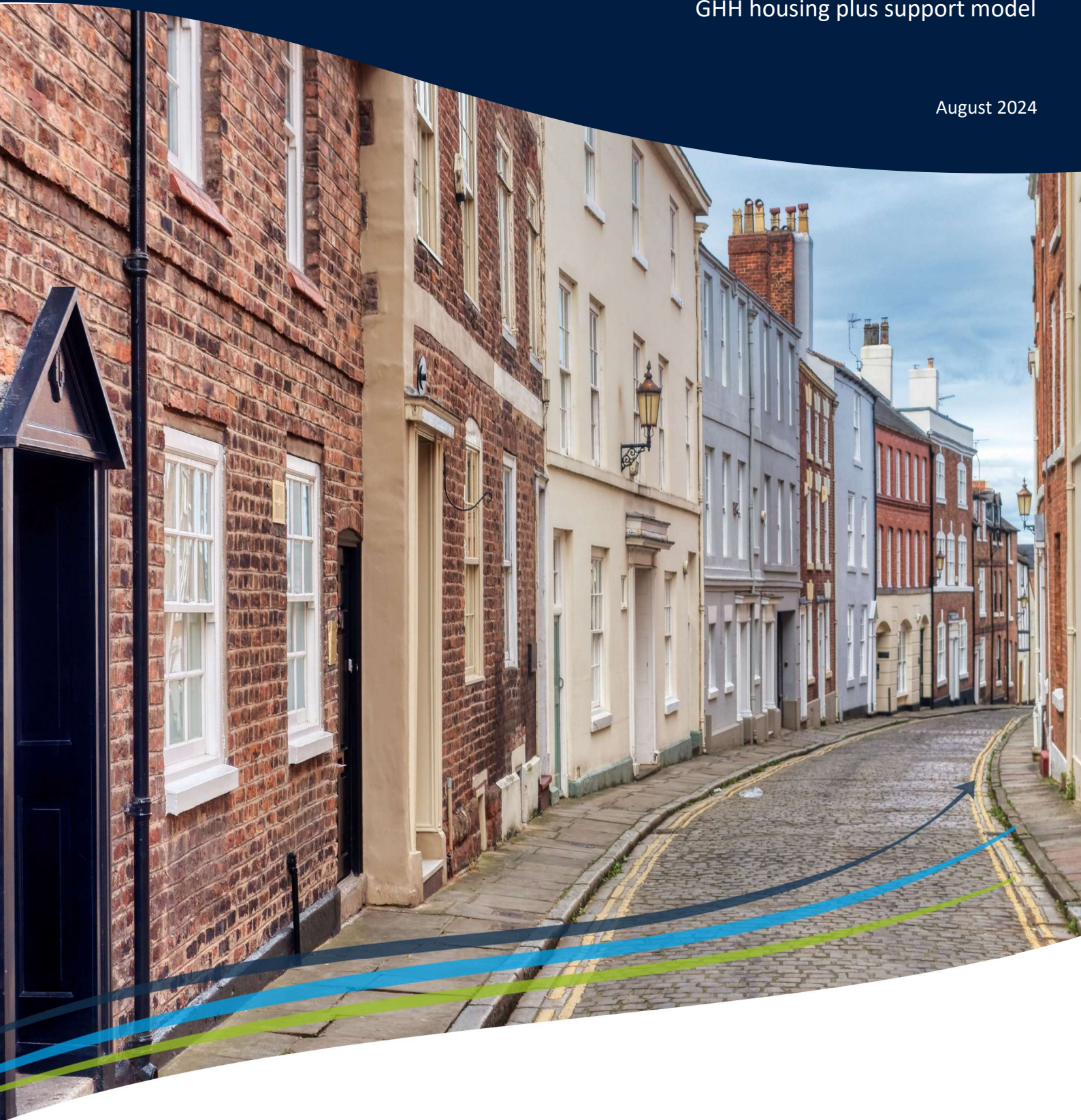




# Grosvenor Hart Homes

Projected cost benefit analysis for the  
GHH housing plus support model

August 2024



Chris Theobald  
Jake Kemp

Director  
Executive

[c.theobald@sonnetimpact.co.uk](mailto:c.theobald@sonnetimpact.co.uk)

[j.kemp@sonnetimpact.co.uk](mailto:j.kemp@sonnetimpact.co.uk)

## Research publication notice

### *Sonnet and its associates*

Sonnet is an impact-focused, financial, research, design and strategic consultancy with deep connections in the social and charity sectors. Sonnet is part-owned by Sheffield Hallam University, structured as a Community Interest Company, and regulated as a firm of chartered accountants. We provide charities, social enterprises, and other socially-minded clients with advice and solutions to enhance and sustain their impact. Further details of Sonnet's work can be found at [www.sonnetimpact.co.uk](http://www.sonnetimpact.co.uk).

### *Citation notice*

Citation should conform to normal academic standards. Please use the reference provided or, where a paper has entered into print elsewhere, use normal journal/book citation conventions. The citation for this report is: Kemp, J. and Theobald, C. (2024). *'Grosvenor Hart Homes – projected cost benefit analysis for the GHH housing plus support model'*, London. Sonnet Impact.

### *Copyright*

The copyright of all publications of work commissioned from Sonnet Impact remains with Sonnet Advisory & Impact CIC from whom permission should be sought before any materials are reproduced. Short sections of text, not to exceed two paragraphs, may be quoted without explicit permission, provided that full acknowledgement of authorship is given. A licence to use all, or any, material in this report has been granted to Grosvenor Hart Homes without time limit.

### *Applicable standards*

The report has been prepared, and the work underpinning it has been undertaken, in accordance with best practice standards for this type of research, and specifically in accordance with the GECES Standards for the measurement of impact as published by the European Commission.

### *Disclaimer*

This project has been commissioned by Grosvenor Hart Homes. Sonnet Impact has coordinated its preparation, and has selectively challenged and checked the data gathered and applied in this report, as well as the calculations and logic derived. However, this should not be taken to imply that figures produced by the Grosvenor Hart Homes have been audited or, except where indicated, have been the subject of formal or informal verification by Sonnet Impact. Consequently, Sonnet Impact, its directors and staff accept no liability to any party relying on the figures so included.

### *Contact*

For further information please contact:

**Chris Theobald**

Director, Sonnet Advisory & Impact  
[j.clifford@sonnetimpact.co.uk](mailto:j.clifford@sonnetimpact.co.uk)

**Helen Keenan**

CEO, Grosvenor Hart Homes  
[Helen.Keenan@grosvenor.com](mailto:Helen.Keenan@grosvenor.com)

## Contents

Research publication notice .....	2
Contents .....	3
1. Executive Summary .....	4
2. Context and purpose of this report .....	12
3. Overview of the GHH service.....	14
4. Approach to evaluation of benefits.....	22
5. Projected costs of service delivery .....	29
6. Results and conclusions .....	30
Appendix A – cost proxies used.....	35
Appendix B – Benefit evaluation models.....	38
Appendix C – savings per household .....	45



## 1. Executive Summary

### *Purpose of this report*

This report presents a forward-looking evaluation of the costs and benefits of the Grosvenor Hart Homes (GHH) full service model, which has launched during 2024 in Chester. The service offers housing and support for Care Leavers and Families (some of whom may be moving-on from temporary accommodation) who are referred to GHH by Cheshire West and Chester Local Authority (CWAC). The service is being piloted at present until 2026, with the pilot funded wholly by the Duke of Westminster. The pilot includes specialist external consultants, Dartington Service Design Labs (DSDL) and Sonnet Advisory and Impact CIC (Sonnet) who are advising on the design of the model, its theory of change and the measurement framework for outcomes.

This is intended to be a proof-of-concept pilot after which a retrospective analysis will be completed to show the outcomes achieved and a financial evaluation of costs and benefits.

The Cost Benefit Analysis has been prepared to offer an estimation of the source and quantum of potential savings, primarily focusing on public sector agencies (local and national) and the local economy. Being a projection rather than a retrospective analysis, this is necessarily prepared using assumptions, notably as to the likelihood of outcomes being achieved in the ways that are expected. This report explains the methodologies and calculations derived from our work with GHH. In the process of preparing this report, we have relied upon information and explanations from GHH, its expert evaluation panel and a service design panel that has included representatives from CWAC. The savings are compared to the estimated projected costs of delivery derived from GHH's own cost assumptions for the service, giving an indication of the net saving expected to arise net of costs of delivery. It is important to note these estimates are subject to change given the very nature of the pilot is to test a new model at small scale.

This executive summary offers an overview of the work that underpins the cost benefit analysis, and should be read in conjunction with the main body of the report, which presents further detail, and the Appendices which, amongst other matters, include information about sources of information used and the calculations that underpin the analysis.

This section includes a summary of key recommendations arising from the work on this projection. We emphasise the importance of effective data collection and review of service delivery during the pilot to ensure that effective evidence is available to support a subsequent evaluation of actual outcomes.

### *Overview of methodologies used*

Our evaluations are focused on key target outcomes identified in the service design work which has been led by Dartington Service Design Labs, specifically:

- Immediate cash savings upon commencement of the service: for example, savings on temporary accommodation costs, where offering a faster move-on into rented accommodation than would ordinarily be possible allows an immediate saving to be realised. For example, we have seen evidence of LAs in the North West having average stays of up to two years for families in temporary accommodation;
- Other cash savings, for example reductions to the cost to the exchequer where welfare benefit costs are reduced if employment outcomes are achieved;

- Other resource savings, such as reduced costs of health and mental health treatment where positive outcomes can be achieved by a move to stable, good quality housing; and
- Local economic value created, notably where members of a household can be supported to improve the quality of existing employment income or to access paid employment, bringing additional productivity to the local economy.

We have evaluated the benefits/savings of the service using Discounted Cash Flow modelling, which accounts for the changing value of money over time, and is consistent with the HM Treasury Green Book approach to project evaluation. The assumptions to the models are shown in detail in Appendices A and B to this report. For the purposes of this discussion draft, we note the following which are particularly material to the overall findings:

- **Temporary accommodation cost:** £131 per week (source: New Economy Manchester database adjusted for inflation from the date of the last update). An avoided stay of 1 year is assumed in the model (noting that this assumes there to be a stay in temporary accommodation prior to placement with GHH, but that the duration is shortened by being able to agree a move to a GHH tenancy). This aligns with sources we have identified that suggest some LAs in the North West of England are seeing average stays of up to two years: hence, the assumption is that this cost can be reduced by 50% through an earlier move to GHH accommodation. This is significant, because we are aware that some LAs are paying much higher rates than this average: the assumption made here is felt to be prudent, and may be understated compared to some local costs.
- **Costs of a residential Children's Home placement:** this is primarily used (adjusted for risk) where children living in temporary accommodation, combined with broader family circumstances, might be deemed to be at risk of neglect such that they may be taken into Local Authority Care. These are families referred to early help services. The model assumes that 10% of children might be at risk of this issue after one further year without the GHH intervention, and that this avoids a cost of £267k per annum per residential care placement. The cost has been derived from a range of sources including the Personal Social Services Research Unit (2021 unit cost report) and New Economy Manchester database, adjusted for inflation to state costs in 2024 prices. This measure could be interpreted as an indication that a higher proportion of children and young people are at risk of being taken into care at a lower cost setting. Further data will be gathered at baseline and subsequent monitoring points during the pilot to assess Child In Need (CIN) scale positioning of children and then to assess the realistic trajectory for cases without intervention as compared to the actual change observed.
- **Rough sleeping services:** for Care Leavers, the assumption is that an unsupported move into private rented accommodation (or even social housing) may not be sustainable. We have discussed this risk with stakeholders including CWAC, and it is widely acknowledged that Local Authorities will make every effort to avoid a Care Leaver becoming homeless or rough sleeping. Those efforts may have significant costs associated with them, given that any solution is likely to be dependent upon the availability and cost of suitable and safe accommodation, as well as the additional support and resource costs involved. It is assumed that a move into GHH accommodation can avoid an unsustainable tenancy, leading to eviction within one year and then a period of intensive, high cost, housing support or rough sleeping until suitable alternative provision is made available. The cost of rough sleeping services of £9,661 per annum has been derived from the New Economy Manchester database. It is assumed that the cost incurred by a Local

Authority to avoid a Care Leaver becoming homeless would, as a minimum, be equivalent to that cost of rough sleeping. This is based on feedback gathered from experts during the review of the projections shown in this report, which indicate that “significant expenditure” would be incurred to avoid this situation. In reality, the costs for some Care Leavers to avoid rough sleeping could be much higher, but GHH has endeavoured to select prudent assumptions throughout this exercise to avoid a risk of over-claiming.

- Police and Criminal Justice costs:** it is always a fine balancing act between appearing to ‘criminalise’ a group of service users, whilst appropriately recognising a risk that vulnerable people can be exploited, and this attracts costs which can be avoided with appropriate preventative support. This analysis primarily accounts for the risk of Care Leavers being exploited/drawn-into crime, which can be avoided with effective support. The savings modelled include costs of crime and anti-social behaviour, with all of these adjusted for ‘risk’ factors that account for only part of the group being susceptible to this issue. The most significant saving relates to avoiding custodial sentences, which has a cost of some £50,900 per annum: our analysis avoids a risk of overstating this by assuming only one sentence of six months can be avoided for 20% of the population in the pilot. In reality, a more extreme ‘career’ in the CJS would have much higher cost. As case study and other data is built-up these assumptions can be further tested and reviewed.
- Mental Health service costs:** this analysis uses a range of potential indicators, each of which is adjusted for risk (accounting for the likelihood that only a proportion of tenants would present with these issues, and that not all can be supported to address these issues). The key indicators relate to costs of treatment for issues akin to depression and anxiety, together with costs of treatment for A&E mental health presentations including incidents of self-harm. We have avoided using higher cost mental health issues in order to maintain a prudent view of potential savings. Again, further analysis of actual baseline and outcomes data will enable this analysis to be updated in future based on CORE/WEBWMS score data (in addition to monitoring whether tenants are receiving treatment or support from NHS services and/or presenting at A&E with emergency needs).
- Local economic benefits:** where employment outcomes are achieved, these are assessed based on the impact on local area economic productivity using average Gross Value Added<sup>1</sup> per capita as a measure for adults. For Children and Young People, we have used a methodology consistent with the Princes’ Trust Cost Of Exclusion methodology to evaluate the savings from avoiding a young person being NEET (Not in Education Employment or Training) for a period of four years at age 18. This accounts for productivity losses and welfare benefit costs for a four year period (prudently using minimum wage as a proxy for productivity), and then adding a lifetime earnings penalty stated at present value: this is consistent with the COE methodology, which has been widely used in other similar studies. The analysis presents a lifetime value per young person of some £111,000 from avoiding the risk that they are NEET in early adulthood. Further study will be undertaken to benchmark CYP within households and their direction of travel at school age (or their highest level of qualification attained and employment status for those who have left formal education under the age of 24) to assess the actual proportions at risk of being NEET and then to assess the number who make positive progress towards the intended education and employment outcomes.

<sup>1</sup> HM Treasury Green Book recommends the use of either GVA or GDP. We have chosen to use GVA on the basis that it focuses on value added, excluding the value of inputs prior to work done by the employee in question.

### *Cohort make-up*

This analysis is based on three cohort life course models, for the following archetype groups:

- Care Leavers: young people leaving Local Authority-funded residential or foster care and moving on to live independently at age 18. This group will be referred to GHH by Cheshire West and Chester (CWAC) Local Authority based on their internal assessment of support need and risk;
- Families moving-on from temporary accommodation: these households, assumed to comprise two adults with two children, have been placed by the LA in temporary accommodation under statutory duty. They may need support for a range of issues that link to GHH's priority outcomes;
- Survivors of Domestic Abuse moving on from refuge or temporary accommodation: these households, assumed to be single parents with two children, have been housed by the Local Authority under statutory duty. They will need support similar to the families archetype, but more intensive in certain respects (such as mental health).

Ultimately, the precise makeup of the cohort receiving support from GHH is yet to be finally determined. The working assumption for the purposes of this projection is that there will be:

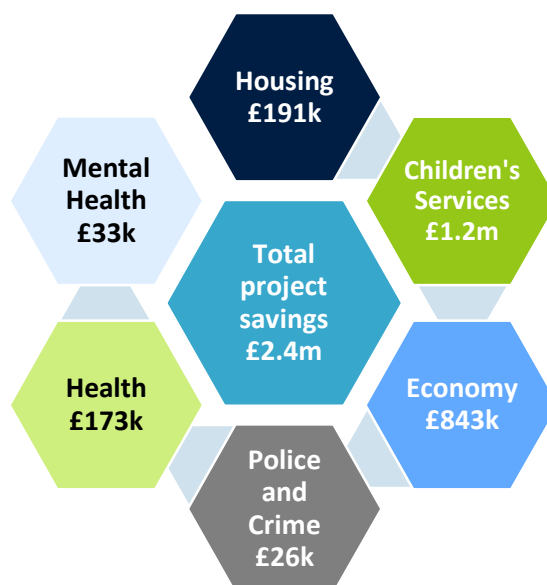
- 8 Care leavers, receiving support for up to three years; and
- 3 families (assumed to be moving-on from temporary accommodation and receiving full support from the Family Assistant), receiving support for up to six years.

The domestic abuse archetype is currently not used, however we note that this has potentially significant additional mental health savings compared to the family archetype. Further monitoring of the actual cohort makeup will be undertaken during the pilot, bringing this group back into the workings, if relevant.

Children are assumed to have an average age of 10. This assumption is set as a starting point, pending verification of actual ages and numbers of children as the GHH units are filled. It is prudent to set the assumption at age 10, as this reduces the number of year for which costs of Looked-After Children are calculated in the model, being the most significant single saving identified from the workings.

## Savings assessed

Overall, the potential savings for the cohort as a whole are as follows, broken down by public service/policy area:



The analysis indicates a potential saving (in present value terms) of some £2.4m for the cohort makeup noted above. This diagram above highlights that the key outcomes, by value, are likely to be:

- Supporting families to achieve stability in a safe and suitable home environment, reducing the risk of children and young people being taken into care **saving £1.2m for the LA**; and
- Achieving Employment and Training outcomes, leading to local area economic benefits and associated savings for the exchequer where welfare benefits are reduced with better employment outcomes **bringing local area economic value of £843k**.

**We emphasise that the above assesses savings/benefits solely for additional support services provided by GHH compared to any forms of support that might otherwise be available to tenants in other settings.** Amongst others, it does not include savings/benefits associated with GHH activities as Landlord. On the basis that GHH plans to operate on a similar basis (for affordable rented units) to a social landlord, an approximation of the value of that activity could be derived from the work led by Sonnet and Hyde Housing Association on the Value of a Social Tenancy, which has recently been updated<sup>2</sup>. The 2024 study highlights social value of some £18,051 per social tenancy (excluding the value of construction and maintenance spending).

**It is also noted that this does not include savings that may arise from offering a seamless transition for Care Leavers into a tenancy rather than a temporary residential placement until a suitable housing option is available.** At least two tenants are expected to be placed under these circumstances: given the potential magnitude of the saving, GHH prefers to wait until data is available later in the pilot rather than risk over-claiming in this projection. **As such, the housing savings shown for Care Leavers are likely to be prudent.**

<sup>2</sup> <https://www.hyde-housing.co.uk/news/corporate-and-financial/new-research-shows-the-value-we-re-adding/#:~:text=The%20value%20of%20a%20social,or%20poor%2Dquality%20private%20accommodation.>



It is recognised that other services will continue or will be introduced alongside GHH's support, primarily relating to statutory services for the cohort and other public services whose engagement is needed to support achievement of outcomes (e.g. schools). As such, we have adjusted the savings analysis to account for the value of outcomes that might be attributed to other organisations attributing 75% to GHH and 25% to other agencies. The rationale for that adjustment is discussed in section 6. **The result of the analysis of attribution highlights a saving of £1.8m for the cohort (attributing 25%, on average, of the saving highlighted above to other agencies' work).**

We note that four households that have moved into general needs tenancies at GHH have come from a temporary accommodation placement. The saving from this is not included above, but we anticipate that a cost of approximately £6,800 per annum would be saved per household as a result of the moved to GHH for the duration of temporary accommodation stay that has been avoided.

One single person in a GHH 'general needs' tenancy is currently accessing the Family Assistant for additional support. It is not clear whether this is a comprehensive service or how long the support will be needed for. In order to avoid over-claiming potential savings, this case has not been included in our analysis. Any value achieved would be in addition to the results shown above.

### Costs of service delivery

GHH has estimated the costs of delivering its services in the range of £1,700 to £2,000 per 'case' per month based on current assumption but noting these may change as the pilot continues. It has assumed that:

- Care Leavers account for one 'case' at the lower end of this range (£1,700 per 'case'): hence a cost of £1,700 per month per tenancy, equating to an annual support cost of £20,400. Over a three year period (discounted at a rate of 3.5%), this equates to a present value cost per tenancy of some £57,000; and
- Families account for 1.5 'cases' at the upper end of the range (£2,000 per 'case'): hence a cost of £3,000 per month per tenancy, equating to an annual support cost of £36,000. Over a six year period (discounted at a rate of 3.5%), this equates to a present value cost per tenancy of some £192,000.

Hence, the total cost of service delivery for the cohort assumed amounts to a present value of £1.0m.

### Conclusions and next steps

Overall, the projected savings and costs highlighted above indicate a potential net benefit from the GHH service of some £1.4m:



As is noted earlier, this projection will need to be re-assessed based on actual data during the course of delivering the pilot.

### A note on SROI adjustments

Social Impact evaluation methodologies (such as Social Return on Investment – SROI) take account of deductions for:

- Displacement: ‘damage’ arising as a (usually unintended) consequence of an activity that sets against the positive value of outcomes achieved;
- Alternative Attribution: the value of outcomes that is attributable to activities or work delivered by other organisations; and
- Deadweight: the value of change that would have occurred without any intervention.

This analysis, which has been prepared to prioritise following HM Treasury Green Book standard approaches, does not include adjustments for those items. This is primarily because they are not included as factors to be taken into consideration within the Green Book methodology.

We note that displacement effects are not commonly identified and/or are too distant to be reliably included in an analysis of this nature. Likewise, deadweight is not commonly assigned a material share of an evaluated saving, given that most organisations would not plan or deliver an intervention unless there was likely to be material additionality of outcomes value.

The approach to calculations taken in this work (reflected in life courses presented later) seeks to deduct the value of expected outcomes that would arise in the absence of GHH support. Hence, it is expected that the workings of the cost benefit models shown take effective account of deadweight without further need for adjustments.

The deduction for alternative attribution is commonly the most significant component of the three SROI deductions. We have prepared an alternative analysis that accounts for attribution to other agencies, based on GHH’s view of the proportion of savings that should be allocated to other organisations. **That allocates between 20% and 30% of savings to other agencies (notably CWAC statutory services), leaving £1.8m attributable to GHH and an adjusted net saving after costs of delivery of some £800k.**

We emphasise that the adjusted result after these deductions does not change the overall saving arising from GHH delivery. As such, both results are presented in this report because a decision as to whether the project as a whole is worthwhile should take account of the value achieved before apportioning it between GHH and other bodies.

## Recommendations and next steps

### *Short-to medium term*

As tenants move in, **GHH will need to obtain baseline data** (the framework for which aligns with the outcomes shown in the theory of change and in this evaluation) to show:

- The actual makeup of the cohort and the archetypes assumed; and
- the levels of need/risk in relation to the outcomes noted in this analysis (e.g. CIN levels of need and risk of escalation to confirm the risk factor in the working on costs of Looked After Children avoided).

**This report can be used to highlight the potential value that could be delivered by the GHH service** in particular, but also to highlight the **significant opportunity to ensure that young people and families in other areas are provided with effective support.**

Some of the long-term outcomes included in this evaluation have longer-term time horizons than can be included in the pilot evaluation. Therefore, it is important that GHH captures measures of 'distance travelled' that are relevant and show progress towards the long-term outcomes. For example, a child of 10 at the time they move in will not reach the end of their formal education before the pilot concludes: reporting on employment outcomes would not be possible, but measures to show engagement with and positive experience of education give a good indication of a positive direction of travel towards positive employment outcomes in adulthood. **It is essential that distance travelled measures are captured, where relevant to the individuals development plan objectives.**

### *Long term*

As services are provided, **GHH will need to monitor:**

- **Actual outcomes achieved;** and
- **Actual costs of delivery.**

GHH has begun to gather **case study evidence from tenants, which should be reviewed to assess whether other outcomes can be demonstrated beyond those identified in the theory of change, including savings from diverting young people to a GHH tenancy as an alternative to residential provision.** If these are potentially material to a future cost benefit evaluation, GHH should consider adding relevant data points to its outcomes monitoring.

**It is envisaged that a retrospective analysis based on actual data will follow at the end of the pilot when data is available to show the savings achieved.**

## 2. Context and purpose of this report

### Context


This report presents a forward-looking cost/benefit analysis (CBA) for GHH, based upon work undertaken by Dartington Service Design Labs (DSDL) on the Theory of Change and detailed service design for the GHH support activities that will be offered to tenants. It should be read in conjunction with the outputs of DSDL's reports and summary presentation that explain the components of the service, the approaches and mechanisms of change and the Theory of Change that explain what GHH will do and the outcomes it aims to achieve.

The service is at a relatively early stage of delivery, and as such it is too early to report on actual outcomes achieved. Data has been gathered to establish the baseline for the six households that have moved-in to GHH property, and this is useful in that it confirms the needs and target outcomes as aligning with the Theory of Change prepared by DSDL.

In this report we focus on demonstrating the value of potential outcomes (allowing for assumed success rates that have been discussed with GHH and which appear to be reasonable based on our experience of other similar interventions). The value of outcomes is assessed compared to the expected cost of service delivery.

### Methodologies

This report is prepared using evaluation methodologies that are consistent with HM Treasury Green Book principles, including:

- Future benefits are assessed after accounting for the changing value of money over time by applying a discounted cash flow (DCF) modelling approach at a discount rate of 3.5% per annum, being an accepted 'risk free' discount rate;
  - Risks associated with potential benefits are accounted for through assumed success rates attached to each outcome. No further discounting for risk in the discount rate used is deemed necessary due to the prudence of these assumptions;
  - Costs of delivery are spread over the expected tenancy and support duration of six years, with discounting applied to future costs using a DCF model and a discount rate of 3.5%; and
  - Certain benefit values assessed can be allocated to specific organisations within civil society (e.g. Department of Work and Pensions (DWP), Cheshire West and Chester Local Authority (CWAC) and the local economy, amongst others). Where it is possible to do so, we highlight the stakeholder most likely to benefit from each outcome.
- 



### *Contents of this report*

This report includes:

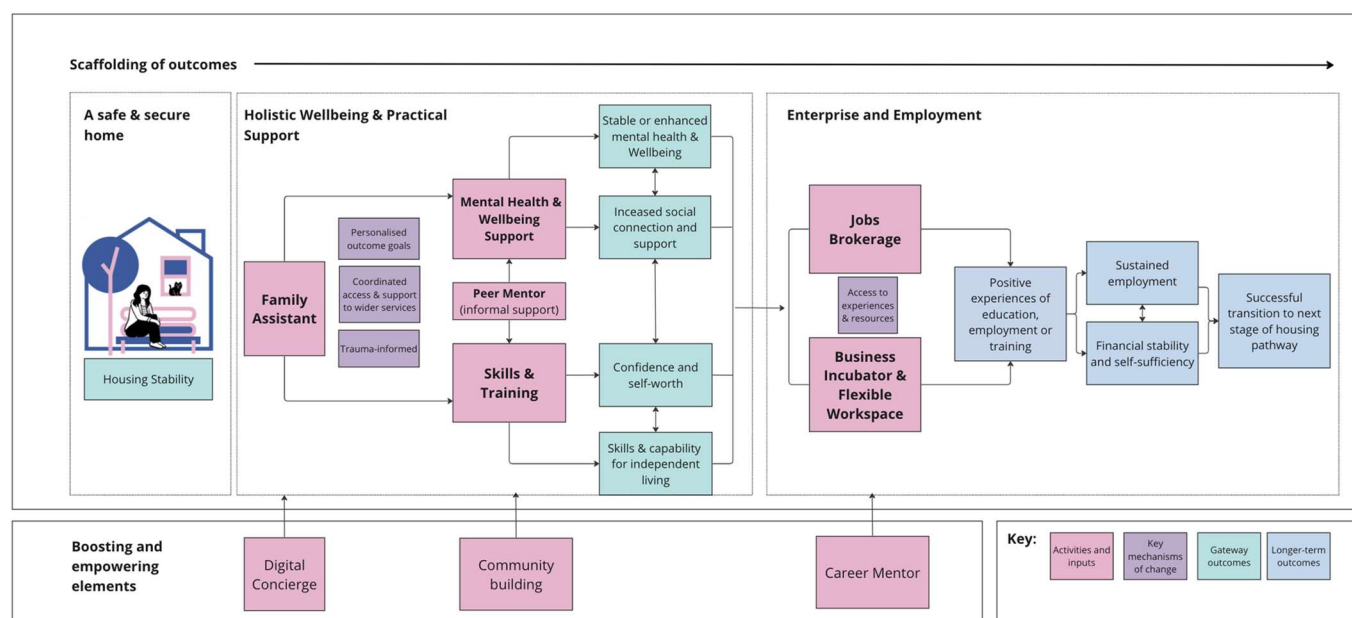
- A brief introduction to the aims and target outcomes proposed for the GHH service in DSDL's service design material and Theory of Change;
- An explanation of key assumptions used to assess potential outcomes values (benefits) for delivery to three potential types of tenant household (albeit the Domestic Abuse survivor cohort is not currently in use);
- An explanation of the costs of delivery; and
- Conclusions on the comparison of evaluated impact values (benefits) compared to costs of delivery.

Your attention is drawn to the Appendices, which present key assumptions, sources of data and the detailed modelling that is summarised in the main body of the report.

### 3. Overview of the GHH service

#### Theory of Change

The diagram below summarises the DSDL theory of change for the GHH service:



Further detailed explanation is available from reports prepared by DSDL, but we emphasise certain key features of this service and the cohorts of tenants that it is expected to support below.

#### Key service features

The GHH service will enable households who have struggled or whose background and circumstances suggest a high risk that they will struggle in future to sustain a tenancy either within the private rented sector (PRS) or a social housing tenancy through a Registered Provider of social housing (RP). Tenants will be assigned a support worker (SW) who will be their lead point of contact throughout service delivery. The SW will also act to facilitate access to other support services including Education, Training and Employment (ETE) interventions, including a programme giving access to job opportunities within the Grosvenor Family Office businesses. GHH has also taken the step of including rapid access to clinical mental health services (where the NHS cannot meet need within set timeframes) and lower level wellbeing support in order to address the high frequency of mental health needs within the target cohorts. They will also support the household to increase its skills and capability to sustain a tenancy (with either an RP or PRS landlord) independently. It is anticipated that GHH tenancies will run for between three and six years before households are encouraged to move on to the next step of their housing journey.

Supporting services that feed-in to the long term outcomes will include:

- Digital concierge (a proposal has been put forward to develop an App for tenants that can be used to support service delivery and as a tool to support tenancy management and data collection for evaluation purposes);
- Community building activities (depending on the needs and preferences of the tenants, support workers will co-ordinate activity that will promote community cohesion and create opportunities for tenants to play an active role in forming a positive community experience); and
- Career mentors (matching tenants seeking to enter, return to or enhance their prospects in paid employment) and peer mentoring (matching tenants with other people who have similar lived experience and can offer first hand support and advice on their journey towards ability to sustain a tenancy independently).

### Target cohorts

The GHH service is expected to be helpful for a wide range of potential tenants who have previously experienced circumstances that create a high risk that they will struggle to sustain a tenancy. However, for the purposes of this pilot, GHH, in consultation with CWAC, has chosen to target the following types of household:

1. Care Leavers: young people typically aged 18 who are of an age that they need to move on from Local Authority care provision into an independent setting. This group may lack some of the key independence skills needed to manage a tenancy and so are at higher risk of struggling if they do not receive support. They may have struggled to access and engage with formal education and may need support to enable them to obtain qualifications that open employment opportunities that, in turn, will increase their household income and enable them to have the best possible chance to sustain a tenancy;
2. Families coming from temporary accommodation or at risk of eviction into temporary accommodation: these households have previously struggled to sustain a tenancy or have been unable to find suitably accommodation after a no-fault eviction. Typically, their circumstances might include a loss of employment followed by a struggle to pay rent, leading to eviction. With children (our archetype for this group assumes a family of two adults and two children) involved, the Local Authority has a statutory duty to provide housing, but as they require a property that is likely to be sought-after (potentially a three bedroom family house), they may be expected to have a lengthy stay in temporary accommodation funded by the Local Authority<sup>3</sup>.
3. Vulnerable families with children who are considered vulnerable or categorised as a Child in Need or edge of care including survivors of domestic abuse and violence seeking to move-on from refuge accommodation: it is assumed that this group will be single parent households with at least one child. Following escape from an abusive partner and a stay in refuge accommodation, the family is ready to move-on but may require an intermediate step on the journey back towards fully independent PRS or general needs housing through an RP.

<sup>3</sup> Which will claim back a housing benefit component to offset the cost directly from DWP to mitigate costs borne by the local housing service.

### *Size and composition of the Chester pilot*

It is envisaged that the Chester GHH scheme will house approximately 22 households, many being referrals from CWAC who fall within one of the three key categories shown above. Given that the eventual mix of the tenants is not yet known, our analysis focuses on a 'per household' evaluation of potential benefits compared to costs of support for one of each of the above three scenarios. We have then assessed the total value of savings based on an assumed composition as follows:

- 8 Care Leavers; and
- 3 Families (those moving in from temporary accommodation and accessing the full Family Assistant support service from GHH).

It should be noted that households with more than one person are likely to attract significantly higher financial values on the basis that outcomes can be influenced for more people. This should not be taken to be a recommendation that any one household should be preferentially offered a place at GHH over another. Rather, we seek to illustrate that there is potentially significant value in helping any of the above cohort groups.

### *Potentially material savings not yet evaluated*

We emphasise that, for prudence, we *do not* assume that care leavers could be placed in an extended stay in a residential provision after age 18. **GHH believes that CWAC plans to refer at least two tenants to its service on their 18<sup>th</sup> birthday, for whom residential provision was identified as a probable alternative had GHH not been able to offer a place.** For the few where that situation might apply, the cash savings to the Local Authority would be significant (and materially higher than the savings shown in our analysis). We anticipate that such situations would be prioritised for referral to GHH by CWAC because of the magnitude of savings that would be delivered, provided a tenancy with GHH is both safe and suitable.<sup>4</sup> GHH plans to monitor referrals data during the pilot in order to return to evaluate this impact based on evidence, given the potential magnitude of the savings involved. **At this stage, it is expected that further savings from avoiding residential setting costs will be included in the final evaluation. Hence, the results shown in this report are felt by GHH to be prudent.**

However, with referrals likely to be initially made by CWAC, we anticipate that they are likely to prioritise households that will attract higher short and medium term costs for the LA unless action is taken to offer support. As such, our later analysis tends to assume that the mix will be weighted towards families (categories 2 and 3) rather than single adults (category 1).

The following sections provide explanations about the approach to evaluating costs of the service and benefits arising from it.

<sup>4</sup> Care is needed when interpreting data on this point, in that any statistic showing care leavers being moved onto, or kept within, a residential setting will include some who have Special Educational Needs and Disabilities (SEND) or other additional support needs such that they can only reasonably be moved onto a supported residential setting. It is likely that many of that group would not be suited to a GHH tenancy. However, those with a lower degree of additional support needs who do not *require* a residential setting, but for whom no other alternative can otherwise be found as they turn 18, might benefit from a GHH tenancy as opposed to a temporary residential placement. When data is gathered on this point, it will be important to assess the potential cost and duration of residential provision that can be avoided (e.g. understanding that a young person was to be placed in a higher cost setting until they reached the top of a six month waiting list for lower cost provision) such that an accurate evaluation of costs avoided can be completed.



## Journey maps and counterfactuals

During the planning work undertaken by Sonnet, upon which the service design and detailed theory of change development was further developed, we prepared a series of 'journey maps' to illustrate:

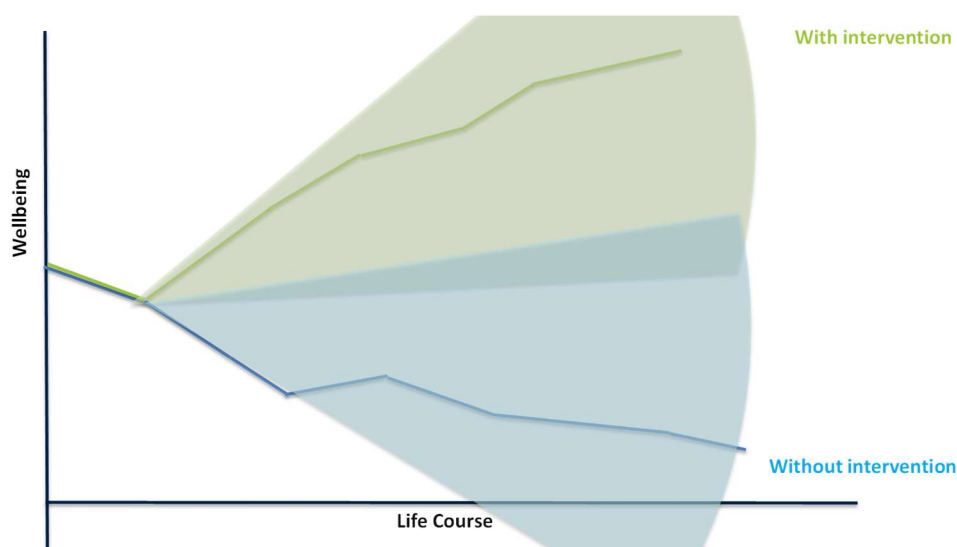
- A high level summary of circumstances that led up to the decision to refer them for support to GHH;
- A projected life course after referral showing the changes in wellbeing and key features of the 'factual' journey that follows on from support from GHH; and
- A projected life course that develops the pre-referral decision circumstances and projects a scenario that would be expected to follow on if no referral is made.

The life courses are illustrated by reference to Wellbeing over time. This applies a broad definition of wellbeing, which includes five pillars:

- Financial wellbeing (including having sufficient income, from whatever source, to afford essential expenditure)
- Physical wellbeing (including physical health)
- Mental wellbeing (including mental health)
- Relational wellbeing (quality of relationships with family, friends and the community around them)
- Sense of purpose (e.g. volunteering, involvement with community organisations and paid employment)

These pillars have been incorporated into the journey maps and the theory of change/outcomes measurement framework that has subsequently been developed. The journey maps enable outcomes to be identified by assessing the gap between the two journeys as well as measurable events that link to outcomes. The maps prepared show a particular life course for each of the factual and counterfactual that were reviewed by an expert panel and confirmed to be reasonable and realistic reflections of a supported (or unsupported) life course for each of the two cohorts.

However, we recognise that each tenant/family is unique and will follow their own journey: the two examples shown below illustrate the broad principle that the range of life course outcomes for a person receiving effective support will tend to be better than those for an identical person/family that lacks effective support. This is shown on the illustration below:



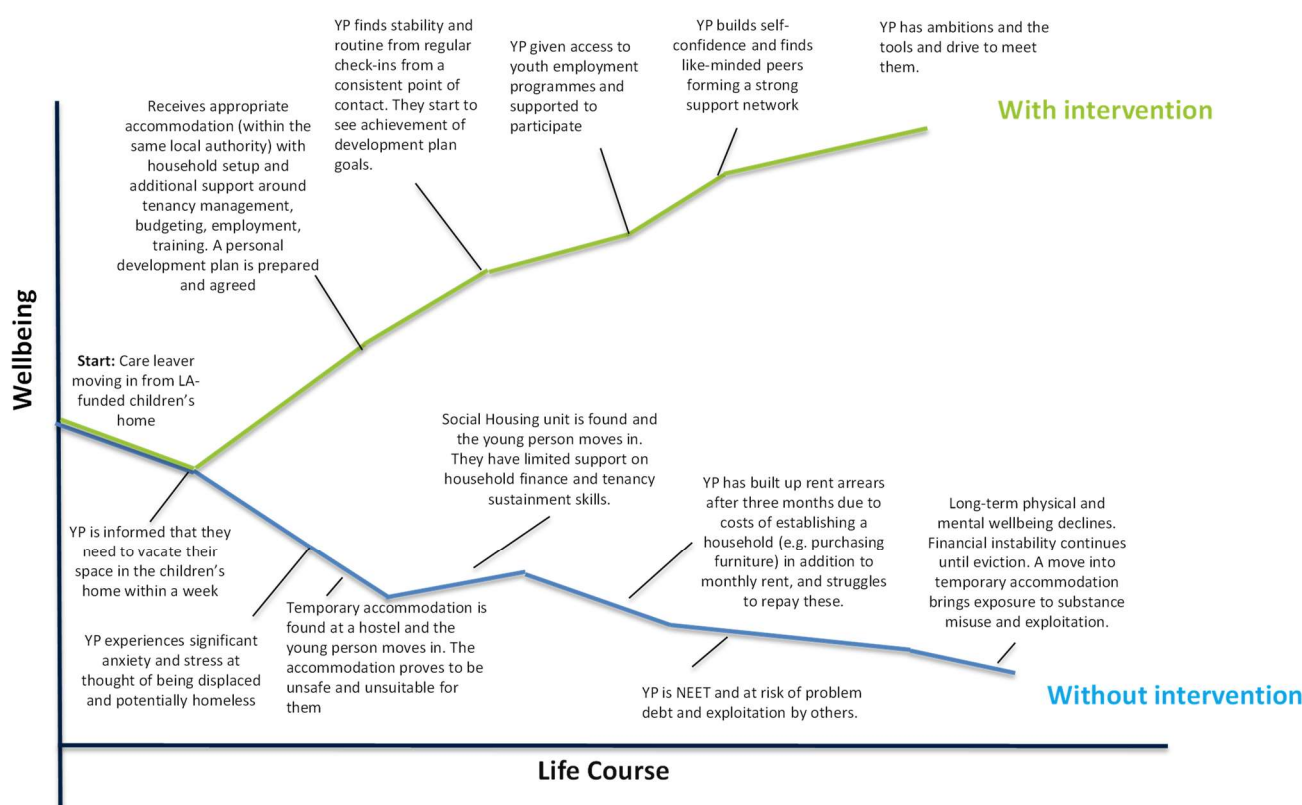
In the above illustration, the green shaded area shows the expected range of wellbeing improvements over time that would be expected to follow after referral. These range from a lower expectation in which improvement is slow and modest compared to the base line, up to those who are supported and able to engage effectively to achieve rapid improvements that are sustained over time.

The blue shaded area reflects the range of outcomes for people/families if they do not receive effective support. This ranges from those who do manage to achieve an improvement (albeit modest) compared to the baseline down to those who experience continuing decline in their wellbeing and worsening outcomes compared to those who do receive support.

We show below two illustrated journey maps to show a scenario for a Care Leaver and a Family moving in from temporary accommodation.

### Care Leaver

The graph below shows the illustration that was prepared and reviewed by the expert group for a Care Leaver:



The illustration above highlights significant outcomes across the five pillars of wellbeing and those that are highlighted in the Theory of Change shown earlier in this section, notably:

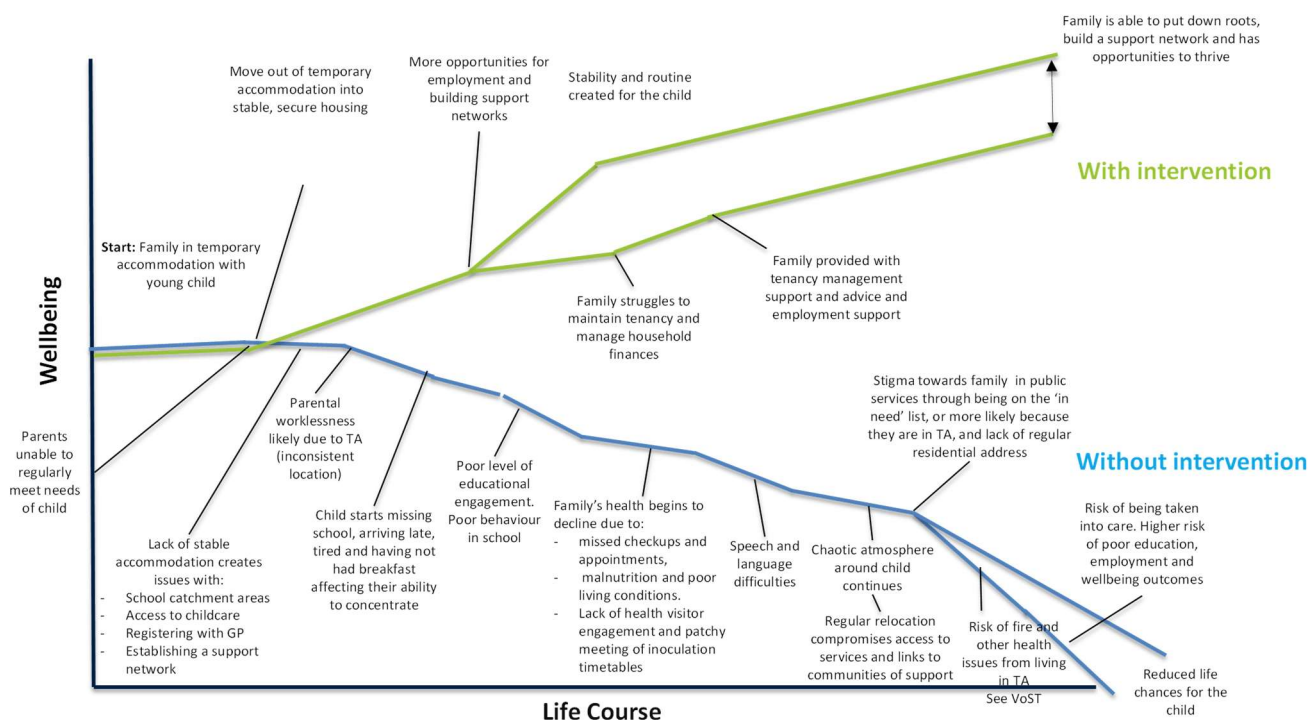
- Improved mental wellbeing, including mental health improvements (e.g. conditions such as anxiety and depression), improved confidence and feeling supported. These are important gateway outcomes that enable other longer-term goals to be achieved (e.g. tenancy sustainment and employment);

- Improved financial wellbeing, including support to develop household management and tenancy sustainment skills such as budgeting, as well as longer term support to access training and employment to improve their financial position;
- Improved physical health, or avoiding conditions that may develop or worsen in poor quality housing or with reduced financial means (e.g. ensuring the household is able to budget to afford nutritious food);
- Improved sense of purpose through training and employment, including direct employment opportunities made available across the broader Grosvenor group; and
- Relational wellbeing, which can be improved through being part of a positive and supportive community.

The combination of these broad wellbeing improvements combine to make the ultimate target outcome set in the GHH Theory of Change possible, namely the sustainable transition of the tenant into an independent tenancy (e.g. private rented accommodation or general needs social housing).

### **Family moving from temporary accommodation**

The graph below shows the illustration that was prepared and reviewed by the expert group for a family that is coming from temporary accommodation:



The journey map highlights outcomes for parents as well as children. Again, these map across the five pillars of wellbeing, and capture the key target outcomes from the theory of change:

Pillar	Adults	Children
Mental wellbeing	Reduction in stress/ anxiety/depression (or risk of these developing) Space to engage and plan to engage to achieve other outcomes	Reduction in risk of exposure to mental health issues arising from parental stress. Space to engage in education (and other activities towards outcomes)
Physical wellbeing	Reduction in risk of stress-related health conditions Positive and appropriate engagement with health services (e.g. registration with GP avoids emergency use of hospital/A&E services)	Placement in good quality housing reduces risk of ill-health (e.g. respiratory issues that can arise from damp conditions) Registration with GP and Dentist (amongst others) enables active steps to manage positive health outcomes.
Financial wellbeing	Opportunity and improved mental wellbeing creates space to access training and employment. It may also reduce the risk that the family uses unsustainable high cost debt to fill gaps resulting in problematic debt.	Support to engage positively with formal education, leading to a positive experience of formal education, better outcomes/ qualifications and improved employment prospects.
Relational wellbeing	Living in a supportive community builds stronger relationships with neighbours. Reduced stress and improvements in other circumstances and outcomes create space for improvements in family relationships.	Children's relationship with parents is improved, with reduced risk of neglect or chaos in the family home (including emotional neglect) and reducing risk that children's need for formal support from the LA escalates and/or ultimately reducing the risk that children are taken into care.
Sense of purpose	Improved sense of purpose flows from accessing training and employment opportunities.	Positive experiences of formal education create a gateway for future paid employment, creating a positive sense of purpose.

The family life courses shown above reflect a range of potential outcomes, notably where initial positive steps show an improvement, but a return to challenges around tenancy sustainment require support to be stepped-up by GHH at a later date (rather than the planned step-down in intensity of support over time). That additional support enables a return to a positive trajectory, but highlights ongoing challenges that may reduce the quality of outcomes compared to those who sustain improvements. It highlights that GHH would have capacity and willingness to step back in to offer further support during the family's tenure, if required.



Similarly, the counterfactual reflects a range of potential outcomes for the family, with one scenario being that the need for statutory support remains but the children can remain with their birth family subject to that support. The 'reasonable worst case' scenario shown above involves a deterioration of the family's circumstances across all wellbeing areas and a chaotic/high risk lifestyle, resulting in an escalation of the support needed by children and ultimately their being taken into Local Authority care. It is envisaged that efforts would be made to offer support to avoid this outcome, but it is a realistic possibility where a chaotic lifestyle develops into neglect and/or safeguarding concerns.

### *Developing journeys into cost benefit modelling*

The following section takes the key outcomes identified above from the journey maps and explains how these have been developed into calculations that reflect the values attached to each outcome. The modelling recognises that some outcomes are more (or less) likely than others. The analysis we have prepared tends to assume that higher cost counterfactuals (for which the savings arising from support) are less likely.

Further work is planned to validate the outcomes expected during the two years of planned pilot delivery. This will include further work to assess whether Care Leavers have been referred to GHH as an alternative to higher cost residential provision. Counterfactuals can be assessed based on the baseline position of the tenant/family and the assessment of the referring agency on direction of travel. They can also be assessed by reference to data (if available) on outcomes observed for a similar cohort at local or national level based on averages. Factual outcomes can be assessed based on data captured by regular monitoring using the outcomes framework that has been developed for GHH.

## 4. Approach to evaluation of benefits

### *Overview of this section*

This section provides an overview of key outcomes and the broad approach to evaluation that we have taken. This should be read in conjunction with Appendices A and B, which give a more detailed analysis of the evaluation model and sources of data/inputs used. The models have been prepared using likelihoods that are set to illustrate the principles shown in the journey maps. A negative outcome is less likely with support than without, as shown above, and a positive outcome is more likely with support than without. The values attached to outcomes are treated as constants, such that the key variable is the difference in the likelihood of each outcome for the factual compared to the counterfactual scenario.

### *Key target outcomes*

#### **Gateway outcomes**

The Theory of Change highlights key 'gateway' outcomes that demonstrate engagement with the service and short term outcomes that demonstrate progress towards the ultimate long-term target outcomes. These tend to be early stage improvements shown in the journey maps in the previous section. They include:

#### *Financially evaluated benefits:*

- Stabilising their housing situation - households who have been in unstable temporary accommodation, or who are at risk of future eviction into temporary accommodation, are given a tenancy with visibility over remaining in the same place for up to six years, giving a good quality, safe space to re-gather and re-build;
- Stabilising health and risky behaviours - where applicable, we have evaluated savings for the criminal justice system and health services that can be avoided by supporting people to avoid situations in which they might be exploited to participate in criminal activity and/or may be susceptible to substance use issues. This is particularly prominent for Care Leavers, where research (summarised later) highlights the risk of being drawn into these, amongst other, risk-taking behaviour; and
- Stabilising mental wellbeing and growing confidence - these are key gateway outcomes from which to build towards longer term education, training and employment outcomes. Avoiding costs of mental health interventions realise savings in service costs for public health services including NHS and CAMHS.

These can be evaluated by reference to the cost saved for local authority and public health services through enabling a move-on to lower cost rented accommodation (as opposed to the high cost borne by Housing services for temporary accommodation) and by avoiding or reducing the cost of mental health interventions that might arise if the tenant/household is not supported effectively.

In the case of Care Leavers, the saving is potentially significant as we are aware that CWAC has been forced to pay a residential children's home rate to extend a placement in that provision for an 18 year old until suitable move-on provision becomes available.

For tenants who are at risk of homelessness where there is not a statutory duty to provide housing, we can evaluate the cost avoided to public services from providing support to rough sleepers (e.g. this group is more likely to present at Accident & Emergency for interventions to address conditions that could have been avoided or would have been less serious had they been housed).

***These savings are significant because they arise immediately upon moving a tenant/household into GHH property (or soon after).***

*Other outcomes (not evaluated, but which contribute to longer term outcomes that are evaluated in our analysis):*

- Increasing tenants' sense of positive engagement with the community around them;
- Positive experiences of education and training are evaluated indirectly by reference to employment outcomes. A positive experience of education is important as a step towards attainment of qualifications which are in turn a step towards better quality of employment outcomes (see long-term outcomes below).
- Developing skills and capability towards an ability to live independently of support (e.g. setting a budget then working towards adherence to the budget and then working to improve their circumstances by bringing more income to the household)

Whilst our cost/benefit analysis does not specifically evaluate some of these items, we note that they are essential steps towards delivery of outcomes that *can* be evaluated in financial terms.

### **Long-term outcomes**

GHH has the following key long-term outcomes, which are summarised below together with an overview of how these can be evaluated in terms of financial benefits to society and the economy:

- Education and training: for adults, this is evaluated by reference to the expected productivity uplift (Gross Value Added) for the local area resulting from an employment outcome, plus the savings in welfare benefits as a person accesses paid employment and any tapering of benefits as quality of earnings increases. For children we evaluate this by reference to the lifetime benefits of avoiding being NEET (Not in Education, Employment or Training) for a period of up to four years between ages 18 to 24. These benefits are delayed to account for the time needed to prepare a person to access education/training opportunities and then to complete a course before seeking employment (or promotion or similar uplifts);
- Employment: as for education and training, this is assessed by reference to GVA uplifts for the local area plus savings in welfare benefits. Delays to these outcomes are more modest, as there is not a period in which the person is attending training or education prior to achievement of the outcome;
- Sustainability of housing: if housing is unsustainable, the expected consequences would be that the tenants falls into arrears (resulting in a write-off and a financial loss in the books of the landlord) and, ultimately, eviction (which could be due to irrecoverable arrears or behaviour concerns such as ASB reports or damage being caused to a landlord's property). Our evaluation projects forward the potential costs of irrecoverable arrears, rectification of damage to property, void period losses prior to re-letting and legal costs of eviction.

Other measures that align with theory of change outcomes that we have evaluated include:

- Avoided risk of problem debt: if a household is not able to manage its finances effectively, the risk that it will fall into problem debt is increased. This links to risks of other issues (e.g. mental health concerns), as well as a direct impact on the losses recognised by creditors (e.g. banks);

- Reducing the risk of children's services interventions being needed: a family that is struggling and which may have been in temporary accommodation may be at greater risk of children being assessed as a Child In Need (CIN) and requiring Local Authority intervention. With effective support from GHH, it is assumed that the need for intervention can be avoided or existing interventions can be de-escalated to reduce case management costs;

Avoiding or reducing risk-taking behaviours: for care leavers, in particular, there is a risk that young people may be at risk of exploitation by others leading to involvement in behaviours such as substance use or involvement in crime. We can evaluate the benefits of avoiding these issues by reference to the savings to public services that would be involved (e.g. costs of treatment for drug use, costs of crime and custodial prison sentences).

### *Sources of data used*

We comment in detail in Appendix A on the sources of data used in this report, and key assumptions are noted in Appendix B. The main data sources used relate to the costs of public services and economic values associated with outcomes. In particular, we note that benefits of interventions are evaluated using data sources from robust secondary research sources, industry-recognised unit cost databases and UK Government statistics.

Pending actual data on the referred cohort, we have made assumptions around the likelihood that a tenant/household might experience an issue without GHH support and the likelihood that GHH can support them to resolve the issue by achieving positive outcomes, as noted above.

### *Results of the evaluations*

#### **Care Leaver**

The table below summarises the outcomes values evaluated by theme:

Outcome	Benefit value (£)
Housing outcomes	£21,450
Education and employment	£17,392
Criminal justice system	£31,726
Health	£1,969
Mental Health	£21,623
<b>Total</b>	<b>£94,160</b>

Detailed workings and assumptions that support the above are presented in Appendix B.

We note in particular that:

- Housing services benefits are assessed based on costs of an eviction after placement into a housing setting (assuming that all cases referred to GHH would be at high risk of financial instability), followed by a period of one year in temporary accommodation and a period of rough sleeping. We note that, in more extreme cases, it may not be possible to find suitable accommodation for a care leaver and on such occasions, a Local Authority may be compelled to extend a stay in residential children's home accommodation, which is assessed at a cost of £267k per annum. Hence, the analysis included here appears to be a reasonable



reflection of a typical case, and significantly less than a reasonable worst case outcome cost. We do not include the cost of housing benefit in this analysis of savings, as it is assumed that they would be entitled to receive that support in any setting (whether at GHH or otherwise).

- Education and Employment outcomes are adjusted to account for the current NEET rate amongst Care Leavers of 18%, and assuming that support can mitigate that down to 5%. Avoiding a single young person becoming NEET at age 18 to 24 is evaluated as delivering economic benefits of £112k, primarily in long term economic productivity, but also in shorter-term welfare benefits savings;
- The criminal justice system costs tend to assume relatively low level offending, and a series of 3 month prison sentences over a four year period. If a more extreme course of criminal conduct is avoided, savings would be significantly higher (e.g. a 12 month custodial sentence has a cost of some £51k). Hence, the above appears to offer a relatively prudent reflection of potential benefits to society;
- Mental Health savings are assessed, adjusting for risk, based on relatively frequently occurring conditions such as anxiety and depression, together with support from A&E mental health liaison services and CAMHS where this leads to incidents of self-harm (again, adjusted for risk).

Our analysis assumes that tenants move in at age 18. In theory, it is possible that tenants could be referred prior to this, in which case a GHH tenancy saves the cost to CWAC of a residential children's home or foster care setting at a rate of at least £265 per week<sup>5</sup>.


We also understand that it is possible that a LA may use a higher cost temporary accommodation option as an interim solution whilst longer-term independent housing options are assessed for a Care Leaver. Our analysis assumes a 'best case' scenario of a seamless move-on from LA Care into independent accommodation. **This assumption is made to avoid the risk of over-claiming, pending the collection of evidence to support a future retrospective evaluation.**

We recommend analysis of the journey of tenants prior to moving-in to GHH housing in order to assess the cost of those journeys in more detail for the end-of-pilot evaluation.

**This highlights a total 'benefit' value for care leavers of some £94k achieved as a result of three years of GHH support activity.**

---

<sup>5</sup> Source: CWAC



## Family coming from temporary accommodation

The table below summarises the outcomes evaluated by theme:

Outcome	Benefit value (£)
Housing outcomes	£6,379.61
Children's services	£344,851.87
Education and employment	£196,334.54
Criminal justice system	£3,547.70
Health	0
Mental Health	£11,069.31
<b>Total</b>	<b>£562,183.03</b>

Detailed workings and assumptions that support the above are presented in Appendix B.

We note in particular that:

- Housing outcomes are assessed assuming that the family has been in temporary accommodation for six months or more, but that one year of further cost can be avoided by placement into a GHH tenancy. This falls within a reasonable range of reported stays in temporary accommodation within the Cheshire region, where we have seen sources claiming typical durations of two years or more.
- Children's services outcomes are of significance for this archetype. With adjustments for risk, this evaluation highlights the potential cost of children's level of need escalating despite social services interventions such that the only option is for them to be taken into Local Authority care. This is based on a residential children's home cost of £267k per annum, and assuming that children are 10 at the time of moving in (i.e. with 8 years remaining until age 18 when this provision would cease). It is assumed that there are two children per household in this model. After adjusting for risk and discounting, the saving shown above of £344k equates to £172k per child. For context, the cost of fostering for 8 years would be expected to be over £300k per child, with a residential children's home costing £2.1m per child (undiscounted). It is assumed that families referred to GHH would be at elevated risk of escalating issues, hence the savings are potentially significant to CWAC's children's services. Feedback from stakeholders, including CWAC, highlights that families who access the Early Help service do have heightened risk of going on to require Local Authority care services, with some making a permanent move into care and others fluctuating between birth family and a care setting<sup>6</sup>. CWAC have indicated that the proportion of children in the Early Help system who would go on to access a period in Local Authority Care is around 19.8%. The model shown in this paper assumes 10% would access the service between the ages of 10 and 18: that assumption is broadly equivalent to 20% accessing LA care for four of the remaining eight years before their 18<sup>th</sup> Birthday. As such, GHH believes the assumptions used in this analysis to be reasonable.

<sup>6</sup> In our experience, Local Authorities generally endeavour to return children to their birth family as soon as is possible where the reason for taking children into care is linked primarily to housing circumstances and/or ability of parents to provide for them, and where sufficient progress has been made towards addressing that issue. Clearly, the LA would not seek a return where abuse has been involved. It is assumed here that families referred to the GHH service would not be in the abuse category.

- Education and employment outcomes combines the benefit of supporting parents into paid employment or training leading to employment, as well as the value of reducing the risk that children who have experienced disruption may disengage and become NEET at age 18 to 24. For context, as noted above, the benefit of avoiding a single child becoming NEET amount to £112k. Our modelling accounts for adjustments for risk and deductions to economic productivity for adults to account for the likelihood that employment that is accessed is at below average economic productivity (for children, productivity accessed by avoiding NEET status is assessed by reference to National Living Wage).
- Criminal justice system costs in this case relate to mitigating a (relatively low) risk that police are involved in resolving an incident of domestic violence.
- Mental health savings primarily relate to avoiding costs of an intensive CAMHS-led intervention for children. It also accounts for costs of treating conditions such as depression or anxiety for parents.

**This highlights a total 'benefit' value for families moving-on from temporary accommodation of some £562k achieved as a result of six years of GHH support activity**

### **Survivor of domestic abuse moving on from refuge accommodation with two children**

The table below summarises the outcomes evaluated by theme:

Outcome	Benefit value (£)
Housing outcomes	£6,380
Children's services	£344,852
Education and employment	£173,813
Criminal justice system	£90,112
Health	£0
Mental Health	£18,534
<b>Total</b>	<b>£633,690</b>

Detailed workings and assumptions that support the above are presented in Appendix B.

We note in particular that:

- Housing outcomes are assessed on the same basis as a family moving from temporary accommodation;
- Children's services are assessed on the same basis as a family moving from temporary accommodation. This is because we assume that this family has already fled from an abusive relationship. There is arguably heightened risk of further abuse in the event that the survivor's former partner were to find them in a new setting, or in the event that the survivor is subject to further abuse in a new relationship. On balance, it appears to be reasonable (indeed, prudent) to assess that there is a similar risk of children being taken into care due to neglect or chaos within the household as for a family moving in from temporary accommodation.
- Education and employment outcomes are calculated on the same basis as the family coming from temporary accommodation, albeit with only one adult accounted for.

- Criminal Justice System costs are assessed based on the risk of a survivor experiencing further abuse unless they are supported effectively to move on to safety (whether from a former abusive partner or a future abusive relationship).
- Mental health costs are assessed based on avoiding a longer-term course of treatment for depression for the survivor and avoiding a high intensity CAMHS intervention for two children.

**Whilst this archetype is currently not in use, we highlight that there is potential additional value for enabling a safe move-on option for families that have experienced Domestic Abuse, amounting to some £633k as a result of six years of GHH support activity.**

## 5. Projected costs of service delivery

### *GHH analysis of service costs: note these estimates are subject to change pending the findings of the pilot*

GHH current estimates of service delivery costs in the range of £1,700 to £2,000 per 'case' per month. It has assumed that:

- Care Leavers account for one 'case' at the lower end of this range (£1,700 per 'case'): hence a cost of £1,700 per month per tenancy, equating to an annual support cost of £20,400. Over a three year period (discounted at a rate of 3.5%), this equates to a present value cost per tenancy of some £57,000; and
- Families account for 1.5 'cases' at the upper end of the range (£2,000 per 'case'): hence a cost of £3,000 per month per tenancy, equating to an annual support cost of £36,000. Over a six year period (discounted at a rate of 3.5%), this equates to a present value cost per tenancy of some £192,000.

Hence, the total cost of service delivery for the cohort assumed amounts to a present value of £1.0m.

During the course of the pilot, further work will be undertaken to monitor the profile of resources required to support tenants, taking into account:

- The duration of support needed overall (compared to the assumption of three years for a Care Leaver and six years for a family moving on from temporary accommodation) until a tenant is ready to move on to sustain a tenancy elsewhere;
- The average level of support (and the range from which the average is derived) needed in total during that period compared to the assumption; and
- The profile of support, assessing whether and to what extent the timing of support interventions needed differs from the straight line profile assumed (e.g. it is possible that some tenants may require more intensive support during the early stages of their time with GHH, with the requirement tapering off such that the service can step down during subsequent years).

This analysis will enable the assumptions noted above to be validated or amended during the final evaluation.

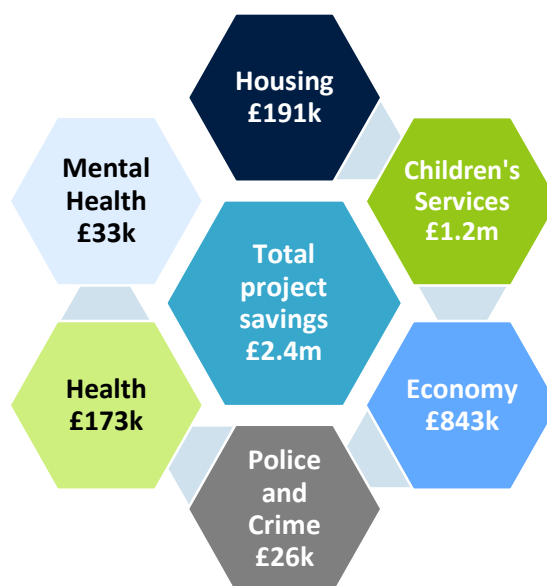


## 6. Results and conclusions

### Conclusions

#### Savings assessed

Overall, the potential savings for the cohort as a whole are as follows, broken down by public service/policy area:



The analysis indicates a potential saving (in present value terms) of some £2.4m for the cohort makeup noted above. This diagram above highlights that the key outcomes, by value, are likely to be:

- Supporting families to achieve stability in a safe and suitable home environment, reducing the risk of children and young people being taken into care **saving £1.2m for the LA**; and
- Achieving Employment and Training outcomes, leading to local area economic benefits and associated savings for the exchequer where welfare benefits are reduced with better employment outcomes **bringing local area economic value of £843k**.

**We emphasise that the above assesses savings/benefits solely for additional support services provided by GHH.**

It does not include savings/benefits associated with GHH activities as Landlord. On the basis that GHH plans to operate on a similar basis (for affordable rented units) to a social landlord, an approximation of the value of that activity could be derived from the work led by Sonnet and Hyde Housing Association on the Value of a Social Tenancy, which has recently been updated<sup>7</sup>.

**It is also noted that this does not include savings that may arise from offering a seamless transition for Care Leavers into a tenancy rather than a temporary residential placement until a suitable housing option is available.** At least two tenants are expected to be placed under these circumstances: given the potential

<sup>7</sup> <https://www.hyde-housing.co.uk/news/corporate-and-financial/new-research-shows-the-value-we-re-adding/#:~:text=The%20value%20of%20a%20social,or%20poor%20quality%20private%20accommodation.>

magnitude of the saving, GHH prefers to wait until data is available later in the pilot rather than risk over-claiming in this projection. **As such, the housing savings shown for Care Leavers are likely to be prudent.**

We note that four families that have moved into general needs tenancies at GHH have come from a temporary accommodation placement. The saving from this is not included above, but we note that a cost of approximately £6,800 per annum would be saved per household as a result of the moved to GHH.

One single person in a GHH 'general needs' tenancy is currently accessing the Family Assistant for additional support. It is not clear whether this is a comprehensive service or how long the support will be needed for. In order to avoid over-claiming potential savings, this case has not been included in our analysis. Any value achieved would be in addition to the results shown above.

### Accounting for attribution

The impact values shown above give an evaluation of the total savings/outcomes values that are derived from the calculations of savings in the projections for GHH. Some forms of analysis (e.g. Social Return on Investment) apply a deduction for the attribution of impact values to other agencies who are involved in achieving savings. We have discussed this matter with GHH and have applied deductions for savings attributable to the continuing support and involvement of CWAC as well as allowing for some of the savings to be attributed to the tenant/family whose active engagement is necessary for outcomes to be achieved.

It is important, though, to recognise that GHH should be fairly attributed savings that account for:

- Its role as the lead provider of support services, where significant resource is to be provided to each tenant for a period of three to six years;
- The resource (financial and intellectual) GHH has provided to design and develop the service (as described earlier) that is intended to enable other support services to step down significantly; and
- The role of the Grosvenor Foundation (as parent company to GHH) as funder of the pilot: that funding being critical to delivery of the service and outcomes.

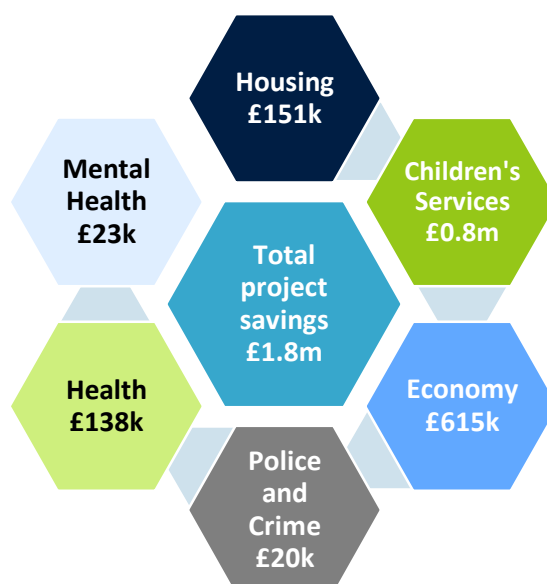
The attribution deductions applied are as follows:

- **20% alternative attribution applied for Care Leavers:** after the duty to provide accommodation support ends (after age 17), this group will continue to have access to advice, which may include support from a Personal Assistant/Advisor. Some Local Authorities' stated services indicate that support is available *when a Care Leaver requests it*. This analysis assumes that a GHH tenant *will* request appropriate advice and support from CWAC alongside the activities of their Grosvenor Support Worker. However, GHH will be the main source of support (alongside the other points noted above) and it may be that the Grosvenor Support Worker is active in encouraging the tenant to seek advice and help from the CWAC PA at appropriate times. In addition to being the most significant source of support by value of resource available, the stability offered by placement at GHH is a significant catalyst to enable other outcomes to be achieved. Hence, GHH believes it reasonable to assess attribution to other agencies at this level.
- **30% alternative attribution applied for Families leaving temporary accommodation:** Families are likely to have access to additional statutory services from the Local Authority including the Early Help service, Health Visitors and, depending on the Child In Need status assessed for the children, support from other Agencies. Children are likely to be attending an education setting (pre-school, primary school or secondary school), whose co-operation and support is needed to complement the work done by Grosvenor's Family

Support Worker to create positive experiences of education and attainment outcomes. Again, it is expected that, by value of resource available to the family, GHH will be the most significant provider of support (alongside the other matters noted above). A tenancy at GHH will bring stability that is likely to be critical as a catalyst of change by creating the space needed for other activities to achieve gateway and longer term outcomes. Hence, GHH believes it reasonable to assess attribution to other agencies at this level.

We emphasise that deductions for attribution do not affect the expected cost and resource savings that would be expected to arise from the service. Rather they give an indication of a way in which these savings could be allocated between the parties responsible for delivery. Hence, the savings calculated after adjusting for alternative attribution give an evaluation akin to the Social Return on Investment achieved by GHH, whereas the total saving gives an evaluation that could be used to assess the Costs and Benefits overall. The overall costs and benefits would probably be the more helpful of the two evaluations for assessing value for money to support public body commissioning decisions.

The diagram below shows the evaluations after adjusting for attribution at the levels indicated above:



### Costs of service delivery

GHH has assessed the costs of delivering its services in the range of £1,700 to £2,000 per 'case' per month. It has assumed that:

- Care Leavers account for one 'case' at the lower end of this range (£1,700 per 'case'): hence a cost of £1,700 per month per tenancy, equating to an annual support cost of £20,400. Over a three year period (discounted at a rate of 3.5%), this equates to a present value cost per tenancy of some £57,000; and
- Families account for 1.5 'cases' at the upper end of the range (£2,000 per 'case'): hence a cost of £3,000 per month per tenancy, equating to an annual support cost of £36,000. Over a six year period (discounted at a rate of 3.5%), this equates to a present value cost per tenancy of some £192,000.

Hence, the total cost of service delivery for the cohort assumed amounts to a present value of £1.0m.

### Conclusions and next steps

Overall, the projected savings and costs highlighted above indicate a potential net benefit from the GHH service of some £1.4m before accounting for attribution:



**If the attribution to other agencies is taken into account, a net benefit of £800k remains as attributed to GHH,** given that the full cost of delivery within the organisation is to be borne by GHH (funded by the Grosvenor Foundation) during the service pilot period. However, it is important to highlight that the value of the pilot overall As is noted earlier, this projection will need to be re-assessed based on actual data during the course of delivering the pilot.

## Recommendations

### Short-to medium term

As tenants move in, **GHH will need to obtain baseline data** (the framework for which aligns with the outcomes shown in the theory of change and in this evaluation) to show:

- The actual makeup of the cohort and the archetypes assumed; and
- the levels of need/risk in relation to the outcomes noted in this analysis (e.g. CIN levels of need and risk of escalation to confirm the risk factor in the working on costs of Looked After Children avoided).

**This report can be used to highlight the potential value that could be delivered by the GHH service** in particular, but also to highlight the **significant opportunity to ensure that young people and families in other areas are provided with effective support.**

Some of the long-term outcomes included in this evaluation have longer-term time horizons than can be included in the pilot evaluation. Therefore, it is important that GHH captures measures of 'distance travelled' that are relevant and show progress towards the long-term outcomes. For example, a child of 10 at the time they move in will not reach the end of their formal education before the pilot concludes: reporting on employment outcomes would not be possible, but measures to show engagement with and positive experience of education give a good indication of a positive direction of travel towards positive employment outcomes in adulthood. **It is essential that distance travelled measures are captured, where relevant to the individuals development plan objectives.**

### Long term

As services are provided, **GHH will need to monitor:**

- **Actual outcomes achieved;** and
- **Actual costs of delivery.**

GHH has begun to gather **case study evidence from tenants, which should be reviewed to assess whether other outcomes can be demonstrated beyond those identified in the theory of change.** If these are potentially material to a future cost benefit evaluation, GHH should consider adding relevant data points to its outcomes monitoring.

**It is envisaged that a retrospective analysis based on actual data will follow at the end of the pilot when data is available to show the savings achieved.**



## Appendix A – cost proxies used

### Sources of cost assumptions

To value the difference to the archetypes, we use a cost-based and economic approach which values outcomes and events in each of the scenarios. These events and outcomes are often costs incurred or avoided by stakeholders and productivity gains through employment.

The outcomes and events in the modelling and their assumed values are set out in Table 1, and are arranged by cost theme. We have used green highlighting to indicate inputs derived from recent single sources and orange highlighting to indicate inputs derived from older sources (where we've applied inflation to update these to a current value).

Table 1: Unit value of outcomes assumed in modelling (separately inflation-adjusted and expressed in 2023 values)

Cost theme	Outcome	Unit value	Source
Housing provision	Temporary accommodation	£131	2022, Manchester Unit Cost Database v.2.3.1 HE4.0
	Rough sleeping	£9,661	2022, Manchester Unit Cost Database v.2.3.1 HE6.0
	Child in residential care	£266,900	<a href="#">PSSRU</a> , 2021, Unit Costs of Health and Social Care 2021 2020, <a href="#">Department for Education Section 251 documents, Department for Education, 2019-2020 London</a> , 2015, Manchester Unit Cost Database v20 H03.0.2,3.0.4,3.0.5
	Average social housing rent	£742	2023, <a href="#">ONS</a> Oct. 22 - Sept. 23 data (Mean UK private rent: £994 p.m. 20% discount applied to market rent to reach social housing cost)
	Average cost of County Court Eviction	£1,398	<a href="#">2021, Average Cost of a Residential Eviction 2021   NimbleFins</a>
	Cost of clearing property post-eviction	£799	2021, <a href="#">UK House Clearance Association</a>
	Child in Need case management	£1,865	2022, Manchester Unit Cost Database v.2.3.1 SS5.0
	Family support worker	£37	2022, Manchester Unit Cost Database v.2.3.1 SS20.6
	Housing benefit	£143	2022, Manchester Unit Cost Database v.2.3.1 HO9.4

Cost theme	Outcome	Unit value	Source
Education, employment and training support and preparation	NEET	£111,279	Drawn from academic and government sources and includes current benefits for jobseekers and productivity costs (linked to National Minimum Wage) during the ages of 18-21 years. This approach originates from the methodology used by The Prince's Trust in its Cost of Exclusion reports, first published in 2010.
	UK Living wage	£11.20	2023, <a href="#">Living Wage Foundation</a>
	Productivity	£32,006	2021, <a href="#">ONS England GVA per capita</a>
	Absenteeism	£123	2021, <a href="#">ONS England GVA per capita</a> (GVA per capita divided by 248 working days p.a.)
	Job Seekers Allowance (up to age 24)	£67	2023, <a href="#">Gov.uk</a>
	Job Seekers Allowance (age 25+)	£84	2023, <a href="#">Gov.uk</a>
	Debt	£13,680	2023, <a href="#">StepChange Debt Charity</a> , Personal Debt Trends and Statistics
	Exclusion	£1,844	2006, Manchester Unit Cost Database v.2.3.1 E&S2.0.4
	Persistent truancy	£1,656	2007, <a href="#">NPC, Misspent Youth</a>
	Pupil Referral Unit	£19,834	2018, <a href="#">Department for Education &amp; Isos Partnership</a>
Wrap around support and networks	Average cost of treating depression	£1,837	2022, Manchester Unit Cost Database v.2.3.1 HE8.3
	Mental health treatment (adult)	£2,386	2015, <a href="#">National Institute for Health and Care Excellence</a>
	A&E mental health liaison services	£304	2022, <a href="#">PSSRU</a> , Unit Costs of Health and Social Care 2022
	CAMHS	£8,883	Clifford, J. and Theobald, C., (2012), Summary of findings: Extension of the 2011 cost comparison methodology to a wider sample, National Association of Independent Schools and Non-Maintained Special Schools.
	Cost of arrest – detained	£826	2022, Manchester Unit Cost Database v.2.3.1 CR11

Cost theme	Outcome	Unit value	Source
	Cost of arrest – no further action	£397	2022, Manchester Unit Cost Database v.2.3.1 CR11
	Anti-social behaviour	£780	2022, Manchester Unit Cost Database v.2.3.1 CR1.0
	Domestic violence	£3,253	2022, Manchester Unit Cost Database v.2.3.1 CR2.0
	GP visit (excl. direct care)	£32	2022, <a href="#">PSSRU</a> , Unit Costs of Health and Social Care 2022
	GP visit (inc. direct care)	£36	2022, <a href="#">PSSRU</a> , Unit Costs of Health and Social Care 2022
	Drug service (community contact)	£110	2022, Manchester Unit Cost Database v.2.3.1 HE23.5
	Alcohol misuse	£2,334	2022, Manchester Unit Cost Database v.2.3.1 HE22.0
	A&E visit	£259	2022, <a href="#">Kings Fund</a>
	Self-harm incidence	£971	2017, Tsiachristas A, et al., General hospital costs in England of medical and psychiatric care for patients who self-harm: a retrospective analysis. The Lancet Psychiatry.
	Cost of crime	£1,132	2022, Manchester Unit Cost Database v.2.3.1 CR8.0
	Prison	£50,896	2021, <a href="#">Ministry of Justice</a>

## Appendix B – Benefit evaluation models

### Archetype 1: Care leaver

Table 2: Comparison of assumptions used in calculations for Archetype 1

	Assumption pre-GHH	Note	Assumption post-GHH	Note
<b>Housing provision</b>				
Temporary accommodation	75%	Assumed weekly cost deduction to 75% of the average to account for single person (lower cost than family)	0%	Cost avoided
Rough sleeping	1	Risk of 1 episode of rough sleeping without effective support	0	Cost avoided
Weeks pre-eviction of lost rent	5.075 weeks	25% of UK median time to evict a tenant (20.3 weeks) <sup>8</sup>	0 weeks	Cost avoided
Assumed months before tenant moves in	3	Duration of rent loss during void period	0	Cost avoided
County court eviction	1	Rent loss for one month during eviction process	0	Cost avoided
Clearing property post-eviction	1	Duration of time needed to prepare property for letting after eviction	0	Cost avoided
<b>Education, employment and training support and preparation</b>				
Likelihood of becoming NEET	18%	Using rate of NEET in Looked After Children as a benchmark <sup>9</sup>	5%	Assumed reduction in risk to 5% with support
Creditor cost as a % of debt	5%	Average cost to creditors <sup>10</sup>	0%	Cost avoided
Job Seekers Allowance (weeks in a year claiming)	52	Taken as a proxy for job seeking component of Universal Credit, where applicable	0	Cost avoided
<b>Wrap around support and networks</b>				

<sup>8</sup> [Eviction Statistics UK | NimbleFins](#)

<sup>9</sup> [Outcomes for children in need, including children looked after by local authorities in England, Reporting year 2020 - Explore education statistics - GOV.UK \(explore-education-statistics.service.gov.uk\)](#)

<sup>10</sup> Wells, J., Leston, J. and Gostelow, M. (2010). The impact of independent debt advice services on the UK credit industry. Friends Provident Foundation

Proportion of year in prison	50%	For those at risk, a 6 month (50% of one year) custodial sentence is avoided with support	0%	
No. of arrests (detained) p.a.	6		2	
No. of arrests (no further action) p.a.	6		3	
No. of instances of crime p.a.	6		2	
No. of instances of ASB p.a.	3		1	
Instances of drug service contact p.a.	4		0	
Instances of mental health treatment p.a.	2		0	
Interactions with MH services p.a.	2		1	
No. of self-harm instances p.a.	2		1	

Housing provision													
	value	calc.	total pre-GHH	value	calc.		Delay (years)	Duration (year)	Annuity factor	Delay factor	difference	cost/benefit	Stakeholder
<b>Temporary accommodation</b>	131.42			131.42									
Weeks in a year		52			0								
Deduction for single person vs average		75%			75%								
			£5,125.50			£0.00	£5,125.50	1	1	0.966	0.966	£4,784.71 Cost	LA
<b>Rough sleeping</b>	9661.17			9661.17									
		1	£9,661.17		0	£0.00	£9,661.17	1	1	0.966	0.966	£9,018.81 Cost	LA
<b>Cost of eviction</b>													
Average social housing rent weeks pre-eviction of lost rent	742.33	5.075		742.33	0								
			£3,767.34			£0.00	£3,767.34	1	1	0.966	0.966	£3,516.85 Cost	GHH
Assumed months before new tenant able to move in		3			0								
			£2,227.00			£0.00	£2,227.00	1	1	0.966	0.966	£2,078.93 Cost	GHH
Average cost of County Court Eviction	1398.34			1398.34	0								
		1	£1,398.34			£0.00	£1,398.34	1	1	0.966	0.966	£1,305.37 Cost	GHH
Cost of clearing property post-eviction	798.89			798.89	0								
		1	£798.89			£0.00	£798.89	1	1	0.966	0.966	£745.78 Cost	GHH

Education, employment and training support and preparation													
	value	calc.	total pre-GHH	value	calc.	total post-GHH	difference	Delay (years)	Duration (year)	Annuity factor	Delay factor	difference	cost/benefit
<b>NEET</b>	111278.54			111278.54									
LAC rate of NEET		18%	£20,030.14		5%	£5,563.93	£14,466.21	1	1	0.966	0.966	£13,504.36 Cost	Economy
<b>Debt</b>	13679.76			13679.76									
Creditor costs as a % of debt		5%	£683.99		0	£0.00	£683.99	1	1	0.966	0.966	£638.51 Cost	Creditor
<b>Job Seekers Allowance (up to age 24)</b>	66.93			66.93									
Weeks in a year		52	£3,480.52		0	£0.00	£3,480.52	1	1	0.966	0.966	£3,249.11 Cost	DWP



Wrap around support and networks														Stakeholder
	value	calc.	total pre-GHH	value	calc.	total post-GHH	difference	Delay (years)	Duration (years)	Annuitiy factor	Delay factor	difference	cost/benefit	
<b>Prison</b>	50896.48			50896.48										
Risk	20%			0.00										
Proportion of year in prison		50%			0									
			£5,089.65			£0.00	£5,089.65	2	1	0.966	0.934	£4,590.57	Cost	Police & Justice
<b>Crime</b>														
Cost of arrest - detained	826.00			826.00										
Risk	0.50			0.10										
No. of arrests (detained) p.a.		6			2									
			£2,478.00			£165.20	£2,312.80	1	4	3.673	0.966	£8,207.82	Cost	Police & Justice
Cost of arrest - no further action	397.00			397.00										
Risk	0.50			0.10										
No. of arrests (NFA) p.a.		6			3									
			£1,191.00			£119.10	£1,071.90	1	4	3.673	0.966	£3,804.03	Cost	Police & Justice
Cost of crime	1132.00			1132.00										
Risk	0.50			0.10										
No. of instances of crime p.a.		6			2									
			£3,396.00			£226.40	£3,169.60	1	4	3.673	0.966	£11,248.49	Cost	Police & Justice
Anti-social behaviour	780.00			780.00										
Risk	0.50			0.10										
No. of instances of ASB p.a.		3			1									
			£1,170.00			£78.00	£1,092.00	1	4	3.673	0.966	£3,875.36	Cost	Police & Justice
<b>Alcohol misuse</b>														
Risk	2334.00			2334.00										
	0.20			0.00										
		1			0									
			£466.80			£0.00	£466.80	1	4	3.673	0.966	£1,656.61	Cost	NHS
<b>Drug service (community contact)</b>														
Risk	110.00			110.00										
	0.20													
Instances of drug service contact		4			0									
			£88.00			£0.00	£88.00	1	4	3.673	0.966	£312.30	Cost	NHS
<b>Mental health</b>														
Average cost of treating depression	1837.00			1837.00										
Risk	0.70			0.25										
		1			0									
			£1,285.90			£0.00	£1,285.90	1	4	3.673	0.966	£4,563.49	Cost	NHS
Mental health treatment (adult)	2385.82			2385.82										
Risk	0.70			0.25										
Instances of MH treatment p.a.		2			0									
			£3,340.15			£0.00	£3,340.15	1	4	3.673	0.966	£11,853.77	Cost	NHS
A&E mental health liaison services	304.00			304.00										
Risk	0.70			0.25										
Interactions with MH services p.a.		2			1									
			£425.60			£76.00	£349.60	1	4	3.673	0.966	£1,240.68	Cost	NHS
Self-harm incidence	971.46			971.46										
Risk	0.70			0.25										
No. of self-harm incidence p.a.		2			1									
			£1,360.05			£242.87	£1,117.18	1	4	3.673	0.966	£3,964.74	Cost	NHS

We emphasise the importance of gathering data at baseline and outcomes monitoring stages to validate the risk factors assumed in this working, in addition to the number of incidents/episodes before and after GHH intervention, which are (collectively, if not individually) material to the result of this forward-looking analysis.

## Archetype 2: Young family in temporary accommodation

Table 3: Comparison of assumptions used in calculations for Archetype 2

	Assumption pre-GHH	Note	Assumption post-GHH	Note
<b>Housing provision</b>				
Weeks p.a. in temporary accommodation	52	One further year in temporary accommodation unless moving to GHH	0	GHH avoids one year of temporary accommodation
Risk of child entering residential care	10%	10% of children at risk of being LAC without support	0.7%	Risk reduced to 0.7% with support
Average age of children	10 y.o.		10 y.o.	
No. of children at risk of entering residential care	2	Family assumed to have two children	2	
No. of sessions p.a. with family support worker	12	1 session per month		
<b>Education, employment and training support and preparation</b>				
% of parents aged 18 – 24 at risk of being NEET	20%	20% at risk of being NEET	2%	2% at risk of NEET with support
% of parents over age 24	80%	80% of households with parents aged over 24 have 0 adults in paid employment	80%	80% of households achieve 1.25 adults per household in paid employment after support
% of children at risk of being NEET	50%	50% at risk of becoming NEET without support	6%	6% at risk of being NEET after support
<b>Wrap around support and networks</b>				
Proportion of parents at risk of mental health issues	70%		25%	
Proportion of parents at risk of domestic abuse/violence	30%		5%	
Proportion of children at risk of mental health issues	70%		25%	

Housing provision														Stakeholder
	value	calc.	total pre-GHH	value	calc.	total post-GHH	Difference	Delay (years)	Duration (years)	Annuity factor	Delay factor	difference	cost/benefit	
<b>Parents</b>														
Temporary accommodation	131.42			131.42										
Weeks in a year		52			0									
			£6,834.00			£0.00	£6,834.00	1	1	0.966	0.966	£6,379.61	Cost	LA
<b>Children</b>														
Child in residential care	266900.28			266900.28										
Risk factor	10%			0.7%										
Average age of children	10			10										
Number of children at risk		2			2									
			£53,380.06			£3,789.98	£49,590.07	0	8	6.874	1.000	£340,879.95	Cost	LA
Child in Need case management	1865.00			1865.00										
		1			0									
			£1,865.00			£0.00	£1,865.00	0	2	1.900	1.000	£3,542.93	Cost	LA
Family support worker	37.00			37.00										
		12			0									
			£444.00			£0.00	£444.00	0	1	0.966	1.000	£428.99	Cost	LA
<b>Education, employment and training support and preparation</b>														
	value	calc.	total pre-GHH	value	calc.	total post-GHH		Delay (years)	Duration (years)	Annuity factor	Delay factor	difference	cost/benefit	Stakeholder
<b>Parents</b>														
NEET	111278.54			111278.54										
% parents aged 18 to 24	20%			2%										
		1			1									
			£22,255.71			£2,670.68	£19,585.02	1	1	0.966	0.966	£18,282.83	Cost	Economy
Productivity	32006.25			32006.25										
% parents over age 24	80%			80%										
		0			1.25									
			£0.00			£32,006.25	£32,006.25	1	3	2.802	0.966	£86,637.58	Benefit	Economy
<b>Children</b>														
NEET	111278.54			111278.54										
% at risk of being NEET	50%			6%										
		2			2									
			£111,278.54			£13,353.42	£97,925.11	1	1	0.966	0.966	£91,414.14	Cost	Economy
<b>Wrap around support and networks</b>														
	value	calc.	total pre-GHH	value	calc.	total post-GHH		Delay (years)	Duration (years)	Annuity factor	Delay factor	difference	cost/benefit	Stakeholder
<b>Parents</b>														
Average cost of treating depression	1837.00			1837.00										
Proportion at risk of mental health issues	70%			0.25										
		1			1									
			£1,285.90			£459.25	£826.65	1	5	4.515	0.966	£3,606.15	Cost	NHS
Domestic violence	3253.00			3253.00										
Proportion at risk of DA/DV	30%			5%										
		1			1									
			£975.90			£162.65	£813.25	1	5	4.515	0.966	£3,547.70	Cost	Police & Justice
<b>Children</b>														
CAMHS	8883.02			8883.02										
Proportion of children at risk of mental health issues	70%			25%										
		2			2									
			£12,436.23			£4,441.51	£7,994.72	1	1	0.966	0.966	£7,463.15	Cost	LA

We emphasise the importance of gathering data at baseline and outcomes monitoring stages to validate the risk factors assumed in this working, in addition to the number of incidents/episodes before and after GHH intervention, which are (collectively, if not individually) material to the result of this forward-looking analysis.

### Archetype 3: Single mother fleeing domestic abuse

Table 4: Comparison of assumptions used in calculations for Archetype 3

	Assumption pre-GHH	Note	Assumption post-GHH	Note
<b>Housing provision</b>				
Weeks p.a. in temporary accommodation	52	See comments above – Archetype 2	0	See comments above – Archetype 2
Risk factor of child entering residential care	10%	See comments above – Archetype 2	0.7%	See comments above – Archetype 2
Average age of children	10 y.o.		10 y.o.	
No. of children at risk	2		2	
Family support worker sessions p.a.	12	1 session per month	0	
<b>Education, employment and training support and preparation</b>				
% of parents aged 18 – 24 at risk of being NEET	15%	15% at risk of being NEET without support	2%	2% at risk after support
% of parents over age 24	85%	85% of households with parents aged over 24 have 0 adults in paid employment	80%	80% of households achieve 1 adult in paid employment after support
% of children at risk of being NEET	50%	50% at risk of being NEET without support	6%	6% at risk after support
<b>Wrap around support and networks</b>				
Proportion of parents at risk of mental health issues	90%		15%	
Proportion of parents at risk of domestic abuse/violence	80%		5%	
Proportion of children at risk of mental health issues	70%		25%	

Housing provision													
	value	calc.	total pre-GHH	value	calc.	total post-GHH	Difference	Delay (years)	Duration (years)	Annuity factor	Delay factor	difference	cost/benefit
<b>Mother</b>													
Temporary accommodation	131.42			131.42									
Weeks in a year		52			0								
			£6,834.00				£0.00	£6,834.00	1	1	0.966	0.966	£6,379.61 Cost
<b>Children</b>													
Child in residential care	266900.28			266900.28									
Risk factor	10%			0.7%									
Average age of children	10			10									
Number of children at risk		2			2								
			£53,380.06				£3,789.98	£49,590.07	0	8	6.874	1.000	£340,879.95 Cost
<b>Child in Need case management</b>													
	1865.00			1865.00									
		1			0								
			£1,865.00				£0.00	£1,865.00	0	2	1.900	1.000	£3,542.93 Cost
<b>Family support worker</b>													
	37.00			37.00									
		12			0								
			£444.00				£0.00	£444.00	0	1	0.966	1.000	£428.99 Cost

Education, employment and training support and preparation													
	value	calc.	total pre-GHH	value	calc.	total post-GHH	Difference	Delay (years)	Duration (years)	Annuity factor	Delay factor	difference	cost/benefit
<b>Mother</b>													
NEET	111278.54			111278.54									
% parents aged 18 to 24	15%			2%									
		1			1								
			£16,691.78				£2,670.68	£14,021.10	1	1	0.966	0.966	£13,088.84 Cost
<b>Productivity</b>													
% parents over age 24	32006.25			32006.25									
	85%			80%									
		0			1								
			£0.00				£25,605.00	£25,605.00	1	3	2.802	0.966	£69,310.06 Benefit
<b>Children</b>													
NEET	111278.54			111278.54									
% at risk of being NEET	50%			6%									
		2			2								
			£111,278.54				£13,353.42	£97,925.11	1	1	0.966	0.966	£91,414.14 Cost

Wrap around support and networks													
	value	calc.	total pre-GHH	value	calc.	total post-GHH	Difference	Delay (years)	Duration (years)	Annuity factor	Delay factor	difference	cost/benefit
<b>Mother</b>													
Average cost of treating depression	1837.00			1837.00									
Proportion at risk of mental health issues	90%			15%									
		1			1								
			£1,653.30				£275.55	£1,377.75	1	10	8.317	0.966	£11,070.73 Cost
<b>Domestic violence</b>													
Proportion at risk of DA/DV	3253.00			3253.00									
	80%			5%									
		8			1								
			£20,819.20				£162.65	£20,656.55	1	5	4.515	0.966	£90,111.50 Cost
<b>Children</b>													
CAMHS	8883.02			8883.02									
Proportion at risk of mental health issues	70%			25%									
		2			2								
			£12,436.23				£4,441.51	£7,994.72	1	1	0.966	0.966	£7,463.15 Cost

We emphasise the importance of gathering data at baseline and outcomes monitoring stages to validate the risk factors assumed in this working, in addition to the number of incidents/episodes before and after GHH intervention, which are (collectively, if not individually) material to the result of this forward-looking analysis.



## Appendix C – savings per household

The tables below show the savings derived from the workings shown at Appendix B, broken down by public service/policy theme and by stakeholder (i.e. the organisation/policy area that would recognise the saving/benefit).

### Care Leaver

Saving by stakeholder	Value (£)
LA	£13,804
GHH	£7,647
DWP	£3,249
Creditor	£639
Economy	£13,504
Police & Justice	£31,726
NHS	£23,592
<b>Total</b>	<b>£94,160</b>

Outcome	Benefit value (£)
Housing outcomes	£21,450
Education and employment	£17,392
Criminal justice system	£31,726
Health	£1,969
Mental Health	£21,623
<b>Total</b>	<b>£94,160</b>

### Family moving-on from temporary accommodation

Saving by stakeholder	Value (£)
LA	£358,695
GHH	£0
DWP	£0
Creditor	£0
Economy	£196,335
Police & Justice	£3,548
NHS	£3,606
<b>Total</b>	<b>£562,183</b>

Outcome	Benefit value (£)
Housing outcomes	£6,380
Children's services	£344,852
Education and employment	£196,335
Criminal justice system	£3,548
Health	£0
Mental Health	£11,069
<b>Total</b>	<b>£562,183</b>

### Single parent fleeing domestic abuse

Saving by stakeholder	Value (£)
LA	£358,695
GHH	£0
DWP	£0
Creditor	£0
Economy	£173,813
Police & Justice	£90,112
NHS	£11,071
<b>Total</b>	<b>£633,690</b>

Outcome	Benefit value (£)
Housing outcomes	£6,380
Children's services	£344,852
Education and employment	£173,813
Criminal justice system	£90,112
Health	£0
Mental Health	£18,534
<b>Total</b>	<b>£633,690</b>



# DELIVERING IMPACT MATTERS

Sonnet Advisory & Impact CIC is a Community Interest Company, delivering consultancy and advisory services in association with Sheffield Hallam University and its Centre for Regional Social and Economic Research (CRESR).

"Sonnet", "Sonnet Advisory" and "Sonnet Impact" are trading names of Sonnet Advisory & Impact CIC

A Member of the Institute of Chartered Accountants in England & Wales | Company Number: 12328935

Registered Office: 45 Flitwick road, Ampthill, Bedfordshire, MK45 2NS

Visit us at [www.sonnetimpact.co.uk](http://www.sonnetimpact.co.uk)

