

A System Changing Partnership Opportunity

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Context

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. The cost to children, families and the taxpayer is enormous. By getting it right, and breaking cycles for good, the opportunity for preventing harm and realising savings is compelling.

SHiFT was set up in 2019, with an objective to demonstrate and embed opportunities for more impactful and cost-effective approaches to breaking the cycle of offending and supporting behaviour change in children and young people, alongside driving wholesale system change in how society perceives and supports children caught in cycles of crime and exploitation. SHiFT is chaired and was co-founded by Josh MacAlister, who also chaired the recently concluded Independent Review of Children's Social Care.

The SHiFT Programme is based on the Breaking Cycles model, devised by Sophie Humphreys OBE, another of SHiFT's co-founders. 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.

To that end, SHiFT is creating and scaling high impact 'insider-outsider' Practices across England – highly skilled multidisciplinary practice teams who are employed within Local Authorities but are intensively supported by a national SHiFT team and work to the SHiFT practice model. To date, SHiFT has partnered with: Kingston & Richmond, Greenwich, Bexley, Tameside, and Manchester.

A typical SHiFT Practice works with the 27 children in each local area who keep professionals awake at night. Children supported by SHiFT are aged up to 25 and are caught up in, or at greatest risk of, cycles of crime. Indicators of this include professional concern about criminal or sexual exploitation; police intelligence including relating to gangs or Serious Youth Violence; frequent or long periods of going missing from home; low school attendance or experiences of being excluded, suspended, and/or attending alternative provision; involvement of Children's Social Care, including children who are at the edge of care or where there is instability in where they are living. Children supported by SHiFT are the children for whom, despite the best efforts of many professionals, things are getting worse rather than better. Once identified and invited for SHiFT support, children are supported intensively by their Guide for at least 18 months. Their Guide works with everyone important in their life, staying with them wherever they are and wherever they go, unconstrained by artificial barriers, such as age limits, service thresholds or Local Authority borders.

SHiFT Middlesbrough

The Department for Levelling Up, Housing and Communities is supporting SHiFT's scale and spread, starting with the creation of four new SHiFT Practices in four of the 23 Levelling Up priority areas. SHiFT has secured more than half of the costs (an investment of £600k) to deliver two 18-month SHiFT Programmes at each Practice.

In March 2023, the Department introduced SHiFT to Middlesbrough, keen, given the area's needs, for this to be our first Practice supported by the Department. An initial visit to Middlesbrough by SHiFT, hosted by Community Safety colleagues, supported the building of a shared early understanding of need and opportunity for collaboration, noting especially the high number of children in Middlesbrough who are in the care of the local authority, the area's significant

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needs relating to Serious Youth Violence, and the significant financial challenges facing the Council with the related need for high impact cost-saving innovation.

With Joe Tynan's appointment as Executive Director of Children's Services, and the work Joe and SHiFT did together in Bexley, which is preventing and avoiding costs, including in relation to placements, we now wish to progress, at pace, the opportunity for a DLUHC supported SHiFT Practice in Middlesbrough.

Finances

SHiFT Practices are supported by shared investment from SHiFT and the local communities that host them. In relation to Middlesbrough, SHiFT has secured funding from the DLUHC. We would also work with Council colleagues to secure a contribution from the Cleveland Violence Reduction Unit, as we have done in Greater Manchester. Mindful of the particular urgency of reducing overall spending across the Council in this and the next financial year, we would propose to contribute higher proportions of the Practice's costs in the next two financial years. Funding pledged and needed, assuming a Practice launch in April 2024, would therefore be as follows:

	2024/25	2025/26	2026/27
Staff costs	£294,311	£294,311	£294,311
Non staff costs	£91,138	£91,138	£91,138
Total costs	£385,449	£385,449	£385,449
Costs secured	£250,000	£250,000	£100,000
LA/VRU contribution	£135,449	£135,449	£285,449

A more detailed budget for each financial year is:

Staff pay costs per annum	Salary	With Oncost	Per annum
SHiFT Lead Guide	£44,624 - £45,648	£64,663	£64,663
SHiFT Guide x 4	£33,486 - £38,553	£50,662	£202,648
SHiFT Coordinator	£20,444 – £21,695	£27,000	£27,000
Total staff pay costs			£294,311
Non-staffing costs			
Child's & Young Person's Resource – to pay for enrichment activities for 27 young people @ £2,000 per child over the course of 18 months			£36,000
Staff training, travel and stationery			£20,000
Contribution to national SHiFT Programme			£30,000
Other Programme costs, including IT equipment			£5,138
Total non-pay costs			£91,138
Total SHiFT Practice costs			£385,449

Evidence of Impact

SHiFT has a strong and growing track record of exceptional practice that is breaking cycles of crime with and for the most vulnerable children: [SHiFT is a learning organisation | SHiFT \(shiftuk.org\)](https://www.shiftuk.org).

Exceptional practice with the group of children SHiFT works with, readily saves and avoids costs.

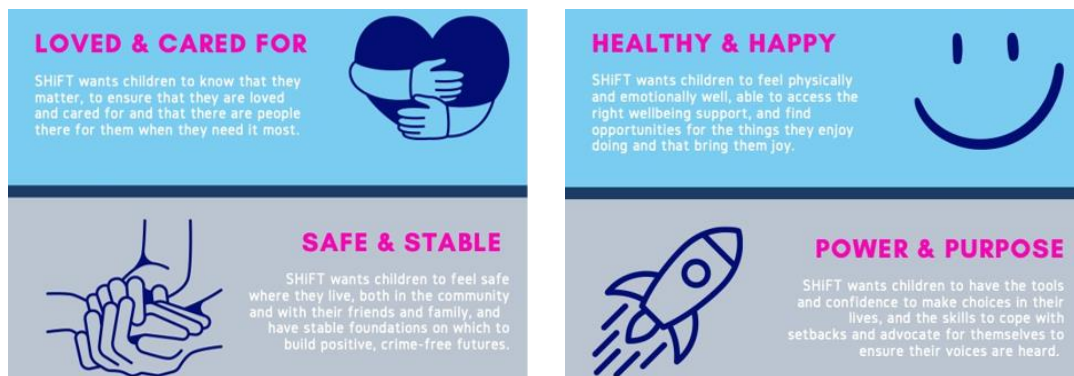
- improves children's safety and wellbeing.
- enables children to be stepped down from high intensity interventions.
- reduces the need for high-cost placements.
- returns children to mainstream education.
- reduces seriousness and intensity of offending.

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Economic analysis of SHiFT's work conducted in 2022 by Cornish & Grey found that for each child considered, costs avoided in the next five years by breaking cycles of crime now ranged from £1.8m to £164k. SHiFT costs £21k per child for 18 months. For every £1 spent on SHiFT £8 is saved over 5 years.

See further: [shifuk.org/sites/default/files/2022-07/SHiFT Evaluation Findings.pdf](https://shifuk.org/sites/default/files/2022-07/SHiFT%20Evaluation%20Findings.pdf).

SHiFT is laser focused on impact. Our desired outcomes for children are:



Administrative data is collected and reviewed monthly to track children's progress against SHiFT's outcomes. This includes analysis of missing episodes, educational provision, and Children's Social Care status. Each SHiFT Practice tailors its focus to maximise the contribution it makes to local strategic objectives, and measures/metrics are agreed as a part of our Partnership Plan to reflect these objectives in addition to SHiFT core outcomes. A strategic focus on reducing placement cost, for example, would therefore lead to that being tracked across the cohort of children supported by SHiFT and monitored monthly through Partnership meetings and quarterly through shared local governance (Local SHiFT Board).

Next Steps

With your support, we would like to progress informal internal discussion and relationship building between SHiFT and Middlesbrough Council, strengthening our shared vision for partnership, with a view to tabling a formal paper. Meeting to be convened in Middlesbrough by 27th October 2023. Our goal is to launch the Practice in April 2024 with key milestones between now and then:

Date	Milestone
October 2023-mid November 2023	Partnership scoping – Scoping Report and Practice Proposal Form completed and approved by LMT and SHiFT Board of Trustees.
Mid November 2023-end of December 2023	Practice mobilisation – Partnership Plan completed and approved, principles for children identification and invitation agreed, job descriptions agreed and advertised
Mid February 2024	Long listing of children begins
Early March 2024	Staff recruitment completed
April 2024	Practice launch – staff in post, children shortlisted
Early July 2024	Practice launch event