



Economic Evaluation of Safe Haven

UNDERTAKEN BY YORK CONSULTING LLP
ON BEHALF OF FAMILY ACTION

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EXECUTIVE SUMMARY

Introduction

- This is the final report from an independent economic evaluation of the Safe Haven pilot programme. Working with 30 of the most vulnerable young people in care in two neighbouring local authorities, Safe Haven provided bespoke and intensive wraparound support, round-the-clock access to skilled and experienced staff, and access to a local *Safe Haven* – a non-residential physical location where the young people could receive help or run to in a crisis.
- The pilot programme operated from August 2016 to mid-August 2017 inclusive. Two local authorities – City of Wolverhampton Council and Sandwell Metropolitan Borough Council – took part. Each local authority referred 15 young people ('beneficiaries') to the programme.
- The economic evaluation was designed to demonstrate the value for money of the pilot programme and to quantify the cost savings to participating local authorities and partner agencies.

Evaluation approach¹

- The evaluation has compared the costs of Safe Haven with the benefits or savings that are reported to have occurred for each beneficiary during their participation in the programme.
- There are two ways of looking at the costs component: the total delivery costs (i.e. the cost to Family Action of delivering Safe Haven) and the local authority payments for each beneficiary. This report considers both.
- The benefits can include transferring to a lower cost placement setting, becoming more stable in an existing placement or becoming less likely to engage in criminal activity, substance misuse or be vulnerable to exploitation. Financial values have been assigned to the benefits using a combination of published research and localised data supplied by the participating local authorities.
- For each beneficiary, the total financial value of the benefits has been divided by the costs of that beneficiary's participation in the programme to give a return on investment. A return on investment of 2.0, for example, implies a saving of £2 for every £1 invested for that beneficiary (or a *net saving* of an additional £1 for every £1 invested). The savings relate to the 12-month period after the beneficiary exits the programme, i.e. they are projected savings. A programme-level return on investment is calculated by dividing the financial benefits for the full cohort by the total programme costs.

¹ Explained in detail in Chapter Two of the main report.

Safe Haven costs

- The delivery cost of Safe Haven, i.e. the total cost to Family Action of delivering the programme, was £910,573. The evaluation has apportioned these costs across the beneficiary cohort based on the length of time that each beneficiary was supported.
- Family Action predicts that the combined payments for Safe Haven from the two participating local authorities will be £712,800. This comprises a predicted £326,700 from Wolverhampton and £386,100 already received from Sandwell. The authorities make beneficiary-level payments that are linked to the achievement of individualised outcome targets.

Estimated benefits

- The estimated total saving generated by Safe Haven, i.e. the financial values of the projected benefits over the 12 months from August 2017, is £1,380,683. This comprises:
 - £774,959 in placement cost savings;
 - £391,468 in placement stability savings;
 - £17,666 in savings linked to the reduced risk of beneficiaries going missing;
 - £61,679 in savings linked to better attendance/behaviour at school, Pupil Referral Unit or college;
 - £134,911 in savings associated with a series of other risk factors that include child sexual exploitation, anger issues and self-harming.
- The total estimated savings are £657,802 for the Wolverhampton beneficiaries and £722,881 for the Sandwell beneficiaries. This translates to an average saving per beneficiary of £43,853 in Wolverhampton and £48,192 in Sandwell.

Return on investment

- **The estimated return on investment (ROI) for the Safe Haven programme as a whole is 1.94 using local authority payments as the costs base, and 1.52 using delivery costs.** The economic evaluation therefore estimates that for every £1 invested in Safe Haven, £1.94 (using local authority payments) or £1.52 (using delivery costs) will be saved over the ensuing 12 months. The *net additional savings* per £1 invested are £0.94 and £0.52 respectively.
- For Sandwell, the two estimated ROIs are 1.87 (using local authority payments) and 1.73 (using delivery costs). For Wolverhampton they are 2.01 (local authority payments) and 1.34 (delivery costs).
- Staff at Family Action reported that six Safe Haven beneficiaries could have been stepped down to a lower cost setting during their engagement with the programme had there been suitable placements available locally. Had these step-downs taken place, and had they been sustained until the end-point of the programme, an

estimated £505,645 in additional benefits would have been recorded. **This would have increased the programme-level ROIs to 2.65 (using local authority payments) and 2.07 (using delivery costs).**

1. OVERVIEW

Introduction

- 1.1 This is the final report from an independent economic evaluation of the Safe Haven programme. Undertaken between September 2016 and November 2017, the evaluation was commissioned by Family Action and delivered by York Consulting LLP.
- 1.2 Information to inform the economic evaluation has been provided by Family Action, the two local authorities that have piloted Safe Haven, one local authority that has not piloted it and the University of Central Lancashire². Sincere thanks go to all of these stakeholders for their assistance.

Safe Haven

- 1.3 The Safe Haven model was developed by Family Action to provide support to the most vulnerable young people in care. These young people may have had multiple placement experiences, have struggled in their placement setting and/or been brought back within a local authority's borders from an out-of-authority placement. Referred to in this report as the 'beneficiaries' of Safe Haven, they have typically experienced a variety of negative life events and have complex and often dysfunctional relationships with their birth families.
- 1.4 Safe Haven was based on the premise that effective and integrated service provision must consider the perspectives of beneficiaries, their birth families and the professionals supporting them. Through this approach, the beneficiaries, and those involved in their immediate care, should become better able to navigate elevated levels of risk and the need for specialist residential or expensive out-of-authority independent fostering placements should reduce. To that end, the programme has provided:
 - Bespoke and intensive wraparound support, including mentoring and crisis intervention.
 - 24/7 support from Safe Haven staff available on an as-needed basis.
 - Access to a local *Safe Haven* – a non-residential physical location where beneficiaries could receive help or run to in a crisis.
- 1.5 A one-year pilot of Safe Haven involving 30 beneficiaries operated from the beginning of August 2016 to mid-August 2017. Two local authorities – City of Wolverhampton Council and Sandwell Metropolitan Borough Council – took part in the pilot. Each local authority referred 15 beneficiaries to the programme.

² In their role as the qualitative evaluators of Safe Haven.

Characteristics of the beneficiary cohort

- 1.6 The Safe Haven beneficiary cohort had 16 males and 14 females. At the time of their initial engagement with the programme, the beneficiaries ranged from 11 to 17 years old, although 21 of the 30 beneficiaries were aged 14, 15 or 16 (Table 1.1).

Table 1.1: Safe Haven beneficiary cohort by gender and age

		Sandwell (No. beneficiaries)	Wolverhampton (No. beneficiaries)	Total beneficiaries
Gender	Male	7	7	14
	Female	8	8	16
Age at initial engagement	11 years	-	1	1
	12 years	1	2	3
	13 years	2	2	4
	14 years	5	3	8
	15 years	5	3	8
	16 years	2	3	5
	17 years	-	1	1

Source: Family Action

- 1.7 The original intention was that all 30 beneficiaries would join the programme during August and September 2016. However, this did not occur in practice. Referral and engagement activity actually took place over an eight-month period, from August 2016 to March 2017 inclusive (Table 1.2). This was beyond the control of Family Action and resulted in some beneficiaries receiving support over a shorter (elapsed) period of time than originally envisaged.
- 1.8 Referral and engagement activity differed by local authority: by the end of October 2016, 12 beneficiaries from Wolverhampton had been engaged, compared with six from Sandwell. Therefore, whilst not all 30 were referred, the majority were engaged by the end of October 2016. Conversely, between November 2016 and March 2017, nine beneficiaries from Sandwell joined the programme, compared with three from Wolverhampton.

Month of engagement	Sandwell (No. beneficiaries)	Wolverhampton (No. beneficiaries)	Total beneficiaries
August 2016	-	2	2
September 2016	2	6	8
October 2016	4	4	8
November 2016	4	-	4
December 2016	1	2	3
January 2017	2	1	3
February 2017	1	-	1
March 2017	1	-	1
Total	15	15	30

Source: Family Action

- 1.9 Over half of the beneficiaries (16 of 30) were in a residential care setting at the point of initial engagement (Table 1.3). Foster care and living with the birth family or a birth family member accounted for 12 of the remaining 14 beneficiaries. At a local authority level, foster care was more prevalent amongst the Wolverhampton beneficiaries, whereas living with the birth family or a birth family member was more prevalent amongst those from Sandwell. The fact that five out of 30 of the beneficiaries were living with the birth family at the point of initial engagement obviously negates any placement cost savings for those beneficiaries and demonstrates how the choice of cohort impacts on potential savings.

Placement setting	Sandwell (No. beneficiaries)	Wolverhampton (No. beneficiaries)	Total beneficiaries
Residential care home	8	8	16
Foster care	2	5	7
Living with birth family or birth family member	4	1	5
Semi-independent living	-	1	1
Secure unit	1	-	1
Total	15	15	30

Source: Family Action

- 1.10 Information supplied by the two participating local authorities shows that the Safe Haven beneficiaries had gone missing an average of 2.1 times each in the 12 months prior to their engagement with Safe Haven. The fewest number of missing episodes was one and the highest was 15.

Payment-by-results model

1.11 Safe Haven operated on a 100% payment-by-results model, whereby each local authority would make up to five payments per beneficiary. As shown in Table 1.3, the first payment was made on successful engagement. Two payments were linked to placement stability and two to bespoke outcomes around behaviour and education/employment/training activity. The most that a local authority could pay per beneficiary was £33,000. Chapter Four of this report analyses the amount that the local authorities are expected to pay Safe Haven for each beneficiary³.

Table 1.4: Local authority payments to Family Action (per beneficiary)	
Engagement	£13,200
Step-down placement move (paid when moved into an appropriate placement)	£3,300
Long-term placement stability (paid when sustained for six months)	£3,300
Bespoke outcomes related to behaviour	£6,600
Bespoke outcomes related to education, employment and training	£6,600
Maximum payment per beneficiary	£33,000

Source: Family Action

³ For payments that are made on outcomes being sustained for three or six months.

2. EVALUATION AIMS AND METHODOLOGY

Aims of the economic evaluation

2.1 The aims of this evaluation were to:

- Demonstrate the value for money of the Safe Haven programme.
- Quantify cost savings for participating local authorities and other agencies that may be in contact with the beneficiary cohort.

2.2 The intended audience for the evaluation is local authority commissioners and other potential funders. The evaluation may also be of interest to local partners, central government policy teams and service users.

Evaluation approach in summary

2.3 In headline terms, the economic evaluation has compared the costs of Safe Haven with the benefits or savings that are reported to have occurred for each beneficiary during their participation in the programme. These benefits or savings can include the following (a full list is provided under the 'Benefits' heading later in this chapter):

- Transferring to a lower cost placement setting.
- Becoming more stable in an existing placement setting.
- Being reunited with the birth family or a birth family member.
- Becoming less likely to engage in criminal activity, substance misuse or be vulnerable to exploitation.

2.4 Financial values are assigned to the benefits using a combination of published research and localised data supplied by the participating local authorities.

2.5 For each beneficiary, the total financial value of the benefits is divided by the costs of that beneficiary's participation in the programme to give a return on investment. A return on investment of 2.0, for example, implies a saving of £2 for every £1 invested for that beneficiary (or a *net saving* of an additional £1 for every £1 invested). **The savings relate to the 12-month period after the beneficiary exits the programme, i.e. they are projected savings.**

2.6 A programme-level return on investment is calculated by dividing the financial benefits for the full cohort by the total programme costs.

2.7 The following sections explain the approach in more detail.

The cost component

2.8 There are two ways of approaching the 'cost' component of the economic evaluation of Safe Haven:

- **Using delivery costs:** these are the costs to Family Action of delivering Safe Haven across the full year of the pilot.
- **Using local authority payments:** as explained in Chapter 1, Safe Haven has operated on a payment-by-results model, with payments linked to the achievement of individualised outcome targets. Using local authority payments as the denominator for the return on investment calculations provides a more accurate assessment of the financial benefits *to each local authority*. However, it also risks overstating what might be considered the 'true' return on investment, as delivery costs for Safe Haven in the pilot year were budgeted to be higher than the local authority payments. That said, as with all pilot programmes there were additional costs in the pilot year that would not necessarily be incurred in an established service.

2.9 This report uses both cost bases and provides separate return on investment calculations for each.

The benefit component

2.10 Information to inform the benefits calculations comes from an Excel-based tool designed specifically for the economic evaluation. Named the 'Snapshot Tool', it captured data for each beneficiary at two points in the programme:

- **Baseline:** at or close to each beneficiary's engagement with Safe Haven.
- **End-point:** at or close to the point at which they exited from the programme⁴.

2.11 As shown in Table 2.1, the Snapshot Tool was structured around three main categories: 'placement', 'engagement in education/training' and 'other risk factors'. Each category contained a number of sub-categories.

⁴ In addition, snapshot data for a proportion of the beneficiary cohort was supplied at a mid-point in the year and informed an interim economic evaluation report approved by Family Action in June 2016.

Table 2.1: Snapshot Tool main categories and sub-categories	
Main categories	Sub-categories
Placement	Placement setting Risk of placement breakdown Risk of going missing from placement
Engagement in education/training	Now attending school, Pupil Referral Unit or college Attendance at school, Pupil Referral Unit or college Behaviour at school, Pupil Referral Unit or college
Other risk factors	Abduction Alcohol misuse Anger issues Being not in employment, education or training (NEET) Child neglect Child sexual exploitation Criminal activity Emotional abuse Gang related behaviour Mental health Physical abuse Physical health Self-harming Sexual abuse Substance misuse

Source: York Consulting

2.12 Against each sub-category, Safe Haven staff used their informed opinions to record the status of each beneficiary at baseline and end-point. For most sub-categories, they used the following four-point scale⁵:

- No concerns
- Low risk
- Medium risk
- High risk.

2.13 The sub-categories that did not use this scale were:

- **Placement setting:** staff provided details of each beneficiary’s placement setting (e.g. care home, semi-independent living, foster care etc.) at baseline and end-point.
- **Now attending school, Pupil Referral Unit or college:** this had two options – ‘attending’ and ‘not attending’. It was intended to capture where beneficiaries that

⁵ The Snapshot Tool included guidance notes for each sub-category to promote a consistent approach across the Safe Haven staff responsible for providing the information.

were previously disengaged from education had re-engaged during their involvement with Safe Haven.

- **Attendance at school, Pupil Referral Unit or college**, which used the scale:
 - No concerns
 - Average
 - Poor
 - Very poor.
- **Behaviour at school, Pupil Referral Unit or college**, which used the scale:
 - No concerns
 - At risk of exclusion
 - Fixed term exclusion
 - Permanent exclusion.

2.14 Financial benefits were assigned to each sub-category where a beneficiary's status at end-point had improved, or had become lower cost, than in the baseline assessment. Examples include:

- Having moved into a lower cost placement setting.
- Reduced risk (in the view of Safe Haven staff) of negative situations or behaviours, such as going missing or criminal activity.
- Improved attendance or behaviour at school.

2.15 The financial values attached to the benefits have been derived from two sources:

- Directly from the participating local authorities (for placement costs only).
- From published research (for all other sub-categories).

2.16 With one exception, the published research is referenced in the Unit Cost Database (version 1.4) developed by New Economy⁶. The exception is the figure attached to a reduction in the risk of child sexual exploitation, which is taken from a study commissioned by Barnardo's⁷. The Unit Cost Database does not currently contain any financial data on child sexual exploitation.

2.17 The financial values assigned to each sub-category are shown in Table 2.2. Note that the figures in the table are one-year benefits. As mentioned earlier in this chapter, the economic evaluation assumes that the benefits generated by Safe Haven will be sustained for at least one year beyond the end of the programme. An economic

⁶ <http://www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database>

⁷ http://www.barnardos.org.uk/resources/research_and_publications/reducing-the-risk-cutting-the-cost-an-assessment-of-the-potential-savings-on-barnardos-interventions-for-young-people-who-have-been-sexually-exploited/publication-view.jsp?pid=PUB-1701.

evaluation that works on a longer forecast period, e.g. two years, may show a higher return on investment.

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Table 2.2: Financial values used in the economic model

Main category	Sub-categories	Financial benefit (12 months)	Description
Placement	Placement setting	Varies	Individualised data supplied by local authorities
	Risk of placement breakdown	£53,382	Cost of an emergency residential placement (3 months)
	Risk of going missing from placement	£1,325	Average cost of a missing person investigation
Engagement in education/training	Now attending school, PRU or college	£11,473	Annual cost of a permanent exclusion
	Attendance at school, PRU or college	£1,878	Annual cost of persistent truancy
	Behaviour at school, PRU or college	£11,473	Annual cost of a permanent exclusion
Other risk factors	Abduction	£1,325	Average cost of a missing person investigation
	Alcohol misuse	£2,015	Estimated annual cost to the NHS of alcohol dependency, per year
	Anger issues	£2,836	Cost of dealing with an incident of domestic violence
	Being not in employment, education or training (NEET)	£4,637	Average annual cost of benefit payments and support
	Child neglect	£795	Cost of a Section 47 enquiry
	Child sexual exploitation	£2,918	Cost of intense CSE support (Barnardo's)
	Criminal activity	£3,037	Annual cost of first time entrant to the criminal justice system
	Emotional abuse	£795	Cost of a Section 47 enquiry
	Gang related behaviour	£7,851	Unit cost of court event: violence against a person
	Mental health	£5,172	Child and Adolescent Mental Health Service team - generic multi-disciplinary team, average cost per case
	Physical abuse	£2,836	Cost of dealing with an incident of domestic violence
	Physical health	£1,863	Hospital inpatients – average cost per episode
	Self-harming	£5,289	Child and Adolescent Mental Health Service team - generic multi-disciplinary team, average cost per case & A&E attendance
	Sexual abuse	£795	Cost of a Section 47 enquiry
Substance misuse	£3,727	Average cost of dealing with drug related crime and poor health	

Source: New Economy Unit Cost Database and Barnardo's

- 2.18 For placement costs, the benefits are derived by subtracting the annual cost of each beneficiary’s placement setting at the point of exit from Safe Haven from their annual cost at the baseline position. For example, if a beneficiary’s annual placement cost at the point of exit was £40,000 and their baseline cost was £60,000, the model records a saving of £20,000. No negative benefits are applied if a beneficiary was in a more expensive setting when they left the programme than when they engaged. This is revisited under ‘Interpreting the results’ at the end of this chapter.
- 2.19 For the sub-categories against which Safe Haven staff have provided a baseline and end-point assessment of risk, the benefits are apportioned based on how much the risk is reported to have reduced. Table 2.3 provides details. As an example, if a beneficiary’s risk of becoming NEET has reduced from ‘medium’ at baseline to ‘low’ at end-point, then a financial benefit of £1,546 would be applied. This value is one third of the maximum benefit against the NEET sub-category (£4,637), reflecting that the risk rating has reduced by one ‘level’. If it had reduced by two ‘levels’, e.g. from ‘high’ to ‘low’, then a benefit of £3,091 would be applied. This is two thirds of the maximum benefit of £4,637.

Table 2.3: Proportion of benefits applied to different risk rating changes

Baseline	End point	% of benefit applied
High	High	0%
High	Med	33.33%
High	Low	66.67%
High	No concerns	100%
Med	Med	0%
Med	Low	33.33%
Med	No concerns	66.67%
Low	Low	0%
Low	No concerns	33.33%
No concerns	No concerns	0%

Source: York Consulting

- 2.20 As explained earlier, there are three sub-categories (in addition to placement costs) that have not used a risk rating scale. These are ‘now attending school, PRU or college’, ‘attendance at school, PRU or college’ and ‘behaviour at school, PRU or college’. For ‘now attending school, PRU or college’, the model assigns a benefit of £11,473 (the average annual cost of an exclusion) if a beneficiary wasn’t attending at the baseline point but was at the end-point. There are no other permutations in the model for this benefit.
- 2.21 For the ‘attendance’ and ‘behaviour’ sub-categories, the benefits are apportioned based on the scale of change reported by Safe Haven staff. Table 2.4 provides details. Note that these benefits only apply to beneficiaries who were attending a school, PRU or college at the time of the baseline assessment.

Table 2.4 Proportion of benefits applied to changes in educational setting and behaviour		
<u>Attendance at school</u>		
Baseline	End point	% of benefit applied
Very poor	Very poor	0%
Very poor	Poor	33.33%
Very poor	Average	66.67%
Very poor	No concerns	100%
Poor	Poor	0%
Poor	Average	33.33%
Poor	No concerns	66.67%
Average	Average	0%
Average	No concerns	33.33%
No concerns	No concerns	0%
<u>Behaviour at school</u>		
Permanently excluded	Permanently excluded	0%
Permanently excluded	Fixed term exclusion	33.33%
Permanently excluded	Risk of exclusion	66.67%
Permanently excluded	No concerns	100%
Fixed term exclusion	Fixed term exclusion	0%
Fixed term exclusion	Risk of exclusion	33.33%
Fixed term exclusion	No concerns	66.67%
Risk of exclusion	Risk of exclusion	0%
Risk of exclusion	No concerns	33.33%
No concerns	No concerns	0%

Source: York Consulting

‘Going missing’ calculations

- 2.22 The participating local authorities supplied information on the number of times each beneficiary had gone missing in the 12 months prior to their engagement with Safe Haven. The economic evaluation has combined this information with the risk assessments provided by Safe Haven staff to calculate a benefit for the ‘risk of going missing from placement’ sub-category. It has done so by assuming that the number of times a young person will go missing will reduce by a third for each reduction in risk rating.
- 2.23 For example, if a beneficiary had gone missing 6 times in the year prior to their engagement with Safe Haven, and if their risk rating changed from ‘high’ (at baseline) to ‘medium’ (at end-point), the model predicts that they will go missing 4 times over the next 12 months. The financial benefit it applies is therefore £2,650, which is the

difference between the number of going missing episodes (two) multiplied by the average cost of a missing person investigation (£1,325).

- 2.24 If the beneficiary's risk rating changed from 'high' to 'low', the financial benefit would be £5,300 (4 episodes x £1,325). If the rating reduced from 'high' to 'no concerns', the financial benefit would be £7,950 (6 episodes x £1,325). In this final example, the model assumes that the beneficiary will not go missing at all in the 12 months following their exit from Safe Haven.

In-year placement savings

- 2.25 In addition to the main cost-benefit exercise, the economic evaluation has also compared the placement costs paid by the participating local authorities during Safe Haven with those paid before the programme started. It has done this on a beneficiary-by-beneficiary basis. Specifically, for each beneficiary, placement costs during Safe Haven have been compared with placement costs for the equivalent period prior to their engagement. For example, if a young person was supported by Safe Haven for six months, then the cost of their placement for those six months has been compared with the cost of their placement for the preceding six months.
- 2.26 The above is the focus of Chapter Six.

Interpreting the results

- 2.27 This economic evaluation provides an assessment of the value for money of Safe Haven, primarily by comparing the costs of the programme with the financial benefits or savings that it is projected to generate in the 12 months after beneficiaries exit. In interpreting the results of the evaluation, it is important to note the following:
- **Projections:** the model uses a combination of published data and data supplied by the participating local authorities to give *projected benefits*. By definition this involves a degree of assumption and cannot claim to be a pinpoint forecast of what will happen in the future. On other studies where the model has been used, follow-up exercises have been undertaken 12 months after exit to update the projected benefits with real-life data.
 - **Matching status/risk changes with financial proxies:** for most of the sub-categories covered by the economic evaluation, there is an array of published financial information. Within this information, outcomes that appear very similar to one another have financial values that are very different. As an example, in the Unit Cost Database (which underpins many of the benefit figures used in this report), there are 15 different figures for alcohol misuse, ranging from £18 to £2,015 per year. The model used on this study has applied the values which, in the view of the independent evaluators, are the most relevant to Safe Haven and its beneficiaries, but doing so is not an exact science.
 - **Intangible benefits:** some of the support provided by Safe Haven does not lend itself to financial quantification. For example, Safe Haven staff have attended court hearings with beneficiaries, have provided them with meals when they had

no money to buy food and have picked them up by car when they have had no means of safely returning to their placement setting. During the evaluation these types of support have been termed 'adverse outcomes avoided'. It is likely that in some cases the consequences of Safe Haven not providing this support could have been severe, but predicting what those consequences might have been, and attaching reliable financial estimates to them, cannot be done with any robustness. However, in order that they are not lost, Chapter Eight of this report analyses the log of adverse outcomes avoided maintained by Family Action – more than 150 records in total – and draws out key themes and observations.

- **Disbenefits:** there are cases where beneficiaries have been in a more expensive setting at end-point than at referral and where their risk ratings have worsened. In these cases, the model could apply financial disbenefits (or additional costs) but it does not. This is because it seems very unlikely that Safe Haven per se will have been the cause of any additional placement costs or worsening in risk ratings. The model therefore applies a zero benefit.

3. SAFE HAVEN COSTS

Delivery cost

- 3.1 As shown in Table 3.1, the total delivery costs of Safe Haven across the pilot year, i.e. the cost to Family Action of delivering the programme, was £910,573.

Table 3.1: Safe Haven delivery costs	
Cost category	£
Salary costs	£569,847
Other staff costs	£45,951
Consultants, legal and professional	£97,821
Office costs and insurance	£82,144
Admin and marketing materials	£48,774
Evaluation	£63,973
IT	£2,064
Total	£910,573

Source: Family Action. Rounding to the nearest pound accounts for the slight discrepancy between the individual figures and the total figure.

- 3.2 To calculate a return on investment for each beneficiary using these delivery costs as the denominator, they need to be apportioned across the beneficiary cohort. This has been done based on the length of time that each beneficiary was supported by Safe Haven. Specifically:
- Each beneficiary's 'support weeks' (the number of weeks they were engaged with the programme) were added together, giving a programme-wide total of 1,171 support weeks. It is worth noting at this point that if all 30 young people had been referred into the programme at the start of the pilot, the number of support weeks would have increased at no extra cost, thus reducing the average cost per support week.
 - The total delivery costs (£910,573) were then divided by the total number of support weeks, giving an average cost per support week of £778.
 - For each beneficiary, the average cost per support week (£778) was multiplied by the number of weeks they were supported to give beneficiary level delivery costs. Note that this approach assumes an equal intensity of Safe Haven support for each beneficiary.
- 3.3 The results are shown in Table 3.2. At beneficiary level, the costs range from £13,997 to £38,880. The total (and therefore average) costs for Wolverhampton beneficiaries are higher than for Sandwell beneficiaries, reflecting the fact that more referrals were received from Wolverhampton in the early months of the programme.

Table 3.2: Safe Haven delivery costs by beneficiary and local authority				
	URN*	No. of support weeks	Delivery costs	Total cost per authority
Wolverhampton	088588	43	£33,437	£492,223
	087721	48	£37,325	
	087664	46	£35,770	
	087771	46	£35,770	
	087809	46	£35,770	
	087844	50	£38,880	
	087972	45	£34,992	
	087976	43	£33,437	
	087978	41	£31,882	
	087980	46	£35,770	
	087981	43	£33,437	
	088003	32	£24,883	
	088521	42	£32,659	
	090974	32	£24,883	
	090995	30	£23,328	
Sandwell	087826	47	£36,547	£418,350
	087901	47	£36,547	
	087987	36	£27,994	
	087984	38	£29,549	
	087990	42	£32,659	
	087994	43	£33,437	
	087996	36	£27,994	
	088790	40	£31,104	
	088857	41	£31,882	
	088859	34	£26,438	
	089947	35	£27,216	
	090186	29	£22,550	
	090673	30	£23,328	
	092484	18	£13,997	
092706	22	£17,107		
			Total	£910,573

Source: Family Action and York Consulting

*Unique Reference Number: a unique identifier used by Family Action to identify Safe Haven beneficiaries.

Costs to local authorities

- 3.4 Family Action predicts that the combined payments for Safe Haven from the two participating local authorities will be £712,800. This comprises a predicted £326,700 from Wolverhampton and £386,100 already received from Sandwell. It equates to 77% of the total delivery costs for the year.
- 3.5 Local authority payments by beneficiary are shown in Table 3.3. The key points to note are:
- **Average payment:** the average local authority payment is £23,320 per beneficiary. This is higher for Sandwell (£25,740) than for Wolverhampton (£21,780 – predicted), despite the average number of support weeks being higher amongst Wolverhampton beneficiaries.
 - **Minimum and maximum payments:** for four beneficiaries – three from Wolverhampton and one from Sandwell – it is predicted that the engagement fee of £13,200 will be the only payment. The maximum payment of £33,000, covering the engagement fee and all four of the bespoke target related payments, is predicted for three Wolverhampton beneficiaries and has been confirmed for two Sandwell beneficiaries.
 - **Most and least common payments:** after the engagement fee, the payment for short-term placement stability is the most common (22 of 30 beneficiaries). The education, employment and training payment is predicted for 16 beneficiaries – 12 of which are from Sandwell and are therefore already confirmed – while the long-term placement stability and behaviour payments are both predicted for 14 beneficiaries (in each case, eight predicted payments for Wolverhampton beneficiaries and six confirmed payments for Sandwell beneficiaries).

Table 3.3: Local authority payments by beneficiary							
	URN	Engagement Fee	Short-term placement stability	Long-term placement stability	Behaviour	Education, employment, training	Total
Wolverhampton	088588	£13,200	£3,300	£0	£0	£0	£16,500
	087721	£13,200	£0	£0	£0	£0	£13,200
	087664	£13,200	£0	£0	£0	£0	£13,200
	087771	£13,200	£3,300	£3,300	£6,600	£0	£26,400
	087809	£13,200	£3,300	£0	£0	£0	£16,500
	087844	£13,200	£0	£0	£0	£0	£13,200
	087972	£13,200	£3,300	£3,300	£6,600	£6,600	£33,000
	087976	£13,200	£3,300	£3,300	£6,600	£6,600	£33,000
	087978	£13,200	£3,300	£3,300	£0	£0	£19,800
	087980	£13,200	£3,300	£3,300	£6,600	£0	£26,400
	087981	£13,200	£3,300	£0	£0	£0	£16,500
	088003	£13,200	£3,300	£3,300	£0	£0	£19,800
	088521	£13,200	£3,300	£3,300	£6,600	£6,600	£33,000
	090974	£13,200	£0	£0	£6,600	£6,600	£26,400
	090995	£13,200	£3,300	£3,300	£0	£0	£19,800
Sandwell	087826	£13,200	£3,300	£0	£0	£0	£16,500
	087901	£13,200	£3,300	£0	£0	£6,600	£23,100
	087987	£13,200	£0	£0	£6,600	£6,600	£26,400
	087984	£13,200	£3,300	£3,300	£0	£6,600	£26,400
	087990	£13,200	£3,300	£3,300	£6,600	£0	£26,400
	087994	£13,200	£3,300	£3,300	£0	£6,600	£26,400
	087996	£13,200	£0	£0	£0	£0	£13,200
	088790	£13,200	£3,300	£3,300	£0	£6,600	£26,400
	088857	£13,200	£3,300	£3,300	£6,600	£6,600	£33,000
	088859	£13,200	£3,300	£3,300	£6,600	£6,600	£33,000
	089947	£13,200	£0	£0	£6,600	£6,600	£26,400
	090186	£13,200	£0	£0	£0	£6,600	£19,800
	090673	£13,200	£3,300	£0	£6,600	£6,600	£29,700
092484	£13,200	£3,300	£0	£6,600	£6,600	£29,700	
092706	£13,200	£3,300	£0	£6,600	£6,600	£29,700	
	Total	£396,000	£72,600	£46,200	£92,400	£105,600	£712,800

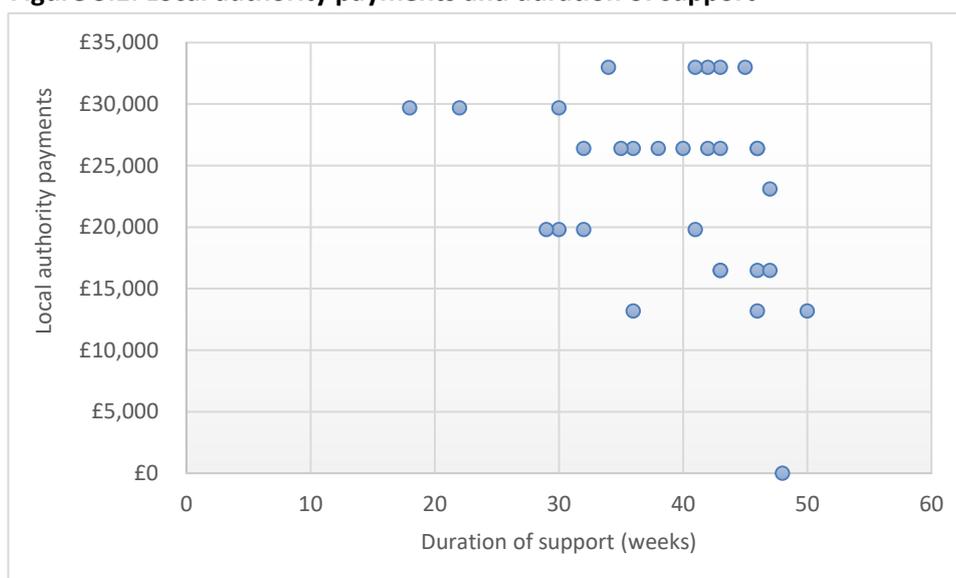
Source: Family Action

Comparing local authority payments with duration of support

3.6 The chart below plots the duration of support for each beneficiary against their local authority payment. The results do not suggest any correlation between the two. For example:

- There are eight beneficiaries who received an above average duration of support and for whom the local authority payments are above average. However, there are a further seven beneficiaries who received an above average duration of support but for whom the payments are below average.
- Across the five beneficiaries whose duration of support was the shortest, three have local authority payments that are above average, while for two they are below average.

Figure 3.1: Local authority payments and duration of support



Source: Family Action and York Consulting

3.7 That is not to suggest that any correlation would necessarily be expected. Were the beneficiaries a more homogenous group, and were their baseline positions more similar, then it would have been reasonable to predict that local authority payments would increase as the duration of support increased. But given the diverse nature of the cohort and the varied and complex challenges they face, the absence of any such correlation is not unexpected.

4. QUANTIFYING THE BENEFITS OF SAFE HAVEN

Placement settings

- 4.1 Table 4.1 shows the baseline and end-point placement settings for each Safe Haven beneficiary. In summary:
- 13 of the 30 beneficiaries were in a lower cost setting at the end-point than at engagement (seven from Wolverhampton and six from Sandwell). Seven of the 13 were in a different type of setting, while six had not changed setting type but their weekly costs were lower.
 - 14 beneficiaries were in the same setting, and had the same weekly cost, at the end-point as at engagement. Staff from Safe Haven reported that six of these 14 beneficiaries could have been moved to a lower cost setting during their involvement with Safe Haven had appropriate placements been available.
 - Placement costs for the remaining three beneficiaries were higher at the end-point than at engagement.
- 4.2 The total estimated saving, across the 13 beneficiaries whose placement costs had reduced between baseline and end-point, is £774,959. That is, the economic evaluation predicts a placement saving over the 12 months following Safe Haven of £774,959. This equates to an average saving per beneficiary (across the 13 beneficiaries) of £59,612.
- 4.3 At a local authority level, the average differs significantly: it is £80,463 in Sandwell and £41,586 in Wolverhampton. This is influenced by the very large savings for Sandwell beneficiaries 087984 and 087996, both of whom had been stepped down from high cost residential care.

Table 4.1: Placement setting benefits					
	URN	Baseline placement setting	End-point placement setting	Annual saving	Total annual saving
Wolverhampton	088588	Semi-independent living	Semi-independent living	£5,720	£291,099
	087721	Residential	Residential	£0	
	087664	Residential	Semi-independent living	£78,416	
	087771	Foster care	Foster care	£3,747	
	087809	Foster care	Foster care	£0	
	087844	Residential	Semi-independent living	£78,416	
	087972	Residential	Residential	£0	
	087976	Residential	Residential	£0	
	087978	Residential	Residential	£0	
	087980	Residential	Residential	£41,600	
	087981	Kinship care	Residential	£0	
	088003	Foster care	Foster care	£0	
	088521	Residential	Residential	£0	
	090974	Foster care	Family friends	£41,600	
	090995	Foster care and birth family member	Birth family	£41,600	
Sandwell	087826	Secure home	Secure home	£70,044	£483,860
	087901	Birth family member	Residential	£0	
	087987	Residential	Residential	£0	
	087984	Residential	Kinship care	£137,904	
	087990	Residential	Residential	£0	
	087994	Residential	Birth family member and care home (joint order)	£0	
	087996	Residential	Birth family	£148,200	
	088790	Kinship care	Kinship care	£0	
	088857	Foster care	Birth family member	£41,964	
	088859	Birth family	Birth family	£0	
	089947	Residential	Residential	£0	
	090186	Foster care	Foster care	£19,500	
	090673	Residential	Residential	£66,248	
	092484	Kinship care	Kinship care	£0	
092706	Residential	Residential	£0		
				Total	£774,959

Source: City of Wolverhampton Council, Sandwell Council and York Consulting

Placement stability

- 4.4 An improvement in placement stability was reported for 15 of the 30 beneficiaries (Table 4.2):
- Nine beneficiaries were from Wolverhampton and six were from Sandwell.
 - The risk rating for eight of the beneficiaries had reduced by one 'level', e.g. from 'high' to 'medium', or from 'medium' to 'low'. For seven beneficiaries it had reduced by two levels.
 - The total combined benefit for the 15 beneficiaries is £391,468; an average of £26,098 per beneficiary⁸.
- 4.5 Across the other 15 beneficiaries, the risk of placement breakdown was the same at baseline and end-point in eight cases, but had increased at the end-point in seven cases.

⁸ To recap, the maximum benefit that the economic evaluation applies to 'placement stability' for any given young person is £53,382. This is equal to the national average cost of an emergency residential placement for three months.

Table 4.2: Placement stability benefits					
	URN	Baseline risk rating	End-point risk rating	Annual saving	Total annual saving
Wolverhampton	088588	Low	Medium	£0	£231,322
	087721	High	Medium	£17,794	
	087664	High	Low	£35,588	
	087771	High	Low	£35,588	
	087809	High	Medium	£17,794	
	087844	No concerns	No concerns	£0	
	087972	Medium	Low	£17,794	
	087976	Low	No concerns	£17,794	
	087978	No concerns	No concerns	£0	
	087980	Low	No concerns	£17,794	
	087981	High	Low	£35,588	
	088003	No concerns	No concerns	£0	
	088521	No concerns	Medium	£0	
	090974	No concerns	Medium	£0	
	090995	High	Low	£35,588	
Sandwell	087826	Medium	No concerns	£35,588	£160,146
	087901	High	Low	£35,588	
	087987	No concerns	No concerns	£0	
	087984	Low	High	£0	
	087990	Low	No concerns	£17,794	
	087994	Low	Low	£0	
	087996	High	Low	£35,588	
	088790	High	High	£0	
	088857	High	Medium	£17,794	
	088859	No concerns	No concerns	£0	
	089947	No concerns	No concerns	£0	
	090186	High	Medium	£17,794	
	090673	Medium	Medium	£0	
	092484	Medium	Medium	£0	
	092706	No concerns	No concerns	£0	
				Total	£391,468

Source: Family Action and York Consulting

Risk of going missing

4.6 Safe Haven reported that the risk of going missing was lower at end-point than at baseline for eight of the 30 young people (Table 4.3):

- Six of these beneficiaries were from Wolverhampton and two were from Sandwell (mirroring the larger number of Wolverhampton beneficiaries whose placements were reported to have become more stable).
- In five of the eight cases, the risk of going missing was reported to have been removed altogether (i.e. where the end-point rating was 'no concerns'). It is of note that for three of these beneficiaries, the baseline risk assessment was 'high'.
- The combined saving across the eight beneficiaries with reductions in risk was £17,666⁹. Four fifths of the total (£14,133) is accounted for by Wolverhampton beneficiaries.

4.7 For 22 beneficiaries, the risk of going missing was reported to have either not changed between baseline and end-point (ten beneficiaries) or to have increased (12 beneficiaries). However, it is important to note at this point the role that Safe Haven has played in reducing the risks and dangers experienced by some of these young people, i.e. those that went missing from their placement setting but who approached Safe Haven (either in person or via phone/text) for respite and/or support resulting in a decrease in their level of risk whilst missing from their placement.

⁹ The approach taken to attaching financial values to changes in the 'risk of going missing' ratings is explained in paragraphs 2.22 to 2.24.

Table 4.3: Risk of going missing benefits					
	URN	Baseline risk rating	End-point risk rating	Annual saving	Total annual Saving
Wolverhampton	088588	Low	High	£0	£14,133
	087721	No concerns	Low	£0	
	087664	High	No concerns	£1,325	
	087771	Medium	No concerns	£883	
	087809	High	High	£0	
	087844	High	Medium	£2,208	
	087972	Medium	High	£0	
	087976	Low	No concerns	£442	
	087978	No concerns	Medium	£0	
	087980	No concerns	No concerns	£0	
	087981	No concerns	Low	£0	
	088003	No concerns	High	£0	
	088521	Low	Low	£0	
	090974	High	No concerns	£7,950	
090995	High	No concerns	£1,325		
Sandwell	087826	No concerns	Low	£0	£3,533
	087901	Medium	Medium	£0	
	087987	No concerns	No concerns	£0	
	087984	No concerns	High	£0	
	087990	No concerns	Medium	£0	
	087994	Low	Low	£0	
	087996	High	Low	£2,650	
	088790	No concerns	High	£0	
	088857	No concerns	High	£0	
	088859	No concerns	No concerns	£0	
	089947	No concerns	Medium	£0	
	090186	High	High	£0	
	090673	Medium	Low	£883	
092484	Medium	Medium	£0		
092706	No concerns	No concerns	£0		
				Total	£17,666

Source: Family Action and York Consulting

Employment, education and training

4.8 The 'employment, education and training' category has three sub-categories, the benefits for all of which are shown in Table 4.4:

- **Engagement in education:** two beneficiaries, both from Wolverhampton, were participating in formal education at the end-point of Safe Haven, having not been at the point of engagement. This could seem like a disappointing result for the programme – two from 30 beneficiaries – but it needs to be seen in context. In fact, at the baseline point, only ten beneficiaries were reported to be not attending and a financial benefit could therefore only have been recorded for these individuals.
- **Improved attendance at school, PRU or college:** attendance improvements were recorded for six of the 30 beneficiaries, equating to a 12-month forecast saving of £8,138. The same point here applies as above, i.e. what may initially appear to be a modest result needs to be seen in context. Across the 30 beneficiaries, ten were reported to have scope for improvement in attendance at the baseline stage, so for improvements to have occurred for six cases reflects well on the programme.
- **Improved behaviour at school, PRU or college:** behavioural improvements, totalling a forecast saving of £30,595, were recorded for five beneficiaries, four of whom also improved their attendance.

Table 4.4: Employment, education and training benefits					
	URN	Engagement in Education	Attendance at school/PRU/college	Behaviour at school/PRU/college	Annual saving
Wolverhampton	088588	£0	£0	£0	£47,702
	087721	£11,473	£0	£0	
	087664	£0	£0	£0	
	087771	£11,473	£0	£0	
	087809	£0	£0	£0	
	087844	£0	£0	£0	
	087972	£0	£0	£0	
	087976	£0	£0	£0	
	087978	£0	£1,878	£3,824	
	087980	£0	£626	£7,649	
	087981	£0	£1,252	£0	
	088003	£0	£0	£0	
	088521	£0	£0	£0	
	090974	£0	£0	£0	
	090995	£0	£1,878	£7,649	
Sandwell	087826	£0	£0	£0	£13,977
	087901	£0	£1,252	£7,649	
	087987	£0	£0	£0	
	087984	£0	£0	£0	
	087990	£0	£0	£0	
	087994	£0	£0	£0	
	087996	£0	£0	£0	
	088790	£0	£1,252	£0	
	088857	£0	£0	£3,824	
	088859	£0	£0	£0	
	089947	£0	£0	£0	
	090186	£0	£0	£0	
	090673	£0	£0	£0	
	092484	£0	£0	£0	
092706	£0	£0	£0		
Total					£61,679

Source: Family Action and York Consulting

Other risk factors

4.9 For ease of presentation, the 15 sub-categories associated with ‘other risk factors’ (listed in Table 2.2) have been grouped into a single figure for each beneficiary in Table 4.5. The headline message is that across the full beneficiary cohort, there is a projected 12-month saving from these risk factors of £134,911. This is higher for the Wolverhampton beneficiaries (£73,546) than for the Sandwell beneficiaries (£61,365).

Table 4.5: 'Other risk factor' benefits			
	URN	Other risk factors	Annual saving
Wolverhampton	088588	£3,977	£73,546
	087721	£945	
	087664	£1,724	
	087771	£5,582	
	087809	£4,642	
	087844	£7,830	
	087972	£973	
	087976	£3,707	
	087978	£3,091	
	087980	£8,488	
	087981	£4,637	
	088003	£9,350	
	088521	£1,763	
	090974	£6,498	
	090995	£10,339	
Sandwell	087826	£1,768	£61,365
	087901	£4,566	
	087987	£0	
	087984	£3,535	
	087990	£3,619	
	087994	£4,205	
	087996	£4,389	
	088790	£0	
	088857	£8,005	
	088859	£0	
	089947	£8,179	
	090186	£6,210	
	090673	£12,084	
	092484	£0	
	092706	£4,805	
	Total		£134,911

Source: Family Action and York Consulting

4.10 Appendices A and B provide the granular detail of the 'other risk factor' figures at beneficiary level. Table 4.6 shows, for each beneficiary, the number of sub-categories where the end-point rating had improved from the baseline rating ('positive change'), the number where the two ratings were the same ('no change') and the number where the rating was worse at end-point ('negative change'). It shows that:

- For 26 of the 30 beneficiaries, a positive change was recorded in at least one of the 15 'other risk factor' sub-categories.
- The average number of sub-categories in which an improvement was recorded was 2.7 per beneficiary.
- 'No change' was the most common outcome. This applied to an average of 10.2 sub-categories per beneficiary.
- Negative changes were, on average, the least common (an average of 2.1 sub-categories per beneficiary). Beneficiary 087972 is a notable outlier here as a negative change was recorded against ten 'other risk factor' sub-categories. However it is important to recognise that this was a young person in an external placement who was heavily reliant on Safe Haven for respite care which allowed Safe Haven to alert the local authority about concerns and issues which otherwise may not have been apparent.

	URN	Positive change	No change	Negative change
Wolverhampton	087844	6	6	3
	088003	6	8	1
	087976	4	10	1
	087980	4	11	0
	090995	4	10	1
	088588	3	7	5
	090974	3	10	2
	087771	2	13	0
	087809	2	13	0
	087721	1	14	0
	087664	1	10	4
	087972	1	4	10
	087978	1	11	3
	087981	1	13	1
	088521	1	8	6
	090186	6	9	0
	090673	6	8	1
	Sandwell	087994	4	10
087996		4	8	3
088857		4	8	3
087984		3	12	0
087990		3	9	3
089947		3	11	1
092706		3	9	3
087826		2	7	6
087901		2	9	4
087987		0	15	0
088790		0	13	2
088859		0	15	0
092484		0	15	0

Source: Family Action and York Consulting

Total benefit figures

4.11 Drawing together the figures from the preceding sub-sections gives total benefit figures for the Safe Haven programme as a whole, for each local authority and for each individual beneficiary.

4.12 The estimated total saving of the Safe Haven programme, i.e. the financial values of the projected benefits over the 12 months from August 2017, is £1,380,683. This comprises:

- £774,959 in placement cost savings;
- £391,468 in placement stability savings;
- £17,666 in savings linked to the reduced risk of beneficiaries going missing;

- £61,799 in savings linked to better attendance/behaviour at school Pupil Referral Unit or college;
- £134,911 in savings associated with ‘other risk factors’.

4.13 At local authority level, the total estimated savings are £657,802 for the Wolverhampton beneficiaries and £722,881 for the Sandwell beneficiaries. This translates to an average saving per beneficiary of £43,853 in Wolverhampton and £48,192 in Sandwell. Table 4.7 shows the breakdown of the savings across the different categories for each authority.

	Placement setting	Placement stability	Risk of going missing	Education	Other risk factors	Total benefits
Wolverhampton	£291,099	£231,322	£14,133	£47,702	£73,546	£657,802
Sandwell	£483,860	£160,146	£3,533	£13,977	£61,365	£722,881

Source: City of Wolverhampton Council, Sandwell Council, Family Action and York Consulting

4.14 Table 4.8 shows total savings at beneficiary level. These range from £190,827 (a beneficiary in Sandwell) to £0 (three beneficiaries in Sandwell). Three of the four largest total savings (URNs 087996, 087984 and 087826) are in Sandwell. In each case, the size of their saving has been heavily influenced by a move to a lower cost placement setting.

Table 4.8: Total benefit savings by beneficiary

	URN	Placement setting	Placement stability	Risk of going missing	Education	Other risk factors	Total benefits	Annual saving
Wolverhampton	087664	£78,416	£35,588	£1,325	£0	£1,724	£117,053	£657,802
	090995	£41,600	£35,588	£1,325	£9,527	£10,339	£98,379	
	087844	£78,416	£0	£2,208	£0	£7,830	£88,454	
	087980	£41,600	£17,794	£0	£8,275	£8,488	£76,157	
	087771	£3,747	£35,588	£883	£11,473	£5,582	£57,273	
	090974	£41,600	£0	£7,950	£0	£6,498	£56,048	
	087981	£0	£35,588	£0	£1,252	£4,637	£41,477	
	087721	£0	£17,794	£0	£11,473	£945	£30,212	
	087809	£0	£17,794	£0	£0	£4,642	£22,436	
	087976	£0	£17,794	£442	£0	£3,707	£21,943	
	087972	£0	£17,794	£0	£0	£973	£18,767	
	088588	£5,720	£0	£0	£0	£3,977	£9,697	
	088003	£0	£0	£0	£0	£9,350	£9,350	
	087978	£0	£0	£0	£5,702	£3,091	£8,793	
088521	£0	£0	£0	£0	£1,763	£1,763		
Sandwell	087996	£148,200	£35,588	£2,650	£0	£4,389	£190,827	£722,881
	087984	£137,904	£0	£0	£0	£3,535	£141,439	
	087826	£70,044	£35,588	£0	£0	£1,768	£107,400	
	090673	£66,248	£0	£883	£0	£12,084	£79,215	
	088857	£41,964	£17,794	£0	£3,824	£8,005	£71,587	
	087901	£0	£35,588	£0	£8,901	£4,566	£49,055	
	090186	£19,500	£17,794	£0	£0	£6,210	£43,504	
	087990	£0	£17,794	£0	£0	£3,619	£21,413	
	089947	£0	£0	£0	£0	£8,179	£8,179	
	092706	£0	£0	£0	£0	£4,805	£4,805	
	087994	£0	£0	£0	£0	£4,205	£4,205	
	088790	£0	£0	£0	£1,252	£0	£1,252	
	087987	£0	£0	£0	£0	£0	£0	
	088859	£0	£0	£0	£0	£0	£0	
092484	£0	£0	£0	£0	£0	£0		
Total	£774,959	£391,468	£17,666	£61,679	£134,911	£1,380,683		

Source: City of Wolverhampton Council, Sandwell Council, Family Action and York Consulting

5. RETURN ON INVESTMENT

Introduction

- 5.1 This chapter combines the costs analysis (Chapter Three) and the benefits analysis (Chapter Four) to provide return on investment (ROI) estimates for Safe Haven. It does this at programme, local authority and individual beneficiary level, in each case considering both local authority payments and total delivery costs.

Programme level return on investment

- 5.2 As shown in Tables 5.1 and 5.2, the estimated ROIs for the Safe Haven programme as a whole are 1.94 using local authority payments as the costs base, and 1.52 using total delivery costs.

Table 5.1: Safe Haven ROI based on local authority payments		
Total costs (local authority payments)	Total benefits	ROI
£712,800	£1,380,683	1.94

Source: York Consulting

Table 5.2: Safe Haven ROI based on total delivery costs		
Total costs	Total benefits	ROI
£910,573	£1,380,683	1.52

Source: York Consulting

- 5.3 The economic evaluation therefore estimates that for every £1 invested in Safe Haven, £1.94 (using local authority payments) or £1.52 (using delivery costs) will be saved over the ensuing 12 months. The *net additional savings* per £1 invested are £0.94 and £0.52 respectively.

Local authority level return on investment

- 5.4 For Sandwell, the two estimated ROIs of Safe Haven are 1.87 (using local authority payments) and 1.73 (using delivery costs) – see Table 5.3. There is a wider range in the Wolverhampton ROIs: they are estimated at 2.01 and 1.34 respectively (Table 5.4).

Table 5.3: Sandwell ROIs		
Costs	Total benefits	ROI
Local authority payments: £386,100	£722,881	1.87
Delivery costs: £418,350	£722,881	1.73

Source: York Consulting

Costs	Total benefits	ROI
Local authority payments: £326,700	£657,802	2.01
Delivery costs: £492,223	£657,802	1.34

Source: York Consulting

Beneficiary level return on investment

5.5 Table 5.5 shows two ROIs for each beneficiary: one based on local authority payments and one based on delivery costs. Key points from this data are that:

- **ROIs greater than 1.0:** 16 beneficiaries (nine from Wolverhampton and seven from Sandwell) have an ROI that is greater than 1.0 based on local authority payments. This reduces to 15 based on delivery costs (URN 087809 is the one that changes). For these beneficiaries, the economic evaluation estimates that there will be a net saving to the public purse over the 12 months following Safe Haven.
- **ROIs below 1.0:** for those beneficiaries with an ROI below 1.0, the economic evaluation forecasts that the costs to the public purse will increase in the 12 months following Safe Haven. Whilst on the surface this may seem like an undesirable result, it could be that the cost increase for some or all of these beneficiaries would actually be far greater were it not for the support they received through Safe Haven.
- **Comparing the two ROI calculations:** in most cases, the ROIs using local authority payments are greater than when using delivery costs. This is to be expected given that total delivery costs exceed total local authority payments. However, there are some exceptions – see URNs 090974 and 090673 for example. The exceptions occur where beneficiaries have received a below average number of support weeks but their benefit savings are above average.
- **Largest ROI:** the largest ROI was 14.46 (URN 087996). There are two related reasons why this is such a significant outlier:
 - The beneficiary was stepped down from residential care and re-united with their birth family – an estimated 12-month saving of £148,200.
 - The projected local authority payment for this beneficiary is £13,200, i.e. the engagement fee only.
- **ROIs of 0.0:** using one or both of the cost bases, four beneficiaries have an ROI of 0.0. For three beneficiaries (087987, 088859 and 092484), this is because no cashable benefits were reported through the end-point Snapshot Tool.
- **Making comparisons across the cohort:** the Safe Haven beneficiary cohort includes young people of varying ages, in different placement settings and at different stages of the care journey. As a consequence, a wide array of beneficiary level ROIs is to be expected. It also demonstrates that a programme like Safe

Haven can operate across a diverse cohort, as large potential savings for some beneficiaries can ‘fund’ the support provided to others for whom similar levels of saving are unachievable.

Table 5.5: Beneficiary level ROIs			
	URN	ROI based on local authority payments	ROI based on delivery costs
Wolverhampton	087664	8.87	3.27
	087844	6.70	2.28
	090995	4.97	4.22
	087980	2.88	2.13
	087981	2.51	1.24
	087721	2.29	0.81
	087771	2.17	1.60
	090974	2.12	2.25
	087809	1.36	0.63
	087976	0.66	0.66
	088588	0.59	0.29
	087972	0.57	0.54
	088003	0.47	0.38
	087978	0.44	0.28
	088521	0.05	0.05
Sandwell	087996	14.46	6.82
	087826	6.51	2.94
	087984	5.36	4.79
	090673	2.67	3.40
	090186	2.20	1.93
	088857	2.17	2.25
	087901	2.12	1.34
	087990	0.81	0.66
	089947	0.31	0.30
	092706	0.16	0.28
	087994	0.16	0.13
	088790	0.05	0.04
	088859	0.00	0.00
092484	0.00	0.00	
087987	0.00	0.00	

Source: York Consulting

Savings from potential step-downs

- 5.6 Staff at Family Action reported that six Safe Haven beneficiaries could have been stepped down to a lower cost setting during their engagement with the programme had there been places available (Table 5.6). **This emphasises the need for local authorities to be prepared, in advance, to capitalise upon the positive outcomes of interventions like Safe Haven, or to risk missing out on potentially substantial cost savings.**

URN	Actual setting	Potential step-down setting
087976	Residential care	Foster care
090673	Residential care	Semi-independent living
087980	Residential care	Foster care
087978	Residential care	Foster care
087994	Residential care	Foster care
088521	Residential care	Foster care

Source: Family Action

- 5.7 The economic evaluation has calculated the impact on the beneficiary and programme level ROIs had these step-downs taken place and had they been sustained until the end-point of the programme. Under this scenario, an additional £505,645 in benefits would have been recorded (Table 5.7) and the ROIs would have increased both at programme and local authority level (Table 5.8).

URN	Potential step-down savings (12-month projection)
087976	£121,344
087978	£97,944
087994	£87,808
088521	£82,944
090673	£46,261
087980	£69,344
Total	£505,645

Source: Family Action

Table 5.8: Total savings and programme-level CBA		
	ROI using local authority payments	ROI using delivery costs
Safe Haven programme		
Actual benefits: £1,380,683	1.94	1.52
With potential step-downs included: £1,886,328	2.65	2.07
Sandwell		
Actual benefits: £722,881	1.87	1.73
With potential step-downs included: £856,850	2.22	2.05
Wolverhampton		
Actual benefits: £657,802	2.01	1.34
With potential step-downs included: £1,029,378	3.15	2.09

Source: Family Action and York Consulting

- 5.8 These figures provide useful estimates of what might have happened had the appropriate step-down places been available, but for two reasons they should be treated with some caution.
- 5.9 First, they assume that the beneficiaries would have remained in their lower cost placement throughout the rest of their involvement with Safe Haven. This may have happened for some or all of the beneficiaries, but it also may not.
- 5.10 Second, it assumes that the local authority payments for these beneficiaries would have been no different had they been stepped down. Again, this may have been the case, but if the change in placement setting had other positive effects for the beneficiaries, then it is conceivable that the authority payments would have been higher. This in turn would have caused the ROIs concerned to be lower.

6. COMPARING PLACEMENT COSTS BEFORE AND DURING SAFE HAVEN

Introduction

- 6.1 In addition to the main cost-benefit calculations (Chapter Five), the economic evaluation has also compared the placement costs paid by the local authorities during Safe Haven with those paid before the programme began. Specifically, the placement costs paid for each beneficiary during their involvement with Safe Haven have been compared with the costs for the equivalent duration immediately prior to their engagement.
- 6.2 Taking this approach gives a useful, at-a-glance assessment of whether, and on what scale, placement costs changed whilst Safe Haven was operating. However, for the following reasons, these figures should be considered alongside those in Chapter Five rather than in isolation:
- **Influences beyond Safe Haven’s immediate control:** the beneficiary cohort includes young people who moved into considerably higher cost settings shortly before they engaged with Safe Haven. For example, a beneficiary from Wolverhampton (URN 087980) was in foster care costing between £460 and £825 per week for 11 of the 12 months before they engaged with Safe Haven. One month before they engaged, their placement costs rose to £2,800 per week. Towards the end of their engagement with Safe Haven their costs reduced to £2,000 a week. In the main economic evaluation, this is captured as a £41,600 saving¹⁰. By contrast, the analysis in this chapter shows that £88,913 more was spent on placements for that beneficiary while they were engaged with Safe Haven than in the equivalent period beforehand.
 - **Persistence of impact:** related to the point above, Safe Haven aims to instil lasting positive change, demonstrated by the payment-by-results target for ‘placement stability’, which extends beyond the support period. Comparing placement costs before and during the programme does not capture any such persistence of impact. Nor does it capture less easily quantifiable positive changes, e.g. to a beneficiary’s wellbeing.
 - **Potential step-downs:** as explained in Chapter Five, it was reported by staff at Safe Haven that six beneficiaries could have been stepped down had places in appropriate lower cost settings been available.

Wolverhampton

- 6.3 Table 6.1 shows the placement costs for the Wolverhampton beneficiaries for the period during which they were engaged with Safe Haven and the equivalent period beforehand. It shows that:

¹⁰ An £800 per week reduction in placement costs between baseline and end-point, multiplied by 52 weeks.

- For six beneficiaries, total placement costs during Safe Haven were lower than in the preceding period (denoted by positive figures in black text in the 'Difference' column). For one beneficiary placement costs were unchanged, while for eight beneficiaries they were higher during Safe Haven (denoted by negative figures in red text in the 'Difference' column).
- The most significant reduction was £69,368 over a period of 50 weeks (beneficiary 87844). This equates to an average of £1,387 per week.
- The most significant increase or additional cost was £88,913 over a period of 46 weeks (beneficiary 87980). This equates to an average of £1,933 per week.
- Across the full Wolverhampton cohort, 633 support weeks were provided through Safe Haven. Total placement costs across these support weeks (£1,247,934) were £9,986 higher than for the same number of support weeks before the programme began.

	URN	No. support weeks	Placement costs <u>before</u> Safe Haven	Placement costs <u>during</u> Safe Haven	Difference
Wolverhampton	087844	50	£140,000	£70,632	£69,368
	088588	43	£126,600	£65,310	£61,290
	087721	48	£127,155	£71,188	£55,967
	087771	46	£59,340	£35,245	£24,095
	090995	30	£23,974	£1,700	£22,274
	087809	46	£30,740	£21,520	£9,220
	088003	32	£14,720	£14,720	£0
	087976	43	£124,815	£129,000	-£4,185*
	087978	41	£99,820	£104,550	-£4,730*
	087972	45	£200,146	£204,946	-£4,800
	090974	32	£15,887	£22,923	-£7,036
	088521	42	£85,164	£117,600	-£32,436*
	087664	46	£112,500	£159,040	-£46,540
	087981	43	£44,800	£108,360	-£63,560
	087980	46	£32,287	£121,200	-£88,913*
	Totals	633	£1,237,948	£1,247,934	-£9,986

Source: City of Wolverhampton Council and York Consulting

* Young person could have been stepped down had a suitable placement been available

Sandwell

6.4 Table 6.2 shows the placement costs before and during Safe Haven for each Sandwell beneficiary. The key points are that:

- For ten beneficiaries, placement costs during Safe Haven were the same or lower than in the corresponding period before they engaged. The combined difference across these beneficiaries was £165,838.
- For the other five beneficiaries, total placement costs during Safe Haven were higher. For these beneficiaries the total difference was £350,291.
- The net difference across all Sandwell beneficiaries was £184,453, i.e. placement costs for the Safe Haven beneficiaries were £184,453 higher during the programme than in the equivalent period before it began.

Table 6.2: Sandwell placement costs before and during Safe Haven

	URN	No. support weeks	Placement costs <u>before</u> Safe Haven	Placement costs <u>during</u> Safe Haven	Difference
Sandwell	087996	36	£118,152	£25,221	£92,931
	088857	41	£33,087	£0	£33,087
	088859	34	£27,370	£11,560	£15,810
	087826	47	£49,469	£33,683	£15,786
	090186	29	£22,591	£16,551	£6,040
	090673	30	£92,430	£90,246	£2,184*
	088790	40	£7,840	£7,840	£0
	092484	18	£6,486	£6,486	£0
	087987	36	£140,399	£140,399	£0
	089947	35	£94,500	£94,500	£0
	087990	42	£94,871	£101,208	-£6,338
	092706	22	£7,928	£67,782	-£59,854
	087984	38	£30,476	£95,422	-£64,946
	087994	43	£40,347	£122,464	-£82,117*
	087901	47	£16,936	£153,971	-£137,035
Totals	538	£782,882	£967,335	-£184,453	

Source: Sandwell Council and York Consulting

* Young person could have been stepped down had a suitable placement been available

Totals

- 6.5 The headline results of the local authority level analysis are combined in Table 6.3 to give a programme-wide perspective. Overall, placement costs during Safe Haven were £194,439 higher (an increase of 9.6%) than in the equivalent period beforehand. The vast majority of the difference is accounted for by the Sandwell figures.

Area	Total no. support weeks	Placement costs <u>before</u> Safe Haven	Placement costs <u>during</u> Safe Haven	Difference
Wolverhampton	633	£1,237,948	£1,247,934	-£9,986
Sandwell	538	£782,882	£967,335	-£184,453
Totals	1,171	£2,020,830	£2,215,269	-£194,439

Source: City of Wolverhampton Council, Sandwell Council and York Consulting

- 6.6 However, had appropriate places been available for the six beneficiaries whom the local authority assessed as being ready for a step down placement then this figure would change from -£194,439 to £311,206. In other words, the placement costs during Safe Haven would have been £311,206 lower than in the equivalent period beforehand.

7. ADVERSE OUTCOMES AVOIDED

Introduction

- 7.1 In addition to the baseline and end-point assessments, Safe Haven staff have recorded details of the ad hoc support provided to beneficiaries which, in their view, could have prevented adverse situations from either occurring or worsening. The term used for this was 'adverse outcomes avoided'.
- 7.2 As explained in Chapter 2 under 'Intangible benefits', financial values have not been assigned to the adverse outcomes avoided records. To do so would be very speculative, plus some of them will already have been captured in the main economic evaluation, e.g. where placement settings have changed, placements have become more stable or risk ratings have reduced.
- 7.3 Instead, the review and analysis of the adverse outcomes avoided records has involved:
- Categorising the records by type of incident and frequency.
 - Sharing the records with the Safe Haven qualitative evaluators as additional evidence to inform their work.
 - Using the records to inform the 'beneficiary journeys' included at the end of this chapter.

Types and frequencies

- 7.4 At the end of July 2017, 155 separate adverse outcomes avoided had been recorded by Safe Haven staff. Three fifths of the records (93) related to Sandwell beneficiaries and two fifths (62) to Wolverhampton beneficiaries.
- 7.5 Twenty beneficiaries had at least one record (Table 7.1) but 70 of the 155 records (45%) related to two beneficiaries:
- **URN 087844 – 28 records:** the beneficiary was regularly assisted in returning to their placement setting and also received respite support.
 - **URN 087901 – 42 records:** the beneficiary mostly received emotional support and support to help them avoid criminal activities.

Table 7.1: Number of adverse outcomes avoided records per beneficiary		
	URN	No. adverse outcomes avoided records
Wolverhampton	087664	28
	087844	8
	090995	6
	087980	5
	087981	5
	087771	4
	090974	2
	087809	1
	087976	1
	088588	1
	087972	1
	088003	0
	087978	0
	088521	0
	087721	0
Sandwell	087996	42
	087826	20
	087984	10
	090673	6
	090186	5
	088857	5
	087901	2
	087990	2
	089947	1
	092706	0
	087994	0
	088790	0
	088859	0
	092484	0
087987	0	

Source: Family Action

7.6 The profile of adverse outcomes avoided by type of incident is shown in Table 7.2. Under each category, examples – taken directly from the records provided by Family Action – are provided¹¹. Over half of the records (80 of 155) relate to emotional support and support to help the beneficiaries return safely to their placement setting or to home. A further 28% relate to placement stability and respite support.

Table 7.2: Adverse outcomes avoided by type of incident		
Type of Support	No. records	Percentage
<p><u>Emotional support, e.g.:</u></p> <ul style="list-style-type: none"> - Safe Haven comfort a young person after an argument with carer. - Young person calls Safe Haven upset and distressed about moving as she does not want to. Safe Haven mentor supports the individual who remains stable in their placement. 	44	28%
<p><u>Support getting back to placement/home, e.g.:</u></p> <ul style="list-style-type: none"> - A young person asks if they could go to Safe Haven as they have no means of getting home. - Safe Haven make arrangements for a young person, who has no money, to get home. 	37	24%
<p><u>Placement stability, e.g.:</u></p> <ul style="list-style-type: none"> - A Safe Haven mentor provides strategies to become more resilient and prevent placement breakdown for a young person who is upset with their foster carer. - Young person texted as she was angry because she wanted to go home. Young person was supported through her feelings and did not leave the placement. 	25	16%
<p><u>Young person in need of respite, e.g.:</u></p> <ul style="list-style-type: none"> - A young person, who is angry with an individual, goes to Safe Haven for relief from their situation. - Carer from placement called to ask if young person could attend Safe Haven for respite. This was agreed and arranged with staff. 	19	12%
<p><u>Criminal offence, e.g.:</u></p> <ul style="list-style-type: none"> - Mentor supports young person with police incident to reduce escalation of young person’s anger and further criminal activity. - Nan called as young person was kicking off and she was calling the police. Safe Haven mentor went out to speak to young person and offer respite. Young person was brought to Safe Haven for some 'cool down' time. 	13	9%
<p><u>Emergency support, e.g.:</u></p> <ul style="list-style-type: none"> - Safe Haven received a text from a young person to say they had taken an overdose, Safe Haven immediately called 999 and an ambulance was sent. - A young person calls Safe Haven to say that they had self-harmed. The Safe Haven mentor offered urgent support whilst also informing the carer(s) to safeguard the young person. 	12	8%
<p><u>Support at school, e.g.:</u></p> <ul style="list-style-type: none"> - Safe Haven received a call that a young person was being bullied at school. The Safe Haven mentor supports the young person back into school. - Young person called his Safe Haven mentor to explain that he was on his way to school and that everybody was going to hit him but did not say why. Young person agreed to wait for his mentor so they could go into school together. 	5	3%
	155	100%

Source: Family Action and York Consulting

¹¹ The only changes were typo corrections and writing abbreviations in full, e.g. ‘young person’ instead of ‘YP’.

7.7 Table 7.3 shows the number of adverse outcomes avoided that were recorded by month. More than half (79 of 155) were recorded between October and December 2016, and more than three quarters (117) had been recorded by the end of January 2017. This is to be expected as this was the key period when Safe Haven staff were focusing hardest on engaging with the young people in order to help them benefit as much as possible from the programme.

Table 7.3: Adverse outcomes avoided by month		
Month	No. records	Percentage
August 2016	1	<1%
September 2016	20	13%
October 2016	27	17%
November 2016	32	21%
December 2016	10	6%
January 2017	27	17%
February 2017	14	9%
March 2017	5	3%
April 2017	5	3%
May 2017	7	5%
June 2017	1	<1%
July 2017	6	4%
	155	100%

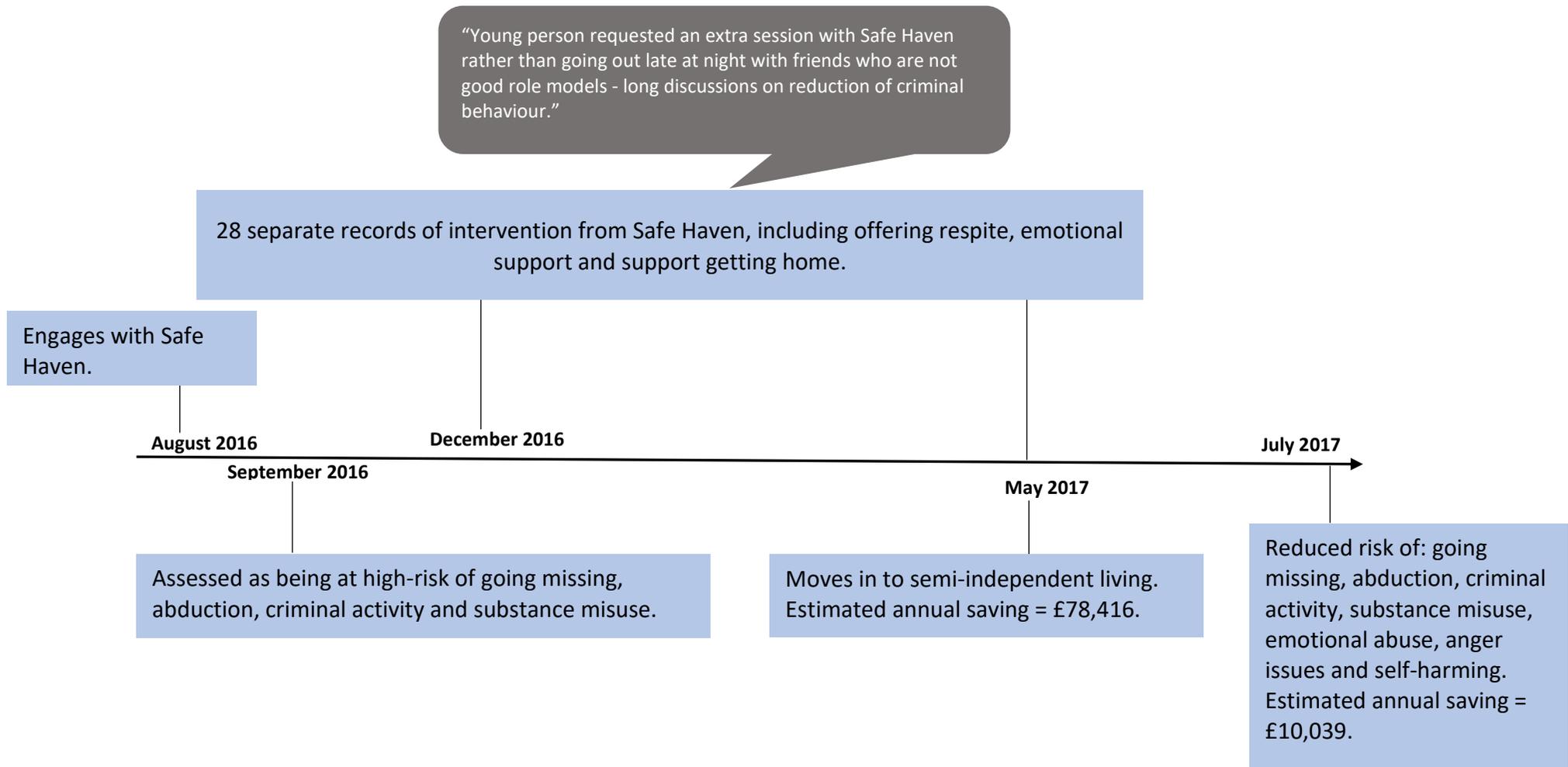
Source: Family Action and York Consulting

Beneficiary journeys

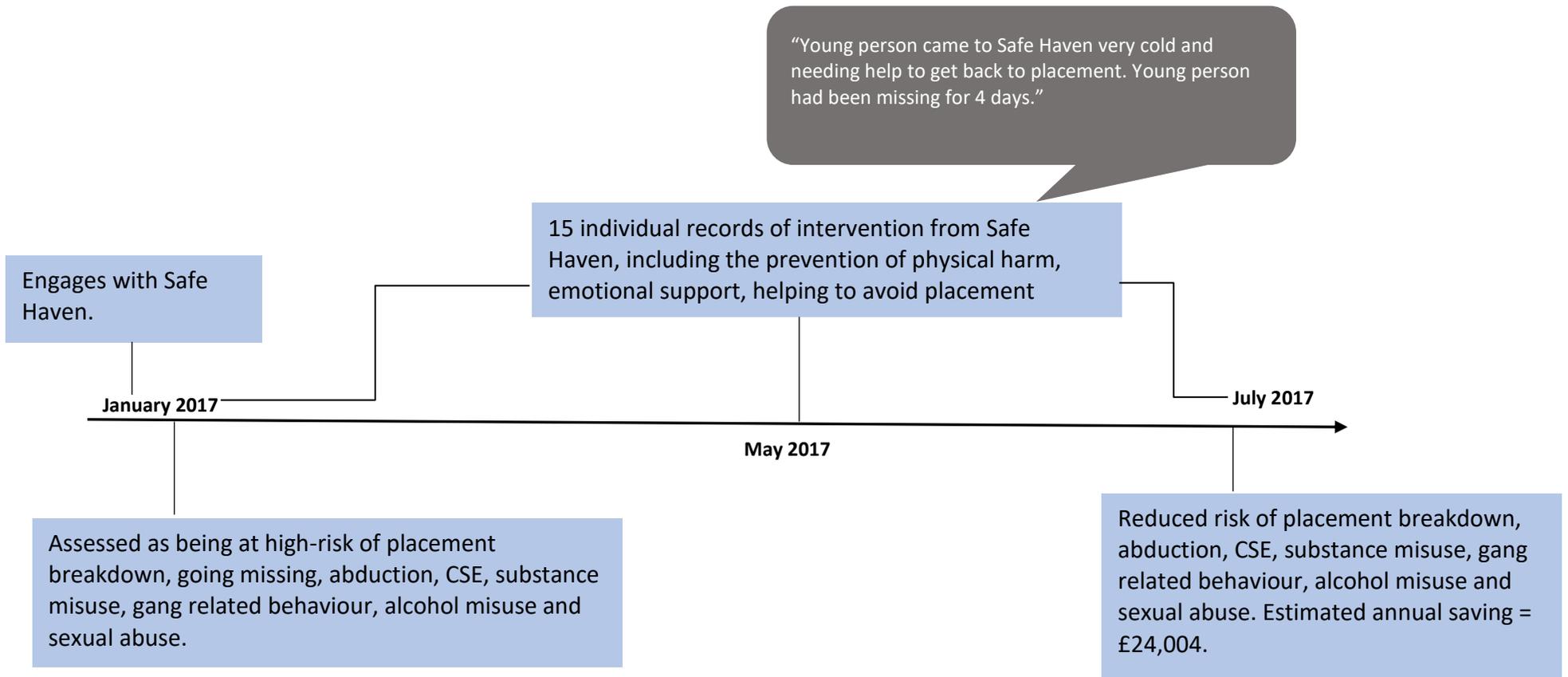
7.8 The following pages summarise the Safe Haven ‘journeys’ of four different beneficiaries. These highlight changes in placement settings and risk ratings, the associated cost savings and the number of times ad hoc support was recorded via the adverse outcomes avoided log.

7.9 These examples have not been chosen to be representative of Safe Haven beneficiaries more widely, not least because there is no such thing as a ‘typical’ Safe Haven beneficiary. Rather, they have been chosen because of the considerable positive changes that have occurred for the young people concerned. In that regard they can be considered success stories.

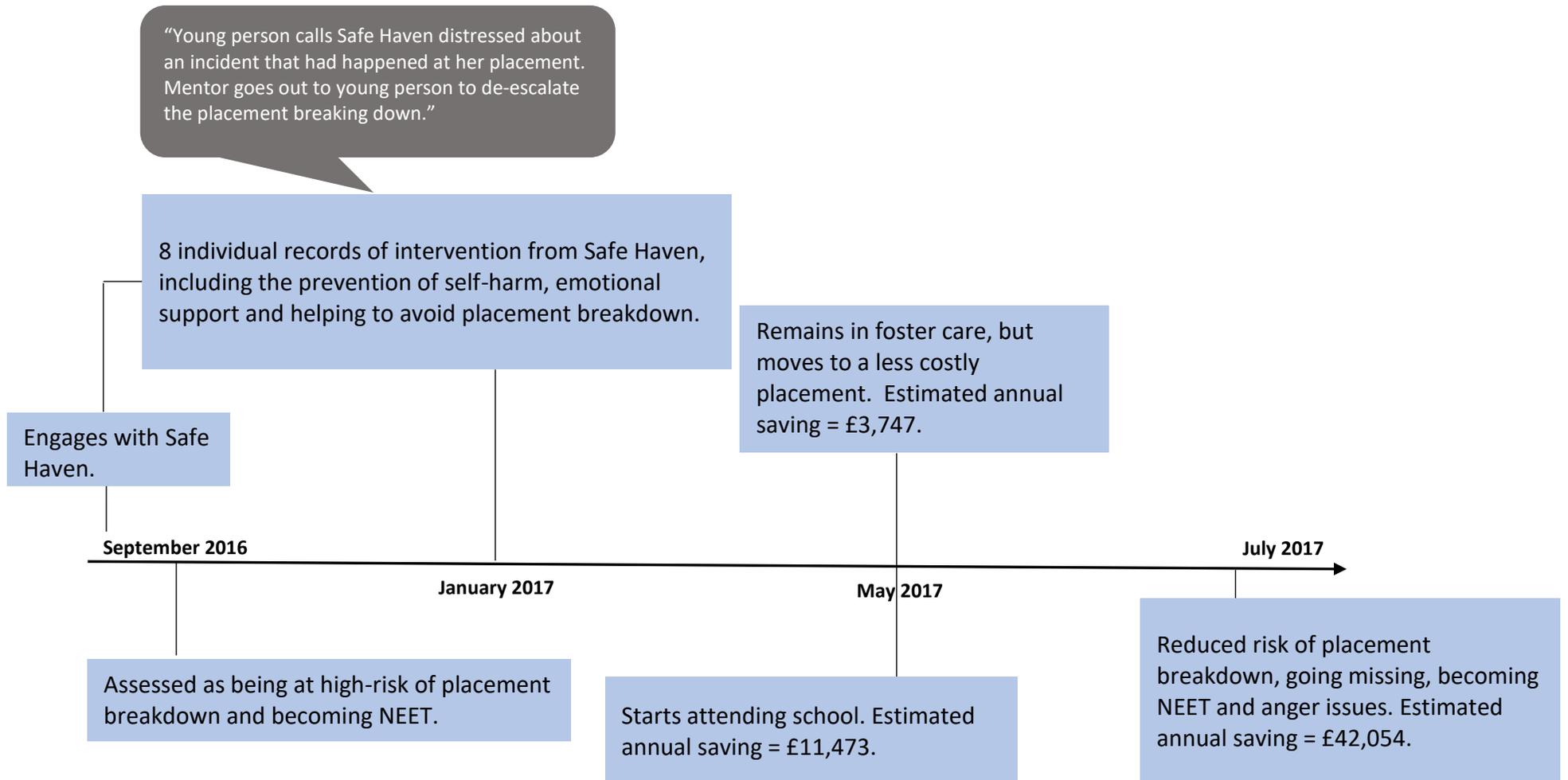
URN 87844



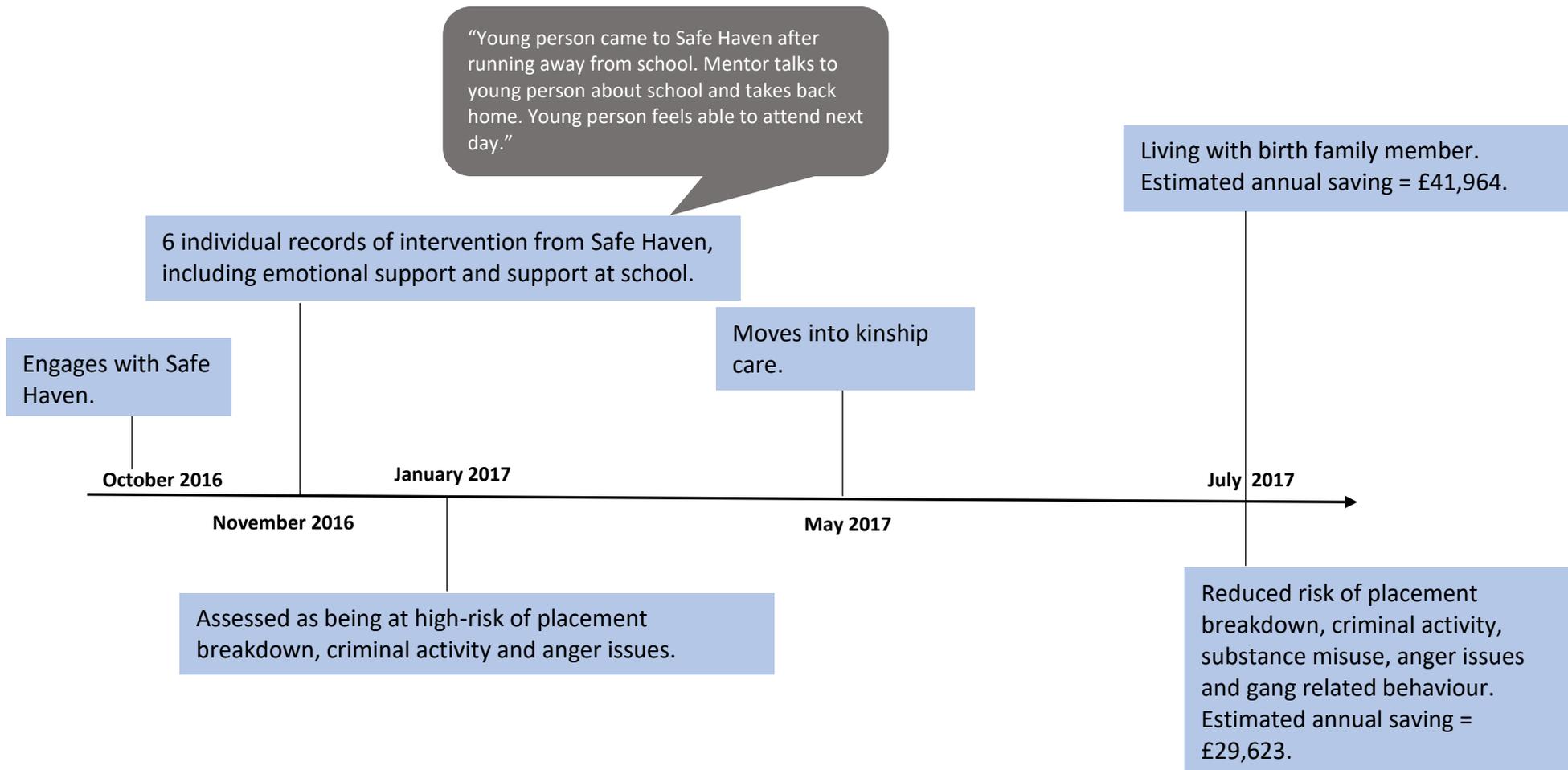
URN 90186



URN 87771



URN 88857



8. CONCLUSIONS

- 8.1 The economic evaluation predicts that Safe Haven will save more money than it has cost. This is true of the programme as a whole and for each of the two participating local authorities.
- 8.2 The ROI estimates vary depending on which cost base is used. At a programme level, the **ROIs are 1.52** using delivery costs and **1.94** using local authority payments, i.e. an estimated **£1.52 or £1.94** will be saved over the next 12 months for each £1 spent on Safe Haven. The *net savings* per **£1 invested are £0.52** using delivery costs and **£0.94** using local authority payments.
- 8.3 For Wolverhampton the ROIs are 1.34 (delivery costs) and 2.01 (local authority payments), while for Sandwell they are 1.73 (delivery costs) and 1.87 (local authority payments). The *net savings* per £1 invested are £0.34 and £1.01 for Wolverhampton and £0.73 and £0.87 for Sandwell.
- 8.4 At local authority and programme level, beneficiary placement costs were higher during Safe Haven than in the equivalent preceding period. However, this has been influenced by factors beyond the immediate control of Family Action (explained in Chapter Six) and needs to be viewed in the context of the main ROI results rather than in isolation.
- 8.5 Had appropriate places been available within the relevant local authority boundaries, it is possible that more Safe Haven beneficiaries could have been stepped down into lower cost settings. This would have increased the estimated savings associated with the programme and may have caused the ROIs to increase to 2.07 (using delivery costs) or 2.65 (using local authority payments).
- 8.6 Safe Haven's achievements, and the value it has added to the lives of its beneficiaries, do not lie solely in that which can be measured and costed. Ad hoc support, be it providing a lift back to a foster home or ensuring that a young person can buy a meal, may not seem especially significant, but could in practice have prevented difficult or dangerous situations from occurring. Assigning financial values to this support is not always possible, but it should be kept in mind when considering the ROIs in this report.

APPENDIX A: CBA PROFILES FOR WOLVERHAMPTON BENEFICIARIES

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 088588			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Semi-independent living	Semi-independent living	£5,720
Risk of going missing	Low risk	High risk	£0
Risk of placement breakdown	Low risk	Medium risk	£0
Educational outcomes			
Now attending school	Not attending	Not attending	£0
Improved school attendance	Medium risk	High risk	£0
Improved school behaviour	High risk	High risk	£0
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	Medium risk	Medium risk	£0
Substance misuse	High risk	High risk	£0
NEET	High risk	Low risk	£3,091
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	Medium risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	Low risk	Low risk	£0
Child neglect	Low risk	No concerns	£265
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Low risk	Low risk	£0
Physical health	Low risk	No concerns	£621
Total benefit			£9,697
Delivery cost			£33,437
Local authority payment (details below)			£16,500
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			0.29
ROI based on local authority payments			0.59

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087721			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	No concerns	Low risk	£0
Risk of placement breakdown	High risk	Medium risk	£17,794
Educational outcomes			
Now attending school	Not attending	Other education setting	£11,473
Improved school attendance	High risk	No concerns	£0
Improved school behaviour	High risk	No concerns	£0
Risk factors			
Abduction	No concerns	No concerns	
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	High risk	Medium risk	£0
Gang related behaviour	No concerns	No concerns	£945
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£30,212
Delivery cost			£37,325
Local authority payment (details below)			£13,200
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			0.81
ROI based on local authority payments			2.29

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087664			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Semi-independent living	£78,416
Risk of going missing	High risk	No concerns	£1,325
Risk of placement breakdown	High risk	Low risk	£35,588
Educational outcomes			
Now attending school	Not attending	Not attending	£0
Improved school attendance	High risk	High risk	£0
Improved school behaviour	High risk	High risk	£0
Risk factors			
Abduction	No concerns	Low risk	£0
CSE	No concerns	No concerns	£0
Criminal activity	High risk	High risk	£0
Substance misuse	High risk	High risk	£0
NEET	High risk	High risk	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	Medium risk	£0
Gang related behaviour	No concerns	Medium risk	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	Medium risk	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	High risk	Medium risk	£1,725
Physical health	Low risk	Low risk	£0
Total benefit			117,053
Delivery cost			£35,770
Local authority payment (details below)			£13,200
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			3.27
ROI based on local authority payments			8.87

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087771			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Foster care	Foster care	£3,747
Risk of going missing	Medium risk	No concerns	£883
Risk of placement breakdown	High risk	Low risk	£35,588.00
Educational outcomes			
Now attending school	Not attending	Attending school	£11,473
Improved school attendance	High risk	No concerns	£0
Improved school behaviour	High risk	No concerns	£0
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	High risk	No concerns	£4,637
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	Low risk	£945
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£57,273
Delivery cost			£35,770
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£0
ROI based on Safe Haven delivery costs			1.60
ROI based on local authority payments			2.17

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Individual CBA profile: 087809			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Foster care	Foster care	£0
Risk of going missing	High risk	High risk	£0
Risk of placement breakdown	High risk	Medium risk	£17,794
Educational outcomes			
Now attending school	Attending school	Other education setting	£0
Improved school attendance	Low risk	Low risk	£0
Improved school behaviour	High risk	High risk	£0
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	High risk	No concerns	£2,918
Criminal activity	Medium risk	Medium risk	£0
Substance misuse	Medium risk	Medium risk	£0
NEET	No concerns	No concerns	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Low risk	Low risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	Low risk	Low risk	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Medium risk	Low risk	£1,723.89
Physical health	No concerns	No concerns	£0
Total benefit			£22,436
Delivery cost			£35,770
Local authority payment (details below)			£16,500
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			0.63
ROI based on local authority payments			1.36

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Individual CBA profile: 087844			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Semi-independent living	£78,416
Risk of going missing	High risk	Medium risk	£2,208
Risk of placement breakdown	No concerns	No concerns	£0
Educational outcomes			
Now attending school	Not attending	Not attending	£0
Improved school attendance	High risk	High risk	£0
Improved school behaviour	High risk	High risk	£0
Risk factors			
Abduction	High risk	No concerns	£1,325
CSE	No concerns	No concerns	£0
Criminal activity	High risk	Low risk	£2,025
Substance misuse	High risk	Medium risk	£1,242
NEET	High risk	High risk	£0
Emotional abuse	Medium risk	No concerns	£530
Anger issues	Low risk	No concerns	£945
Gang related behaviour	No concerns	Medium risk	£0
Alcohol misuse	No concerns	Medium risk	£0
Self-harming	Low risk	No concerns	£1,763
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Low risk	Low risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£88,455
Delivery cost			£38,880
Local authority payment (details below)			£13,200
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			2.28
ROI based on local authority payments			6.70

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087972			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	Medium risk	High risk	£0
Risk of placement breakdown	Medium risk	Low risk	£17,794
Educational outcomes			
Now attending school	Other education setting	Other education setting	£0
Improved school attendance	No concerns	No concerns	£0
Improved school behaviour	No concerns	No concerns	£0
Risk factors			
Abduction	No concerns	Low risk	£0
CSE	Medium risk	Low risk	£973
Criminal activity	No concerns	Medium risk	£0
Substance misuse	Low risk	Medium risk	£0
NEET	No concerns	Low risk	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	High risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	Low risk	Medium risk	£0
Self-harming	Low risk	Medium risk	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	Low risk	£0
Mental health	Low risk	Medium risk	£0
Physical health	No concerns	Low risk	£0
Total benefit			£18,767
Delivery cost			£34,992
Local authority payment (details below)			£33,000
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.54
ROI based on local authority payments			0.57

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087976			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	Low risk	No concerns	£442
Risk of placement breakdown	Low risk	No concerns	£17,794
Educational outcomes			
Now attending school	Attending school	Attending school	£0
Improved school attendance	No concerns	No concerns	£0
Improved school behaviour	Low risk	Low risk	£0
Risk factors			
Abduction	Low risk	No concerns	£442
CSE	Low risk	No concerns	£973
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	Medium risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	Low risk	No concerns	£1,763
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	Medium risk	No concerns	£530
Mental health	Low risk	Low risk	£0
Physical health	Low risk	Low risk	£0
Total benefit			£21,943
Delivery cost			£33,437
Local authority payment (details below)			£33,000
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.66
ROI based on local authority payments			0.66

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087978			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	No concerns	Medium risk	£0
Risk of placement breakdown	No concerns	No concerns	£0
Educational outcomes			
Now attending school	Other education setting	Now attending school	£0
Improved school attendance	High risk	No concerns	£1,878
Improved school behaviour	High risk	Medium risk	£3,824
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	Low risk	£0
Criminal activity	No concerns	Low risk	£0
Substance misuse	No concerns	No concerns	£0
NEET	Medium risk	No concerns	£3,091
Emotional abuse	No concerns	No concerns	£0
Anger issues	High risk	High risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	Medium risk	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	High risk	High risk	£0
Total benefit			£8,794
Delivery cost			£31,882
Local authority payment (details below)			£19,800
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			0.28
ROI based on local authority payments			0.44

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087980			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Residential care home	£41,600
Risk of going missing	No concerns	No concerns	£0
Risk of placement breakdown	Low risk	No concerns	£17,794
Educational outcomes			
Now attending school	Other education setting	Other education setting	£0
Improved school attendance	Low risk	No concerns	£626
Improved school behaviour	Medium risk	No concerns	£7,649
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0.00
Emotional abuse	Medium risk	No concerns	£530
Anger issues	Medium risk	Low risk	£945.33
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	High risk	No concerns	£5,289
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Low risk	No concerns	£1,723.89
Physical health	Low risk	Low risk	£0
Total benefit			£76,157
Delivery cost			£35,770
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£0
ROI based on Safe Haven delivery costs			2.13
ROI based on local authority payments			2.88

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087981			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Kinship care (not SGO)	Residential care home	£0
Risk of going missing	No concerns	Low risk	£0
Risk of placement breakdown	High risk	Low risk	£35,588
Educational outcomes			
Now attending school	Now attending school	Now attending school	£0
Improved school attendance	Medium risk	No concerns	£1,252
Improved school behaviour	Medium risk	Medium risk	£0
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	High risk	High risk	£0
Criminal activity	No concerns	Low risk	£0
Substance misuse	No concerns	No concerns	£0
NEET	High risk	No concerns	£4,637
Emotional abuse	No concerns	No concerns	£0
Anger issues	High risk	High risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£41,477
Delivery cost			£33,437
Local authority payment (details below)			£16,500
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			1.24
ROI based on local authority payments			2.51

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 088003			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Foster care	Foster care	£0
Risk of going missing	No concerns	High risk	£0
Risk of placement breakdown	No concerns	No concerns	£0
Educational outcomes			
Now attending school	College	College	£0
Improved school attendance	No concerns	Low risk	£0
Improved school behaviour	No concerns	No concerns	£0
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	High risk	No concerns	£2,918
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	Low risk	£0
Emotional abuse	Low risk	No concerns	£265
Anger issues	High risk	Medium risk	£945
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	Low risk	No concerns	£979
Sexual abuse	High risk	No concerns	£795
Mental health	Medium risk	No concerns	£3,448
Physical health	No concerns	No concerns	£0
Total benefit			£6,083
Delivery cost			£25,104
Local authority payment (details below)			£19,800
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			0.38
ROI based on local authority payments			0.47

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 088521			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	Low risk	Low risk	£0
Risk of placement breakdown	No concerns	Medium risk	£0
Educational outcomes			
Now attending school	School	School	£0
Improved school attendance	No concerns	Low risk	£0
Improved school behaviour	No concerns	Low risk	£0
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	Low risk	£0
Substance misuse	No concerns	Low risk	£0
NEET	No concerns	No concerns	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	High risk	£0
Gang related behaviour	Low risk	Medium risk	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	Medium risk	Low risk	£1,763
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	Low risk	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	Low risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£1,763
Delivery cost			£32,659
Local authority payment (details below)			£33,000
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.05
ROI based on local authority payments			0.05

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 90974			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Foster	Living with friends	£41,600
Risk of going missing	High risk	No concerns	£7,950
Risk of placement breakdown	No concerns	Medium risk	£0
Educational outcomes			
Now attending school	Now attending school	Now attending school	£0
Improved school attendance	No concerns	Low risk	£0
Improved school behaviour	No concerns	Low risk	£0
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	Low risk	Medium risk	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Low risk	No concerns	£945
Gang related behaviour	Low risk	No concerns	£2,617
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	High risk	No concerns	£2,936
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	Medium risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£56,048
Delivery cost			£24,883
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			2.25
ROI based on local authority payments			2.12

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 90995			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Foster care and birth family member	Birth family	£41,600
Risk of going missing	High risk	No concerns	£1,325
Risk of placement breakdown	High risk	Low risk	£35,588
Educational outcomes			
Now attending school	Other education setting	Other education setting	£0
Improved school attendance	High risk	No concerns	£1,878
Improved school behaviour	High risk	Low risk	£7,648.67
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	Medium risk	Low risk	£1,012.33
Substance misuse	Low risk	No concerns	£1,242.33
NEET	High risk	No concerns	£4,637
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	Medium risk	£0
Gang related behaviour	Medium risk	High risk	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	High risk	Low risk	£180.67
Physical health	No concerns	No concerns	£0
Total benefit			£95,112
Delivery cost			£23,534.68
Local authority payment (details below)			£33,000
		Engagement	
		Short-term placement stability	
		Long-term placement stability	
		Education, employment and training	
		Behaviour	
ROI based on Safe Haven delivery costs			4.04
ROI based on local authority payments			2.88

APPENDIX B: CBA PROFILES FOR SANDWELL BENEFICIARIES

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087826			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Secure home	Secure home	£70,044
Risk of going missing	No concerns	Low risk	£0
Risk of placement breakdown	Medium risk	No concerns	£35,588
<u>Educational outcomes</u>			
Now attending school	Not attending	Not attending	£0
Improved school attendance	High risk	High risk	£0
Improved school behaviour	High risk	High risk	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	High risk	High risk	£973
Criminal activity	High risk	High risk	£0
Substance misuse	No concerns	Medium risk	£0
NEET	High risk	High risk	£0
Emotional abuse	No concerns	Medium risk	£0
Anger issues	High risk	High risk	£0
Gang related behaviour	High risk	High risk	£0
Alcohol misuse	No concerns	Low risk	£0
Self-harming	No concerns	Low risk	£0
Child neglect	Medium risk	No concerns	£795
Physical abuse	No concerns	Low risk	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	Medium risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£107,400
Delivery cost			£36,547
Local authority payment (details below)			£16,500
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			2.94
ROI based on local authority payments			6.51

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087901			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Living with birth family member	Residential care home	£0
Risk of going missing	Medium risk	Medium risk	£0
Risk of placement breakdown	High risk	Low risk	£35,588
Educational outcomes			
Now attending school	Attending School	Other education setting	£0
Improved school attendance	Medium risk	No concerns	£1,252
Improved school behaviour	High risk	Low risk	£7,649
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	Low risk	£0
Criminal activity	No concerns	Low risk	£0
Substance misuse	No concerns	No concerns	£0
NEET	High risk	Low risk	£3,091
Emotional abuse	Medium risk	No concerns	£530
Anger issues	High risk	Medium risk	£945
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	Low risk	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Medium risk	Medium risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£49,055
Delivery cost			£36,547
Local authority payment (details below)			£23,100
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			1.34
ROI based on local authority payments			2.12

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087987			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	No concerns	No concerns	£0
Risk of placement breakdown	No concerns	No concerns	£0
<u>Educational outcomes</u>			
Now attending school	Attending school	Attending school	£0
Improved school attendance	No concerns	No concerns	£0
Improved school behaviour	No concerns	No concerns	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Low risk	Low risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	Medium risk	Medium risk	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Medium risk	Medium risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£0
Delivery cost			£28,242
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.00
ROI based on local authority payments			0.00

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087984			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Kinship care (not SGO)	£137,904
Risk of going missing	No concerns	High risk	£0
Risk of placement breakdown	Low risk	High risk	£0
<u>Educational outcomes</u>			
Now attending school	Attending school	Attending school	£0
Improved school attendance	No concerns	No concerns	£0
Improved school behaviour	No concerns	No concerns	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	Medium risk	No concerns	£1,945
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0
Emotional abuse	High risk	No concerns	£795
Anger issues	No concerns	No concerns	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	High risk	No concerns	£795
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£141,439
Delivery cost			£29,549
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£0
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			4.79
ROI based on local authority payments			5.36

Economic Evaluation of Safe Haven: Final Report

Individual CBA profile: 087990			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	No concerns	Medium risk	£0
Risk of placement breakdown	Low risk	No concerns	£17,794
<u>Educational outcomes</u>			
Now attending school	Not attending	Not attending	£0
Improved school attendance	High risk	Low risk	£1,252
Improved school behaviour	High risk	High risk	£0
<u>Risk factors</u>			
Abduction	Medium risk	No concerns	£883.33
CSE	Medium risk	Low risk	£972.67
Criminal activity	No concerns	Medium risk	£0
Substance misuse	No concerns	No concerns	£0
NEET	High risk	High risk	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Low risk	High risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	High risk	Medium risk	£129.33
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	Low risk	£0
Mental health	Medium risk	Medium risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£21,031.33
Delivery cost			£32,948.55
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£0
ROI based on Safe Haven delivery costs			0.64
ROI based on local authority payments			0.80

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Individual CBA profile: 087994			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Living with birth family member and care home - joint order	£0
Risk of going missing	Low risk	Low risk	£0
Risk of placement breakdown	Low risk	Low risk	£0
<u>Educational outcomes</u>			
Now attending school	Attending school	Attending school	£0
Improved school attendance	No concerns	Low risk	£0
Improved school behaviour	Low risk	Low risk	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	Medium risk	Low risk	£973
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	Low risk	£0
Emotional abuse	Medium risk	No concerns	£530
Anger issues	Low risk	Low risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	Medium risk	Medium risk	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	Low risk	No concerns	£979
Sexual abuse	Low risk	Low risk	£0
Mental health	High risk	Medium risk	£1,724
Physical health	No concerns	No concerns	£0
Total benefit			£4,205
Delivery cost			£33,437
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£0
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.13
ROI based on local authority payments			0.16

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Individual CBA profile: 087996			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Birth family	£148,200
Risk of going missing	High risk	Low risk	£2,650
Risk of placement breakdown	High risk	Low risk	£35,588
<u>Educational outcomes</u>			
Now attending school	Not attending	Not attending	£0
Improved school attendance	High risk	High risk	£0
Improved school behaviour	High risk	High risk	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	Medium risk	No concerns	£1,945
Criminal activity	High risk	High risk	£0
Substance misuse	Low risk	No concerns	£1,242
NEET	High risk	High risk	£0
Emotional abuse	Medium risk	No concerns	£530
Anger issues	No concerns	Medium risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	Low risk	No concerns	£672
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	Low risk	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	Low risk	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£190,267
Delivery cost			£27,994
Local authority payment (details below)			£13,200
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£0
ROI based on Safe Haven delivery costs			6.82
ROI based on local authority payments			14.46

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Individual CBA profile: 088790			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Kinship care (not SGO)	Kinship care (not SGO)	£0
Risk of going missing	No concerns	High risk	£0
Risk of placement breakdown	High risk	High risk	£0
<u>Educational outcomes</u>			
Now attending school	Attending school	Attending school	£0
Improved school attendance	Medium risk	Low risk	£1,252
Improved school behaviour	Medium risk	Medium risk	£0
<u>Risk factors</u>			
Abduction			
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	High risk	High risk	£0
NEET	Medium risk	Medium risk	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	No concerns	No concerns	£0
Gang related behaviour	High risk	High risk	£0
Alcohol misuse	Low risk	High risk	£0
Self-harming	No concerns	Low risk	£0
Child neglect	No concerns	High risk	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£1,252
Delivery cost			£31,104
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£0
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.04
ROI based on local authority payments			0.05

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Individual CBA profile: 088857			
Outcomes	Baseline	End point	Benefit
Reduction in placement costs			
Reunification/less costly placement	Foster care	Living with birth family member	£41,964
Risk of going missing	No concerns	High risk	£0
Risk of placement breakdown	High risk	Medium risk	£17,794
Educational outcomes			
Now attending school	Attending school	Attending school	£0
Improved school attendance	Low risk	Low risk	£0
Improved school behaviour	Medium risk	Low risk	£3,824
Risk factors			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	High risk	Medium risk	£1,012
Substance misuse	Medium risk	No concerns	£2,485
NEET	No concerns	Medium risk	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	High risk	Low risk	£1,891
Gang related behaviour	Low risk	No concerns	£2,617
Alcohol misuse	No concerns	Low risk	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	Low risk	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£71,587
Delivery cost			£31,882
Local authority payment (details below)			£33,000
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			2.25
ROI based on local authority payments			2.17

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Individual CBA profile: 088859			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Birth family	Birth family	£0
Risk of going missing	No concerns	No concerns	£0
Risk of placement breakdown	No concerns	No concerns	£0
<u>Educational outcomes</u>			
Now attending school	Other education setting	Other education setting	£0
Improved school attendance	Low risk	Low risk	£0
Improved school behaviour	High risk	High risk	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0
Emotional abuse	Medium risk	Medium risk	£0
Anger issues	Medium risk	Medium risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£0
Delivery cost			£26,438
Local authority payment (details below)			£33,000
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£3,300
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.00
ROI based on local authority payments			0.00

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Individual CBA profile: 089947			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	No concerns	Medium risk	£0
Risk of placement breakdown	No concerns	No concerns	£0
<u>Educational outcomes</u>			
Now attending school	Attending school	Attending school	£0
Improved school attendance	Low risk	Low risk	£0
Improved school behaviour	No concerns	No concerns	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	Medium risk	No concerns	£1,945
Criminal activity	No concerns	No concerns	£0
Substance misuse	No concerns	No concerns	£0
NEET	No concerns	No concerns	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	Medium risk	Low risk	£945
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	No concerns	No concerns	£0
Self-harming	High risk	No concerns	£5,289
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Medium risk	Medium risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£8,179
Delivery cost			£27,216
Local authority payment (details below)			£26,400
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.30
ROI based on local authority payments			0.31

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Individual CBA profile: 090186			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Foster care	Foster care	£19,500
Risk of going missing	High risk	High risk	£0
Risk of placement breakdown	High risk	Medium risk	£17,794
<u>Educational outcomes</u>			
Now attending school	Not attending	Not attending	£0
Improved school attendance	High risk	High risk	£0
Improved school behaviour	High risk	High risk	£0
<u>Risk factors</u>			
Abduction	High risk	Medium risk	£442
CSE	High risk	Medium risk	£973
Criminal activity	No concerns	No concerns	£0
Substance misuse	High risk	Medium risk	£1,242
NEET	High risk	High risk	£0
Emotional abuse	Medium risk	Medium risk	£0
Anger issues	High risk	High risk	£0
Gang related behaviour	High risk	Medium risk	£2,617
Alcohol misuse	High risk	Medium risk	£672
Self-harming	Medium risk	Medium risk	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	High risk	Medium risk	£265
Mental health	No concerns	No concerns	£0
Physical health	No concerns	No concerns	£0
Total benefit			£43,504
Delivery cost			£22,550
Local authority payment (details below)			£19,800
		Engagement	£13,200
		Short-term placement stability	£0
		Long-term placement stability	£0
		Education, employment and training	£0
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			1.93
ROI based on local authority payments			2.20

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Individual CBA profile: 090673			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Residential care home	£66,248
Risk of going missing	Medium risk	Low risk	£883
Risk of placement breakdown	Medium risk	Medium risk	£0
<u>Educational outcomes</u>			
Now attending school	Not attending	Not attending	£0
Improved school attendance	High risk	High risk	£0
Improved school behaviour	High risk	High risk	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	Low risk	High risk	£0
Criminal activity	Medium risk	No concerns	£2,025
Substance misuse	Medium risk	No concerns	£2,485
NEET	High risk	High risk	£0
Emotional abuse	No concerns	No concerns	£0
Anger issues	High risk	Low risk	£1,891
Gang related behaviour	Low risk	No concerns	£2,617
Alcohol misuse	Medium risk	No concerns	£1,343
Self-harming	No concerns	No concerns	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	Low risk	No concerns	£1,724
Physical health	No concerns	No concerns	£0
Total benefit			£79,216
Delivery cost			£23,328
Local authority payment (details below)			£29,700
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			3.40
ROI based on local authority payments			2.67

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Individual CBA profile: 092484			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Kinship care (not SGO)	Kinship care (not SGO)	£0
Risk of going missing	Medium risk	Medium risk	£0
Risk of placement breakdown	Medium risk	Medium risk	£0
<u>Educational outcomes</u>			
Now attending school	Attending school	Attending school	£0
Improved school attendance	No concerns	No concerns	£0
Improved school behaviour	No concerns	No concerns	£0
<u>Risk factors</u>			
Abduction	Medium risk	Medium risk	£0
CSE	High risk	High risk	£0
Criminal activity	No concerns	No concerns	£0
Substance misuse	High risk	High risk	£0
NEET	No concerns	No concerns	£0
Emotional abuse	High risk	High risk	£0
Anger issues	Low risk	Low risk	£0
Gang related behaviour	No concerns	No concerns	£0
Alcohol misuse	High risk	High risk	£0
Self-harming	No concerns	No concerns	£0
Child neglect	Medium risk	Medium risk	£0
Physical abuse	Low risk	Low risk	£0
Sexual abuse	Medium risk	Medium risk	£0
Mental health	Low risk	Low risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£0
Delivery cost			£13,997
Local authority payment (details below)			£29,700
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.00
ROI based on local authority payments			0.00

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Individual CBA profile: 092706			
Outcomes	Baseline	End point	Benefit
<u>Reduction in placement costs</u>			
Reunification/less costly placement	Residential care home	Residential care home	£0
Risk of going missing	No concerns	No concerns	£0
Risk of placement breakdown	No concerns	No concerns	£0
<u>Educational outcomes</u>			
Now attending school	Attending school	Attending school	£0
Improved school attendance	No concerns	Low risk	£0
Improved school behaviour	No concerns	No concerns	£0
<u>Risk factors</u>			
Abduction	No concerns	No concerns	£0
CSE	No concerns	No concerns	£0
Criminal activity	No concerns	Low risk	£0
Substance misuse	Low risk	No concerns	£1,242
NEET	No concerns	No concerns	£0
Emotional abuse	Low risk	Low risk	£0
Anger issues	Medium risk	Low risk	£945
Gang related behaviour	Low risk	No concerns	£2,617
Alcohol misuse	No concerns	No concerns	£0
Self-harming	No concerns	Medium risk	£0
Child neglect	No concerns	No concerns	£0
Physical abuse	No concerns	No concerns	£0
Sexual abuse	No concerns	No concerns	£0
Mental health	No concerns	Low risk	£0
Physical health	No concerns	No concerns	£0
Total benefit			£4,805
Delivery cost			£17,259
Local authority payment (details below)			£29,700
		Engagement	£13,200
		Short-term placement stability	£3,300
		Long-term placement stability	£0
		Education, employment and training	£6,600
		Behaviour	£6,600
ROI based on Safe Haven delivery costs			0.28
ROI based on local authority payments			0.16