



# NHP

Living connected and fulfilling lives

# Annual Report 2024-25



[www.thehouseproject.org](http://www.thehouseproject.org)



## Vision:

Young people leaving care  
live connected and fulfilling lives



# NHP

Living connected and fulfilling lives

At NHP everything we do starts with young people. It was their voices, honest, powerful, and full of vision that sparked our journey. Back in 2015, a small group of care-experienced young people (HP10) shared what leaving care felt like, and more importantly, what it could look like. From that spark, the very first Local House Project (LHP) was established.

Since then, we've grown, intentionally, and always in partnership. In 2018, we established NHP as a Charitable Incorporated Organisation, with a mission to support Local Authorities (LA) in creating LHPs that enable young people to leave care with purpose, ambition, confidence, and community.

Fast forward to November 2024, and we proudly celebrated a huge milestone, 500 young people had now moved into their first home. That same month, we gathered in Manchester for the CLNM Annual Conference, an incredible celebration filled with joy, connection, and shared purpose. Over 200 young people, staff, funders, and friends of NHP came together, not just to reflect on how far we've come, but to consider what 'developing direction' meant for young people, LAs, NHP and the sector.

This past year has been one of growth and recognition. We moved into a vibrant new office space, welcomed new talent to our team, formed exciting new partnerships, and continued to evolve as a learning organisation. National awards acknowledged our work, but our proudest achievements remain the deep, authentic relationships we've built and the sense of belonging that defines everything we do.

At the heart of it all is the 'House Project spirit', an unwavering belief in young people, in their potential, and in the power of community. We know that success doesn't happen in isolation. It's forged in connection, in interdependence, and in a shared belief that we are stronger together. The young people who once challenged the status quo are now leading the charge, driving forward the change they want



to see. At the CLNM Annual Conference, CLNM Champion and former Chair Kiyia said it best: "Together, I believe we can be the driving force of inspiration, influence and positive change for all young people." We couldn't agree more.

Alongside this report, we're proud to share our Impact Statement, highlighting the insights, voices, and lived experiences of the young people at the heart of our work. As we look ahead, our commitment remains clear: to support young people to live connected, fulfilling lives and to build a future where they truly belong.

## Mission:

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





# A Learning Organisation

We remain committed to developing excellence for young people leaving care and value both internal continuous learning and external evaluations. This maximises our learning, drives quality and supports the wider ambitions of being a catalyst for systemic change.

## EVALUATIONS

A growing body of practice-based evidence via Evaluations (York University 2017,2020, STAF 2021, Cambridge University and Royal Holloway University 2023, Peer Evaluation 2021,2023) highlights that this approach works for young people, LAs and partners. This year the Exit Evaluation and two academic papers have been published, CLNM reported on progress against their 2023 recommendations at their Annual Conference in November and a small number of young people undertook Peer Research into the impact of CLNM on young people, the House Project approach and the wider system. The collective learning builds a positive narrative about young people, their value, and the ways in which the approach can both provide the scaffolding to enable them to succeed and provide the learning to deliver systemic change within the sector. (See Impact report).

In September 2024 we commenced our work as a Demonstrator Site with IMPACT (Improving Adult Care Together) led by Birmingham University to create an evidence informed change programme to develop an approach to supporting care leavers living in the community. Our focus to date has been on supporting young people to leave care well but, in recognising the long-term impact of trauma and a relational



approach that provides a safe base from which to explore the adult world, we are keen to work with partners and stakeholders to develop the offer to care experienced adults. This was particularly so as 'HP10', the very first cohort of young people in Stoke are turning 25, a nominal age at which statutory support ends. Work with our pilot sites (Fife and Coventry) will continue into 2025/26 and then after trialling with LHPs it will inform practice and policy at a national level.

## YOUNG PERSON PEER RESEARCH

With the support of Partnership for Young London CLNM undertook Peer Research into the impact of CLNM on young people, the House Project approach and the wider system. The findings were positive and highlighted that through structured and supported access to new activities and experiences, young people became more confident, contributed to and benefitted from a wider community, and developed skills and knowledge that made them more employable. It found that they had contributed to the development of the House Project approach and had worked with both LAs to develop their care leaver offer, and with sector experts to further refine the system. A series of recommendations were developed which included the development of an alumni offer.

## STAFF FEEDBACK

In December 2024 we conducted our second annual satisfaction survey of both NHP and LHP staff. Responses identified that staff felt supported, the work aligned with their values and that they were making a difference for young people. Staff said that they appreciated the opportunities and support for professional development and training and whilst some were happy with the levels of communication from NHP, and wanted more, others cautioned against overload and duplication. There were thematic responses relating to a renewed focus on developing the relationships with housing providers and businesses at a local level and providing more opportunities for LHPs to spend time together. Staff wanted to improve the 'offer' to young people and believed that success should be more celebrated. The findings have been fed back to staff and will inform the business plan for 2025/26.

"I feel valued as a staff member and colleague... NHP is a great place to work."

LHP Staff

"NHP is a brilliant charity and my practice lead has been incredibly supportive. The lives of young people are much better for the NHP."

LHP Staff

## OFSTED INSPECTION

There is a regulatory framework for the inspection of LA provision and whilst these are not technically evaluations, they provide a valuable perspective on the impact of our approach to young people. LA staff and commissioners review Inspection reports to identify best practice and adapt learnings to improve service delivery.

These are extracts from two Inspections:

"The House Project... has gone from strength to strength. The emotional and practical help that is offered to young people to help them prepare for adulthood is extensive and strongly embedded.

The House Project supports young people to develop the essential skills needed to help them navigate the opportunities and challenges of adult life and secure their own tenancies. The House Project... has made a real difference to young people's lives..... the success of this wraparound support has unquestionably contributed to there having been no tenancy breakdowns over the past two years."

Islington Ofsted Report 2025

"Young people have benefited from the implementation of the House Project.....and have been supported as they successfully transition to independence and having their own tenancy."

- Trafford Ofsted Report 2025



# Care Leavers National Movement (CLNM)

At the heart of NHP is the belief that young people are best placed to create solutions to the obstacles they face. CLNM was formed out of the desire to create an expert 'user voice' that informs and drives what we do. The group comprises of young people from every LHP and as such represents the whole HP community. CLNM is supported by four 'founders' and 'champions' who remain a part of the movement to help guide new representatives and act as expert advisers. They work closely with NHP as well as developing areas of work that they are keen to progress. Being part of CLNM enables young people to access a range of opportunities that they might not otherwise experience. Confidence and belief in themselves grows, enabling them to take their skills and knowledge into other areas, including education, training, and employment arenas (ETE).

In January 2025, changes were made to CLNM to both reflect the growth of their community and respond to feedback about travel and the number of meetings taking place. CLNM now attend five regional meetings in the North, Midlands, and South. CLNM representatives within each of these regions join working groups relating to either Peer Evaluation or Conference Planning and attend residential meetings at Backdane to focus on their chosen workstream.

The regional Chairs, Champions and a CLNM Founder form the Trustee Advisory Group who attend Board meetings as Trustee Advisors. With growing confidence, they made significant contributions to both Board meetings and the Board Development Day.

## ANNUAL CONFERENCE

In November CLNM held their annual conference. Young people worked hard (design, plan, host and deliver) with the content being determined at their national meetings throughout the year. This inspiring event focused on 'Developing Direction' and showcased their dedication to improving outcomes for their peers.

The day featured engaging guest speakers, including John Bernard, Coventry's Poet Laureate who shared in his opening address, his first experience of joining a CLNM conference:

**"The sense of love and community in this room when I walked in is palpable and it's a beautiful thing."**

Fraser McKinlay CEO, The Promise Scotland; and Dez Holmes, Director, Research in Practice shared insights in to changing the system for care leavers including the need to recognise their continuing needs for safety well into adulthood. This was supported by CLNM who shared a new commitment to the development of the CLNM Alumni.

A LA Commissioner commented:  
**"I have to say I was totally blown away by the conference, this was my first time... my only point of reference prior to this was formal commissioning and/or social care conferences. This one was another level, I left absolutely buzzing, I had the best day and 100% worth taking the time out of the diary to be able to attend and get involved with!"**



Overall, the event demonstrated the power of young people's voices and the strength of a united community, striving together to create a brighter future.

Consultant David Jackson summed up the day:  
**It was a triumph. Vibrant, celebratory, enthusing, spectacular. Not a single person will have left unmoved or uninspired. What more is there to say?"**

## CONSULTATIONS

The expert user voice of young people contributes to developing NHP and is now contributing to wider system change through their consultation service. Young people are reimbursed for their time, and any additional income goes into a budget that CLNM have ownership of.

The consultations include Action for Children - exploring employability and University of East Anglia - the effectiveness on adolescent mental health of low intensity life story work (Limitless2 and Caring Life).



## AWARDS

In January 2025, the Big Issue paid tribute to the people and organisations who have focused not on themselves but on the rest of society with publication of the Big Issue Changemaker Awards for 2025. CLNM was recognised in the 'Politics and Activism' category for being advocates for reform and for making their voices heard. Described as a 'unique, user-led initiative made up of young care leavers from LHPs across England and Scotland they challenge and influence leaving care services on a local and national level to improve outcomes for young people leaving care.'

## THANK YOU

We thank Kiyia for his work as national chair of CLNM, and Chloe, Louis and Sean for their support to Kiyia in their roles as regional vice chairs of CLNM. We also thank Byron and Sean for their support to Board in their respective roles of Founder and Champion of CLNM. We welcome Kiyia and Chloe into the roles of Champions.





# House Project Community

## YOUNG PEOPLE

In April 2024 we reported that there were **744** young people in LHPs across the UK who made up our HP Community and at the end on the 31 March 2025 this had increased to **930** (**801** in England and **129** in Scotland). These young people are at different stages of their HP journey with HP10 (the first cohort) now being in their own homes for over 9 years.

In November we reached the significant milestone of **500** young people having moved into their first home and ended the year with the number rising to **551**. There have been no evictions and no tenancy breakdowns. This is testament to the ongoing strength of the approach, the trust between LHP staff and young people and it highlights the importance of an open-ended and enduring relationship. When things have become challenging, or circumstances have changed, a small number of young people have been supported to move.

In 2024/25 the age range for joining LHPs ranged from 16y 2m to 19y 9m in England and from 15y 11m to 22y 2m in Scotland with the average age of joining being 17yr 1m and 18 yr 0m respectively. The average cohort size of young people across England and Scotland was 10.6.

For those people that moved into their property within the year, the average age at which they moved was 18y 1m in England and 19y 10m in Scotland. There was a specific context for one person moving into their home aged 16y 9m and the youngest age in Scotland was 17y 10m with the majority of young people (**60%**) moving after their 18th birthday. The oldest age at which young people moved into their home was 21y 8m in England and 22y 9m in Scotland.

The difference in ages of people moving into their properties between England and Scotland reflects the difference in legislative frameworks, with the threshold for financial responsibility changing at 18 and 21 respectively.

We track all young people over time and the age profile of the House Project community as of 31 March 2025 was **212** under 18y, **718** over the age of 18 with 20 of these being 25 or older.

The House Project approach is outcome-based and decisions about when young people move into their homes must be based on what is right for the young person and the availability of accommodation. With a focus on relational groupwork to complete HPP and gain the skills, knowledge and confidence to move there is a cohort timeframe which will vary according to the needs of the young people. The average time from joining the LHP to moving into accommodation is **355** days. For those young people who are not ready to move at the end stage of groupwork, they receive ongoing support. This impacts on average times but is absolutely the right thing to do and enables them to manage their tenancy when they do move.

Our approach is to ensure that there is a secure pathway into accommodation for young people leaving care and empower young people to be able to make informed decisions about their living arrangements.



Not all young people choose to move into a property sourced through the LHP or stay in the property (which is similar to the general population which sees 20% of people move within 2 years). Of the 551 young people who have moved into accommodation over the last 9 years, 71 have chosen to move; to a new tenancy property, in with family and friends or buy a house. A further 24 young people have moved in a planned way in to supported accommodation and 2 young people received custodial sentences.

## LOCAL HOUSE PROJECTS (LHPs)

We welcomed Peterborough, Walsall, Camden and Newham LAs to the House Project community and ended the year with 22 LHPs across 26 LAs with a further LA committed and in the process of being established.

## INTERNAL SCALING

With local evidence of improved outcomes and financial savings five established LHPs have increased their offer either by running two cohorts, increasing their staffing, delivering to larger cohorts or running more than one cohort a year.

## PIPELINE OF NEW LOCAL HOUSE PROJECTS

We continue to develop our presence through a range of activities where we share evaluation findings and best practice, engage with the LAs through regional and national forums and share information with Government Departments (DFE, MHCLG, Welsh Govt and The Promise). We have attended and presented to; National Leaving Care Benchmarking events, Northwest Portfolio holders meeting, Webinars and online briefings, National Children's Bureau and Research in Practice Conference on Supporting Transitions to Adulthood, National Children's Commissioner Conference, ADCS, West Midlands Innovation event, West Midlands Virtual School Conference, West London Commissioning Alliance, East Region Participation Workers and contributed to the Relational Social work podcast.

## DIVERSIFICATION

In September 2024 the House Project Programme (HPP) was adapted to create an Interdependence Programme to support young people in the wider leaving care services of two LAs. In Manchester, it has been delivered as part of their Staying Close initiative, giving young people the chance to access a tailored version of the House Project approach. Named 'Growing Together' in Manchester and 'Steps to Success' in Fife, the adaptation supports young people to develop new skills and take their first steps toward living on their own, while building relationships, making friends and creating a positive community around them. A team member said,

"The impact of the House Project Programme in Fife has been well demonstrated... This new venture is an exciting opportunity to work closely with NHP to bring a programme to Fife that can support our care leaver community more widely, helping them develop the skills and confidence to access and sustain their own homes."

So far, this approach has supported 20 young people across the two LAs and will be evaluated and available for adoption in other LAs who have a LHP.

We have worked with LHP colleagues and psychologists attached to Coventry to explore a service wide offer to improve the emotional wellbeing of all young people leaving care. External funding has been granted meaning that this new service will commence in April 2025, run for 3 years and will be evaluated by Dr Clare Baker, Policy and Research Consultant.





# NHP Support to Local House Projects

We have continued annual reviews with each LHP and biannual Strategic Leads Meeting with middle managers from LAs to consider the strategic direction of the Charity. Consultation has taken place with Strategic Leads to maximise the opportunity of the time spent together, share best practice and create a learning environment. Bimonthly project leads meetings and bimonthly community of practice meetings (virtual and in person) for LHP staff on a regional basis provide a reflective space for team to develop and share best practice. This year we have continued to expand our offer to include:

- Community of Practice (COP) for housing providers to share best practice and support each other to develop their offer to care leavers. LAs considering a LHP have been able to invite their housing colleagues to this forum to speak with peers. There has been delivery at these meetings from housing colleagues.

“I love going to the community of practice meetings. It’s a chance to spend some time with other House Project staff and like-minded individuals. It’s great to see what others have going on but also an opportunity to share what we’re proud of and seek support for things that we’re struggling with. There’s never any judgement from anyone.”

LHP staff

- Meetings with LAs to consider NHP support for the introduction of Ofsted’s regulation of Supported Accommodation. These meetings continue to be well attended with representation from across the House Project community.
- Meetings with Participation Leads. Each LHP has identified a lead for participation to increase the delivery and approach to participation.

Lizzie and Jonny supported young people to attend COP meetings following CLNM meetings to provide feedback to staff. LHP staff then discuss issues and, after having further discussions in

individual LHPs, feedback to CLNM on what actions have been taken. This feedback loop enables LHPs to continue to develop based on what young people say works for them.

“Through the work, like with CLNM, I saw the power of using my voice not just for myself, but for others too.”

Young Person

Practice Leads continue to meet with individual LHPs on at least a monthly basis and have provided 250 consultations during the year. Most were virtual but in person sessions enabled Practice Leads to attend group sessions and observe how these happen in practice. LHP staff welcome the support and guidance and use consultation time well. A handbook has been developed in consultation with staff and young people. This is provided to all LHPs.



## HOUSE PROJECT PROGRAMME (HPP)

HPP is ever evolving and benefits from the inputs of LHP staff and young people at CLNM and is certificated by both AQA and SQA. A working group of staff and young people supported the development of new units including Rights and Entitlements, amendments to Health so that it includes Sexual Health, Healthy Relationships, Vaping and Energy Drinks and Wellbeing with a focus on physical and emotional wellbeing. There has been a significant increase in HPP submissions and young people received 2233 certificates this year and LHPs have rightly celebrated young people’s achievements. Experiences gained through HPP completion including Residentials and Graduation events provide experiences that young people often missed in their education.

## EDUCATION, TRAINING AND EMPLOYMENT (ETE)

Most young people who join LHPs have had their education significantly disrupted and they have little confidence in their ability to succeed. Whilst completing HPP young people are classified as being ETE and the Business module helps to build connections with local employers and education

providers. Gaining skills and knowledge builds confidence and aspiration and supports them into ETE once they have finished HPP.

ETE status for individuals is subject to considerable fluctuation which is why we generally report that ETE rates in LHPs varies between 70-75% throughout the year. On 31st March the ETE data for England was 71.2% and 74.6% for Scotland.

The national performance for care leaver data in England (ETE status for young people whose 19th, 20th and 21st birthday falls within the year) has ETE at 56% and for those LAs with LHPs the ETE average is 51%. Whilst we are building the same indicator for future comparison our current performance includes all young people (aged 16 to 27) and hence is not directly comparable. However, with a larger age range in NHP, and less LA focus on young people aged over 21 then it might arguably compare more favourably if it was compared to similar age ranges within the LA.

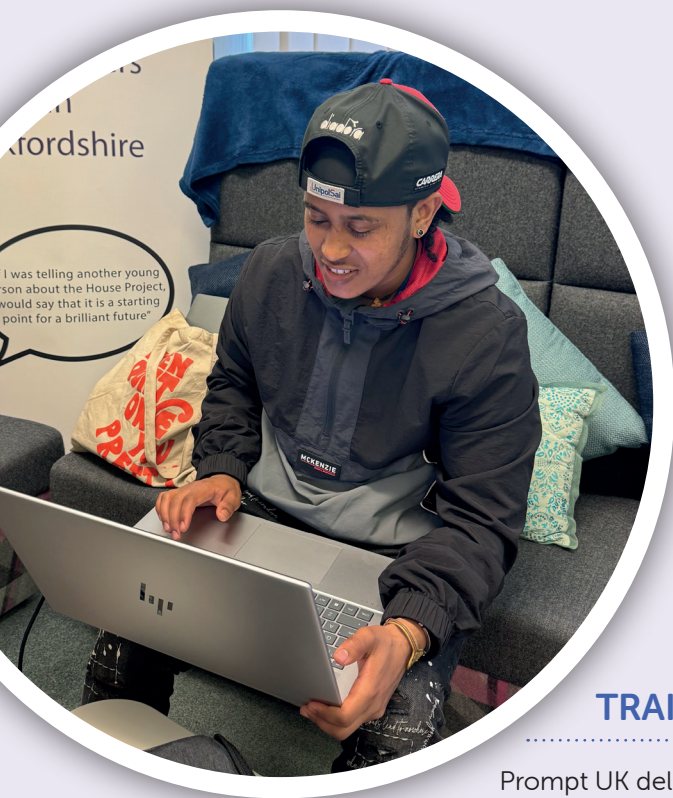
## PSYCHOLOGICAL SERVICES

The House Project approach is psychologically responsive practice with the role of psychology and the inputs from psychologists being key fidelity elements at both NHP and LHP levels. All LAs except for Islington and Oxfordshire commission their psychological support from NHP as part of the Membership Agreement.

We have worked with Psychologists from Changing Minds from the outset. They supported the development of ORCHIDS, the psychologically informed practice framework and last year worked with LHPs via formulation and consultation meetings to develop approaches to trauma responsive practice. With a commitment to ensure sustainability and flexibility of offer, Prompt UK Ltd came on board as a second psychology provider last year and delivered support to NHP and the NHP training offer to LHPs.







## TRAINING

Prompt UK delivered training on psychologically informed practice (Navigating Challenging Conversations/ Supporting Young People with Selfcare/ Thriving in our Work/Understanding Neurodevelopmental Differences/Reflecting on Compassion, Attachment and Trauma/Relational Practice/Strengths, Vulnerability and Harm) tailored to feedback from the teams around areas that they wanted to focus on. Feedback from these sessions has been positive (scored 8.3 out of 10 the LHP annual survey) and has informed the training offer for 2025-26.

**"The content was broken down in a concise way and enabled me to reflect on my practice in terms of difficult conversations and how to approach them."**

**LHP Staff**

CLNM support the design and delivery of the three day 'Introduction to the NHP' training event and focus their input on the centrality and importance of coproduction and the ORCHIDS practice framework.

**"Such a lovely team of people. Everyone felt like an old friend. Such warm, engaging, fun and welcoming energy in the room. I feel fortunate to be part of this!"**

**LHP Staff**

Social Pedagogy training took place regionally and was co-delivered by NHP and ThemPra. The bespoke CPD Social Pedagogy Practitioner Award (accredited by Social Pedagogy Professional Association (SPPA)) was achieved by 17 members of staff from across the LHPs and a further 20 staff started to work towards their accreditation which will be achieved in 2025/26.

## HOUSING

The engagement of Housing Providers and access to housing is a critical component for the establishment and operation of LHPs. We are clear about their role as a strategic partner at the self-assessment stage, the set-up meeting and at stakeholder meetings. There is evidence that this is working for the majority of new LHPs. Furthermore, with providers seeing how good preparation and ongoing support contributes to stable tenancies we are starting to see a change in the way care experienced young people are viewed with four LAs (Stoke-on-Trent, West Sussex, Islington and Warwickshire) scaling internally on the back of an increased housing offer, and three LAs exploring this as an option for 2025/26.

After a scoping exercise with existing providers, we introduced biannual Community of Practice meetings for Housing providers so that we could share knowledge and best practice and encourage interested LAs to attend who were thinking about having a House Project but were unsure as to how it works with Housing.

We have developed an internal data base of all providers working with LHPs and use this to leverage offers when providers sit across geographical LA boundaries. Furthermore, through our relationship with Reconomy we can also access a data base with information about Housing Providers (number, stock, social value offer) within the LA boundary and can introduce providers to Social Care colleagues when first engaging with the LA.

## OFSTED

Ofsted began registering supported accommodation providers for 16 and 17-year-olds in 2023. Following consultations and guidance it emerged that LAs that support 16/17yr olds into their own homes via LHPs would fall under these regulations. Whilst LAs (save for Islington who are not using HP properties for under 18s) need to register LHPs with Ofsted, LAs do not always have 16 and 17-year-olds in their own accommodation. On 31 March 2025 there

were only 7 LHPs that collectively had 14 young people aged 17 living in their own home.

NHP has worked in collaboration with LHPs (England) to support and connect them with others throughout the process of registration and beyond. We have a monthly working group with access to a hub where they share resources across the community. The group share their registration visit experiences, develop policies, identify thematic learning from inspections, provide mutual support and provide a collective voice back to Ofsted on how regulations work in practice. Annually, Ofsted (Project Director) has attended to provide updates and take questions around the regulations and inspections. LHPs are beginning to receive registration certificates but to date there have been no inspections.

## ASPIRATIONAL AWARDS

Our brilliant and impactful Aspirational Awards completed its third year, and we are proud that they have become a consistent and more visible feature within the NHP calendar. The awards continue to be co-produced with young people who sit on decision-making panels alongside

partners (Reconomy) and funders, (Segelman Trust) and have a central role in influencing how the awards develop. With a clear demonstration of impact, the awards have received further funding and whilst technically not part of the Aspiration Awards, we received support and funding from Weinerberger to offer construction bursaries to young people.

The two application windows led to 29 young people (monetary value £30,000) receiving awards which has had a huge impact in terms of supporting young people with their dreams and aspirations. Aspirations for young people are varied and unique. In these rounds we supported; young business entrepreneurs to add much needed tools and equipment to enable them to deliver their services, young people to develop hobbies by providing photography equipment, young people to travel and have new experiences and supported a young person whose aspiration was around learning to swim.

For care experienced young people there is often no 'bank of mum and dad'. Resources and opportunities available to many are out of reach for our young people so these awards can help address the disparity. Even a small award such as a bike can have a huge impact:



**"Ever since I got the bike I've had freedom, I can get to places without having to rely on the buses and being late, having the bike makes me happy on so many levels. I can be the old me again and it's the sense of freedom I need in my life. It is also making me more independent as I can now do more things by myself. Thank you so so much for the bike I am over the moon with it and I couldn't thank everyone enough."**



# PARTNERSHIP WORKING

Significant LA experience and a relational approach has contributed to partnerships that have supported NHP to take the 'innovation' to scale. Initially these were in the public sector but as NHP has evolved we have not only developed partnerships in the private and commercial sector but have developed our collaborations in the voluntary sector. All of which are driven by the ambition to develop our 'offer' to young people.

In October, we reviewed the very many relationships that we have and recognised that we needed capability and capacity to work with Business and Corporates and are recruiting to the Director of Partnerships in the new year.

Whilst we continue to work with many organisations, we have developed contractual arrangements with GES EMEA and Wienerberger (see Impact Statement). A spokesperson for GES said:

“Our partnership with the NHP involves so much more than just a charitable donation, it allows our staff to truly engage with the scheme and get involved via mentorships, skills training or fundraising – to name a few. It’s about providing support that will help these young people to ultimately help themselves and lay the foundations for them to tackle adulthood with the appropriate tools that so many of us may take for granted.”

- **Suited and Booted** provide young people with outfits to support them to obtain and maintain employment. Young people talk positively about their experience with Suited and Booted.
- **Smart Works** (England and Scotland) offer outfits alongside job coaching, advice, and guidance. The branch in West Midlands is working closely with Coventry and attend their LHP base once a month to provide a drop-in for all care leavers in Coventry.

- **Valpak, Reconomy and Donald Insall Associates**, are linked to specific LHPs, and offer work experience and apprenticeship opportunities. Donald Insall hosted an event at Bramhall Hall and introduced young people to the profession and trades that were involved in restoring this fantastic building.
- **EQUANS** are working with the Staffordshire and Sandwell LHPs and have part funded Staffordshire’s base and offer work coaching and support to young people.
- Early conversations have been held with **GMI Construction Group** in Manchester who offered a DIY course for young people leaving care. They are keen to explore a potential future partnership. There are now also links with projects.
- A strong relationship has been developed with **Greater Manchester Youth Network (GMYN)** with regular catch ups and communication to share opportunities. GMYN are keen to explore joint funding in the future.
- A link has been established with **Business in the Community (BiTC)** which brings together the UKs largest business network. We attended their board meeting in June 2024 to showcase the success of partnerships between NHP/LAs and businesses.
- **Weinerberger** are now linked with West Sussex LHP and **Stepnell** will be working with a West Midlands LHP.
- We are in early conversations with **GAP Group** about recycled whitegoods, and **ClearCycle** about discounted furniture.
- **Homeserve**, a British multinational emergency repairs and improvement company based in Walsall are exploring a partnership with the Walsall LHP and sit on their steering group.
- **Amey**, a UK based engineering company, are working closely with the LHPs across Greater Manchester to develop training/mentoring experiences for young people.
- West Midlands travel have offered free bus travel to young people for up to a year across some LAs in the West Midlands that we are working with.

# COLLABORATIVE WORKING

- We have ongoing relationships with the DFE, The Promise and Ofsted and sit on a number of consultative groups/forums as well as attending meetings with a specific focus.
- We sit on National Leaving Care Benchmarking Forum (NLCBF) Stakeholder meeting and attend their managers meetings.
- We continue to meet and share knowledge and learning with SHiFT, National Leadership Network Scotland, and the Pan London Compact.
- We meet with Jimmy Paul to consider the work and funding arrangements arising from the Violence Reduction Unit.
- We have made a relationship with 'Quilts for Care Leavers' who provide young people with a quilt when they move into their first home. Young people in the Stoke House Project have already received quilts.
- NHP receive funding from the Esmée Fairbairn Foundation and, following our role in the Learning Circles project, we supported further development of relational practice alongside ThemPra. This work had a particular focus on social pedagogical concepts, emphasising interdependency and the importance of creating connected communities for young people leaving care. We also contributed to the Foundation’s EDI Action Learning Sets.





# NHP Infrastructure

## STAFFING

Lizzie Hickton-Jones (April 2024) and Tibyan Sanoh (February 2025) both joined as Participation and Development workers with Lizzie bringing her social work knowledge and experience, and Tibyan bringing her youth engagement and creative arts background to the service. In March 2025 we appointed Lizzie Hickton-Jones as the Participation Manager and we will be recruiting to her backfill.

Kieran Wright, Business Apprentice accepted an offer to return to university and his business apprenticeship role has since been taken by Sadik Rahman who joined us in January 2025.

To increase our management capacity, we introduced the role of Deputy Director. After a competitive recruitment process Kelly Mottram was appointed to the role and Becky Reynolds left shortly after to take up a Deputy Director role in another Charity. Carlene Jones joined us as a Practice Lead in November 2024 and Becky Steele will join us in April 2025.

We had team development days in June, September, December and March 2025 and whilst we enjoyed paddle boarding, escape rooming and eating we used the time to develop our approach to partners and develop consistency in the way we communicate. With a day facilitated by psychologists we strengthened ways to support each other as the organisation evolves.

Sue Hammersley, Director made the decision to retire this year and will step down from her role in August 2025. Sue is trading in 5 days a week at NHP for two days a week looking after her granddaughter - a fair swap I would say. Sue has been central to everything that has happened at

NHP, and I am sure that you will join me in both thanking her for everything that she has done and wishing her well in her new role as a granny.

The timing of Sue's retirement in the context of the evolution of the Charity gave us the opportunity to review the management structure and with an increasing focus on relationships and partnerships with the business and corporate world, we recognised the need not only to sustain and develop our social care expertise but to broaden the capability and expertise within the management structure. In January 2025 the Board of Trustees agreed a new structure that replaces the Director and Deputy Director roles with two Director roles, one for Practice and one for Partnerships, with both reporting into the CEO and the Board. Kelly Mottram, currently the Deputy Director has been placed in the Director of Practice role, and we are recruiting to the Director of partnerships role in April 2025.

Change can be unsettling, but it is also exciting. We will use this opportunity to build on what we know and provide additional strategic capacity so that we can continue to deliver on our commitments to young people.



## OFFICE ACCOMMODATION

With the previous landlord repurposing our office accommodation and our team growing, we moved to new offices at Crewe Hall in June. With a commitment to maximising resources to young people we secured better quality and more flexible working office space at a lower cost.

# NHP Governance

## CHARITY COMMISSION AND OSCR

The annual report and financial statements for 2023/24 were prepared by chartered accountants, approved by Trustees and submitted to the Charity Commission in October 2024.

## TRUSTEES AND BOARD MEETINGS

In addition to quarterly Board Meetings a constituted remuneration committee convened in October 2024 and trustees attended an online finance meeting in January 2025. A development day in September 2024 reviewed the effectiveness of both NHP and the Board in the context of governance and finance.

Virtual meetings took place monthly between the Chair and CEO, and bi-monthly between the CEO/Director and Glynis Williams, (who joined as a Trustee in February 2024 and attended her first Board meeting in April 2024) in her role as lead for safeguarding.

Board continues to benefit from the role of care experienced young people as expert advisors and they were supported by an Advisory Group made up of regional CLNM chairs and vice chairs and two CLNM champions who have previously attended as expert advisers. Information about trustees and the Advisory Group to Board can be found on our website.

## EQUALITY, DIVERSITY AND INCLUSION

We are committed to developing greater diversity amongst both the NHP workforce and Trustees. With three appointments to the NHP staff group we have added significantly to the capability, capacity and diversity of our workforce over the last six months and are interviewing for new Trustees in the first week of April. We are working with 'Inclusive Boards' to offer trustee shadowing opportunities with the intention of recruiting future trustees.

NHP received funding from Esmée Fairbairn's Funding Plus offer which enabled us to work with Root and Rise to develop a systemic approach to developing EDI. Our EDI policy has been revised, senior staff have completed online training and annual EDI training has been added to our mandatory training offer alongside Safeguarding and GDPR.

## SERIOUS INCIDENTS

Our young people are incredible. They do have a history of trauma and can sometimes find themselves vulnerable which can lead to risks either to themselves and/or to others. With enhanced support (Including psychological formulations) significant risks are managed well but the complex nature of their vulnerability does mean that serious incidents do occur. This year we have presented two serious incidents to our Board of Trustees who have decided that none have met the threshold for formal reporting to the Charity Commission.





## RESERVES POLICY

We have a reserves policy (six months operational costs) that ensures if there was ever a decision to end the Charity, we would be able to support young people into their homes over the following year in a planned and supported way with a reducing and tapered service offer. With the year ending with a small surplus our Reserves have increased commensurate with our ambition for six months operational cost.

## DIVERSIFICATION OF INCOME STREAMS

Our income is derived from membership fee income and fundraising. We are not whole cost recovery in terms of membership fees and are grateful to the financial support from Trusts and Foundations. Their contributions are often greater than the financial awards and we very much see them as being part of the wider NHP stakeholder community.

This year our fundraising was undertaken by Vantage who provide bid writing capacity and capability to support the NHP relational approach to grant makers and major donors. In year activity secured £885k with £428k profiled for in-year expenditure and the remaining monies profiled via multi year awards for subsequent years.

Thank you to our funders and supporters Paul Hamlyn Foundation, Leathersellers, The Eveson Trust, Segelman Trust, M&G in the Community, Northwest Young People's Development Trust, Esmée Fairbairn, Swire Charitable Trust, Wienerberger, The Bleu Blanc Rouge Foundation and The Jongen Charitable Trust and individual supporters who have taken part in fundraising events and made donations.

After a cold and wet half marathon at Alton Towers, 30 runners including young people and colleagues from Reconomy ran a warm Chester Half Marathon in May. In September, 36 walkers completed the Kilt Walk in Edinburgh and with the option to



complete a Wee Wander (5 miles) a Big Stroll (11 miles) or the Mighty Stride (21 miles) it catered for all levels of fitness. Whilst these activities were community engagement events as much as fundraisers, we managed to raise £7500 which was augmented by an NHP supporter running the Chester Marathon and having his fundraising total matched by his employer Toyota.

As our brand and reputation grows, we are increasingly being approached by organisations who want to partner with NHP. We have taken a decision to introduce the role of Director of Partnerships to develop our social value offer, build corporate and business partnerships and develop a new income stream.

## COST BENEFIT ANALYSIS (CBA)

The HP approach is 'outcome focused' but by moving young people from regulated placements in a planned and supported way, LAs have been able to make genuine cost savings. A CBA in the York University Evaluation Report 2020 showed a positive return on investment of 1.4 from year 2 which increases to 2.0 in year 3. We are not confident that this accurately demonstrates the savings to LAs - with savings (cost avoidance) last year for an established LHP of £1.5M. We are working with an evaluation partner and a major grant maker to develop and finance an economic evaluation in 2025.

## FUNDING OF LHPS

In the first year of establishing a LHP the LA will incur set up costs and with young people not leaving placements until the end of the year, no savings can be realised. There are therefore initial set up costs in year one, which can be realised in year two and onwards. In discussions with the Ministry of Housing, Communities and Local Government (MHCLG) and the Department of Education (DFE) they have indicated that the Homeless Grant and Staying Close monies can be used to fund LHPS and whereby monies have been granted for other Staying Close expenditure, this can be diverted to LHPS as long as the DFE are informed.





# Key actions for 2025/26

## STRATEGIC

- Increase reach to young people by establishing new LHPs and supporting existing LHPs to scale within their LA.
- Support LHPs to increase the number of young people living in their own homes.
- Improve the quality of offer to young people and LHPs by implementing the findings and recommendations from Evaluations and acting on the feedback loops from staff and young people.
- Use the knowledge, experience and evaluation findings to disseminate at regional and national forums (including NHP's Scotland Event and CLNMs annual conference) to inform policy debate and contribute to system change for care leavers.
- Develop and increase workforce capacity to support organisational growth at both strategic and operational level incl. develop greater diversity amongst both NHP workforce and Trustees.
- Share Evaluation findings and raise awareness and understanding of the impact of the HP approach and the savings it can make to LA budgets.
- Secure funding to develop an Economic Evaluation to identify savings to the wider Public Purse.
- Work with IMPACT to develop a Framework of support to care leavers living in the community.
- Recruit to the role of Director of Partnerships and explore the development of roles to develop our social impact offer and housing offer.
- Build on our fundraising activities and develop a new income stream from businesses/ corporates.
- Develop our approach to collating and disseminating learning.



## OPERATIONAL

- Secure fundraising activity to support development of quality and scale.
- Codesign a local health and wellbeing offer with young people.
- Support the development of the Board and the Advisory Board that supports it.
- Refresh the units within HPP.
- Implement a new regional CLNM substructure, deliver a CLNM conference and develop the offer to CLNM alumni.
- Collaborate with the sector to add value to the lives of young people.
- Develop the Aspirational Awards in conjunction with corporate engagement.
- Support LHP staff to be achieve accreditation as social pedagogy practitioners and develop and roll out Accredited Project Lead training for staff in LHPs.
- Train staff as Mental Health First Aid Trainers to train and support the development of an Emotional Health and Wellbeing offer across the House Project community.











# NHP

Living connected and fulfilling lives

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