

[Grosvenor.com/harthomes](https://www.grosvenor.com/harthomes)

From crisis management to outcome-led intervention

How pairing affordable housing and support services can transform the lives of vulnerable children and young people and a 'whole Council' approach boost the public purse



GROSVENOR

Foreword

The way our society supports its most vulnerable children and young people is at breaking point. The lack of affordable housing has reached crisis levels and while the new Government's promise to deliver the "biggest boost in affordable and social housing in a generation" is very encouraging, public sector finances are under such enormous strain that the state cannot act alone. We need new and innovative solutions to both problems.

A pilot programme we've been running in partnership with Cheshire West and Chester Council promises to transform the lives of vulnerable children and young people. By pairing affordable housing with support services, its model could save the public purse in the region of £35bn if the projected savings from just the first 11 families we have been supporting were to be replicated with just a quarter of the estimated 761,000 vulnerable families in the UK.

As we develop and scale our programme to deliver over 750 homes and help circa 2,000 children and young people achieve better outcomes over the next 10 years, we hope that by publishing regular and detailed cost/benefits of our approach, others will be encouraged to replicate its successes and magnify its impact.

Meanwhile, the Government can help by enabling and incentivising outcome-focused interventions, creating greater financial freedoms for Councils to blend budgets and count cost savings that arise from outcome-led commissioning - wherever they may be generated within the whole Council system - making real progress in the way disadvantage is tackled.

Helen Keenan
Chief Executive
Grosvenor Hart Homes



Locked in a damaging spiral of disadvantage from an early age

Many of our most vulnerable children and young people in the UK are locked in a damaging spiral of disadvantage, compounded by the very public services intended to help them. Disjointed, inadequate support services, coupled with unacceptably poor housing, means the odds are heavily stacked against them from an early age.

The Children's Commissioner estimates that 2.3 million children are growing up with a vulnerable family background and highlights the pervasive, detrimental impact this has on their health, wellbeing, and attainment.

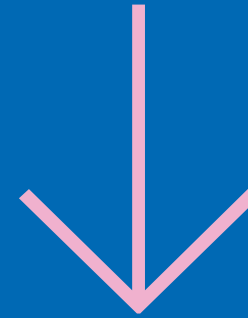
The quality of a child's home plays a huge part in this context. The National Housing Federation's (NHF) Housing Need report found that up to 2 million children in England (1 in 5) are currently living in either overcrowded, unaffordable or unsuitable homes.

One subset of this vulnerable cohort who is disproportionately impacted by poor or inadequate housing is made up of the 80,000+ UK care leavers between the

ages of 18 and 25. Care leavers tend to have particularly poor outcomes across the board (physical health, mental health, NEET* status, and long-term poverty) and care-experienced people account for circa 25% of the rough sleeping population. They are a group for whom the system simply does not work, with profound consequences for them, and society as a whole.

The link between poor quality, unsuitable housing and the health and wellbeing of children is well established with direct causal links to childhood health, mental health, safety, educational attainment, eventual employment, and long-term poverty.

*Not in Education, Employment or Training



Government figures show 124,000 homeless children living in temporary accommodation – a rise of 81% in the past 10 years.

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50%

increase in the likelihood of a young person struggling with mental health over the last three years

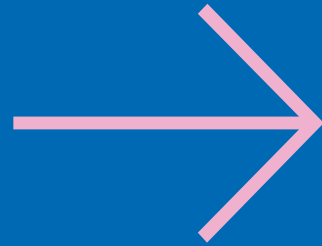
The case of Awaab Ishak, who in December 2020 died at two years old as a direct result of mould in his family home is a shocking reminder of the impact poor quality housing can have on children's physical health. Perhaps less obvious are the indirect and often insidious effects of unsuitable housing on the life chances of children. For example, the impact on children housed in out-of-Borough temporary accommodation who have to commute long distances to school or move schools can be lifelong. Being too tired to concentrate in class and unable to complete homework due to long journeys leads to poor academic attainment. And, for each school move a child experiences, their educational attainment is estimated to fall back by six months.

To add to this, the crisis in children and young people's mental health is now indisputable. With a staggering 50% increase in the likelihood of a young person struggling with mental health over the last three years, it is unsurprising that waiting lists are so long that only one in three are receiving the care they need, and in the vast majority of cases, children's mental health deteriorates further while waiting.

Public services are not equipped to respond as costs rise

The 2022 Independent Review of Children's social care shone a light on the lack of coordinated support for vulnerable children and young people, stating that the system was "increasingly skewed to crisis intervention, with outcomes for children that continue to be unacceptably poor and costs that continue to rise". It concluded that "for these reasons, a radical reset is now unavoidable".

For vulnerable children and young people already facing damaging disadvantage, the combined impacts of poor housing and inadequate support services are felt even more acutely — at great personal cost to individuals and economic costs to society.



£11.1 billion was spent by local authorities on children's social care in 2021/22, up 41.6% since 2009/10.

A different and innovative approach is needed

The need to address the chronic undersupply of affordable housing is fundamental. Yet, for vulnerable children, young people, and their families, a stable high-quality home is only part of the solution. The multifactorial nature of the challenges facing these families requires a similarly multifaceted response.

We have identified a particular market failure at the intersection of affordable housing, and the provision of early help services (by local authorities) to vulnerable children, young people, and their families. Specifically, the provision of a stable, high-quality home in the right location is rarely paired, or coordinated with, the provision of outcome-focused interventions that tackle the root causes of poor outcomes.

The exception to this is in the case of supported housing commissioned for particular “high need” cohorts such as young people overcoming addiction and care leavers who are not ready to live independently and who require 24/7 live-in support.

Councils are particularly well placed to direct or stimulate a comprehensive, multifaceted solution for vulnerable families and young people – a “whole Council approach” focused on commissioning outcomes, not just inputs, and joining up support services across key departments to lever in the necessary ingredients. Housing, children’s and adult services, planning, development and regeneration, finance, and environment teams all have a part to play.

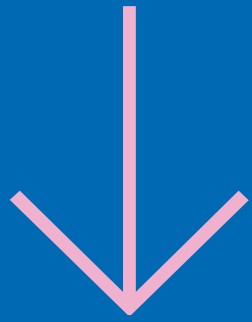
→ **To enable and incentivise outcome-focused, connected, and collaborative thinking, Government needs to create greater financial freedoms for Councils to blend budgets and count cost savings that arise from outcome-led commissioning – wherever they may be generated within the ‘whole Council’ system.**

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But not all of this has to fall to the public sector. Solutions might lay in the collaboration and innovation between local authorities, housing providers, and the social finance sector. Planning for and funding improved life chances for children and young people through bespoke outcome-oriented

commissioning that blends housing with employment, health, and mental health can yield savings for the public purse.

Creating such a legacy for families and young people not only solves a long-standing problem within children’s social care, but can also build long-term community cohesion and resilience, positively impacting what knits together the fabric of our society — from our schools to our town centres — enabling the achievement of our environmental goals and the success of our economy. The present Government indicating a desire to implement greater devolution from Westminster offers an ideal opportunity to demonstrate how this can work both practically and financially.



We are projecting that this pilot alone will save the public purse in excess of £2.4m – a considerable amount from a relatively small cohort of 11 families and care leavers who are part of our initial pilot programme.

Promising, early indications from an alternative solution

Initiated and supported by the Duke of Westminster, Grosvenor Hart Homes is in the early stages of developing an innovative model that tests these principles, focusing on improved outcomes for vulnerable children, young people, and their families by providing high-quality affordable homes paired with tailored support services.

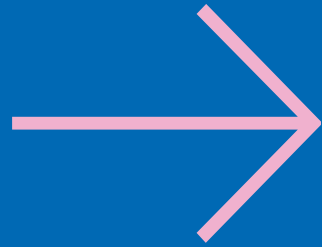
We are working in deep partnership with Cheshire West and Chester Council, the local Police, and other public agencies to comprehensively address local needs and build a multifaceted solution for every vulnerable family participating in our pilot.

Building on the stability that a safe and secure home provides, we support children, young people, and their families by enabling access to tailored support services aimed at removing barriers to employment, financial stability, health, mental health, education, and wellbeing. And once families are empowered with the tools to sustain themselves, they move on independently with our support tapering off in step with their continued progress.

Our aim is to demonstrate measurable improvement in specific outcomes for care leavers and vulnerable families as well as less vulnerable families whose main struggle is unsuitable, temporary accommodation.

Having established a rigorous evaluation and cost-benefit analysis from the outset, we are buoyed by our early results and are resolute in our belief that the benefits we expected could be realised for children, young people, and their families — as well as for wider society and the public purse — are indeed attainable.

Our recently published detailed evaluation and cost-benefit framework (and initial case studies) evidences both the effectiveness and cost-effectiveness of taking a holistic, joined-up approach. The impact on people is profound and likely to positively change the life course of those participating in the pilot with improved educational attainment, health/ mental health, job prospects, and financial stability.



Extrapolating these expected impacts to what could be achieved nationally makes the numbers highly compelling:

If, of the estimated 761,000 vulnerable families known to children's services, just 25% were to be supported through this holistic approach, the estimated direct savings to the public purse would exceed £35bn. And, of course, the value of the personal impact on each child and young person whose life chances have been permanently improved is truly immeasurable.

We are conscious that this approach requires time, patience, deep collaboration, and investment, shifting the focus of Central Government, local authorities, housing providers, and the wider third sector from being in crisis management mode and spending on many sticking-plaster temporary measures, to investing in preventative solutions for the long-term.

Our present generation of children and young people, as well as future ones, deserve better. Equally, we know our public finances are under pressure. Unless we tackle both through innovative thinking neither problem will find its solution.

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About Grosvenor Hart Homes

Grosvenor Hart Homes is a new social enterprise and registered provider on a mission to improve the life chances of vulnerable children, young people, and their families.

Addressing three critical foundations, we provide high-quality affordable homes simultaneously paired with employment and wellbeing support programmes, tailored around the needs of individuals and designed to empower them to overcome disadvantage and achieve better outcomes in life.

www.grosvenor.com/harthomes





We are part of Grosvenor

Initiated by the Duke of Westminster, Grosvenor Hart Homes draws on the support, expertise, and financial strength of the wider Grosvenor organisation whose international activities span urban property, food and agtech, rural estate management, and support for philanthropic initiatives.

We're building on a long history of social housing provision

Grosvenor has a long history of social housing provision both in London and Chester. Today there are over 700 affordable homes in Mayfair and Belgravia, most of which were provided through the actions of previous generations of the Grosvenor family.

Our new social enterprise takes inspiration for its name from Hart Street in Mayfair where some of the first social housing homes we created continue to be based.

Grosvenor Hart Homes aims to build on this legacy for a new generation.

Get in touch...

...to help us scale the impact of our activities so that those who need it most can get the help they need.

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