

Examples of Potential Provision & Costs

This model is not being proposed as a savings initiative. It has been developed following months of design work, including work with LCC staff and children in care (and recent care leavers), alongside secondary research on a national level. The primary driver for this proposed model of service provision is improved outcomes for children.

However, we also anticipate that for some young people there would be the potential for cost avoidance. A significant amount of this would be from placing children in the right placement first time, reducing placement breakdowns and costly moves. All use of this proposed provision would be needs-led, so it is difficult to put a cost or savings figure against predicted future demand or usage – this is being proposed as a way to reduce growth. Therefore to give an indication of the way this provision could be used to improve outcomes for children and at what cost, we have identified a sample of children who were in placements between November 2018 – November 2019. We have mapped their placement journeys over the course of a year, including the costs of their placements. We have then mapped what their placement journey could have looked like over the course of the year, had the new proposed model been in place.¹ These examples have been validated by the Head of Service for Children in Care.

Each of these young people were selected for the comparison because it was felt that their outcomes could have been improved under the new model, and they would have been better supported. For some of these children, their placement journey under the new model would cost less than the journey they experienced. For others, there would be little difference in cost, and for a small number, the cost would be slightly higher. However, for all these young people, it is anticipated that their outcomes would have improved. Narrative is included with each young person to explain this:

Child 1:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Residential Parent Assessment Unit	4 weeks	£3,390	£13,560	Hub Assessment Bed	28 days (4 weeks)	£5,200	£20,800
Connected Person	8 weeks	£163	£1,300	Connected Person	8 weeks	£163	£1,300
Placement with Parent	9 months	£0	£0	Placement with Parent	9 months	£0	£0
			£14,860				£22,100

Outcomes for Child:

This young person was placed in a parent and child assessment unit. Rather than being placed in an out of county Residential Parent Assessment Unit, this young person would have been placed within the Hub for a 28 day assessment with their child, to ensure that their needs were fully assessed and they were supported to then move to a placement with a Connected Person before returning home. Whilst it is not anticipated that the placement journey would change, the young person would have been better supported by being able to stay within Leicestershire to be assessed. The transition could then also have been more smoothly and effectively managed.

Cost:

Under the new model, this young person's placement journey over the course of the year would come at an increased cost of **£7,240**. However, it is anticipated that outcomes for the young person would have improved.

¹ The 12 months modelled are not necessarily November 2018 – November 2019, but all these young people were in care within this time period. This is to ensure that we are not looking at historic cases, but the modelling involved examining journeys through care to identify the point at which intervention could have the best impact on outcomes.

Child 2:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Family	8 weeks	£0	£0	Hub Assessment Bed	28 days (4 weeks)	£5,200	£20,800
Residential Placement (1.1)	4 weeks	£2,800	£11,200	Residential Placement (1.1)	11 months	£2,800	£123,200
Residential Placement	9 months	£4,005	£144,180	Above Plus ART Outreach Support	6 months	£660	£7,920
			£155,380				£151,920

Outcomes for Child:

This child went from living at home to a Residential Placement. This broke down within a month, and the child moved to a higher cost Residential Placement. Under the new model, when the relationship between child and family broke down, they would have been placed in one of the Hub Assessment Beds. This would have allowed their needs to be fully assessed and understood, and for their transition into the first Residential Placement to be fully supported. The ART would then provide outreach support to the child in the Residential Placement to ensure this did not break down.

Cost:

Under the new model, through accurately assessing the needs of the child to ensure the right placement first time and smooth transition into residential care, there would have been the potential for an avoided cost of **£3,460**. This is under the assumption that the ART would work with the child for the 6 months – however if this length of time were not required, the avoided cost would be greater.

Child 3:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Residential Placement	5 months	£4,250	£85,000	Residential Placement	3 months	£4,250	£51,000
Residential School	5 months	£737	£14,730	Home	9 months	£0	£0
Home	2 months	£0	£0	Above Plus ART Outreach Support	6 months	£660	£15,840
			£99,730				£66,840

Outcomes for Child:

This child was placed in residential care, but was regularly going missing from the placement and returning home. When this placement broke down, the child was moved to a Residential School. However, this provision was very rarely used as again the child kept returning home. Eventually the child did move home, but there were difficulties in getting the child or family to engage with any support. Under the new model, it is anticipated that the child could be supported to return home sooner, to avoid spend on placements which were not being accessed. The ART could then provide support to the child and family, to ensure that positive outcomes were achieved at home and the child was fully supported.

Cost:

Under the new model, the child would be supported to return home sooner, which would result in cost avoidance. The ART would continue to provide outreach support, but this could potentially still result in an avoided cost of **£32,890**. This is under the assumption that the ART would work with the child and family for 6 months – however if this length of time were not required, the avoided cost would be greater.

Child 4:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Home/ Hospital	4 months	£0	£0	Home/ Hospital	4 months	£0	£0
Residential Placement (out of county)	3 weeks	£3,200	£9,600	Hub Assessment Bed	28 days (4 weeks)	£5,200	£20,800
Residential Placement (out of county)	7 months	£4,900	£137,200	Residential Placement (in county)	7 months	£3,789	£106,092
				Above Plus ART Outreach Support	3 months	£660	£7,920
			£146,800				£134,812

Outcomes for Child:

This young person moved to a hospital placement from home. Once discharged, the young person moved to an out of county Residential Placement. When this broke down, they moved to another (more expensive) out of county Residential Placement. Under the new model, when the young person was discharged from hospital they would have been moved into one of the Hub assessment beds for 28 days. This would allow for the right placement to be found first time, as the needs of the young person would have been fully assessed and understood. The ART would then support a smooth transition into placement, and continue to support the young person in placement for the first 3 months.

Cost:

Under the new model, the child would be support into a suitable placement which met their needs following a period of comprehensive assessment. There is the potential that this placement may be more expensive than other available provision (as assumed in this modelling), but the time spent to ensure that this is the right placement, and the time dedicated by the ART to continue to support for the first 3 months of the placement, could potentially result in an avoided cost of **£11,988**.

Child 5:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Level 6 Carer	1 month	£821	£3,284	Level 6 Carer	1 month	£821	£3,284
Residential Placement (1.1)	4 months	£2,800	£44,800	Residential Placement (1.1)	4 months	£2,800	£44,800
Crisis Intervention Placement Linked to a Residential Home	1 month	£6,250	£25,000	Residential Placement (1.1)	7 months	£2,800	£78,400
Residential Placement (out of county)	4 months	£7,429	£118,856	Above Plus ART Outreach Support	4 months	£660	£10,560
Residential Placement (out of county)	2 months	£7,000	£56,000				
			£247,940				£137,044

Outcomes for Child:

This young person was placed with a Level 6 carer, but this placement broke down and they moved into a Residential Placement. This lasted 4 months, but then broke down. There was insufficient support for the placement to continue, so the young person moved into a Crisis Intervention Placement for 28 days. Following this, they moved into an out of county Residential Placement. This broke down after 4 months, and they moved into a different out of county Residential Placement. Under the new model, we anticipate that the placement with the Level 6 carer could still not have been supported to continue, and the young person would still have moved into the first Residential Placement. However, when this became at risk of breakdown after 4 months, the ART would have been used to work with the child and the home to support the placement to be able to continue. This would have had a significant positive impact on the child, as we anticipate that they would have been able to continue in their existing placement with their needs being met, rather than having to move to a further 3 placements. This consistency of placement and support would have had a positive impact on outcomes for the child.

Cost:

Under the new model, the child would have been supported to remain in their first Residential Placement through use of the ART. This could potentially result in an avoided cost of **£110,896**.

Child 6:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Residential Placement (in county)	1 month	£6,900	£27,600	Hub Assessment Bed	3 months	£5,200	£62,400
EDT Placement	2 days	£232	£232	Residential Placement (in county)	9 months	£3,789	£136,404
Residential Placement (out of county)	2 months	£4,300	£34,400	Above Plus ART Outreach Support	9 months	£660	£23,760
Crisis Intervention Residential Placement	1 month	£8,400	£33,600				
Residential Placement (out of county)	4 months	£4,648	£74,368				
Crisis Intervention Residential Placement	1 month	£6,500	£26,000				
EDT Placement	1 day	£116	£116				
Secure	3 months	£6,977	£83,724				
			£280,041				£222,564

Outcomes for Child:

This young person had a number of placement breakdowns. Within the 12 month period, they experienced 3 residential placements (2 of which were out of county), 2 EDT placements, 2 Crisis Intervention Residential Placements, and a placement in Secure. As we know from secondary research, each placement breakdown and move can have a significant negative impact on outcomes for children as it increases and compounds their trauma. Under the new model, we anticipate that this young person would be moved into one of the Hub assessment beds for 3 months. After this time, it is felt that they would be able to transition into a Residential Placement, with the support of the ART in transition and beyond into supporting the placement.

Cost:

Under the new model, it is anticipated that this could potentially result in an avoided cost of **£57,477**.

Child 7:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Home	1 month	£0	£0	Home	1 month	£0	£0
IFA	1 month	£739	£2,956	IFA	11 months	£739	£32,516
EDT Placement	1 week	£426	£426	Above Plus ART Outreach Support	6 months	£660	£15,840
Residential Placement (out of county)	1 month	£7,070	£28,278				
	2 weeks	£5,820	£11,640				
	9 months	£4,392	£158,112				
			£201,412				£48,356

Outcomes for Child:

This young person moved to an IFA from living at home. This placement only lasted for a month, and when it broke down the young person was moved into an EDT placement for a week, before being moved into an out of county Residential Placement. This placement continued for the rest of the 12 months, although the weekly cost varied as a result of changes in the staffing requirements perceived from the young person's needs and behaviours. Under the new model, it is anticipated that the young person could not have been supported to remain at home and would still have moved to the IFA. However, when this placement was at risk of breaking down the ART would have supported the child and the foster carer to ensure that the child's needs were met and they were able to remain in the placement. This would have had a positive impact on the young person in terms of remaining in a family setting, and achieving consistency through avoiding further breakdowns and moves.

Cost:

Under the new model, it is anticipated that the young person could have remained in their IFA placement which could potentially result in an avoided cost of **£153,056**. This is under the assumption that the ART would work with the child and family for 6 months – however if this length of time were not required, the avoided cost would be greater.

Child 8:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Residential Placement (in county)	10 months	£3,500	£140,000	Residential Placement (in county)	10 months	£3,500	£140,000
	1 month	£6,027	£24,108	Hub Assessment Bed	28 days (4 weeks)	£5,200	£20,800
Crisis Intervention Placement	1 month	£8,295	£33,180	Residential Placement 1.1	1 month	£3,882	£15,528
Residential Placement 2.1 (out of county)	1 week	£7,395	£7,395	Above Plus ART Outreach Support	1 month	£660	£2,640
			£204,683				£178,968

Outcomes for Child:

This young person spent 11 months in a Residential Placement. In the final month the young person's needs/behaviours escalated, resulting in the home charging an increased cost for the placement. The placement then broke down, and the young person moved into a Crisis Intervention Placement. Following this, they moved into an out of county Residential Placement. Under the new model, it is anticipated that when the escalation occurred after 10 months, the young person would have been moved into one of the Hub assessment beds for 28 days. This would allow their needs to be fully assessed and understood, and a suitable placement to be found for them. The ART would then support the young person to transition into their new placement, and would continue to provide support to ensure that they settled in well. For this modelling we have costed 1 month of ART Outreach Support to fit within the 12 months comparison, but it is anticipated that this support would continue for up to 3 months.

Cost:

Under the new model, through preventing escalation and the need for further expensive placements, there could potentially be an avoided cost of **£25,715**. However, it must be noted that it is anticipated that the ART would provide a further 2 months of support, which would come at a cost of £5,280.

Child 9:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Residential School	11 months	£3,850	£169,400	Residential School	11 months	£3,850	£169,400
Bridging Foster Placement	1 week	£344	£344	Bridging Foster Placement	1 month	£344	£1,376
Connected Person	1 week	£0	£0	Above Plus ART Outreach Support	1 month	£660	£2,640
Residential Placement (out of county)	2 weeks	£4,356	£8,712				
			£178,456				£173,416

Outcomes for Child:

This young person had a long-term plan to transition from their Residential School placement into foster care. However, this placement ended because the Residential School closed down. The young person was not yet ready to transition into foster care without significant additional support. Therefore, the bridging foster placement was not able to continue. After spending a week with a connected person, the young person moved into an out of county Residential Placement. Under the new model, it is anticipated that the young person would still move into a bridging foster placement, but that the ART would work closely with the child and the carers to support this to continue. It may be that the young person did not stay with the initial bridging foster carers, but whilst there work could be done to find the best carers for the young person. For this modelling we have costed 1 month of ART Outreach Support to fit within the 12 months comparison, but it is anticipated that this support would continue for up to 3 months. This would enable the team to work with the child and provide time to prepare/train an internal foster carer to meet this young person's needs, or to work collaboratively with an IFA.

Cost:

Under the new model, it is not anticipated that there would be much difference in terms of cost based on this 12 month period. However, if the young person remains in the expensive out of county placement, costs will be significantly higher than if the young person were in a foster care placement. According to this 12 month period, there could potentially be an avoided cost of **£5,040**. However, it must be noted that it is anticipated that the ART would provide a further 2 months of support, which would come at a cost of £5,280.

Child 10:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Home/ Hospital	7 months	£0	£0	Home/ Hospital	7 months	£0	£0
Hospital – delayed discharge	3 months	£0	£0	ART Outreach to Hospital	1 week to get to know and prepare for transition	£660	£660
Residential Placement	2 week transition	£3,550	£7,100	Hub Assessment Bed	28 days (1 month)	£5,200	£20,800
	1 month	£7,100	£28,400	Residential Placement 1.2 (in county)	4 months	£3,789	£60,624
Hospital	1 week	£0	£0				
Residential Placement	1 week (whilst in hospital)	£7,100	£7,100				
Return to Placement from Hospital – request for uplift	1 week (will be ongoing for at least 6 weeks)	£8,900	£8,900				
			£51,500				£82,084

Outcomes for Child:

This young person spent 3 months in hospital waiting for a placement. They then moved into a Residential Placement, with a 2 week transition period to support the move. After a month in placement, the young person returned to hospital. The home then asked for an uplift in cost for when the young person returns from hospital. Under the new model, as soon as the young person was ready to be discharged, the ART would spend a week working with them in the hospital to prepare them for transition, and then they would be moved into one of the Hub assessment beds for 28 days. Their needs would be fully assessed and understood to enable the right placement to be found for the young person. It is anticipated that the young person would then move into an in county Residential Placement. This has been modelled based on a therapeutic 1.2 placement including 1:1 staffing, which it is felt would best meet the needs of the young person. It is felt that under the new model, the young person could be supported more quickly and efficiently, and also in a way which would bring about the best possible outcomes.

Cost:

Under the new model, it is not anticipated that there would be an avoided cost for this young person – it is anticipated that there could potentially be an additional cost of **£30,584**. However, this does not take into account the cost of the young person waiting in hospital for a placement for 3 months as this is not a cost to social cost – but this would be a saving for Health.

Child 11:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
IFA (in county)	11 months	£1,320	£58,080	IFA (in county)	11 months	£1,320	£58,080
Residential Placement (in county)	1 month	£2,800	£11,200	IFA (in county)	1 month	£1,320	£5,280
				Above Plus ART Outreach Support	1 month	£660	£2,640
			£69,280				£66,000

Outcomes for Child:

This young person was placed with an IFA for 11 months. This placement broke down, and the young person moved into a Residential Placement. Under the new model, it is anticipated that the ART would be brought in when the placement showed signs of a risk of breakdown. For this modelling we have costed 1 month of ART Outreach Support to fit within the 12 months comparison, but it is anticipated that this support would continue for up to 3 months. This would enable the team to provide effective support to both the young person and the carers, and also to work closely with the Supervising Social Worker to ensure they could continue to support in a similar way when the ART leave.

Cost:

Under the new model, it is not anticipated that there would be a significant avoided cost based on this 12 month period. However, the significant additional cost of the Residential Placement compared to the IFA means that going forward this will be a greater cost to LCC than the anticipated journey under the new model. For this 12 month period, it is anticipated that there is the potential for an avoided cost of **£3,280**. However, it must be noted that it is anticipated that the ART would provide a further 2 months of support, which would come at a cost of £5,280.

Child 12:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Home/ Hospital	3 months	£0	£0	Home/ Hospital	3 months	£0	£0
Hospital – delayed discharge	6 months	£0	£0	Above Plus ART Outreach Support	1 week – work with team around the child and prepare	£660	£660
Residential Placement (out of county)	3 weeks	£4,819	£14,457	Hub Assessment Bed	28 days (1 month)	£5,200	£20,800
Agency Support on Weekends	One-off	£313	£313	Residential Placement 1.3 (in county)	8 months	£3,789	£121,248
DPST Overtime Activity	One-off	TOIL	TOIL				
Residential Placement under LCC Contract	1 week	£12,600	£12,600				
Residential Placement (out of county)	2 months	£7,100	£56,800				
			£84,170				£142,708

Outcomes for Child:

This young person spent 6 months in hospital waiting for a placement. Following this, they were moved into an out of county Residential Placement. This required additional support from LCC staff and agency support. This placement broke down, and due to lack of appropriate provision, LCC were required to disrupt placements on another contract for a week. This therefore had a negative impact on other Leicestershire children and families, as well as adding another layer of disruption and change for this young person. Following this, an out of county Residential Placement was found for this young person. Under the new model, the ART would provide outreach support to the young person whilst in hospital. Then when they were ready to be discharged, they would be moved into one of the Hub assessment beds for 28 days. This would enable their needs to be fully assessed and understood, and give time for a suitable placement to be found. It is anticipated that an in county 1.3 Residential Placement could be found which would meet the needs of this young person. It is anticipated that this journey would have a significant impact on outcomes for this young person, as they would be out of hospital more quickly, and there would be reduced placement moves. There would also be more consistency of staff support.

Cost:

Under the new model, it is not anticipated that there would be an avoided cost for this young person – it is anticipated that there could potentially be an additional cost of **£58,538**. However, this does not take into account the cost of the young person waiting in hospital for a placement for 6 months as this is not a cost to social care – but this would be a saving for Health. This case is a clear example of the drivers behind this proposed model – improved outcomes being the key consideration, not cost of placements and/or support.

Child 13:

Actual Journey	Length of Stay	Actual Weekly Cost	Total	Anticipated Journey	Anticipated Length of Stay	Weekly Unit Cost	Total
Home	11 months	£0	£0	Home	10 months	£0	£0
Residential Placement	1 month	£7,100	£28,400	Hub Assessment Bed	1 month	£5,200	£20,800
				Residential Placement	1 month	£3,789	£15,156
				Above Plus ART Outreach Support	1 month	£660	£2,640
			£28,400				£38,596

Outcomes for Child:

This young person came into a Residential Placement from living at home. Under the new model, it is anticipated that rather than moving directly into a home, this young person would have been moved into one of the Hub assessment days for 28 days. This would enable their needs to be fully assessed and understood, and they could then be supported in transitioning into the most appropriate placement to meet their needs. It is anticipated that the ART would then provide outreach support to this placement to ensure consistency of support and ensure that the young person settled well into placement.

Cost:

Under the new model, it is not anticipated that there would be an avoided cost for this young person within this 12 month period – it is anticipated that there could potentially be an additional cost of **£10,196**. However, if the young person remains in this expensive Residential Placement, there would be an avoided cost in subsequent costs if under the new model the young person was in a less expensive placement.

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