

**BAXENDALE**

# Case Study

Support with designing and appraising a holistic supported housing service for Care Leavers.



# Project Brief

Developing a Care Leaver service required CHCP to gain knowledge and expertise in new areas. In addition, should CHCP choose to become a supported housing provider it would need to make a significant investment either through acquisition of an existing suitable property, or conversion of assets. None of this comes without risk, highlighting the importance of understanding the market dynamics, potential revenue sources, the competition and risks before further developing their growth strategy.

**B A X E N D A L E**



# How We Helped

- Developing phased workstreams to prompt a series of 'go/no go' checkpoints. This design helped the CHCP senior team to make informed decisions about the development of the new service, based on the likely operating conditions, social impact and financial sustainability.
- Gathering national best practice examples of targeted Care Leaver support services to scope the service model that best complemented its health and care delivery and ambition to generate meaningful social impact.

**B A X E N D A L E**



# How We Helped

- Performing market research and analysis to determine the need, demand and market for the service in Hull and East Riding. We analysed market trends and dynamics, assessed levels of competition, commissioning landscape and possible barriers and opportunities to enter the market.
- This indicated the most attractive options for CHCP and what could be achieved in terms of revenue.

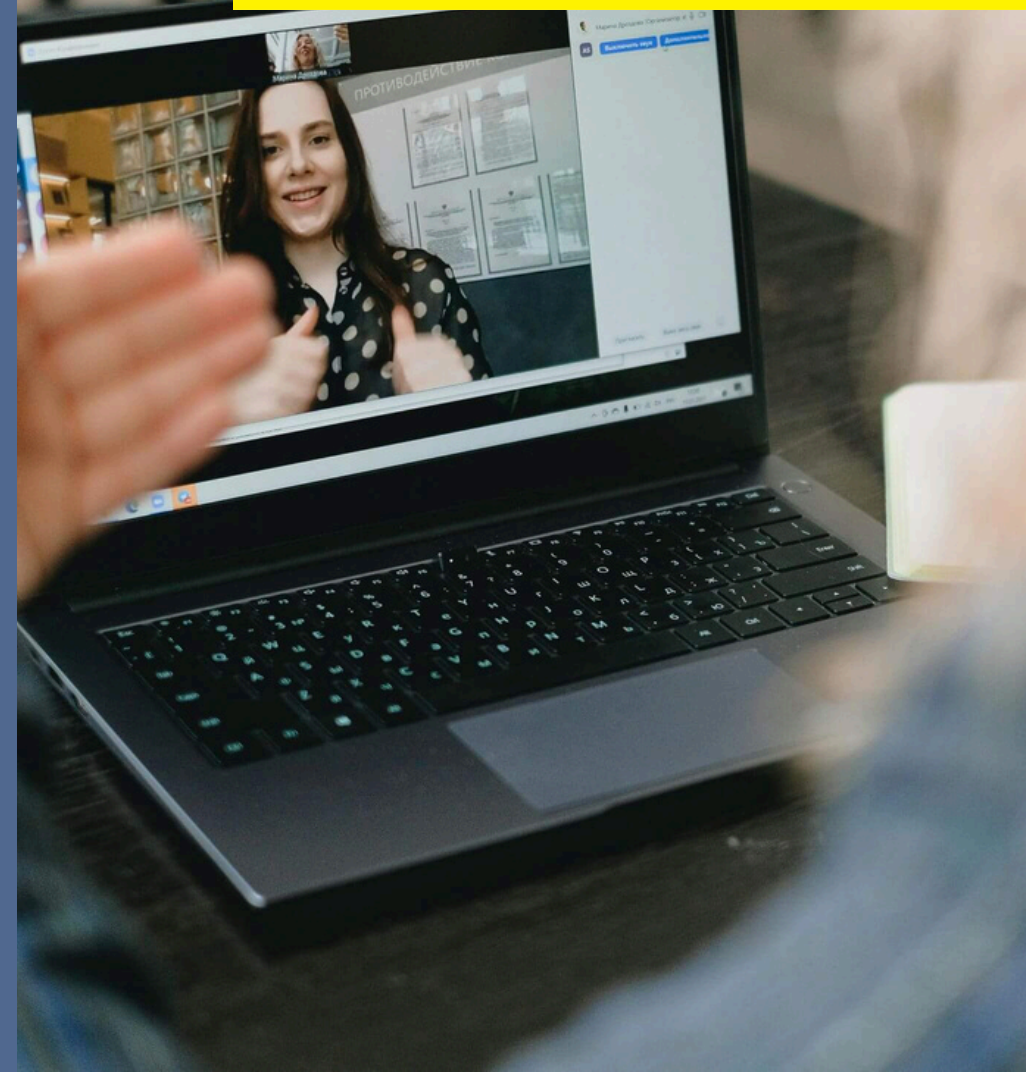
**BAXENDALE**



# How We Helped

- Together designing a holistic service vision and granular operating model to meet the needs of the commissioners and Care Leavers, drawing on CHCP's breadth and depth of experience.
- Building on the operating model, developing an in-depth financial model, including growth scenarios to provide a commercial forecast to evidence the viability of the commercial opportunity and its likelihood to generate revenues to warrant a return on investment.

**BAXENDALE**



# The Outcome

At the time of writing (August 2021), CHCP is engaging with commissioners to establish a roadmap for implementation of the new service.

**B A X E N D A L E**



# What Our Clients Say

“ We had an extremely positive experience working in partnership to explore new territory. Robin and the team are consummate professionals and have demonstrated expertise throughout our most recent project. Always available for advice and to answer any queries regardless of the current pandemic, the team were accessible, friendly, flexible and adaptable and provided the information and intelligence required for our company to make informed decisions, particularly regarding actual financial risk of service delivery models. ”

Jackie Griffiths, Deputy Chief Operating Officer, CHCP CIC



# Get in touch!

**Director Robin Naudi** specialises in supporting organisations to grow and transform their service offer through new commercial models as well as securing new funding and investment.

He is passionate about doing this in a way that generates additional social value and addresses areas of public service failure – be that digitally-enabled models of care for looked after children or sustainable models for primary care.



[hello@baxendale.co.uk](mailto:hello@baxendale.co.uk)