

Charity registration number 1191125

Company registration number 11928188 (England and Wales)

SHIFT ORGANISATION LTD
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

SHIFT ORGANISATION LTD

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr MB Clark Ms S Humphreys Mr NJ Pendry Ms R Cramer Mrs PV Parkes Mr K Monteith Dr M Griffiths Dr L Roberts Mrs S Hazzledine	(Appointed 26 September 2024) (Appointed 26 September 2024) (Appointed 12 March 2024) (Appointed 12 March 2024)
Charity number	1191125	
Company number	11928188	
Registered office	Coram Campus 41 Brunswisk Square London United Kingdom WC1N 1AZ	
Auditor	Sedulo Audit Limited Office 605 Albert House 256 - 260 Old Street London United Kingdom EC1V 9DD	

SHIFT ORGANISATION LTD

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SHIFT ORGANISATION LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

CONTEXT, PURPOSES AND MEASURES OF SUCCESS

Context to our charitable mission

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 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 Black, Brown and Mixed Heritage children and young people are over-represented within both Youth Justice and the Care System. An increasing number of girls are involved in criminal exploitation, and many are victims of criminal sexual exploitation.

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

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.

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:

'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%. This compares to 44% of the whole pupil cohort.'

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. 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.'

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

SHIFT ORGANISATION LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Charity purposes

SHiFT's purposes, as set out within our Memorandum and Articles of Association are:

'To prevent and relieve the suffering and hardship of young people, particularly, but not exclusively, in circumstances where the young person is displaying, or at risk of displaying, criminal behaviours in such ways as the charity Trustees from time to time think fit, in particular, but not exclusively, through supporting the provision of a therapeutic relationship with a skilled practitioner providing advice, counselling and intense support to those who are involved in or at risk of becoming involved in criminal behaviours, and by facilitating constructive relationships within their system including family, friends and professionals.'

The Trustees have paid due regard to Charity Commission guidance in deciding what activities the charity should undertake and are confident that we are acting within our charity's purposes.

Measures of success

We seek to understand the experience of children and young people being supported by SHiFT and the progress they are making through an ongoing cycle of quality assurance and quality improvement activities, that includes:

- Interviews and focus groups with children and young people.
- Interviews and focus groups with family members of children and young people, and/or professionals from other services who are supporting them.
- The monthly completion and analysis of administrative and practitioner assessment data measuring progress against SHiFT's four outcome domains.

We aim to show progress for the children we are working with against the following outcomes:

All children have equal access to consistently high-quality support and services. Local, regional and national systems are purposed and structured to properly meet even the most complex needs.

<p>POWER AND PURPOSE</p> <p>SHiFT wants children to have the tools and confidence to make choices in their lives, and the skills to cope with setbacks and advocate for themselves to ensure their voices are heard.</p>	<p>LOVED AND CARED FOR</p> <p>SHiFT wants children to know that they matter, to ensure that they are loved and cared for and that there are people there for them when they need it most.</p>
<p>SAFE AND STABLE</p> <p>SHiFT wants children to feel safe where they live - both in the community and with their friends and family - and have stable foundations on which to build positive, crime-free futures</p>	<p>HEALTHY AND HAPPY</p> <p>SHiFT wants children to feel physically and emotionally well, able to access the right wellbeing support, and find opportunities for the things they enjoy doing and that bring them joy.</p>

And through our work with statutory services, key desired outcomes are:

- To demonstrate the practical viability and effectiveness for improving outcomes for children and missing by statutory responsibilities being met by using SHiFT's Breaking Cycles practice model.
- To evidence substantial savings and costs avoided by public services investing in SHiFT and working differently, using SHiFT's practice model, with the children and young people in a local area with highest levels of unmet need who have experienced greatest cumulative disadvantage.
- To influence organisations that host SHiFT Practices in light of the above to sustain their SHiFT Practice, adopting it as business as usual, and to evolve other existing services to grow the influence of SHiFT's approach to the benefit of a wider group of children and families.

SHIFT ORGANISATION LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Public benefit

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

SHIFT is supporting some of the most vulnerable children in our society, most of whom have suffered devastating experiences of trauma, neglect, abuse or poor attachment. Through our work, we will demonstrate that trauma informed, relational and identity forming approaches are both effective and necessary to break entrenched, destructive and sometimes multi-generational cycles of offending. On the basis of our experience and results, we aim to create system change to transform the way that our society collectively guides, educates, diverts and rehabilitates our nation's children who are caught in a complex and destructive cycle of offending and related behaviour.

OBJECTIVES AND ACTIVITIES

SHIFT was set up in 2019, with an objective to demonstrate and embed opportunities for more impactful and cost-effective approaches to breaking the destructive cycle of crime and driving wholesale system change in how society perceives and supports the children and young people we work with.

The SHiFT Programme is based on the Breaking Cycles ingredients, devised by Sophie Humphreys OBE, one of SHiFT's Founders and the organisation's former Chair. Instead of defining people by issues such as addictions or criminality, Breaking Cycles understands that this behaviour often occurs as a result of previous experiences of trauma, neglect, abuse and poor attachment, and therefore focuses first on working with each child or young person as an individual: getting to know them, understanding their hopes and fears, and helping them develop the strong foundations needed to achieve their aspirations.

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 safe and bright futures.

SHIFT:

- Starts with aspiration, and together we set that bar high. We do not define children by their problems or behaviour. Where children have caused harm we support them to take accountability, while also building their self-worth.
- Supports children and young people to change their perceptions of themselves and to challenge others' perceptions of them. We believe in children so that they may believe in themselves.
- Reaches children and young people and stay with them wherever they are and wherever they go. We are not constrained by artificial barriers such as age limits, service thresholds or Host Organisation borders.
- Supports each child and young person through points of transition from childhood to adulthood, custody to community, from being out of education to getting back to school or work. There is no cliff edge at 18.
- Sees children and young people as part of families and communities and work with everyone in their world, including especially other professionals, seeking to understand and create sustainable positive change in relationships.
- Works with professionals across boundaries to ensure all children have equal access to consistently high-quality support and services. We support practitioners, managers and funders across agencies and services to ensure local, regional and national systems are purposed and structured to properly meet even the most complex needs.

SHIFT ORGANISATION LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

SHIFT uses the Breaking Cycles ingredients to inform all aspects of its systemic, anti-racist, and anti-oppressive practice, which is guided by the following five practice principles:

Practice Principle	What this means
Do the rights thing by the child	Holding the child’s interests uppermost and at the forefront of everything we do, how and why we do it.
Go for gold	Insisting on exceptional over good; believing that change is possible; taking a hopeful, appreciative, problem-solving approach that opens spaces of possibility.
Hold and pull for help	Staying alongside the child and family no matter what; knowing when to draw on help when needed, but staying accountable to make and drive progress for children and families.
Stay in the complexity	Holding multiple stories and ideas about what might be happening; staying curious and uncertain; taking both/and positions.
Step in to step back	Holding clear purpose for everything we’re doing, stepping in and out flexibly as children need but always with the goal of children and families flourishing without the need for professional involvement.

SHIFT is scaling high-impact Practices across the UK.

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 community.

A SHiFT Practice consists of five SHiFT Guides and a Practice Coordinator. SHiFT Guides are highly skilled practitioners, who have significant experience of working with children and young people who have high levels of unmet need and who have experienced significant cumulative disadvantage. Guides come from a range of professional backgrounds, including social work, youth offending, education, the probation service, and healthcare. Each Practice supports around 27 children. They work alongside and across the statutory system, ensuring duplication is avoided and scarce resources are directed and purposeful. Colleagues who form SHiFT Practices are all employed by Host Organisations (often Local Authorities) in which they are based, and Partnership Agreements makes clear that it is the responsibility of each Host Organisation to ensure that safeguarding risks are being properly managed within their own safeguarding procedures.

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 alongside children and families. 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 - influencing by delivering and demonstrating outstanding outcomes for children and young people, as part of a national community that is building the evidence and practice for change and contributing to new public conversation.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Significant activities

SHIFT's continued focus during the financial year 2023/24 has been on delivering and evidencing outstanding outcomes for children to support the scale and spread of SHiFT Practices and strengthen the organisation's credibility and insights to support influencing and system change.

With additional investment from the Greater London Violence Reduction Unit, SHiFT Greenwich grew to support an additional 12 children with SHiFT Guides embedded within two local partner schools. Following completion of the first 18-month Programme, the Practice became wholly public sector funded, working with a new group of the Borough's most vulnerable children and young people. Unfortunately, owing to unforeseen significant financial pressures within the host organisation, in March 2024 the SHiFT Greenwich Practice was paused, though learning from its work continues to be taken forward locally.

Work in SHiFT Bexley (started working with children in September 2022) and SHiFT Tameside (in January 2023) is ongoing, benefitting 45 children and young people. In March 2024, we agreed a further two years' partnership working with the London Borough of Bexley, with the Bexley Practice doubling in size and becoming embedded in the Council's operating model.

In December 2023 we launched SHiFT Manchester, a Practice to focus particularly on preventing children and young people (who are disproportionately Black, Bowen and Mixed Heritage children and young people) being remanded to custody. As with SHiFT Tameside, SHiFT Manchester is supported strategically and by shared investment from the Greater Manchester Violence Reduction Unit. SHiFT Manchester's work is strategically linked to pilot innovation led by the Ministry of Justice in regional allocation of remand funding.

Scoping for a further two new Practices in the South Tees is underway, with funding from the Department for Levelling Up, Housing and Communities (DLUHC). This will see new SHiFT Practices launch in Middlesbrough and Redcar & Cleveland in the Summer of 2024. DLUHC funding confirmed in this period will also support two further Practice, envisaged to launch in Autumn 2024.

The national SHiFT team has grown to meet need in light of growth in both the number of SHiFT Practices and their geographical locations, welcoming a Director of Practice & Learning, three Practice Development Leads, a Partnerships Manager, a Data & Insights Analyst and a Creative Communications Lead during this financial year. We have also invested in data collection systems to strengthen data collection and analysis and its ongoing use in practice to support practice development and learning.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance

Significant activities and achievements against objectives

Since SHiFT was founded in 2020, we have worked with a total of 141 children and their families. Between April 2023-March 2024, work alongside 108 children, young people and their families took place across four SHiFT Practices – SHiFT Bexley, Greenwich, Manchester and Tameside. Before the end of 2024, SHiFT will welcome an additional 94 children and young people to work with a SHiFT Guide in Middlesbrough, Redcar & Cleveland, Bexley and Kingston & Richmond. **This means that SHiFT will have reached 235 children and young people by the end of the 2024 calendar year.**

The children and young people SHiFT work with are caught in the destructive cycle of crime. They have high levels of unmet need and are among the most vulnerable and cumulatively disadvantaged in the country.

88% are boys and 12% girls

56% are Black, Asian or Mixed Heritage

Ages range from 12 to 21, with an average age of 16 years old

When children and young people started to work with their SHiFT Guide:

- 85% had criminal or sexual exploitation concerns
- 68% were open to Children's Social Care
- 55% had a history of domestic abuse
- 43% had mental health concerns

In the year prior to SHiFT:

- 67% had been arrested
- 56% had been reported missing
- 53% had committed a proven offence
- 25% had been a victim of serious youth violence

SHiFT is making substantial positive impacts in the lives of the children and young people it works with, through consistent intensive relational work alongside a highly experienced professional who works with everyone important to a child or young person:

'It didn't feel like I was with someone who was a worker, it just felt like I was with someone I could trust.' (Lee, child / young person, SHiFT Tameside)

'I can call [Guide] day or night. [Child / young person] the same. It means everything. I can't even explain what it means. To have someone that you know, even if they haven't got the answers will just be there, who gives a crap and actually cares and will listen to you even if you're chatting a load of rubbish. I can't tell you what that means. It's everything.' (Elizabeth, family member, SHiFT Tameside)

'SHiFT are the only ones who actually kind of got in with the family, stuck with the family. The children don't engage very well with professionals or anyone else at all, but they absolutely love [Guide] and [Guide]. Same with Mum, she doesn't like many professionals, but she loved them.' (Sarah, Social Worker, SHiFT Greenwich)

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

For children who were enrolled for the entirety of the financial year:

- One in three who were previously open to Children's Social Care have had input from services totally cease or have experienced a step down in involvement
- 71% either committed no new proven offences* or reduced the number of proven offences they committed**
- 78% either had no reported missing episodes* or experienced a reduction in the number of missing episodes**
- 58% either were not arrested* or reduced the number of times they were arrested**

(* During March 2023-April 2024. ** Compared to the year prior to working with SHiFT.)

'If I didn't get introduced to SHiFT, I would have been arrested by now. Yeah, I would have been arrested by now I know that for a fact. I would have been arrested or dead. I wouldn't have stopped. I would have just carried on and got further involved with it.' (Lee, child / young person, SHiFT Tameside)

'[Guide] has made [child / young person] realise that he has got a future – that he's not bad. It's got him out of the cycle of being branded naughty so being naughty. With [Guide] it's been about accepting you can make mistakes but it's what you do about it going forward.' (Becky, family member, SHiFT Tameside)

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.

This evidence gives us confidence that work with children and young people is having the positive impacts intended, enabling them to rebuild the foundations of their lives and break cycles of crime. Evaluation activities have generated learning that has already been implemented to strengthen the processes of mobilising new SHiFT Practices.

As a result of sustained work over this last year to develop SHiFT's strategic relationships and to communicate the nature and impacts of SHiFT's work, interest in SHiFT from the public sector and from central government is high. We have fed into the Commission on Young Lives work, support from Violence Reduction Units is increasing, and we are in active dialogue with the Ministry of Justice, Home Office, Department for Levelling Up and Department for Education. We now have the approach, the staff team, experience, strategic relationships and evidence to support accelerated growth and fulfil our strategic ambition to launch three further SHiFT Practices in this next year.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Balanced picture of achievements against objectives set

Having secured grant funding from the Department for Levelling Up, Housing & Communities alongside sustained philanthropic support, SHiFT has grown a high performing national team and is sustaining Practices alongside mobilising new Practices that are evidenced to be providing outstanding support for children and families and breaking the destructive cycle of crime. As Practices begins to mature they are making an ever growing contribution to realising ambitions for them influencing broader systems change within and beyond their Host Organisations.

SHiFT has grown and achieved outcomes largely in the context of the many operational and public health challenges of the Covid-19 pandemic, the cost-of-living crisis thereafter, and ongoing significant pressures on local authority funding. Though we might have hoped to have launched further Practices faster, SHiFT Manchester, SHiFT Middlesbrough and SHiFT Redcar & Cleveland launched this year and SHiFT Tendring and SHiFT Kingston & Richmond have been scoped, ready for mobilisation and launch in the next financial year. SHiFT is in a strong position to move ahead and has performed well against its aspirations and objectives.

Performance of material fundraising activities against fundraising objectives

SHiFT has secured funding from the Department for Levelling Up, Housing & Communities to support the creation of four new SHiFT Practices, each of which will deliver two 18-month Programmes. An initial three-year commitment to partnership working between SHiFT and the Host Organisations – rather than merely 18 month Programme - provides a more realistic and helpful basis for realising and evidencing the benefits of SHiFT within each local system, including identifying and leveraging opportunities for systems influencing. SHiFT has also continued to enjoy strong philanthropic support, which has enabled the organisation to meet core running costs for the national team and to secure 50% of Practice costs at Bexley, Manchester and Tameside.

Positive and negative factors outside of charity control

SHiFT has garnered strong attention from policymakers and senior practitioners, partly as a result of opportune increased focus on the needs and experiences of adolescents (e.g., the Independent Review of Children's Social Care), and the unfortunate ongoing rise in the vulnerabilities and unmet needs of this group, especially since Covid. The highest proven reoffending rate across the youth justice system in England and Wales is for children leaving custody - 64% within 12 months after release. Interest in doing things differently is therefore high and the case for change increasingly well understood and considered urgent.

Covid-19, the cost-of-living crisis, and the war in Ukraine have all been negative factors outside of SHiFT's control that have impacted our work. Covid-19 and the cost-of-living crisis have impacted labour markets - people's expectations of work, levels of competition, and increased salary expectations - and, together with the knock-on impacts arising from the war in Ukraine, these factors have added financial pressures to us, and our public sector partners. In this context, government has been pulled in many competing directions and general political instability has been high.

There is also growing financial pressures on Councils with an increasing number in serious financial difficulty requiring central government intervention. These financial pressures are making it harder for SHiFT to identify Councils that are in a position to commit to a SHiFT Practice financially, despite the alignment and desire to work with SHiFT.

SHIFT ORGANISATION LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Financial review

During 2023/24, our principal funding sources were the Department for Levelling Up, Housing & Communities, along with continued strong support from philanthropic donors, trusts and foundations. Increased levels of Local Authority investment (50% rather than 25%) for new SHiFT Practices, and new Violence Reduction Unit investment in Greater Manchester, mean that the proportionate need for philanthropic funds to support our growing activities has somewhat reduced.

Moving forward into 2024/25, our key priority is to continue to scale Practices and to deliver on the grant from the Department for Levelling Up, Housing & Communities.

Total income for period was £2,074,821 (2023: £697,118) and total expenditure was £1,181,014 (2023: £753,989).

At the end of the financial year, we held a cash balance of £3,264,701 (2023: £1,043,399).

The costs for each 36-month Programme at a new Practice are approximately £1.2 million. SHiFT is now funding 50% of these costs and public sector partners (Local Authorities, Violence Reduction Units and similar partners) are funding the remaining 50%.

The costs for SHiFT's national team (encompassing both staff and non-staff expenditure) have increased in line with Practice growth and is approximately £900,000 per year.

Key fundraising needs going forward are:

- Ongoing core costs for the national SHiFT team
- Funding to support SHiFT's system change ambitions

Reserves policy

At the end of March 2024, we held total funds of £1,735,625 (2023: £841,818) of which:

- £991,693 (2023: £210,458) are restricted funds carried over to the following financial year; and
- £743,932 (2023: £631,630) were unrestricted, of which £152,500 were designated to the delivery of Programmes in existing Practices (Tameside & Manchester), giving an unrestricted and undesignated balance at the end of March 2024 of £591,432.

The organisation's reserves policy is to ensure that - over and above any funds restricted or designated to each Programme - we maintain between three and six months of reserves to ensure that we can meet our obligations regarding staffing and overheads for the national SHiFT team.

Our central operating costs are approximately £900,000 per annum. We are therefore currently, as of March 2024, operating with approximately eight months of free reserves, and within the requirements of our reserves policy.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Principal risks and uncertainties

Risk is carefully identified and managed at all levels of the organisation, with a register of principal risks and activities to mitigate them brought to SHiFT Committees and Board of Trustee meetings. We consider our principal risks to be as follows:

Safeguarding: we are working with a very vulnerable group of children and their families; therefore, safeguarding is one of our principal risks and one that we take incredibly seriously. As our SHiFT Practices are all employed by the Host Organisation in which they are based, our Partnership Agreement makes clear that it is the responsibility of each Host Organisation to ensure that safeguarding risks are being properly managed within their own safeguarding procedure. Nevertheless, our safeguarding policy sets out our fundamental safeguarding principles which we would expect all of our partners to adhere to, and our quality assurance processes have been developed to ensure that we can check that effective safeguarding is happening in practice. All SHiFT staff receive bi-annual safeguarding training and all national SHiFT staff and Trustees are DBS vetted.

Financial: we are a relatively new charity, relying on, at present, a relatively small number of donors alongside partnership investment from Host Organisations. We have been fortunate to secure funding from the Department for Levelling Up, Housing & Communities, which has meant that we can create four new Practices and use philanthropy to secure extensions across all existing Practices. As we grow the number of Practices, there is also a requirement to grow our national team, to ensure that we are able to provide the level of support needed to each of our existing and new Practices. With this brings additional pressure on our central overheads, which means that we will need to continue to fundraise for this over the coming financial year.

Team recruitment and development: Covid-19 and the cost-of-living crisis have impacted labour markets - people's expectations of work, levels of competition, and increased salary expectations. Together with previous high levels of inflation, this is a real challenge for us, as with others in the sector. Recruiting and retaining outstanding staff is critical to our success. We are investing thoughtfully in learning and development and strengthening our culture and recruitment processes to place us in the best position to attract and retain talent.

Demonstration of impact: while we have made significant progress in the evidencing of impact, we understand that it is fundamental that we are able to show a clear cost-benefit to Host Organisations, and a significant and sustainable impact of the Programme on our beneficiaries compared with traditional management of young people who are in conflict with the law. With that in mind, we are committed to continued detailed evaluation, building towards external impact evaluation that can evidence causation. In January 2024 we started working with ImpactEd to refresh our evaluation strategy, which will guide us to deliver on our ambitions over the next two years and will set SHiFT up to be ready impact evaluation, for which we intend to secure external funding.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Plans for future periods

Our long-term goal is to create and support SHiFT Practices across the UK that will break cycles of crime through the work they do directly with children and young people and through system change leveraged through a new and evidenced approach to practice. We want to change the way in which statutory services are delivered, specifically, so that these achieve stronger and more sustainable outcomes for the children and young people subject to them through their coming into conflict with the law.

Between 2022 and 2025, SHiFT has committed to strengthening its foundations in four key areas:

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. educational partnerships)
- 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
- 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

Structure, governance and management

The charity is controlled by its governing document, Memorandum and Articles, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr MB Clark	
Ms S Humphreys	
Mr J Macalister	(Resigned 23 May 2024)
Mr NJ Pendry	
Mr JT Caluori	(Resigned 31 December 2023)
Ms R Cramer	
Mrs PV Parkes	
Mr K Monteith	(Appointed 26 September 2024)
Dr M Griffiths	(Appointed 26 September 2024)
Dr L Roberts	(Appointed 12 March 2024)
Mrs S Hazzledine	(Appointed 12 March 2024)

Recruitment and appointment of trustees

SHiFT's four founders (Sophie Humphreys OBE, Josh MacAlister OBE, Rebecca Cramer and Michael Clark) set up SHiFT through a common interest in identifying more effective ways of breaking the destructive cycle of offending behaviours in children, enabling them to enjoy lives of choice and opportunity.

A subsequent review of skills, knowledge, professional backgrounds and diversity, and Josh MacAlister stepping down to lead a government review in January 2021, led to the engagement of two new Trustees (Rasheed Pendry and Pam Parkes) in September 2020 and one further trustee (Joe Calouri) in July 2021.

Josh MacAlister re-joined the Board after he completed work on the government review, picking up the baton as Chair from Sophie Humphreys in September 2022.

Following another review of skills, knowledge, professional backgrounds and diversity, and Joe Calouri stepping down due to commitments of a new role, two new Trustees (Dr Luke Roberts and Sarah Hazzledine) joined the Board in January 2024.

Josh MacAlister stepped down as Chair in February 2024 to focus on his campaign to become an MP, which led to Pam Parkes stepping in as Chair. At the end of this reporting period the recruitment process for a new Chair was still underway, which has led to the appointment of Dr Martin Griffiths in September 2024. Mr. Keir Monteith was also appointed as a Trustee following this recruitment round.

Organisational structure

We have a small, national team comprising of eleven staff. Our central team supports each Host Organisation to create a SHiFT Practice, mobilise the Programme, recruit and train the staff, provide ongoing development and support for operationalising the SHiFT Framework and quality assuring and improving practice, evaluating activities, developing strategic relationships and partners, hosting events and communicating SHiFT's work to a wide range of audiences, as well as fundraising and management/governance of the charity.

SHiFT Greenwich has eight staff, comprising one Lead Guide, six Guides and one Practice Coordinator. SHiFT Bexley is a smaller Practice, comprising one Lead Guide, two Guides and one Practice Coordinator. SHiFT Tameside and SHiFT Manchester have six staff, comprising one Lead Guide, four Guides and one Practice Coordinator. All Practice staff are employed by the Host Organisation (typically, the Local Authority that is partnering with SHiFT).

SHIFT ORGANISATION LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

SHIFT's Board of Trustees is responsible for all governance and strategic decision making. Day to day management is delegated to SHIFT's Chief Executive, while the management of each local SHiFT Practice is delegated to the Host Organisation through the Local SHiFT Management Board. Members of the national SHiFT team are standing members of all Local SHiFT Boards. Responsibility for delivery sits clearly with the Host Organisation, underpinned by Memoranda of Understanding / Partnership Agreements that are agreed between SHiFT and the Host Organisation before Practices are created.

We have developed three Committees to the SHiFT Board of Trustees: Finance Committee (Chaired by trustee Michael Clark), Practice Committee (Chaired by trustee Rasheed Pendry), and Research & Evaluation Committee (Chaired by trustee Luke Roberts). All Committees involve a combination of Trustees, and some include external, co-opted representation.

Induction and training of trustees

Trustees are provided with a comprehensive induction pack as part of their induction, which includes:

- SHiFT's vision, mission, values and strategic aims
- Previous annual reports, risk register and current year budget
- Guidance on the role of a trustee, the Charity Governance Code and available Charity Commission good practice guidance
- Background research and literature relevant to SHiFT's work

Meetings with the Chair, existing Trustees and the Chief Executive are arranged as part of the induction so that new Trustees can gain a deeper working knowledge of the charity. Visits to existing SHiFT Practices are included as appropriate.

Remuneration policy

Our policy is to benchmark any new roles against comparable roles within the sector. Staff are subsequently offered a salary that considers the skills and experience they bring to the role, pay equality and affordability.

Pay is reviewed annually in March, where we aim to offer a cost-of-living and inflationary environment increases. Any pay review is recommended by the Chief Executive and subject to the approval of the Board. The Chief Executive's salary is reviewed annually by the Board of Trustees. We subscribe to the London Living Wage. We also have a defined contribution pension for all staff after their probation period passed through NEST.

Auditor

In accordance with the company's articles, a resolution proposing that Sedulo Audit Limited be reappointed as auditor of the company will be put at a General Meeting.

The trustees' report was approved by the Board of Trustees.

Signed by:

Pam Parkes

94E46C5F-6566-457A-8E2B-58596B3EA3F0
Mrs PV Parkes

Trustee

Date: *26/11/24*

SHIFT ORGANISATION LTD

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who are also the directors of SHiFT Organisation Ltd for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SHIFT ORGANISATION LTD

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF SHIFT ORGANISATION LTD

Opinion

We have audited the financial statements of Shift Organisation Ltd (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

SHIFT ORGANISATION LTD

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF SHIFT ORGANISATION LTD

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Senior statutory auditor exemption

Sedulo London Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SHIFT ORGANISATION LTD

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF SHIFT ORGANISATION LTD

Diccon Thornely (Senior Statutory Auditor)
for and on behalf of Sedulo Audit Limited

Chartered Accountants
Statutory Auditor

DocuSigned by:
Sedulo Audit Limited
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28/11/24

Office 605 Albert House
256 - 260 Old Street
London
United Kingdom
EC1V 9DD

Sedulo Audit Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SHIFT ORGANISATION LTD**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2024**

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income from:							
Donations and legacies	2	988,408	1,056,413	2,044,821	415,718	206,400	622,118
Charitable activities	3	30,000	-	30,000	75,000	-	75,000
Total income		1,018,408	1,056,413	2,074,821	490,718	206,400	697,118
Expenditure on:							
Charitable activities	4	905,836	275,178	1,181,014	707,757	46,232	753,989
Total expenditure		905,836	275,178	1,181,014	707,757	46,232	753,989
Net income/(expenditure) and movement in funds		112,572	781,235	893,807	(217,039)	160,168	(56,871)
Reconciliation of funds:							
Fund balances at 1 April 2023		631,360	210,458	841,818	848,399	50,290	898,689
Fund balances at 31 March 2024		743,932	991,693	1,735,625	631,360	210,458	841,818

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 21 to 30 form part of these financial statements.

SHIFT ORGANISATION LTD**BALANCE SHEET****AS AT 31 MARCH 2024**

		2024	2023
	Notes	£	£
Fixed assets			
Tangible assets	10	13,512	9,009
Current assets			
Debtors	11	9,725	4,278
Cash at bank and in hand		3,264,701	1,043,399
		3,274,426	1,047,677
Creditors: amounts falling due within one year	12	(1,552,313)	(214,868)
Net current assets		1,722,113	832,809
Total assets less current liabilities		1,735,625	841,818
Net assets		1,735,625	841,818
The funds of the charity			
Restricted income funds	15	991,693	210,458
Unrestricted funds		743,932	631,360
		1,735,625	841,818

The notes on pages 21 to 30 form part of these financial statements.

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 26/11/24

Signed by:

Pam Parkes

048DEA7EA88543Z

Mrs PV Parkes

Trustee

Company registration number 11928188 (England and Wales)

SHIFT ORGANISATION LTD**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from operations	19		2,229,604		136,423
Investing activities					
Purchase of tangible fixed assets		(8,302)		(7,284)	
Net cash used in investing activities			(8,302)		(7,284)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			2,221,302		129,139
Cash and cash equivalents at beginning of year			1,043,399		914,260
Cash and cash equivalents at end of year			3,264,701		1,043,399

The notes on pages 21 to 30 form part of these financial statements.

SHIFT ORGANISATION LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Shift Organisation Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is Coram Campus, 41 Brunswick Square, London, WC1N 1AZ, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

SHIFT ORGANISATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computers	20% straight line
-----------	-------------------

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

SHIFT ORGANISATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Income from donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Donations and gifts	200,108	150,000	350,108	41,709	-	41,709
Government grants	-	791,013	791,013	-	-	-
Trusts and foundations	788,300	115,400	903,700	369,009	206,400	575,409
Gift aid	-	-	-	5,000	-	5,000
	<u>988,408</u>	<u>1,056,413</u>	<u>2,044,821</u>	<u>415,718</u>	<u>206,400</u>	<u>622,118</u>

SHIFT ORGANISATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

3 Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Pilot schemes		
Team fees	30,000	75,000

4 Expenditure on charitable activities

	Pilot schemes 2024 £	Pilot schemes 2023 £
Direct costs		
Payments to Pilots	457,681	228,084
Recruitment costs	-	625
Team training	20,886	10,146
Event costs	-	41,082
Additional project costs	-	2,728
	478,567	282,665
Share of support and governance costs (see note 5)		
Support	685,286	455,872
Governance	17,161	15,452
	1,181,014	753,989
Analysis by fund		
Unrestricted funds	905,836	707,757
Restricted funds	275,178	46,232
	1,181,014	753,989

SHIFT ORGANISATION LTD**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****5 Support costs allocated to activities**

	2024	2023
	£	£
Staff costs	440,412	295,896
Depreciation	3,799	2,098
Operating lease charges	18,005	17,519
Office costs	45,566	9,586
Insurance	3,581	3,092
Telephone	776	2,311
IT and website	1,932	2,756
Consultancy	143,220	111,255
HR, recruitment and training	25,336	9,559
Bank charges	222	242
Subscriptions	2,437	1,557
Governance costs	17,161	15,452
	<u>702,447</u>	<u>471,324</u>
Analysed between:		
Pilot schemes	<u>702,447</u>	<u>471,324</u>

6 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	13,200	-
Depreciation of owned tangible fixed assets	3,799	2,098
Operating lease charges	<u>18,005</u>	<u>17,519</u>

7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

8 Employees

The average monthly number of employees during the year was:

2024	2023
Number	Number
<u>9</u>	<u>5</u>

SHIFT ORGANISATION LTD**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****8 Employees (Continued)**

Employment costs	2024	2023
	£	£
Wages and salaries	386,597	266,394
Social security costs	38,738	15,195
Other pension costs	15,077	14,307
	<u>440,412</u>	<u>295,896</u>

During the year, the charity paid £Nil (2023: £20,500) in respect of severance pay to 0 (2023: 1) member of staff.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024	2023
	Number	Number
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-
£80,001 - £90,000	1	2
	<u>2</u>	<u>3</u>

Remuneration of key management personnel

Key Management Personnel are considered to be the Chief Executive Officer, the Chief Operating Officer and the Head of Practice. The remuneration of key management personnel was as follows:

	2024	2023
	£	£
Aggregate compensation	<u>221,769</u>	<u>170,563</u>

9 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

SHIFT ORGANISATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

10 Tangible fixed assets

	Computers £
Cost	
At 1 April 2023	16,560
Additions	8,302
At 31 March 2024	24,862
Depreciation and impairment	
At 1 April 2023	7,551
Depreciation charged in the year	3,799
At 31 March 2024	11,350
Carrying amount	
At 31 March 2024	13,512
At 31 March 2023	9,009

11 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Prepayments and accrued income	9,725	4,278

12 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Other taxation and social security		20,870	5,153
Deferred income	13	1,350,000	200,000
Trade creditors		73,804	4,081
Other creditors		3,366	1,434
Accruals		104,273	4,200
		1,552,313	214,868

13 Deferred income

	2024 £	2023 £
Arising from Deferred grant income	1,350,000	200,000

Deferred income is included in the financial statements as follows:

SHIFT ORGANISATION LTD**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****13 Deferred income (Continued)**

	2024	2023
	£	£
Deferred income is included within:		
Current liabilities	1,350,000	200,000
Movements in the year:		
Deferred income at 1 April 2023	200,000	-
Released from previous periods	(200,000)	-
Resources deferred in the year	1,350,000	200,000
Deferred income at 31 March 2024	1,350,000	200,000

14 Retirement benefit schemes

	2024	2023
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	15,077	14,307

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

15 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
Awards for All	6,517	-	(234)	6,283
Dulverton	30,000	-	-	30,000
Rayne Foundation	3,744	25,000	(3,744)	25,000
Bruno Schroder Trust	100,000	150,000	(231,022)	18,978
Fidelity UK Foundation	70,197	81,400	(40,178)	111,419
Department for Levelling Up, Housing and Communities	-	791,013	-	791,013
Million Hours Fund	-	9,000	-	9,000
	210,458	1,056,413	(275,178)	991,693

SHIFT ORGANISATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15	Restricted funds				(Continued)
	Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
		£	£	£	£
	Awards for All	9,990	-	(3,473)	6,517
	Dulverton	30,000	-	-	30,000
	Rayne Foundation	10,300	25,000	(31,556)	3,744
	Bruno Schroder Trust	-	100,000	-	100,000
	Fidelity UK Foundation	-	81,400	(11,203)	70,197
		<u>50,290</u>	<u>206,400</u>	<u>(46,232)</u>	<u>210,458</u>

To date we have launched 7 Practices in partnership with different local authorities. Each restricted fund covers either 1 Practice, a specific role within the national team or activities for the children and young people our Practices work with.

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General funds	<u>631,360</u>	<u>1,018,408</u>	<u>(905,836)</u>	<u>743,932</u>
Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
General funds	<u>848,399</u>	<u>490,718</u>	<u>(707,757)</u>	<u>631,360</u>

17 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	2024	2024	2024
	£	£	£
At 31 March 2024:			
Tangible assets	13,512	-	13,512
Current assets/(liabilities)	<u>730,420</u>	<u>991,693</u>	<u>1,722,113</u>
	<u>743,932</u>	<u>991,693</u>	<u>1,735,625</u>

SHIFT ORGANISATION LTD**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****17 Analysis of net assets between funds****(Continued)**

	Unrestricted funds	Restricted funds	Total
	2023	2023	2023
	£	£	£
At 31 March 2023:			
Tangible assets	9,009	-	9,009
Current assets/(liabilities)	622,351	210,458	832,809
	<u>631,360</u>	<u>210,458</u>	<u>841,818</u>

18 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

19 Cash generated from operations

	2024	2023
	£	£
Surplus/(deficit) for the year	893,807	(56,871)
Adjustments for:		
Depreciation and impairment of tangible fixed assets	3,799	2,098
Movements in working capital:		
(Increase) in debtors	(5,447)	(686)
Increase/(decrease) in creditors	187,445	(8,118)
Increase in deferred income	1,150,000	200,000
Cash generated from operations	<u>2,229,604</u>	<u>136,423</u>

