



**NHP**  
Living connected  
and fulfilling lives

# Overview



# NHP

Living connected and fulfilling lives

## VISION:

Young people leaving care live connected  
and fulfilling lives

## MISSION:

To establish Local House Projects  
to work with young people using a  
psychologically informed practice framework  
to develop the skills, knowledge and confidence  
to grow their community, make their first home  
and have a positive future

## What is the National House Project (NHP)?

NHP is a Charitable Incorporated Organisation (CIO), established in August 2018. It provides the knowledge, resources and support to establish and maintain Local House Projects (LHPs) and believes that joining a LHP should be an option for all young people leaving care.

NHP takes a ground-breaking approach through its commitment to young people leaving care to take ownership and to live connected and fulfilling lives. The work began by asking young people 'what makes a house a home' and was co-designed with young people from the start. It works on a relational approach through which young people in and leaving care work together with staff to create their first home and build a long-term community of support. In 2015 young people in the first Local House Project (LHP) [shared their views](#) with Edward Timpson, Children's and Families Minister and young people have subsequently met with Ministers in both England and Scotland. They talked about how living a happy life needs more than a physical property. It requires; skills, knowledge and confidence to manage a home, positive relationships that make you feel valued and a connection to your community that you contribute to and are supported by.

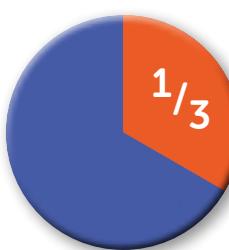
# Why are we doing this?

Every year around 10,000 young people in England leave local authority (LA) care and around 1000 young people become eligible for continuing or after care services in Scotland. The poor outcomes that occur during transition and beyond are hugely influenced by the traumatic experiences that brought them into care which can then be compounded by experiences within the care system.

Moving to live on your own from 17 onwards is daunting. Doing this without the support of close family and at a much earlier age than the general population (average age of leaving home is 25) does not work for many young people. They have described to us their loneliness, fear and the feeling that they have been 'dropped off a cliff'.

Against all the key indicators in education, employment, health, offending and accommodation, outcomes for care leavers are unacceptable.

The National Audit Office report 'Care Leavers Transition to Adulthood' notes that:



...a third of care leavers experience homelessness between 6-24 months after leaving care.



Research highlights that over a quarter of the adult prison population have been in care and...



...care leavers are four times more likely than the general population to have mental health problems.

We recognised the energy, creativity and will to thrive of our young people and it was a shared ambition to improve outcomes for all young people that led to the establishment of the first LHP in Stoke-on-Trent. The process focuses on maximising young people's ownership, so they can feel proud of what they have developed and have confidence in themselves and their futures.



# What have we done so far?

In its successful first phase, funded in 2015 by the DfE, young people aged 16 plus worked on void properties in Stoke-on-Trent, which they have moved into, and which became their homes for as long as they wanted.

A second phase of DfE Innovation funding in 2017 enabled the development of new LHPs in five LAs and the establishment of 'The National House Project' as a National Charity which has developed the practice framework and provides the expertise and support to enable any group of young people and the adults working with them to set up an LHP in their own LA.

A third phase of DfE innovation funding was awarded in 2020 to ensure sustainability and create the infrastructure to scale, securing the establishment of new LHPs across the country.

New LHPs have since been established in England and Scotland with a collaborative arrangement being established across Greater Manchester. The community of young people continues to grow as more LHPs are established and LAs scale the approach within their leaving care services.

Young people have been successfully transitioning into permanent tenancies since 2017 giving them the secure base that we all need when starting to make our way in the world. Strong and supportive relationships within their LHP community provides an informal source of support that lasts as long as it needs to. Young people are supported by staff and other young people, and many describe having made friends for life. The approach provides young people with the confidence to get jobs and stay in college. Over 450 young people have moved into their own home and there have been no evictions or tenancy breakdowns.

## Our theory of change – the ORCHIDS framework

The ORCHIDS framework defines our approach and makes it different to other leaving care and accommodation options. It provides a clear practice framework that uses the energy, experience and creativity of young people and develops a supportive and safe base from which to explore the world and build a positive future. The ORCHIDS framework is based on young people:

1. Taking **Ownership** for decisions affecting their lives, their home and the development of their project
2. Taking **Responsibility** for keeping themselves safe, looking after others and the project
3. Building a **Community** of support for as long as they need it
4. Having their own **Homes**
5. Becoming **Interdependent** and developing the skills to cope emotionally & financially through accessing support when needed
6. Gaining a sense of purpose and **Direction**
7. Having a positive **Sense** of wellbeing

**ORCHIDS** is underpinned by the psychological theory of self-determination (Deci and Ryan 2000) which says that psychological health requires three basic needs to be met:



We know that pride in doing things for yourself is key to unlocking young people's potential. The framework enables young people to be the authors of their own futures and develop control and responsibility for their own lives. They work closely with staff who know them well and LHPs are supported by a psychologist and NHP Practice Lead so that the approach is delivered safely.

Staff in LHPs use the framework to plan and deliver direct work with their young people in a positive, energised and respectful way. It provides a safe context for supporting young people into their first home and a set of standards to recognise, celebrate and build on success. Working to a framework rather than a model ensures fidelity but allows for difference.

## Fidelity

With support of the Innovation Unit and DfE, much of our early work focused on developing the approach and codifying key fidelity elements that had to be in place for the approach to work. The following are required for all LHPs, but a flexible framework approach recognising the uniqueness of individual young people and local authorities, ensures that the approach can be delivered in a way that fits the local context.



Co-production  
with young people



Dedicated staff team



A base



Relational psychologically  
informed practice framework



A groupwork approach to  
complete the House Project  
Programme



Their own home



# CARE LEAVERS NATIONAL MOVEMENT

## Care Leavers National Movement (CLNM)

To maximise the ownership of young people and ensure that their collective voice is heard, amplified and acted on we established CLNM. It has representation from all LHPs at a regional level with these meetings feeding in to the more strategic function of CLNM. The regional and national meetings are assisted by NHP staff who support the chairs/vice chairs to set the agenda, chair the meeting itself and carry out any follow up actions which includes attendance at staff community of practice meetings to drive best practice. The chairs and vice chairs from CLNM form an advisory group and are supported to sit as expert advisors to the NHP Board of Trustees.

### Young People's feedback

Our approach is driven by the views of young people at every stage of the process. Initially we needed to 'do' leaving care better and differently. Young people described being placed in flats with no choice about where they lived or how the 'moving in' budget was spent.

But it was not enough simply to provide a nice flat in a nice area, because this did not get to the heart of the issues. Our young people did not want to be 'done to' or 'done for', they wanted to be able to take back control and not be alone - particularly powerful from people who have experienced neglect and abuse. Young people told us that:

**'We need pride. Coming from the care system it's difficult to find something to be proud of.'**

**'I want to be standing up and people feeling proud of me.'**

**'You're with other people so you don't feel alone.'**

The results of the pilot phases were powerful. Nothing exemplified this power more than the visit of Edward Timpson, former Minister of State for Vulnerable Children and Families (to view the visit [click here](#)). During the visit one young person explained:

**'I'd compare the House Project to a tree; we've planted it and we're growing up. We're all together and we're all going up.'**

Jason's film shows a young man who had lived in residential care and become homeless. He was able to find a new home and new hope through the project. To view his story [click here](#).

**'I feel like I am not going out there alone now. That is different to how I felt before the House Project started.'**

**'We need pride. Coming from the care system it's difficult to find something to be proud of.'**



**'You're with other people so you don't feel alone.'**

**'I want to be standing up and people feeling proud of me.'**

# **How does a local authority set up a House Project and how does it work?**

Interested LA's have an initial discussion with NHP and both parties agree that establishing an LHP is right for them. A self-assessment tool assists LAs to think about what needs to be in place to support a successful LHP. Integral to this is a relationship with a Housing Provider who will be involved at the outset and work with the LA to secure properties for young people leaving care on an annual basis.

The decision to proceed must be informed by the views of young people and they, with senior officers, 'pitch' to NHP as to why an LHP is right for them and how it would work.

Once a decision is made to proceed a membership agreement will be signed. This outlines the obligations on both parties and NHP provides direct support and guidance and shares the tools and resources to establish an LHP (see the 'Offer' document). NHP support the LA to recruit skilled staff and provide training related to psychologically informed practice, the impact of trauma, social pedagogy, the ORCHIDS framework, and the House Project Programme (HPP).

The LHP works alongside young people to access Education, Employment and Training (EET). Completing HPP requires links to be made with local companies and training providers who will offer a range of opportunities including taster days, work experience, apprenticeships, and permanent employment.

Whilst working through HPP, young people engage with the housing provider so that they have some choice in where they live and are involved in getting their property ready to become their home. Young people initially move in on an introductory tenancy and transition to a secure tenancy, ensuring that this is their home for as long as they want to live there. They continue to be a member of their LHP community for as long as they wish.

Housing providers get good tenants and LAs have a long-term, sustainable housing solution to meet the needs of young people leaving the care system.

## **House Project Programme (HPP)**

Young people complete a range of activities and these experiences provide the knowledge, skills and confidence to be successful. The programme was developed with young people and is delivered via regular groupwork sessions. It takes a social pedagogical approach whereby staff work alongside young people to support the recognition and promotion of an individual potential. The approach is modular and web-based and is certificated by AQA and SQA. Young people can access resources either from their phones or computer enabling them to add uploads to showcase their journey and demonstrate what they have achieved. HPP is classed as a reintegration programme and young people are recorded as being in EET. HPP is linked to the psychologically informed practice framework ORCHIDS.

## **Evaluations**

As a learning organisation we are keen to understand how we can continue to improve our 'offer'. We have internal feedback loops from LHP staff and young people and have also commissioned a number of independent evaluations. This growing body of practice based evidence demonstrates that not only are young people worth investing in but the approach works for young people, LAs and society.

- [York University \(2017, 2020\)](#) reported that the approach was showing positive outcomes in its first year and that NHP had achieved its service level outcomes and provided a holistic and coordinated support package for young people, and advice and training for LHP staff in the second evaluation. LAs recognised the expertise provided by NHP, the involvement of young people as a 'best practice' exemplar and the innovative ways of working were recognised by LAs as stimulating developments across wider service provision. Young people had developed

friendships, social skills, confidence and the ability to make up their own mind which contributed to a significant change in satisfaction with life as a whole.

- **Care Leavers National Movement Peer Evaluation (2021)** reported that young people were positive about their LHP (94.2%) and reported that the approach had a positive impact on their mental health and wellbeing (78%). Young people reported that their opinions mattered to how decisions were made (88.4%) and the majority (91.3%) reported that their LHP had been hugely important to their sense of community with the trust between young people and staff being key. Young people reported (97.1%) that they had been supported to take responsibility, and the majority (97%) reported that they had a goal and aspirations for the future.
- **Care Leavers National Movement Peer Evaluation (2023)** reported that young people were positive about their LHP (89.6%) and that the approach had a positive impact on their mental health and wellbeing (75.6%). Young people reported that their opinions mattered to how decisions were made (88.7%) and young people (86%) reported that the HPP had helped them prepare to live in their own home.
- **Scottish Throughcare and Aftercare Forum (Staf) Evaluation 2022** looked specifically at LHPs in Scotland and reported that the approach has had a positive impact on young people which is likely to have lasting benefits. It also informed and engaged corporate parents enabling improved inter agency working and relationship-based practice, generated shared insights, pooled resources, and sparked changes at practice levels. Trust and rapport enable staff to truly understand and support young people who in turn developed important skills that underpinned managing their home, accessing support in the community and building enduring communities of support with each other. **Braw Talent** were commissioned to coproduce with young people a creative telling of their House Project experience. East Dunbartonshire produced the following animation of **Cinderella**.
- **Cambridge University 2023** reported on the psychological framework which underpins our approach. Young people made progress in their individual developmental journeys and key findings which are grouped under thematic headings. The evaluation describes their journeys, and the significant 'extra-ordinary' moments that constituted them, as evidence of ORCHIDS in action which led young people to develop a sense of belonging and a sense of feeling competent and autonomous (having a sense of agency rather than 'doing it alone'). They reported that such developmental experiences are essential for broader outcomes of maintaining stable accommodation, improved physical and mental health, education, training and employment, and relational stability.
- **The Exit (Exploring Innovation in Transition) Evaluation 2021-24** led by Warwick Business School (WBS), Bedfordshire University focuses on identifying the key ingredients to developing and sustaining innovation at a practice and policy level for care leavers. The evaluation highlighted the six fidelity elements (co-production, base, relationship practice, learning programme, house and LHP professional team), the three outcome domains (young people, organisation and innovation journey) and the five ingredients for establishing and sustaining innovation (co-production, adaption and learning, shared leadership, receptivity of contexts and outcome measures).

We are committed to bi-annual Peer Evaluations and will use future evaluations to inform and develop our approach.

Inspections by Ofsted and the Care Inspectorate in Scotland report positively on the impact and outcomes for young people who are part of a LHP. Ofsted's report about Islington (2020) recorded:

**'The House Project is an innovative and highly valued service that is making a significant difference for care leavers. The service helps young people to build confidence and to make friends for life, through preparation for managing their first home & the provision of secure and affordable accommodation. Young people said to inspectors that being involved in the project makes them feel like they have a family'.**

# Financial Modelling

LA's have a statutory duty to provide accommodation and care until 18 years in England and 21 years in Scotland and support to care leavers up until 25 and 26 respectively. The cost of accommodation represents one of the highest challenges to LA budgets and often with little evidence of achieving good outcomes.

The House Project approach provides the support needed to transition well and with ongoing support and the development of a community of peer support it replicates the principles of 'staying close'. With skilled and experienced staff, the approach provides a safe step down from residential/foster care, allowing support to be provided at lower costs. Furthermore, the improved outcomes reduce the demand on wider LA and partner agency budgets with fewer tenancy breakdowns, improved emotional, physical and mental health and less contact with criminal justice services.

A Cost Benefit Analysis (CBA) in the Evaluation Report (York 2020) showed a positive return on investment of 1.4 from year 2 (a saving of £1.40 for each £1 invested in the House Project) which increases to 2.0 in year 3. Since this evaluation LA's have evidenced yearly savings in excess of £1.5M and we therefore intend to undertake an economic benefit (value) evaluation to understand the savings to the wider public purse.

## How does the LHP save money?

Moving young people in a planned and supported way from regulated provision provides savings to LA placement budget expenditure. Moving one young person from an independent residential unit at an annual average cost of £260,269 (Personal Social Services Research Unit 2020) more than covers the annual running costs for the project.

We have a financial modelling paper (available on request) that sets out the costs associated with NHP membership and the savings that can be achieved. With local information on placement and staffing costs this can be written specifically for an individual LA.

## Fundraising

As a charity we are not full cost recovery from membership fees and income generated from our fundraising activities funds both core costs and 'additionality' (eg, white goods to young people as they move in to their first home, fuel vouchers, [Aspirational Awards](#)). We collaborate with businesses and organisations to continually improve the offer to young people.

## Want to know more?

We can be contacted on the details below to discuss any element of House Project.

Please also see links below:

- [An introduction to NHP](#)
- [Local authorities looking for a solution](#)
- [Organisations looking to build a partnership](#)
- [Housing providers looking to join an ever-growing community](#)

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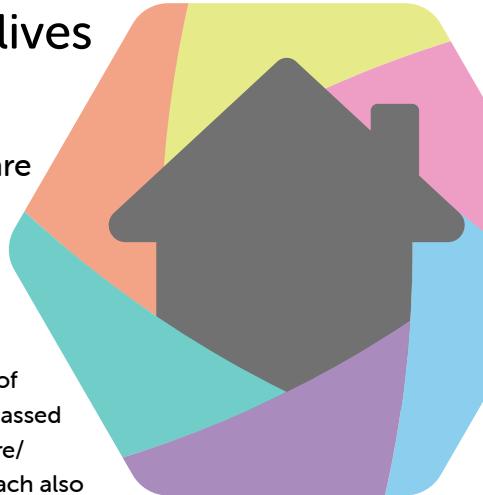
**NHP**  
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Psychologically  
Informed  
Framework



# NHP

## Living connected and fulfilling lives



The National House Project (NHP) works with young people in care to help them to develop as a group, learn together and support each other to move in to their first homes in a positive way.

Children in care will, by the very nature of having entered and lived in the care system, have complex histories of survival, attachment disruption and experience of adversity. Whole systems can often become challenged as to how to effectively meet the needs of some of these young people with the most complex of presentations. They often get passed between and within systems, each one with a different 'treatment' and ethos (social care/education/CAMHS/CJS). The intra and inter-system conflict that arises from this approach also impacts on workers and organisations as well as young people. As a result, inconsistency in approach can reinforce behaviours and beliefs and young people's needs are not met effectively. It is not unusual to see a deterioration in wellbeing, increasing problems in emotional regulation and a breakdown in relationships within the support systems.

Young people can present with complexity. Young people's lived experience and presentation cannot (and should not) be explained by a single 'label', and we believe that this is an unhelpful (and sometimes harmful) way of working with young people. NHP aims to accept the complexity of working with young people and work with them, in a proactive way, that recognises their unique lived experience to support them to live connected and fulfilling lives.

Our starting point is that thoughts, feelings and behaviours are all interlinked and that all behaviour has meaning and is understandable in its context and in the context of the lived experience of the young person.

The framework which underpins the project is psychologically informed and draws on several theories to help build a safe and robust practice framework (ORCHIDS). It uses multiple and developmental 'meta' perspectives, with the aim of integrating theories and operationalising them into practice.

Work with young people draws from the theories of attachment, trauma, adolescent development, resilience and self-determination.



# Attachment and Trauma

Attachment theory is a concept in developmental psychology that deals with the importance of "attachment" in relation to personal development. Psychologist John Bowlby (1969) was the first to coin the term. His work in the late 60s established the precedent that childhood development depended heavily upon a child's ability to form a strong relationship with 'at least one primary caregiver'. Generally speaking, this is one of the parents.

Mary Ainsworth (1973) developed many of Bowlby's ideas. In particular, she identified the existence of what she calls 'attachment behaviour' examples of behaviour that are demonstrated by children experiencing distress in an attempt at establishing or re-establishing an attachment to a presently absent caregiver. Since this behaviour occurs uniformly in children, it is a compelling argument for the existence of "innate" or instinctual behaviour.

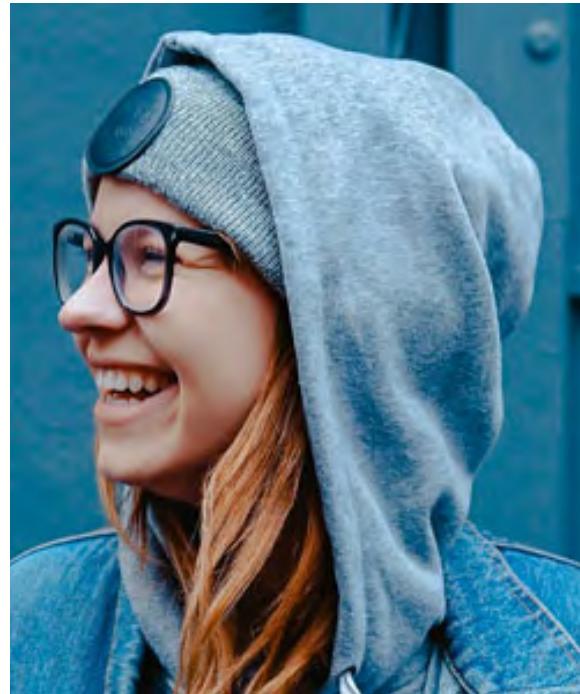
An understanding of attachment styles and the resulting behaviours is important in order to understand the most effective way to support the children and young people we are working with.

In very general terms attachment styles fall into three categories – avoidant, secure and ambivalent. Much has been written in this area. The work of Dan Hughes and Kim Golding (2012) has enhanced our understanding and they provide a rich platform on which to base our work. This includes the PACE Model. PACE (playfulness, acceptance, curiosity and empathy) is a way of thinking, feeling, communicating and behaving that aims to make the young person feel safe.

We recognise that young people within the care system will have experienced trauma within their own families, followed by the potential trauma of living in new settings, with the likelihood of several moves added to this. Reactions to trauma vary from person to person. Across the continuum, people will have experienced disrupted attachments and may experience anxiety, shame, emotional numbness, disconnection, intrusive thoughts, helplessness and powerlessness. Early trauma can have especially negative consequences and impact on developmental progression. Memory can sometimes be affected— people may not remember parts of what happened, but at the same time may be overwhelmed by sporadic memories that return in flashbacks. Nightmares, low mood and anxiety, irritability, and jumpiness are common. Any of these responses can interfere with an individual's sense of safety, self, and self-efficacy, as well as the ability to regulate emotions and navigate relationships.

Local House Project (LHP) staff receive training from a Psychologist to help them understand young people's attachment strategies and explore the most appropriate ways to respond, enabling staff to be consistent in their approach. We work from a basis of not 'what is wrong with each young person' but rather understanding them and their behaviours in relation to what has happened to them. The psychologist supports the team in exploring their own experiences and understanding to develop a 'formulation' (or 'shared understanding') of each young person and their context. This recognises the dynamic, multi-systemic and multi-factorial complexity of each individual's presentation. Monthly consultations are then offered to ensure clinical oversight of the support that is being offered for each young person and the staff team as a whole.

NHP works on the basis that 'every intervention matters' and staff are encouraged to model relationally sensitive, trauma-informed and emotionally attuned behaviour accordingly. The stability of relationships is paramount and LHP staff aim to build honest and trusting relationships with young people, enabling them to support each young person in the most appropriate way. We have high aspirations for young people, but these are based on realistic expectations and we recognise that each young person's route to moving to their first home will be different.



# Self Determination Theory (SDT)

The House Project approach has its roots in the theory of self-determination (Ryan and Deci 2000). This is a motivational theory that has been shown to correlate positively with self-worth and wellbeing. SDT proposes that human beings require three core needs to be met in order to promote motivation and psychological health:

The House Project approach aims to address these core needs via the **ORCHIDS** practice framework:

- **Ownership (Autonomy)** - I have control over my life; As part of a team I help to shape my LHP; I can make up my mind about things.
- **Responsibility (Autonomy and Competence)** - I take responsibility for getting things done; I can ask for help when I need to; I can take responsibility for sorting things out when they go wrong; I've been dealing with problems well.
- **Community (Relatedness)** - I feel I am part of a group that supports and cares for each other; I've been feeling close to other people; I am involved in group decision making and co-production of the project.
- **Home (Autonomy)** - I have my own personal space that I can call home; I feel safe in my own home; I can relax in my own home.
- **Interdependence (Competence and Autonomy)** - I can sort out practical stuff (cooking, money, travel, getting help); I have been thinking clearly; I've been feeling useful.
- **Developmental Direction (Competence and Autonomy)** - I have goals, a plan and the skills and confidence to get there; I've been feeling optimistic about my future.
- **Sense of Well Being (Competence, autonomy and relatedness)** - I wanted to do 'this' and I did it; I go to work/education/training, I do my best and people recognise this; I am able to do the things I need to do in my life and when things don't go according to plan I know what to do or where to get help; I get on well with my neighbours and the rest of the House Project and I have a role to play; I have plans for what I want to do with my life.

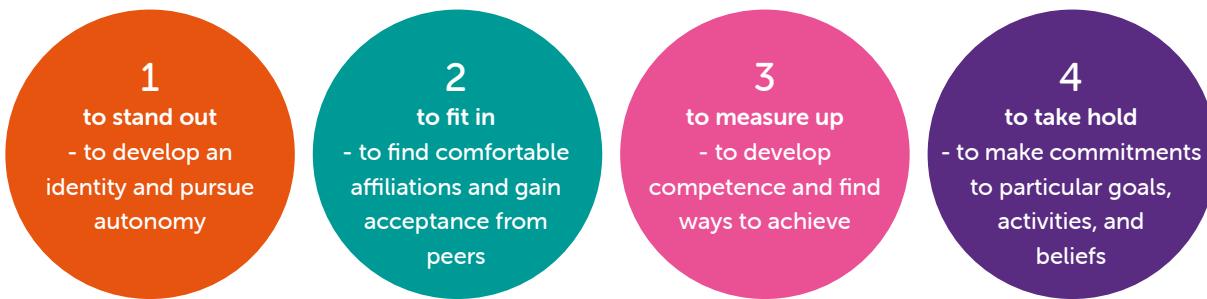


## Adolescent Development

The ORCHIDS framework also promotes the notion that support should be developmentally aligned. As such, young people are met 'where they are at'. This support is informed by an understanding of child and adolescent development.

The neurobiological processes that define adolescence and influence risk-taking are complex, and the role they play is emerging as a key factor in adolescent behaviour. These processes must be understood in the context of psychological development and social influences.

There are four key tasks of adolescence:



The drive for affiliation and acceptance at this stage makes adolescents more open to peer influence and also tends to promote the rapid development of new relationships—with less time spent on negotiation of the basis for the friendship than at other stages of life. Researchers (e.g. [Berndt, 1979](#); [Brown et al., 1986](#)) have identified a linear pattern that associates age and openness to peer influence, with a peak of openness to antisocial influences at 14/15yrs.

Adolescents are not mini adults and to treat them as such is unhelpful. For adults, various parts of the brain work together to evaluate choices, make decisions and act accordingly in each situation. The prefrontal cortex is a section of the brain that weighs outcomes, forms judgments, controls impulses and emotions, helps people understand one another and communicates with the other sections of the brain. The prefrontal cortex in particular is immature in teenagers as compared to adults and does not fully develop until the mid-20s. Trauma can also have a particularly unhelpful impact on the development of the brain. LHP staff receive training in this area so that they can align their expectations and support accordingly.

## Resilience

Finally, our practice framework also considers the nature of resilience. We define resilience as the ability to work through periods of challenge and grow and develop through this process. It is the ability to 'bounce back' from setbacks. Resilience develops when we feel supported, purposeful, confident and are adaptable to change. Our view is that resilience is a dynamic process and that it is context specific. Resilience is therefore not a fixed characteristic that we either have or don't have, it is an everchanging process of harnessing and adapting resources to sustain wellbeing. We need therefore to support young people with the resources that facilitate their ability to develop resilience, construct meaning in life and maximise their future opportunities.

In order to develop resilience, young people need to:

- **FEEL SUPPORTED.** They need relationships around them that are positive and supportive and learn how to ask for help. Relationships provide emotional security and form the basis of young people being able to develop a sense of resilience.
- **FEEL PURPOSEFUL.** They need to have a purpose and over time understand their higher purpose – not just knowing that they want to do something, but also understanding why they want to do something
- **FEEL CONFIDENT.** They need to feel competent and have belief in their ability to achieve their purpose. They need to know that people have faith in them.
- **BE ABLE TO ADAPT.** They need to be able to take what they have learnt in one situation and apply what they have learnt somewhere else. They need to be able to respond if things go wrong and know that they can change things.
- **HAVE HOPE.** They need to see that their lives make sense, despite what may have happened and a belief that they can achieve.

# What is a team formulation for a young person?

The point of a team formulation is to start to increase our understanding and empathy for a young person and to develop a proactive approach to supporting and building a relationship with the young person.

It is called a team formulation meeting because we bring together key professionals who work with the young person (the team) to come up with ideas about how to help the young person day-to-day. A team formulation meeting is about starting to make sense of:

- **what** we are seeing that we need to understand and support;
- **why** the young person is having these experiences; and
- **how** we can help and what is the basis of a consistent approach.

We won't come up with all the answers during this meeting, but that's OK.

It's a starting point in thinking about a young person's strengths and needs, and how best to support them. Indeed, the formulation is a tentative understanding of a young person's strengths and needs, based on historic and current information. It draws on psychological constructs such as attachment, trauma, the developing brain and contextual or systemic factors. The team formulation is also a chance to understand and process the team's feelings (such as feeling stuck or worried) and their hopes for the young person. When we bring professionals together, to share their understanding of the young person compassionately, the aim is to strengthen our understanding of the young person, so that we can strengthen our connection with them.

## How we support staff to deliver the House Project approach

Everything we do centres on relationships. Young people tell us that strong, positive, enduring, relationships are the thing that makes the biggest difference to them. Having knowledge of the theories that underpin our work is important but unless you can work relationally you will not be able to put these into practice or deliver the House Project approach. We recognise that working in this way can be emotionally demanding and we are keen to ensure that staff are supported well by providing psychological support and training.

## Psychological support

Each LHP works collaboratively with an applied psychologist or systemic therapist. The aim of the psychologist is to support the staff in their connections with young people. They use a framework called 'nested mentalisation', where the psychologist 'holds the team in mind' (understands the team and helps the team to reflect), and this in turn helps the team 'hold the young people in mind' (understand the young people and help the young people to reflect). So, the psychologist doesn't meet directly with each young person; instead, the psychologist supports the team who have a direct connection and relationship with the young people in the House Project.

Each LHP has the following psychological support:

- **Consultation**  
LHPs receive monthly psychological consultation. These meetings take place with individual staff members and the team as a whole. The consultation gives space to reflect on how the team are currently managing, how individuals on the team are managing, and how to help the team to continue to support young people.
- **Team Formulation**  
As on page 6 of Psychologically Informed Framework document.

- **Learning Workshops**

The learning workshops are offered to all staff in the House Project community. The workshops focus on making links between theory and practice and offer staff a chance to think and learn together. It is an opportunity for staff to share good practice, talk about challenging situations and think about how they might do things differently.

## Suggested bibliography and reading

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**NHP**  
Living connected  
and fulfilling lives

# The Offer



# NHP

Living connected and fulfilling lives

This document sets out the NHP offer to Local Authorities (LAs) which supports the establishment and ongoing running of a Local House Project (LHP). We provide a framework that accommodates both local arrangements and input from young people. Fidelity elements define what an LHP is and differentiate it from other leaving care options.

The 'offer' document forms the basis of the Membership Agreement between NHP and the LA.

## VISION:

Young people leaving care live connected and fulfilling lives

## MISSION:

To establish Local House Projects to work with young people using a psychologically informed practice framework to develop the skills, knowledge and confidence to grow their community, make their first home and have a positive future

## 1. READINESS

### 1.1 LA readiness to start a Local House Project (LHP)

When an LA is considering the establishment of a LHP, NHP will attend stakeholder meetings to share information about the Charity and the NHP framework. Background papers and links to resources will be provided.

A self-assessment document is made available to enable the LA to determine whether they are able to effectively support an LHP and a financial modelling paper that details costings and potential savings is provided. This can be updated specifically for each LA when NHP has received placement costs and salary data.

## 2. SET UP AND SUPPORT FOR YEAR ONE

### INFRASTRUCTURE

#### 2.1 Project Plan

NHP have developed a project plan which will support LAs in the planning, initial set up and operational delivery for an LHP.

#### Online resources

LAs will have access to online resources via a single login to support the establishment and management of your LHP. You will receive training and support on how to access the system.

#### 2.2 Staff Recruitment

The success of LHPs is heavily influenced by the appointment of skilled and experienced staff who have the right value base and are driven by the principle that with the right support, young people can own the solutions to the challenges they face.

NHP has Job Descriptions and Person Specifications for LAs to use for the roles of Project Lead and Facilitators and NHP will form part of the recruitment process for staff appointments. Advertisement and recruitment costs will be borne by the LA.

If LAs experience staff turnover, NHP will support the recruitment and appointment of new staff.

#### 2.3 Website and Branding Strategy

The NHP website provides an overview of the Charity and its support to LHPs. Each LHP will have its own subsite which will be hosted under the NHP site domain. LHP staff will be trained to maintain and update with local content.

NHP has Branding and Marketing Strategies that will support and guide LHPs. LHPs will have access to marketing and advertising materials to develop and support local activity.

#### 2.4 Outcomes and Learning framework

NHP has commissioned a bespoke Outcomes and Learning (OLF) enables an LHP to track the progress of their young people. LHPs will be responsible for inputting data into the system, and this will be available in

an anonymised format to NHP who will aggregate findings. All GDPR issues relating to data are covered in the membership agreement. In addition, we are [Cyber Essentials Certified](#).

LHPs can run management reports from the system at any time. Staff will be trained on how to use the system.

## 2.6 Film documentary

NHP develops films that showcase our work and document the journey of our approach. These films can be found on our [YouTube channel](#).

A documentary film maker will join your first residential activity and work with the young people to make their own film which will follow their journey in establishing a LHP. They will then work with your young people to develop a second film of their choice. Young people can get involved as much as they want but the experience of developing a storyboard, preparing scripts and talking to camera enables young people to build confidence and be proud of their achievements.

## 2.7 Recruitment of young people

The House Project approach enables any young person to be supported within an LHP. We regularly see young people who have struggled in previous settings thrive and achieve good outcomes and go on to sustain their home. NHP will support staff in identifying young people. An information pack for young people which considers all aspects of the House Project approach will be available to download and will include referral information and the application process.

## 2.8 Annual conference

The LA will be invited to an annual conference where you will hear directly from young people, NHP and LHP staff and sector experts on topics such as; lessons learned, best practice, service developments and future direction.

Free places for:

- LHP Young people (current cohort)
- LHP Staff – Project Lead and two Facilitators (3)
- Senior Manager (1)
- Politician (1)

## 2.9 Care Leavers National Movement (CLNM)

Each LHP elects two young people to represent them at CLNM. Their role is central to the fluid communication process between young people in LHPs, NHP and Trustees and both ensure young people are consulted on all aspects of the work and that co-design with young people is at the heart of what we do.

They have regular meetings and an annual residential event, together with their own conference. As the number of LHPs have increased, regional arrangements have been introduced, which feed into the National Movement. Young people are supported by their LHP to attend meetings equipped with updates from their House Project community. CLNM attend Trustee meetings as expert advisers, identify beneficial partners, and campaign for better services for care leavers when appropriate. CLNM have their own [website](#) providing updates on work, useful resources, and a digital platform to share advice and best practice identified through the House Project community.

CLNM is chaired by young people who are elected by the group. All representatives have responsibilities, enabling them to have a real sense of ownership over their role as representatives.

CLNM have developed relationships with partners who provide added value to the House Project community. For example they have developed relationships with [Madlug](#) (a luggage company who provide a pack away travel bag to a child in care for every bag that is sold) who will provide backpacks to CLNM members and a travel bag to all children in care in the LAs that have LHPs and [Suited & Booted](#) (a charity who provide clothing and preparation support for interviews) who initially provided suits to CLNM members but who now provide clothing to all young people in the House Project community.

## **2.10 CLNM Event**

### **Peer Evaluation and implementation of findings**

Your young people and staff will be invited to attend the annual conference run by, and for, young people. These have been a huge success and the impact on young people has been amazing. Watch the film of their [2022](#) and [2023](#) conference.

## **2.11 Peer Evaluation and implementation of findings**

Young people from Care Leavers National Movement (CLNM) receive professional training on research and evaluation methodology to enable them to peer evaluate each other's LHPs. They do this on a bi-annual basis, reinforcing the principles of young people co-designing and developing their LHPs. Following an evaluation young people and staff use the next 12 months to work together to implement the evaluation recommendations.

## **2.12 Newsletters**

NHP and CLNM provide bi-annual newsletters. LHP staff receive a monthly newsletter.

## **TRAINING and SUPPORT TO STAFF**

### **2.13 Introduction to the House Project approach**

All staff in LHPs will be required to attend a 'block' of training which will include the ORCHIDS Framework, Psychologically Informed Practice and the House Project Programme (HPP).

### **2.14 The House Project Programme (HPP)**

LHPs will have access to the HPP. The programme ensures adherence to the fidelity of the House Project approach and provides the experiences, skills and knowledge that young people need to grow in confidence and be successful in their LHP.

The programme is web-based, flexible and modular and so may be delivered to suit a young person's needs, whether they are in education, training or employment (ETE) or currently NEET. The design is not based on a traditional, formal education model and instead takes a social pedagogical approach. It follows a group-work approach to enable young people to build connections, support one another and be part of a community.

HPP is certificated by AQA and SQA. It is classed as a reintegration programme meaning that all young people are recorded as ETE. Young people receive certificates as they progress through the programme.

HPP is delivered by the LHP with support from local partners. NHP support covers:

- developing local partnerships to build support for the programme
- providing advice and strategies to work with young people using a social pedagogical approach
- resources for each section of HPP
- verification and feedback to LHPs with regard to completion of HPP modules.
- regular practitioner team support and Community of Practice sessions focussed on group-work approaches to support implementation and facilitation
- national networking opportunities for the LA's Virtual Head and other members of the team.

We are currently working with two LAs who have well established LHPs to develop ways of utilising the House Project approach to support all young people leaving care in the LA.

## 2.15 Practice Framework

NHP developed the ORCHIDS Framework together with young people. The framework defines the House Project approach which makes it different to other leaving care options. It stands for Ownership, Responsibility, Community, Homes, Interdependence, Developmental Direction and Sense of Wellbeing and is supported by Self Determination Theory.

LHPs use the framework to:

- Plan and deliver direct work with their young people as part of the HPP
- Work in a way that enables partners and the broader workforce to engage in the project
- Drive practice in a positive way and provide a safe context for supporting young people in their first home.

The framework also serves to provide a set of standards to recognise, celebrate and build on success.

## 2.16 Psychological Input

NHP's approach is psychologically informed and we commission psychologists to provide input and support to ourselves and LHPs. Psychologists facilitate learning workshops for all staff in the House Project community. They help staff to understand the impact of trauma and to link theory to practice.

Each LA is also required to source psychological support for its own LHP. This can be done locally or via NHP. This support needs to include:

- A team formulation for each young person. This will involve all the key professionals and will support people to start to make sense of what we are seeing, why the young person is having these experiences and how we can help. The aim is to strengthen our understanding of the young person, so that we can strengthen our connection with them and tailor the support to their needs and strengths.
- Monthly psychological consultation for the LHP team. The consultation gives staff a space to reflect on how the team are currently managing, how individuals are managing and how to help the team to keep supporting young people. There is also space to think about specific young people.

The psychologist does not meet directly with young people. Their role is to support staff to think in a psychologically informed way, helping them to put this into practice and better support young people.

Historically LAs have struggled to secure in-house psychological support. We have contracts with psychology providers so that psychology services can be sourced alongside the Membership Agreement. This does away with costly commissioning processes, reduces the cost of the service to LAs and ensures quality and availability as the LHP starts.

## **2.17 Social Pedagogy**

NHP have been trained in Social Pedagogy and we have since commissioned ThemPra to deliver social pedagogy to LHPs. This approach fits with the House Project approach and we have developed an HPP certificated Social Pedagogy Award for LHP staff.

## **2.18 Consultation to Project Leads**

LHPs will have a minimum of monthly NHP consultation with an agenda which is jointly agreed. This can include a 'one to one' with the Project Lead and will also include time with the LHP team. Attendance at other meetings can be agreed and could include a Corporate Parenting Panel, Service Events, and Team Meetings etc.

## **2.19 Community of Practice**

NHP will facilitate regular meetings for LHP staff to:

- Share practice and service developments
- Deliver professional inputs which will include:
  - ORCHIDS Framework
  - the House Project Programme
  - Trauma Informed Practice
  - performance
  - documentary making
  - evaluation
  - participation and engagement with young people incl. Care Leavers National Movement (CLNM)
  - web design and maintenance

The meetings will be virtual or physical which can take place at regional venues.

## **2.20 Ongoing relationship with Senior Officers**

Assistant Directors of the LA will be invited to attend bi-annual Strategic Leads Group Meetings with NHP and events.

The Director will be available to support/attend local Strategic/Corporate meetings by agreement.

## **3. FINANCE**

### **3.1 Financial modelling**

The cost of accommodation for young people represents one of the highest challenges to LA budgets. LHPs deliver improved outcomes for young people at lower costs which reduces demand on wider LA and partner agency budgets with stable tenancies, improved emotional, physical and mental health and less contact with criminal justice services. We have a financial modelling paper which can be tailored to the needs of a specific LA once placement data/salary costings are shared with NHP.

### **3.2 Membership fees**

The membership fees for the service recorded in this outline are set at £35,000+vat pa for years one, two and three. In year four and subsequent years the membership fee is £25,000+vat pa.

### 3.3 Internal scaling

The membership fees are calculated on the costs associated with supporting an LHP that operates one cohort per year with a cohort size of around 10 young people. As LAs become confident in the approach, and can see the benefit of improved outcomes and budgetary savings they have started to scale internally. For LHPs who run two cohorts per year or two separate and distinct cohorts from the same staff, an additional cost will be charged to cover the additional overheads.

## 4. ADDITIONALITY

### 4.1 Other income/resources streams

As a Charity we are able to bid for monies and accept donations to improve the offer to LHPs and young people.

#### Energy Management

We provide a white good and an introductory fuel voucher for all young people when they move into their first home.

### 4.2 Partnerships

NHP is keen to develop partnership arrangements both for LHPs and with NHP. Stakeholders recognise the structured asset-based approach and are keen to develop ways of working to the benefit of young people. This yields opportunities for apprenticeships and work-based experience (Reconomy, Valpak and Donald Insall) improvement in financial literacy for young people and redesign of financial services to young people (MyBnk).

### 4.3 Aspirational Awards

In 2022 we established Aspirational Awards. Investing directly in individual young people with care experience is one aspect of our approach to create lasting positive change. Young people are able to request funds to "live their dream". We will source income streams to enable this to continue and grow.

## 5. MEMBERSHIP

For your LHP to continue you must adhere to the fidelity of the NHP Framework outlined in the contract.

NHP continues to be a learning organisation. Whilst the fidelity of the model will not change, there may be alterations to practice and policy elements. We will continue to work with you on any changes to the way NHP services are delivered.



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# Financial Modelling



# NHP

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## Introduction

The National House Project (NHP) provides a psychologically informed practice framework to support young people in care to move into their own homes and live connected and fulfilling lives. It improves outcomes for individual young people and also realises financial savings to Local Authority (LA) budgets. This paper considers the costs to set up and run a Local House Project (LHP) and the potential savings that can be made by the LA.

## Key Costs to all Local House Projects

The cost to run an LHP varies from LA to LA depending on local arrangements and variations in costs. There are key costs that relate to all LHPs.

### Staffing

With a small workforce of one Project Lead and two Facilitators it is critical that the right staff are appointed and are then trained and supported to undertake the role. NHP will be involved in the recruitment process and once appointed staff receive training from NHP, clinical psychologists and social pedagogues and join a 'community of practice' with other LHP staff. Whilst there are events for all LHP staff more focused work is completed on regional and sub-regional footprints.

The current salary range for the Project Lead is £30,000-£56,000 with most posts paid at £44,000 or less. Figures for this financial modelling have been based on £45,000.

The current salary range for the Facilitators is £18,000-£32,000, with half of the posts being paid at £26,000 or less and with only one LA paying more than £30,000. The figures for this financial modelling have been based on £30,000.

Costings for both roles have been calculated with 'on costs' of 25%. Budget has been profiled for the posts at £56,250 and £37,500 respectively. The terms and conditions of staff employed in the LHPs are determined locally and will be factored into actual calculations once provided to NHP. Full yearly costings for salaries are estimated at £131,250 per annum.

### Expenses

NHP facilitate a Community of Practice for staff from LHPs. Whilst this can be developed and provided virtually there will be a need to undertake some physical meetings and travelling to this and other NHP and LHP related activities requires budget. A sum of £2,500 has been allocated for this.

## Activities linked to House Project Programme (HPP)

HPP is modular and web based and ensures adherence to the fidelity of the House Project (HP) approach. It has activities that are designed to provide opportunities that support the development of the young person and prepare them for individual living e.g., trip away, doing up the base, cooking etc. An annual budget of £5,000 per cohort has been suggested.

## National House Project (NHP)

NHP has developed expertise and the necessary resources to support the set up and management of LHPs in different LA's allowing for the local context as determined by the political and corporate environment. Whilst the framework can be adapted to the local context, there are key fidelity elements that must be in place to achieve both the outcomes for care leavers and savings to LA placement budgets.

The 'Offer' document provides detail of the support that is provided by NHP to anyone setting up and managing an LHP and the associated costs are calculated on a 'not for profit' basis. The membership fee for the first three years is £35,000+vat pa and year four and beyond is £25,000+vat pa.

A membership agreement will be provided to the LA and when this is agreed and signed, an invoice will be issued for the first year's payment.

NHP will support the LA on preliminary work needed to achieve Membership Agreement sign off (3-6 months). Costs to the LA commence at this point.



## Psychological Services

It is a requirement of the membership agreement that all LHPs have access to monthly support from a Clinical Psychologist. The Psychologist does not see individual young people but will support the LHP staff with formulations, safety planning and encourage team working. They should be experienced in trauma informed approaches and understand the care system.

Psychology should be in place at the commencement of the LHP and whilst the original intention was to access this from existing local frameworks, LHPs struggled to source this service. NHP contract with psychology providers who can be commissioned to deliver this monthly support. This avoids the protracted commissioning process that would result from spot purchasing arrangements and results in a lower unit cost to the LA. We strongly advise that the LA purchase this as part of the first-year membership which will ensure the provision is available at the outset, is of good quality and hence will set the foundations for delivering a safe and informed service. If the LA opt to use a local provider, then they should factor in the cost for this. On the rare occasion that this service can be sourced from existing arrangements then no budget will be required but even when using pre-existing contracts there are often associated costs. As the costs for our psychology providers have thus far proven to be lower than for other options, we have factored these into the calculations.

The psychology support is provided at two levels:

14 days and 16 days – depending on the needs of the LHP.

- The 14 day service (4 days formulation, 10 days consultation) is £11,900 +VAT pa
- The 16 day service (7 days formulation and 9 days consultation) is £13,600 +VAT pa

The psychology element is reviewed yearly.

# Ongoing costs for individual young people

## Living Allowance

When young people move into their properties the LA provide them with the equivalent Universal Credit payment until they are eligible to receive Universal Credit Benefit. This provides the opportunity for young people to manage bills and budgeting in a supportive arrangement prior to them being able to receive benefits in their own right. This is set at an annual cost of £30,000 for 10 young people..

## Housing provider costs

The LA pays the young persons rent until they are able to claim Housing Benefit. We have factored in £70 pw per young person, with an annual cohort cost to the project of £36,400 for 10 young people.

These key elements contribute to a first-year cost of about £185,650 rising to £252,050 in years two and three before dropping to £242,050 in year four and subsequent years.  
This is the minimum cost to run a LHP.

# Additional costs to some Local House Projects

The following elements need to be available to the LHP and depending on local conditions, may or may not be charged to the LHP. No LHP thus far has incurred all of the following costs;

## Base - Office accommodation

The LHP will need a base that is a shared space for LHP staff and young people. Young people are supported to develop the space allowing them to develop ownership of the accommodation and use it as a 'drop in' function. This will be required from the commencement of the LHP. LAs are traditionally asset rich and usually have access to buildings and office accommodation. Only a few LHPs thus far have incurred charges for office accommodation. If the LHP is to be charged for office accommodation it is not likely to exceed £10,000 pa.

## Refurbishment

It is important that young people are involved in, and take responsibility for, the decoration (and rarely refurbishment) of the properties that will become their homes. All LHPs thus far have been able to access budgets from the Housing Provider that are routinely used for getting properties ready to be occupied and we have therefore not included costings for this.

The additional costs of the accommodation would take the first year cost to £195,650 rising to £262,050 in years two and 3 before dropping to £252,050 in year four and subsequent.

# Project Costings

| Project costs - all HPs              | Year 1          | Year 2 & 3      | Year 4          |
|--------------------------------------|-----------------|-----------------|-----------------|
| Project Lead (incl. 25% on costs)    | £56,250         | £56,250         | £56,250         |
| Facilitators x2 (incl. 25% on costs) | £75,000         | £75,000         | £75,000         |
| Expenses                             | £2,500          | £2,500          | £2,500          |
| Activities linked to HPP             | £5,000          | £5,000          | £5,000          |
| NHP membership fee                   | £35,000         | £35,000         | £25,000         |
| Psychology support                   | £11,900         | £11,900         | £11,900         |
| Living allowance                     |                 | £30,000         | £30,000         |
| Housing Provider Costs               |                 | £36,400         | £36,400         |
| <b>Minimum Costs per annum</b>       | <b>£185,650</b> | <b>£252,050</b> | <b>£242,050</b> |
| Project costs - all HPs              | Year 1          | Year 2 & 3      | Year 4          |
| LHP base                             | £10,000         | £10,000         | £10,000         |
| <b>Maximum costs per project</b>     | <b>£195,650</b> | <b>£262,050</b> | <b>£252,050</b> |



Table A. Costs of establishing and managing a Local House Project

## Savings

### Placement costs

The financial model is based on supporting young people to step down from regulated placements (internal and purchased foster care, residential care and supported lodgings) in to LHP properties. For the model to be cost effective, the placement savings need to cover the costs of both setting up and running the LHP. Given that there is a lead in time to young people moving into properties there are upfront costs to establish the LHP, and savings will only be made when young people move into properties. For simplicity we have modelled the finances on this being at the end for year one, but most young people will move in earlier than this, achieving additional savings to those identified here.

LHPs work with young people aged 16 onwards and through the practice framework they are supported into their own homes. Moving young people in a planned and supported way into their own homes shortly after their 17th birthday avoids expensive placement costs. In England the cost saving element is usually only for one year until the 18th birthday however many LAs are paying supported accommodation costs for young people over the aged of 18, and whilst this does not therefore represent a saving, it is avoidance that reduces the overall expenditure for the LA.

The savings potential in Scotland is greater with the financial responsibility extending until 21. LAs in Scotland have also highlighted the pressures and costs arising from young people who have left LA provision only to find themselves homeless and needing accommodation aged 18-21. These young people are expensive to

accommodate when they come back into the system as there is limited provision able to meet their needs. The HP approach in Scotland has worked successfully with this cohort and cost avoidance figures mirror the savings profile.

The availability of reliable costings for analysis is challenged by different accounting methodologies across LAs. So, whilst each LA will have considerable data about their placement costs, it is difficult to compare LA costings. We have provided the latest published costings from comparator data sources (see table B) (each of the LAs that we have worked with have thus far identified independent sector residential placement costings to be much higher, and on average in the region of £250,000 to £300,000).

Whilst these are average costs from 2017 data for fostering placements and 2020 data for residential placements (which have undoubtedly increased) the range of independent sector costs vary greatly. The 2018 'Association of Directors of Children Services (ADCS) Demand Pressures' report recorded that one LA paid almost £1m pa for one young person.

NHP is not prescriptive about the route and placement type from which the young person moves into the LHP. The move has to be right for the young person and the LHP will determine which young people join the project and therefore how much will be saved from placement budgets.

The following demonstrates the costs and therefore savings to the LA for young people moving from placement types:

| Placement types  | Annual average cost              | Evidence base                               |
|--|----------------------------------|---|
| Internal Fostering   | £24,700                          | Fostering Stocktake 2017                    |
| Independent Sector Fostering   | £41,496                          | Fostering Stocktake 2017                    |
| Internal Residential   | £260,269                         | Personal Social Services Research Unit 2020 |
| Independent Sector Residential   | £201,596                         | Personal Social Services Research Unit 2020 |
| Internal Foster Care to House Project to free up space for step down from Internal Residential | £235,569<br>(£260,269 - £24,700) |   |
| Internal Fostering to House Project to free up space to step down from Independent Residential | £176,986<br>(£201,596 - £24,700) |   |

Table B. Published average yearly costs for placements and potential average yearly savings dependent on origin of placement type

For LHPs to be cost neutral, the savings (cost avoidance) made from reduced placement costs need to cover not only the annual running costs (circa £260,000) but also repay the investment for setting up the LHP. After covering these costs the approach can then offer recurring annual reductions to LA expenditure.

The full effect of the savings proposals is based on all 10 young people moving into their properties for a full year prior to reaching their 18th birthday. Given the supply and availability of properties this may not be achieved but there is considerable 'headroom' on the proposal for the savings to be realised.

The approach is based on an agreed number of properties at any one time (with an average cohort size of around 10). Young people will move from an introductory to secure tenancy when they have successfully lived in their home for 12 months and the next time they move will be because they choose to do so. The commitment from the housing provider, therefore, is to make around 10 properties available per year for House Project young people to move into.

# Financial Modelling

1. This financial modelling paper has been developed with data from LAs who have made annual savings from £150,000 to upwards of £1.5M.
2. The mix of young people will determine the savings potential.
  - a. Moving 10 young people from the lowest unit cost of provision (fostering) avoids costs of £247,000 which very nearly covers the cost of running the project
  - b. Moving one young person out of internal residential (£260,269) each year will avoid placements costs which covers the costs of running the project.
3. Taking the maximum costings, the annual cost of running the project will be £195,650 in year one, £262,050 in years two and three and £252,050 in year four and each year thereafter.
4. Young people move into placements at around month 12 making savings to placement cost budgets in year 2. Based on the following scenarios:
  - a. One young person moving from internal residential provision (£260,269) and nine young people moving from internal fostering (£222,300) reduces placement cost expenditure by £482,569. This will cover operating costs (£262,050) and achieve an in-year saving of £220,519\*
  - b. Three young people moving from independent residential provision (£604,788) and seven young people moving from independent fostering (£290,000) reduces placement cost expenditure by £894,788. This will cover operating costs (£262,050) and achieve in year saving of £622,738\*\*

In all likelihood actual savings will be somewhere between these projected amounts.

These savings have been worked with the maximum annualised costings. The savings potential increases by a further £10,000 per year if the LHP operates to the minimum annualised costings.

5. If the LHP does not have to pay back the set-up costs from year one they will make savings to LA budgets when young people move in at month 12.
6. If the first year set up costs do have to be repaid, then it is projected that the costs will be paid back by 12 months in scenario 4a\* and 4 months in scenario 4b\*\*. Again, it is likely to be between month 4 and 12 with current project data suggesting that most LAs will pay back the investment by month 7.
7. The projected forecasting is based on a full year effect. Most young people do not move into their property at 17 but do so typically between 17 and 17.5. If we revise the projections to only consider a 6-month savings effect (half year effect less housing and living costs) then the cost avoidance amounts are reduced to £143,460 in 4a and £344,569 in 4b.
8. The HP approach is demonstrating that it is effective for all young people and makes a significant difference to those who have struggled to live in family settings (foster care) and who have incurred high costs often associated with out of area placements.
9. Given the savings potential many LAs are including young people over the age of 18 amongst their cohorts. This is often where care leavers are vulnerable and will not cope without additional support but do not reach the threshold for adult social care provision. Whilst there is technically no budget allocation for these individuals it is difficult to regard this as a 'saving' but not only is it morally the right thing to do, but children's social care are spending vast sums of money on supported lodgings provision and hence the cost avoidance is significant.
10. The forecasting is based on full year effect and for it to be recurring annual cohorts of young people work through the project and graduate on a yearly basis. We expect young people to be in their homes by month 9 in the first and recurring years. As we have not factored in any savings prior to month 12, there will be additional savings if young people do move between months 9 and 12.

11. The HP approach was driven by the ambition to improve the outcomes for young people leaving care. It was developed within the mandate that it would be cost neutral and could not incur additional costings. Learning from practice, evaluations and developments has demonstrated that outcomes are improved significantly and that costs can also be reduced to the placement savings budgets. The improved outcomes for young people also reduces demand and expenditure on the adult social care sector and to partner agencies. The forecasted savings highlighted in this paper relate solely to the savings to LA children's social care budgets.

## Independent Evaluation - York University 2020

The Evaluation considered the financial implications of the House Project approach and the Cost Benefit Analysis (CBA) highlighted a positive return on investment of 1.4 from year 2 which increases to 2.0 in year 3 (a saving of £2 for each £1 invested in the House Project).

Whilst these are undoubtedly positive findings, we are less than convinced that this accurately reflects the savings to LAs. These calculations were developed in 2019 and relate to LAs that were establishing the framework approach. The savings to current LAs are now much greater. We plan to undertake a piece of work to review the CBA and the savings to the wider public purse.

## Additionality

Much of what we do at NHP is to constantly seek to provide 'additionality' to young people whether that be in resources or experiences and whilst the benefits do not translate directly to budget lines there is a return (annual) to your young people (based on a cohort of 10).

Being a member of LHPs means that:

- Each can access a white good and introductory fuel voucher when they move in to their first home
- Each young person can access 'fuel crisis' vouchers
- Each young person in their own home can bid into the Aspirational Awards
- Each young person can access professional work wear from Suited and booted or Smartworks (difficult to put financial value but Hugo Boss/Armani suits don't come cheap)