The Difference that Right There Makes

Social Return on Investment Approach
to Impact Evaluation

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Sonnet

Advisory & Impact

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1. Foreword: Janet Haugh

Our charity was founded 200 years ago by evangelist, David Naismith, who was moved by the inequalities he was witnessing in the city of Glasgow, Scotland and wanted to do something to make a difference to people's lives. So, he got a group of men together and they formed a charity to help other men in the city.

Since 13th February 1824, our charity has supported tens of thousands of people.

What started as a small group in Glasgow is now a national charity offering support to men, women, children, young people and families across Scotland, including the Orkney Isles in the north and Edinburgh in the east.

Right There supports people who are going through a really difficult time impacted: by poverty; domestic abuse; substance use; challenges with their mental health; experiencing homelessness; or, being separated from their family and the people they love.

We walk alongside people without judgement. Our work is to support individuals to reach their own goals. We know we have positive impact on people's lives, as the people we are supporting tell us that every day. And while their voices are by far the most important measure of our impact, we have never tried to measure and evidence that impact – until now!

In 2022, Right There launched a five-year strategic plan – "Growing Together". We also introduced a Theory of Change, to set out the changes we would expect to see in someone's life which, in turn, would lead to us achieving our vision for "a world where everyone has an equal chance to create a safe and supportive place to call home".

But how do we know if those changes are being achieved?

Over the last six months, we have worked with Sonnet Advisory & Impact CIC, to create a framework to enable us to measure the impact of our work and evidence if we are achieving the changes people describe to us. Sonnet have conducted interviews, held forums, gathered questionnaires and data and carried out research. They have spoken to our colleagues, commissioners, funders and, most importantly, the people we support.

From the information they gathered, they've taken our Theory of Change and built a framework around it that will help us measure the changes in people's lives. Do people feel loved? Do people feel respected? Do people feel more settled? Are people making their own way?

That work is complete and we now have a very detailed Outcomes Framework. Over the next few months, we will be developing a plan to embed that across the organisation, in every programme. We will also consider the frequency of reporting and how we will have our data and findings validated to ensure they are robust. This is a hugely exciting long-term project for Right

There that will lead to a cultural shift away from gathering 'data' to measuring the things that matter.

But, given its our bi-centenary year, we wanted to explore a way to measure the impact our teams are making today – 200 years after being founded. So, we asked Sonnet if, using the Outcomes Framework and the information they gathered through their work, they could complete an evaluation of our social impact today. This report sets out their findings.

Whilst we could never monetise the life-changing impact our work has on each person receiving support, the reality is that every interaction and activity being carried out across our communities to help people has a cost attached to it. That is particularly true with our public services, including health, social care, criminal justice and housing.

So, although we won't put a price on the support we offer to people, we can calculate the costs saved when we work with people and prevent them having to use public services. For example, we know of instances where we offered accommodation and support to someone that prevented them from carrying out a crime and ending up in the criminal justice system. We know this, because they told us, but what we don't know is how much did that save the public purse?

At any one time, we are working with around 3,800 households. Some we support over less than a year and some for rather more. Through Sonnet's work, they have been able to demonstrate that Right There generates savings and other social gains of at least £308.6m for every 3,800 households we support. These are savings through social care, physical health, mental health, criminal justice, education, accommodation and economic outcomes.

That is a staggering amount of money and a figure that shouldn't be ignored.

We hope this report does two things:

1. It helps Right There to demonstrate and celebrate the amazing work our colleagues do and the lives of every person we have been able to support during this, our bi-centenary year.
2. It leads to conversations and discussions about the impact of the third sector in Scotland and helps create a shift from treating 'problems' after they arise to preventing them in the first place.

Right There is working to prevent homelessness, one person at a time. We invite you to support us in our work.

2. Foreword: Prof. Jim Clifford OBE[1]

As Right There moves towards its bicentenary year it has chosen to explore and articulate its impact. That brings a deep exploration of the current and future context in which it is working, and establishes evidenced story-based measurement to take it towards that future. The combination of tools sets it up to be even more effective in changing the lives and communities of the people with which it works.

The context includes both modern challenges, and some that David Naismith, Right There's founder, would recognise from 200 years ago. To poverty, homelessness, poor health and mental health, and substance use recent years have added the experience and aftermath of the COVID pandemic, a National Housing crisis and the two-tier society it brings, gaps in public services and problems accessing benefits, as well as in-work poverty and digital exclusion.

In the face of this Right There has sought to build, with Sonnet's support and guidance, a view of context, and the changes being made for its beneficiaries. These enable it to:
- Understand and explain its impact
- Build confidence in what it delivers and how
- Measure that impact – qualitatively and quantitatively – and express in economic terms its effect on various key stakeholders.

The work of building that and the evidence underpinning is robust. It has been co-developed by those with lived experience of the support programmes Right There runs. Developing that view in workshops and with interviews, underpinned by data on services delivered the existing Theory of Change has been developed to show a range of primary and secondary outcomes that fit with the personal perception ones that existed all ready. This picture has then been tested and refined with interview and other evidence from beneficiaries and other stakeholders. The Outcomes Framework and Archetype Storylines and other tools produced are well-founded, but they are not static. They can and will develop as Right There gathers measurement evidence and revisits the underpinning storylines over the coming years.

The approach here is story-based, not only reflecting best practice, and the guidance in the EU's GECES standards[2] amongst others. This maintains the intricacy and nuance in the measurement, keeping the meaning and not sacrificing it to the data. The picture is one of:
- Responsive services that engage and support at the time and pace needed by the beneficiary

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[1] Director of Sonnet Impact, Hon. Professor at Sheffield Hallam University, and Hon. Senior Fellow at City, University of London

[2] Clifford, J., Hehenberger, L. and Fantini, M. (2014). Proposed approaches to social impact measurement in European Commission legislation and in practice relating to EuSEFs and the EaSI, report by GECES (Groupe d'experts de la Commission sur l'entrepreneuriat social) subgroup on impact measurement. Brussels. European Commission. *https://op.europa.eu/en/publication-detail/-/publication/0c0b5d38-4ac8-43d1-a7af-32f7b6fcf1cc*

- Building in elements that monitor and respond to the beneficiary's voice and agency, enabling them to say what they need and when
- A holistic offering, building confidence and feelings, the wherewithal to support wellbeing and the ability to respond to support and life's challenges.

The outputs from this work will enable Right There to make more informed decisions, to monitor and measure its success with meaning, to engage at a deeper level with beneficiaries, delivery partners and funders, and to publish a well-evidenced view of what it is achieving.

3. Executive Summary

3.1.   About Right There

Right There's vision is for a world where everyone has an equal chance to create a safe and supportive place to call home. Everyone's route to a safe, supportive home is different. Right There's support reflects this: their services are person-centred and holistic; tailored to meet each individuals' needs, strengths and aspirations. The organisation operates on the principle of meeting people where they are at in life, without judgment – walking alongside them and offering tailored support – to prevent homelessness and to help keep families together.

Despite its growth and adaptation over the last 200 years, the charity's core purpose of ensuring equal opportunities for all remains steadfast, emphasising their unwavering commitment to communities and people. Rooted in communities across Scotland, Right There helps individuals and families facing tough times, as they navigate hardship or crisis situations. In doing so, they are addressing some of society's most pressing social challenges today.

Over the past three years, Right There has supported approximately 11,500 individuals annually, adapting its services to meet the ever-changing needs of communities, reflecting its steadfast dedication to creating safe and supportive environments for those in need. Right There helps individuals and families who are increasingly experiencing multiple, overlapping life challenges. This not only makes their circumstances significantly more complex and difficult to overcome, but also increases their vulnerability. The needs of the individuals and groups supported by Right There are best framed by the Five Pillars of Wellbeing[3]: purpose, mental wellbeing, relational wellbeing, physical wellbeing and financial wellbeing. These pillars are a lens through which we can understand an individual's life story – and are often used in research because they span an entire life journey of an individual. They provide a useful framework to link together the needs and outcomes an individual can experience in their life journey.

In the last decade, the world has undergone significant transformations, reshaping the landscape for UK charities. Like many others operating within this dynamic sphere, Right There is susceptible to external shifts and challenges. Various factors like the COVID-19 pandemic, economic challenges, housing crises, demographic shifts, and increasing awareness of mental health issues have significantly transformed the landscape in which Right There operates. These changes have intensified the needs of the communities the organisation serves and accounts for an increased demand for intensive, holistic and integrated support approaches it provides. Right There's support is not only responsive to the multifaceted nature of these changing circumstances but that treats people with value, dignity and care in the process.

Right There's offer is summarised below:

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[3] Drawn and adapted from original work by Webb Trust and Carnegie UK Trust *(The 5 pillars, Sonnet Advisory & Impact. Available at: https://sonnetimpact.co.uk/blog/the-5-pillars/ (Accessed: 28 January 2024).*

- Their ultimate vision is a world where everyone has an equal chance to create a safe and supportive place to call home. Everyone's route to a safe, supportive home is different.
- Right There's support reflects this: their response is person-centred and holistic; tailored to meet each individuals' needs, strengths and aspirations, meeting people where they are in their journey, without judgement, walking alongside them while preventing them becoming homeless or separated from those they love.
- Right There delivers practical, emotional, and therapeutic support tailored to individual needs through its programmes rooted in communities throughout Scotland.
- Additionally, Right There advocates for policy and systemic changes alongside partners to address underlying barriers to social justice and equality, particularly in areas such as affordable housing and healthcare access.

Right There's offer captures three key areas of focus, outlined in figure 1:

- *For People:* providing mental health, wellbeing and intensive relationship support to help children, young people and families feel healthier and happier and enable them to achieve their aspirations.
- *At Home:* supporting individuals and families with safe, stable and high-quality accommodation as they move forward on their journey.
- *In the Community:* rooted in local communities, equipping people to live more independently and build stronger community connections.

Figure 1 Three key areas of support

3.2. Scope and Purpose of the Report

This report is instrumental in evaluating and communicating the difference that Right There makes across Scotland. By employing a robust mixed-methods research approach, the report combines narrative storylines of real experiences with economic valuations to illustrate the comprehensive difference that Right There makes. The primary aim is to quantify the socio-economic benefits generated by Right There's diverse offer, providing a clear evidence base to support ongoing measurement and future operations.

Sonnet Advisory & Impact CIC has worked closely with Right There to provide:

- **An articulation of the value** being brought by Right There for the people the organisation supports, their families, their communities and the state. These are expressed with the benefit of storylines for the 'typical groups of people' Right There supports.
- **An expansion of the existing Theory of Change** to explain the detail of how outcomes are delivered, including not just the activities done, but the approaches to delivering them (i.e. the way activities are delivered that makes the difference).
- **An outcomes framework** which enables Right There to continue to effectively measure the difference they make. This includes sets of indicators which evidence that an outcomes has been achieved, and suggestions for quantitative and qualitative data collection and frequency of this. This framework has also been distilled into Right There's three key areas of focus: 'At Home, For People and In the Community'.
- **A financial (socio-economic) evaluation** reflecting the outcomes being achieved, identifying which stakeholder is benefiting and how.

Taking each of these in turn:

3.2.1. Archetypical Storylines:

The archetype storylines developed through the report serve as vivid, narrative-based tools that encapsulate the typical experiences of individuals and families Right There supports. Utilising archetypes enables us to select relevant and realistic metrics for measuring the difference Right There makes (outputs, outcomes and indicators of change) as they are deeply informed by the storylines of the people supported.

Working with Right There and the people it supports, we explored the stories of five main archetypes: Alex, James, Madeline, the Smith Family and the Johnston-Ross Family. This exploration included identifying, mapping out, analysing and validating using different sources:

- their needs,
- their journey to Right There,
- the time period they are supported by Right There and
- the difference Right There has made in their lives – as well as what could happen if they did not access help from Right There (the counter-factual).

These storylines are instrumental in humanising the data, holding the complexity of their situations and ensuring Right There's work and the difference it makes, becomes relatable and understandable to stakeholders. By presenting detailed archetypical life journeys, these storylines illustrate the strengths of each, the challenges they face on their journey and the transformative impact of Right There on their lives. They enable stakeholders to see the potential outcomes of support in varying scenarios and in different circumstances.

3.2.2. Theory of Change:

The Theory of Change is a comprehensive framework that outlines 'how' and 'why' the desired changes within the communities Right There serves are expected to happen. This framework details the connections between activities, outcomes (primary and secondary), and long-term

goals, offering a clear pathway of interaction that leads to substantial social impact. It helps clarify the mechanisms through which Right There's support translates into improvements in the circumstances and well-being of those it helps. The Theory of Change also underscores the importance of adaptable, person-centred approaches and how they contribute to sustainable changes in individuals' and families' lives.

Right There's Theory of Change:
- Vividly illustrates that the journey of those seeking support from Right There is not a linear progression.
- Portrays the fluctuating nature of their people's experiences, marked by peaks and valleys, moments of inactivity, and sudden leaps forward.
- Is dynamic and is deeply influenced by each individual's unique circumstances and may change
- Includes short-, medium- and longer-term elements to show that change and the sequence of outcome achieved can take time
- delves into outcomes that conventional models might struggle to capture, as it centres on the self-reported change it supports ('*I feel….*' statements).

One of the aims of this work was to build robust 'scaffolding' around Right There's Theory of Change, which demonstrates how the organisation is effectively able to measure, quantify and validate its impact. This scaffolding provides necessary structure and support to Right There's story of impact, by clarifying needs, approaches and activities, outcomes and measurement approaches. Therefore, in addition to the elements of the Theory of Change listed above, the following has been added to strengthen this framework:
- *The Five Pillars of Wellbeing*[4] in figure 2 below*:* The Theory of Change is built to respond to individuals' and families' needs as they are framed by the Five Pillars of Wellbeing, and so, as a result, it prioritises adaptability and responsiveness based on immediate and longer-term need.

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[4] Which is drawn and adapted from original work by Webb Trust and Carnegie UK Trust *(The 5 pillars, Sonnet Advisory & Impact. Available at: https://sonnetimpact.co.uk/blog/the-5-pillars/ (Accessed: 28 January 2024).*

Financial wellbeing	Physical wellbeing	Mental wellbeing	Relational wellbeing	Purpose
Financial wellbeing is the degree to which people can afford their daily needs in terms of housing, food, clothing, utilities, financial surprises and a sufficient amount to afford to a meaningful life.	Physical wellbeing is not just the absence of illness. It is about being safe, sheltered and in good health and is closely connected to mental wellbeing. The environment also has an impact on physical wellbeing, whether air/noise pollution, space to exercise, water quality, etc.	Mental wellbeing is the degree to which individuals are able to realise their own potential, to cope with the stresses of life, work productively and fruitfully and are able to make a contribution to their community. It is also the degree to which individuals are able to enjoy the environment in which they live and act to promote sustainability and the environment.	Relational wellbeing is the degree to which people are able to form positive and beneficial relationships with partners, children, family, and neighbours, within the community and at work.	The charity, sensibility, defines a sense of purpose as: "The motivation that drives you toward a satisfying future [and that] helps you to get the most from the things you do and achieve."

Figure 2 Five Pillars of Wellbeing

- *Activities and Approaches:* Represented by the ever-present "what we do" and "how we do it" banners overlaying the meandering journey. The activities and approaches remain consistent and are flexibly available throughout each person's journey, tailored to their specific needs rather than to prescribed activities at predetermined points.
- *Outcomes:* Several significant additions have been made to facilitate the tracking and measurement of impact in a sustainable and meaningful manner, including primary and secondary outcomes which are the results of the activities that take place and approaches adopted or used, and show the change in and to the individual's or family's life.
- *Overarching themes:* The journey of support with Right There, is guided by the following:
  - monitoring and sharing (involving touchpoints and reviews, systematic data collection and the resulting analysis to gauge impact) and
  - learning and adapting (involving actively seeking new knowledge and best practices to always ensure that needs are being met, whatever these are and whenever they occur).
  - Remaining open to feedback and being responsive to changing circumstances enables Right There to adjust activities and approaches in real-time for the individual, rather than adopting a one-size-fits-all approach.

3.2.3.   Outcomes Framework

Where the Theory of Change concentrates on understanding the 'how' and 'why' behind achieving change, the outcomes framework is dedicated to identifying, measuring, evidencing and validating that change has happened, and the scale and quality of this. It draws out the outcomes (which we've now spoken at length about), and presents them in a structure,

including the types of indicators that would demonstrate or evidence that the change has actually occurred.

Right There requires an approach to ongoing measurement that enables it to be delivered consistently and regularly by the Right There team, and validated independently, and developed further. The outcomes framework will help Right There to measure and evidence the difference it has made. This works both at:

- programme level (for local commissioner reports, decision-making and local influencing on policy and systems change) and for
- support services (who will be aggregating the data and using it to drive decision-making, influence and advocate for policy and systems change and to garner support – which may be in the form of voice, time and / or funding).

Each part of the outcomes framework sets out how different indicators can be evidence. These are three mechanisms which are used to validate change:

- self-reported information from the individual being helped (e.g. I felt more confident as I had developed new skills, and that was as a result of the support I received…)
- support worker/third party-observed information (e.g. the individual said they felt more confident which showed in their body language i.e. they were chattier and more open in the meeting. They had also shown me a job application they had started to fill in…)
- event-based information (e.g. individual was able to secure a job and stayed in that role for 12 months…)

The overarching outcomes framework has been unpacked into Right There's three key areas of focus: 'At Home, For People; and In the Community.' This is important because:

- Every person that Right There supports is unique, and so different activities and approaches will be drawn in at different times within their journey.
- It is crucial that any measurement of impact is flexible enough to be able to collect the right data at the right time, but still be consistent across programmes.
- It is helpful for each programme to see the journeys of people and the outcomes they achieve along the way, come alive within the outcomes framework.
- Having a specific part of the framework dedicated to their programme and their work, enables them to align with the specifics of the impact data they need to collect and the frequency of this.

3.2.4. Economic Evaluation of Outcomes

The economic evaluation applies Social Return on Investment (SROI) methodologies to quantify the economic value of the outcomes achieved through Right There's activities and approaches. The journey maps for each archetype not only narrate people's life experiences and the outcomes achieved against those, but they are used to quantify the economic value associated with those outcomes (assigning monetary values to them).

The results of the economic evaluation show the value to society generated by Right There support for each archetype – these benefits may be to the individual archetype itself, to public bodies or the economy – and are also presented by outcome theme (by type of event or impact in the lives of clients (e.g., health support and economic productivity) and stakeholder (to whom the saving or benefit accrues). The analysis shows that Right There generates a social benefit worth millions of pounds, offering compelling evidence of its value to society.

3.3.   The difference Right There makes

Right There's has a profound and lasting impact on individuals, families, and communities across Scotland. By addressing the root causes of social and economic instability, Right There helps people to rebuild their lives, resulting in reduced dependency on public services and enhanced community resilience. The organisation's strengths-based focus on empowerment, skills building, and resilience not only alleviates immediate hardships but also equips individuals with the tools and confidence to navigate future challenges.

The transformative impact of Right There's work extends beyond the individuals it directly supports, influencing broader societal outcomes such as reduced homelessness, lower unemployment, and improved mental health. These changes contribute to a stronger, healthier society, underscoring the significant role that Right There plays in Scotland's social fabric.

Right There's deep understanding of the changing landscape is also essential for strategic planning and future-proofing its operations. By analysing the interconnected factors that affect both their work and the lives of those they support, Right There is better positioned to anticipate and respond to emerging needs. This proactive approach helps in crafting an offer that is not only responsive but also anticipatory, thereby enhancing the sustainability of it. As Right There continues to evolve, its commitment to staying informed and adaptable is more important than ever, ensuring that its services remain aligned with the real and pressing needs of the communities it serves.

Right There's model is designed around a deep, empathic and comprehensive understanding of the multifaceted nature of adversity faced by the people and communities the organisation supports. Right There's activities and approaches are specifically tailored to meet the complex needs of individuals and families who face overlapping challenges such as poverty, homelessness, and mental health issues. The crux of the Right There approach is the fostering of trusting, positive, and enabling relationships between support workers and individuals or families. This acts as the primary catalyst for positive outcomes. These relationships model healthy interpersonal dynamics and conflict resolution, creating a safe space for open communication.

By meeting people's needs in the way it does, Right There generates a social benefit[5] to society of at least £308.6m, based on one year's cohort of referrals to Right There, which is on average, 3,820 households (equates to approximately £81k impact value per household supported).

Furthermore, our analysis demonstrates that:
- Right There delivers significant economic impact across the local areas it works in, arising from supporting adults into paid employment and reducing the risk that young people disengaged and have delayed entry to the workforce.
- Criminal Justice outcomes have high value due to the costs avoided of processing convictions and then the costs of custodial sentences (particularly for under age 18) that are avoided as a result of Right There's support.
- Health outcomes are of significant value, being a combination of avoided costs of treating substance use, mental health treatment costs and costs of excess/avoidable presentations at A&E. These amount to £29.4m per cohort of referrals.
- Accommodation outcomes have significant value (£11.5m) particularly in relation to the cost of hostel/temporary accommodation and avoided costs of future evictions.

The report not only measures outcomes but also seeks to deepen the understanding of how Right There's activities contribute to systemic change within the communities it serves. Through detailed analyses, the report identifies key success factors and areas for improvement, offering strategic insights that can guide policy-making and programme development. This dual focus on both quantitative and qualitative outcomes ensures a holistic view of the organisation's impact, underpinning its advocacy and funding efforts with solid data.

This foundation enables those supported by Right There to find a safe place to call home and establish plans based on their own goals and ambitions. Their person-centred approach ensures that each interaction is tailored to the individual's circumstances, which not only helps in meeting immediate need, but also in promoting empowerment, self-sufficiency, growth and independence. This approach enables people to better navigate and overcome challenges more effectively. Right There's commitment to walking alongside its clients, offering support as needed without judgment, is a core component of why it makes such a difference.

3.4.   *Looking to the Future*

Looking ahead, Right There must continue to evolve and adapt its strategies to address the changing needs of the populations it serves. This includes enhancing its data collection and analysis processes to better understand and respond to emerging trends and challenges. A focus on continuous improvement in service delivery and outcome measurement will ensure that Right There remains at the forefront of social service provision in Scotland.

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[5] This is the estimated value of these benefits in net present value terms – i.e. if all future benefits were experienced today after discounting for the changing value of money over time in line with Green Book discount rates.

Moreover, as external factors such as economic conditions and public policies continue to change, Right There needs to maintain its commitment to learning and innovation. This will involve not only refining its own practices but also actively participating in broader discussions and collaborations that shape the social services landscape.

By focusing on these strategic priorities, Right There can continue to make a significant difference in the lives of many, contributing to a more equitable and resilient society. The steps outlined in this report provide a roadmap for sustained impact and underline the critical importance of ongoing evaluation and adaptation in maximizing the effectiveness of Right There's work.

4. Definitions

The full list of definitions applied throughout this report can be found in Appendix 1.

5. Setting the context: overview of the landscape

In the last decade, the world has undergone a number of significant transformations, which have significantly reshaped the operating landscape for UK charities. Economic, political, social, and environmental factors have had lasting effects on the sector. Like many others operating within this dynamic sphere, Right There is susceptible to external shifts and challenges.

Before delving into the difference that Right There makes, it is important to contextualise its environment and the circumstances and situations of those it supports. Understanding these elements not only fosters an appreciation for Right There's current work and impact, but also lays the groundwork for its future work and informs the plans to 'future-proof' it. It will help Right There to better identify the changing needs of the communities they help, engage effectively with stakeholders and adapt its offer accordingly. By navigating and responding to the fluctuations of this changing landscape, Right There can ensure its enduring relevance and sustainability in the long term.

Over the last five years, several key factors have impacted upon the landscape in which Right There and similar organisations operate. This context and landscape also impacts profoundly on the lives of those that Right There supports, which results in rapidly shifting needs. Several of these factors are highlighted in figure 3 below, showing how they are interconnected and have an impact on Right There and the people it helps.

Figure 3 Contextual changes in Scotland impacting Right There and the people it supports

There are a few that stand out as particularly noteworthy:

- The COVID-19 pandemic has changed the way people live and has intensified economic challenges.
- This, coupled with the cost-of-living crisis, Scotland's housing emergency[6], demographic shifts and changes in the needs of communities has made it more challenging for charities to ensure their provision remains relevant, appropriate and accessible to meet the needs of diverse groups of people.
  There is an increasing awareness of mental health and social issues, which demonstrates the importance of offering holistic support that meets both immediate needs and systemic challenges.
- People are now facing a growing overlap of multiple life challenges, amplifying the complexity of their situations and heightening their need for holistic support.

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[6] *Lockhart, D.W. (2024) Scottish Government declares National Housing Emergency, BBC News. Available at: https://www.bbc.co.uk/news/articles/c4n11j180lzo (Accessed: 1 May 2024).*

Appendix 2 sets out, in detail, the key factors that have impacted the landscape in which Right There and similar organisations operate, as well as the people they help.

By looking at Right There's work in the context of the current landscape of economic, political, social, and environmental factors that have and are continuing the shape the sector, readers have a better appreciation for Right There's current work and impact, and the shifting needs of the communities and people they help. All of this points to the reasons for an increased demand for intensive, holistic and integrated support approaches, that are not only responsive to the multifaceted nature of these changing circumstances, but that treat people with value, dignity and care in the process.

6. Right There

6.1.   Background and History

Right There was founded in 1824. It was part of the YMCA Movement for 160 years and has maintained its commitment to providing practical assistance, advocacy, and empowerment for the last 200 years. Despite its growth and adaptation, the charity's core purpose of ensuring equal opportunities for all remains steadfast. Formerly known as 'Ypeople', the organisation underwent a rebranding in 2022 to better engage public support and emphasise its dedication to communities and individuals across Scotland, emerging as Right There.

Right There operates on the principle of meeting people where they are in life, without judgment - walking alongside them and offering tailored support - to prevent homelessness and to help keep families together. 200 years on, the need is as great as ever (as outlined in section 5, section 6.2 and appendices 2 and 4). Modern pressures have added new dimensions to people's needs and include challenges securing accommodation and building a home to settle in, digital exclusion, uncertain employment and concerns around poor mental health, heightened by the cost-of-living crisis. Whilst Right There has grown, adapted, and evolved to reflect the diverse needs and aspirations of those they serve, the core vision remains the same – striving to provide everyone with an equal chance to create a safe and supportive place to call home.

Over the last three years, Right There supported a total of 11,500 people of all ages with a range of needs, adapting their offer to meet the ever-changing dynamics of the communities they work with and in. This is almost 4,000 children, adults, and families every year who have been impacted by the effects of poverty, homelessness, addiction, childhood trauma and other major life events.

Further information about Right There can be found in Appendix 3.

6.2.   The people Right There supports (need and context)

Right There is supporting individuals and families who are increasingly experiencing multiple, overlapping life challenges simultaneously, some which might have even affected them since

childhood. This not only makes their circumstances significantly more complex and difficult to overcome, but also increases their vulnerability.

The needs of the individuals and groups supported by Right There are helpfully framed by the Five Pillars of Wellbeing[7] in Figure 4 below: financial wellbeing; physical wellbeing; mental wellbeing; relational wellbeing and purpose (Appendix 4 discusses in further detail how these manifest in the lives of those receiving help from Right There).

Financial wellbeing	Physical wellbeing	Mental wellbeing	Relational wellbeing	Purpose
Financial wellbeing is the degree to which people can afford their daily needs in terms of housing, food, clothing, utilities, financial surprises and a sufficient amount to afford to a meaningful life.	Physical wellbeing is not just the absence of illness. It is about being safe, sheltered and in good health and is closely connected to mental wellbeing. The environment also has an impact on physical wellbeing, whether air/noise pollution, space to exercise, water quality, etc.	Mental wellbeing is the degree to which individuals are able to realise their own potential, to cope with the stresses of life, work productively and fruitfully and are able to make a contribution to their community. It is also the degree to which individuals are able to enjoy the environment in which they live and act to promote sustainability and the environment.	Relational wellbeing is the degree to which people are able to form positive and beneficial relationships with partners, children, family, and neighbours, within the community and at work.	The charity, sensibility, defines a sense of purpose as: "The motivation that drives you toward a satisfying future [and that] helps you to get the most from the things you do and achieve."

Figure 4 Five Pillars of Wellbeing

Below, we provide some examples of what these might look like for people supported by Right There (this is drawn out in further detail in section 9, as we start to explore further the journeys of Right There archetypes):

- *Financial wellbeing:* A single mum, struggles to cover basic needs due to low wages. Her inability to afford childcare means she can't take on additional work or pursue further education. Her financial instability also makes it difficult to access healthcare, worsening her stress and trapping her in a cycle of poverty.
- *Physical wellbeing:* A young male is living in temporary accommodation due to financial hardship. This affects his ability to sleep properly and leads to poor nutrition. He lacks access to healthcare and has started drinking heavily to cope, which further deteriorates his physical health.

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[7] Which is drawn and adapted from original work by Webb Trust and Carnegie UK Trust *(The 5 pillars, Sonnet Advisory & Impact. Available at: https://sonnetimpact.co.uk/blog/the-5-pillars/ (Accessed: 28 January 2024).*

- *Mental wellbeing:* A domestic abuse survivor, struggles with low self-esteem and depression. Isolated from their family and friends, they engage in behaviours of concern to cope. Without holistic support, their mental health continues to decline, affecting ability to maintain daily routines and relationships.
- *Relational wellbeing:* A middle-aged woman's relationship with her siblings has deteriorated after their father's death, leaving her feeling isolated and unsupported. Lacking conflict resolution skills, she withdraws further and becomes disengaged from her community, affecting her sense of belonging.
- *Purpose:* A recent immigrant to Scotland, struggles to find meaningful work despite his qualifications. Feeling undervalued and disempowered, he loses motivation and direction. Without opportunities for personal growth or recognition of his skills, he becomes increasingly disengaged and hopeless.

6.3. The Right There Support Offer

- The needs described above underscore the rising demand for intensive, holistic, and integrated support that is responsive to these complexities while treating people with value, respect, and compassion.
- Right There's offer is summarised below:
  - Their ultimate vision is a world where everyone has an equal chance to create a safe and supportive place to call home. Everyone's route to a safe, supportive home is different.
  - Right There's support reflects this: their response is person-centred and holistic; tailored to meet each individuals' needs, strengths and aspirations, meeting people where they are in their journey, without judgement, walking alongside them while preventing them becoming homeless or separated from those they love.

- Right There's offer captures three key areas of focus, outlined in figure 5 below:

For People.

Through its various programmes and services, Right There provides direct assistance to individuals facing hardship or crisis situations. This includes initiatives such as family relationship support, housing support, financial coaching, counselling, and mental health resources.

By offering practical solutions tailored to individual needs, Right There aims to empower people to feel happier, healthier, create stronger social bonds, navigate challenges and improve their overall wellbeing.

At Home.

Right There recognises the significance of stable and supportive home environments in promoting overall wellbeing and quality of life.

Right There offers assistance to individuals and families experiencing housing instability or homelessness. This may involve providing access to temporary shelter, assisting with housing resources, or offering guidance on housing-related issues. The support will not just aim to provide a physical home but a place to feel safe, protected and accepted.

In the Community.

Right There extends its support on enhancing housing stability and overall community connections. This includes initiatives such as offering in-home support services aimed financial assist and overall well-being and assisting individuals in securing rental accommodations through the "Help to Rent" programme.

Through these community-focused efforts, Right There empowers individuals to live independently while fostering stronger community connections and resilience.

*Figure 5 Three key areas of Right There support*

- *For People:* providing mental health, wellbeing and intensive relationship support to help children, young people and families feel healthier and happier and enable them to achieve their aspirations.
- *At Home:* supporting individuals and families with safe, stable and high-quality accommodation as they move forward on their journey.
- *In the Community:* rooted in local communities, equipping people to live more independently and build stronger community connections.
- *Focus on direct delivery:* Right There's 22 programmes located across Scotland and featuring in each of these three key areas of focus, offer practical, emotional, and therapeutic support based on the needs of each individual. See appendix 5 for further detail.
- *Focus on policy and systems change:* Right There also works collaboratively and collectively with partners, stakeholders, and policymakers to address systemic barriers and promote social justice and equality in arenas such as affordable housing, healthcare access, and social welfare reform.

7. Methodology

7.1. The approach to developing this work

For this research, a mixed-methods approach[8] was used to develop the impact measurement framework and understand and articulate the difference that Right There makes. We overlayed this with an economic evaluation of outcomes[9] (using Social Return on Investment "SROI" Methodology) which places a socio-economic value on selected outcomes. This, in turn, demonstrates the benefit this provides to specific payors[10], and also to the economy and society. These methods provide a robust way to demonstrate how the help and support offered affects real lives in the real-world. Figure 6 below summarises the process we used for this project.

Figure 6 Roadmap of the work
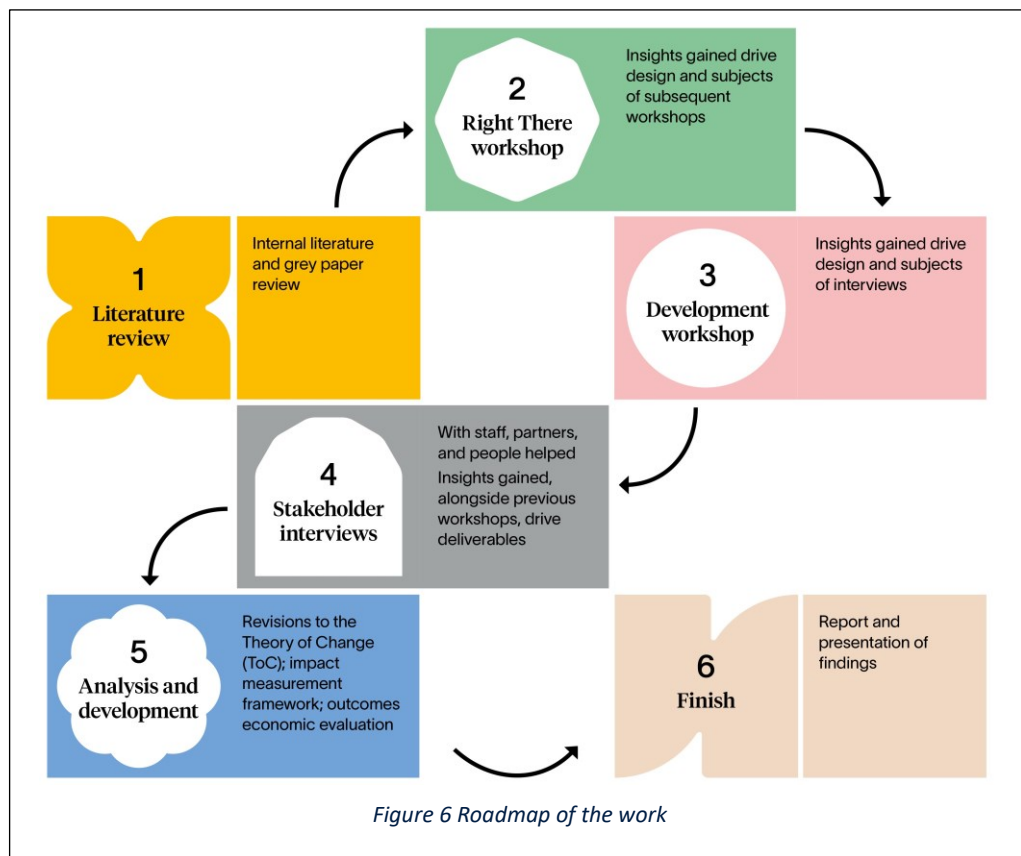
7.1.1.   Explanation of the road map for this work

- **Phase 1:** Initially we needed to gain a comprehensive understanding of Right There's historical background, current operational context, and broader environmental factors influencing its activities. Examining this wider context helped us understand how they impact day-to-day operations, including data recording and collection related to its programmes.

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[8] A mixed-methods approach is one in which both quantitative and qualitative data are collected, analysed and interpreted using various means.

[9] An economic evaluation of outcomes using SROI methodology is explained in more detail in section 4 of this report.

[10] In the context of public services in the UK, the term "payor" refers to the entity or organisation that is responsible for financing or funding a particular provision or service. This typically includes government bodies or departments that allocate funds for public welfare, healthcare, education, and other essential services.

- **Phase 2:** With this foundational understanding established, the research focus shifted to capturing the narratives of individuals directly impacted by Right There's activities and approaches. Archetypes and storylines are useful tools for distilling complex economic and statistical data into relatable narratives, helping stakeholders, including policymakers, funders, and the general public, better grasp the data's implications. By illustrating how outcomes play out in different 'archetypical' situations, stakeholders can see how findings might apply or be adapted to similar contexts or populations (detailed in section 9 of this report).

- **Phase 3:** These stories were initially developed through workshops and interviews with Right There staff and partner stakeholders. Sensemaking sessions and revisions helped nuance the main archetypes, and an additional archetype was added for more accurate representation. Further development came through interviews with individuals supported by Right There, and testing workshops with staff. These stories served as building blocks for the updated Theory of Change (set out in section 8 of this report), Impact Measurement Framework, and Economic Evaluation of outcomes.

- **Phase 4:** Using the archetypical storylines, the Theory of Change, and framing of activities and approaches within the three key focus areas, we produced an outcomes framework (detailed in section 10 of this report). This framework categorises and explains all outcomes for each archetypical journey, includes change indicators, and provides data collection suggestions and frequency. We identified key stakeholders benefiting from Right There's impact and explored the archetypes through their eyes, forming the foundation for the economic evaluation[11] (detailed in section 11 of this report). Outcomes for each journey were valued in terms of costs saved or gains achieved and categorised by outcome area.

7.1.2. Research Methodology

Figure 7 below summarises the specific research methodology for this project, focusing on evidence gathering and analysis of it, story development and evaluation. Further explanation follows below it:

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[11] Sonnet's economic evaluations are based on principles from the Social Return on Investment (SROI) methodology, the Government Green and Magenta Books, and the EU's GECES standards.

Figure 7 Summary of research methodology
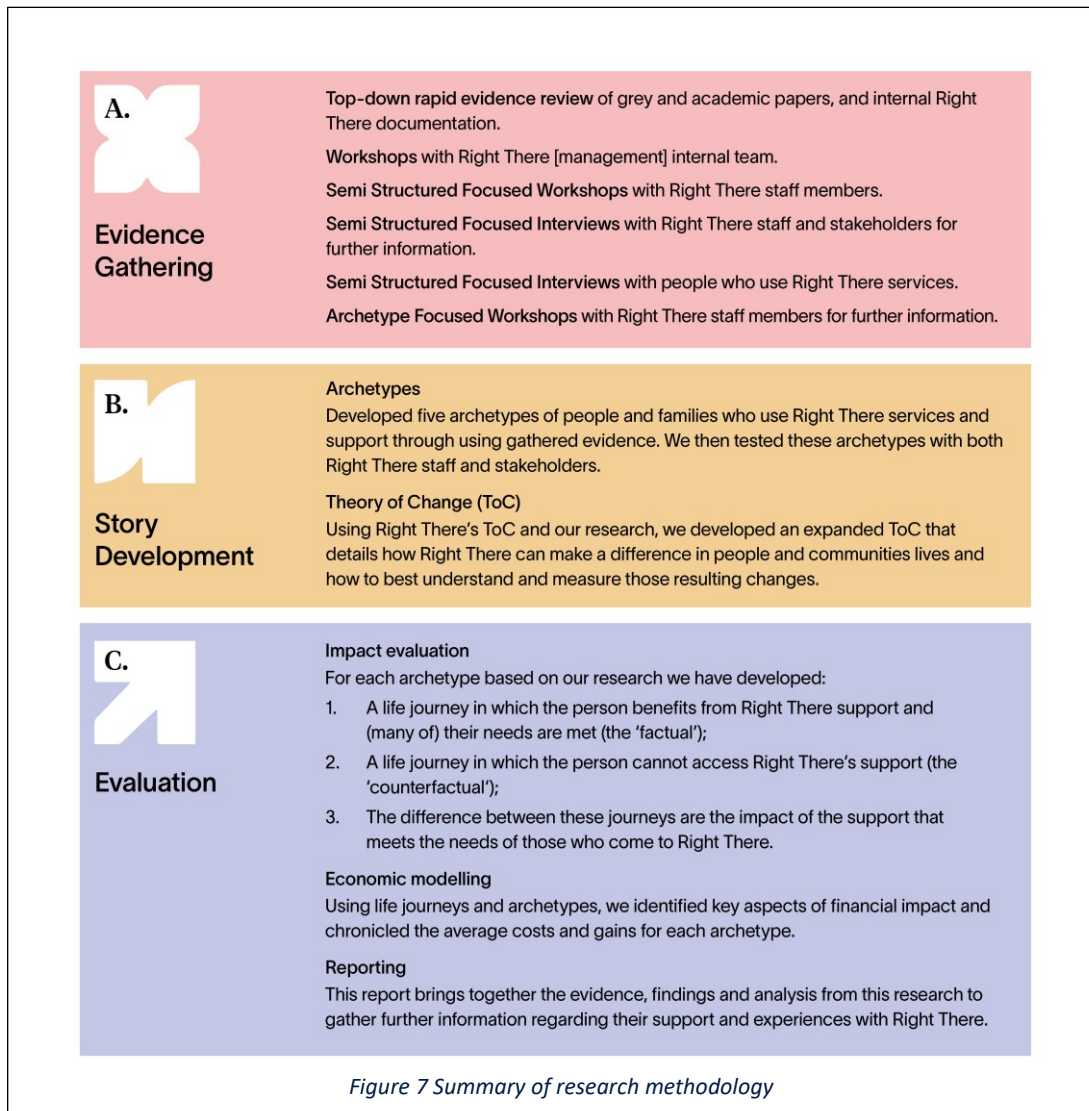
Evidence Gathering (A): To build a strong foundation for understanding the impact of Right There's programmes, we conducted comprehensive evidence gathering. This included a top-down rapid evidence review of both grey and academic literature, along with an analysis of internal Right There documentation. Workshops were held with Right There's management team, while semi-structured focused workshops and interviews with Right There staff and stakeholders provided deeper insights. Additionally, interviews with individuals using Right There programmes and archetype-focused workshops with staff members ensured that diverse perspectives were captured.

Story Development (B)

With the gathered evidence, we developed five archetypes representing people and families who are supported by Right There. These archetypes were tested in workshops with Right There staff and stakeholders to ensure accuracy and relevance. Using Right There's Theory of Change

and our research, we developed an expanded Theory of Change that illustrates how Right There makes a difference in people's lives and communities, and how best to measure those changes.

Evaluation (C)

The evaluation phase focused on assessing impact through the lens of each archetype. For each archetype, we examined three key journeys:

- A journey where the person benefits from Right There's support and most needs are met (the 'factual').
- A journey where the person cannot access Right There's support (the 'counterfactual').
- The difference between these journeys reflects the value of the support Right There provides.

We then conducted economic modelling, identifying key aspects of financial impact and chronicling average costs and gains for each archetype. Finally, this report brings together the evidence, findings, and analysis from this research, offering comprehensive insights into Right There's support and experiences with people they support.

8. Theory of Change: The difference that Right There makes

8.1. Introduction

Impact measurement is integral to Right There's charitable mission, not only because it is important to state the value of the outcomes it creates - but also to demonstrate what it is about what the organisation does, and how it approaches this, that makes that difference. This section covers the theory of change and the evolution of this; why it's important, its key features and what it tell us.

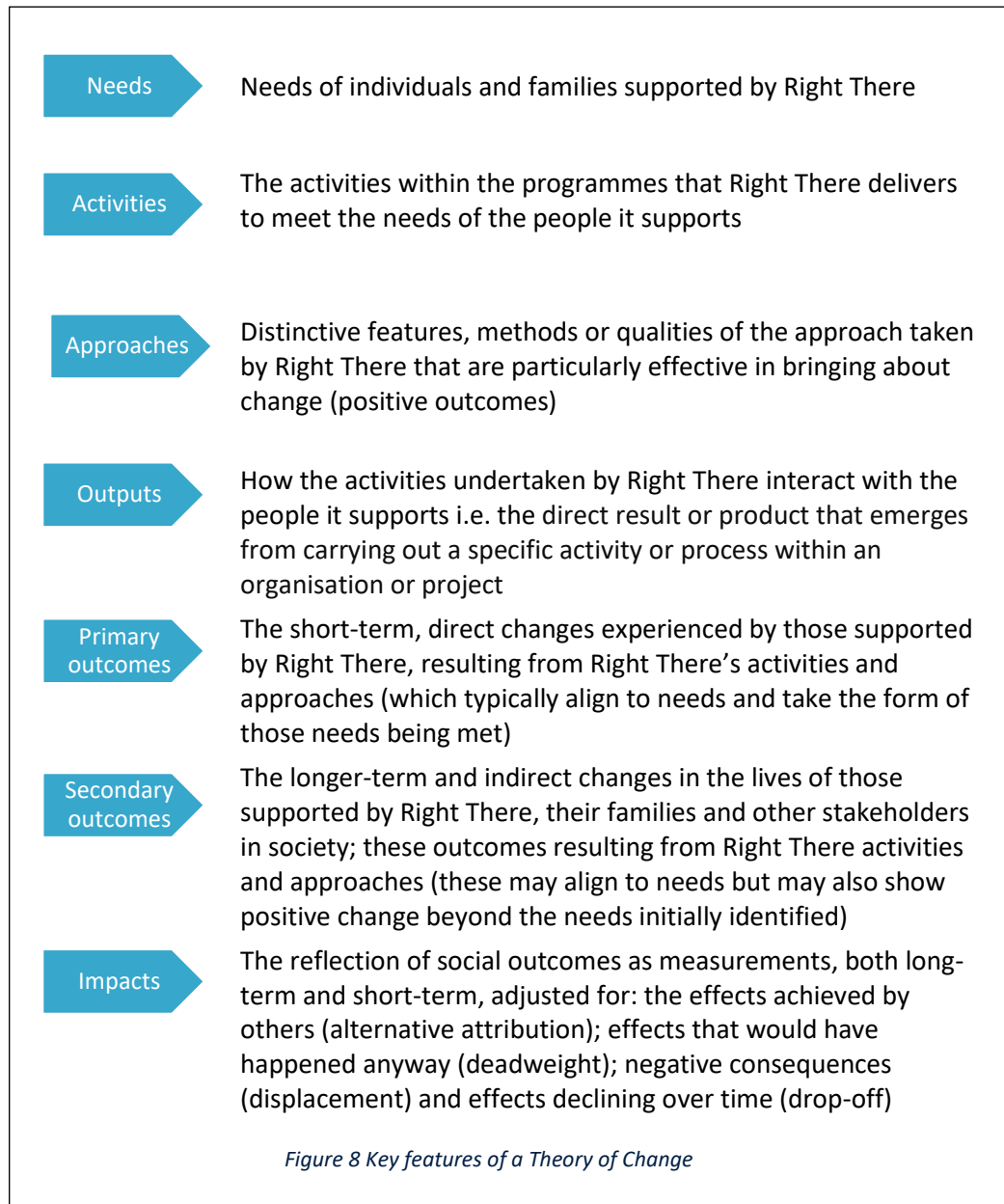### 8.2. Overview of the Theory of Change

- A Theory of Change is a description of how and why a desired change is expected to happen in a particular context. Using the theory of change can help us better understand how the needs of those Right There helps are met by the support the organisation provides i.e. how the organisation's activities and approaches make a difference.
- Right There's Theory of Change is built to capture the flexible and adaptable nature of its impact. It reflects the varied and complex journeys of those it supports, as well as the person-centred and individually tailored nature of its delivery.

8.3. Key Features of the Theory of Change

Figure 8 below sets out the key features of a Theory of Change. By clearly understanding and articulating these various elements, and the direction and the relationships between them, Right There can better understand the needs of those they support, and clearly articulate how the activities and approaches make a difference (as well as track and measure how they achieve this).

Needs	Activities	Approaches	Outputs	Primary outcomes	Secondary outcomes	Impacts

Needs — Needs of individuals and families supported by Right There

Activities — The activities within the programmes that Right There delivers to meet the needs of the people it supports

Approaches — Distinctive features, methods or qualities of the approach taken by Right There that are particularly effective in bringing about change (positive outcomes)

Outputs — How the activities undertaken by Right There interact with the people it supports i.e. the direct result or product that emerges from carrying out a specific activity or process within an organisation or project

Primary outcomes — The short-term, direct changes experienced by those supported by Right There, resulting from Right There's activities and approaches (which typically align to needs and take the form of those needs being met)

Secondary outcomes — The longer-term and indirect changes in the lives of those supported by Right There, their families and other stakeholders in society; these outcomes resulting from Right There activities and approaches (these may align to needs but may also show positive change beyond the needs initially identified)

Impacts — The reflection of social outcomes as measurements, both long-term and short-term, adjusted for: the effects achieved by others (alternative attribution); effects that would have happened anyway (deadweight); negative consequences (displacement) and effects declining over time (drop-off)

Figure 8 Key features of a Theory of Change

Right There's original Theory of Change, depicted in **Error! Reference source not found.** 9, was c rafted in 2022 and vividly illustrates that the journey of those seeking support from Right There is not a linear progression. Instead, it portrays the fluctuating nature of their experiences, marked by peaks and valleys, moments of inactivity, and sudden leaps forward. This dynamic is

deeply influenced by each individual's unique circumstances and may change even for the same person at different points in their lives.

Figure 9 Right There's Theory of Change
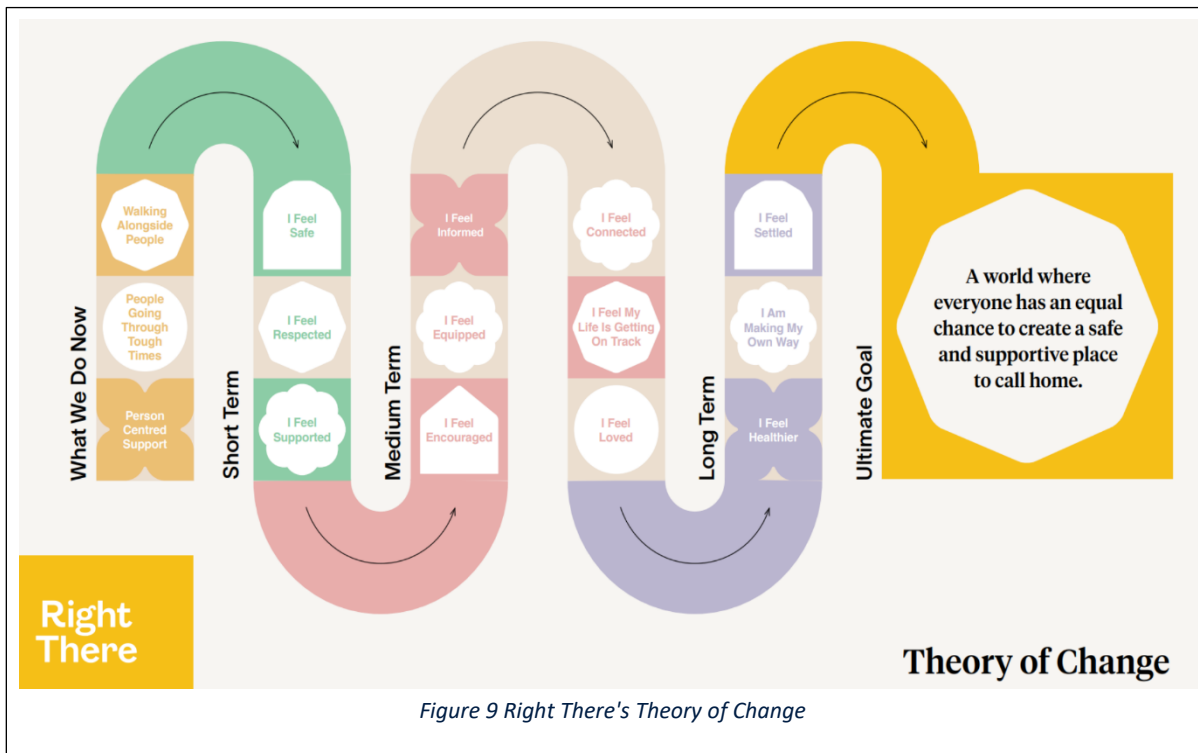
Furthermore, this Theory of Change delves into outcomes that conventional models might struggle to capture, as it centres on the self-reported change it supports ('*I feel….*' statements). The outcomes focus on the change that individuals report they are experiencing within themselves, demonstrating Right There's commitment to walking alongside those they help.

One of the aims of this research was to build robust 'scaffolding'[12] around Right There's Theory of Change, which demonstrates how the organisation is effectively able to measure, quantify and validate their impact.

Figure 10 below, shows the updated Theory of Change, which builds robust 'scaffolding' to better enable the organisation to measure, quantify and validate their impact. Enhancing the Theory of Change by adding in the following elements, namely, the needs experienced by the people Right There supports, Right There's activities and approaches and the primary and secondary outcomes they will measure - coupled with the underpinning of an outcomes framework (which provides the detail of the metrics, indicators, data collection suggestions and

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[12] The support structure developed to enable the build of the impact measurement framework around the theory of change, ensuring it can operate effectively until it becomes self-sustaining. This scaffolding provides necessary structure and support, enabling the theory of change to evolve effectively by clarifying needs, approaches and activities, outcomes and measurement approaches.

their frequency) - will provide Right There with the tools, methods and mindsets required to collect, analyse and interpret their qualitative and quantitative data.
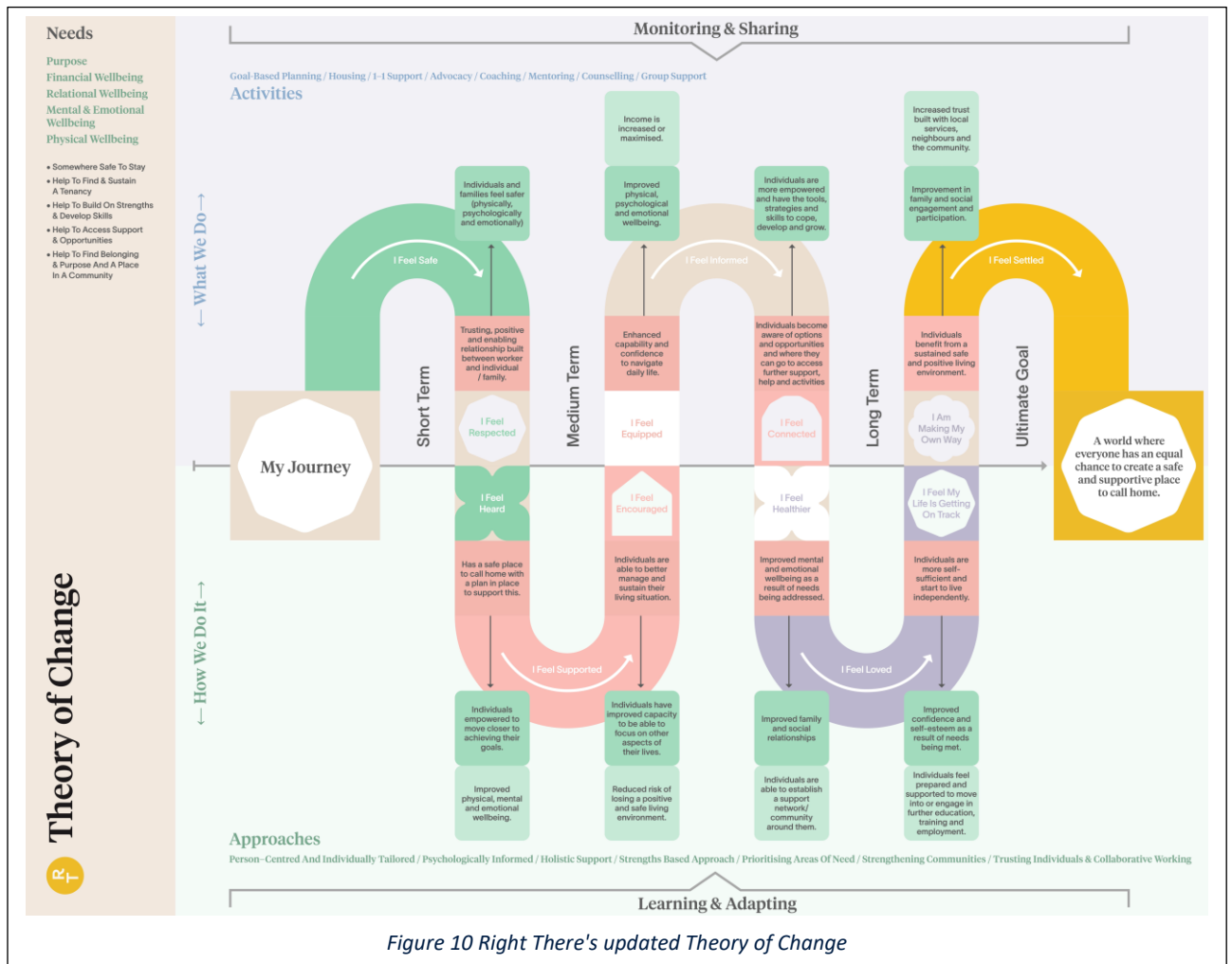
Figure 10 Right There's updated Theory of Change

This will enable Right There to better showcase and validate the difference the organisation makes.

The scaffolded Theory of Change depicted in Figure 10 is illustrative of the journey of individuals and families who receive support from Right There. Understanding key features of Right There's Theory of Change is essential for comprehending its use and purpose. A more detailed explanation follows:

- **The Journey Roadmap**: The Theory of Change emphasises the non-linear progression of individuals' and families' journeys towards short, medium, and long-term goals, reflecting the fluctuating nature of their experiences influenced by unique circumstances. This version also maintains the same structure and incorporates the same '*I feel...*' statements consistently throughout the journey. These elements remain pivotal to Right There's ethos and resonate both with the staff teams and the people they support.

- **The Five Pillars of Wellbeing:** The Theory of Change is built to respond to individuals' and families' needs as they are framed by the Five Pillars of Wellbeing, and so, as a result, it prioritises adaptability and responsiveness based on immediate and longer-term need.

- **Activities and Approaches:** Represented by the ever-present "what we do" and "how we do it" boxes overlaying the meandering journey. The activities and approaches remain consistent and are flexibly available throughout each person's journey, tailored to their specific needs rather than to prescribed activities at predetermined points.

- **Outcomes:** Several significant additions have been made to facilitate the tracking and measurement of impact in a sustainable and meaningful manner. Primary outcomes, depicted in pink, are results of the activities that take place and approaches adopted or used, and show the change in and to the individual's or family's life. These lead to a number of secondary outcomes, shown in green which are as a result of the primary outcomes – and the change – occurring. These outcomes, both primary and secondary, will vary for different individuals, closely aligning with the Outcomes Framework (on which further detail can be found in section 7 of this report). This details the links between the needs, approaches and activities and how these deliver outcomes. It also includes the indicators of change for each outcome and how these can be measured (including suggestions for data collection for baselining and monitoring progress), and ultimately assessing impact.

- **Overarching Themes:** The journey of support with Right There, is guided by monitoring and sharing (involving touchpoints and reviews, systematic data collection and the resulting analysis to gauge impact) and learning and adapting (involving actively seeking new knowledge and best practices to always ensure that needs are being met, whatever these are and whenever they occur). Remaining open to feedback and being responsive to changing circumstances enables Right There to adjust activities and approaches in real-time, tailoring support services to each individual's unique circumstances and preferences rather than adopting a one-size-fits-all approach.

Further detail on each element of Right There's Theory of Change can be found in Appendix 6A.

8.4. What does this tell us?

The Right There approach fosters trusting, positive, and enabling relationships between support workers and individuals or families, acting as a catalyst for positive outcomes. These relationships model healthy interpersonal dynamics and conflict resolution, creating a safe space for open communication. Building such relationships takes time - sometimes between 6-9 months and at other times, several years - but no matter how much time has passed, Right There still provides the foundation for individuals and families to feel physically, psychologically, and emotionally safer. This foundation enables those supported by Right There to find a safe place to call home and establish plans based on their own goals and ambitions.

Right There's one-to-one support and advocacy enable individuals to better manage and sustain their living situation, resulting in secondary outcomes like improved focus on other life aspects and progress toward personal goals. The strengths-based, person-centred, and collaborative approach helps individuals build tools, strategies, and skills to cope, develop, and grow. This leads to better daily living skills, improved money management, and healthier relationships. Consequently, individuals feel safer, heard, respected, confident, and equipped to regain control and find a new sense of direction.

Right There's support and approach not only benefits individuals but also strengthens communities. By understanding and addressing psychological needs and trauma, Right There helps tackle social challenges like homelessness, substance use, and violence. The organisation empowers individuals to share their experiences to raise public awareness, destigmatise adverse life events, and offer effective responses. By achieving their goals, individuals break cycles of trauma and instability, leading to stronger families, networks, and communities, and reflecting the Right There approach in their own lives.

The Right There offer:
- cultivates trusting, positive and enabling relationships to be built
- enables individuals and families to feel safer, physically, psychologically and emotionally
- provides individuals and families with a safe place to call home with a plan in place to support this
- helps individuals and families to better manage and sustain their living situation
- provides an enhanced capability and confidence to navigate daily life
- helps individuals become aware of options and opportunities and where they can go to access further support, help and activities
- improves mental and emotional wellbeing as a result of needs being addressed
- helps individuals become more self-sufficient and start to live independently
- helps individuals and families benefit from a sustained safe and positive living environment

See appendix 6B for further detail on the difference that Right There makes.

9. Archetypes

9.1. Introduction

In order to explore and better understand the difference that Right There makes, we developed a set of 'archetypes' based on a series of 'typical' storylines about the lives of people that Right There helps. Utilising archetypes enables us to select relevant and realistic metrics for measuring the difference Right There makes (outputs, outcomes and indicators of change) as they are deeply informed by the storylines of the people supported.

9.2. Overview of the Archetypes and their storylines

Through the stories of these five archetypes - Alex, James, Madeline, the Smith Family and the Johnson-Ross Family - we can explore their needs, their journey to Right There, the time period

they are supported by Right There and the difference Right There has made in their lives – as well as what could happen if they did not access help from Right There (the counter-factual).

This section will show pen-portraits of each of the archetypes (which is a brief, vivid description that provides insight into an individual's or family's characteristics, personality, and background), the journey maps for each combined with a short narrative which speaks to their journey with Right There and the counter-factual. The socio-economic value attributed for each archetype will be covered in section 11 of this report.

9.2.1. Alex's Story

Alex's pen portrait (which covers his demographics and characteristics, his needs, the activities he undertakes with Right There and snapshot of the outcomes he achieves) can be seen in figure 11 below.

Figure 11 Alex's pen portrait
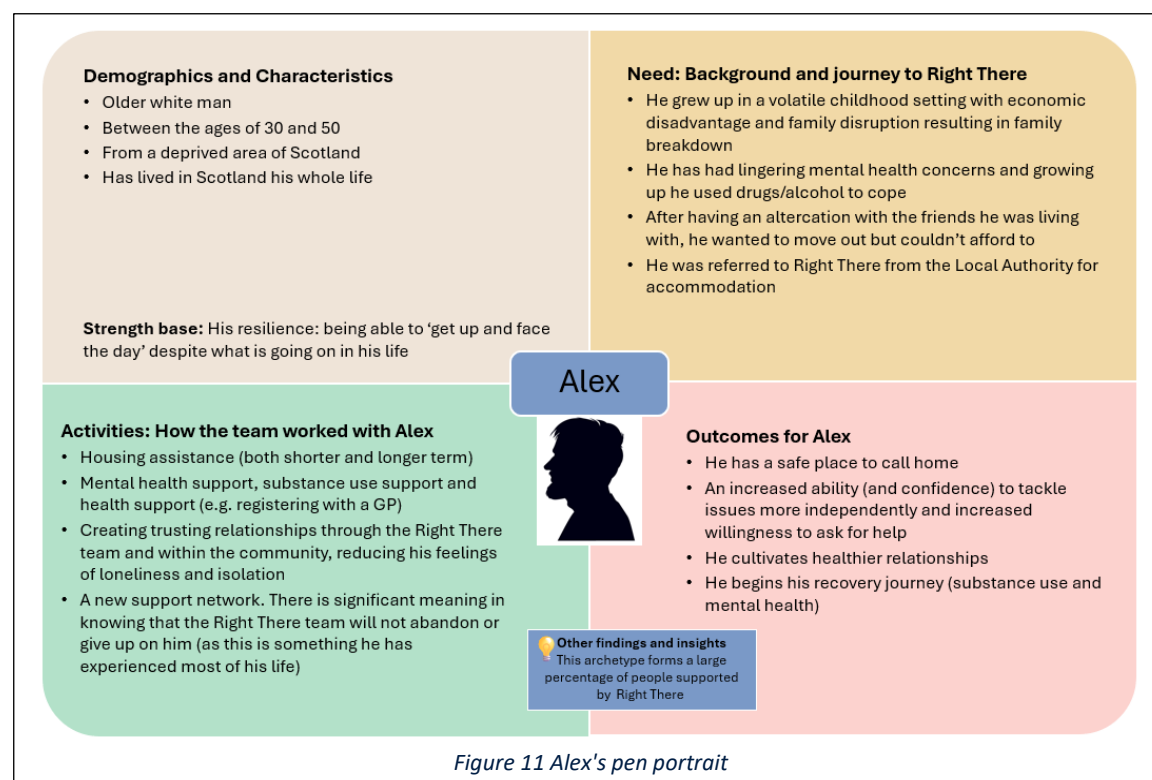
9.2.1.1. Alex's Life Journey

Alex's life journey is detailed in Figure 12 below. The blue pathway and boxes at the bottom of the visual show his life journey without Right There's involvement and the yellow pathway and boxes at the top of the visual show his life as a result of Right There's support.
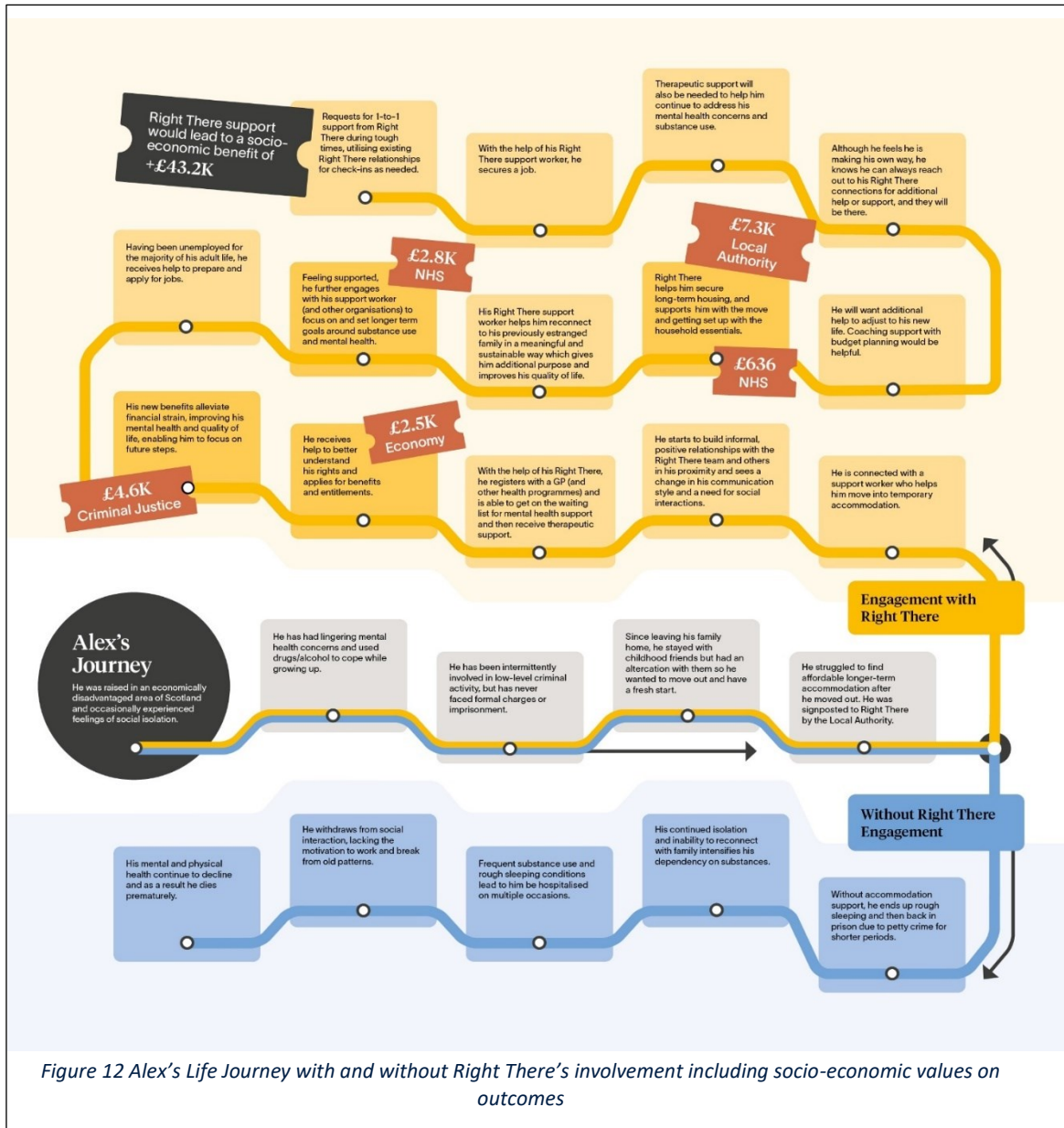
Figure 12 Alex's Life Journey with and without Right There's involvement including socio-economic values on outcomes

- Alex's journey prior to Right There

Alex's life has been marked by instability and hardship from a young age, growing up in a volatile environment of economic disadvantage, social isolation, and family disruption. He struggled with lingering mental health issues and turned to substance use as a coping mechanism, intermittently engaging in low-level criminal activity without facing formal charges. After leaving his family home and moving in with childhood friends, he realised he wanted a different outcome. Following an altercation with his friends, he became determined to break free from adversity and sought ways to secure his own place to live.

- Alex's journey with Right There's Support

With the help of his support worker, Alex transitions to temporary accommodation, finding safety and stability to rebuild his life. By forming genuine relationships within Right There's community, he improves his well-being, reduces isolation, and enhances communication. Feeling safer, he broadens his focus beyond housing, working with his support worker to access healthcare, benefits, and mental health support while reconnecting with family. Right There's support empowers Alex in job applications and financial management, boosting his confidence and financial stability. With their guidance, he secures long-term housing and a fulfilling job, establishing stability and a positive life trajectory, with Right There as a reliable support system for future needs.

- Alex's Journey without Right There's support

In the absence of support from Right There, Alex's life takes a downward spiral. After leaving his friend's home, he becomes homeless, resorting to petty crimes for survival, leading to repeated encounters with the criminal justice system. Deprived of stable housing and social support, his substance use worsens, resulting in deteriorating physical and mental health, frequent hospitalisations, and escalating emotional challenges. Isolated and overwhelmed, he navigates life alone, experiencing heightened anxiety, depression, and trauma. Without meaningful connections or support networks, he withdraws further, losing motivation to improve his situation, ultimately succumbing to untreated health conditions, tragically leading to his premature death.

9.2.2. James's Story

James's pen portrait (which covers his demographics and characteristics, his needs, the activities he undertakes with Right There and snapshot of the outcomes he achieves) can be seen in Figure 13 below.
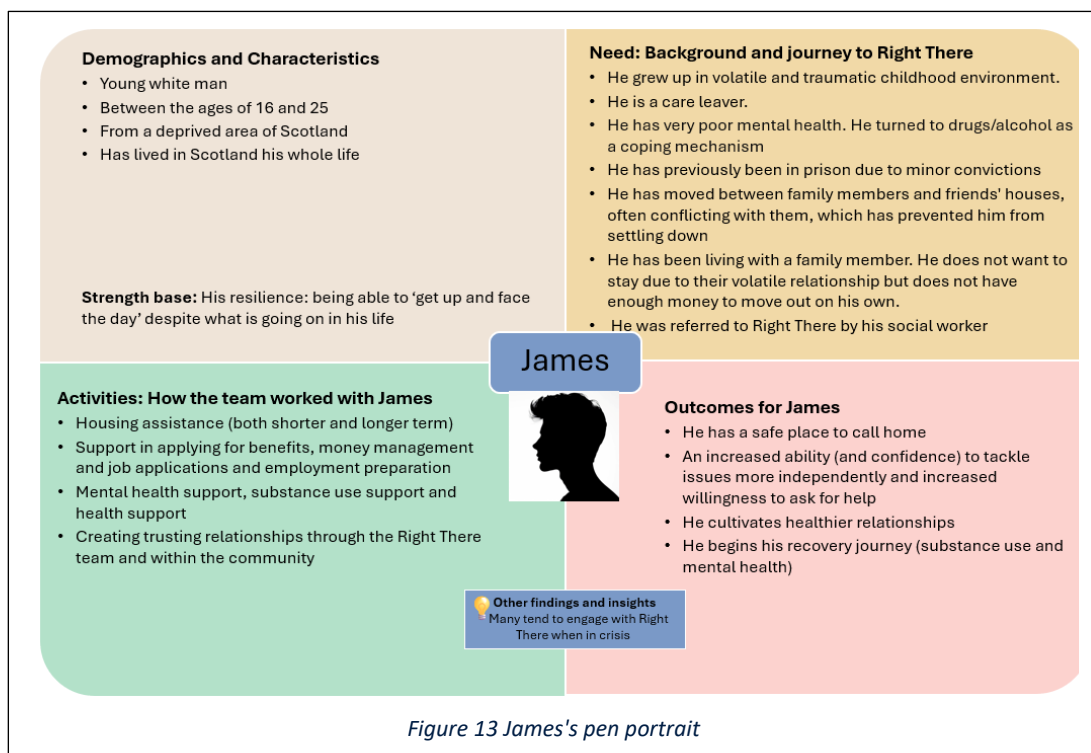

Demographics and Characteristics
- Young white man
- Between the ages of 16 and 25
- From a deprived area of Scotland
- Has lived in Scotland his whole life

Strength base: His resilience: being able to 'get up and face the day' despite what is going on in his life

Need: Background and journey to Right There
- He grew up in volatile and traumatic childhood environment.
- He is a care leaver.
- He has very poor mental health. He turned to drugs/alcohol as a coping mechanism
- He has previously been in prison due to minor convictions
- He has moved between family members and friends' houses, often conflicting with them, which has prevented him from settling down
- He has been living with a family member. He does not want to stay due to their volatile relationship but does not have enough money to move out on his own.
- He was referred to Right There by his social worker

James

Activities: How the team worked with James
- Housing assistance (both shorter and longer term)
- Support in applying for benefits, money management and job applications and employment preparation
- Mental health support, substance use support and health support
- Creating trusting relationships through the Right There team and within the community

Outcomes for James
- He has a safe place to call home
- An increased ability (and confidence) to tackle issues more independently and increased willingness to ask for help
- He cultivates healthier relationships
- He begins his recovery journey (substance use and mental health)

Other findings and insights
Many tend to engage with Right There when in crisis

Figure 13 James's pen portrait

9.2.2.1. James's Life Journey

James's life journey is detailed in Figure 14 below. The blue pathway and boxes at the bottom of the visual show his life journey without Right There's involvement and the yellow pathway and boxes at the top of the visual show his life as a result of Right There's support.
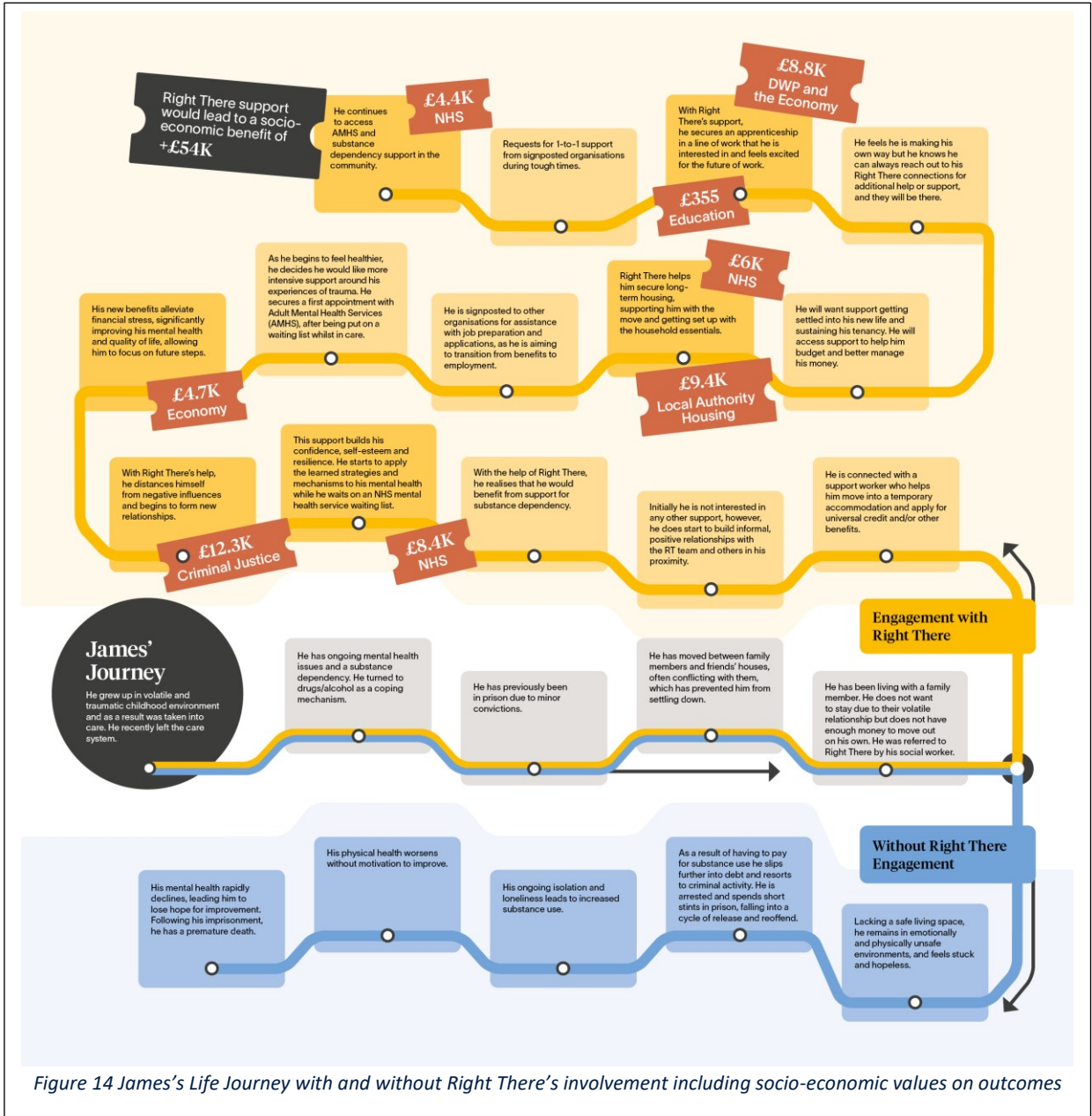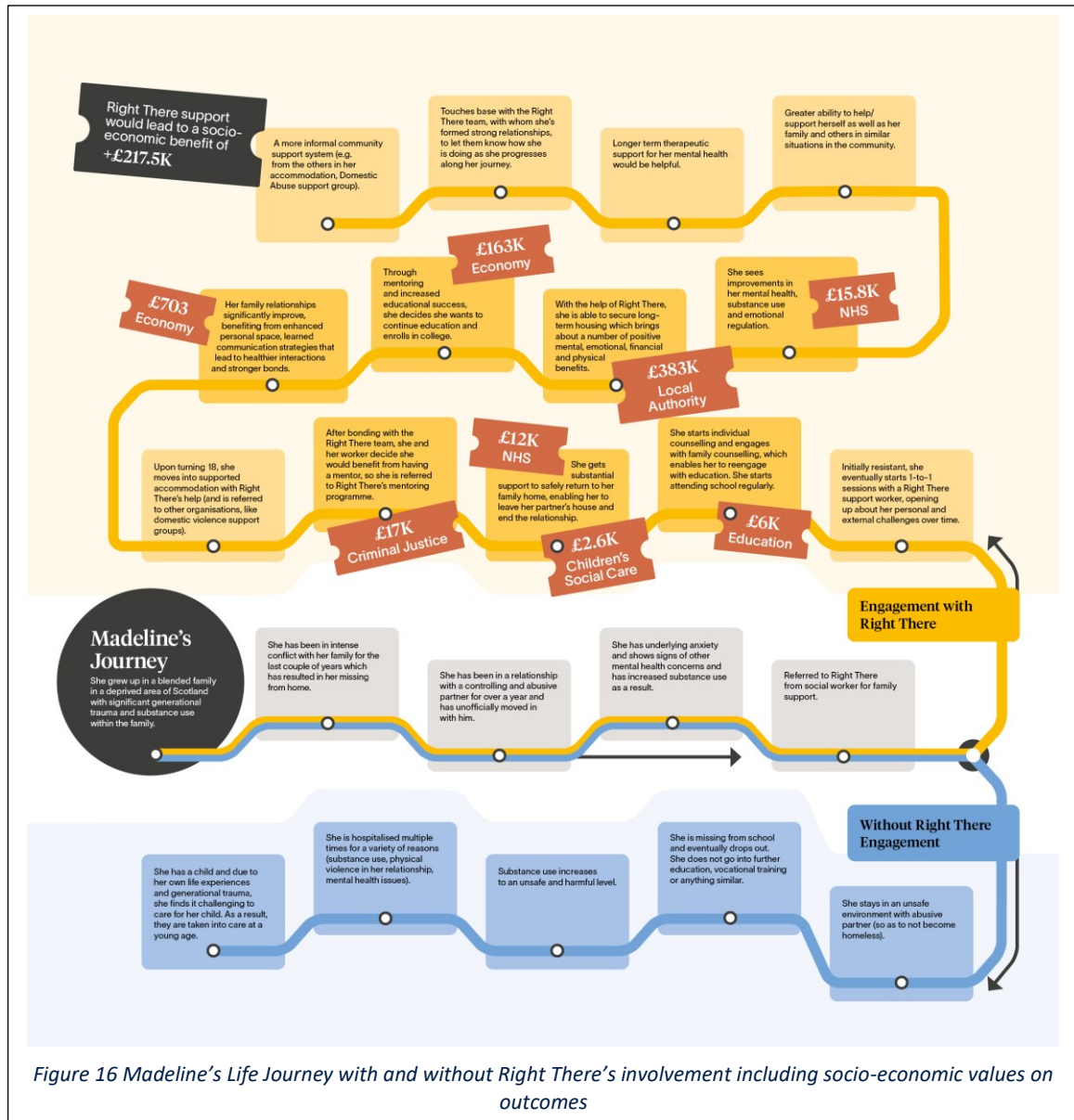

Figure 14 James's Life Journey with and without Right There's involvement including socio-economic values on outcomes

- James's journey prior to Right There

James's early years were marked by instability and trauma, leading to a placement in care. He turned to substances to cope with emotional turmoil, worsening his mental health. After leaving

care, he had short stints in prison due to minor convictions. He moved between family members' and friends' homes but often clashed with them, leaving him unsettled and unsupported. Hostile interactions with a family member prompted him to move out. However, he lacked the funds to pay for a deposit on a new tenancy and would not have been able to sustain it on his own. His social worker referred him to Right There.

- James's Journey with Right There's Support

Right There plays a crucial role in James's journey, initially helping him secure temporary accommodation and apply for Universal Credit, reducing immediate stress. Though initially resistant, he gradually trusts the team, building positive connections and feeling heard. Motivated by this safe space, he sets goals with his support worker, seeking help for substance use and being put on an NHS Mental Health Services waiting list. Surrounded by supportive peers, he distances himself from negative influences and embraces healthier relationships. Right There facilitates access to community activities and support, empowering James with coping strategies and skills for managing trauma and mental health. He secures long-term housing, improves his financial management, and lands an apprenticeship, boosting his confidence and well-being. While becoming more self-sufficient, he continues to access support networks, with Right There providing ongoing guidance and referrals as needed.

- James's Journey without Right There's support

Without support from Right There, James is caught in a relentless cycle of challenges. He struggles to find stability and safety, lacking secure housing and a reliable support network. This leads to mounting financial strain and increasingly poor mental health. Turning to substances for solace, he becomes caught up in debt and minor criminal activity. Though prison provides a temporary break, upon release, he returns to his previous circumstances. Isolated and dependent on substances, his physical and mental well-being deteriorate, leaving him with little motivation or means to seek help. Spiraling deeper into despair, he tragically succumbs to untreated health issues shortly after release from prison, highlighting the dire consequences of his journey without the support of Right There.

9.2.3. Madeline's Story

Madeline's pen portrait (which covers her demographics and characteristics, her needs, the activities she undertakes with Right There and snapshot of the outcomes she achieves) can be seen in figure 15 below.

Demographics and Characteristics
- White, teenage girl
- Between the ages of 14 and 16
- From Scotland and has lived in Scotland her entire life
- Her blended family consists of two parents and two other, younger half-siblings

Strength base: Her resilience – to continue to adopt strategies to cope despite the difficult chaotic family dynamic and interpersonal situations

Need: Background and journey to Right There
- She is known to social workers due to issues both at home and at school
- She has underlying anxiety which is heightened by a chaotic dynamic at home further exacerbated by her move to the new area in Scotland
- She has been in intense conflict with her family for the last couple of years which has resulted in her missing from home
- She was referred through to Right There through her social worker

Madeline

Activities: How the team worked with Madeline
- Although she initially was unwilling to engage with Right There staff, over time through one-to-one support, she began to open up about the issues she was facing
- A new support network. The connection and feeling of connectedness with her support worker is incredibly important to her opening up. There is also significant meaning in knowing that the Right There team will not abandon or give up on her
- Mental health support, individual counselling, family counselling and mentoring, centred on strengths-based assessments
- Creating trusting relationships through the Right There team and within the community

Outcomes for Madeline
- Decrease in conflict within the family which leads to positive outcomes and increased stability
- The emotional and psychological support help her make sense of her needs on a deeper level and create positive strategies and coping mechanisms
- Re-engagement and increased interest in education
- An increased ability (and confidence) to tackle issues more independently and increased willingness to ask for help
- Healthier relationships between family and friends
- Improved self-confidence, self-belief and self-understanding

Figure 15 Madeline's pen portrait

9.2.3.1. Madeline's Life Journey

Madeline's life journey is detailed in Figure 16 below. The blue pathway and boxes at the bottom of the visual show his life journey without Right There's involvement and the yellow pathway and boxes at the top of the visual show his life as a result of Right There's support.
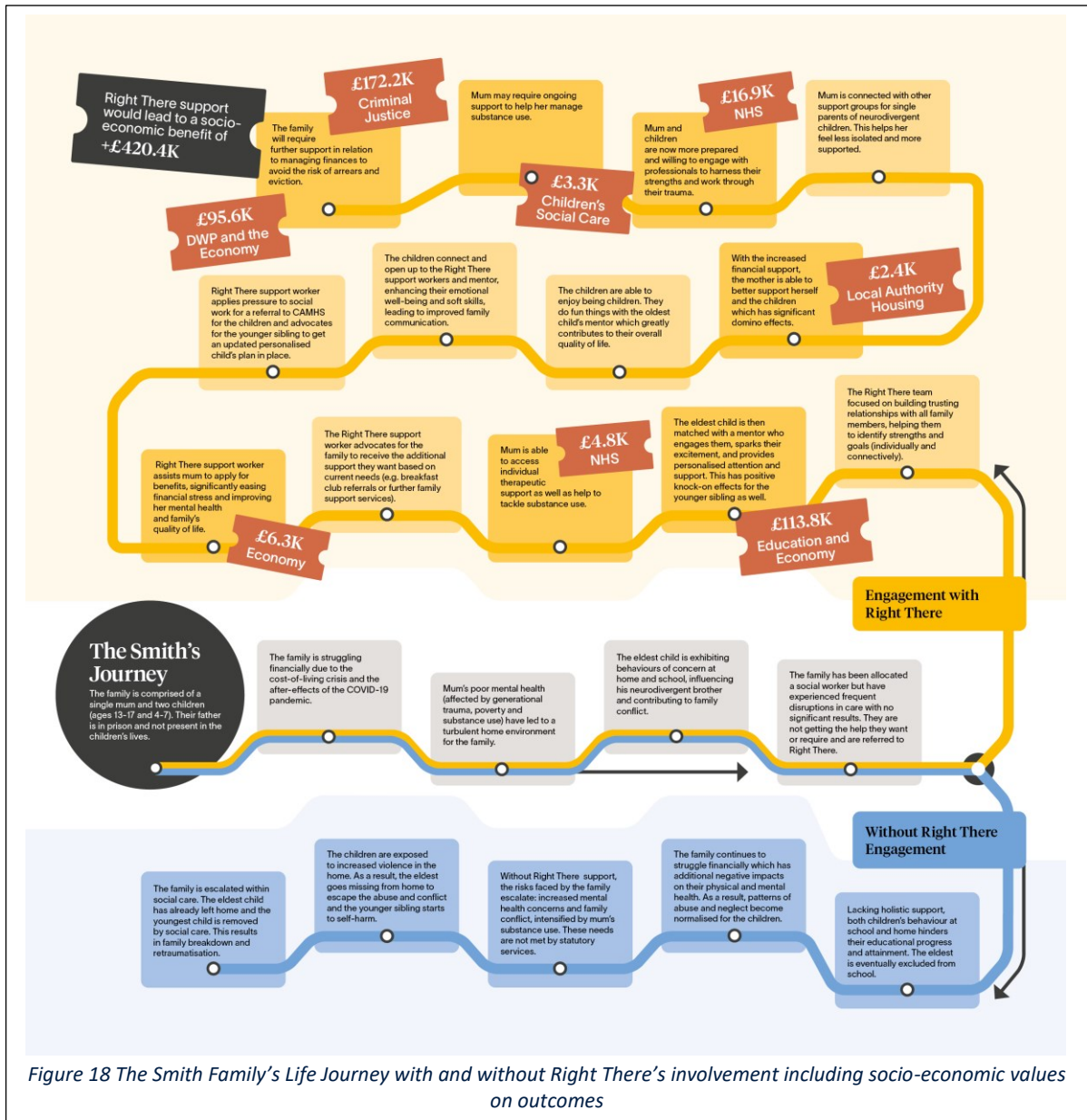
Figure 16 Madeline's Life Journey with and without Right There's involvement including socio-economic values on outcomes

- Madeline's journey prior to Right There

Madeline grew up in a blended family in a deprived area of Scotland, facing early challenges due to trauma, substance use, and violence at home. As tensions escalated, she repeatedly went missing, leading to police involvement and a referral to social work. Despite this, conflicts at home and school persisted, and she began a relationship that quickly turned controlling and abusive, involving substance use. Feeling trapped and with nowhere to go, she struggled with anxiety, poor mental health, and substance use. Her school attendance declined, and she lost confidence, eventually being excluded after a long absence from education.

- Madeline's Journey with Right There's Support

A pivotal moment in Madeline's life occurs with a referral to Right There from her social worker. Although initially hesitant, she gradually embraces the support provided, finding a safe space to address her needs with a dedicated Right There support worker. Through both individual and family counselling organised by Right There, she tackles underlying issues contributing to her anxiety, home difficulties and abusive partner. These interventions empower both her and her family to communicate effectively and develop coping strategies. With ongoing support, Madeline breaks free from her abusive partner, accessing resources for survivors of domestic violence and finding refuge with her parents by returning to live with them in the short term. Encouraged by her support workers, she enrolls in a mentoring programme, gaining practical tools, individual support, and opportunities for practical support and everyday happiness This newfound stability enables her to refocus on education and, upon turning 18, secure long-term housing with Right There's assistance. This stability fosters personal growth, reduced substance dependencies, and emotional healing, empowering Madeline to support herself and others facing similar challenges in her community.

- Madeline's Journey without Right There's support

Without the assistance of Right There, Madeline feels trapped in her circumstances. Unwilling to return home as she does not feel safe and supported, yet lacking alternatives, she stays in her abusive relationship. Devoid of safety and support, she abandons her education, missing out on positive opportunities and social connections. As her situation worsens, she leans into substance use as a coping mechanism, spiraling into dependency, at great risk to her physical and mental health, which results in frequent hospitalisation. This cycle persists when she becomes a young parent, but her unresolved issues and past traumas make it difficult for her to provide a stable environment for her child. This ultimately leads to the child's removal by social care, illustrating the significant impact of her journey without the support of Right There.

9.2.4. The Smith Family's Story

The Smith family's pen portrait (which covers the family's demographics and characteristics, their needs, the activities they undertake with Right There and snapshot of the outcomes they achieve) can be seen in Figure 17 below.

Figure 17 The Smith Family's pen portrait
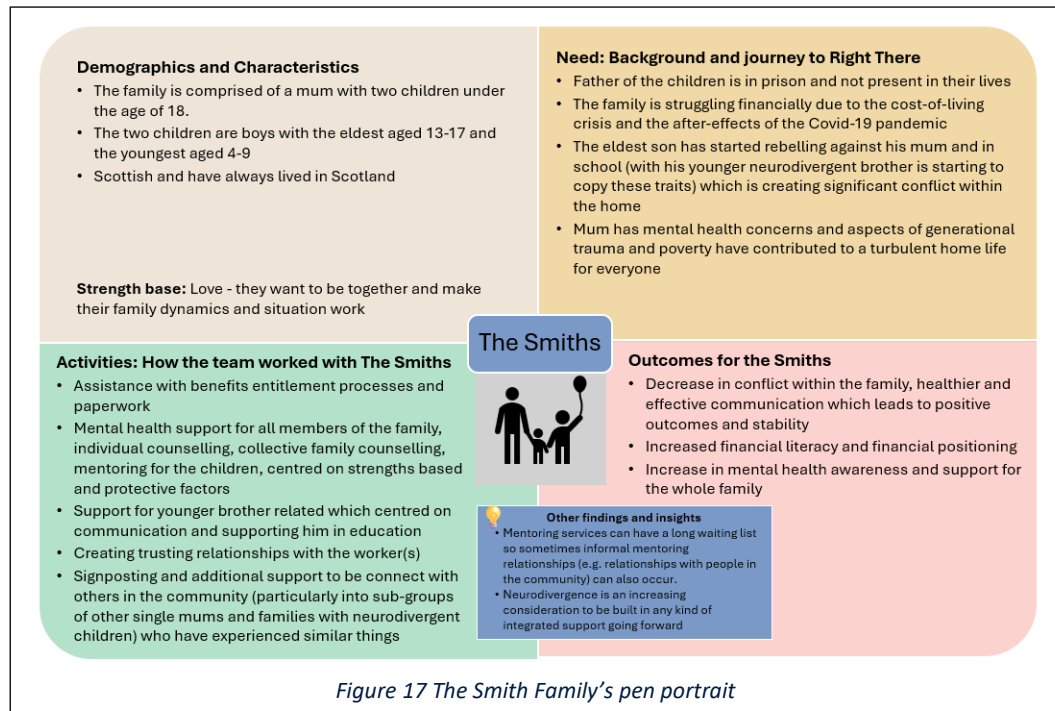
9.2.4.1. The Smith Family's Life Journey
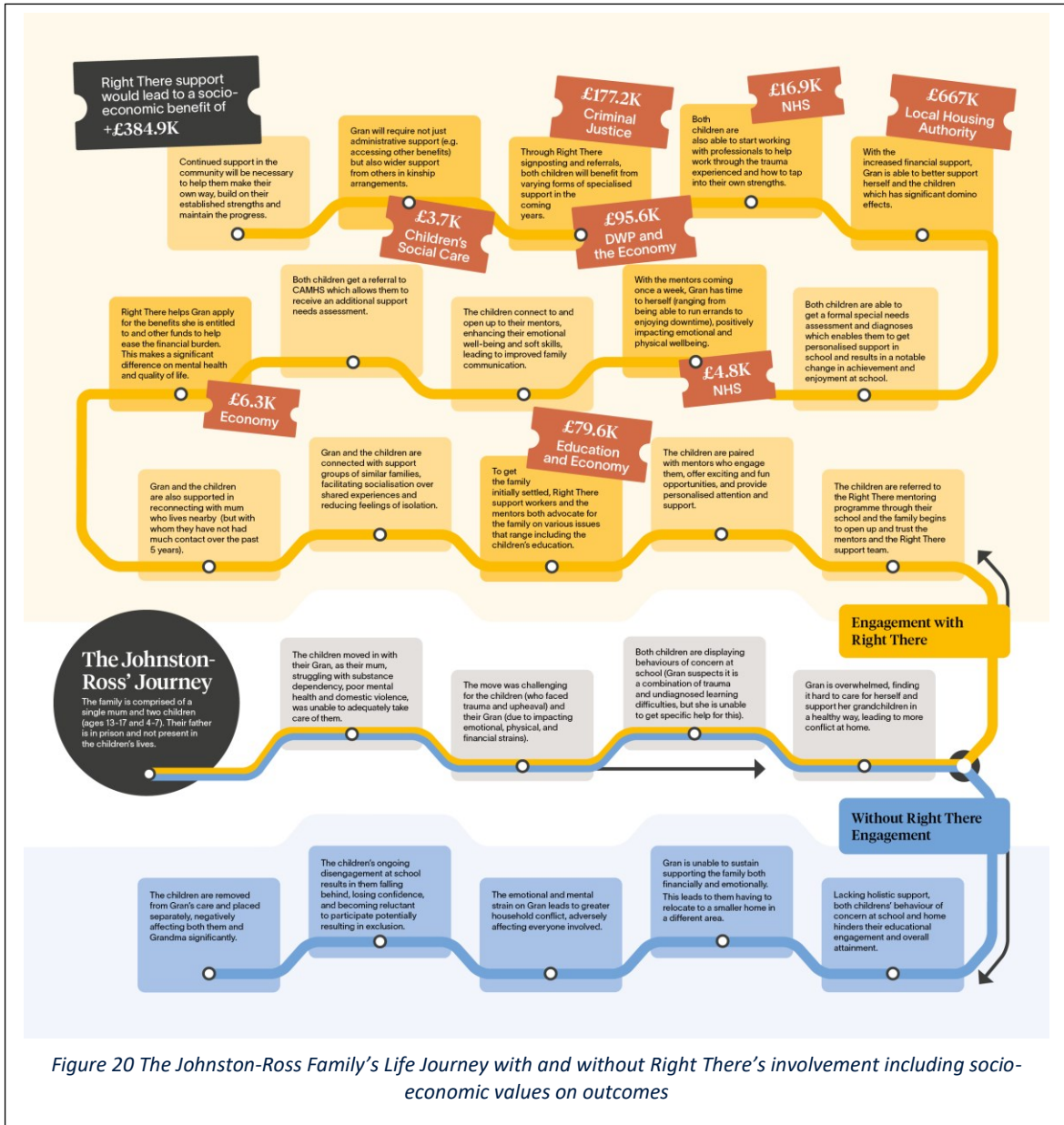
The Smith's life journey is detailed in Figure 18 below. The blue pathway and boxes at the bottom of the visual show his life journey without Right There's involvement and the yellow pathway and boxes at the top of the visual show his life as a result of Right There's support.

- The Smith Family's journey prior to Right There

As a single parent with the children's father incarcerated, the family's financial burden falls entirely on Mum, and with wages failing to keep up with the cost of living, along with the lingering effects of COVID-19, this has placed significant financial strain on the household. The eldest child is showing behaviours of concern, which is contributing to the tensions and conflict within the family. Meanwhile, the younger sibling, who is neurodivergent, faces challenges in accessing specialised care, due to long waiting lists. Despite having a social worker, the lack of progress and the inconsistent support received, have made them less inclined to engage, as they perceive little change occurring. The mum, struggling with her own mental health issues rooted in generational trauma and exacerbated by poverty and single parenthood, uses substances for temporary relief, which isolates her further and hinders her ability to provide a stable environment for her children, perpetuating a cycle of hardship.

- The Smith Family's Journey with Right There's Support

Recognising the Smith Family's complex challenges, the social worker refers them to Right There for holistic support. The eldest child's enrolment in Right There's mentoring programme positively impacts his behaviour and emotional well-being, influencing his younger brother and mum and improving overall family dynamics. Family counselling fosters trust and

communication, while support workers advocate for essential resources and specialised care, such as Mental Health Services and an education support plan. This proactive approach eases Mum's daily practical challenges and empowers the family with a sense of support and agency. Beyond crisis intervention, Right There's assistance enables Mum to seek therapeutic support and create a sustainable home environment.

Figure 18 The Smith Family's Life Journey with and without Right There's involvement including socio-economic values on outcomes

- The Smith Family's Journey without Right There's support

Without Right There's comprehensive support, the Smith family's situation escalates. Both children exhibit heightened behaviours of concern, leading to school issues and strained family relationships. The eldest child is excluded which jeopardises his educational journey, and ongoing financial struggles add to the family's physical and mental health problems. Mum's

financial stress leads to increased anxiety, making it hard to meet basic needs. This challenging environment worsens their health, increases instances of abuse and neglect, and leaves mental health concerns unaddressed. Mum's substance use further complicates family dynamics, resulting in heartbreaking situations like the eldest child going missing from home and his younger sibling resorting to self-harm. Ultimately, increased social care involvement leads to the children's removal and further trauma for the family.

9.2.5. The Johnston-Ross Family's Life Journey

The Johnston-Ross family's pen portrait (which covers the family's demographics and characteristics, their needs, the activities they undertake with Right There and snapshot of the outcomes they achieve) can be seen in Figure 19 below.

Demographics and Characteristics
- The family is in an informal kinship care situation between 3 generations of the family – two children, mum and gran which has been in place for a couple of years
- There is not much contact between mum and the children
- The children are aged between 6 and 13 years old

Strength base: Having gran around and wanting to support the children is often the only form of stability in the family life

Need: Background and journey to Right There
- Mum has challenges with substance use and was in an abusive relationship when the children were living with her
- The children moved in with gran due to their mum's circumstances
- Living in an unsafe area and on the poverty line have contributed to familial health issues for both gran and the children
- Generational trauma, abuse and poverty have contributed to a turbulent home life for everyone and impacts mental health

The Johnston-Rosses

Activities: How the team worked with The JRs
- Advocating on behalf of the family on an ad hoc basis based on what they need
- Mental health support for all members of the family
- Individual counselling for all members of the family, collective family counselling, centred on strengths based and protective factors
- Mentorship programmes for the children
- A new support network creating trusting relationships through the Right There team and within the community

Other findings and insights
There are many different types of kinship care but this informal version was one that was highlighted often

Outcomes for the JRs
- Decrease in conflict within the family, healthier and effective communication which leads to positive outcomes and stability
- Increase in support for both adults impacts finances and stability within both homes
- Increase in educational achievements for the daughter
- Increase in mental health awareness and support for the whole family

Figure 19 The Johnston-Ross Family's pen portrait

9.2.5.1. The Johnston-Ross Family's Life Journey

The Johnston Ross Family's life journey is detailed in Figure 20 below. The blue pathway and boxes at the bottom of the visual show his life journey without Right There's involvement and the yellow pathway and boxes at the top of the visual show his life as a result of Right There's support.

- The Johnston-Ross Family's journey prior to Right There

The Johnson-Ross family has faced significant turmoil, exacerbated by the effects of domestic violence and Mum's substance use and poor mental health. Five years ago, the two children in the family moved to live with their gran in an informal kinship care arrangement. The change was emotionally difficult, resulting in attachment concerns, anxiety, depression, and behaviours of concern. Despite their gran's best efforts to secure support, lengthy waitlists hindered this, and changing schools disrupted their education. Gran faced financial strain due to the lack of formal support, struggling with caregiving costs. This led to tension and conflict within the household.

Figure 20 The Johnston-Ross Family's Life Journey with and without Right There's involvement including socio-economic values on outcomes

- The Johnston-Ross Family's journey with Right There's support

Recognising the family's need for support, the school refers them to the Right There mentoring programme, pairing each child with a mentor. These mentors initially engage the children in enjoyable activities to foster a sense of importance and carefreeness, gradually building strong bonds and trust. As the children open up, they feel valued and understood, boosting their self-esteem and confidence. With newfound validation and resilience, they show noticeable improvements in behaviour and academic performance. Additionally, Right There support workers assist Gran in navigating bureaucratic hurdles, securing referrals for specialised services, and connecting with support groups. The support provided by Right There not only alleviates Gran's anxieties and lessens the financial burden but also significantly improves her quality of life and health, allowing her to regain some independence and personal time. Reestablishing ties with the children's mum, facilitated by Right There, not only fulfils a desire shared by both the children and Gran but also fosters a sense of completeness and connection within the family, contributing to their overall well-being and sense of belonging.

- The Johnston-Ross Family's Journey without Right There's support

In the absence of Right There's support, the family continue to face challenges that disrupt their wellbeing and family cohesion. The children's lack of comprehensive support impedes their academic progress both at school and home, resulting in increased emotional turmoil and hindering their educational journey. Meanwhile, Gran grapples with overwhelming caregiving responsibilities and financial strain. Without the advocacy and assistance provided by Right There, she is forced to relocate to a smaller home in a different area, unsettling the children and exacerbating Gran's own emotional burden. Conflicts escalate as Gran struggles to cope amidst mounting mental strain and a lack of support. The children's disengagement from school perpetuates a cycle of struggle and isolation. Without specialised support and advocacy, the family faces separation, with the children placed in different care arrangements, further complicating their already challenging circumstances.

9.2.6. The Emerging Archetype[13]

In addition to the five primary archetypes discussed, an additional archetype emerged through discussions with Right There staff. Samir, a male asylum seeker/refugee in his early 20s. Despite not representing the majority of individuals Right There supports, Samir's profile is increasingly prevalent among those seeking assistance and should be noted for the future. This is discussed further in appendix 7.

9.3. What does this tell us?

The development of these archetypes has yielded a set of key insights that start to demonstrate the reasons Right There makes a difference to people's lives:

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[13] An emerging archetype is a developing persona or profile that reflects new or evolving trend in the groups of people Right There is helping. It can also reflect the behaviour, values, or needs within a particular group. Emerging archetypes provide insights into shifting societal dynamics, which enables Right There to understand the need on the horizon which can guide adaptation of their offer in future.

- an individual is part of a wider community and system and should not be supported in a vacuum
- priority needs are often the entry point to support, and Right There works with the individual to meet these
- the emphasis on the relationships (guided by the Right There' values), forms a cornerstone of the Right There approach
- small things create big impact: there is no positive impact that is classed as 'too small'
- holistic, person-centred and individually tailored work takes time and effort i.e. there is a right time to deliver a particular type of support. The impact of this is notable - including in relation to socio-economic value outlined in section 11.

10.   Outcomes Framework

10.1.   Introduction

This section explains what an outcomes framework is and why it's important. It also covers its key features of the outcomes framework and what this is able to tell us.

10.2.   Overview of the Outcomes framework

The outcomes framework, built firmly on the foundations of the archetypical storylines, expands on the Theory of Change. It draws out the outcomes, and presents them in a structure, including the types of indicators that would demonstrate or evidence that the change has actually occurred.

Where the Theory of Change concentrates on understanding the 'how' and 'why' behind achieving change, the outcomes framework is dedicated to identifying, measuring, evidencing and validating that change has happened, and the scale and quality of this.

Right There requires an approach to ongoing measurement that enables it to be delivered consistently and regularly by the Right There team, and validated independently, and developed further.

10.3.   Key Features of the Outcomes Framework

The overarching outcomes framework has been unpacked into Right There's three key areas of focus: For People; At Home, and In the Community. This is important because:

- Everyone that Right There helps is unique, and so different activities and approaches will be drawn in at different times within their journey. It is crucial that any measurement of impact is flexible enough to be able to collect the right data at the right time, but still be consistent across programmes.
- Each key area of focus encompasses a set of specific programmes within it. This is one by the nature of the activities the programme runs, the work they do, the type of people they help e.g. children or young person, family, older male etc. and their specific focus e.g. accommodation support, therapeutic support etc. It is helpful for each programme to see the

journeys of people and the outcomes they achieve along the way, come alive within the outcomes framework. Having a specific part of the framework dedicated to their programme and their work, enables them to align with the specifics of the impact data they need to collect and the frequency of this.

The outcomes framework, built firmly on the foundations of the archetypical storylines, expands on the Theory of Change by including the types of indicators that would demonstrate or evidence that the change has actually occurred, and that a difference has been made to the life of the individual supported by Right There. These indicators were developed with Right There staff during the development workshops i.e. we asked two questions:

- How would you know that 'primary outcome x' or 'secondary outcome y' has been achieved?
- How would you know you (Right There) have helped make that difference?

> For example, which are the indicators that Right There can demonstrate or evidence that **an individual is able to build the tools and skills to be more self-sufficient and live independently?**
>
> They may be achieving the goals that they have set out for themselves when they started engaging with Right There; they may have evidence of training they have been on or qualifications they have achieved, they may also be reporting to their support worker that they're more confident in making decisions, or in communicating with new people.
>
> The worker will also hear about and observe the change: the individuals body language changes as their confidence grows, they adopt strategies they have learned to better navigate daily life, they may even require less of the support worker's help as time goes on.

Evidencing impact will always rely on three facets of triangulating data. Each part of the outcomes framework sets out how different indicators can be evidenced in this way i.e.:

- **self-reported information** from the individual being helped (e.g. I felt more confident, and I had developed new skills, and that was as a result of the programme of support…)
- **worker/third party-observed information** (e.g. they said they felt more confident which showed in their body language i.e. were chattier and more open in the meeting. They had also shown me a job application they had started to fill in…)
- **event-based information** (e.g. Individual was able to get a job and stayed in that role for 12 months…)

This is useful for support workers and managers as they record data of change in individual's lives. Right There is also able to assess the aggregated difference they have made against expectations from:

- existing internal knowledge from sources other than the primary one – supervision, or past results, for example
- external reviews that are comparable

10.4.   What does this tell us?

Primary outcomes, when achieved, lead to one or more secondary outcomes. These occur in a unique sequence based on the individual and their set of circumstances. Table 1 shows an extraction of the primary and secondary outcomes that have been extracted from the outcomes framework. It demonstrates that one or more of the secondary outcomes in the right-hand column could occur as a result of the achievement of one of the primary outcomes in the left-hand column.

For example, when an individual has a safe place to call home (which could be securing a temporary, more suitable and safe accommodation) with a plan in place to support this (left-hand column), they are likely to experience improved mental and emotional wellbeing as a result of their needs being met. They are also likely to feel more empowered to move closer to achieving their goals (both in the right-hand column).

Table 1 Extract of core primary and secondary outcomes from the outcomes framework, showing how one primary could potentially results in the other secondaries

Primary Outcome(s)	Secondary Outcome(s)
Trusting, positive and enabling relationship built between worker and individual and / or family	Individuals and families feel safer (physically, psychologically and emotionally)
Has a safe place to call home with a plan in place to support this	Individuals are able to secure a temporary, more suitable and safe accommodation with a plan in place to support this
	Improved mental and emotional wellbeing as a result of needs being addressed
	Individuals empowered to move closer to achieving their goals
Individuals are able to better manage and sustain their living situation	Individuals are able to better manage their accommodation (housing stability)
	Individuals have improved capacity to be able to focus on other aspects of their lives
	Reduced risk of losing a positive and safe living environment
	Improved living conditions e.g. resources are more effectively utilised for various aspects of living
Enhanced capability and confidence to navigate daily life	Income is increased or maximised
	Improvement in the management of money
	Improved physical, psychological and emotional wellbeing
	Reduced risk of eviction or arrears

Primary Outcome(s)	Secondary Outcome(s)
Individuals become aware of where they can go to access further support, help and activities	Individuals are more empowered and have the tools, strategies and skills to cope, develop and grow
	Enhanced Social Participation: Financial stability can afford individuals more opportunities to participate in social, community, or recreational activities, which were previously limited due to financial constraints
Improved mental and emotional wellbeing as a result of needs being addressed	Improved Family and Social Relationships: As individuals receive the support they need, there can be a positive impact on family dynamics and social relationships
	Individuals are able to establish a support network / community around them / their family
Individuals are more self-sufficient and start to live independently	Improved confidence and self-esteem as a result of needs being addressed
	Individuals feel prepared and supported to move into or engage in further education, training and employment
Individuals benefit from a sustained safe and positive living environment	Individuals are able to secure a longer term, more suitable, safe, permanent and stable accommodation with a plan in place to support this
	Completion in a training or educational programme which enables further education, training or employment
	Sustain an educational placement, training, apprenticeship or paid job / employment for an allocated time
	Improvement of the individual and family engagement and social participation
	Increased trust built with local services, neighbours and the community

The outcomes framework will help Right There to measure and evidence the difference it makes. This works both at programme level (for local commissioner reports, decision-making and local influencing on policy and systems change) and for support services (who are aggregating the data and using it to drive decision-making, influencing and advocacy for policy and systems change. They will also use it to garner support – which may be in the form of voice, time and / or funding).

11. Evaluation of Economic Outcomes

11.1. Introduction

As described section 9, we have used stories of three archetypical individuals and two families as a means of exploring the difference that Right There makes and what drives the outcomes in their lives.

Archetypes help us tell the story of the difference Right There makes and enables us to measure this. The journey maps for each archetype not only narrate people's life experiences and the outcomes achieved against those, but they are used to quantify the economic value associated with those outcomes (assigning monetary values to them). A list of examples follows:

- Being housed in temporary accommodation like hostels (costs to the local authority)
- Use of mental health services (capacity costs to the NHS)
- Instances of interactions with the criminal justice system (capacity costs to the police and courts)
- Being able to access benefits to which they are entitled (increased income to the archetypes)

This section outlines who benefits in society and how, if our archetypes' needs are met. It shares results from the quantitative analysis of five archetypes' life stories explored in the previous section: Alex, James, Madeline, The Smiths and The Johnston-Rosses.

11.2. Key Features of the evaluation

Having developed storylines of the difference to the lives of the people helped by Right There, we start to attach values to the outcomes achieved. The outcomes are typically split into primary (direct and proximate) and secondary (indirect and longer-term outcomes, which happen as a result of the primary outcomes).

The cost of the outcomes in the counter-factual, and the value of outcomes in the Right There archetypes' lives by interacting with Right There are the building blocks of this analysis. The modelling extends to estimating the value created of these journeys to different stakeholders – for example, the costs of housing an individual or a family, to the local authority, and costs of treating mental and physical health needs to the NHS. The events and outcomes built into this modelling are summarised in the appendix 8A - C. The difference in the value of the outcomes and events in the factual and counterfactual life stories represent the net benefits that Right There creates to society[14].

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[14] This analysis does not take into account the cost of Right There provision. Rather, it stands as a value of the effect achieved, which can be compared to the costs and resources required to achieve that.

11.3. *Overview of the findings from the evaluation*

- By meeting people's needs in the way it does, Right There generates a social benefit[15] to society of at least £308.6m, based on one year's cohort of referrals to Right There, which is on average, 3,820 households (equates to approximately £81k impact value per household supported).

- Table 2, on the right-hand side, contrasts each of our five archetypes' journeys and their counterfactuals. These figures are calculated based on the percentage of each archetype Right There supports within one year's total group of referrals. This helps to demonstrate that supporting each archetype leads to *at least* the social benefit amount listed for each one:

Table 2: Social benefit in £ broken down by archetype

Archetype	£ Value
Alex	£39.9m
James	£22.8m
Madeline	£68.5m
Smith Family	£88.3m
Johnston-Ross Family	£89.0m
TOTAL	**£308.6m**

11.3.1. Detailed findings by archetype[16]

In the sections below we outline the key features of the value brought to each of the archetypes.

11.3.1.1. Economic evaluation of the outcomes from Alex's story

The contrast of Alex's journey and the counterfactual shows that, for each individual "Alex" receiving support from Right There (as presented in the journey map in figure 12), a social benefit of at least the following would be generated:

- Receiving support for substance use and poor mental health, this would yield a capacity saving for the NHS of at least £2.8k (of which £927 is for mental health support and £1.9k for substance use).

- Avoiding any further interactions with the criminal justice system (worth a saving of £4.6k).

- Moving into longer term, more sustainable accommodation, this would yield a saving for the local authority of at least £7.3k (of which £5.7k relates to the move from temporary to permanent accommodation, £1.4k for the reduced risk in eviction and £228 for the reduced risk of rent arrears) and £636 to the NHS, where he is avoiding health conditions which cause multiple visits to A&E.

- Receiving support to deal with and reduce the risk of problem debt in future, would yield a saving of at least £2.5k to the Scottish economy.

The biggest areas of value generated by Right There's support, are in Alex securing a job (worth £20.8k) and the benefits saved upon entry to employment (worth an additional £4.6k).

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[15] This is the estimated value of these benefits in net present value terms – i.e. if all future benefits were experienced today after discounting for the changing value of money over time in line with Green Book discount rates.
[16] Not all outcomes have been valued, and any evaluations are subject to conservative assumptions: it is worth *at least* this amount. This does not include deadweight or alternative attribution.

Extrapolating this out to all the "Alex's" receiving support from Right There would lead to an overall social benefit of at least £72.6m[17] (£39.9m[18]).

11.3.1.2.   Economic evaluation of the outcomes from James's story

For each individual "James" receiving support, as presented in the journey map in figure 14, the social benefit is detailed as:

- Receiving support for substance use yields a saving for the NHS of £8.4k
- Receiving support for poor mental health, this would yield a capacity saving for the NHS of at least £4.4k.
- Moving into longer term, more sustainable accommodation, this would yield a saving for the local authority of at least £9.4k (of which £7.8k relates to the move from temporary to permanent accommodation, £1.4k for the reduced risk in eviction and £228 for the reduced risk of rent arrears) and £6k to the NHS, where he is avoiding health conditions which cause multiple visits to A&E.
- Receiving support to deal with and reduce the risk of problem debt in future, would yield a saving of at least £4.7k to the Scottish economy.
- James securing an apprenticeship is worth £9.1k to the DWP and the Scottish economy (£6k saved upon entry to employment, the benefits saved by DWP upon entry to employment, worth an additional £1.3k and £1.8k saved by avoiding being NEET[19]).

The biggest area of economic value generated by Right There's support is in avoiding any further interactions with the criminal justice system (a saving of £12.3k).

Extrapolating this out for all the James' receiving support from Right There would lead to a social benefit of at least £41.5m[20] (£22.8m[21]).

11.3.1.3.   Economic evaluation of the outcomes from Madeline's story

For each individual "Madeline", presented in the journey map in figure 16, the social benefit is detailed as:

- Avoiding the costs of residential or foster care by returning to the family home and then moving into supported housing yields a saving of £2.6k to the Local Authority.
- Moving into longer term, more sustainable accommodation, this would yield a saving for the local authority of at least £383.
- Receiving support for mental and physical health (stemming from violence and substance use) would yield a capacity saving for the NHS of £27.8k (£4.2k for substance use, £11.6k for mental health and £12k for physical health).
- Her family receives support to avoid the risk of problem debt (saving £703)

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[17] These are gross benefits – they have not had deadweight or alternative attribution applied.
[18] Benefits with deadweight and alternative attribution applied.
[19] NEET is a young person, aged 16-24 who is 'Not in Education, Employment or Training'.
[20] These are gross benefits – they do not take account of the Right There support costs.
[21] Benefits with the application of deadweight and alternative attribution applied.

The biggest areas of value generated by Right There's support, are in receiving support to re-engage with education. As a result, Madeline stops going missing from school and avoids exclusion, saving Education £6k. This, and addressing the underlying issues within the family home, contributes to support Madeline and her younger siblings to re-engage and avoid being NEET at age 18, saving the DWP and the Scottish economy £163k.

Extrapolating this out for all the "Madelines" receiving support from Right There would lead to a social benefit of at least £124.6m[22] (£68.5m[23]).

11.3.1.4. Economic evaluation of the outcomes from the Smith Family's Story

For each individual "Smith family", presented in the journey map in figure 18, the social benefit is detailed as:

- Receiving support for mum's poor mental health and substance use yields a saving to the NHS of £21.7k (£10.6k for substance use support, £6.3k for mental health and wellbeing and £4.8k for physical wellbeing).
- Receiving support to better manage her finances, mum has avoided the risk of rent arrears or eviction, which has yielded a saving of £2.4k for the Local Authority. This has also enabled her to avoid problem debt issues (saving £6.3k).
- Avoiding the costs of residential or foster care by working with the family to reduce conflict, repair relationships, support with improving mental health, wellbeing, and substance use, breaking the patterns of neglect and abuse. This yields a saving of £3.2k for the Local Authority (social care).

The largest areas of value generated by Right There's support, are in:

- Receiving support from a mentor to support with the children's education. The savings yielded to Education and the Local Authority from this are £3.3k for avoiding school exclusion and being absent or going missing from school. This, and addressing the underlying issues within the family home, supports both children to re-engage and avoid being NEET at age 18, saving the Economy £110.5k.
- Supporting mum to access paid employment, bringing value of £78.3k to the local economy and a saving of £17.3k to DWP.

The contrast of the Smith family's journey and their counterfactual journey shows that for all the "Smith families" receiving support from Right There a social benefit of at least £160.6m[24] (£88.3m[25]) would be generated.

11.3.1.5. Economic evaluation of the outcomes from the Johnston-Ross Family's Story

For each individual "Johnston-Ross Family", presented in the journey map in figure 20, this is detailed as:

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[22] These are gross benefits – they do not take account of the Right There support costs.
[23] Benefits with the application of deadweight and alternative attribution applied.
[24] These are gross benefits – they do not take account of the Right There support costs.
[25] Benefits with the application of deadweight and alternative attribution applied.

- Receiving support to apply for further entitlements and better manage her finances, Gran has avoided the risk of rent arrears or eviction, which has yielded a saving of £2.4k for the local authority and avoided slipping into problem debt which saves the economy £6.3k.
- Receiving support has meant that both children will avoid coming into contact with the criminal justice system as they move into their teens, saving the criminal justice system £177.2k
- Receiving support to avoid substance misuse issues alongside other physical and mental wellbeing outcomes, saving £21.7k.

The largest areas of value generated by Right There's support for the Johnston-Ross family, are in:

- Receiving support from a mentor in relation to the children's education, the savings yielded to the DfE, and the local authority are £79.6m, for avoiding school exclusion and being absent or going missing from school as well as avoiding being NEET at age 18.

The contrast of the Johnston-Ross family's journey and the counterfactual shows that for all "Johnston-Ross families" receiving support from Right There a social benefit of at least £161.7m[26] (£89m[27]) would be generated.

11.4.   What does this tell us?

Results from our economic analysis are set out in table 3, below. This table shows the social benefit of Right There's work split by outcome area. These economic outcomes capture the financial value created by the Right There approach and activities.

Table 3: Social benefit of Right There's work per outcome area	
Outcome area	**Economic outcomes**
Accommodation Outcomes	£11.5m
Physical Health Outcomes	£20.3m
Mental Health and Wellbeing Outcomes	£9.1m
Economic Outcomes	£168.9m
Educational Outcomes	£3.5m
Social Care Outcomes	£2.4m
Criminal Justice Outcomes	£93.0m
Total	**£308.6m**

The economic outcomes shown in the above table highlight that:

- Right There delivers significant economic impact across the local areas it works in, arising from supporting adults into paid employment and reducing the risk that young people disengaged and have delayed entry to the workforce.

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[26] These are gross benefits – they do not take account of the Right There support costs.
[27] Benefits with the application of deadweight and alternative attribution applied.

- Criminal Justice outcomes have high value due to the costs avoided of processing convictions and then the costs of custodial sentences that are avoided as a result of Right There's support.
- Health outcomes are of significant value, being a combination of avoided costs of treating substance use, mental health treatment costs and costs of excess/avoidable presentations at A&E. These amount to £29.4m per cohort of referrals.
- Accommodation outcomes have significant value (£11.5m) particularly in relation to the cost of hostel/temporary accommodation and avoided costs of future evictions.

The cost of the outcomes in the counter-factual, and the value of outcomes in the lives of each of the archetypes when and by interacting with Right There, are the building blocks of this analysis. The modelling extends to estimating the value created of these journeys to different stakeholders – for example, the costs of housing an individual or a family, to the local authority, and costs of treating mental and physical health needs to the NHS. The events and outcomes built into this modelling are summarised in Table 4 below:

Table 4 Cost theme and associated stakeholder for archetypes' journeys

Cost theme and stakeholder	Description
Accommodation Outcomes: Local Authority	Accounts for the costs of temporary accommodation (hostels, B&Bs and hotels); evictions and arrears
Physical Health: NHS	Accounts for the costs to the NHS for treatment of physical conditions. Poor health outcomes as a result of homelessness, substance use, poverty or household violence or abuse, increase the rate of visits to A&E and hospitalisation.
Mental Health and Wellbeing: NHS and Local Authority	Captures the costs to the NHS and local authorities of treatment for poor mental health and wellbeing and mental health conditions experienced e.g. children in the family archetypes presenting with neurodivergence[1].
Economic Outcomes: DWP and Economy	Captures the additional productivity generated in the economy by individuals and families who are able to enter into or engage with education, training and employment, through preparation, learning and developing key skills for work. It also encompasses the costs of learners not being in education, employment, or training (NEET).
Educational Outcomes: Local Authority and Education (Cabinet for Education and Skills and Schools themselves)	If children and young people's needs are not fully met, they are less likely to gain qualifications and develop skills. The implications of these are captured in the economic and social care outcomes categories – for example having skills and qualifications enables the ability to work or volunteer, and the potential to live independently. Where pupils' needs are not fully met, they may be suspended or excluded from or go missing from school. The costs of exclusion and going missing from school are built into this analysis as educational outcomes.
Social Care Outcomes: Local Authority	Covers the cost of children and young people being taken into residential and / or foster care. There are a wide number of reasons that could lead to a child being taken into foster or residential care, including parent illness, abandonment or incarceration. Other circumstances could be that the children may have been neglected and suffered from physical, psychological or emotional abuse.
Criminal Justice Outcomes: Cabinet for Justice and Home Affairs, Police and Courts	Represents the costs where individuals may be involved in criminality, either as a perpetrator or victim. This encompasses the costs of arrests, detention, and prison.

This analysis also shows that there is a significant net value to the public purse and society from the outcomes created by Right There's approach and activities. Figure 21 below re-analyses

those totals between specific stakeholders including the criminal justice system, the economic, health, housing and the local authority:

Analysis of impacts by stakeholder

£14.4m £2.9m

£29.4m

£168.9m

£93.0m

■ Economy   ■ Criminal Justice System   ■ Health   ■ Local Authority   ■ Housing

Figure 21 Economic impact of Right There by stakeholder
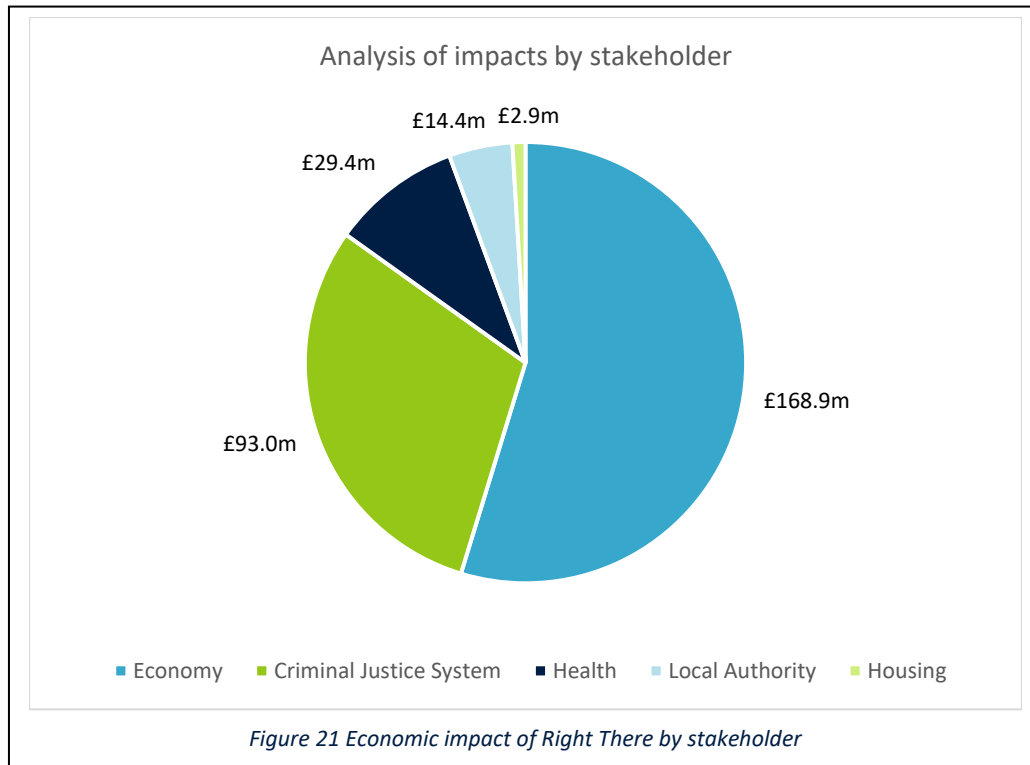
12. Measurement in Future

12.1. Introduction

Following the first phase of work with Right There, a view of what Right There has done and what has been achieved in terms of impact has been established – which provides a view of next steps.

An impact measurement framework has been co-developed with Right There which will enable the robust and consistent measurement of the impact of Right There. The approach to measurement in the future will be about developing the method with Right There for ongoing measurement that is sensible, useful and practical.

The methodology and approach used to co-develop the outcomes framework (an integration of a top-down and bottom-up methodology) illustrates a dynamic and iterative process, grounded in collaboration and mutual learning, which has enabled:

- **A better understanding and appreciation of measuring impact:** in a charity context, the reasons that this is important, as well as *how* impact can be measured and evidenced e.g. evidencing the indicators of change

- **Buy-in:** to a process and approach which at first seemed foreign but now is steadily being built and will be integrated into programmes and across the organisation
- **Ownership:** those involved in this process take ownership of the stories they and the people they have helped, tell – along with the sets of outcomes these achieve along the way – and the ways in which the difference made can be measured.
- **Quality Assurance:** bringing academic rigour, external validation and legitimisation and solid audit trails which underpin the reputation of the work.
- **Standards recognisable to funders and commissioner**, both impact-fluent and just focusing on social value or positive impacts.

12.2. *The approach to the measurement in future*

Over the next five years, Right There is set to significantly refine its impact measurement practices to better capture and understand the effects of its work. This process will start with operationalising impact management through the implementation of comprehensive systems and processes necessary for regular measurement.

There are three elements of measurement in future for Right There:

12.2.1. **operationalising impact measurement**: establishing the systems and approaches that will enable it to measure consistently what is being achieved in line with the framework of outcomes and metrics from phase 1 of this work. The organisation will start to engage all teams within Right There through communication about the outcomes framework and the necessary steps ahead, ensuring everyone is prepared for new data collection and analysis requirements. Practical application exercises will be conducted to integrate data collection into both ongoing programmes and strategic projects, which will help in setting up robust plans, processes, and controls. This proactive approach will equip Right There with the detailed data needed to assess and enhance its service delivery effectively.

12.2.2. **validating and the assurance of systems and data**: helping the Right There team to test that the system is working as intended). Validation and assurance of these systems will involve piloting new data collection methods within select programmes to ensure alignment with the outcomes framework. This phase will include thorough testing of the systems for compliance and accuracy, ensuring that all data recorded is reliable and that the measurement processes adhere to best practices. Regular reviews and tests will confirm that the data reporting processes are fit for purpose and capable of producing reliable information, which is crucial for ongoing program evaluation and improvement. This structured validation will provide confidence that Right There's systems are effectively measuring what they intend to, ensuring credibility in the organisation's reported outcomes.

12.2.3. **ongoing refinement: periodic testing and updating the framework**: process for annual reporting that is meaningful and well-evidenced, with appropriate independent validation if and as needed, as well a proportionate and helpful programme for periodic

    development of the framework – a suggestion of annually - which could include
    exploring further any changes in the stories, profiles and situations of the people that
    Right There helps. This might typically involve:

- Interviews with people that Right There helps and others, to expand and update the archetypes and their storylines
- Reviews to reflect the changing situations, contexts, funding and circumstances around the charity and the people it helps.

By maintaining a flexible and adaptive measurement framework, Right There will be better positioned to document and understand the profound effects of its activities, ensuring that it continues to meet the needs of its communities effectively and can demonstrate the value of its work to stakeholders and funders.

With robust systems in place for gathering and analysing data, Right There will be able to demonstrate the tangible impact of its work with precision and confidence. This will not only enhance its credibility and attract further funding but also enable continuous improvement in service delivery. By systematically collecting and evaluating outcome data, Right There will be well-equipped to adapt to changing needs and external conditions, ensuring that its interventions remain effective and relevant. This proactive approach to impact measurement will empower Right There to maximise its social benefit, strengthening both individual lives and community resilience. If Right There adheres to its detailed plan for operationalising, validating, and refining its impact measurement practices over the next five years, the organisation will become a trailblazer and leader in this space - not only in how to measure the impact of this important work - but also in proven, evidence-based delivery which changes lives.

12.3. Commissioned programmes that suggest different outcomes metrics

Right There has developed a comprehensive set of sensible metrics that could be introduced to commissioners while working together. To ensure these metrics accurately guide commissioners in understanding and evaluating Right There's impact, the organisation should clearly communicate its goals and align them with commissioners' priorities and help them to think about impact in an informed way.

The metrics presented to commissioners should be customised enough to address specific commissioner needs and supported by baseline data and targets to establish realistic benchmarks, but without losing the integrity of the systemised and consistent way Right There is collecting and analysing its data and using this to measure its impact. Regular monitoring and reporting systems should be implemented, with training sessions offered to help commissioners understand and effectively use the metrics.

Right There can use these validated metrics to demonstrate its value and impact through clear evidence, influencing commissioners to incorporate them into contracts, assessments and reviews. By using these metrics in this way, commissioners can ensure they capture the difference Right There makes and how this contributes to the impact they're making at a local,

regional and national level – as well as to how it informs better data-driven decisions on funding, policy and systems change, aligning with the shared goal of supporting individuals and families effectively.

13. Conclusion

13.1. Key Findings

Right There's impact extends far beyond the present moment, influencing not only the immediate circumstances of those they are supporting, but also shaping the future trajectories of their lives and of those connected to them.

Right There sets itself apart by adopting a unique approach to assisting individuals facing tough times:

- Instead of simply implementing programmes or interventions, Right There opts to stand by individuals, offering unwavering support and a helping hand when they need it most.
- At the heart of Right There's approach lies a deep understanding of the psychological factors at play in adversity. Each interaction is shaped by an awareness of how trauma, mental health, and emotional well-being impact both individuals and communities. This understanding guides their efforts to create nurturing and safe environments conducive to restoration and personal growth.
- The Right There team not only undergoes training in providing psychologically-informed support but also embodies traits such as active listening, empathy, and non-judgment. Their mission is to forge authentic connections and empower those they assist, ensuring that each person feels valued and supported along their journey.
- Through their person-centred approach, Right There aims to foster trust, autonomy, and resilience within individuals and families. By offering support and space for personal development, they empower individuals to regain control of their lives and pursue their aspirations with newfound confidence and determination.
- By accompanying individuals through their most challenging moments, Right There creates enduring impacts. The relationships formed, goals achieved, and skills honed during this process serve as building blocks for a brighter future, empowering individuals to navigate life's hurdles with greater ease and resilience.
- By meeting people's needs in the way it does, Right There generates a social benefit to society of at least £308.6m, based on one year's cohort of referrals to Right There, which is on average, 3,820 households (equates to approximately £81k impact value per household supported).

13.2. Recommendations

With the initial phase of work establishing a robust groundwork for understanding Right There's impact, the following recommendations, based on the analysis and the findings in this report, sets out the key focus areas for Right There going forward:

- Focus on operationalising and validating impact measurement processes while ensuring these are practical and beneficial to the charity's goals.

- Maintaining a structured approach to measurement will not only strengthen Right There's capacity to demonstrate the difference it makes, but also enable continuous improvement in serving the people and communities it helps more effectively
- Enable every staff member to tell the story of the difference Right There makes using the Theory of Change as a tool to enable this
- Periodically review the outputs from this research against the changing landscape to ensure the charity maintains it relevancy in meeting the need of the communities it serves
- The upcoming activities are designed to be manageable and yield valuable insights. Right There should continue to capture any learnings from this process. This will build and establish a strong institutional knowledge base, which will also enable new staff members joining the Right There team to quickly adopt Right There's approach to measuring impact and tell the story of the difference it makes.

13.3.   Next Steps

In pursuit of its mission to adapt and grow in response to the evolving needs of those individuals and families it supports, Right There has outlined a set of strategic next steps:

- Ensuring that Right There continues to grow and respond dynamically to the needs of those it serves
- Setting the stage for future enhancements in measuring and reporting in a practical and beneficial way, by working with the programme teams who will be operationalising impact measurement consistently monitoring and report achievements
- Operationalising and validating impact measurement processes
- Periodic reviews and updates to adapt to the evolving landscape and people's circumstances
- Enabling innovation and continuous improvement in serving people and communities more effectively

Appendix 1: Definitions

The following definitions apply throughout this document, unless the context required otherwise:

Table 5 Definitions used throughout the report and appendices

Term	Definition
Additional Support Needs	In Scotland, the term 'additional support needs' is used for children and young people with special educational needs and disabilities. Some children and young people need additional support to benefit fully from their education. Additional support needs can arise, in the short or long term, from a variety of circumstances including: the learning environment, family circumstances, health or disability needs and social and emotional factors. *Source: GOV.SCOT (2024)*
Alternative Attribution	Deducting the effect achieved by the contribution and activity of others, i.e., impact caused by a third party separate to Right There. *Source: GECES Sub-group on Impact Measurement (2014)*
AMHS	Adult Mental Health Services
CAMHS	Child and Adolescent Mental Health Services. CAMHS are services that support young people experiencing poor mental health, or difficult feelings or experiences. Source: MIND (2024)
Child's Plan	A personalised child's plan is a non-statutory plan which should be considered (in accordance with GIRFEC) when those working with a child or young person and their family, identify that they need a range of extra support beyond universal provision to be planned, delivered or co-ordinated. The child's plan should offer a simple planning, assessment and decision-making process which leads to the right help, at the right time. Source: *GOV.SCOT (2024)*
Child in care/ Looked after child	'A child who has been in the care of their local authority for more than 24 hours is known as a looked after child'. *Source: National Society for the Prevention of Cruelty to Children (NSPCC) (2024)*
Counter-factual	'Expressing what has not happened but could, would, or might under differing conditions' (i.e., without help from Right There). *Source: Collins Dictionary (2024)*
Deadweight	Deadweight is the changes that would have happened anyway regardless of the intervention (i.e., without interaction with Right There). *Source: GECES Sub-group on Impact Measurement (2014)*
Displacement	Adjustment of impact for negative consequences. *Source: GECES Sub-group on Impact Measurement (2014)*
Drop-off	Allowing for the decreasing effect of an intervention over time. *Source: GECES Sub-group on Impact Measurement (2014)*

Term	Definition
GIRFEC	Getting it right for every child (GIRFEC) is the Scottish Government's commitment to provide all children, young people and their families with the right support at the right time - so that every child and young person in Scotland can reach their full potential. *Source: GOV.SCOT (2024)*
Gross Value Added (GVA)	Gross Value Added is an economic productivity measure, which calculates 'the contribution to the economy of each individual producer, industry or sector'. It can be used to look at the value of economically active individuals. *Source: GOV.UK (2022)*
Housing Support Services	'Housing support services can help people to live as independently as possible in the community. These services can be provided in individuals' homes, or in temporary accommodation such as hostels for homeless people. These services are mainly provided by councils, housing associations and voluntary sector organisations, while Government is responsible for overall policy.' *Source: GOV.SCOT (2024)*
Kinship Care	Kinship care, also called connected persons or family and friends care, is where children are looked after by people they already know. There are different types of kinship care - formal or informal. All provide an opportunity for children to feel loved and cared for by people with whom they already have a connection. Source: *Coram (2024)*
Mental health / Mental wellbeing:	'Mental health is a state of well-being in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her own community.' *Source: World Health Organisation (WHO) (2022)* Mental health is 'a positive state of mind and body, feeling safe and able to cope, with a sense of connection with people, communities and the wider environment.' *Source: NHS England (2017)*
Missing from Education	'Children missing from education are children and young people of compulsory school age who are not on a school roll and not being educated otherwise (at home, privately or in an alternative provision). An enrolled child or young person have usually not attended school for a period of time (up to four weeks, but substantially less for a child with welfare concerns)'. Children missing education are at significant risk of underachieving, being victims of harm, exploitation or radicalisation, and becoming NEET (not in education, employment or training) later in life. *Source: GOV.SCOT (2024)*
Not in Education, Employment or Training (NEET)	'Young people, aged 16 to 24, who are not in employment, education or training'. *Source: Office for National Statistics (ONS) (2024)*

Term	Definition
Person-centred care	'Person centred care is about ensuring the people who use our services are at the centre of everything we do. It is delivered when health and social care professionals work together with people, to tailor services to support what matters to them. It ensures that care is personalised, co-ordinated and enabling so that people can make choices, manage their own health and live independent lives, where possible.' *Source: NHS Education for Scotland (2024)*
Problem debt	'A person is in problem debt if they are unable to afford their debt repayments'. *Source: Citizens Advice (2017)*
Psychologically-Informed Environments (PIE)	An approach or practice that integrates knowledge from psychology to better understand and address the complexities of human behaviour and emotional needs. This approach recognises the impact of psychological factors, such as trauma, mental health issues, and emotional well-being, on individuals' actions and interactions. The aim of a PIE is to improve the psychological and emotional wellbeing of people accessing, or working in, the service. The intended outcomes for service users include improvements in emotional and mental wellbeing, improved relationships with others, and reduced maladaptive coping strategies. *Source: Centre for Homelessness Impact (2024)*
Rough Sleeping	'Rough sleeping is one of the most visible types of homelessness. Rough sleeping includes sleeping outside or in places that aren't designed for people to live in, including cars, doorways and abandoned buildings.' *Source: Crisis (2024)*
School Exclusion	School exclusion refers to the formal removal of a student from school for disciplinary reasons. This can be either temporary (suspension) or permanent (expulsion). Temporary exclusions mean the student is not allowed to attend school for a set period of days, whereas permanent exclusion removes the student from the school register and prohibits return to that school. *Source: GOV.UK (2024)*
Substance use	'Substance use a patterned use of a drug in which the user consumes the substance in amounts or with methods which are harmful to themselves or others, and is a form of substance related disorder'. *Source: Avon Partnership NHS Occupational Health Service (2024)*
GIFSS	Glasgow Intensive Family Support Service – one of Right There's programmes

Term	Definition
'Getting It Right For Every Child' (GIRFEC)	This is a national policy and approach in Scotland aimed at improving outcomes and wellbeing for children and young people. GIRFEC emphasises a holistic view of a child's needs, focusing on early intervention, prevention, and support for the whole child. It involves collaboration between families, professionals, and communities to ensure that children and young people receive the right support at the right time. The key principles of GIRFEC include ensuring that children's voices are heard, assessing needs, identifying risks, and taking appropriate actions to promote their wellbeing.
Social Return on Investment (SROI)	SROI is a methodology which can be used to measure the amount of value created by an organisation or service. Whenever an organisation carries out an activity it will be making an impact in the world around it or, in other words, creating change. These changes may be positive, negative, intended or unintended, and they may or may not have a financial value. *Source: National Lottery (2015)*
People First Approach	Right There's People First Approach is rooted in psychological evidence and research, as well as Right There's values and the voice of our people. It integrates key principles from Psychologically Informed Environments (PIE), recognising the importance of understanding the underlying psychological factors that contribute to behaviour and wellbeing. It ensures that people's goals and unique needs guide every aspect of support. It takes a holistic view, considering immediate challenges as well as the broader context of people's lives, including their social, emotional, and environmental factors.
Theory of Change (ToC)	A theory of change is a method that explains how a given intervention, or set of interventions, are expected to lead to a specific development change, drawing on a causal analysis based on available evidence. *Source: United National Sustainable Development Group (2017)*

Appendix 2: Setting the context: overview of the landscape

Over the last five years, several key factors have impacted the landscape in which Right There and similar organisations operate, as well as the people they support. These are laid out below:

- **COVID-19 Pandemic**: The pandemic has been a major disruptor, affecting how charities operate and deliver services. Health concerns and social distancing measures have forced many organisations to shift to remote or digital service delivery, change how they interact with clients, and address increased needs related to mental health and social isolation. Covid-19 exposed, and in some cases exacerbated existing inequalities in Scotland. This resulted in an increased need for Right There's support at a time when funding was and continues to reduce.
- **Economic Challenges:** Economic fluctuations, including those caused by Brexit and the ongoing economic repercussions of the COVID-19 pandemic, have had a substantial impact. As reported by the Scottish Government, high rates of inflation resulted in a cost-of-living crisis, which has had a detrimental impact on, amongst others, communities, households and the delivery of key public services. These events have led to increased poverty, unemployment, and financial instability for the populations Right There supports, and increased a demand for their services.
- **Housing Emergency:** Building on the point above, there is a call to better understand the scale, nature and impact of the housing emergency. The housing system right now is unaffordable, unfit, unstable and discriminatory. The Scottish Housing Regulator's thematic review on homelessness services[28] warns of an emerging risk of systemic failure in homelessness services in some areas. As a result, the situation is a national emergency[29].
- **Political Climate:** The political environment in Scotland and the UK, including discussions around independence and devolution, and the upcoming 2024 general election, have created uncertainty. These drivers continue to influence policy directions, funding streams, and public priorities, all of which affect charity operations.
- **Policy and Funding Changes:** Changes in government policy and funding allocation can significantly affect charity operations. Shifts in social care funding, housing policy, and welfare benefits impact the resources available to charities like Right There and the needs of the people they support. The uncertainty of funding and the trend towards short-term project funding is also a challenge to the sustainability of services.
- **Increased Awareness of Mental Health and other Social Issues:** There has been a growing recognition of the importance of mental health over recent years, which has led to increased demand for mental health support, both statutory services and those provided in the community. This shift has required charities like Right There to consider the possibility of expanding their services or expertise in areas like psychological support and counselling.

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[28] *Homelessness Services in Scotland: A thematic review (2023) Scottish Housing Regulator. Available at: https://www.housingregulator.gov.scot/landlord-performance/national-reports/thematic-work/homelessness-services-in-scotland-a-thematic-review-february-2023/ (Accessed: 02 March 2024).*
[29] *Campaigning for Shelter Scotland (2024) Shelter Scotland. Available at: https://scotland.shelter.org.uk/campaigning (Accessed: 20 December 2023).*

- **Shifts in Demographics and Needs:** Changes in the demographics of the population such as aging, migration, and changes in family structure affect the types of services needed and the ways those services are delivered. The continuing conflict in Ukraine, has led to thousands of refugees fleeing their homes to seek a place of safety.
- **Shifts in Public Trust and Expectations:** Public trust in institutions, including charities, has fluctuated, influenced by high-profile scandals in the sector. Charities are increasingly focused on transparency, accountability, and demonstrating impact to regain and maintain trust. These pressures are directly felt in charity fundraising.
- **Technological Advancements:** The rise of digital tools and services offers new opportunities for outreach and support but also requires ongoing adaptation and investment in technology. This can be a challenge for charities in terms of both financial and human resources.

The individuals and families that Right There supports have experienced shifting needs as well. People are now facing a growing overlap of multiple life challenges, amplifying the complexity of their situations and heightening their need for holistic support. This escalation of need (in both the quantity and intricacy) is evident from the following points:

- In recent years, homelessness applications in Scotland have shown fluctuations. Following a slight rise in 2017-18 after a period of decline, there was a decrease in 2020 due to COVID-19 measures. However, applications have surged again in the last two years, and the number of people classed as homeless in Scotland hit an all-time high, attributed to the lingering effects of the pandemic and the ongoing cost-of-living crisis[30]. There were 28,944 people in September 2022 recorded as homeless which is an 11% rise on the previous year[31]. Young people between the ages of 16 – 25 comprise nearly 25% of all homelessness applications.[32]
- Many households continue to endure prolonged stays in temporary accommodation[33].
- It is estimated that core homelessness (rough sleeping, hostels, unsuitable temporary accommodation, sofa surfing etc.) is at 14,250 households on a given night in Scotland.[34]
- In Scotland, the primary cause of youth homelessness is relationship breakdown, leading to the necessity of leaving the family home[35]. Additionally, it's estimated that up to 50% of individuals who have experienced homelessness also have a history of living in care during their upbringing[36]. In Scotland, 14,372 children in households are recognised as homeless or

[30] *The Scottish Government (2023) Homelessness in Scotland: 2022-23, Scottish Government. Available at: https://www.gov.scot/publications/homelessness-in-scotland-2022-23/ (Accessed: 16 April 2024).*
[31] *Ibid.*
[32] *Homelessness statistics (2024) Scottish Government. Available at: https://www.gov.scot/collections/homelessness-statistics/ (Accessed: 07 January 2024).*
[33] *The Scottish Government (2023) Ending homelessness together: Annual report 2023, Scottish Government. Available at: https://www.gov.scot/publications/ending-homelessness-together-annual-report-2023/ (Accessed: 23 March 2024).*
[34] *The homelessness monitor: Scotland 2021 (2021) Crisis. Available at: https://www.crisis.org.uk/ending-homelessness/homelessness-knowledge-hub/homelessness-monitor/scotland/the-homelessness-monitor-scotland-2021/ (Accessed: 17 February 2024).*
[35] *Right There Annual Report and Charity Financial Statements 31 March 2023 (2023). Available at: https://rightthere.org/wp-content/uploads/2023/11/RightThere_AnnualReview_2023_NEW3.pdfhttps://rightthere.org/wp-content/uploads/2023/11/RightThere_AnnualReview_2023_NEW3.pdf (Accessed: 09 December 2024).*
[36] *Ibid.*

at risk of homelessness. This is the equivalent to 39 children a day becoming homeless – that's more than a classroom full of children[37].

- 1 in 4 children are living in poverty in Scotland.[38] We know that poverty impacts children and young people's opportunities and can make it harder for them to achieve their aspirations.

- Health outcomes for people experiencing homelessness are markedly worse than those of the general population, with elevated rates of chronic health issues[39]. Around 6% of people experiencing homelessness had evidence of all three of the following conditions – a mental health condition, a drug-related condition and an alcohol-related condition.[40]

- In 2012/2013, adults in the most deprived areas were five times more likely to have below average wellbeing than those in the least deprived areas.[41]

- While comprehensive data on mental health concerns over the past five years may be limited, trends suggest a potential rise in such issues in Scotland[42]. There has been a slight decrease in average mental wellbeing scores compared to pre-COVID years. Moreover, the proportion of adults reporting symptoms of depression and anxiety appears to be gradually increasing over the past decade, with data from 2022 indicating a possible uptick[43]. Moreover, there has been a noticeable increase (over 50%) in housing applications citing support needs, indicating a significant mental health concern[44]. This underscores the escalating demand for services to support mental health and wellbeing.

- Furthermore, available data highlights a persistent and concerning problem with substance dependency in Scotland, with drug-related deaths remaining high[45]. Effective support for substance dependency is imperative to address this issue effectively.

- Mortality rates are about twice as high in the most deprived areas of Scotland, compared with the least deprived. But for some specific causes of death, there is much larger

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[37] *The Scottish Government (2023) Programme for Government 2021 to 2022, Scottish Government. Available at: https://www.gov.scot/publications/fairer-greener-scotland-programme-government-2021-22/ (Accessed: 22 April 2024).*

[38] *Scottish Government (2024) Poverty and income inequality statistics. Available at: https://www.gov.scot/collections/poverty-and-income-inequality-statistics/ (Accessed: 26 March 2024).*

[39] *The impact of homelessness on Health: A Guide for Local Authorities (2017) Local Government Association. Available at: https://www.local.gov.uk/impact-health-homelessness-guide-local-authorities (Accessed: 02 April 2024).*

[40] *The Scottish Government (2023b) Homelessness in Scotland: 2022-23, Scottish Government. Available at: https://www.gov.scot/publications/homelessness-in-scotland-2022-23/ (Accessed: 16 April 2024).*

[41] *Scottish Government. Public health priorities for Scotland. Available at: https://www.gov.scot/binaries/content/documents/govscot/publications/corporate-report/2018/06/scotlands-public-health-priorities/documents/00536757-pdf/00536757-pdf/govscot:document/00536757.pdf (Accessed: 01 May 2024).*

[42] *Scottish Government (2022) Scottish Health Survey, Scottish Government. Available at: https://www.gov.scot/collections/scottish-health-survey/ (Accessed: 21 January 2024).*

[43] *Scottish Action for Mental Health (SAMH) (2024) For Scotland's Mental Health. Available at: https://www.samh.org.uk/ (Accessed: 16 May 2024).*

[44] *About Our Strategy (2024) Shelter Scotland. Available at: https://scotland.shelter.org.uk/about_us/our_strategy_2022-2025 (Accessed: 20 December 2023).*

[45] *Scottish Government. National Mission on Drugs: Annual Monitoring Report 2022-2023 . Available at: https://www.gov.scot/publications/national-mission-drugs-annual-monitoring-report-2022-2023/pages/3/ (Accessed: 01 Feb 2024).*

inequalities. For example, people in the most deprived areas of Scotland are more than 15 times as likely to die from drug misuse as those in the least deprived areas.[46]

- Although the overall unemployment rate has remained relatively stable[47], the pandemic likely impacted specific sectors or demographics more severely[48].

[46] *Scotland's Census 2022 - Rounded Population Estimates (2020) Scotland's Census. Available at: https://www.scotlandscensus.gov.uk/2022-results/scotland-s-census-2022-rounded-population-estimates/ (Accessed: 23 February 2024).*

[47] *Unemployment rate in the United Kingdom from 2nd quarter 1992 to 1st quarter 2024, by country (2024). Statista. Available at:* https://www.statista.com/statistics/279990/unemployment-rate-in-the-uk-by-country/ *(Accessed: 16 May 2024).*

[48] *Unemployment, Office of National Statistics (2024) Gov.uk. Available at: https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment (Accessed: 08 March, 2024).*

Appendix 3: About Right There

Right There, which is deeply embedded in communities throughout Scotland, works within these communities to support individuals and families confronting adversity. Guiding them through hardship and crisis, Right There tackles contemporary societal issues that are impacting individuals and families. The organisation's dedication to communities and individuals remains central to its work. For 200 years, Right There has supported these communities and the people within them, with a distinctive and inclusive purpose, shaped by the needs and insights of those it serves.

Right There's vision is a world where everyone has an equal chance to create a safe and supportive place to call home. Everyone's route to a safe, supportive home is different. Right There's support reflects this: their response is person-centred and holistic; tailored to meet each individuals' needs, strengths and aspirations.

The organisation allocates its resources to align with its mission and charitable objectives in the following ways:

- **Direct Support Services:** A significant portion of Right There's funding goes towards providing direct support services such as accommodation, goal-based planning, one-to-one support, advocacy, coaching, counselling, mentoring and group support. These provisions are tailored to support individuals and families wherever they are at in their journey and with whatever challenges they may be facing.
- **Programme Development**: Right There invests in developing and implementing programmes that address the specific needs of the communities they serve. This includes educational programmes like financial literacy, skill-building workshops, and preparation for employment, which empower individuals to improve their lives and achieve self-sufficiency.
- **Staff Development and Supervision:** The charity ensures that its staff are well-equipped to provide support by investing in continuous professional development, especially in areas like psychologically informed environments, trauma-informed care, and crisis intervention. Staff supervision is essential in supporting practitioners who work with vulnerable people daily, as this provides emotional support, quality assurance and development opportunities. It also promotes high standards of care, encouraging reflective practice, and enhancing decision-making, while aiding in risk management and ensuring compliance with relevant regulatory standards.
- **Community Engagement and Outreach:** Funds are also used to engage and build relationships within communities. This includes outreach programmes that help to identify individuals in need, and informational sessions that raise awareness of the services Right There provides.
- **Partnerships and Collaborations:** Right There collaborates with other organisations, agencies, and services to provide a comprehensive support network. This enhances the charity's capacity to offer a wider range of services to the people they support.
- **Monitoring and Evaluation:** To ensure the effectiveness of their programmes and to continually improve their services, Right There allocates funding towards evaluation. This

helps them to understand the impact of their work and to make informed decisions about future projects.

- **Sustainability Initiatives**: Right There continues to build their sustainability efforts to ensure the charity can continue to operate and serve the community effectively over the long term. This might include fundraising, bidding for new work, and developing new and different income-generating activities.

At the heart of it, Right There's values direct and determine everything they do. These values – respect, compassion, integrity, aspiration, and reflection – guide their beliefs and behaviours towards one another and everyone involved in the work. They are highlighted in the figure 22 below. As a person-centred organisation, every interaction they have, has an important effect on the longer-term wellbeing of the people they support.

Our Values

At the heart of Right There is our values. We are proud to live these every day to be the best we can be for those involved in our work.

Respect

We treat everyone the same way - with dignity and respect. You'll find no judgement here.

Integrity

We take great pride in having high standards and transparency about our goals and progress as a charity.

Compassion

We understand the importance of empathy, and the power of a shoulder to lean on.

Aspiration

We believe firmly in the goodness in people; their strengths and what makes them unique.

Reflection

We are always learning to be the best we can be.

Figure 22 Right There Values (Internal strategy 2022-2027)

Perhaps the primary distinguishing feature of Right There's approach lies in its ability to ensure that individuals experience the following, as they progress on their life journey (outlined in figure 23):

Figure 23 'I feel' statements
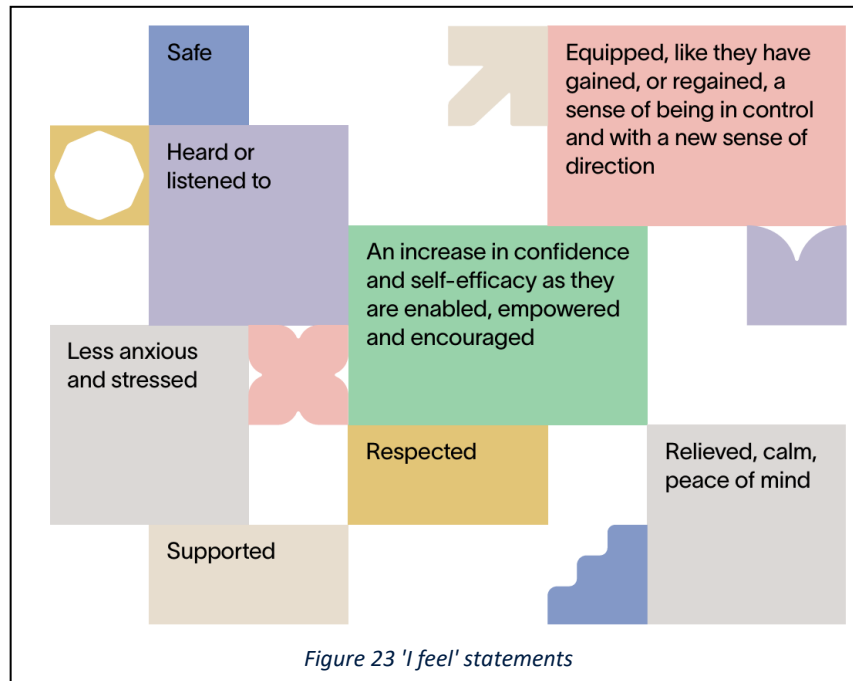
The establishment of trusting relationships between support workers and people they support, complements service provision and often results in better outcomes as a result.

Section 5 of the main report provides an overview of the context and landscape within which Right There's work is operating. With social disparities increasing in Scotland, Right There is expanding its efforts in areas where it can have the biggest impact. The work extends from the Orkney Islands, through the Highlands, to the central belt of Scotland, including major cities like Edinburgh, Glasgow, and Lanarkshire. See figure 24 for a visual representation of Right There's coverage across Scotland.

Right There prioritises building relationships with others in the areas they are based, whether that be local churches, foodbanks, or community police, and help create opportunities within these communities for the people they support to feel to part of and contribute to.

Figure 24 Geographic coverage of Right There's programmes across Scotland

Right There's work focuses on preventing homelessness or breaking the cycle. Providing support for people, at home and in the community, the organisation offers life-changing counselling, mentoring, and coaching, alongside safe and welcoming accommodation.

Alongside its core delivery, Right There is actively engaged in community outreach, education, and advocacy efforts to raise awareness of social issues, reduce stigma, and advocate for policy changes that benefit vulnerable populations (particularly around poverty, addiction and the impact of relationship breakdown). Right There works collaboratively and collectively with partners, stakeholders, and policymakers to address systemic barriers and promote social justice and equality in arenas such as affordable housing, healthcare access, and social welfare reform.

Appendix 4: Five Pillars of Wellbeing in the Right There context

In section 5 of the report, we briefly outlined the context within which many people in Scotland are living. Section 6.2 of the report describes the helpful framing of the needs of the individuals and groups supported by Right There, using the 'Five Pillars of Wellbeing'. This captures five facets of wellbeing: financial; physical; mental; relational and purpose (summarised in Figure 2 in the main report).

These pillars provide a lens through which we can understand an individual's life story. They provide a useful framework to link together, the needs and outcomes an individual can experience in their life journey. The outcomes achieved by individuals can be expanded through each pillar to give us a view as to how these impact on wider communities and society as a whole. In addition, the interdependencies between each pillar means that a 'lack' in one area of wellbeing can often have a 'knock-on' or 'toppling effect' on one or more of the other pillars – resulting in poor social outcomes.

To build on this useful frame of reference, we cite practical examples of how each can manifest in the lives of individuals receiving support from Right There.

4.1. Financial Wellbeing

Financial wellbeing is fundamental for individuals and families, profoundly influencing various aspects of their lives, from education to access to essential services and the ability to meet basic needs. When people face financial hardship, it deeply impacts their daily lives and ability to thrive. For instance, children may find it difficult to stay engaged in education when they lack access to necessary resources like school supplies or transportation, which can lead to disengagement, absences, suspensions and leaving school early all together.

Moreover, financial insecurity often means individuals and families struggle to access critical services they require to maintain their health and wellbeing. This could include healthcare, mental health support, childcare, or housing assistance. The inability to access these vital services further exacerbates existing challenges and leaves people feeling unsupported and vulnerable.

Additionally, when people are unable to access benefits they're entitled to, such as social assistance programs or financial aid, it intensifies their financial struggles and perpetuates cycles of poverty. This can leave individuals and families feeling overwhelmed and trapped in their circumstances.

Furthermore, the inability to secure stable employment or generate income not only affects people's financial stability but also takes a toll on their overall wellbeing. Without a reliable source of income, individuals and families struggle to afford basic necessities, leading to increased stress, anxiety, and a diminished quality of life.

4.2. Physical Wellbeing

Physical wellbeing encompasses various aspects of health, but it's deeply intertwined with one's living conditions and access to essential resources. For many individuals, the pillar of physical wellbeing is compromised by the lack of stable and safe housing. Whether it's experiencing rough sleeping or resorting to sofa surfing, the absence of a place to call home not only exposes individuals to the elements but also undermines their overall health and safety. Additionally, financial poverty exacerbates these challenges, as individuals struggle to afford basic household expenses, bills, or manage debt. The stress of financial instability can take a toll on physical health, compounding existing difficulties and perpetuating cycles of hardship.

Furthermore, substance use can be harmful and poses significant threats to physical wellbeing. Addiction not only damages the body but also disrupts lives and relationships, creating barriers to accessing essential healthcare services. Coupled with the lack of adequate sleep and exposure to environments that could cause physical harm, individuals facing these challenges are at increased risk of health complications and injuries. Access to healthcare services for prevention, management, or treatment of illnesses and chronic conditions becomes limited, further exacerbating existing health disparities. Similarly, the absence of options to maintain a healthy diet and engage in regular exercise compounds these challenges, hindering individuals from adopting healthy lifestyle habits essential for physical wellbeing.

4.3. Mental Wellbeing

Mental wellbeing is a crucial aspect of overall health, yet many may grapple with various challenges that affect their emotional and psychological state. Within the realm of mental wellbeing, a spectrum of concerns can arise, from feelings of inadequacy to conditions like anxiety and depression. For some, a lack of confidence and low self-esteem can pervade daily life, impacting relationships, work, and personal fulfilment. These internal struggles may manifest externally, for example, hindering individuals from engaging with others and participating fully in social activities.

Moreover, the profound sense of loneliness and isolation experienced by many can further exacerbate poor mental health, creating a cycle of distress and withdrawal. Individuals who have experienced trauma may be affected in their daily functioning, making it challenging to navigate relationships and cope with stressors. In some cases, these internal struggles may lead to escalating behaviours of concern, such as harmful or anti-social behaviours, as individuals attempt to cope with overwhelming emotions or circumstances.

Addressing complex and often multifaceted mental health challenges requires a holistic approach that prioritises empathy, understanding, and access to supportive resources.

4.4. Relational Wellbeing

Relational wellbeing forms a significant part of people's lives. Because of this, any threat to building and maintaining positive relationship can deeply impact their sense of connection, belonging, and fulfilment within their communities and leave them vulnerable. One significant hurdle is the loss or breakdown of relationships, particularly within families. Whether due to disagreements, open or passive conflict, separations, or other circumstances, the fracturing of familial bonds can leave individuals feeling adrift, grappling with feelings of loss, loneliness, and emotional upheaval. This has a particularly traumatic effect on any children or young people in the household, exposed to conflict.

Moreover, relational wellbeing may suffer from a lack or loss of meaningful social connection and support network. When individuals feel disconnected from others or lack a sense of belonging, they may experience feelings of isolation and alienation, further exacerbating their struggles. This absence of acceptance and inclusion within social circles can contribute to a sense of disconnection and diminish an individuals' overall sense of wellbeing.

Where individuals lack the skills and support to manage interpersonal conflicts effectively, this can often lead to strained or unhealthy relationships. Without the tools to navigate disagreements or resolve conflicts constructively, relationships can deteriorate, eroding trust and intimacy over time. Furthermore, limited opportunities to engage with and contribute to the local community can hinder individuals' sense of belonging and purpose. When people feel disconnected from their communities and lack avenues for meaningful participation, they may experience a deep sense of disconnection and disengagement, further impacting their relational wellbeing.

4.5. Purpose

Purpose, a fundamental aspect of overall wellbeing, is deeply intertwined with one's sense of value, fulfilment, and direction in life. Yet, some individuals face significant hurdles that impede their ability to cultivate a sense of purpose and meaning. Feeling disempowered and devalued can erode an individual's sense of self-worth and agency, leaving them feeling marginalised, unseen and unheard, even if in reality this is not the case.

Moreover, an individual's feeling of purpose suffers when they lack engagement in activities that provide a sense of contribution to society or personal fulfilment. Without opportunities to pursue meaningful actions aligned with their interests and/or goals, individuals may feel adrift, disconnected, and unfulfilled in their daily lives. Additionally, the absence of goals that resonate with one's aspirations can leave individuals feeling directionless and lacking a sense of purpose.

Similarly, a lack of opportunities for personal growth and skill enhancement further compounds feelings of stagnation and unfulfillment, making it difficult for people to believe in their full potential and feel hopeless about their futures.

Appendix 5: The Right There Offer

5.1. Three Key Areas of Focus

The changes in landscape have necessitated a strategic shift aimed at better addressing these needs like reducing homelessness, combatting addiction, alleviating poverty, helping families stay together safely and addressing the root causes of social exclusion - and providing more relevant support to communities in Scotland. Furthermore, the needs, and wants, of the individuals, families and communities outlined in section 6.2 in the main report and in appendix 3 above, clearly demonstrate why there is an increased demand for the type of response and provision that Right There offers.

Since the 2022 re-branding, there has been a proactive effort across Right There to ensure that its offer meets evolving societal needs. The rebranding aimed to align Right There more closely with its mission; this stems from a deep-rooted commitment to staying relevant and effective in a rapidly changing social landscape. This includes utilising data to pinpoint priority regions, demographics and characteristics. This resulted in changes in, for example, more fitting terminology and language used by staff, reallocating resources and developing new initiatives, and adapting existing services to better meet the evolving needs of the communities it helps.

Through this strategic reorientation, Right There passionately endeavours not only to amplify its impact and efficacy, but also to deeply and proactively engage with the diverse needs of the people it supports - ensuring they are raising awareness of services and fostering accessibility through truly accessible channels[49]. This commitment is rooted in a profound understanding and empathy for the human condition – which covers the individual circumstances and the overall contextual challenges many may face - but also the fundamental belief in the importance of and the focus on the strengths and skills that individuals and families come to Right There with. Support workers prioritise understanding and tapping into these strengths and skills and help and guide individuals and families to explore their own goals, options and opportunities to progress further towards achieving better outcomes.

Although Right There's programmes and support structures focus on addressing need in arenas such as housing, healthcare, employment, education, and social inclusion, this is built on a foundation of strengths-based, psychologically informed and person-centred approaches, inherently aiming to improve wellbeing, confidence, self-esteem, and the development of skills and opportunities.

In 2023, Right There took time to define their 'model' of support (as illustrated below in figure 25) so that they could share it with the people they support. This enables them to identify together, how Right There can support them, based on what they need.

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[49] For example, Right There has focused on enhancing accessibility through diverse means, including digital support options, and addressing barriers to access by actively reaching out to communities and encouraging self-referrals.

Right There offers practical, emotional, and therapeutic support based on the needs of each individual and is grouped by three key areas of focus, as highlighted in section 6.3 in the main report.

Figure 25 Right There model of support
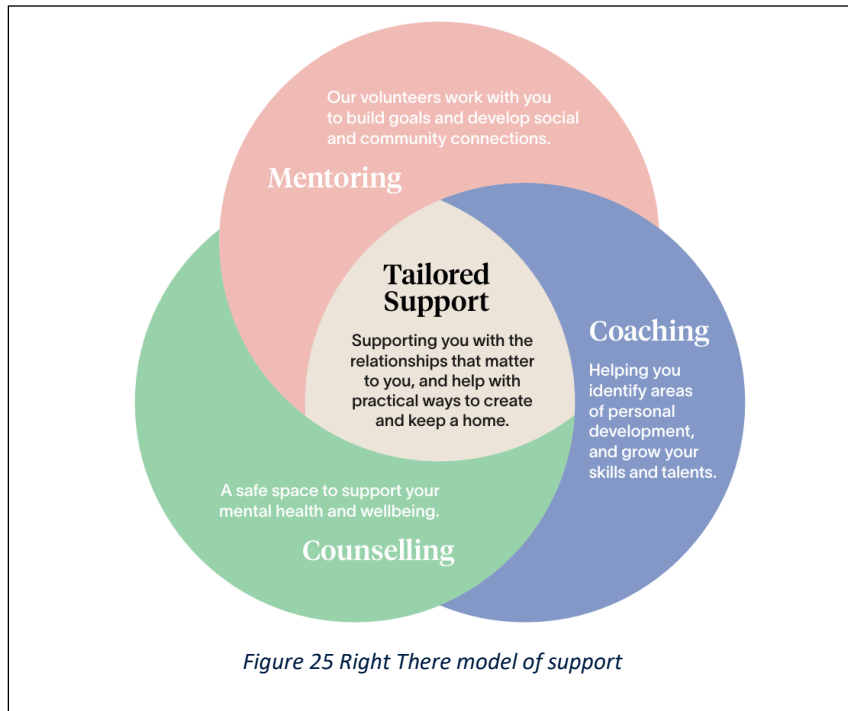
Within the three key areas of focus, Right There has 22 programmes across Scotland that provide support and help, which are summarised in tables 7, 8 and 9 below, along with descriptors of what is provided in this programme and the numbers of people that have been helped in the programme in 2023/24:

5.1.1. For People

Table 6 Programmes that fall within the 'For People' area of focus, including a short description of these and the numbers of households they have supported in 2023/24

Programme	Description	No. of households supported in 2023/24
Programme: Young People & Family Support (Glasgow) **Previous Name**: GIFSS (Glasgow Intensive Family Support Service)	Working with young people who are at risk of being taken into care and their families, we provide one-to-one intensive and flexible support which helps families stay together and live healthier and happier lives. The programme is centred around amplifying the voices and views of families, while also promoting the unique strengths of each individual. Through this collaborative process, we address conflicts, enhance communication skills, and challenges at school and in the community. Our ultimate goal is to reduce the number of young people entering the care system, fostering long-term stability within families so they can thrive.	65

Programme: Young People & Family Relationship Support (Orkney) **Previous Name:** Grow Your Own Routes	A youth work programme for 12-26-year-olds who have been affected by drug and alcohol use within their families. Co-produced with young people's voices at the heart of it, we offer a mix of one-to-one sessions and group support, along with social activities. Often young people who grow up around substance use are living with chaos and trauma, and our programme is here to help them build their confidence and self-esteem, develop meaningful connections, and realise the positive future they truly deserve.	Currently no recorded KPIs for Routes.
Programme: Mentoring (Glasgow) **Previous Name:** Intandem Mentoring	Our volunteer mentoring is for 8-14-year-olds living in the care of a local authority; perhaps in residential, foster or kinship care. A young person is carefully matched with a trained adult volunteer mentor, and they meet for around two hours every week as part of their year-long mentorship. A challenging home life can have an impact on young person's behaviours and their future chances in life. Our mentors act as consistent and positive role models, helping young people work towards their goals, such as going back into education or improving their well-being, all while having fun and making lasting childhood memories.	51
Programme: Counselling (Orkney) **Previous Name:** CAMHS Wellbeing (previously YTalk)	Our counselling service is for young people up to the age of 25. Talking to a professional can make a huge difference in helping manage loneliness or anxiety, and deal with issues such as substance use. This confidential and specialised support is offered face-to-face, online or via phone; whichever way feels most comfortable to the young person.	69
Programme: Coaching (Edinburgh)	This is for anyone over the age of 16 going through tough times and often huge life changes. These could include coming out of prison, leaving care, or searching for a place to live after being homeless. Our coaches are there to support people to gain confidence, encourage them to learn new skills/hobbies and empower them to feel more equipped to move forward at their own pace.	Currently no separate recorded KPIs for Coaching

5.1.2. At Home

Table 7 Programmes that fall within the 'At Home' area of focus, including a short description of these and the nos. of households they have supported in 2023/24

Programme	Description	No. of households supported in 2023/24
Programme: Emergency Accommodation **Previous Names:** Pathways Spring Gardens	We offer safe, stable and welcoming 24-hour emergency accommodation for adults who are most at risk of rough sleeping or have recently left prison. Working with people who often have complex trauma and emotional needs, as well as addiction issues, our specialist teams provide wraparound wellbeing support and link them to specialist services to suit their needs.	287
Programme: Supported Accommodation (Glasgow) (Edinburgh) (Inverness) (Orkney) **Previous Names**: Branston Court Fusion Broomhouse Pilton Highland Aftercare YPSAS (Young People Supported Accommodation Orkney)	Our supported accommodation service is for young people leaving care or at risk of homelessness. We provide a mix of single or shared accommodation depending on the person's needs, along with emotional and practical support which is aimed at nurturing essential life skills and promoting independence.	175
Programme: Short-term housing (Glasgow) **Previous Names**: GKF (Glasgow Key Fund) Panmure street	We offer a range of safe, comfortable, and fully furnished homes for families and individuals who are at risk of homelessness, including refugees or those seeking the safety of asylum in the UK. Alongside a stable place to call home, we support people with all the practical elements of managing a home; setting up bills and managing household finances, so they feel equipped when they move on to their permanent home.	1,076

5.1.3. In The Community

Table 8 Programmes that fall within the 'In the Community' area of focus, including a short description of these and the nos. of households they have supported in 2023/24

Programme	Description	No. of households supported in 2023/24
Programme Type: Outreach: Housing Support (Edinburgh) (East Dunbartonshire) (South Lanarkshire) (Inverness) **Programme Names:** Your Home East Dunbartonshire Reach out Pathways Reach Out Inverness Reach Out	Working with adults who are ready to take the next step to live independently, we offer a range of practical support to help people keep a home and feel part of their community. Support is varied to a person's needs but often includes guidance in managing finances, creating stronger social links in the community, advocating on their behalf, or helping them access specialised addiction, relationship, or mental health services. By equipping people with the confidence and skills to move forward, it's our ultimate goal that fewer people will go through the trauma of homelessness.	1,411
Programme: Outreach: Wellbeing (Orkney) **Previous Names:** Corra wellbeing	We support people of all ages who are struggling with alcohol and drug use and often have feelings of social isolation and loneliness. Each person is matched with a dedicated worker who provides personalised support and helps them on their journey to create healthier lifestyle choices and improve their wellbeing. Activities are varied but often include, going out for walks and being in nature, healthy eating plans or trying new hobbies, as well as linking them to specialist counselling and addiction services for their needs.	24
Programme: Help to Rent (Glasgow) (South Lanarkshire) **Previous Names:** GKF RDS PSASS	An affordable and flexible bond scheme that helps to remove financial barriers and support adults from low-income households to gain access to the private rental market.	562

5.2. The types of provisions Right There provides

Right There offers practical, emotional, and therapeutic support based on the needs of each individual. This support covers a handful of key themes grouped around the needs discussed in section 6.2 of the main report and appendix 4 above:

5.2.1. Accommodation support

Many people are referred to Right There when looking for assistance with accommodation. This includes support with temporary accommodation, supported housing, rent deposit assistance and support with accessing permanent housing. Right There outreach teams connect with individuals experiencing homelessness and support them with essential supplies, one-to-one support in the form of guidance, advice and advocacy, and further referrals or signposting to other organisations and agencies like Housing Support Services[50]

5.2.2. Young people centred support

Right There also deliver youth support programmes aimed at empowering young people navigating challenges such as family breakdown, poverty, education, unemployment and substance dependency. Depending on where young people and their families are based geographically, they will have access to counselling, mentoring, family support, advocacy and guidance around their education, health needs and support to tap into their own strengths and skills. Mentoring, for example, uses a foundation of recreational activities, designed to build confidence, resilience, and life skills among young people. Research shows the importance of avoiding working with young people in isolation but ensuring this extends to the family unit and immediate support networks around the young person, to enable the young person to engage with a multitude of positive life influences. Right There follows this approach so that support provided to young people includes their family (given or chosen). Other individuals within the family may or will also receive support e.g. through family counselling which will focus on the [positives] of their existing relationships and how to harness those strengths into other areas.

5.2.3. Mental health support

Many individuals supported by Right There need and actively seek mental health support. Some request this assistance immediately, while others do so after becoming accustomed to other services offered by the organisation. Given the wide range of mental health and wellbeing needs encountered, Right There offers comprehensive support for individuals of all ages in the form of goals-based planning and psychologically informed one-to-one support. Right There also provides specific structured therapies for children, young people and families including

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[50] Housing support services can help people to live as independently as possible in the community. These services can be provided in individuals' homes, or in temporary accommodation such as hostels for homeless people. These services are mainly provided by councils, housing associations and voluntary sector organisations, while Scottish Government is responsible for overall policy (see definitions).

counselling, mentoring, and group interventions for young people affected by challenges such as substance use within their families or adverse life changes.

5.2.4. Substance use support

Right There also supports with substance use, providing support for those who would like to change their relationship with substances and the levels of their own use, as well as those who are impacted by other people around them engaging in similar activity. The organisation offers a range of support services tailored to this need, including harm reduction initiatives, referrals to substance treatment programmes and support for families [and connections]. Recognising that many prefer more informal avenues of support, Right There also facilitates support groups and peer mentoring programmes, providing individuals with support on their own terms and in environments that allow them to explore and learn in their own way.

5.2.5. Education, Training, Skills Building and Employment support

Some individuals who seek support from Right There want to explore and prepare for or re-engage in education, training and employment. Right There helps people to explore options and opportunities through their goal-based planning and coaching to help build on strengths and focus on the skills required to achieve this. Support could include mentoring for young people focused on their education journey, exploring options for further education or training and preparation of CVs or for interviews.

Beyond the specific areas of provision listed above, many of the individuals that come into contact with Right There are primarily looking for someone who genuinely cares about their well-being and is committed to supporting them to achieve their goals. It is often the case that many of these individuals have been let down by people and the systems around them; therefore they lack trust and feel devalued and disempowered. Having someone they can trust, who 'fights in their corner' and 'has their back', is often what people say they most appreciate about the support Right There offer. Through Right There's focus on identifying and working with people and families' strengths and skills, many of those who come to Right There for support are also able to, perhaps for the first time, acknowledge their own abilities and capabilities. The reassurance of consistent, unwavering support from someone dedicated to helping them, as well as putting their own strengths at the core of any support, is at the centre of how Right There makes a difference.

5.3. Right There Partnerships and Collaborations

Recognising the value of collaboration and partnership, the Right There team collaborates closely with several charitable organisations, government agencies, community groups, and volunteers to ensure the support for individuals in need is as well rounded and supportive as it can be. Right There's commitment to partnership extends beyond mere coordination; it's a deeply ingrained philosophy that is rooted in the belief of collective action to best address the multifaceted needs of individuals and communities. Right There acknowledges that achieving its

ultimate aim requires the collective effort of many rooted in the community, especially as the needs addressed become increasingly complex and urgent.

Right There also acknowledge that working alongside other diverse organisations provides valuable insight into local spaces and places, groups, communities, and contexts, which ultimately opens out access to new populations, who may not have had this opportunity otherwise. This enhances the overall impact of the organisation. These partnerships are not just about pooling resource but about harnessing the collective wisdom and frontline knowledge and experience together. Stronger and interconnected communities are better equipped to address challenges collectively.

Right There fosters relationships within local areas, including churches, food banks, and community policing, empowering individuals they support to contribute to their communities. Three such flagship partnership examples are:

- The Outreach *Housing Support Edinburgh programme*, co-delivered with Four Square, work to provide housing support services to those Who may be at risk of homelessness
- Right There's partnership with Scottish Families Affected by Alcohol and Drugs for the "Grow your own Routes" programme in Orkney exemplifies their dedication to tailoring interventions to meet the specific needs of different communities.
- Young People & Family Relationship Support (Glasgow) (previously Glasgow Intensive Family Support Service - GIFFS): is a support service for families going through tough times and may be on the edge of care. GIFSS works as a partnership between Glasgow City Health and Social Care Partnership, Aberlour, Action for Children, Right There and Includem to provide support to families across the city.

Right There collaborates closely with the public sector in the areas it operates, to provide targeted services that address community needs effectively – highlighted in the Young People & Family Support (Glasgow) example above which is contracted by Glasgow City Health and Social Care Partnership. Right There works with a number of Local Authorities for instance, where the organisation has been commissioned to deliver specialist services. This is usually where the authority identifies specific social, health, or educational needs within the community that require external expertise and resources to address effectively. These partnerships enable local authorities to leverage the specialised knowledge, flexibility, and innovation that charities like Right There can bring, enhancing the quality and scope of public services. Right There is usually commissioned to manage services related to homelessness, wellbeing, or youth support, aligning its operations with local government strategies and policies. These relationships not only extend the reach and efficacy of public sector services, but they also provide the charity with a stable funding stream and a clear framework within which to operate, allowing it to contribute significantly to local community welfare.

Recognising that no single organisation can address all the needs of an individual or family, Right There also often refers on and signposts individuals to other organisations for further and/or specialised support. This can include statutory services like NHS Child and Adolescent Mental

Health Services (CAMHS) or Adult Mental Health Services (AMHS); housing or social care in the local authority or other voluntary and community organisations, like Money Matters, Citizens Advice, and The Advocacy Project.

These partnerships aren't just about efficiency; they're about providing the most comprehensive and personalised support possible. Collaboration with like-minded organisations is key to help us collectively tackle the causes and cycles of vulnerability. Right There collaborates to empower individuals and families to find the solutions that work best for them and work to create an environment where everyone's needs are understood, valued and addressed, fostering a sense of community, care, and inclusion.

Appendix 6A: Theory of Change

Further developing the original Right There Theory of Change was a collaborative effort between Sonnet and Right There. Holding the integrity of the original structure and flow, scaffolded with the new primary and secondary outcomes to bring robustness to measuring the difference Right There makes, ensures that it resonates with the whole Right There team, they can see their role within it and better understand how they contribute to these changes.

The Theory of Change is explored in more detail below:

6A.1. Needs

The left-hand side of the Theory of Change outlines the core 'needs' of the people Right There helps. These needs will differ depending on where individuals are in their journey. Within this, the Five Pillars of Wellbeing framework (purpose, financial, mental and emotional, financial and physical) is a helpful frame within which to plot these (see section 8 of the report for further detail). These needs may be multifaceted and may change over time as they progress through different phases.

6A.2. Activities and Approaches

Building upon the foundation of individual needs, the subsequent section outlines the activities and approaches integral to the Right There offer. These components will be present during the entirety of the journey (shown by the long bars which stretch from left to right across the Theory of Change visual - demonstrating that as individual needs and goals change and evolve as people move through their journey, so does the support from Right There. This recognition emphasises the importance of the person-centred, flexible and responsive approach to address the evolving needs of those who seek support, ensuring that Right There's impact remains relevant throughout their journey.

The activities in the Theory of Change represent the diverse range of support provided by Right There: goal-based planning, housing provision, one-to-one support, advocacy, coaching, mentoring, counselling, and group support. Right There programmes are designed holistically, to address the multifaceted needs of individuals and families comprehensively.

Underpinning these, are the approaches, which beautifully capture the values and principles to which all staff at Right There operate against and abide by. These approaches ensure that each interaction with an individual or family being supported is:
- person-centred
- individually tailored
- psychologically informed
- holistic in nature
- strengths-based

- prioritising areas of need
- strengthening a community and
- fostering trust in individual and collective efforts

These activities serve as guiding philosophies that inform the delivery of support and shape the overall experience of individuals and families as they navigate their path

6A.3. The Journey Roadmap

The foundational elements of the journey part of the Theory of Change, represented by a roadmap, are the original '*I feel…*' statements; the categorisation of the short term, medium-term, longer-term timescales and the ultimate vision of "a world where everyone has an equal chance to create a safe and supportive place to call home".

The scaffolding within this roadmap includes the additions of primary and secondary outcomes integrated into the journey, depicted by pink and green boxes, respectively. These show the tangible effects that arise directly from Right There's support as an individual's progresses along their journey. It is important to note that:

- Right There contributes to the outcomes on this journey through its activities and approaches. They are plotted along the journey to provide a visual representation of how and when change occurs for an individual.
- While many of these outcomes are generalised and applicable across all areas of support (For People, At Home, In the Community), some individuals may not experience certain outcomes or may substitute others in their place.
- Individuals' journeys can vary greatly. For example, short-term outcomes can sometimes overlap with those typically associated with the medium term. This variability underscores the highly individualised nature of each person's journey and highlights why Right There adopts a flexible and adaptable, person-centred and individually-tailored approach.
- Alongside the ever-present activities and approaches, the Theory of Change encompasses two pivotal components: 'monitoring and sharing' as shown at the top and 'learning and adapting' as shown at the bottom. These elements are an important part of Right There's impact management strategy:
  - *'Monitoring and sharing'* entails the systematic collection, analysis, and monitoring of data to gauge the impact of Right There's support. This involves tracking various metrics to assess progress toward goals and objectives that have been collectively decided by the individual and families and their support worker. By continuously evaluating the outcomes of their support, Right There (both the individual support worker and the organisation collectively) gain valuable insights into what works best for different individuals, their context and their situation. Moreover, sharing this data internally amongst teams, and externally with relevant stakeholders fosters collaboration and coordination, ensuring that support efforts are aligned and complementary, rather than duplicative or contradictory. This collaborative approach enhances the overall impact and effectiveness of support services for those being supported.

- Similarly, *'learning and adapting'* represents Right There's commitment to ongoing improvement and innovation within their work. This involves actively seeking out new knowledge, research and best practice which adequately meets need. By remaining open to feedback and responsive to changing circumstances, Right There can adapt their activities and approaches in real time to better meet the evolving needs of individuals and families. Ultimately, this iterative process of learning and adaptation enables Right There to stay agile and responsive in their support efforts, maximising their ability to make a meaningful difference in the lives of those they support.

Appendix 6B: The difference that Right There makes

First and foremost, the Right There approach enables trusting, positive and enabling relationships to be built between the support workers and individual and /or family, which, in itself, acts as a catalyst for momentum towards positive outcomes. These interactions and the relationships themselves often act as models for healthy interpersonal dynamics and conflict resolution: it fosters a trust and therefore a deeper connection, creating a safe space for vulnerability and open communication. It is important to note that these types of relationships take time to establish, particularly for the groups of people that Right There supports. Our research has shown that building trusting relationships takes time and that the building of these relationships is given focus and breathing space. It is crucial to the achievement of positive outcomes for the individual or family.

This is the foundation upon which the rest of the journey for people Right There helps, is built – one which enables individuals and families to feel safer, physically, psychologically and emotionally. This finding has been a consistent golden thread across all of the research undertaken.

Individuals supported by Right There are enabled to find a safe place to call home and have a plan in place (based on their own goals and ambitions) to support this. In some cases, this is an individual or family being provided with safer and more suitable temporary or longer-term accommodation, but it also can be about Right There being a 'home' for people.

Being a 'home' to someone else often means providing a sense of security, comfort, and belonging. It's not just about offering a physical space to live but also about creating an environment where the person feels loved, supported, and understood. It involves being a stable and nurturing presence in their life, where they can feel safe both emotionally and physically. This expression emphasises the emotional and relational aspects of home, suggesting that Right There offers the same feelings of refuge and support typically associated with a place called home.

In addition, the medium to longer-term[51] one-to-one support and advocacy from Right There means that individuals are better able to manage and sustain their living situation, which may include their accommodation, or a safe and positive living environment. This results in a whole host of knock-on effects or 'secondary outcomes' like improving people's capacity to focus on other aspects of their lives (where their immediate needs have been met) and helping them move closer to progressing action towards and achieving their goals.

As Right There continues to work with an individual or family in the medium to longer-term, our research shows that through Right There's strengths-based, person-centred and collaborative working approach, individuals build:

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[51] The length of time an individual is supported through individual programmes will vary depending on the support being provided.

- the tools, strategies and skills to cope, develop and grow
- an enhanced capability and capacity to navigate their daily lives
- a better awareness of their options and the opportunities open to them

In reality, this could look like:
- an individual being better able to manage their daily personal and household tasks
- improved money management as they apply skills like budgeting, put in place a plan to manage problem debt or apply for benefit and entitlements so they are able to pay their rent and bills on time
- an individual missing fewer appointments with other organisations or agencies they may have been referred or signposted to
- an individual taking better care of themselves and the people around them e.g. better personal hygiene, reduced substance use, healthier eating
- dynamics in the family and their social relationships improve e.g. less conflict in the household fuelled by applying learned skills around positive communication and conflict resolution

This enables the people Right There support to feel:
- safe
- heard or listened to
- respected
- increased confidence and self-efficacy as they are empowered and encouraged
- relieved and calm, with a new peace of mind
- less anxious and stressed
- supported
- equipped, like they have gained, or regained, a sense of being in control and with a new sense of direction

Crucially, there are two statements which stand out in our research. People supported by Right There consistently report that they feel:
- they now have someone they can trust who will be there for them,
- that there are people who believe in them and give them confidence

Right There's approach and activities also have a positive impact on people's physical, mental, psychological and emotional wellbeing. It is important to note that this is not only achieved through the therapeutic services that Right There offers (which are specifically geared at supporting people's mental and emotional health and wellbeing), but also their psychologically-informed, person-centred and holistic practice which recognises:
- The impact of psychological factors, such as trauma, mental health issues, and emotional well-being, on individuals' actions and interactions
- That care should be personalised, co-ordinated and enabling so that people can make choices, manage their own health and live independent lives, where possible

- That care should be holistic i.e. it considers the whole person which includes physical, psychological, social, emotional, spiritual, and cultural dimensions and needs

Where people (both individuals and support staff working with them) have reported an improvement in mental and emotional health and wellbeing as a result of their needs being met and goals being achieved, the following outcomes can be seen:
- reduction in physical symptoms of illness, disease or ill health
- reduction in mental and emotional health concerns or episodes e.g. anxiety or depression, or emotional distress
- reduction in substance use
- greater self-sufficiency and independent living
- family and social relationships improve, conflict in the household is reduced and new, positive relationships and connections are built
- improved confidence and self-esteem as a result of their needs being met
- individuals are more able to establish a support network / community around them
- increased engagement in and with their local community
- increased trust in local services, neighbours and the community

In reality this could look like:
- individuals consider, prepare for or actively re-engage with or move into education, training or employment
- individuals are able to better sustain a positive and safe living environment. This could include maintaining a current tenancy or moving into longer-term accommodation
- fewer arguments and more respectful and solution focused conversations within the family
- reduced reliance on substance use to help them through the day
- spending more time within the community and accessing further support and other social, community or recreational activities
- individuals are able to forge new, positive relationships with neighbours and in the community

This enables the people Right There support to feel:
- that they have greater flexibility and breathing space
- connected and less isolated
- a sense of belonging
- healthier
- loved and valued
- that they have acquired new skills enabling them to achieve their goals more quickly
- that they are making their own way
- confident in making their own choices and taking on life's challenges
- like they are getting their life back on track
- that they are doing things that they enjoy & that give life meaning
- that they have a sense of where they want to get to and feel their plans are taking shape

- settled
- that they require less of Right There's support – though they know that Right There will be there if they need it

Right There's support and approach not only enables an individual or family to rebuild a solid foundation with renewed trust, resilience, and capacity, but this also creates a significant impact on their support networks and their communities in the longer-term. Right There has acknowledged the importance of tracking these outcomes, both in the medium and longer-term to ensure that the wider difference they make is better valued and understood.

The work of Right There not only benefits individuals but also significantly strengthens communities as a whole. Our research into the storylines of the people Right There helps, has demonstrated that by deeply understanding, empathising with and helping to address the psychological needs and traumas of individuals, Right There also helps tackle and reduce wider social challenges such as homelessness, substance use, and violence, which can strain community resources and cohesion.

Right There also aims to empower individuals to share their life experiences, where appropriate and where they feel comfortable in doing so, so as to raise public awareness about the root causes of homelessness and effective responses, as well as to destigmatise adverse life events such as homelessness, poor mental health or wellbeing, substance use and experiences in care.

When individuals receive support that is empathetic and tailored to their psychological needs, they are more likely to achieve stability, engage positively with others, and contribute constructively to society, and reflect and role-model the Right There approach within their own lives, support networks and communities. As individuals achieve their goals and grow, they can break cycles of trauma and instability, leading to stronger, more resilient families and social networks.

Appendix 7: Emerging Sixth Archetype

In addition to the five primary archetypes discussed in the main report, there is another significant archetype that Right There staff discussed in workshops and interviews - despite this archetype not representing the majority of individuals currently supported by the organisation. This archetype, Samir, has become increasingly prevalent among those seeking assistance from Right There over recent years, with their numbers and needs escalating over time. Given the evolving landscape surrounding immigration and the growing influx of individuals resembling Samir seeking support from Right There programmes, it is useful to acknowledge the potential impact Right There could have on this particular archetype. Understanding and analysing the nuances of this archetype's experiences can provide valuable insights into the efficacy of Right There's support and inform strategies to better address their needs amidst shifting societal dynamics.

7.1. Samir's story

Samir's pen portrait (which covers his demographics and characteristics, his needs, the activities he undertakes with Right There and snapshot of the outcomes he achieves) can be seen in figure 26 below.
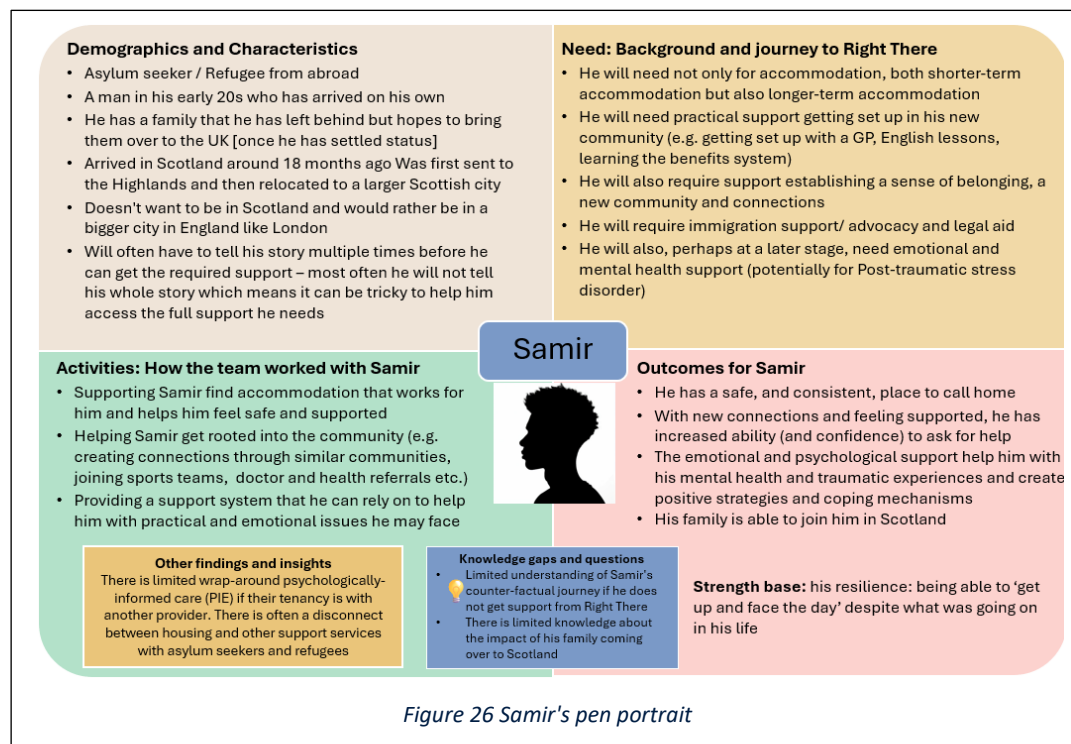
Demographics and Characteristics
- Asylum seeker / Refugee from abroad
- A man in his early 20s who has arrived on his own
- He has a family that he has left behind but hopes to bring them over to the UK [once he has settled status]
- Arrived in Scotland around 18 months ago Was first sent to the Highlands and then relocated to a larger Scottish city
- Doesn't want to be in Scotland and would rather be in a bigger city in England like London
- Will often have to tell his story multiple times before he can get the required support – most often he will not tell his whole story which means it can be tricky to help him access the full support he needs

Need: Background and journey to Right There
- He will need not only for accommodation, both shorter-term accommodation but also longer-term accommodation
- He will need practical support getting set up in his new community (e.g. getting set up with a GP, English lessons, learning the benefits system)
- He will also require support establishing a sense of belonging, a new community and connections
- He will require immigration support/ advocacy and legal aid
- He will also, perhaps at a later stage, need emotional and mental health support (potentially for Post-traumatic stress disorder)

Samir

Activities: How the team worked with Samir
- Supporting Samir find accommodation that works for him and helps him feel safe and supported
- Helping Samir get rooted into the community (e.g. creating connections through similar communities, joining sports teams, doctor and health referrals etc.)
- Providing a support system that he can rely on to help him with practical and emotional issues he may face

Outcomes for Samir
- He has a safe, and consistent, place to call home
- With new connections and feeling supported, he has increased ability (and confidence) to ask for help
- The emotional and psychological support help him with his mental health and traumatic experiences and create positive strategies and coping mechanisms
- His family is able to join him in Scotland

Other findings and insights
There is limited wrap-around psychologically-informed care (PIE) if their tenancy is with another provider. There is often a disconnect between housing and other support services with asylum seekers and refugees

Knowledge gaps and questions
- Limited understanding of Samir's counter-factual journey if he does not get support from Right There
- There is limited knowledge about the impact of his family coming over to Scotland

Strength base: his resilience: being able to 'get up and face the day' despite what was going on in his life

Figure 26 Samir's pen portrait

- Samir's journey prior to Right There

Samir, a male asylum seeker/refugee in his early 20s, arrived in Scotland approximately 18 months ago, leaving behind his family in pursuit of safety and economic stability. Despite his

desire to settle in a larger city like London, he found himself initially placed in the Highlands before being relocated to a larger Scottish city. Right There has been actively involved in assisting Samir in various aspects of his resettlement journey. Recognising his immediate needs, the Right There support worker facilitated initial access to short-term accommodation, ensuring that Samir had a safe and stable place to call home.

- Samir's journey with Right There's support

Right There plays a crucial role in helping Samir integrate into his new community. By connecting him with similar communities (especially asylum seekers/refugees and people from his home country), involving him in sports teams, and referring him to healthcare providers, Samir builds a sense of belonging and meaningful connections. Right There also provides emotional and mental health support to address his mental health, including potential PTSD and feelings of isolation. With counselling and positive coping mechanisms, Samir learns to navigate the emotional challenges of his experiences.

As a result of this support, Samir makes significant strides toward stability and belonging. He now has a safe and consistent place to call home and feels confident asking for help. The emotional and psychological support equips him to tackle his mental health challenges with resilience. Right There has helped Samir gain a clearer understanding of the resources needed to maintain his tenancy and navigate Scotland's systems. He feels more integrated into the community, which positively impacts his mental and emotional well-being, enabling him to secure long-term accommodation and support his family as they prepare to join him.

- Limitations on this archetype

There remain several knowledge gaps and unanswered questions regarding Samir's journey with Right There, as well as the counter-factual journey. Understanding the potential challenges Samir might face without Right There's assistance would provide valuable insights. Similarly, diving deeper into the nuanced impacts of Right There's support on Samir's life could shed light on the effectiveness of their interventions. Additionally, exploring the implications of his family's arrival in Scotland and the support they may require presents another avenue for inquiry, highlighting the interconnectedness of their experiences and the need for comprehensive support systems.

Appendix 8A: Economic evaluation of outcomes

8A.1. Approach to economic evaluation of outcomes

In this section we describe our approach to, and assumptions used in our socio-economic evaluation of Right There. It also provides more-in depth results underpinning the figures shown in the life journey maps, which shows events in the archetypes lives for up to 13 years from the po int a t which they engage with Right There.
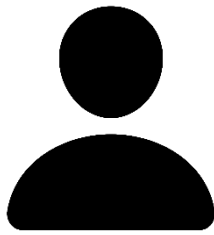
Story-based

- This analysis uses the life-stories of the archetypes described in section 9 of the main report
- These archetypes were developed to represent collectively a large share of the clients supported by Right There
- It compares events and outcomes in their life journeys in the factual and counterfactual – i.e. with and without Right There
- These stories have been informed by Right There quantitative and qualitative data, workshops and interviews with Right There staff and people Right There supports and by secondary evidence (academic and grey literature)
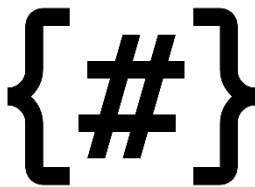
Model parameters

- We model events in the archetypes' lives for up to 13 years from the point at which they engage with Right There
- It assigns financial values to the events in their life journeys, for example their use of public services. These values have been drawn from recognised unit cost databases and grey and academic literature
- The difference in the financial value of events in their lives in the factual and counterfactual demonstrate the net value generated to society by Right There's support
- Costs and benefits presented in monetary terms are expressed in net present value – i.e., they capture the value of the outcomes as if they were experienced today
- Values are expressed in 2023 terms with future values of outcomes and events discounted appropriately
- Values are also adjusted for alternative attribution and deadweight loss (further details on these adjustments are provided below)
- A final adjustment is made to identify the share of benefits achieved through Right There, with a share of benefits being attributed to the individual, their family, their community and other organisations and agencies they are engaging without throughout their journey
- It is based on an understanding informed by research that Right There activities and approaches lead to better outcomes in a number of areas for our archetypes
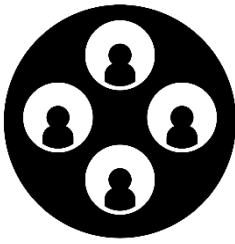
Interpretation of results

- The results show the value to society generated by Right There support for each archetype – these benefits may be to the individual archetype itself, to public bodies or the economy
- We present results broken down by stakeholder – to whom the saving or benefit accrues
- We also present results broken down by theme – by type of event or impact in the lives of clients (e.g., health support and economic productivity)

8A.2. Introduction to the archetype models

The evaluation model is structured to align with the story lines presented in the archetypes shown in section 9 of the report. Each archetype model is built to a consistent set of themes and proxies, with adjustments made to account for the :

- risk that a particular need/issue applies to that group
- expected success rate in addressing/resolving the issue following Right There engagement

In adjusting for risk, the calculations tend to take a relatively prudent view of success rates, given that these are based on responses from Right There support teams on the expected rate of achieving full success against a given outcome. This may, therefore, tend to understate the value that might arise from partial success.

The model calculates the net impact attached to each type of outcome. For example: rather than assessing the total cost of all health interventions before and after intervention, it assesses a probable cost of 'excess' / avoidable health interventions that would be seen without support and presents avoiding that excess cost as the outcome value. This position is taken because people may have underlying health conditions or needs that can't be avoided, and where presenting these as *potentially* avoidable in the model (or creating the impression that Right There has been less than successful by not avoiding them) may be an unhelpful message to send. The same may well apply for a wide range of impacts shown in the calculations.

Right There has provided an analysis of the split of the people that are supported annually between the archetypes. The number of people supported is fed into each of the five archetype models to derive a total impact value.

8A.3. Presenting the calculation

This Appendix presents the detail of the workings that underpin all of the archetypes using a single archetype (Alex) to present and describe how the calculations have been prepared. Appendix 8B presents the adjustments made to key assumptions in order to reflect the differing circumstances and outcomes for all archetypes. As such, this Appendix does not present the detailed rationale for the assumptions selected for the Alex archetype. The overarching results of the model are then summarised in Appendix 8C.

8A.3.1. Profile information

Table 9 below shows the basic information for the archetype calculations. These are overarching inputs around household composition that drive the numbers of people who have been supported during Right There's interventions:

Table 9 Basic information for archetype calculations

Profile information	Assumption	Calculations	Impacts
Number of households	1681		
Discount rate to apply (global assumption)	3.50%		
Household composition			
Number of adults	1		
Number of children (under 18s)	0		
Average age of adults	40		
Average age of children	0		

Key inputs here are:

- Number of households: this is derived from a percentage split and the total number of households supported by Right There during the most recent year.
- Discount rate: the rate of 3.5% is applied to discount the value of impact values that arise in future years following on from service delivery. This rate is chosen for consistency with HM Treasury's Green Book discount rate guidance for projects that have minimal risk attached to future cash flows. This is selected on the basis that RT advises that it has chosen prudent assumptions as to success rates (i.e. the likelihood that an outcome value would arise), hence risk is taken into account effectively within other assumptions.
- Number of adults: some archetype profiles involve support for more than one adult (e.g. where the 'lead' persona for an archetype is a single parent living in a household with one of their parents, the number of adults in the household supported by RT would be two).
- Number of children: this is used in two ways:
  - For archetypes that span early adulthood with late adolescence, this can be adjusted to reflect the probable split of the archetype between age groups (e.g. a single male could be apportioned as 0.25 children and 0.75 adults to reflect the split); and
  - Where the lead persona has children (whose outcomes would be influenced as a result of Right There's intervention), we use this to record the number of children with outcomes influenced by the intervention.
- Average ages: this is recorded as a sense check to ensure that other assumptions align with the archetype. For example, if a person enters support at age 60, it will not make sense to assume long-term employment outcomes. The team who have prepared the analysis have referred back to this input, but it does not drive the evaluation to avoid the risk of over-claiming outcomes. For example, a 25-year-old adult supported into paid employment could conceivably be allocated 40 years of employment outcomes: the calculations set out below tend to assume much shorter claim periods to account for the 'risk' that the person supported by Right There might otherwise achieve the same outcome eventually for themselves.

8A.3.2. Accommodation outcomes

Table 10 below shows the calculations used to evaluate accommodation outcomes values:

Table 10 Calculations used to evaluate accommodation outcomes values

Accommodation outcomes	Assumption	Calculations	Impacts
Reduce risk of future rent arrears			
Proportion at risk of arrears	73%	1227	
Reduction post intervention	21%	353	
		353	
Average value of arrears avoided	1244		
Delay before arrears would arise	4	0.871	
			£382,643
Reduce risk of future eviction			
Proportion at risk of eviction	48%	807	
Reduction post intervention	21%	353	
		353	
Cost of resident eviction	1220		
Cost of clearing property post eviction	760		
Mean UK monthly rent	795		
Assumed no. of months prior to eviction with zero rent c...	2		
Assumed no. of months for Section 8 eviction to be carrie...	2		
Assumed no. of months to prepare property and replace ...	3		
	5566		
Average cost of eviction	7546		
Delay before eviction would take place	4	0.871	
			£2,321,160
Move from hostel/temp accomm to general needs housing			
Proportion in temporary accommodation/hostel	72%	1210	
Proportion moved to general needs accommodation	63%	1059	
		1059	
Cost of temporary accommodation/hostel	4940		
Excess cost avoided		4940	
Duration of temporary/hostel accommodation avoided	2	1.900	
Delay before saving achieved	1	0.966	
			£9,601,231

The above includes the following key assumptions and calculations:

Risk of arrears
- Proportion at risk of arrears: this is included to reflect the likelihood that a household would be at risk in future of being unable to meet its rent obligations in full from a housing setting without support to improve their financial sustainability. This assumes that, in the absence of support from Right There, the household would, eventually, be placed into a social housing or private rented unit (i.e. that other agencies would act to mitigate the costs that might otherwise be assumed to arise if no support was forthcoming). Arrears risk is assumed here on the basis that chaotic circumstances, if unsupported, would lead to the risk of arrears or other issues that might trigger a landlord to begin eviction proceedings.
- Reduction post-intervention: this is the proportion of households that Right There assumes can be supported to avoid this risk. This is used as a success rate to measure the number of households for which this type of saving is achieved. We comment in Appendix B on the reasonableness of these assumptions.
- Average value of arrears avoided. This proxy measure is applied to all archetypes. It is derived from research Sonnet has undertaken into the average level of arrears that would accrue prior to eviction proceedings being commenced and based on our experience of the level of arrears that Housing Associations would treat as 'high' (on the basis that Housing Associations would not routinely evict tenants unless arrears had reached an unsustainable level).
- Delay before arrears arise: the archetype calculations assume that there is a four-year delay before a saving is recognised. This is to allow a delay to account for the likelihood that another agency would take action to place a household in a general needs social housing setting, and then the time that would pass before arrears had built up to this level. This allows for the likelihood that the household would be entitled to benefits that would contribute to the costs of housing and other costs such that arrears do not build up immediately. This assumption is used to calculate a discount factor that is applied to the cost of arrears to adjust for risk (as noted above).

Risk of eviction
- Proportion at risk of eviction: Linked to the risk that arrears accrue, which would be one (but not the only) factor behind a landlord's decision to begin eviction proceedings. The assumptions and rationale for them are set out in Appendix B. We note that the archetypes (as shown above) typically assume a lower risk of eviction that the risk of arrears. Hence, for Alex it is assumed that there is a 73% risk of arrears building up without support, but a 48% risk that this (and other circumstances) would lead to eviction.
- Reduction post intervention: this is the assumed proportion of households that Right There believes it can be helped to avoid this risk. The rationale for assumptions made across all archetypes is noted in Appendix B.
- The costs of eviction are made up from:

- The costs associated with legal proceedings to obtain an eviction notice and to enforce it[52];
- The costs of rectifying damage to property and other 'void' costs associated with returning the property to lettable condition[53];
- The losses in rent, calculated using the average monthly rent derived from the UK-wide mean[54] discounted for a 20% to approximate social rent arising from:
    - The assumption that a tenant is likely to withhold rent after notice of eviction proceedings is served (for two months);
    - Similarly, the assumption that a tenant will withhold rent after an eviction order is granted but before it can be executed (for two months); and
    - The rent losses during the void period after eviction (three months).
- Delay before eviction proceedings: this is set to the same timeframe as the arrears risk and for the same reasons.

Move from hostel or temporary accommodation into general needs housing

- Proportion in temporary or hostel accommodation: it is assumed that, where relevant to the context, the Local Authority would act to prevent an individual from sleeping rough or in an unsafe environment. As such, this is the assumed proportion that might otherwise be placed into temporary or hostel accommodation until a viable move to general needs housing is possible.
- Proportion moved to general needs accommodation: this is the assumed proportion of households that Right There assumes can be supported to move earlier than would otherwise be possible into a general needs housing unit. The rationales for these assumptions is shown in Appendix B.
- Cost of temporary/hostel accommodation: this is calculated based on weekly average costs of temporary accommodation, adjusted for the amount of that cost that could be claimed back by the Local Authority in housing benefits. The assumed total cost per week is set at £200, with £105 deducted to account for benefit entitlements reclaimed by the Local Authority (being in line with the weekly housing benefit cap rate for Glasgow). This is likely to be prudent because it assumes that the individual is entitled to receive benefits in line with the capped rate.
- Duration and delay assumptions: it is assumed that RT supports some individuals to access temporary accommodation (e.g. a place in a hostel), being a more appropriate setting in which they can seek further help. After one year's delay whilst support is provided, Right There enables them to move on sustainably into general needs accommodation. In the absence of Right There's support, it is assumed that the individual would be moved into

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[52] *Shepperson, T. (2014) The Landlord Law Blog. Available at: http://landlordlawblog.co.uk (Accessed: 18 Feb, 2024).*
[53] Scotland House Clearance Association *https://www.scotlandhouseclearance.com/how-much-does-house-clearance-cost/ (Accessed: 15 May 2024).*
[54] Mean UK private rent: £994 p.m. - *"Private rental market summary statistics in England" (2023). Office for National Statistics. Available at: https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/privaterentalmarketsummarystatisticsinengland (Accessed: 18 Feb, 2024).*

hostel (or other temporary) accommodation, but that the lack of broader support would result in the household remaining in that setting for two further years before a move into general needs accommodation would be possible.

Joining the accommodation outcomes storylines

- The assumptions and workings explained above create a general story in which:
  - The household would be supported into temporary accommodation by the Local Authority to avoid an unsafe setting (e.g. rough sleeping);
  - If unsupported, that accommodation continues for three years, after which a move is made into general needs social housing. Due to the lack of broader support to address the chaos and, where applicable, underlying trauma, the general needs setting breaks down after one further year, culminating in eviction (probably due to arrears as well as other concerns linked to the household's behaviour – e.g. substance use or criminal activity, which are covered later);
  - A supported household that Right There is working with will be able to make a sustainable move to general needs housing after one year of support. Right There continues to support them after that move to enable them to sustain the tenancy, avoiding arrears and eviction.

8A.3.3. Employment outcomes

Table 11 below shows the calculation of incremental local area economic productivity (measured by reference to Gross Value Added) and savings in welfare benefits arising from accessing paid employment:

Table 11 The calculation of incremental local area economic productivity and savings in welfare benefits arising from accessing paid employment			
Employment outcomes	**Assumption**	**Calculations**	**Impacts**
GVA uplift			
Proportion out of paid employment	79%	1328	
Proportion supported into paid employment	13%	219	
		219	
Average GVA (local)	30443		
Adjustment for employment below average	-30%	21310	
Duration of employment to measure	10	8.317	
Delay before employment commences	3	0.902	
			£34,927,695
Benefits saving			
Number supported into paid employment		218.5	

Economic productivity (GVA) uplift

- Proportion out of paid employment: this is the proportion of adults within the households that Right There would expect to be out of paid employment at the point their work begins.

- Proportion supported into paid employment: this is the proportion of adults within the households that Right There have supported successfully to access paid employment.
- GVA evaluated: The average Gross Value Added per capita in Glasgow is £30,443 per annum[55]. Right There has assumed a deduction to this of 30% to account for the likelihood that the people they support into paid employment might initially access work at a below average rate of productivity. Applying a deduction to the average would tend to make a more prudent analysis that avoids risks of overclaiming.
- Duration and delay assumptions: it is assumed that Right There provides support to adults for three years before they are ready to access paid employment. All future benefits are discounted by a factor that accounts for this delay at the discount rate of 3.5%. It is assumed that 10 years of productivity uplift is then calculated as the impact value. The ten-year assumption is used to calculate an annuity factor to discount future values to present value at the rate of 3.5%. Arguably, the ten-year duration may risk underclaiming in most cases (e.g. Alex is assumed to be age 40, and so has some 25 to 30 years of working life before expected retirement age). However, this assumption allows for the possibility that Alex may (with or without help from others) eventually be able to enter the workforce.

Welfare benefits saving
- It is assumed that accessing paid employment has some effect on saving welfare benefit costs, but it is noted that people who are supported by Right There are likely to have ongoing entitlements. To avoid over-claiming savings, our analysis reflects only the termination of benefits relating to job seeking (£90.50 per week for job seekers aged over 25 in the UK[56]), which would cease in full upon entry to paid employment. It is likely that this under-claims savings in relation to Universal Credit, which may begin to taper down if earnings thresholds are exceeded.

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[55] *"Gross Value Added (GVA)" (2021) Office for National Statistics. Available at: https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/nominalregionalgrossvalueaddedbalancedperheadandincomecomponents (Accessed: 18 Feb, 2024).*

[56] *Jobseeker's Allowance (JSA) (2012) Gov.uk. Available at: https://www.gov.uk/jobseekers-allowance (Accessed: 08 Jan, 2024).*

8A.3.4. Substance use outcomes

Table 12 below shows the calculation of outcomes relating to a reduction in substance use:

Table 12 The calculation of outcomes relating to a reduction in substance use

Reduce Substance use outcomes	Assumption	Calculations	Impacts
Proportion experiencing substance use dependency	54%	908	
Proportion supported to recover	9%	151	
		151	
Annual cost of substance dependency	6059		
Duration of substance dependency avoided	4	3.673	
Delay before impact commences	2	0.934	
			£3,142,617

Key calculations and assumptions:

- Proportion experiencing substance use or dependency: this is the proportion of adults within the archetype households who are likely to have problematic levels of substance use and/or dependency at the time of their first contact with the service. The assumption was provided by Right There case workers based on their knowledge and experience of supporting people across each archetype.

- Proportion supported to recover: this is an assumption provided by Right There case workers based on the recovery rates they expect to see based on their knowledge of similar cases.

- Annual cost of substance dependency: The cost of healthcare for adult drug users not in structured treatment is reported as £4,543 (2006/07 prices) over a 51-week period in the DTORS study (Davies et al). The 2017 Public Health England report 'An evidence review of the outcomes that can be expected of drug misuse in England' inflates this to (broadly) current prices at an implied rate of inflation of c2% per annum. Inflation applied at 2% p.a. to uplift to 2023 prices to derive a cost of £6,059 per annum.

- Delay and duration: it is assumed that some level of substance use continues during the early stages of Right There support, but a successful intervention will result in an individual ceasing to use substances after two years of support. Savings are then calculated for a four-year period, using an annuity factor and discount factor to state future savings at present value. The duration assumption appears to be prudent on the basis that an individual experiencing dependency is implicitly assumed in this working to be able to obtain other support or to be able to stop using substances of their own accord after six years compared to two years with support from Right There.

8A.3.5. Avoiding problem debt

Table 13 below shows the calculation of outcomes relating to a reduction in the risk and effects of problem debt.

Table 13 The calculation of outcomes relating to a reduction in problem debt

Reduce risk of problem debt	Assumption	Calculations	Impacts
Proportion at risk of problem debt	74%	1243.792	
Proportion supported to avoid problem debt	19%	319.352	
		319.4	
Cost of problem debt	15593		
Delay before impact avoided	5	0.842	
			£4,192,736.51

Key assumptions and calculations:

- Proportion at risk of problem debt: this is the proportion of households supported by Right There who are likely to be at risk of falling into unsustainable debt (e.g. as a result of borrowing to finance substance dependency or to cover costs of living with low household income that may rely upon welfare benefits).

- Proportion supported to avoid problem debt: this is the assumed proportion of households that are able to avoid problem debt following on from support from Right There. The rationale for this assumption is discussed in Appendix B. We note that the success rate implied in the example shown above is relatively prudent, as it takes account of the likelihood that households may accrue a lower level of debt than the average derived from research (see below).

- Cost of problem debt: this is based on the average value of personal debt per UK household[57] adjusted for inflation. We note that lower income households may be less likely to access debt from mainstream lenders: to a degree that creates a risk that the above under-claims savings as non-mainstream lenders may be likely to charge higher rates of interest and/or may be less scrupulous in their approach to debt collection. To avoid over-claiming outcomes that may relate to problem debt (e.g. mental wellbeing), this analysis focuses only on the economic losses for lenders that would arise from a household being unable to meet its financial commitments. Mental wellbeing and other outcomes that may be related are discussed below.

- Delay before impact avoided: it is assumed that, in the absence of support from Right There, debt would be accrued over a period of five years before the household becomes unable to sustain the liability and it is written-off by lenders, resulting in an economic loss. The delay assumption is used to discount the cost of problem debt to present value at a discount rate of 3.5%.

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[57] *'Personal debt in the UK January - December 2019' (2019). StepChange Debt Charity. Available at: https://www.stepchange.org/Portals/0/assets/pdf/stepchange-debt-statistics-2019.pdf (Accessed: 15 Jan, 2024).*

8A.3.6. Mental wellbeing outcomes

Table 14 below shows the calculation of outcomes relating to improvements in mental health and wellbeing.

Table 14 The calculation of outcomes relating to improvements in mental health and wellbeing

Mental wellbeing	Assumption	Calculations	Impacts
Proportion at risk of mental health issues	83%	1395	
Proportion supported to recover/avoid issues	11%	185	
		185	
Annual saving from improved mental health	2000		
Duration of saving	5	4.515	
Delay before saving commences	2	0.934	
			£1,558,550

Key assumptions and calculations:

- Proportion at risk of mental health issues: this is the proportion of adults within archetype households supported by Right There who would be expected, based on feedback from support workers, to be experiencing or at heightened risk of mental health challenges at the time of first engagement with the Charity.
- Proportion supported to recover: this is the proportion of adults within archetype households the Right There assumes it would successfully support to recover from or avoid mental health challenges. The rationale for assumptions for each archetype are discussed in Appendix B.
- Annual saving from improved mental health: this is based on data published by the National Health Service (NHS) relating to the average cost per person of treatment for mental health challenges[58]. We have not accounted for broader costs that may be associated with mental health issues such as employment outcomes to avoid a risk of double counting where these outcomes are separately accounted for in other calculations.
- Delay and duration: it is assumed that people who are supported by Right There will take two years to recover from mental health challenges and/or it will take two years to claim (safely) that such issues have been avoided as a result of support. It is then assumed that savings in costs of treatment will follow for five years. This appears to be a prudent assumption on the basis that some mental health challenges may have lifelong effects. Implicitly, this assumes that an individual would receive support or naturally recover after a period of seven years if Right There did not provide support sooner.

8A.3.7. Physical health outcomes

Table 15 below shows the calculation of outcomes relating to improvements in physical health.

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[58] Estimate cost of a series of sessions to treat mental health concern. Based on NICE guidance for social anxiety disorders – *'Resource impact statement: Depression and anxiety Disorder' (pg 4-5) (2015) National Institute For Health And Care Excellence, Indicator Development Programme (Qof). Available at: https://www.nice.org.uk/Media/Default/Standards-and-indicators/QOF%20Indicator%20Key%20documents/NM123-cost-impact-report.pdf (Accessed: 06 Apr, 2024).*

Table 15 The calculation of outcomes relating to improvements in physical health

Physical wellbeing	Assumption	Calculations	Impacts
Proportion at risk of physical health issues	62%	1042	
Proportion supported to recover/avoid issues	7%	118	
		118	
Cost of A&E visit	359		
Assumed no. of A&E visits p.a.	6		
Annual saving from improved physical health	2154		
Duration of saving	5	4.515	
Delay before saving commences	2	0.934	
			£1,068,174

Key assumptions and calculations:

- Proportion at risk of physical health issues: this is the proportion of adults within archetype households supported by Right There who would be expected, based on feedback from support workers, to be experiencing or at heightened risk of physical illness at the time of first engagement with the Charity.

- Proportion supported to recover: this is the proportion of adults within archetype households the Right There assumes it would successfully support to recover from or avoid mental health challenges. The rationale for assumptions for each archetype are discussed in Appendix B.

- Costs of A&E visits: in order to avoid over-claiming and double counting, this analysis excludes costs relating to substance use, which are reflected in workings shown earlier. It also excludes costs of addressing a normalised level of health intervention and/or costs of other underlying health conditions; We note that households with chaotic circumstances may be less likely to be registered with a GP, and/or may be more susceptible to issues (e.g. injury) that would require emergency intervention. Hence, the costs of physical health issues are derived from the minimum cost of investigation and treatment at a major A&E department for an individual who receives more complex investigation and treatment[59]. It is assumed that six episodes occur annually resulting in a total cost of £2,154 per annum.

- Delay and duration assumptions align with the periods used to account for mental health outcomes (see above).

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[59] 'Key facts and figures about the NHS' (2023). The Kings Fund. Available at: https://www.kingsfund.org.uk/audio-video/key-facts-figures-nhs (Accessed: 27 Apr, 2024).

8A.3.8. Criminal justice outcomes (adults)

Table 16 below shows the calculation of outcomes relating to reduction in risk of entering or returning to the criminal justice system for adults.

Table 16 The calculation of outcomes relating to reduction in risk of entering or returning to the criminal justice system for adults

Criminal justice system costs (adult)	Assumption	Calculations	Impacts
Proportion at risk of criminal activity	32%	538	
Proportion supported to avoid future crime	9%	151	
		151	
Cost per crime	1132		
Number of crimes per annum avoided	2	2264	
Cost of custodial sentence	48409		
Average duration of sentence avoided (years)	0.25		
Number of custodial sentences per annum	1	12102	
Duration of CJS journey avoided (years)	4	3.673	
Delay before saving recognised	1	0.966	
			£7,712,442

Key assumptions and calculations:

- Proportion at risk of criminal activity: this is the proportion of adults within archetype households supported by Right There who would be expected, based on feedback from support workers, to be currently involved with or at heightened risk of being involved in criminal activity at the time of first engagement with the Charity.

- Proportion supported to avoid future crime: this is the proportion of adults within archetype households the Right There assumes it would successfully support to cease or avoid involvement in criminal activity. This may, to a degree, align with other issues such as substance use, where the need to fund access to substances may lead to criminal activity including theft. This analysis reflects only the costs to the criminal justice system to avoid double counting with other related outcomes calculations. The rationale for assumptions for each archetype are discussed in Appendix B. We emphasise that this does not apply for all archetypes and the probability that this is an issue is typically set to apply to the minority of cases.

- Cost per crime: this is the average cost per crime derived from[60] the Manchester Unit Cost Database. It is assumed that a person involved in criminal activity would be involved in two crimes per annum. This is felt likely to be a prudent assumption, but it is also noted that the average cost per crime may exceed the cost of lower-level crimes (e.g. theft of food from a shop).

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[60] *Manchester Unit Cost Database CR8.0 (2022) Available at: https://www.greatermanchester-ca.gov.uk › media › unit-cost-database-v20 (Accessed: 14 Mar, 2024).*

- Cost of custodial sentence: the average cost for a 12-month custodial sentence is derived from the UK Government's analysis of costs per prisoner[61]. It is assumed that people supported by Right There in relation to avoiding crime are able to avoid one custodial sentence of three months' duration per annum (i.e. they are convicted and receive a custodial sentence for one of the two crimes committed per annum).
- Hence, the total annual cost of criminal activity is assessed based on two crimes committed per annum and one three-month custodial sentence.
- Delay and duration assumptions: it is assumed that Right There support is required for up to one year before outcomes are achievable, hence a one-year delay before the savings shown begin to accrue. It is then assumed that savings follow for a period of four years based on the annual cost noted above.
- We note that escalating criminal activity may result in either or both longer custodial sentences and higher average costs per crime. As such, the above analysis is felt to be a prudent reflection of the value of this outcome, where it is applicable.

8A.3.9. Criminal justice system outcomes (children and young people)

Table 17 below shows the calculation of outcomes relating to reduction in risk of entering or returning to the criminal justice system for children and young people.

Table 17 The calculation of outcomes relating to reduction in risk of entering or returning to the criminal justice system for children and young people

Criminal justice system costs (children and young people)	Assumption	Calculations	Impacts
Proportion at risk of criminal activity	0%	0	
Proportion supported to avoid future crime	0%	0	
		0.0	
Cost per crime	1132		
Number of crimes per annum avoided	2	2264	
Cost of Young Offenders Institution	119000		
Average duration of sentence avoided (years)	0.25		
Number of custodial sentences per annum	1	29750	
Duration of CJS journey avoided (years)	4	3.673	
Delay before saving recognised	1	0.966	
			£0

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[61] *Prison, H. M. (2022) Costs per place and costs per prisoner by individual prison, Gov.uk. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1050046/costs-per-place-costs-per-prisoner-2020_-2021.pdf (Accessed: 14, March, 2024).*

Key assumptions and calculations:

- Proportion at risk of criminal activity: this is the proportion of children and young people within archetype households supported by Right There who would be expected, based on feedback from support workers, to be currently involved with or at heightened risk of being involved in criminal activity at the time of first engagement with the Charity.
- Proportion supported to avoid future crime: this is the proportion of children and young people within archetype households the Right There assumes it would successfully support to cease or avoid involvement in criminal activity. This may, to a degree, align with other issues such as substance use, where the need to fund access to substances may lead to criminal activity including theft. This analysis reflects only the costs to the criminal justice system to avoid double counting with other related outcomes calculations. The rationale for assumptions for each archetype are discussed in Appendix B. We emphasise that this does not apply for all archetypes and the probability that this is an issue is typically set to apply to the minority of cases. As can be seen in this example (Alex), the risk is not applicable to this archetype.
- Cost per crime: this is the average cost per crime derived from Manchester Unit Cost Database[62]. It is assumed that a person involved in criminal activity would be involved in two crimes per annum. This is felt likely to be a prudent assumption, but it is also noted that the average cost per crime may exceed the cost of lower-level crimes (e.g. theft of food from a shop).
- Cost of custodial sentence: the average cost for a 12-month sentence in a Young Offenders Institution is derived from UK Parliament: Youth Custody Costs (2021)[63]. It is assumed that people supported by Right There in relation to avoiding crime are able to avoid one custodial sentence of three months' duration per annum (i.e. they are convicted and receive a custodial sentence for one of the two crimes committed per annum).
- Hence, the total annual cost of criminal activity is assessed based on two crimes committed per annum and one three-month custodial sentence.
- Delay and duration assumptions and workings align with the assumptions made for adults (noted above).

8A.3.10. Education and employment outcomes - children and young people

Table 18 below shows the calculation of outcomes relating to reduction in risk of becoming NEET, being excluded or going missing from education.

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[62] Manchester Unit Cost Database CR8.0 (2022) *https://www.greatermanchester-ca.gov.uk* › media › unit-cost-database-v20

[63]*'Youth Custody: Costs. Question for Ministry of Justice' (2021) Parliament.uk. Available at: https://questions-statements.parliament.uk/written-questions/detail/ (Accessed: 14, Mar, 2024).*

Table 18 Shows the calculation of outcomes relating to reduction in risk of becoming NEET, being excluded or going missing from education

Children - improved education outcomes/reduce risk of NEET	Assumption	Calculations	Impacts
Proportion of children at risk of being NEET	0%	0	
Proportion supported to re-engage	0%	0	
		0.0	
Lifetime cost of NEET		119204	
Delay before saving commences	18	0.538	
			£0
Cost of persistent truancy	1200		
Assumed no. of years truancy occurs	2	1.900	
		0	
Cost of exlcusion from school	1307		
Assumed no. of exclusions of pupil	0		
		0	
			£0

Key assumptions and calculations include:
- Proportion of children at risk of being NEET: this is the proportion of children who are likely to be at risk of disengaging from education and, therefore, at greater risk of being Not in Education, Employment or Training (NEET) at age 18+ (typically NEET data measures up to age 24). This is applied to all children: hence, if a household has two children and 30% are at risk of being NEET, this working would account for 0.6 children (2 x 30%).
- Proportion supported to re-engage: this is the proportion of children who are likely to be helped successfully to re-engage with education and, therefore, to avoid becoming NEET at age 18. The rationale for assumed success rates is discussed in Appendix B. For the Alex archetype, we note that no children are present in the household, hence the workings above result in a nil outcome value.
- Lifetime cost of being NEET: this is calculated based on a methodology derived from reports published by the Prince's Trust (Cost of Exclusion, 2014), which take account of:
  - 4 years of benefits cost based on job seekers allowance; plus
  - 4 years of lost productivity calculated using National Minimum Wage as a proxy for productivity. We note that wages are expected to be lower than productivity for a role, as we would expect productivity to include a profit contribution after wages are covered. Hence, this approach tends towards a prudent view of the outcomes value; plus
  - A 'lifetime wage penalty' amounting to £45,000 (present value) to account for the gap between young people who are NEET at age 18 to 24 compared to peers who enter the workforce upon completion of their formal education.
  - Giving a total outcome value for avoiding a young person being NEET of some £119k, in present value terms at age 18.

- Delay before saving commences: the working to calculate the outcome value is stated at present value for an 18-year-old. The input (see above) that sets that average age of children in the household is used to calculate a delay between their age at the time Right There support commences and age 18. A discount factor is calculated (using a rate of 3.5%) to discount that outcome value to present value terms allowing for this delay.

- Cost of persistent truancy: this is assessed at £1,200 per annum based on the cost to DfE[64]. It is assumed that, if truancy occurs, the pattern lasts for two years: this limits the duration of the impact on the assumption that other interventions would step in during or after that period, or the young person would have been permanently excluded. The saving is calculated only for the number of children assumed to be re-engaged with education.

- Cost of permanent exclusion from education: this is assessed at £1,307 per event based on the cost to DfE of a permanent exclusion from school[65]. The number of exclusions to account for is a separate assumption for each archetype given that not all children and young people who are at risk of being NEET would be at risk of exclusion, and not only those who persistently truant from school would be at risk of exclusion. Where there is particular evidence of chaotic circumstances and challenging behaviours, there may be good reason to assume that all children and young people represented by an archetype household are at risk in this way.

8A.3.10. Cost of respiratory illness - children and young people
Table 19 below shows the calculation of outcomes relating to reduction in respiratory illness from poor accommodation

Table 19 The calculation of outcomes relating to reduction in respiratory illness from poor accommodation			
Children - reduced risk of respiratory illness from poor accommodation	**Assumption**	**Calculations**	**Impacts**
Proportion of children at risk of respiratory illness	0%	0	
Proportion re-housed in safe suitable accommodation	0%	0	
		0.0	
Cost of asthma avoided	1609		
Duration of saving	8	6.874	
Delay before saving commences	1	0.966	
			£0.00

Key assumptions and calculations:
- Proportion of children at risk of respiratory illness: sources that relate to housing outcomes are noted that show young people who live in poor quality housing (e.g. where thermal

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[64] *'Misspent youth: The costs of truancy and exclusion' (2012) Think NPC. NPC - New Philanthropy Capital. Available at: https://www.thinknpc.org/resource-hub/misspent-youth/ (Accessed: 27 Mar, 2024).*

[65] *Manchester Unit Cost Database CR8.0 (2022) Available at: https://www.greatermanchester-ca.gov.uk › media › unit-cost-database-v20 (Accessed: 14 Mar, 2024).*

efficiency is poor and/or where there is a damp issue) are likely to be at increased risk of respiratory illnesses such as asthma. This assumption is provided by Right There based on the views of support staff as to the risk of young people being in (or at risk of a move to) poor quality accommodation that would give rise to this risk. In the above archetype (Alex), no children are present, hence this is set to zero.

- Proportion re-homed in safe and suitable accommodation: this is provided by Right There staff based on the expected success rate in supporting households to move to a better-quality house. The rationale for success rates assumed is discussed in Appendix B.
- Cost of asthma avoided: this is based on costs of treatment to the NHS relating to childhood asthma[66].
- Duration and delay assumptions: on the basis that asthma is a chronic condition that may be expected to last into adulthood, it appears reasonable to assume an 8-year duration for savings if the condition can be avoided. Delaying the outcome by one year reflects the potential that it may take time for a suitable housing unit to become available and for the process to move in to be completed. The delay and duration are used to calculate annuity and discount factors to state the overall saving in present value terms (discounted at 3.5%).

8A.3.11. Avoiding costs of children and young people being taken into care (becoming looked after)

Table 20 below shows the calculation of outcomes relating to avoiding the costs of children and young people being taken into care (becoming looked after).

Table 20 The calculation of outcomes relating to avoiding the costs of children and young people being taken into care (becoming looked after)

Residential or foster care cost avoided	Assumption	Calculations	Impacts
Number of children on CP/CIN register	0		
Proportion of those at risk of escalation to LAC status	0%	0	
Proportion supported to avoid escalation to LAC	0%	0	
Annual cost per LAC - Residential	253856	20%	
Annual cost per LAC - Foster	41600	35%	
Annual cost per informal kinship care placement	0	45%	
Average age (years)	0		
Statutory duty owed to age (years)	18		
Duration before escalation to LAC status (years)	1		
Discount rate for future years	3.50%		
Discount factor		12.744	
Deadweight	14.75%		
Alternative attribution	85.00%		

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[66] *Manchester Unit Cost Database CR8.0 (2022) Available at: https://www.greatermanchester-ca.gov.uk › media › unit-cost-database-v20 (Accessed: 14 Mar, 2024).*

Key assumptions and calculations:

- Number of children on the Child Protection or Child in Need registers: It is assumed that any children supported by Right There are likely to meet the thresholds to be on either register, and therefore at heightened risk of escalating further. For the Alex archetype, no children are present, hence the value that results here is £nil.
- Proportion at risk of escalating to Looked After Child (LAC) status: this is an assumption provided by Right There staff based on the proportion of young people at risk, at the time of their first contact with the family, of escalating to the point that the Local Authority would act to take them into care (Looked After Child status – LAC).
- Proportion supported to avoid escalation: this is the assumed proportion that can be supported successfully to avoid escalation to LAC status. The rationale for assumptions is discussed in more detail in Appendix B.
- Costs of LAC settings and mix of accommodation types: our analysis is based upon three levels of accommodation that might apply if a young person is taken into care:
  - Residential care: costing £254k per annum[67] are the highest cost setting that could be applied. Local Authorities tend to avoid using residential settings, if it can possibly be avoided, hence it is assumed that 20% of young people who escalate to LAC status would be placed in these settings;
  - Foster care: costing £41,600 per annum[68], foster care is more likely to be used when kinship care settings are not available. 35% of young people who escalate to LAC status are assumed to be placed in foster care; and
  - Kinship care: if informally agreed (i.e. not by Court Order), there is no cost attached to Kinship care. For prudence, we assume that 45% of young people who escalate to LAC status would be placed with other family members in an informal kindship care arrangement.
- Ages and timescales: the average age of children is drawn from inputs shown earlier. Local Authorities owe a statutory duty to young people who are taken into care until age 21. For prudence, we have reduced this to 18 on the basis that Care Leavers would be expected to be moved on from a children's home setting at that age and move (with ongoing support from the LA) into an adult setting (e.g. general needs social housing). It is assumed that there is a one-year delay before this saving is recognised to allow time for Right There's support to be delivered and for risk to begin to de-escalate demonstrating that the outcome has been achieved. These timescales and a discount rate of 3.5% are used to calculate an annuity factor and discount factor to state the saving in present day terms.

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[67] *Jones, Karen C. and Burns, Amanda (2021) Unit Costs of Health and Social Care 2021. Unit Costs of Health and Social Care. Personal Social Services Research Unit, Kent, UK, 185 pp.72 ISBN 978-1-911353-14-0.*
[68] *'How Much Do Foster Parents Get Paid? Fostering Allowance' Available at:*
https://www.capstonefostercare.co.uk/thinking-of-fostering?gad_source=1&gclid=Cj0KCQjw3ZayBhDRARIsAPWzx8rKxBaa5SOmO9GvTlh18A1Gk40Y28J_BjKXIqN6uTEqVT4nzM4AVNwaAg4eEALw_wcB (Accessed: May 16, 2024).

- Additional deductions for deadweight and attribution: deductions are made in the model as a whole for deadweight (the risk that outcomes would have happened anyway without intervention) and alternative attribution (recognising the extent to which other people and organisations' contributions were needed to achieve the outcomes). For the interventions aimed at avoiding young people escalating to LAC status, Right There is one of a group of five organisations that combine to offer support. In addition, family members who agree to offer Kinship care should be included in attribution as well as deadweight (i.e. in the absence of any agencies intervening, it appears possible that family would informally step in to help). For prudence, our workings include additional deductions specific to this part of the model amounting to 99.25% of the saving. This is not to say that RT does not add value in its support for young people: it most certainly *does* but in the course of economic modelling and in order to avoid a risk of over-claiming, it is important to assume here that much of the valuable outcomes they achieve could have happened anyway or with help from others.

Appendix 8B: Prevalence of issues and success rates

8B.1. Introduction

This Appendix builds upon the overview of the calculations and workings for each archetype (Appendix 8A) to set out the key variables that are adjusted between the archetypes. These primarily relate to:

- The likelihood that an issue would apply to an archetype; and
- The expected success rates from Right There interventions.

Our approach to adjusting for these has been to undertake a survey of Right There support workers, from which we have derived a range for each of these two key inputs for each outcome type. In some cases, Right There has chosen to reduce either or both of these measures to ensure that the model reflects a prudent view (avoiding over-claiming outcomes values).

8B.2. Key assumptions used

Table 21 below shows the key prevalence and success rate assumptions used for each archetype, together with the basic household composition data:

Table 21 Key prevalence and success rate assumptions used for each archetype, together with the basic household composition data

Archetype assumptions	Alex	James	Madeline	Smith	Johnston-Ross
Number of households referred p.a.	1681	764	573	382	420
Number of adults	1.00	0.75	2.00	1.00	1.00
Number of children	0.00	0.25	3.00	2.00	2.00
Average age of adults	40.00	21.50	35.00	33.00	55.00
Average age of children	0.00	17.00	10.00	10.50	9.50
Housing outcomes					
Proportion at risk of arrears	73%	94%	10%	76%	76%
Reduction post intervention	21%	21%	5%	31%	31%
Proportion at risk of eviction	48%	76%	10%	71%	71%
Reduction post intervention	21%	21%	5%	31%	31%
Proportion in temporary accommodation/hostel	72%	89%	0%	0%	0%
Proportion moved to general needs accommodation	63%	86%	0%	0%	0%
Employment and benefits outcomes					
Proportion out of paid employment	79%	91%	0%	66%	66%
Proportion supported into paid employment	13%	5%	0%	49%	49%
Substance use outcomes					
Proportion experiencing substance use dependency	54%	83%	33%	65%	65%
Proportion supported to recover	9%	54%	10%	51%	51%
Avoiding problem debt					
Proportion at risk of problem debt	74%	51%	10%	65%	56%
Proportion supported to avoid problem debt	19%	45%	5%	45%	45%
Health outcomes					
Proportion at risk of mental health issues	83%	96%	96%	90%	90%
Proportion supported to recover/avoid MH issues	11%	69%	69%	75%	75%
Proportion at risk of physical health issues	62%	74%	74%	70%	70%
Proportion supported to recover/avoid issues	7%	66%	66%	53%	53%
Adult criminal justice outcomes					
Proportion at risk of criminal activity	32%	60%	0%	0%	0%
Proportion supported to avoid future crime	9%	30%	0%	0%	0%
CYP criminal justice outcomes					
Proportion at risk of criminal activity	0%	9%	7%	84%	84%
Proportion supported to avoid future crime	0%	3%	5%	78%	78%
Children Education and employment outcomes					
Proportion of children at risk of being NEET	0%	91%	82%	82%	55%
Proportion supported to re-engage	0%	5%	60%	60%	43%
Childhood health outcomes					
Proportion of children at risk of respiratory illness	0%	0%	0%	0%	0%
Proportion re-housed in safe suitable accommodation	0%	0%	0%	0%	0%
LAC outcomes					
Number of children per household on CP/CIN register	0	0.25	3	2	2
Proportion of those at risk of escalation to LAC status	0%	0%	100%	100%	100%
Proportion supported to avoid escalation to LAC	0%	0%	80%	80%	80%

8B.2.1. Key features of archetype households:

- Alex: a single male aged 30 to 50 (assumed average age of 40)
- James: a single male aged 16 to 25. To derive the calculations accounting for the split range either side of 18, we have assumed the household comprises 0.75 adults aged 21.5 (broadly in the middle of the range from 18 to 25) and 0.25 children aged 17 (being the middle of the range from 16 to 18).
- Madeline: a young person with two siblings living in a household with both parents. Two adults are assumed to be age 35. Madeline and her two siblings are assumed to have an average age of 10 years.
- Smith family: a single parent family with two children. Mum is assumed to be 33 years old. Children are assumed to have an average age of 10.5 years.
- Johnston-Ross family: a single mum aged 55 with two children who have an average age of 9.5 years.

8B.2.2. Housing outcomes

- Alex is assumed to have a 73% likelihood of building future arrears and a 48% likelihood of future eviction. Right There staff believe it reasonable to assume that 21% of these cases can be supported to avoid these risks. 72% of this archetype are expected to require temporary hostel accommodation on the grounds of safety, and 63% can be supported to move on from temporary accommodation to a stable social tenancy.
- James has higher risks of poor housing outcomes (94% likelihood of future arrears, 76% risk of future eviction and 89% likelihood to require hostel accommodation). 21% of this archetype can be supported to avoid poor long-term outcomes. 86% can be supported to move on into a social tenancy from hostel accommodation.
- Madeline: has relatively low risk of future housing issues (10% risk of future arrears or eviction). Around half (5% of the cohort) can be supported to overcome those risks. Madeline does not have a risk of requiring temporary accommodation.
- Smith family: has over 70% likelihood of future arrears or eviction. 31% of the cohort can be supported to avoid those risks. There is no assessed risk of homelessness leading to a need for temporary accommodation.
- Johnston-Ross family: is assumed to be in the same position as the Smith family.

8B.2.3. Employment outcomes

- Alex: 79% of this group are expected to be out of work. It is assumed that 13% of the cohort can be supported into paid employment. This is a relatively prudent assumption, but we note that this allows for a higher proportion gaining employment at less than full-time hours.
- James: 91% of the cohort are assumed to be out of paid employment, and it is assumed that 5% can be supported back to the workforce. Again, this is a relatively prudent assumption, but it recognises the challenges inherent in this cohort which have numerous complex support needs.
- Madeline: due to her age, employment outcomes are not taken into account in this working (see below for education and employment outcomes for children).

- Smith family: it is assumed that 66% of the cohort will not be in paid employment at the point of referral. 49% of the cohort are assumed to be supported into work. The higher success rate for this cohort appears to be reasonable on the basis that this focuses on supporting a single parent to be better able to provide for their family.
- Johnston-Ross family: is modelled with the same assumptions/rationale as the Smith family. We note that, despite the older age of the Johnston-Ross adult, there remains sufficient normal working life for the full evaluated saving (10 years) to be achievable before retirement age.

8B.2.4. Substance use outcomes
- Alex: 54% of the cohort are assumed to have substance use issues at the point of referral. Due to the deeply-ingrained nature of the challenges, it is assumed that 9% of the cohort (17% of those affected) can be supported to recover.
- James: 83% of the cohort present with substance use issues upon referral. 54% (65% of those affected) can be supported to recover. Whilst that success rate appears high relative to other cohorts, we have seen substance use interventions with similar success rates elsewhere.
- Madeline: 33% of the cohort are assumed to present with substance issues in relation to adults within the household. 10% of the cohort (30% of those affected) are supported to recover.
- Smith family: 65% of adults within the cohort are assumed to present with substance issues, and 49% (75% of those affected) are assumed to be supported to recover.
- Johnston-Ross family: modelled on the same basis as the Smith family

8B.2.5. Problem debt outcomes
- Generally, this logically aligns with the likelihood of arrears and substance use issues being present. Both are indicators that an archetype may be struggling financially and/or may be seeking additional sources of cash to fund substance dependency, which is likely to include turning to borrowing, amongst other sources.
- Success rates fall within the range seen for housing and substance use outcomes, which again makes sense in relation to alleviating potential causes of a person turning to unsustainable debt.

8B.2.6. Health outcomes
- It is unsurprising to see high assumed rates of poor mental health across all archetypes. The background circumstances of each (summarised earlier in this report) are expected to lead to conditions such as stress, anxiety and depression (amongst others). Helping to alleviate causes of chaos within their lives and broader support is expected to deliver success rates of 69% to 75% for most archetypes, with the exception of Alex, which may arise from a longer term need for support due to the trauma in his background story.
- Physical health issues are expected for the majority of all archetype cohorts, with 62% to 74% expected to present needs that manifest as additional avoidable presentations to emergency care. That might arise from chaotic lifestyles leading to non-registration with a GP and, therefore, a tendency to present at A&E for routine matters, through to a higher risk of

medical emergencies arising due to the effects of substance use, amongst other causes. Again, success rates here logically align with the level of success assumed in relation to housing and substance use outcomes

8B.2.7. Adult criminal justice outcomes

- Only Alex and James are assumed to present with risks of being involved in criminal activity as adults, with 32% of the Alex cohort expected to be at risk and 60% of the James archetype. The success assumption for Alex aligns broadly with the substance use outcome, which appears reasonable given that the need for cash to fund substance purchases may be a cause of involvement in crime. Similarly, the success rate for James (30% of the archetype group and half of those affected) falls within the success rate for recovery from substance issues.

8B.2.8. Criminal Justice outcomes for children and young people

- This does not apply to Alex given the household composition noted above, as no children are present.
- For James, we note that there is a provision for 25% of the cohort to be aged 16 to 18. As such this outcome is introduced but is adjusted for the small number of people affected within the workings to derive the risk and success factors shown above (see Appendix A for workings).
- Madeline has relatively low risk of criminal activity amongst the children (7% likelihood), but with high success rates (5% are expected to successfully be supported to avoid future criminal activity – 71% of those affected).
- Likelihood of involvement in criminal activity is higher amongst children in the Smith and Johnston-Ross archetypes. This makes sense given the chaos within the family circumstances and the behaviours displayed by children as a consequence that appear to indicate a pattern that could prompt young people to be drawn into crime as a result of exploitation or necessity to meet basic needs that are not met in circumstances of neglect (amongst other reasons). Meeting basic needs and supporting the alleviation of root causes of chaos and trauma within the family home should, reasonably, be assumed to lead to success in addressing the risk that young people are drawn into crime. Hence, it appears to be reasonable that 78% of the cohort are assumed to be supported out of this risk (i.e. 93% of those affected).

8B.2.9. Education and employment outcomes for children and young people

- Again, this outcome does not apply for the Alex cohort.
- 91% of young people factored-in to the James cohort are at risk of disengagement. Again, we note that this is applied to a minority of the cohort as it is weighted towards the adult age range (25% of the cohort are assumed to be aged 16 to 18). Given the age of the cohort (16+) there is relatively little time within formal education remaining for a change in circumstances to be achieved. The success rates assumed here align with the success in achieving employment outcomes for adults within the cohort. Given the severity and complexity of needs, this appears to be reasonable.

- 82% of children within the Madeline archetype (i.e. 3 children per household) are assumed to be at risk of disengagement from education. With an average age of 10, there is sufficient time for an intervention to make a meaningful difference in outcomes. Hence, addressing the underlying issues within the family home, and specific work with Madeline, contributes to support 60% of young people to re-engage and avoid being NEET at age 18. The outcome claimed is relatively prudent, in that it assumes a basic level of employment: it is conceivable that Right There's support may enable some young people to go on to further training and higher quality employment in the longer term, which has not been included in these evaluations. The Smith family is modelled using the same assumptions, for the same reasons, as Madeline and her siblings.
- The Johnston-Ross children are assumed to have a lower (55%) likelihood of disengagement. 43% are supported to achieve education and employment outcomes (i.e. 78% of those affected).

8B.2.10. Looked After Children outcomes

- These outcomes are not applied to the Alex and James archetypes. Whilst James includes some under-18s, it seems prudent to assume that, with two years of adolescence remaining, a Local Authority is unlikely to have time to log risk and then for it to escalate such that there would be a material time spent in a care setting prior to age 18.
- Children in the Madeline, Smith family and Johnston-Ross family archetypes are assumed to have a 100% likelihood of escalation and, ultimately, being taken into care by the local authority if not action is taken to provide support. The assumed success rate of avoiding the outcome of being taken into care is justified both by Right There's support for the family as a whole as well as support provided by partner organisations to de-escalate these risks. It is noted that the majority of evaluated outcomes are not attributed to Right There to account for deadweight and alternative attribution (see Appendix 8A).

8B.3. Sources of assumptions

As is noted above, the assumptions as to prevalence of issues/risks and success in helping to address these issues have been derived from a survey of support workers, typically selecting assumptions towards the average or lower end of the ranges identified in order to present a prudent and reasonable result. The results of this enquiry process were reviewed in workshops with Right There support staff and leadership in order to agree final assumptions for use. The Right There team believes these to be reasonable by reference to their experience of issues and outcomes achieved for the people they support.

Appendix 8C: Results of the evaluation model

8C.1. Introduction

This Appendix summarises the results derived from the model, and the approach taken to allocate the people supported by Right There between the archetypes. It also shows the breakdown of evaluated outcomes by stakeholder and the effect of applying deductions for deadweight and alternative attribution to the results.

It is noted that the models *do not* include adjustments for displacement (i.e. negative outcomes resulting from Right There's work or the value of damage that arises alongside positive impacts). It is not envisaged that any damage arises directly as a consequence of the work done by Right There. Where a cost arises as a consequence of Right There's work, it has been taken into account in the measures used within the models shown in Appendix A. We have not adjusted for displacement effects where Right There's work involves supporting a household to access support to which it has been entitled but has not claimed (e.g. where there is a statutory entitlement to benefits that has been unclaimed prior to Right There's support, this is not accounted for as displacement because that benefit *should have* been made available in any case).

8C.2. Results of the model

Table 22 below shows a summary of key outputs from the economic model:

Table 22 Summary of key outputs from the model

Archetype	Proportion of Right There referrals	Number of households in archetype	Gross outcomes value calculated (£'000)	Deduction for deadweight	Deduction for Alternative Attribution	Net outcomes value
Archetype 1 - James	20%	764	41,529	5%	40%	22,841
Archetype 2 - Alex	44%	1680.8	72,620	5%	40%	39,941
Archetype 2 - Madeline	15%	573	124,602	5%	40%	68,531
Archetype 3 - Smith Family	10%	382	160,594	5%	40%	88,327
Archetype 4 - Johnston-Ross Family	11%	420.2	161,728	5%	40%	88,950
Total		**3820**	**561,075**			**308,591**

The above highlights:

- Outcomes before deductions for deadweight and alternative attribution of some £561m arising from Right There's support for on average 3,820 households. After deductions, this equates to an impact value of £308.6m, which equates to approximately £81k impact value per household supported. The values are assessed based on one year's cohort of referrals to Right There. The Charity may provide support for people who access its services for up to five years (perhaps longer in some cases), and the model delays and discounts future savings to reflect their present value at the time of referral.

- We note that households with children tend to result in higher outcomes values:

Table 23 Net outcomes per household (£) per archetype

Archetype	Net outcomes per household (£)
Archetype 1 - James	29,897
Archetype 2 - Alex	23,763
Archetype 2 - Madeline	119,601
Archetype 3 - Smith Family	231,222
Archetype 4 - Johnston-Ross Family	211,686

This aligns with the position we would expect to see, given our experience of numerous other, similar, evaluations, on the basis that outcomes for young people include some that are very high value (e.g. the impact of avoiding a young person disengaging and becoming NEET at age 18 is £119k per outcome. The families included in the models shown here have at least two children. Hence, that has a significant influence on outcomes values for those archetypes.

Appendix 9: Research Publication Notices

Research publication notices

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