

**SHIFT**

# THE FOUNDATIONS TO SHIFT

SHIFT'S THREE-YEAR PLAN 2022-2025



## INTRODUCTION

The estimated annual cost to society of reoffending is £18bn. Over two thirds of children reoffend within 12 months of release from prison. Vulnerability and risk of harm in the community are high and escalating, especially in the wake of the Covid-19 pandemic, and its devastating impacts on young people and their families.

The work of the Commission on Young Lives and the recently reported findings and proposals from the Independent Review of Children’s Social Care are urgent calls to action. SHiFT is strongly placed to answer their calls.

This document sets out SHiFT’s vision, and our action and impact to date in breaking the cycle of children and young people caught up in crime through pilot SHiFT Practices in Kingston & Richmond and Greenwich. Learning from our pilot Practices is already being implemented at our next SHiFT Practices in Bexley (launching in July 2022) and Tameside, Manchester (launching in September 2022).

This document also describes our intentions for the next three years to launch five new Practices through which SHiFT will strengthen its foundations for:

- 1. MORE YOUNG PEOPLE OUT OF CRIME, SAFE AND THRIVING**
- 2. COMPELLING EVIDENCE AND ORGANISATIONAL LEARNING**
- 3. A COMMUNITY OF COMMITTED CHANGEMAKERS**
- 4. NEW PUBLIC CONVERSATION**

Building on these foundations, and delivering and demonstrating ‘the SHiFT difference’ across five further Practices, will be a springboard for SHiFT scaling nationally across the UK from 10, to 20 to 40 Practices by 2030.

We hope you will read this document alongside evaluation findings from our Research and Evaluation Lead, Dr Kirstine Szifris and economic analysis of costs avoided by Cornish & Grey.

SHiFT is making transformative change alongside children and families, helping them to meet the challenges of life in a completely different way.

By delivering on this two-year strategy SHiFT will demonstrate its credibility as a national organisation that breaks cycles of crime, leading to safer streets and enabling children and families to move to a place of strength and responsibility from which they can aspire, achieve, and contribute to society.

Handwritten signatures of Sophie Humphreys and Dr Amy Ludlow. The signature on the left is 'Sophie Humphreys' and the signature on the right is 'Dr Amy Ludlow'.

Sophie Humphreys OBE  
Chair & Co-Founder

Dr Amy Ludlow  
Chief Executive

## WHY

**EVERY CHILD AND YOUNG PERSON DESERVES TO BE KEPT SAFE, TO BE NURTURED BY PEOPLE WHO SEE THE POTENTIAL IN THEM, AND TO BE SUPPORTED AND CHALLENGED TO MOVE TO A PLACE OF STRENGTH AND RESPONSIBLY FROM WHICH THEY CAN ASPIRE, ACHIEVE AND CONTRIBUTE TO SOCIETY. POLICY AND PRACTICE SHOULD DELIVER ON THIS ASPIRATION FOR EVERYONE.**

Growing up is risky business. If, during this critical period of transition, children and young people do not have the right foundations and support, they can become caught up in worsening cycles of harmful behaviour – becoming exploited or exploiting others, and causing serious, sometimes devastating damage, to themselves or others. Lives are lost to criminal and sexual exploitation, modern day slavery, and the criminal justice system.

Tragically, thousands of children and young people in the UK are growing up vulnerable in such circumstances. Some are causing serious harm and violence, some are victims of serious harm and violence, and most are both. Most are boys and half in custody are Black and minority ethnic children. An increasing number of girls are involved in criminal exploitation – recent evidence suggests around a third of young people in gangs are girls <sup>1</sup> - and many are victims of criminal sexual exploitation.

Between 1 April 2020 and 31 March 2021: <sup>2</sup>

- 16,830 children were assessed by children’s social services in England where child sexual exploitation was a factor.
- 12,270 children were assessed by children’s social services in England who were deemed to be at risk due to gang involvement.
- 2,710 children were assessed by children’s social services in England where trafficking was a factor.
- 14,940 children were assessed by children’s social services in England who were deemed at risk because they were missing.

Offending behaviours often mask underlying vulnerabilities, from early childhood trauma and school exclusion to poor health and growing up in poverty.

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<sup>1</sup> OCC (November 2019). The characteristics of gang associated children and young people.

<sup>2</sup> Department of Education (28 October 2021). Characteristics of Children in Need.

A joint Department for Education and Ministry of Justice report from March 2022, found that 60% of children whose offending had been prolific had been assessed as Children in Need on the 31st March in any given year when aged between 12 and 16. This compared with 38% of children who had been cautioned or sentenced for a serious violence offence, 32% of children who had been cautioned or sentenced for any offence, and only 6% of the all-pupil cohort.<sup>3</sup>

Absence from school is both an indicator that things are going wrong and a catalyst for further problems. According to Department for Education and Ministry of Justice data:<sup>4</sup>

81% of children who had been cautioned or sentenced for an offence had ever been persistently absent, compared to 85% of children who had been cautioned or sentenced for a serious violence offence. Children whose offending had been prolific had the highest proportion recorded as persistently absent at 94%.

**SHIFT EXISTS TO BREAK THE DESTRUCTIVE CYCLE OF CHILDREN AND YOUNG PEOPLE CAUGHT UP IN, OR AT RISK OF, CRIME. WE SEEK TO TRANSFORM POLICY AND PRACTICE IN HOW YOUNG PEOPLE IN THESE CIRCUMSTANCES ARE SEEN AND SUPPORTED.**

Despite the best efforts of dedicated professionals, many young people and their families are not getting the support they need to move to a place of safety and strength. Too often, current responses to harm and offending exacerbate crisis, compound disadvantage, and deepen harmful cycles. Services and systems are experienced as piecemeal and uncoordinated, with artificial thresholds that create damaging cracks, gaps, and cliff edges. The system has been designed through the lens of disconnected problems rather than the interconnected needs of people and their communities.

This is especially true for teenagers, who are the fastest growing group in both child protection and care.<sup>5</sup> As the Independent Review of Children's Social Care put it,

'Government departments and safeguarding partners have failed to have an effective response to the risks that teenagers face. Different parts of the children's social care, police, education, justice, and health systems are responding differently to the same teenagers. Accountability for keeping these teenagers safe is lacking.'<sup>6</sup>

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<sup>3</sup> Education, children's social care and offending (publishing.service.gov.uk) p.32.

<sup>4</sup> Education, children's social care and offending (publishing.service.gov.uk) p.20.

<sup>5</sup> March 25). Statistics: Children in need and child protection. GOV.UK. <https://www.gov.uk/government/collections/statistics-children-in-need>.

<sup>6</sup> case-for-change.pdf (independent-review.uk) p.11.

It doesn't need to be like this. SHiFT is determined to change things - for the children we work with and for the systems that currently surround them.

*'Our involvement in SHiFT has proactively challenged us to look at what it really means to break the cycle of offending. Our SHiFT Guides have championed strong relationship-based practice with young people, which has already achieved positive, even life-changing, outcomes for many of them. They have brought new ideas and creative approaches to engaging and supporting young people, building on the successful local services that are already working with them, and enabling us to sustain the impact of SHiFT's work.'*

Ian Dodds, Director of Children's Services, Royal Borough of Kingston upon Thames & London Borough of Richmond upon Thames

*'We are thrilled to be launching our Bexley SHiFT Practice imminently and have high hopes for what the intensity and flexibility of SHiFT can achieve for some of our most vulnerable children. Working with SHiFT through mobilisation and recruitment has been a breath of fresh air. The creativity, passion and proactiveness of all SHiFT colleagues has been truly impressive. We are looking forward to our continued partnership over coming months and together creating a practice which puts the child at the centre and works with tenacity and a relentless belief in and aspiration for our children to achieve their potential.'*

Stephen Kitchman, Director of Children's Services, London Borough of Bexley

## HOW

**SHiFT IS SCALING HIGH IMPACT 'INSIDER-OUTSIDER' PRACTICES ACROSS THE UK, USING THE 'BREAKING CYCLES INGREDIENTS', A DYNAMIC AND EVIDENCED APPROACH TO ENABLING CHANGE, CREATED BY SOPHIE HUMPHREYS OBE.**

Using the Breaking Cycles approach, SHiFT wants every child and young person caught up in, or at risk of, crime, to have one intensive, high-quality, trusting, and persistent professional relationship through which most of their needs are met: a flexible, tailored, and tenacious relationship through which professionals do whatever it takes to set children and young people up for the safe and bright futures they deserve.

### **SHiFT IS DIFFERENT.**

- SHiFT starts with aspiration and sets the bar high. We do not define children and young people by their problems or behaviours.
- SHiFT reaches children and young people and stays with them, wherever they are and wherever they go. We are not constrained by artificial barriers, such as age limits, service thresholds or local authority borders.
- SHiFT supports each child or young person through points of transition such as from childhood to adulthood, from custody to the community, or from out of education or employment to back in. There is no cliff edge at 18.
- SHiFT supports children and young people to change their perceptions of themselves and to challenge others' perception of them. We believe in them until they begin to believe in themselves.
- SHiFT Guides support the child to navigate their world differently, working with everyone in their world, including especially families, and helping to change limiting patterns of behaviour and relating.
- SHiFT Guides are not just another additional service in young people's lives or mentors – Guides are highly skilled professionals who assertively hold responsibility, simplify the professional network, join dots, and make the system more coherent and effective for children and young people.

'It has been great seeing SHiFT practitioners grow in confidence in working differently with young people to break the cycle of crime by working out of the usual once a week, 9-5 timeframe, meeting them where they are and building on interests to achieve their own ambitions. SHiFT is not only changing young people's lives but shifting the system.'

Florence Kroll, Director of Children's Services, Royal Borough of Greenwich

**SHiFT INFILTRATES ACROSS THE SYSTEM, BRINGING ABOUT POSITIVE CHANGE, ONE CONVERSATION AT A TIME.**

SHiFT Practices are 'insider-outsiders' – working from within existing services (children's services, public health, policing and criminal justice, education, housing) as well as working outside, as part of the national SHiFT changemaking community.

SHiFT Practices change policy and practice one conversation at a time, infiltrating existing systems and modelling a different threshold-free and aspiration-led way of working and positioning alongside children. When skilled practitioners see, do and talk differently, they surface new possibilities and approaches which have powerful, positive domino effects in systems and the lives of children and young people.

Scaling SHiFT Practices across the UK will transform policy and practice. It will build a national community of practice that delivers and demonstrates outstanding outcomes for children and young people, and in so doing changes perceptions and contributes to new public conversation.

# MEET BANQUO JR

## WHY SHiFT?

Banquo Jr is a 14-year-old black boy who lives alone with his mother, Grace. Grace has brought him up on her own since he was small. Banquo has never met his father. Banquo has had convictions for three separate knife crime incidents within four months, all occurring when he was 13 years old. An incident where he was arrested in school uniform for being in possession of a machete led to him receiving a 12-month Youth Rehabilitation Order and being excluded from his mainstream school.

When Banquo started working with his Guide, Holly, professionals believed that he was at high risk of receiving a custodial sentence. He was gaining a reputation for being a habitual knife carrier, associating with older gang connected males, and engaging in damaging behaviour in the community with links to organised crime in surrounding counties. Banquo's mum, Grace, felt that she had lost control of her son and feared that he would be killed.

## GETTING TO KNOW BANQUO JR

Getting to know Banquo has been a joy for his guide Holly. Banquo is an engaging and lively boy. When quiet, he could be perceived as sullen, but taking the time and giving him space to express himself results in an animated and articulate child, often presenting with a warm and welcoming smile. Banquo is relatively large for his age and therefore could easily be seen as being 16 or 17.

Banquo's experience of the education system has been mixed. There is a lot of past information that shows Banquo's significant academic potential, and there is no evidence of any learning difficulties, beyond the impact of exclusions, on his opportunity to progress.

## GETTING ALONGSIDE AND CREATING THE SHIFT DIFFERENCE

From early contact with Banquo, Holly identified his ability to reflect and be insightful about what he perceives as 'the mistakes' he has made in the past. Banquo said no one had ever asked him before why he thought those things had happened. In Holly's early contact with other professionals who were working with Banquo, she was met with a plethora of negative stories, including the likelihood that he would 'kill or be killed', which was sometimes said in Banquo's presence. Holly purposefully focused on the need to shift this narrative and to help other professionals in Banquo's life to join with her, Banquo, and Grace to put in place a plan that ensured his success.

Holly spent intensive time with Banquo and his mother, together and separately in numerous settings, including at home, in the park, and alongside him in the classroom. Through this, Holly learnt that Banquo had a passion for football, alongside his academic ambition to get a full suite of GCSEs - an aspiration he could not pursue within the alternative provision school he attended because of his exclusion.

Holly believed that with the right support, Banquo could achieve his educational aspirations and she was determined to help him back into mainstream education to enable this. She canvassed the Education Panel with a tenacity that Banquo has described as 'magic'. She set challenges for Banquo, stretching him with extra homework, which she used at the Panel alongside the evidence she collated about Banquo's positive behaviour since July 2021, and the letter she supported Banquo to write for himself directly to the Panel. She worked closely alongside Grace, attending meetings with her to ensure her voice was heard.

Holly also delivered on her promise to Banquo to find a suitable local football team that he could join. Chatting to and from these sessions became a fantastic opportunity to talk through Banquo's day, work through challenges, and revisit plans. Although there were

many difficult moments throughout this time, Banquo's contact with the gang in which he was involved dissipated fast - they were not able to deliver what he now had - new passions, in learning and football, bolstered by someone who really believes in him. Banquo carried knives partly because of the 'thrill'. 'So where do you get your thrills from now?', Banquo was asked. 'Football', Banquo answered.

Banquo's request to return to mainstream school was received positively. He has just finished his first term back in mainstream school where he is studying for eight GCSEs and is a member of the school football team. Holly visits him in school weekly to talk through any issues he is having and to touch base with school staff and nip any emerging concerns or needs in the bud. The six-week review meeting has just been held and the school praised Banquo highly for how he has settled in. Banquo has fully achieved his targets of 'being safe' and 'being respectful' and has only minor improvements to make in punctuality to lessons to fully achieve his target of 'being ready for learning'. Banquo was also praised for being proactive in asking for help to meet his academic needs: he has approached the Maths department to ask for some additional support and this will now be actioned by the school.

When Holly started working with Banquo five services were involved in his life. He is now being supported only by Holly, the Youth Offending Service, and his Charlton Athletics Mentor. On the strength of Holly's work with Banquo, social care support has been stepped down - Banquo was being assessed as a Child in Need but colleagues concluded there was no role for them because SHiFT and the Youth Offending Service were fulfilling those needs. The intensity of support from the Youth Offending Service has also decreased, initially to twice a week and now to once a week, some of which are virtual meetings or calls, because of

Banquo's progress.

Banquo's work with Holly is helping him to feel more empowered to advocate for his rights as a child and communicate through official processes to challenge authority status quo. He has gained confidence from this that, with the right support and attitude, he can achieve anything. Most importantly, this work between Banquo and Holly is helping him to reset the foundations of his life and feel that he is not defined by his mistakes and can build a better and positive future.

# ACTION

## WHO WE'RE WORKING WITH

Since 2020 we have worked intensively with 43 children and young people

- o 37 boys and 6 girls
- o Most children identify as White British (18) or Mixed Heritage (15)
- o The majority of children are 15-18 years old, with the youngest child supported aged 12 and the oldest aged 19

SHiFT gets alongside and strengthens the families and communities that children grow up in, which are often children's source of love and belonging. Our work with families includes 80 siblings and between 30 and 40 parents or carers.

SHiFT works with all professionals involved in the lives of the children and young people we support – at the start of our time with the 43 children and young people we've worked with, the number of professionals involved with each child ranged from 1 to 15.

48 children and young people were invited to work with SHiFT with only 5 choosing not to participate. To date only 1 child decided to stop receiving SHiFT support after 9 months.

## A SNAPSHOT OF CHILDREN'S NEEDS AND EXPERIENCES PRE-SHiFT

35 out of 43 children had previous criminal convictions

33 out of 43 were under current Youth Justice supervision when SHiFT started working with them.

22 out of 43 children are known to have been victims of crime.

34 out of 43 children were identified by professionals as at risk of criminal exploitation.



**\*(1 child in foster care and 12 in residential placements.)**

**THE SHiFT DIFFERENCE**

SHiFT reaches children and young people and stays with them, wherever they are and wherever they go. We are not constrained by artificial barriers, such as age limits, service thresholds or local authority borders.

We have worked with 7 children and young people into and out of custody.

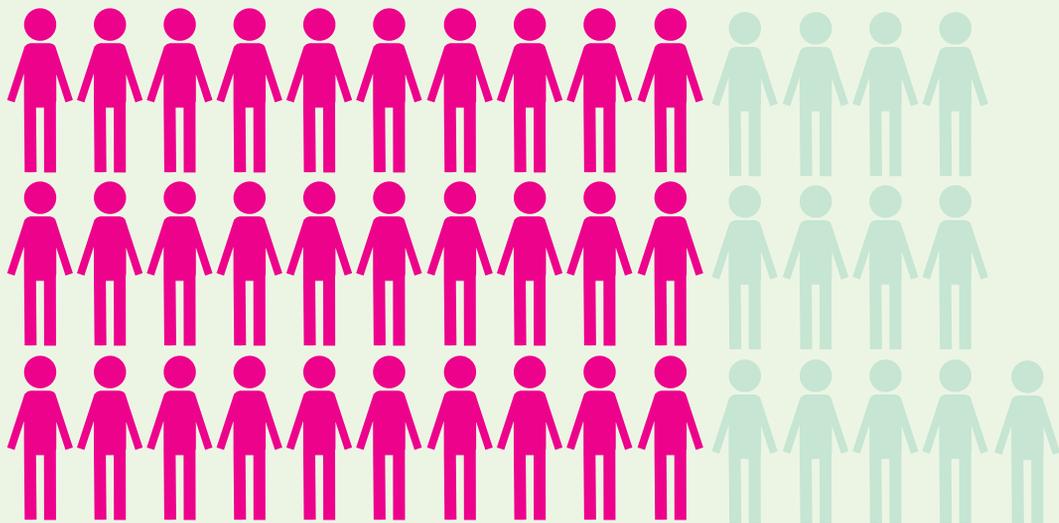
Our work with 6 children and young people has continued when they've been moved out of borough, including as far away as Blackpool from London.

We're working with 13 children and young people who are now 18 and would otherwise not meet the age threshold for support.

# IMPACT

## SHiFT IS CUTTING CRIME

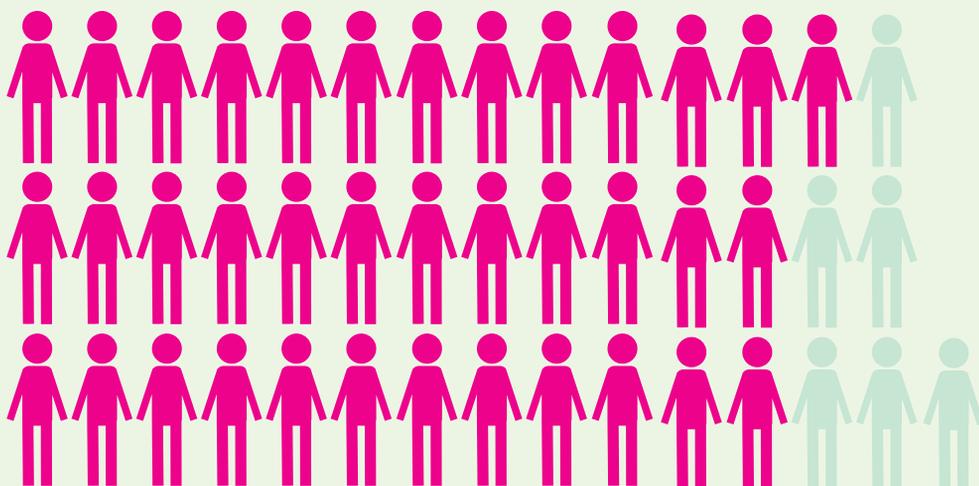
35 of the 43 children and young people SHiFT works with had criminal convictions when SHiFT started working with them. Two-thirds have remained offence-free since working with their SHiFT Guide and there has been an overall reduction in offence severity.



Two thirds have remained offence free with SHiFT

## SHiFT IS REDUCING CHILDREN GOING MISSING

31 of the 43 children and young people SHiFT works with have a history of missing episodes. Since working with SHiFT there has been a 48% reduction in the number of children going missing.



48% reduction in the number of children going missing with SHiFT

### SHIFT IS INCREASING SAFETY

34 of 43 children and young people had been identified by professionals as at risk of criminal exploitation, and 19 of the 43 had been assessed by professionals to be gang affiliated when they started working with SHiFT. SHiFT is significantly reducing risk and safeguarding concerns with a third of children at one SHiFT practice having reduced or closed care pathways.



### SHIFT IS DRIVING UP ACHIEVEMENT AND ASPIRATION

On starting SHiFT 19 children and young people were out of education, employment or training. With SHiFT's support, 26% of these children and young people are now back in the classroom or at work.

Interviewer:

If you had to explain what [your SHiFT Guide] has brought into your life in a sentence, what would you say?

Jake:

Hope, he's brought hope... and doors, hope and doors, yeah. He's opened the doors for me to walk through.

Jake, 18, supported by SHiFT Greenwich, interviewed in June 2022

## SHiFT IS SAVING MONEY

SHiFT is generating in year cost savings for Local Authorities, increasing placement stability, reducing the use of expensive remand accommodation, supporting children to return to mainstream school from Pupil Referral Units, and enabling high-cost / high-intervention safeguarding services to step down, freeing other professionals to support other children.

SHiFT is also avoiding future costs. An economic analysis of SHiFT's work by Cornish & Grey found that for each child considered, costs avoided by breaking cycles of crime now, ranged from £2.5 million to £700,000 for each child up the age of 40. Potential future public costs avoided in the next five years ranged from £1.8 million to £164,000.

With a cost per child of £21,000 for 18 months of intensive SHiFT support, for every £1 spent on SHiFT £8 is saved over five years, and £33 is saved over 20 years.



## MEET JAIMIE

### WHY SHiFT?

Jaimie is a 17-year-old girl who identifies as White and lives in a Local Authority home with other children who are looked after. Jaimie has been in the care of the Local Authority since she was ten years old and, in that time, she has moved placements numerous times - eight in the last five years alone. She doesn't know her father and has no relationship with her mother or stepfather. She has a nan and two younger siblings who are also in the Local Authority's care.

Jaimie has been known to social services her whole life. Over the last seven years, she has had to move placement time and time again, often as a result of her displaying aggressive and sometimes physically violent behaviour towards other children and staff and them not being able to manage the risk presented both to herself and others. Jaimie sometimes threatens others with violence when she feels she has been disrespected and has received criminal convictions related criminal damage, violence, and affray.

Jaimie's experience of 'homelife' is highly fractured having never been in one placement long enough to have the opportunity to develop meaningful and trusted relationships with the people who are there to care for her.

In the months leading up to SHiFT, Jaimie's behaviour was becoming more concerning. She was spending most evenings out on the streets, staying up all night, being at risk by hanging out with older people, drinking, and sometimes, getting into fights and arguments.

Jaimie's Guide describes her as being highly vulnerable - with no reliable adults in her life,

Jaimie is an easy target for sexual and criminal exploitation. Despite this, Jaimie was somehow falling through the gaps of support from the Local Authority and other services - the only other professional in Jaimie's life is her Social Worker, and this relationship will be coming to an end when Jaimie turns 18 and she begins to work with a new Social Worker in the Leaving Care team.

### **GETTING TO KNOW JAIMIE**

Jaimie is always well-presented, taking great pride in her appearance. She has blonde hair and likes to dress smartly. Jaimie's Guide, Azaria, knew Jaimie from a previous placement some years before. With Jaimie's humour, caring attitude, and insightful comments about her past experiences, Azaria was pleased to be working with her again - she knew they would find a connection that would work for Jamie. But Azaria also knew that developing a relationship with Jaimie would take time given Jaimie's history of fractured relationships and lack of trustworthy adults/role models in her life. Jaimie is mindful of the people around her and highly attuned to disrespectful language. So, Azaria took the time to get to know Jaimie, her interests and hobbies, and the people around her. Azaria describes Jaimie as 'a dreamer', someone who has hopes for a more positive future and who, once you take the time to get to know her, is sweet and caring.

Jaimie's experience of education has been almost entirely lacking. She says her mother never really took her to primary school and, after going into care, her secondary education was constantly interrupted by movements between different placements. Her Social Worker explains that she had been moved out of borough in the hope of moving her away from some negative influences in her life. Unfortunately, the Local Authority could not find a school that would accept Jaimie and she missed nearly 18-months of secondary education. Her final years at school were then interrupted by Covid. Despite all of this, Jaime still managed to achieve a handful of GCSEs.

## GETTING ALONGSIDE AND CREATING THE SHIFT DIFFERENCE

Azaria worked closely with Jaimie's Social Worker in the first few weeks of getting alongside Jaimie. Their strong relationship provided a good foundation for Azaria to be able to speak with Jaimie. They began by just going out for food, mostly MacDonald's - a favourite of Jaimie's, although Azaria has now encouraged her to try new foods and they have been going to Chinese restaurants more recently. Jaimie's world is small, with few reliable people in her life she spends much of her time watching TV as a form of escape - staying up most of the night and sleeping much of the day. Azaria has demonstrated patience towards Jaimie, encouraging her to see the benefits of a more structured day and night and to begin thinking about how she can have more positive activities in her life. As part of this, Azaria has been going horse riding with Jaimie, something Jaimie has loved doing.

However, Jaimie's life has often been characterised by crises. This has been no different since Azaria has been working with her. Initially focusing on employment and self-esteem, Azaria's work with Jaimie had to pivot quickly when a health scare resulted in a 2am, panicked phone call from Jaimie. Azaria was there, to answer the phone and attend the subsequent health appointments. Azaria was the person Jaimie could turn to.

With sustained support from her Guide for the last nine months, Jaimie's confidence in seeking her own medical support is increasing. With Azaria's support, she has accessed mental health services and has been diagnosed with depression. She is being referred to a team for support and has started to develop better sleeping patterns.

Azaria's ability to be flexible and provide support to Jaimie as and when she needs it has been an essential part of their relationship building. Azaria has delivered on her promise to be present in Jaimie's life - to be available and ready to help her in the way

that Jaimie needs. With Jaimie's long history of services involved in her life, Jaimie says that most important to her is that people listen - listen to what she wants and needs. Azaria has not only been able to develop a trusted relationship with Jaimie that has allowed her to listen but has been able to provide safe challenge in a way that Jamie responds to and, together, they are building a plan together for Jaimie's future.

A key part of the work with Jaimie has been to help her find ways to express her needs to others in a calm manner - communicating her feelings without becoming aggressive. Azaria has been working with her to learn different techniques of engaging with others and talking with her about the consequences different behaviours can have. Recently, Jaimie has started to use the systems within her placement to raise issues, asking Azaria to support her in writing emails to make requests.

Azaria's work has helped Jaimie have a more positive view of herself. Azaria gently challenges Jaimie's negative self-talk, praises her and encourages her to see the skills she has. Beyond this though, Azaria has been able to get alongside Jaimie to build her confidence to enter new spaces and try new things. Jaimie believing that she can do new things, that people won't judge her, and that she is capable of getting a job are the first steppingstones to her realising her aspirations for a life without the problems she has had so far. Things are on the up.. Jaimie is currently working on her CV.

# THE FOUNDATIONS TO SHiFT: OUR PLAN FOR 2022-25

During 2022-25, SHiFT will strengthen its foundations in four key areas, taking ambitious and determined steps forward towards our mission to break the destructive cycle of children and young people caught up in, or at risk of, crime.

## TOGETHER, WE WILL SET THE FOUNDATIONS FOR:

### 1. MORE YOUNG PEOPLE OUT OF CRIME, SAFE AND THRIVING

- Launch five new Practices from January 2023 with at least three out of London. New Practices will be targeted in areas of greatest need and where SHiFT can make greatest impact, including by innovating in SHiFT's system entry point and partnership design (e.g. through schools).
- Support 125 children through its new and existing Practices.
- Continue to develop an ambitious, creative, inclusive practice and learning model that delivers outstanding outcomes for young people and positive domino effects to transform systems.

### 2. COMPELLING EVIDENCE AND ORGANISATIONAL LEARNING

- Develop comprehensive and thoroughly theoretically and empirically evidenced theories of individual, community and system change and outcomes frameworks.
- Implement ongoing robust cycle of qualitative and administrative data collection to understand experiences of SHiFT and enrich practice, including through comparative insights across different Practice contexts.
- Gather evidence of outcomes for young people (including emergent longitudinal impacts) and progress towards system change.
- Develop a strong learning culture, centring on reflective practice, and supported by our governance and learning and development programme, thoroughly integrating learning from evaluation to support practice and organisational development.

### 3. A COMMUNITY OF COMMITTED CHANGEMAKERS

- Provide sector leading learning and development opportunities that develop talent and aspiration within SHiFT and develop relationships and share opportunities within our networks.
- Build strategic partnerships with organisations that share our vision for young people and system change to enhance shared learning and collective influence.
- Leverage SHiFT's convening power – hosting events and activities that bring together people across policy, practice, research to share their insights and perspectives and influence through collaboration towards a shared vision.
- Develop opportunities for young people with lived experience of SHiFT to use their voice and experiences to influence and contribute, both within and beyond SHiFT.

### 4. NEW PUBLIC CONVERSATION

- Committed engagement in relevant commissions, enquiries and calls for evidence.
- High impact, and creative communication of SHiFT's work, including proactive engagement with the media.
- Learning and development opportunities that are open to public.

## WHAT THIS WILL COST

**Each SHiFT Practice costs approximately £575k for an 18-month initial Programme and each Practice can offer intensive therapeutic support for up to 27 children.**

The first 18-month cycle of a SHiFT Practice is funded in part through national SHiFT funding and in part by public sector partners. SHiFT's pilot Practices in Kingston & Richmond and Greenwich were 75% philanthropically funded. With SHiFT's growing credibility and track record, a 50/50 split has been realised for SHiFT Bexley and Tameside. We are also beginning to attract more diverse public sector funding partners such as Violence Reduction Units.

Organisations that host SHiFT Practices commit to sustaining the Practice on an ongoing basis after its first 18 months, assuming it achieves our shared objectives.

<b>Staff pay including oncosts</b>	<b>Per Annum</b>	<b>18 month cost</b>
Lead Guide (range £46-48k) – supporting a maximum of 3 children or young people	<b>60,113</b>	<b>90,170</b>
4 Guides (range £40-46k) – each supporting a maximum of 6 children or young people	<b>219,988</b>	<b>329,984</b>
Practice Coordinator	<b>35,173</b>	<b>52,759</b>
Non-pay		
Enrichment activities @ £2000 per child*		<b>50,000</b>
Staff travel, training, stationary		<b>22,530</b>
Contribution to national SHiFT Programme		<b>30,000</b>
<b>Total</b>		<b>575,443</b>

\*Enrichment activities - this is a budget of £2000 per child/young person to ensure that the SHiFT Guide can 'hook' the child/young person and encourage them to build confidence and access new opportunities. It is intended to be flexible and targeted to the individual needs of the child/young person. The only restriction is that this cannot be provided in cash.

Salaries are currently shown for London based Practices and include a London weighting of circa £4k per annum. Out of London Practices will therefore cost approximately 20-25K less per annum than the figures provided, but increased travel costs for intensive support from the national SHiFT team, particularly during the Practice's mobilisation and first three months, will be incurred.

**The annual operating costs for the national SHiFT team are circa £600,000. Host Organisations make a £30,000 annual contribution to national SHiFT costs.**

## MEET ROB

### WHY SHiFT?

Rob is a 17-year-old boy who identifies as Dual Heritage and lives in a Local Authority home with other children who are looked after. Rob moved into the care of the Local Authority a few months before starting to work with his SHiFT Guide, Shakira.

Rob has been known to services since he was in his early teens when he began to get caught in a deeply destructive cycle of crime. When out on the streets, Rob has been violent towards others, involved in gang initiations and has convictions for robbery, theft, and sexual assault, and has engaged in drug dealing.

Rob has a good relationship with his mother and two half-siblings. He doesn't know his father who has been in prison for much of his life and his stepfather had not long moved out of the family home when Rob moved into his placement. His stepfather had perpetrated domestic violence in the home.

Rob was deeply involved in what he calls 'the roads' lifestyle - a lifestyle that ultimately took a severe toll on his mental health. After he finished school, Rob went into a depression and was overdosing on various tranquilisers. Rob's mum described him as being completely 'out of it'.

One day, Rob left the house in a daze and was badly beaten. He ended up in hospital and the team of professionals around him decided that he should be taken into Local Authority care instead of going home. For Rob, home had been a place of domestic violence and, although the perpetrator of this violence was no longer living there, professionals felt that he needed a break - a place to recover and recuperate.

It was at this point that Shakira, Rob's SHiFT Guide, began working with him.

## GETTING TO KNOW ROB

Polite and gentle when he talks to professionals, Rob is well-liked. When Shakira started working with Rob, SHiFT was one of six services involved - her first meeting to discuss Rob's situation involved 15 professionals and, initially, Shakira felt uncertain of how she could support him with so many other people involved. When he was asked how he felt when he heard so many people had been discussing him, he said, 'It's confusing cos like, why is no one helping me?'

Shakira began working with Rob alongside his Youth Offending Team worker - someone with whom he had a good relationship and who could support Rob and Shakira in getting to know each other. From the outset, Rob felt comfortable with Shakira. He said, 'From the first meeting I could tell she wasn't like the others, the way she was, the way she presented herself, I felt like after the meeting I felt like make she is different.'

Shakira quickly discovered Rob was bright and caring. He has a strong relationship with his mother (with whom he speaks every evening now he no longer lives in the family home) and two half-siblings of whom he is very fond. Rob did well in school despite five fixed term exclusions and one permanent exclusion, and his family moving boroughs in an attempt to keep him safe and away from the criminal activity. While in a Pupil Referral Unit, Rob completed his GCSEs and performed well - including achieving a seven in English.

## GETTING ALONGSIDE AND CREATING THE SHiFT DIFFERENCE

In the first few months, Rob and Shakira spent time together in his Local Authority placement where they worked together on issues related to his mental health. Rob talks about how he could 'actually speak to her'. 'I actually open up to her about my problems and what I am thinking', Rob says.

Rob said he was lost when he first started working with Shakira. He needed support to 'get me back to me'. He wanted to get away from his old lifestyle. He had a place to live, and an apprenticeship that was going well. Outside of work though, he didn't know how to keep himself safe or how to manage his new home life. 'Since I met Shakira, my life's changed so much [...] if I have a situation and I am stressing out or I need someone to talk to, Shakira is there.'. Slowly, Shakira and Rob have built a strong relationship. Since working with Shakira, Rob has committed to, and successfully completed, a variety of programmes around healthy relationships, substance misuse, and through virtual schools to gain an apprenticeship. And Shakira has been with him every step of the way. Shakira's daily check ins remind him about his goals and strategies to stay drug free, and Shakira has the skills to talk about risk, staying safe, and keeping Rob honest and open about his lifestyle. She has encouraged him with his education and learning - supporting him through his virtual school exams, so that he could get the pass he needed to get onto his apprenticeship.

Many children and young people in Rob's situation, being housed in a Local Authority placement for the first time would not easily settle - other professionals said they would expect to have to move someone like Rob quite often. For Rob though, this hasn't happened. Shakira has been there as the person he can talk to about how he is feeling, and issues that arise at his placement and ways to resolve them. She has spent time with Rob and his wider family, communicating with Rob's mother to keep her informed of her work and organising creative activities to support the family to strengthen their relationships by spending quality family time together.

Six months after Shakira began working with Rob, they attended court for a hearing regarding an offence Rob had committed prior to his work with SHiFT. The judge

told Rob that he was facing time in prison unless Rob could provide a good reason to change his mind. Shakira - along with Rob's Social Worker, Youth Offending Team worker, and mum - spoke at the hearing in support of Rob. This was enough evidence for the judge to change his mind and Rob was not sentenced to custody. More importantly though, Rob says 'that just showed me that I mean so much more than just the roads'. Rob has remained entirely offence-free since.

Rob has trusted Shakira enough to show her his Snapchat so they can reflect together on how his life had changed. Going through his photographs and updates, Rob realised that his life before his hospital admission and placement was 'just weed, knives, [and] fights'. Scanning forward, since his work with Shakira, he reflected 'it just got to the point where I was just me again. Going out, doing normal stuff, being happy and that.'.

Rob has stopped being involved in 'the roads': 'The roads ain't for me fam, it's not for me', he said. Rob has also significantly reduced his cannabis intake, begun to take better care of himself by developing independent living skills and engaging with mental health services. He now also has a child and, with Shakira's encouragement, is learning to be a dad and take responsibility for his child's care.

Shakira has been the consistent thread through Rob's life over the 18 months they have been working together. With Rob's father in prison and Rob's criminal record, there were good reasons to believe that the cycle of crime in which Rob was caught would be especially difficult to break. But there's promising evidence to date that Rob is well on the way to breaking the cycle for good for himself, his child and future generations.

