

Manchester City Council Report for Resolution

Report to: Executive - 11 September 2019

Subject: The House Project

Report of: Strategic Director Children and Education Services

Summary

Manchester City Council is relentless in its ambition for our Care Leavers to build them experience a safe, happy, healthy and successful life; one in which they are:

- Be better prepared and supported to live independently
- Have improved access to education, employment and training
- Experience stability in their lives and feel safe and secure
- Receive improved access to health support
- Achieve financial stability

Since Manchester City Council decommissioned and brought 'in house' the Leaving Care Service, in order to realise our ambitions since we have innovated and invested in the service to build capacity, establish productive relationships with the education and the private sector to create meaningful education, employment and training opportunities. This has led to an increase in work experiences, apprenticeships and employment for our care leavers.

In addition, we understand the importance of a stable and safe place to live is critical to emotional wellbeing, resilience and building a successful future. In our work with Manchester's Strategic Housing Board we have been able to secure care leavers who are able to live independently a 'priority 1' status, exempt them from Council Tax and increasing the range and choice of supported accommodation options; including investing in a former children's home to offer a bespoke package of support. All of which is overseen by Manchester's Care Leavers Board; which is jointly chaired by a Care Experienced Young Person.

The National House Project which is part of the DfE Innovation Programme which affords an opportunity to increase and further enhance our range and choice of accommodation for young people who are care experienced. The aim of the project is to better prepare care leavers for independence, take ownership and responsibility for their accommodation and support them to improve their outcomes.

The evidence from other House Project sites indicates the service is effectively improving outcomes for care leavers and has reduced demand on supported accommodation from young people that are willing and able to live independently with support.

Recommendation

It is recommended that Executive approve and endorse the adoption of the House Project and support the engagement of Strategic Housing with registered housing providers to ensure sufficient 'stock and flow' of suitable properties; endorse the proposal to adopt the model and associated costs to ensure financial prudence; and support the subsequent implementation plan.

Wards Affected

All

Manchester Strategy outcomes	Summary of the contribution to the strategy
<p>A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>The Care Leaving Service is focussed on reducing the numbers of care experienced children who are not in education, employment and training. In partnership with private, public and third sector organisations we are broadening opportunities for young people to meet their employment, education and training ambitions. In delivering these opportunities and supporting this group of young people to realise these ambitions this will enable them to be sufficiently skilled to maintain employment whilst contributing to the economy.</p>
<p>A highly skilled city: world class and home grown talent sustaining the city's economic success</p>	<p>Our Care Leavers will offer us our employees of the present and the future. As Corporate Parents, we are committed to offering each individual young person an opportunity that is suited and matched to their skills, in line with their goals and ambitions. The Care Leaving Service intends to be the driving force behind this - linking in with our own Council services and local employers / partners.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>We believe that providing high quality personal support to address the adversity of care experienced young people couple with and providing a diverse range of employment and training opportunities will be strong foundations to enable care leavers to make a positive contribution to their communities.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>Our young people are proud to be from Manchester through our engagement activity we are committed to ensuring they have an opportunity to influence and participate in the future priorities of the City.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>We are focussed on care leavers receiving good quality support to address their experience of adversity, we believe by providing inclusive opportunities these young people can make a significant contribution to our developing</p>

	infrastructure and contribute to the growth of the city.
--	--

Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The financial case for the project is in Section 7 of the report. In order for the model to be cost effective, the upfront investment needs to be considered over a 3 year period. There is a 'lead in' time to set the project up which will not be recovered until other placement costs are avoided in later years. As a result, there is an initial £138k gross cost required to establish the project to be managed from the Children's Services budget.

Financial Consequences – Capital

None

Contact Officers:

Name: Abu Siddique
Position: Head of Locality
Telephone: 0161 219 2814
E-mail: abu.siddique@manchester.gov.uk

Name: Nick Whitbread
Position: Service Manager
Telephone: 0161 227 3030
E-mail: nick.whitbread@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

None

1. Background

- 1.1 Following Ofsted's inspection of the Children's Service in 2017 which judged Manchester's Leaving Care Service 'requires improvement' to be 'good', a decision was taken for the service to be managed and led by Manchester City Council on the 1st October 2018. Since this time the service has embarked on a comprehensive programme to reform and modernise the service. As part of this reform a joint needs analysis undertaken by Children's Services and Homelessness Service confirmed that the accommodation offer to our care leavers should be further improved.
- 1.2 Our reforms have also to be seen in the developing national policy and legal context, which broadly and correctly asks local authorities and its partners to intervene more effectively and in some circumstances for longer to redress the poor outcomes all too often associated with care leavers. The House Project provides an opportunity for Manchester City Council to continue to strengthen its response to the needs of 'our children'.

2 The House Project

- 2.1 The National House Project was established as a National Charity in August 2018 as part of the Department for Education Social Care Innovation Programme. It has assisted a number of Local Authorities (LA) to set up their own House Project. The project aim is to provide a new accommodation offer for care leavers with longer term savings for the wider public sector through improved outcomes.
- 2.2 Embracing the 'Our Manchester' approach Manchester's House Project will offer a group of Care Leavers (up to ten at any one time) with the opportunity to take ownership of their accommodation from the start, for example from furnishing / decorating, minor structural changes to managing their own tenancy. They will do this with specialised support from the HP Team who will work to a psychologically informed practice framework (ORCHIDS) and whose approach will be trauma informed. Trauma Informed Practice including; formulations, risk assessments, safety plans, attachment and drug related issues. This will help to equip our Care Leavers with the necessary therapy and practical and emotional skills to deal with day to day challenges they may experience in managing a tenancy / household. In addition to the professional support, all the young people in the project will form a network and support each other on a day to day basis.
- 2.3 Through the (up to) six month induction process young people develop trusting relationships with each other and work with each other on cooperative principles to build a friendship/support group. They learn to work together, become motivated and take ownership for their input into the programme. They support each other with the development of their individual properties, and by working together start to develop relationships, which start to mirror the 'extended family' arrangements available to the general population, who start to make their way into the adult world. As young people graduate from the

project, they become advocates/mentors to the project, and this adds to the support network. An example of 'Our Manchester' in practice.

- 2.4 With the accommodation and support stabilised, there will be access to a House Project Learning Programme, close links with the Virtual School and links to Traineeships and Apprenticeships available for the young people; using the skills they have developed 'setting up' their home.
- 2.5 Young people will be chosen via a selection process, including an initial application followed by an interview. The approach adopted will be one of a 'risk management' that enables the 'right' young people to safely take charge of their own lives, make positive choices, become good tenants. Appropriate risk assessments and safety plans will be in place.
- 2.6 Young people have been consulted and so far have welcomed the project as meeting their aspirations for a secure housing solution and as providing support to meet the challenges and overcome the loneliness they might otherwise face as they leave care.

3 Why Are We Doing This

- 3.1 Against all the key indicators in education, employment, health, offending and accommodation, outcomes for care leavers are concerning. Our direct consultation with young people, backed up by data and national research, shows that moving to live alone at 18 years of age, having left care, does not work for many young people. These young people often talk about their loneliness, fear and a feeling that they have been 'dropped off a cliff.'
- 3.2 The project is designed to address the national and local issues of poor outcomes for young people leaving care from age 16+. Nationally 30% of care leavers will experience homelessness and unemployment because of the neglect and abuse that brought them into care and care leavers are four times more likely to have mental health issues. Of those who have to move to independence from 16, 38% (four month average) are NEET (not in education, employment or training) and 30% experience one or more placement breakdown in their first year. The service has significant demand and as previously mentioned needs to embrace new more effective initiatives to effectively meet needs. The number of 16 and 17 year olds coming through the care system in the next seven years is between 130 and 150 per year and of these, on average, a third will move into independent living via supported accommodation
- 3.3 The costs of accommodation represents one of the highest challenges to us as a Local Authority; in Manchester, Children's Services are financially supporting c41 young people 18 years plus living in a supported accommodation arrangement; which is 38 less than the same time in 2018. The intention is that House Project will deliver improved outcomes for our Care Leavers at a lower cost and longer term reduce the demand on wider Manchester City Council and partner agency budgets with few tenancy breakdowns, improved emotional, physical and mental health and less contact

with criminal justice services. There is also the potential to be aligned with the developing EET (education, employment and training) opportunities to truly transform the lives of 'our' children). The service provides comprehensive and co-ordinated support to enable participants to be safe and succeed as co-owners and managers of their own property.

4 Properties

- 4.1 Crucial to the success of the House Project is the stock and flow of suitable properties (usually 'voids') for Local Authorities via Registered Housing Providers (RPs) or the Council's Arm's Length Management Organisation (ALMO) Northwards Housing. Discussions have taken place with Mosscafe St Vincent's (MSV), One Manchester and People First RPs who could potentially offer properties that need minor repairs (non health and safety repairs – filling small plastering holes for eg). A young person would have some choice of where the home was within a geographical area of the City and in line with availability from RPs.
- 4.2 It is envisaged that the rent and bills (Utilities etc.) for the properties would be paid by the Council and the tenancy management responsibilities would remain with the RPs and there would be a Memorandum of Understanding (MoU) to provide clarity on support, roles and responsibilities. The young person would occupy the property on an equitable tenancy until they were 18 (and the legal estate would rest with MCC) when either UC housing costs would be applicable or the young person would be working and paying the rent themselves. At which stage the MoU between the Council and the RP would end. The support from the House Project team would be ongoing as required by the young person.
- 4.3 It is important that young people are involved in, and take some responsibility for, the refurbishment and decoration of the properties that will become their homes. It is hoped that the project will be able to access the funding from RPs that are routinely used for this activity such as decorating materials or vouchers. In addition, young people have access to a small 'setting up home' grant as part of their leaving care entitlement.

5 Governance

- 5.1 The House Project is intended to be a joint initiative by Children's Services and Strategic Housing. The project will be overseen by a project board, which will consist of representatives from Children's Services, Strategic Housing, Homelessness Service, Leaving Care Service, Registered Providers, the National House Project and Young People.
- 5.2 A project delivery plan will be developed and the day to day operational responsibilities will be with the Leaving Care Service. Strategic oversight and monitoring will be provided by the Care Leavers Board.

6 Greater Manchester - wider development

- 6.1 The National House Project is interested in working with Manchester City Council to be a pilot site for Greater Manchester (GM) and if proven to be successful lead the scale up across GM authorities; providing leadership and consultancy to other GM authorities. This can be facilitated via the GM Care Leavers Trust.

7 Financial Implications

- 7.1 The National House Project Charity has developed expertise and the necessary suite of tools to support the set up and management of Local House Projects in different LAs, allowing for the local context as determined by the political and corporate environment. There are intrinsic elements of the framework that have to be included in order for it to have fidelity to the model and achieve both the outcomes for care leavers. Furthermore, to both have a consistent approach across Local House Projects and be confident that the project is qualitatively different to other in-house accommodation options there has to be a consistent way of doing things.
- 7.2 The project will be provided in-house and the National House Project will be involved in the recruitment process and once appointed, staff receive training from the National House Project and join a 'community of practice' with other House Project staff. Currently this is on a national footprint but as more House Projects are established this will be on a regional footprint.
- 7.3 The 'Offer' document (appendix 1) provides details of the support that is provided by the National House Project to anyone setting up and managing a project and the associated costs are calculated on a 'not for profit' basis. The cost in year one is £50,000, the cost in year two is £25,000 and continued operation as a Local House Project in year 3 and beyond is set at £15,000 per annum. The 'Offer' and associated papers are attached and detail the support the National House Project provides.
- 7.4 The House Project was established as an 'outcomes model', however it also enables the service to provide more cost effective support by moving young people in a planned and supported way from costly placements to properties in the House Project at a lower unit cost. The House Project financial case is based on supporting young people to step down from residential/regulated placements. Given that there is a 'lead in' time to set the project up, preparation period and young people moving in to properties, there are upfront costs which will not be recovered until other placement costs are avoided in later years. In order for the model to be cost effective, the upfront investment needs to be considered over a 3 year period.
- 7.5 For Manchester there will be a Project Lead and two Facilitators, it is critical that the right staff are appointed and are then trained and supported to undertake the role. The project will cover a significant amount of administration functions, but specific business support will be accessed from services within Children's Services. It is expected that other costs such as office accommodation, human resources, legal, finance, senior management

oversight and equipment will be provided internally from within existing Corporate budgets.

- 7.6 The financial case for Manchester is estimated on the basis of the cost of running the project and the rental costs of one cohort of 10 young per year over a three year period. it is therefore estimated that rental costs for the properties would be approximately £7k per year.
- 7.7 Revenues and Benefits have been involved in providing advice on the likely forms of support available. As always, this is complex and the available support will vary considerably based on individual circumstances and the financial status of each young person, for example: working; in further or higher education; or unemployed. The majority of claims made by young people moving into this scheme will be for UC with the housing element as opposed to Housing Benefit. This type of accommodation does not meet the criteria to remain under the housing benefit regime. The R&B service will work closely with colleagues on the scheme to ensure and where necessary signpost to ensure that the appropriate support is provided.
- 7.8 The relevant Statutory Guidance is The Children Act 1989 guidance and regulations Volume 2: care planning, placement and case review (2015) and Applying corporate parenting principles to looked-after children and care leavers (2018). This guidance applies to all LA's and their relevant partners about the role of local authorities and the application of corporate parenting principles as set out in section 1 of the Children and Social Work Act 2017. Local authorities must have regard to the seven needs identified in the Children and Social Work Act when exercising their functions in relation to looked-after children and care leavers (relevant children and former relevant children)

The accommodation described would fall under section 22C(6) of the Children Act 1989. If a Young Person (YP) is to be placed in such accommodation the following matters must be considered prior to placement. (a) facilities and services provided, (b) state of repair, (c) safety, (d) location, (e) support, (f) tenancy status, and (g) the financial commitments involved for the YP and their affordability. The YP's views about the accommodation, understanding of their rights and responsibilities in relation to the accommodation, and understanding of funding arrangements must also be sought prior to placement. A LA must place a YP in the most appropriate placement available to meet their welfare needs. Placements should be within the LA area.

- 7.9 Table 1 below illustrates the estimated costs for years 1 to 3 and the costs avoided from supported accommodation at an average cost of £36k per person per annum. This shows costs for running the project of £138k in year one, £155k in year two and £145k in year three. After taking into account potential supported accommodation costs avoided, the new cost for year one would be £65k and potential cost savings for years 2 and 3 of £137k - £147k. The implications for specific financial years cannot be accurately determined until the MoU with RPs is in place and the implementation plan is confirmed.

Table 1	Year 1	Year 2	Year 3
Project Lead	£28,000	£41,676	£41,676
Facilitators	£50,000	£72,686	£72,686
Psychologist	£8,000	£14,000	£14,000
National House Project	£50,000	£25,000	£15,000
Training/learning event	£2,000	£2,000	£2,000
Gross cost	£138,000	£155,362	£145,362
Rent & other charges	£16,700	£67,546	£67,546
Avoided Supported Accommodation cost	-£90,000	-£360,000	£360,000
Net Cost/-Saving	64,700	-£137,092	-£147,092

8.0 It should be highlighted that the financial case is an estimate based only the expected avoidance of supported accommodation for 10 young people. The financial case would be less positive if successful with less than 10 young people in a cohort or the young person would otherwise have returned home before 18 or has left foster care. It is estimated that around 7 young people avoiding supported accommodation in a cohort and successfully managing their own tenancy within six-nine months is a minimum for ensuring the project is covering its costs over a three year period. It is therefore important that young people are appropriately selected for the programme to maximise the chances of success and to support a positive impact on their outcomes.

8.1 Recommendations

8.2 The National House Project presents an opportunity for Manchester to strengthen its offer to 'our children', improve their outcomes and lead the scale and spread across Greater Manchester. Notwithstanding this it is dependent upon a medium term financial commitment and engagement of the wider council and its partners to be successful and realise the intended outcomes.

The Executive is recommended to approve and endorse the adoption of the House Project and support the engagement of Strategic Housing with registered housing providers to ensure sufficient 'stock and flow' of suitable properties; endorse the proposal to adopt the model and associated costs to ensure financial prudence; and support the subsequent implementation plan.

Appendix 1

THE | HOUSE PROJECT

The National House Project The Offer - Years 1-2

This document sets out the National House Project (NHP) offer to local authorities (LA) who have committed or expressed an interest in setting up a Local House Project (LHP).

Interested LAs will be able to establish their own House Projects via 'set up' and membership arrangements with the NHP. With contracted support arrangements and a suite of resources the fidelity of the model will be assured.

Vision:

Young people leaving care live independent and fulfilling lives

Mission:

A social enterprise built with young people leaving care, providing sustainable homes and a community of support that enables young people to have confidence in themselves and their future

Each of the following headings covers key aspects of our offer to your local authority.

1. READINESS

1.1 LA Readiness to start a Local House Project (LHP)

When an LA is considering the development of a House Project the CEO and/or the Director will attend stakeholder meetings in the locality to share information about the project. Background papers and links to information available on the internet will be provided.

A self-assessment document will be provided that will support the LA to determine whether they are able to effectively support a House Project. Additionally, if requested a two day site visit can be commissioned from the NHP to review processes, culture and readiness for developing a House Project. If the LA goes on to develop a LHP, this outlay will be deducted from the 'set up' costs.

2. SET UP AND SUPPORT FOR YEAR ONE

INFRASTRUCTURE

2.1 Project Plan

The NHP have developed a project plan based on known milestones for LHP set up and operational delivery. This will be available to all new projects via the House Project SharePoint site and will support LAs to plan their activity.

2.2 Policies and Procedures, Guidance and Templates

The NHP has developed a suite of documents, templates, reports and pro-formas. These are available to all LHPs and can be accessed via SharePoint which will be made available to the LA.

2.3 Staff Recruitment

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

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

2.4 Website and Branding Strategy

The NHP has a website that was developed with young people and provides an overview of the Charity and its support to LHPs. Each LHP will be provided with its own subsite under the NHP site domain. The site will be maintained by the NHP and LHP staff will be trained and supported to update local content.

The 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.

2.5 SharePoint

The NHP will provide each LHP with access to the House Project's SharePoint, which is used as a secure place to store, organise, share and access information from any device. Each LHP will have access to their own space and a shared space for Policies and Procedures, Guidance, Templates and learning programme resources. All LHPs will be trained and supported on how to use the site.

Initial access to SharePoint will be 'unlicensed'. 'Licensed' access will be available if the LHP becomes an Independent Organisation (see section 3.3 for more information).

2.6 Performance framework

The NHP has commissioned a bespoke performance framework that enables an LHP to track the progress of their young people and monitor financial costs and savings. LHPs will be responsible for inputting data on to the system and this will be sent in an anonymised form to the NHP who will aggregate findings.

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

2.7 Evaluation

An evaluation framework based on ORCHIDS has been developed by the Care Leavers National Movement (CLNM) and will be used by young people to peer review each other's LHPs. The Young People will be trained to evaluate.

2.8 Film documentary

The original Stoke House Project documented its journey via a series of short films made with Reels in Motion. These films can be found on YouTube. The DfE funded projects are also working with Reels in Motion and creating a second series of films, including a series of films that capture the views, vision and experiences of young people themselves.

The NHP has a contract with Reels in Motion so that all new LHPs will be able to make their own House Project film enabling young people to feel confident and proud of their achievements.

2.9 Recruitment of young people

The NHP will work with a LHP in identifying young people to be part of the project. This will involve considering how much support a young person will need and whether the House Project is able to provide that level of support. An information pack for young people considering the project will be available to download and will include referral information and application process.

2.10 Annual conference

Your 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:

- House Project Young people (10)
- House Project Staff – Project Lead and two Facilitators (3)
- Senior Manager (1)
- Politician (1)

2.11 Care Leavers National Movement (CLNM)

To ensure that the views of young people are taken in to account at all levels of decision making two young people from each LHP sit on the CLNM which meets every 6 weeks and is facilitated by a care experienced professional. Two young people from the CLNM are supported to sit as advisors on the NHP Board of Trustees. As the number of LHPs increase, Regional Movements will be introduced, which will feed in to the National Movement.

2.12 CLNM Conference

Your young people will be invited to attend a national annual conference run by, and for, young people.

2.13 Newsletters

The NHP will provide a bi-annual news update from the NHP.

TRAINING and SUPPORT TO STAFF

2.14 Practice Framework

The NHP developed the ORCHIDS Framework in conjunction with young people and you will be provided with this. The framework defines the House Project and makes it different to other accommodation options. It is supported by Self Determination Theory and stands for Ownership, Responsibility, Community, Homes, Developmental Direction and Sense of Wellbeing.

LHPs use the framework to; plan and deliver direct work with their young people as part of the House Project Learning Programme; 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 into independence.

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

2.15 Psychological Input

The NHP has commissioned monthly support from a Chartered Consultant Clinical and Forensic Psychologist. This enables us to ensure organisational effectiveness and authentic professional approach to the work of the Charity. The Psychologist provides four training sessions a year to Project Leads and Facilitators of LHPs on psychological approaches to formulation and trauma informed practice.

Additional to this each LHP is required to source Psychological support to undertake:

- team formulation to inform the team, help them make sense of a young person's story and tailor the support that they will need to be successful in the project. These 'team formulations' (which should include input from the young person where this is possible and safe) help to develop a sense of shared understanding, hopefully helping to improve 'caregiver sensitivity' and consistency of approach.
- monthly psychological consultation for the team (to include individual time for project lead, and project facilitators and time to bring 'team' together): clinical supervision/psychological consultation to support the team's own well-being, ongoing 'formulation' and practice of their work with young people, with a particular emphasis on understanding the impact of complex trauma on systems of support.

If the LA does not have its own in-house psychological support, the NHP psychologist can be used to support LAs in identifying psychological support in their area.

The psychologist commissioned by the NHP will facilitate one session per year to all psychologists to ensure consistency of practice.

2.16 The House Project Learning Programme

The LHP will have access to, and support with the set-up of their House Project Learning Programme. The programme describes a young person's core learning entitlement within the House Project. Gaining a place and progressing on the House Project requires the commitment of young people to the programme.

The programme is flexible and modular and so may be delivered to suit a young people's needs, whether they are in college, employment full or part time or currently NEET. The design is deliberately not based on traditional, formal education. The programme builds skills, confidence and aspirations through a range of challenges and experiences. Accreditation is via each young person's portfolio, designed to capture what they have learned in a way that works for them.

The programme is delivered by the LHP team, with support from local partners and the NHP. NHP support covers:

- developing local partnerships to build support for the programme;
- how to work with young people in informal non-classroom environments;
- resources for each module;
- regular practitioner team support and moderation meetings;
- national networking opportunities for the Local Authority's Virtual Head and other members of the team.

Alongside our main programme we can offer a full time, one-year study support programme, based on acquiring, refurbishing and selling or renting properties. We can advise on brokering the specific support of external partners this programme requires.

2.17 Monthly consultation to Project Leads

You will get a minimum of one day per month NHP consultation in your locality with an agenda which is jointly agreed but which must include a 'one to one' with the Project Lead and time with the project team. (Notes from these sessions will be distributed within 5 working days.) Attendance at other meetings can be agreed and could include Corporate Parenting Panel, Service Events, and Team Meetings etc.

2.18 Monthly Community of Practice

The NHP will provide a minimum of monthly meetings for Project Leads and Facilitators to:

- Share practice and service developments
- Develop Policies and Procedures
- Deliver professional inputs on
 - ORCHIDS Framework
 - the House Project Learning Programme,

- trauma Informed Practice
- performance
- documentary making
- evaluation,
- engagement with young people and Care Leavers National Movement (CLNM)
- web design and maintenance

Meetings are currently based in Crewe, but for new LHPs with a different geographical base, meetings could be considered at alternative regional venues.

All new LHPs will be required to attend a 'block' of training which will include the ORCHIDS Framework, Trauma Informed Practice and the House Project Learning programme.

Briefing notes from monthly meetings will be distributed within 5 working days.

2.19 Ongoing support to Senior Officers

Assistant Directors of the LA will be invited to attend quarterly Executive Meetings with the NHP, CEO and will be invited to attend the annual conference. The CEO will be available to support/attend local Strategic /Corporate meetings by agreement.

2.20 Financial modelling

The cost of accommodation represents one of the highest challenges to local authority budgets. House Projects deliver improved outcomes for young people at lower costs and reduces demand on wider local authority and partner agency budgets with fewer tenancy breakdowns, improved emotional, physical and mental health and less contact with criminal justice services.

In year one the NHP will provide the service recorded in this outline offer for £50k.

It is anticipated that the annual running costs of the LHP (staffing, office etc.) will, according to local arrangements and progression of the project, be between £150- £200k per year.

This means therefore that the first year costs will be a maximum of £250k which will be required before savings can be realised from reduced placement costs. This investment can be provided by the local authority, the NHP, or a business partner on the basis that the local authority can pay back the investment from savings achieved through reduced social care costs (placement).

Once the LA have been able to provide financial details re unit costs of staffing and placements then more accurate financial forecasting can be provided to the LA.

3 SUPPORT FOR YEAR TWO

3.1 Ongoing NHP support

After the project and staffing infrastructure has been established in Year One, your young people will start to move in to their homes. Staff and the project will receive the same level of support and access to NHP resources throughout year two.

3.2 Transition from Local Authority to Independent Business

Each Local Authority will determine the legal entity under which it operates, and whilst some may choose to become independent of the LA, others will remain in the LA. The NHP can advise on the benefit of both and share the experience of existing LHPs.

3.3 Office 365 License (incl. Email and SharePoint)

If your LHP becomes an Independent Organisation each member of staff, dependent on requirements, will be allocated one of the below licenses;

- Office 365 Business Essential (office applications not included)
- Office 365 Business Premium (office application included)

A 'license' gives staff members access to SharePoint which includes an email address using the domain @thehouseproject.org and other business services. For more information on Office 365 licenses please visit the below link:

<https://products.office.com/en-gb/compare-all-microsoft-office-products?tab=2>

LHP license requirements will be discussed during the transition with the Project Support Officer (Tanya@thehouseproject.org)

3.4 Finance

In year two the cost of NHP support and access to resources will be £25k.

The NHP is currently funded by the DfE Innovation Unit and 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.