

Switchback's trustees' report
for the year ended 31 December 2019

2019 ANNUAL REPORT

SWITCHBACK





About Switchback



Switchback is an award-winning charity enabling young Londoners to find a way out of the justice system and build a stable, rewarding life they can be proud of.

We build transformative relationships

Through consistent, motivational relationships with a Switchback Mentor either side of the prison gate, we support young men to change their relationship with society.

Real-work training leading to a job after release is just one part of the Switchback process. We challenge and encourage our Trainees to take control and make real, lasting change in their mindset and lifestyle.

This is new territory for most Trainees: a frank, non-judgemental relationship with someone who is there for them on a daily basis, helping to navigate the turbulent transition from prison to community.

Building on 12 years of impact, we work with others to share what we've learned and inspire change across the criminal justice system and beyond.

The trustees (who are also the directors) are pleased to present their annual report and accounts for the year ended 31 December 2019. The accounts have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice, Charities SORP (FRS102).

Disclosure of information to auditors

So far as the trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all of the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.



The transition from prison back into the community is so often when the system fails. **Switchback is a focused, inspiring resettlement charity** that is a **beacon of hope** at a time when centrally-funded alternatives are in chaos.



Longford Prize judges' citation, 2019.

Our Ambition

Switchback's ambition is that everyone has the opportunity to live a stable and rewarding life as an active member of society.

Our Purpose

Switchback's purpose is to enable young men to find a way out of the justice system and build a stable, rewarding life they can be proud of.

Switchback's values cut through everything we do, from our work with Trainees to our fundraising and partnerships.

1. Human

Keeping Trainees at the heart of everything we do

We build trust, confidence, independence and resilience in all areas of a Trainee's life. In all decisions we use the lens: "does this help us improve the prospects of young prison-leavers?"

2. Authentic

Rolling with the ups and downs of real life

We prize integrity and honesty. We don't sell a dream: we are realistic about what it means to genuinely start over and the huge courage needed to change. We recognise that change is not linear and we provide a space to learn from mistakes.

3. Committed

Taking the long way around

Our commitment to Trainees is consistent and continuous, lasting for as long as it takes. We reject quick fixes, shortcuts and tick boxes. We do what we say we are going to do and coach our Trainees to do the same.

4. Ambitious

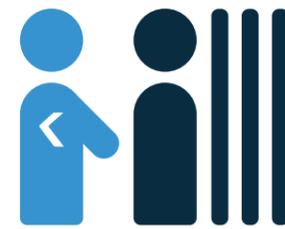
Having high expectations

We assume strengths, resources and abilities in Trainees. We don't do things for people: we challenge and encourage our Trainees to take control. We are distinctive in our high expectations of Trainees, our own conduct, the quality of our partnerships and the impact of our work.

5. Pioneering

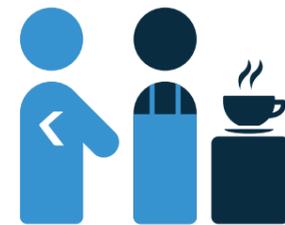
Pushing into our stretch zone

We challenge Trainees to move outside their comfort zone and we encourage adventure to learn and grow. As a charity we strive to do the same, constantly seeking to reflect and improve. We pioneer an alternative approach and share our evidence with others.



IN PRISON

An eligible prisoner meets regularly with his Switchback Mentor during his last three months inside to prepare practically and emotionally for his release.



IN TRAINING

The same Switchback Mentor meets him on the day of release. Real-work training with a partner employer begins straight away, alongside 1-to-1 support to build stability across all areas of life.



IN WORK

The Trainee moves into sustainable work or further training at the right time for him, with a period of in-work support to ensure change is sustained long-term. The door is always open for Trainees to return.

IN NUMBERS

5

months average intensive support either side of the prison gate

16

months average total contact with Switchback

10

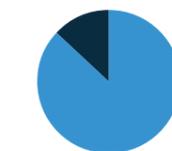
Switchback Pathways from housing to health, which we use to measure & build stability across all areas of a Trainee's life

WHO WE WORK WITH

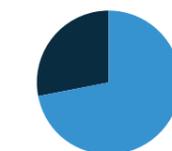
18-30 year-olds



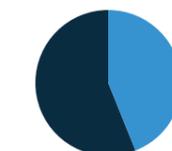
Returning to London



87% from Black, Asian or Minority Ethnic (BAME) backgrounds



72% convicted of a violent and/or drug offence



44% high risk offenders (supervised by the National Probation Service)



'A beacon of hope at a time of chaos' – The 2019 Longford Prize Judges

In 2019 Switchback entered its second decade and the first year of our 2019-2021 Strategic Plan. This plan marked the biggest shift in our ambition since we began by aiming to inspire change across the justice system alongside reaching more young men than ever before.

We were thrilled to be recognised for our impact in 2019 by winning the prestigious Longford Prize, awarded annually by the Longford Trust to reward qualities of "humanity, courage, persistence and originality". Being recognised by the judges as "a beacon of hope at a time when statutory services are in chaos" was an incredibly proud moment for the charity and a perfect launchpad for our ambitions to spread our impact even further across the justice system.

Unprecedented political turbulence and the domination of Brexit meant that political space for criminal justice reform was very limited in 2019. Switchback therefore focused its efforts in other areas, using the time to build new relationships and raise our profile across the sector, work with our Experts by Experience Board to develop our vision for change, and successfully roll out our new programme of training for sector practitioners co-produced with young prison-leavers. This work has already begun to have a real impact and gives us a fantastic foundation for growing our influence of policy and practice in 2020 and beyond.

Switchback's overall reach remained stable in 2019 despite continued chaos in the prison system, further disruption to probation services and worsening access to vital services among young adult prison-leavers. In the face of these challenges we were also able to further raise the quality of our work supporting young men to live life differently: the proportion of Switchback

Trainees who moved on successfully having met our benchmark of real, lasting change hit an eight-year high of 75% in 2019, with over half obtaining long-term employment.

The expansion of our fundraising efforts in 2019 has also put Switchback in the strongest financial position we have been in to date, in recognition of Switchback's position now as an established charity needing to ensure stability for future years. We ended 2019 with a stable team and a new organisational structure fit for future growth in our delivery.

While these efforts in 2019 meant Switchback entered 2020 better prepared than ever to rise to new challenges, very few could have predicted such a catastrophic event as the global coronavirus pandemic. At the time of writing we have pivoted at pace to a remote delivery model, providing vital resettlement support to young prison-leavers during an extended period of lockdown and public health crisis. Our relationship building in 2019 has also meant Switchback is influencing government policy during this period more actively than ever before.

While we are sure more obstacles will be thrown in our way, the ambitions of our strategic plan stand us in good stead and, in many ways, have become yet more urgent to ensure we fulfil our purpose of enabling young men to find a way out of the justice system and build a stable, rewarding life they can be proud of.

Alice Dawnay
Founder and CEO

Duncan Shrubsole
Chair of Trustees

In 2019:

35

young prison leavers supported through-the-gate as Switchback Trainees, with intensive 1-to-1 support alongside real work training after release

208

young prison-leavers supported to prepare for release with 1-to-1 support for up to three months

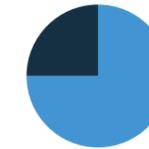


Winner
The Longford Prize
2019

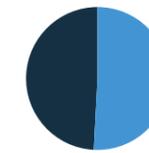


Shortlisted
Charity of the Year 2019,
Charity Times Awards

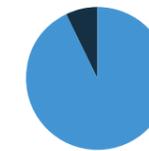
Among Switchback Trainees supported through-the-gate:



75%
achieved our benchmark of real lasting change: a fundamental shift in mindset and lifestyle, up from 56% in 2018



51%
moved into long-term work or education, rising to 73% of programme finishers



93%
of 2018 Trainees didn't reoffend within a year

1,413

outcomes achieved across the **10 Switchback Pathways** spanning housing and health to employability and finances



Trainee insights

Switchback Trainees make the very courageous decision to trust Switchback to support them to find a way out of the justice system. It is a system that many of these young men are very entangled in and the journey out can be really tough.

Below are quotes from just some of the extraordinary young men who made the choice to make real, lasting change in their lives with Switchback in 2019.

“ Switchback is life planning, but it’s not telling you what to do, it’s helping you to plan for yourself. And it’s a choice. It puts you in a better position so you don’t have to do the things you used to anymore. ”

Junior



“ Working at Second Shot was my dream job, and now I’m doing it! I knew I wanted to work there from the first time I went there on a visit with my Switchback Mentor. I never thought I’d be a barista, but now I love it! ”

Said

“ The support that I got from my Switchback Mentor gave me that push that made me think, ‘yeah, I can do it’. ”

Brian



“ I’ve noticed a big change in myself since starting Switchback. I’ve been feeling really positive and the new challenges have helped build my confidence. It’s all about patience. Rushing leads to slipping. Slow and steady wins the race. ”

Kevin



“ All the experiences at Switchback take people away from their normal stuff. We see things we wouldn’t otherwise. Jail was my comfort zone and it would have been easier to go back, but seeing new places and new people helped. All my friends were asking me ‘wow, where are you? where is that?’ when they saw photos from the trips. ”

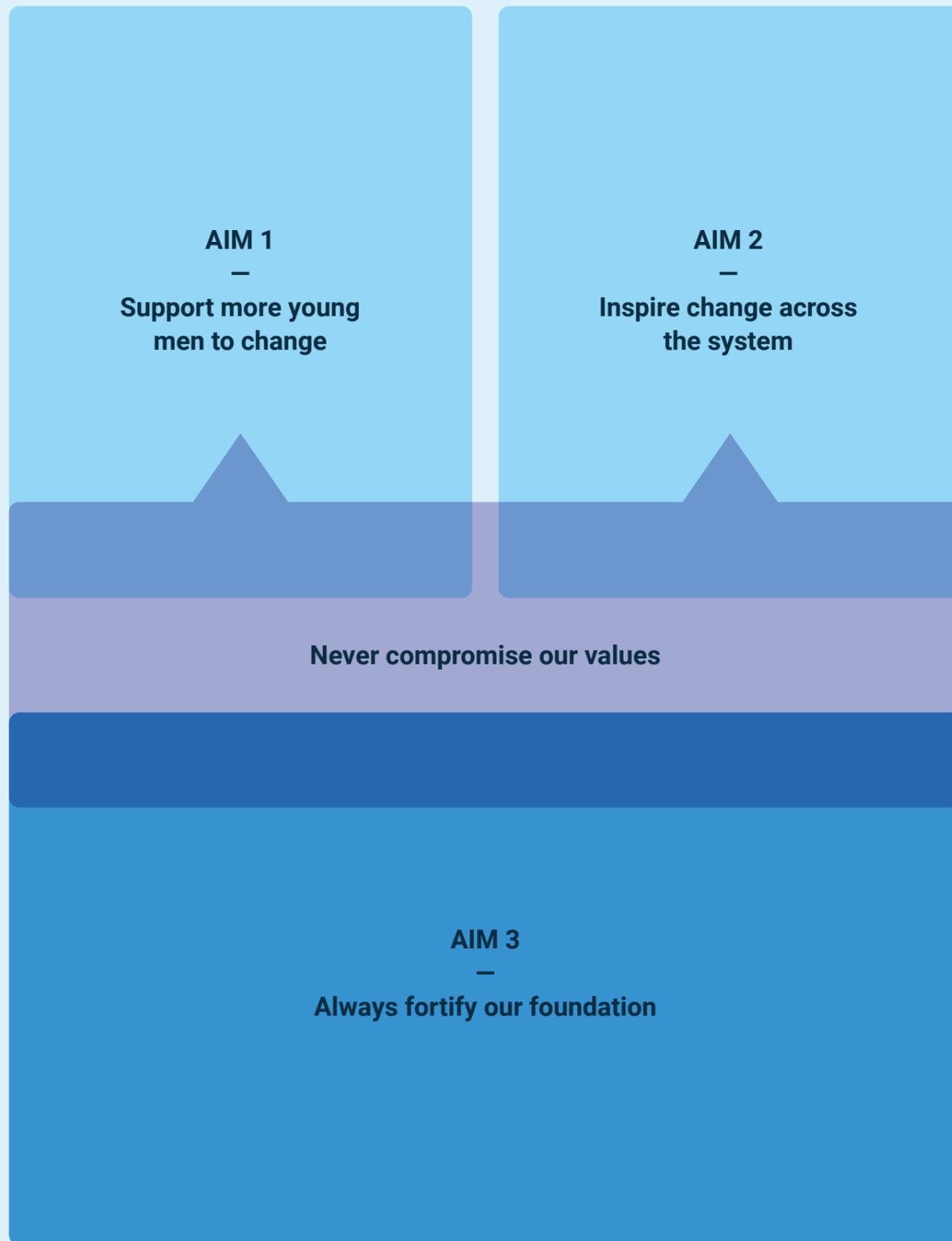
Joel



“ At Switchback, you learn that whatever challenge comes your way you have to find a positive way to deal with it. You feel so proud and positive inside when you do something hard that you don’t want to, but when you do it, it’s amazing. Switchback has changed my life. ”

Malyar





SUPPORTING MORE YOUNG MEN TO CHANGE

Our ambition: All young prison-leavers returning to London have the opportunity to achieve change through Switchback.

In 2019 Switchback's delivery team worked hard to maintain a steady rate of support for young men both in prison and after release while raising the quality of our work higher than ever.

Chaotic prison conditions, the fragmentation of probation, worsening access to vital services like housing, healthcare benefits and banking, and turnover within Switchback's delivery team hindered our ability to grow Trainee numbers in 2019. However, in the face of such a challenging context we were pleased to keep Switchback Trainee levels similar to 2018, at a total of 35 Trainees supported intensively through-the-gate and 208 supported with up to three months of 1-to-1 support in prison to prepare practically and emotionally for release.

The work we did to support Switchback Trainees to live life differently was also of higher quality than ever, despite mounting barriers to change faced by prison-leavers. This can be seen through the proportion of Trainees who reached our benchmark of real, lasting change, which increased significantly to 75%, while over 50% of Trainees moved into sustainable employment (rising to 70% of programme finishers).

This uplift in quality, from an already high bar and in spite of huge external barriers faced by Trainees, reflected the hard work Switchback has been doing in recent years to further enhance the training, support and supervision available to our team of full time Switchback Mentors, and build the capacity and overall strength of the delivery team.



Meanwhile, efforts continued to expand our referral and delivery partnerships to ensure continued access to young men suitable for Switchback and sufficient options for real-work training after release.

While HMP/YOI Isis remained our biggest source of referrals and longest-standing prison partner, we deepened our working relationship with HMPs Onley and Pentonville, began pilots in HMP Belmarsh and HMP/YOI Feltham, and began taking additional referrals from prisons including HMP The Mount. We also began generating referrals from the probation service through a pilot with North London CRC which is showing early promise. An additional pilot with North London CRC was established in HMPs Onley and Wormwood Scrubs to trial a new group-based delivery model. While the model was not judged to be a long-term fit with our strategic plan, the impact of the work was very high and we carried forward significant learnings into the future.

In the community, our 10-year partnership with the Café from Crisis continued to go from strength to strength. With an eye on the future we made great progress in establishing fantastic new real-work training partners that will allow us to work with even more Trainees going forward, namely social enterprise bakery and café The Dusty Knuckle, street food social enterprise Kitchenette Karts and major restaurant chain Wahaca. We are hugely grateful to these critical partnerships with fantastic people and organisations that have gone the extra mile to support young men to become confident and ready to enter sustainable employment. Our learning has been that the closer the business owner is to the shop floor, the more likely the arrangement is to be fruitful.

Our ability to analyse and report on Trainee data was greatly enhanced by the migration of our Trainee database onto Salesforce and the recruitment of our Data and Impact Officer. This has allowed even more sophisticated internal

monitoring and evaluation of our impact, which, alongside the continued growth and development of our Experts by Experience Board, meant that our decision-making in delivery can be more closely informed by data, evidence and insights from lived and learned experience than ever before.

Against the odds, and in an increasingly chaotic and hostile environment both in and outside the prison, we are proud that Switchback Trainees achieved extraordinary things on their journeys with us in 2019.

Recognising our pre-release support

In this annual report we are reporting on the significant pre-release support we deliver. For the first time, we are reporting on the number of men supported by Switchback in prison who, for a variety of reasons, do not carry on to complete the full Switchback programme. This was over 200 men in 2019.

Over the years we have learned that this pre-release support, even if not continued through-the-gate, is of great value to young men in prison. Comprising up to three months of weekly 1-to-1 sessions, we know these are often the only meaningful conversations about change these young men have pre-release, and we are frequently contacted by men who reflect on the impact those conversations had for them. For instance, Nathan said, *"You were the one I was looking forward to seeing and you were a big part of my life in prison. I knew you cared ... and when I was released the conversations [we'd had inside] really helped me stay on the straight and narrow"*. So while Switchback will continue to prize our through-the-gate model as the most effective approach, we wanted to ensure we are also painting a truer picture of our impact – and share those lessons to influence change more widely.

Objectives: 2019 Milestones

A

Support more young men every year

Increase the number of young men supported each year pre-release and through-the-gate, while exploring options for non-prison referrals.

- **208** young men in prison supported to prepare for release with up to three months of weekly 1-to-1 meetings.
- **35** young men supported through-the-gate as Switchback Trainees.
- **20** job interviews completed.
- **26** Trainees supported to write a CV.
- **42** employer visits completed.
- **18** Trainees started permanent jobs.
- **29** Trainees supported onto appropriate benefits.
- **18** Trainees supported to address housing needs.
- **12** Trainees supported to get an ID and 12 supported to get a bank account.

B

Maintain sector-leading outcomes

Ensure at least 90% of Trainees don't reoffend and at least 60% achieve our benchmark of real, lasting change.

- **75%** of 35 Trainees moved on successfully having reached our benchmark of real, lasting change, up from 56% in 2018.
- **51%** of 35 Trainees moved into sustainable employment (rising to 73% of programme finishers).
- **93%** of 2018 Trainees didn't reoffend. This 7% reoffending rate compares with 48% nationally.

C

Expand our delivery partnerships

Deepen existing delivery partnerships and establish new ones to facilitate growth in Trainee numbers while maintaining quality.

- **3** new real work training partners piloted alongside Café from Crisis.
- **2** new prison pilots established, totalling 5 core prison partners where we have a physical presence.

D

Use data and evidence to enhance our impact

Further develop our robust monitoring and evaluation processes including a thriving Experts by Experience Board, using data and evidence to continuously improve our impact.

- Held **9** Experts by Experience board meetings involving **17** current and former Trainees.
- **1,413** outcomes logged across 10 pathways for **88** prison-leavers.
- **432** weekly stabilities logged for **65** Trainees.



INSPIRING CHANGE ACROSS THE SYSTEM

Our ambition: Switchback's evidence actively inspires more human, more effective policy and practice across the criminal justice system.

In 2019 Switchback responded to a year of unprecedented political instability by using the time to build strong new relationships across the justice sector, building the capacity of our Experts by Experience Board and significantly raising Switchback's profile and reputation as a leading UK resettlement charity. This activity has provided us with an excellent foundation from which to play an increasingly influential role in the months and years to come.

Building new working relationships across politics, government departments, business, the charity sector and the prison and probation service meant we began participating in policy development with senior Ministry of Justice and HMPPS

officials, and joining roundtable discussions with ministers. This enabled us to play a meaningful role in the successful push to scrap the failed Transforming Rehabilitation probation reforms. We also forged new partnerships with value-aligned charities and enhanced our public profile and media presence, placing us in a strong position to build on this foundation in 2020 as we seek to transform resettlement in London.

We further enhanced the role and capacity of Switchback's Experts by Experience (EBE) Board of current and former Trainees to inform and guide our policy and influencing activity. This vital work will ensure the voice and experience of young prison-leavers stays at the heart of

our influencing activity as well as everything else we do. EBE Meetings increased in frequency and members worked together with Switchback staff to create new videos, appear on national TV, meet with MPs and collaborate with government officials to feed directly into MoJ policy development.

We also made significant progress in developing new Switchback Practitioner Training for criminal justice professionals, co-designed and delivered with Switchback Trainees. In 2019 we delivered training to over 50 prison officers, probation officers and voluntary sector professionals. These practitioners will go onto apply Switchback's tools and approach in their work across the whole country, creating better relationships and more effective support for thousands of prison-leavers.

Our efforts to influence change across the justice system was given a significant boost in 2019 by the fantastic honour of winning the prestigious Longford Prize, presented by Channel 4 News presenter Jon Snow in front of an audience of over 600 sector leaders in Westminster. We were also delighted to be shortlisted as UK Charity of the Year (under £1 million) at the Charity Times Awards 2019.

Finally, we boosted our internal capacity through the recruitment of a part-time Data and Impact Officer and a full time Communications Officer. Both are now working together with the Head of Policy, Impact and Communications to deliver a clear plan to strengthen our evidence base and grow our impact across the justice system.

All of this puts us in a better position than ever before to play a significant role in shaping a more human, more effective justice system in 2020 and beyond.

Aim 2 Objectives: 2019 Milestones

A

Further develop our compelling evidence base

Expand and deepen our evidence base to illustrate 'what works' and the obstacles to success faced by prison-leavers and voluntary sector organisations.

- Enhanced our capture, reporting and analysis of data on pre-release support, systemic barriers to success and reasons for disengagement.
- Built the capacity of Switchback's Experts by Experience Board to feed into research and policy development.
- Recruited two new staff to the policy, communications and impact team.

B

Influence more human, more effective public policy

Use our evidence to influence tangible change in public policy at a national, regional and prison level to break down barriers to success.

- Built new working relationships with local and national policymakers, ministers and shadows ministers, government officials, parliamentarians, practitioners, voluntary sector leaders, business and academia.
- Contributed to MoJ policy development on prison and probation reform, DWP work on Universal Credit for prison-leavers, and parliamentary roundtables and events.
- Contributed to the work of partners including Clinks, Criminal Justice Alliance,





Catch22, New Philanthropy Capital and others.

- Established a collaborative group of small justice charities to campaign for resettlement reform including Spark Inside, StandOut, Zahid Mubarek Trust and abandofbrothers.
- Contributed case studies, data and evidence to influential studies and reports including Maslaha's report Time to End the Silence: the experience of Muslims in the prison system, IVAR's research into Small charities and social change.

C

Influence more human, more effective practice

Influence tangible change in practice across the criminal justice system by sharing our model through training and other tools, improving support available for all prison-leavers.

- Co-designed and delivered training with Switchback Trainees covering areas including boundaries and containment, motivational interviewing, relationship-building and the realities of release, for:
 - 10 prison officers at HMP Isis and probation officers.
 - 36 probation officers across 4 prisons in partnership with MTC Novo.
 - 20 community leaders working with young black men in prisons across the country.

Feedback showed 100% of probation officers trained said the session was useful

for building relationships and trust, having honest conversations and working in a motivational way.

- *"This training really helped us reflect on our work and practices and gives us a deeper insight in the client's life and issues"* – CRC Resettlement Worker.
- Shared our insights and model with international observers from Israel and Hong Kong.

D

Enhance our communications

Sufficiently resource and enhance our communications activity to improve awareness of our work and impact.

- Staff and Experts by Experience appeared on BBC News, Channel 5 News, BBC Radio London and BBC Radio 4, discussing prison and probation issues.
- Launched video on 'Release Realities' with author and former prisoner Carl Cattermole.
- Refreshed Switchback's website www.switchback.org.uk
- Launched Switchback's Strategic Plan 2019–21 at an event hosted by CCLA attended by 50 sector leaders and stakeholders.
- Launched Instagram account and built to over 400 followers in first few months.
- Completed a communications review as part of the Lloyds Bank Foundation Enhance grant programme.
- Recruited a new Communications Officer into the team.

ALWAYS FORTIFYING OUR FOUNDATION

Our ambition: By modelling stability amid chaos, Switchback can always do what we say we'll do, sticking around for the long-term as we grow.

2019 saw Switchback raise more funds than ever before and we ended the year in an excellent position to build on as we go forward to continue delivering the 2019-21 Strategic Plan. A year of firsts, we were delighted by the success of our first dedicated fundraising event in November 2019 at which funds were raised for 2019 as well as pledges for following years. We also brought in our first earned income from practitioner training and our first income from charitable services through the mentoring pilot we delivered for Novus.

Our expenditure also increased in 2019 as we increased activity in line with our strategic plan and fortified our foundation whilst increasing

agility by developing flexible working practices and investing in technology more in keeping with our needs as a growing organisation. We embedded smart new internal processes, developed a robust and resilient leadership team – including a part-time Interim Head of Finance and Operations to evolve our financial management - and further developed our impact and communications work. The addition of a part-time Communications Officer and part-time Data and Impact Officer further strengthened our development team capacity and resource.

Within the delivery team, Monique Williams stepped up after three years as an outstanding Switchback Mentor and then Senior Switchback



Mentor to manage the delivery team as Head of Delivery. This coincided with Monique being recognised by The Girdler's Company with the honour of an award for 'outstanding contribution' to an organisation.

While three key members of the delivery team moving on at the start of 2019 posed a considerable challenge, this year saw the introduction of a Junior Switchback Mentor role on six-month contracts packed with training and development, enabling us to widen access to becoming a Switchback Mentor. This exciting change allowed us to hire two brilliant candidates in 2019 who did not have the experience necessary for the SM role but who brought a real appetite to learn and start doing intensive, transformative work with young prison-leavers. We are delighted that one of these Junior SMs, Raphael, was taken on as a permanent, full time Switchback Mentor at the end of that stint, while the other candidate took the learning and experience he gained forward to work with young people in the arts.

We continue to seek to ensure a diverse funding base with no reliance on any single donor, and we receive no statutory funding. Switchback continues to seek support from a range of charitable trusts and foundations, including those run by families who have supported us for many years.

Whilst 2019 saw big projects and fantastic corporate support, by the end of the year we decided to re-focus our fundraising strategy. Our limited capacity in this area was better spent building philanthropic relationships, seeking multi-year grants from trusts and developing an earned income strand. To these ends, our plan is to create a Fundraising & Development Board in 2020 and to focus on continuing to test and grow our earned income through practitioner training. We are excited to see our progress in these areas as they also support our strategic aim to inspire change across the system.



Aim 3 Objectives: 2019 Milestones

A

Expand and develop our team

Grow and develop our staff team to increase capacity. Maximise retention by going the extra mile as an employer.

- Developed a strong leadership team through internal promotions and high-quality training.
- Reviewed salary banding in the Switchback Mentor role to acknowledge its breadth and drive retention.
- Piloted a Junior Switchback Mentor role with introduction of 2 new staff in this role.
- Two new development roles introduced in data and impact and in communications.
- Interim Head of Finance & Resources brought on.
- Hosted volunteers and interns through Anglo Educational and Unlocked Graduates.
- Put more emphasis on staff wellbeing including weekly team lunches, a referral bonus scheme, 35 hour week and 4pm finish on Fridays.

B

Grow and diversify our income

Increase our income annually and reach 50% from corporate and individual donors. Test new sources of earned income.

- Partnered with Keko, a brilliant creative agency, to launch an artwork campaign donated by D*Face and hosted by Allen & Overy in Spitalfields, to raise awareness and generate donations for Switchback using new GoodBox technology.

- Our long-term partner Oklava Restaurant put together an event with top London restaurants Lyle's, Som Saa, and Smokestack, showcasing the benefits of working with Switchback.
- More wonderful restaurants than ever put an optional £1 on their customer bill including Dehesa, Oklava, Kyseri, Lyle's and SomSaa, supported with fantastic design by Keko.
- Our first ever fundraising event was hosted by our Patron Hugh Fearnley-Whittingstall, catered by River Cottage and sponsored by Wren Kitchens, bringing in over £200k (£150k for 2019 and £50k pledged for future years) and creating vital new philanthropic relationships.
- Long-term supporters Simon and Luci Evers hosted three philanthropy suppers at their home, introducing potential new donors to Switchback.
- Philanthropy at Switchback in 2019 included two large unexpected donations (see Financial Review) of which we were incredibly proud and meant a significant income spike compared to previous years.
- Ran a successful 10-week mentoring pilot for probation provider Novus in HMPs Onley and Wormwood Scrubs. A decision was reached not to extend as the model diverged too far from our core delivery model.

C

Evolve our robust financial management

Maintain our responsible reserves policy and reduce our maximum single donor contribution to 15% of annual income.

- Recruited a permanent Head of Finance & Operations to enhance the oversight of our finance and resources functions.

- Established a quarterly Finance & Resources subcommittee of the board to monitor all aspects of financial operations.
- We welcomed our first audit as an opportunity to review and enhance our internal systems, leading to a transition of our accounting software from Sage to Xero.

D

Embed smarter internal processes

Embed smart, practical systems and processes across the organisation so that staff time is focused on impact, not admin.

- Migrated our fundraising systems from Excel to a bespoke cloud-based system kindly built pro bono by Switchback Advisor Andrew Strachan from Nesta.
- Enabled flexible and remote working practices through migrating to a cloud-based IT system, investment in IT equipment and internet network.
- Established clear new operational guidelines and protocols to streamline business processes.

E

Deepen and expand our network and partnerships

Grow Switchback's valued partnerships and expand our loyal network of individual friends, supporters and advisors.

- Three new real-work training partners piloted.
- Two new prisons piloted.
- Established an alliance of five resettlement-focused small charities to influence policy.
- Our first school partnership established with City of London School.

Michael's journey



Michael joined Switchback 2 years ago aged 29, after serving eight months in HMP Pentonville. He moved on from Switchback in 2018 and now works full time in the kitchen at the Café from Crisis, helping to train new Switchback Trainees on their journey away from crime. Michael is also now a member of Switchback's Experts by Experience Board.

"When I went to prison I found out most people who commit crime are from broken homes.

I wasn't. My family is close. We grew up on a big estate in Bow. It was surrounded by poverty and people on drugs turned it into drug blocks. People like my parents didn't want their kids growing up around that but couldn't afford to get out. But I never really did crime, as a kid, just little things in my teens. We were just pals messing about: It was just stupid: we were only looking for a kick, for some adrenaline.

I was 22 when I found out Chloe was pregnant. Ours wasn't a love story but it was a joint choice to keep the baby. But then she got back together with her ex-partner and everything changed. I had to go to court to try to see my daughter, but I was

told I wouldn't get legal aid. It went on for two years and the court fees were adding up, setting me back a lot of money. Money I couldn't imagine getting without committing a crime. Then I got caught and given a two-year sentence.

In prison, I imagined my daughter going to school saying, 'Daddy's in prison' that's when I decided I had to make a change in my life. My nan, my mum's mum, died while I was in prison. I couldn't go to her funeral. That's a pain that can't be described.

Things started to change when I met Kat, my Switchback Mentor, and she says, 'How are you?' 'How am I? Bloody hell, no-one's asked me that in a long time. I'm terrible ... No-one's going to help me with the money to pay my solicitor. No-one's



At Switchback you're allowed to open up at a rate that works for you. You're a person, not a plan ... I used to see the world in a totally different light. I used to see it in black and grey, now I see it in colours.



going to give me a job. I've lost the security I used to have with my family. My nails have gone from the number of dishes I used to wash the first two months when I came out ...But nobody can see that.'

But Kat just got me. I'd meet her at Switchback: little offices off Commercial Street near Spitalfields; nothing fancy about it. It's like home. And their only focus is YOU. Asking 'what can we do to help YOU'. You're a person, not a plan. Other charities want to put you straight into work, with no hope of a career. But you come to a place like Switchback and it's different. You're allowed to open up at a rate that works for you. You're a person, not a plan. In terms of mentoring they just go beyond. It ain't just a job. You can talk to them about anything. They restored a lot of things. My faith, my trust, my mentality.

You don't just get employment opportunities. Your Mentor pushes you in ways you don't even realise

are helping you ... There was five other Trainees doing Switchback at the time, and Switchback said they wanted to take us to a poetry class ...

You KNOW you're getting through to people when you've got five 6ft 2, four-foot-wide, ghetto men from Brixton, sat there writing poems ... reflecting on their lives.

I'm a big cockney man from the East End, here I am training in the café, attending employer visits and going to gardening classes asking things like 'where's the tulips Sandra?! But it's like a breath of fresh air to have people supporting you, encouraging you.

I wish I had this mentality 10 years ago, but I'm glad I've got it now. There's so much to look forward to. I used to see the world in a totally different light. I used to see it in black and grey, now I see it in colours.'

Income summary

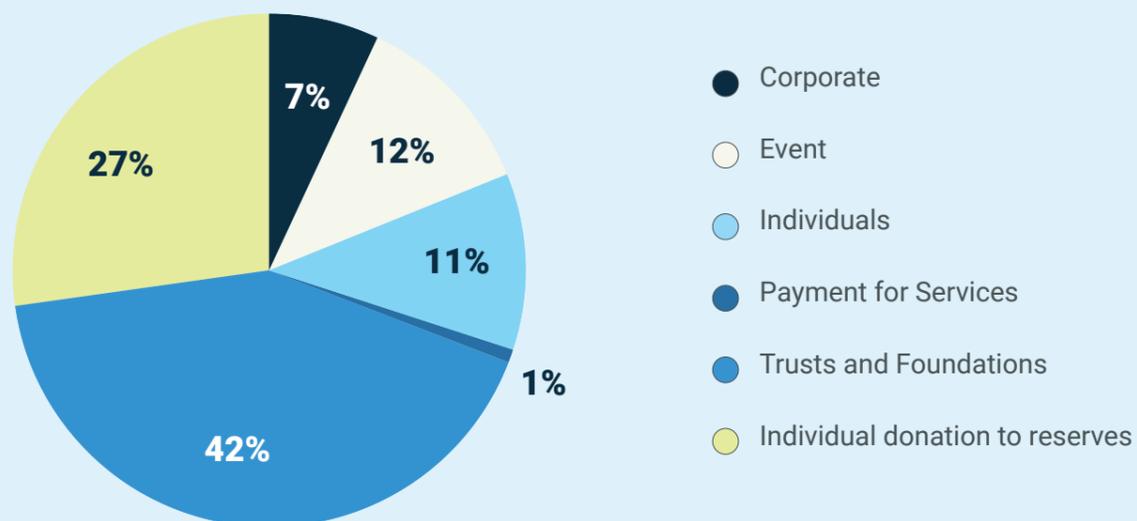
2019 was an exceptional year for Switchback's fundraising as it included a significant one-off gift amounting to £300,000; an incredible show of faith in our work and impact. However, while this took our total income for 2019 to £1,070,171, this extraordinary gift was restricted to reserves, and so we know we'll have to work even harder in future years to reach our growing income target. The remainder was raised from a wide range of donors including regular supporters, multi-year grants and one-off contributions to our work. The total cost of the Switchback programme

in 2019 was £622,852 resulting in a surplus of £447,319.

Expenditure was appropriately focused and facilitated the achievements and performance described above. The increase in expenditure was due to the £102,638 increase in charitable activities coupled with the £29,258 increase in the cost of raising funds. The surplus – in this exceptional year - is made up of £132,177 on unrestricted funds and £315,142 on restricted funds.

	2016	2017	2018	2019
Income	368,470	403,072	564,627	1,070,171
Expenditure	358,459	432,025	490,956	622,852
Surplus/(deficit)	10,011	(28,953)	73,671	447,319
Total funds – restricted and unrestricted	293,921	264,968	338,639	785,958

Income by type



Major donors

We received two very significant one-off donations from individuals who wish to remain anonymous. Our largest single donation of £300,000 was from a donor whose expressed desire was to help ensure Switchback remains a sustainable organisation for years to come. In stating this as a one-off gift, explicitly restricted for use to underpin a portion of reserves, the donor has ensured it is only to be spent in the highly unusual event that Switchback's board agrees to breach its minimum reserve target. The second fantastic

donation, of £200,000 towards core costs was restricted by time, to be spent over three years. These unexpected gifts have given Switchback the liberty to staff the organisation to realise the most ambitious picture of our strategic plan.

Some of our key donors are listed below, and we are hugely thankful to those who have chosen to support us again in 2019. Additionally, we extend our enormous thanks to the generous anonymous individuals who are not listed here as well as to all donors who contributed less than £5,000 - these gifts are truly vital to our work.

Previous donors (£5,000 or over) who continued or renewed their support in 2019

Allen & Overy Foundation	Leathersellers' Company
CCLA	Lloyds Bank Foundation for England and Wales
David and Primrose Bell	London Community Foundation
Dehesa (Salt Yard Group Ltd)	Mercers' Company
Dorus Trust	Oklava
Epigoni Trust	R.U.B White Charitable Trust
Frank Haines Memorial Trust	Raise Your Hands
Girdlers' Company	Roddick Foundation
Highway One Trust	The Tom ap Rhys Pryce Memorial Trust
John R Murray Charitable Trust	

Donors (£5,000 or over) new in 2019

Belpech Trust	Gentlemen of the Road Fund
Benjamin Samuel	Lansdowne Partners
Bernard Lewis Family Charitable Trust	Longford Trust
Bernard Sunley Charitable Foundation	Milton Damerel Trust
Charles Hayward Foundation	Stephen Gordon Catto Charitable Trust
Clothworkers' Foundation	The Wilmington Trust
The Drapers' Charitable Fund	Trust for London



Management pay

The key management person is the CEO, who is one of the Founding Directors. Her remuneration is set during the Trustees' annual salary review for the whole team. Their review takes into account the following:

- Benchmarking with similar roles in the sector.
- The charity's financial position.
- Changes to cost of living and inflation.
- Changes in roles and responsibilities.

Investment policy

Our Investment Policy has been reviewed and Switchback funds will not be invested (outside of regular bank accounts) as the Trustees feel it inappropriate to take on the level of risk that investment brings.

Fundraising regulation

All fundraising is carried out by our in-house fundraising team without any support from external fundraising agencies. Switchback follows the Code set out by Fundraising Regulator although we are not members of their Directory due to the scale of our fundraising activities. There have been no failures to comply with the Fundraising Code nor has Switchback received any complaints concerning its activities in this area since the foundation of the organisation.

Reserves policy

Switchback provides a long-term programme, and we believe that our reserves policy should reflect the commitment we make to our Trainees that we will remain available to them for as long as they need, not constrained by limited timeframes.

The Trustees' policy is to maintain a level of reserves which will provide a stable base for its continuing activities whilst at the same time

ensuring that funds are not accumulated. The reserves policy has been reviewed by the Trustees and they are satisfied that the unrestricted reserves should be maintained at between 50% and 100% of the following year's budgeted expenditure which equates to between six and 12 months' running costs.

Our expenditure is set to grow for the next three years and, looking ahead to the budget for 2020, the Trustees are satisfied with the level of Switchback's unrestricted reserves of £449,346 at year end. This is 58% of the approved 2020 budget of £777,489.

As such the trustees are confident that there are sufficient unrestricted reserves to meet future commitments and as such have approved the designation of £90,000 towards ensuring the charity has suitable office space. At 31 December 2019, the free reserves, excluding the designation, amounted to £359,346.

Structure, governance and management

The charity number, principal addresses and details of professional advisors are included in the administrative information sheet at the front of these accounts.

The Switchback Initiative (trading as "Switchback") is a company limited by guarantee, registered in England and Wales on 10th June 2008 and governed by Memorandum and Articles of Association. 2019 has seen some notable changes in our trustee board.

- After having served all her terms as trustee and as Switchback's Chair since 2015, Catherine Beck retired in October 2019 and Duncan Shrubsole, already a trustee, became Switchback's Chair. Duncan having been both Director of Policy at Crisis and now Director of Policy, Partnerships and Communications at the Lloyds Bank Foundation, has expertise in

increasing impact through influencing and understands the landscape of the justice system.

- Katharine Danton, a Trustee of Switchback since November 2010 also retired at the October board meeting.

The board would like to thank Catherine Beck and Katharine Danton very much for many years of expertise, committed support and heartfelt dedication to real, lasting change for Switchback's Trainees. Other changes to the Board included:

- Olivia Gillan, a magistrate and Ben Summerskill, previously CEO of the Criminal Justice Alliance and of Stonewall were appointed to the board at the March 2019 meeting.
- Additional to Duncan Shrubsole becoming Chair, Trustees approved the following

governance appointments and changes in December 2019: Olivia Gillan as Deputy Chair and Gillian McMillan as Trustee and Treasurer, replacing Edward Mackaness who retired as Treasurer. A new Finance & Resources subcommittee was created chaired by Gillian as Treasurer and including Edward Mackaness and Dan Houghton. Another informal committee on Reward and Remuneration was established.

- Bernice Cole, Head of Finance and Operations, was appointed as Company Secretary.
- Switchback has always been grateful for the support of a range of experts, advisers and supporters from a range of fields. In particular in 2019 the organisation was grateful to its long-time supporter Hugh Fearnley-Whittingstall for helping host a memorable fundraising evening at the Old Bailey, and to Patron and founding Chair Primrose Bell for her continued support and advice.

Trustees

Catherine Beck
(Chair, retired 2nd October 2019)

Katherine Danton
(retired 2nd October 2019)

Duncan Shrubsole
(Chair, appointed 16th December 2019)

Ben Summerskill
(appointed 20th March 2019)

Gillian McMillan
(Treasurer, appointed 16th December 2019)

Olivia Gillan
(appointed 20th March 2019)

Edward Mackaness

Simon Eyers

Dan Houghton



Recruitment, induction and training of new trustees

Prospective trustees are introduced to Switchback and speak to staff of the charity in order to understand the role. If they are interested in taking this further, they are invited to observe a trustee meeting, followed by an informal meeting with the Chair. They are provided with an information pack about Switchback and the responsibilities of being a trustee, which they take away to peruse. If they decide to become a trustee, they are co-opted on to the Board by being proposed and seconded by existing trustees at the next meeting.

New trustees are inducted into the organisation through conversations with the Chair and CEO, visits to the office, training environments and a prison, and are given relevant background information about the charity. The induction process is designed to ensure that they fully understand their roles and responsibilities as well as the objectives, activities and ethos of the charity.

Trustees' responsibilities

The trustees (who are also the directors of the Switchback Initiative for the purposes of company law) are responsible for preparing the Annual 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 charitable company and of the income and expenditure of the charitable company for that period.

In preparing those 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;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities,

The Trustees' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The trustees delegate day to day decision making and operations to the CEO, Alice Dawnay, and the leadership team. The trustees meet quarterly and review management accounts, fundraising forecast and cashflow analysis. The trustees believe that the charity is a going concern and for this reason, the going concern basis of the preparation for the financial statements is considered valid.

Risk management and uncertainties

A summary of the principle risks and uncertainties identified by the trustees is as follows:

As ever our heavy reliance on prisons – whose staff and populations can change at short notice – for access to potential Trainees, makes managing the throughput of Trainees a principle focus for trustees. Every effort is made to ensure good relationships with staff at all levels in a range of prisons as well as in the probation system. We have developed a new referral relationship with North London CRC and continue to broaden our referral routes.

The importance of recruiting and retaining excellent Switchback Mentors with the necessary range of skills continues to be of paramount importance to the trustees. In 2019 we successfully piloted the Switchback Mentor internship with two candidates completing the internship and one formally becoming a Switchback Mentor. It is hoped this will be repeated in 2020. The role of Senior Switchback Mentor – as part of a new role banding – was also developed as a route for progression and retention.

It is important for Switchback's programme that we have the capacity to offer a stepping-stone to employment for every Trainee through real work training placements. We are very aware that we mustn't be overly reliant on places supplied by the fantastic and long-lasting partnership with Café from Crisis. Relationships with additional real work training partners such as The Dusty Knuckle, Wahaca and Kitchenette Karts have been developed and piloted in 2019.

The trustees are satisfied that the risks identified above have been mitigated or addressed as required and the risk register is reviewed regularly by the leadership team and the board of trustees.

The Trustees Report was approved by the Trustees on 2nd July 2020 and signed on their behalf by

Duncan Shrubsole
Chair



Thank you to all our partners, supporters and donors for your continued support. It's thanks to you that Switchback can support even more young men to build stable, rewarding lives.

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