occurred in the Skills Hub, the Learning Shop and engagement tools have been used to raise the accessibility options to those from the LGBTQ community directly as a result of this training. This has impacted on young people and also on members of staff with many more conversations around LGBTQ issues in the workplace. North East Lincolnshire Council is also exploring the use of Building Better Opportunities employability programme to engage with individuals to look at barriers and work on techniques to overcome barriers and move closer to labour market. Young people completing the Bounce Back programme who remain NEET will now be allocated a NEET Personal Adviser to provide a wraparound service. This will be provided by Young People's Support Services (YPSS).

It is also important to consider potential beneficiaries and cohorts of young people that have not engaged in Bounce Back; for example young people who are being home educated. Some beneficiaries also suggested expanding the eligibility of the age range (below 16 years and over 24 years).



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