

# THE SWITCHBACK INITIATIVE

England & Wales - Charity number 1125100

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [06615923](#)

**Registered** 2008-07-21

**Register** [View on the Charity Commission register](#)

## Contact

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London

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**Website** [www.switchback.org.uk](http://www.switchback.org.uk)

## Activities

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**Objects:** A) THE CARE AND RESETTLEMENT AND REHABILITATION OF OFFENDERS, AND THOSE AT RISK OF OFFENDING;B) THE ADVANCEMENT OF EDUCATION, TRAINING AND EMPLOYMENT OPPORTUNITIES OF OFFENDERS AND THOSE AT RISK OF RE-OFFENDING SO AS TO ADVANCE THEM IN LIFE AND ASSIST THEM IN AVOIDING RE-OFFENDING.C) TO PROVIDE ADVICE, GUIDANCE, INFORMATION AND SUPPORT TO OFFENDERS AND THOSE AT RISK OF OFFENDING.D) THE PROMOTION OF SUCH OTHER PURPOSES BEING EXCLUSIVELY CHARITABLE ACCORDING TO THE LAW OF ENGLAND AND WALES AS THE TRUSTEES MAY FROM TIME TO TIME DETERMINE.

**Activities:** Switchback is an intensive mentoring programme. Switchback Mentors help 18-30 year old male offenders - Trainees - make real, long-lasting change after their release from prison. By combining a personalised, intensive mentoring relationship with a practical programme, we are able to make employment a realistic prospect for this vulnerable group. Formerly registered as charity number 1121672.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Other Charitable Purposes
- **Who:** Children/young People, Other Defined Groups

## Geography

- **Area of benefit:** LONDON
- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,552,479	£1,413,469	£1,126,060	25
2023-12-31	£1,219,788	£1,216,990	£987,050	24
2022-12-31	£1,151,335	£1,151,342	£984,252	23
2021-12-31	£914,653	£859,676	£984,259	17
2020-12-31	£756,305	£612,981	£929,282	13

## Trustees

Name	Role	Appointed
Julie Pal	Chair	2025-12-03
Burphy Momponga ZUMU		2020-12-02
Gillian MCMILLAN		2019-12-09
Harriette Tillott		2024-02-09
Kirsten Marie Westlake		2025-12-03
Monalisa Jasmine Florence Ashley-Tagoe		2024-02-09
Nicola Hurley		2024-02-09
Omar Steven Mentesh		2025-01-29
Oscar Luke O'Mara		2025-12-03
Simon Richard James Fell		2025-12-03

**THE SWITCHBACK INITIATIVE**

England & Wales - Charity number 1125100

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# Accounts

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**SWITCHBACK**

**2024**

# ANNUAL REPORT

Switchback's annual report for  
the year ended 31 December 2024





The Trustees (who are also the directors) are pleased to present their annual report for the year ended 31 December 2024.

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**Switchback is an award-winning charity supporting young Londoners to find their way out of the justice system and build stable, rewarding lives.**

Switchback's model is centred on a meaningful relationship between a Switchback Mentor and a Switchback Trainee, beginning in prison and lasting as long as it takes after release.

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.

We also make sure that Trainees' practical needs are met in the crucial days and weeks after release, providing essentials such as mobile phones and data, travel cards and shopping vouchers, as well as supporting Trainees to access housing, training and meaningful work.

Building on over 16 years of impact, we work with others to share what we've learned and inspire change across the criminal justice system and beyond.

## 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.



WATERLOO

SONS OF MEMBERS OF  
THE HOUSE OF COMMONS KILLED

MAJONER, CAPT RICHARD G.H. 39<sup>th</sup> WILTS REGT  
MEMBERS 29<sup>th</sup> LT ARTHUR J.F. WARWICK EYEO  
NNISS, CAPT V. BARTLEY 1<sup>st</sup> R. BERKS  
MONDE, 2<sup>nd</sup> LT GEOFFREY J. 26<sup>th</sup> NORTH<sup>th</sup> FVS  
MONDE, MID<sup>g</sup> J.H. GAATTAN R.N.  
NNES, CAPT J. EVSTACE 1<sup>st</sup> GORDON HIGH<sup>g</sup>  
ZGIBSON, MAJOR REV. J.J. S.J. M.C. C.E.  
ZGIBSON, CAPT MICHAEL 99<sup>th</sup> B<sup>th</sup> DUBLIN FVS  
ROY, CAPT M.A. 4<sup>th</sup> SEAFORTH HIGH<sup>g</sup>  
RSTER, 2<sup>nd</sup> LT JOHN KING'S RIFLES  
LSTER, LT ALFRED H. ROYAL SCOTS GREYS  
AMHOOD-BANNER, CAPT WALCOT 39<sup>th</sup> S.W. B<sup>th</sup>  
NDERSON, CAPT DAVID 38<sup>th</sup> MIDD<sup>g</sup> REGT  
NKY, LT CYRIL C. 2<sup>nd</sup> WORCESTERS  
AMON-HODGE, CAPT GEORGE G. R.H.A.  
AMON-HODGE, 2<sup>nd</sup> LT JOHN F. 1<sup>st</sup> OXLBUCKS L.I.  
WART, 2<sup>nd</sup> LT GORDON MORLEY 6<sup>th</sup> LINCOLN REGT  
BERT, CAPT CYRIL G.R. 14<sup>th</sup> L.N. LANC<sup>g</sup> REGT  
DS, LT W. PVCH 15<sup>th</sup> LON. WELSH FVS  
EN, 2<sup>nd</sup> LT JORWERTH G. 1<sup>st</sup> S.W. B<sup>th</sup>  
R, CAPT J. KIDSTON 7<sup>th</sup> ROYAL FVSA & F.C.

HOUSE OF PEERS

SHELLEY LEOPOLD LAWRENCE, BARON ASINGER  
WYNDHAM WENTWORTH, BARON BRABOVNE  
HENRY BUSH FORTESCUE, BARON CONGLETON  
ARTHUR REGINALD, BARON DE FREYNE  
GILBERT GEORGE REGINALD, EARL DE LA WARR  
CHARLES WILLIAM REGINALD, EARL OF FEVERSHAM  
HENRY GORELL, BARON GORELL, 844  
THOMAS CAR... RESTEVEN  
HORATIO... KRITCHNER, 844  
JOHN MAC... RINGATTOCK  
THOMAS... LORD, 844  
AVBERON... CAS  
LIONEL GEORGE... PETRE  
WILLIAM JOHN... EET  
FREDERIC...  
WILLIAM...  
HENRY...  
GEORGE...  
VICTOR...

HOUSE OF COMMONS

CAPT THE HON A.E.B. O'NEILL  
LIEUT W.G.C. GLADSTONE  
CAPT H.T. CAWLEY  
CAPT THE HON T.C. AGAR-ROBARTES  
LT COL THE LORD NINIAN CRICHTON-STUART  
LIEUT THE HON CHARLES C.T. MILLS  
LIEUT THE HON LIONEL WALBROND  
LIEUT E. ADJUTANT THE VISCOUNT QVENINGTON  
LT COL DUNCAN F. CAMPBELL, D.S.O.  
LT COL THE HON GUY V. BARING  
MAJOR VALENTINE FLEMING, D.S.O.  
MAJOR W.H.K. REDMOND  
LIEUT THE HON F.W.S. McLAREN  
CAPT THE RT HON NEIL J.A. PRIMROSE, M.C.  
MAJOR B.K. GLAZEBROOK, D.S.O.  
LT COL PERCY A. CLIVE, LDF H. COLDE OVERSE  
CAPT FRANCIS BENNETT-GOLONEY  
CAPT THE HON OSWALD CAWLEY  
LT COL LORD ALEXANDER G. THYNNE, D.S.O.

OFFICERS OF THE HOUSES

LIEUT W.K. SANDERSON  
CAPT HORACE S. GREEN  
LIEUT ROBERT N. BAILEY

TO THE  
MEMBERS & OFFICERS  
OF BOTH HOUSES OF PARLIAMENT  
AND THE  
SONS OF MEMBERS & OFFICERS  
OF THE HOUSE OF COMMONS  
WHO IN THE GREAT WAR  
CONSPICUOUSLY WITH THEIR LIVES THE  
TRADITION OF PUBLIC SERVICE  
IN THE CAUSE OF  
RIGHT & LIBERTY  
THIS MEMORIAL IS DEDICATED IN  
HOMAGE & AFFECTION

1918

# 2024 in numbers



## 721

Young prison-leavers supported in total by Switchback Mentors

## 67

Young men committed to our full programme and became Switchback Trainees

## 68%

Of 2024's new Trainees reached our benchmark of Real Lasting Change

## 1,663

Outcomes achieved by 95 Trainees across the 10 Switchback Pathways

## 18

Prisons from which Switchback Trainees were released

The prison overcrowding crisis led to more people being released with unmet essential support needs:

## 51%

Of 2024's new Trainees needed housing action on release, cf. 33% of 2023's Trainees

## 7%

Of 2024's new Trainees were care-leavers without family support

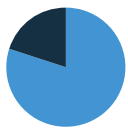
## 12%

Had no formal qualifications

# 2024 in numbers continued

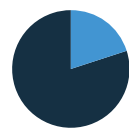


## Trainees continued to achieve significant progress despite the challenging external environment:



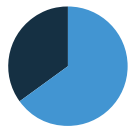
**81%**

Achieved at least one practical education, employment or training outcome



**28%**

Had started a job, apprenticeship or further/higher education course at the time this report was published



**64%**

Were supported to access appropriate housing

## Since Switchback began:

We have supported

**3,131**

prison-leavers

**648**

Committed to our full programme and became Switchback Trainees

**273**

Started a permanent job, apprenticeship or further/higher education course

Switchback Trainees have achieved

**16,595**

outcomes across the 10 Switchback Pathways



## In the midst of every crisis lies great opportunity

2024 was a year of both crisis and change for the justice system. As prison capacity breached all safety limits, the change in government created space for a more open conversation about the underlying causes of the crisis. Ineffective approaches to sentencing, an overreliance on recall as a risk management tool for stretched probation officers, and the failure of both the prison and probation services to offer meaningful rehabilitation support were all now on the public agenda. For an organisation like Switchback, operating in a complex environment beyond our control where the odds are too often stacked against the men we support, we saw and seized a rare opportunity to advocate for lasting change.

On the positive side, in March 2024 we were delighted to welcome the Mayor of London to meet Switchback Trainees, Trustees and our team to celebrate our participation in the Propel Youth Mentoring programme. And we are cautiously optimistic that Lord Timpson's practical commercial experience of making resettlement work means we have a Minister of State for Prisons, Probation and Reducing Reoffending with whom we can effectively collaborate. Our hope is that, by the end of this parliament, national policy reflects the real value of investing in rehabilitation and resettlement that truly reduces reoffending and recall through supporting people leaving prison to live life differently.

## Homelessness is a key driver of the rising prison population

The worsening prison capacity crisis put further pressure on both statutory and third sector resettlement services throughout 2024. Despite the welcome intention behind the new Standard

Determinate Sentence 40 policy to give more predictable release dates than under the previous Early Release Scheme, a lack of capacity in the system meant that people nonetheless continued to be released at short notice and without sufficient support. Half of the men we worked with in 2024 left prison without safe, stable housing (compared to a third in 2023). Having no fixed address makes effective resettlement significantly harder and hugely increases the risk of being recalled. For Londoners leaving prison, accessing housing is made even harder by the severe shortage of affordable housing and the double discrimination from landlords against prison-leavers and benefit claimants. You can read more about our vital work on tackling homelessness in these pages.

## Achieving potential through partnership

In 2024, we supported 721 young men across the year. Of those, 67 Londoners committed to Switchback's intensive Mentoring programme, Real Lasting Change. As part of this journey, each Switchback Trainee identifies their future life goals, including their aims to find work where they can thrive, and their Mentor supports them to put those ideas into action. Being able to offer diverse training and employment opportunities significantly increases the likelihood that someone will want to engage with our programme. We are therefore delighted at our growing collaboration with our incredible Real Work Training partners, the Dusty Knuckle Bakery and XO Bikes, as well as an increasing number of employers and corporate supporters who offer permanent jobs, work experiences, apprenticeships and other CV-enhancing opportunities. Our investment in building partnerships in the form of a dedicated Partnerships Manager is delivering more diverse opportunities for Trainees to meet a wider range of needs, and we aim to strengthen our offer even further in 2025.



We are also hugely grateful for the opportunity to be part of the Probation Service's grant programme, which is transforming our relationship with probation officers across London into a more positive, collaborative experience. We received 83 referrals from probation officers in 2024, compared to only 10 in 2023. This closer relationship is invaluable when we need to reach out to a Trainee's probation officer to access greater support, or to advocate for flexibility over licence conditions to enable the Trainee to accept a job or manage a mental health or other personal issue.

## The shift to a medium-sized charity

With an income over £1.5m and a headcount over 25, Switchback is now officially a medium-sized charity. This growth brings both opportunities and pressures; we are becoming too large for some of our traditional funding routes and yet our larger team needs more resources to support more Trainees. On the plus side, we are still small enough to be agile and react quickly to emerging opportunities. Our challenge now is to capitalise on the opportunity to influence national resettlement policy and practice whilst ensuring that every Londoner who needs our support can access it, all the while maintaining our financial resilience.

## Where next? – growing our impact, sharing our learning

In 2024 we saw the need for even greater collaboration across the justice sector. In partnership with our Experts by Experience Board (EbE), we have already developed a set of high-level solutions for effective resettlement. But we know that convening a national collective of relational support resettlement organisations and a broad spectrum of the third sector will help to strengthen our evidence and amplify our voice. To that end, we have set about building greater

collaboration with other resettlement agencies and research organisations to develop our key asks around housing, mental health, access to basic amenities and financial stability and routes into sustainable employment. In partnership with EbE and other lived experience experts, we are taking those asks directly to decision-makers, as well as seeking to change public attitudes towards prison leavers. And, as always, we will continue to grow our frontline capacity so that, with our support, even more young Londoners can live life differently.

At the time of writing, we are in the final stage of recruitment for our next Chair, who will help lead Switchback into its next chapter. Later this year we will publish our new strategy aimed at growing our impact even further and we look forward to communicating our exciting plans with you. If you share our belief that we can and should reshape young Londoners' experience of release, including through creating a more inclusive public narrative, please get in touch. We'd love to explore how we can collaborate to grow our capacity to reach both young Londoners caught up in the justice system and the decision-makers who shape their experience.

We are hugely grateful to all of you for each and every gift, letter, social media comment, share or like, and for each time you tell someone about us and encourage them to become a supporter too. We know that the achievements you will read about in these pages are only possible with your generous and constant support, and we look forward to entering our next chapter with you at our side. Thank you from everyone here at Switchback!

**Duncan Shrubsole, Chair**

**Sian Williams, CEO**

# Jason's story

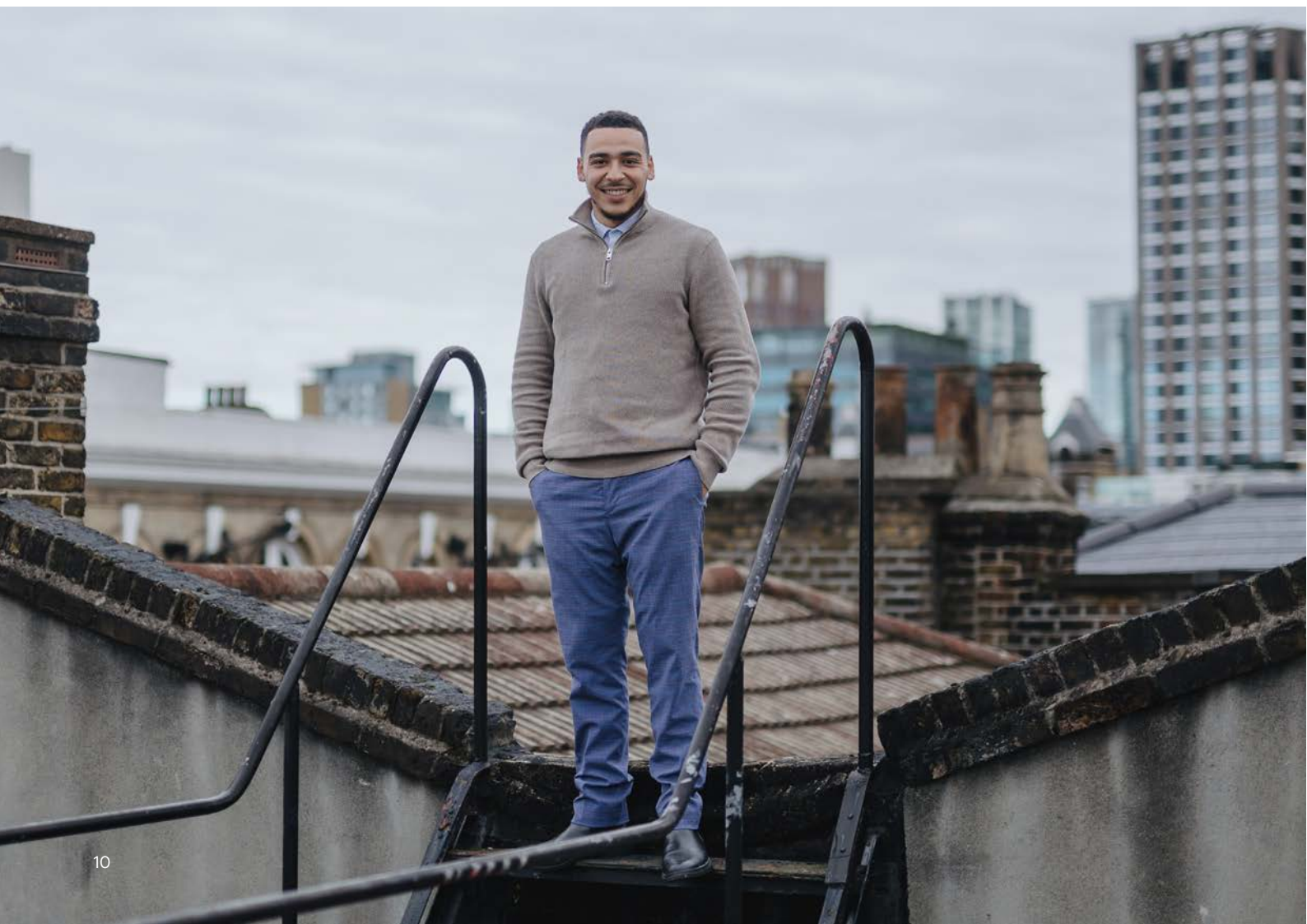


"I grew up with a single parent – it was just my mum. I've got two brothers and a sister, but they're quite a bit older than me, so by the time I was eight years old, everybody had moved out. I was a bit of a misbehaving kid in school, but I wasn't trying to be bad. Looking back, it's probably because I had a lot of things going on at home. My brother has autism, so that was a lot for my mum to handle and social services were involved. Then when I turned 12 I had my first stint in the Youth Offending Service. Since then, I was in and out of the system.

I was very chatty in school. I don't think my learning style was pen-to-paper and I used to get bullied. But I actually did enjoy learning and I did enjoy the lessons. I was predicted B grades.

All my teachers said that I was good in school, I just wasn't there enough. Sometimes we didn't have money, and I used to bunk off when I didn't have enough. I'd commit crimes the day before to have the £4.50 to get to school the next day.

In prison, there are things like Open University courses, but they're so hard to get on. It's near impossible. There's so much that can be improved for rehabilitation, but it seems like it's not a priority. They focus on punishing you and almost breaking you as a person – it's like they want to break you so you can fit into society and conform. Prison does it by force rather than willing somebody into the community through rehabilitation, which is so much more transformative and effective.



# Jason's story continued



Support in prison is lacking the human element. It's one solution fits all, and the solution is bang up. So any kind of discrepancies, problems, attitude, or underlying issues, it all leads to bang up. It's so much better to have a Mentor and be able to reasonably talk to them.

I absolutely did not feel prepared to leave prison. It all happens within the space of about two days from finding out you're being released. I didn't have anywhere to go and was only told where I'd be staying when I was at the desk being escorted to the front gate. They told me I had a few hours to get there. Then I'm worrying about it and how I'm going to get there and the amount of money they give you.

It's like a magnet pulling you back to your old behaviours and patterns. It's so hard to avoid that – even with support. But, without the support, it's like it's staring you in the face. It feels like you've got no other options. You haven't got a suitable place to live. You haven't got enough money. You don't feel very confident in yourself.



**You think, 'If I had money, I'd have somewhere to live. I'd have clothes and food. People would like me because I'd be out and sociable and I'd feel a lot more confident within myself.' Trying to find that outside of criminality seems near impossible unless you're shown the way, because you don't know what you don't know.**



**I didn't have a laptop or a computer, and Switchback facilitated that for me so I could have a professional background on a laptop rather than being on my phone in my bedroom for job interviews. That kind of thing goes a long way. I ended up having an interview with Malcolm Walker, the Executive Chairman of Iceland, and then getting the job.**



I first met Switchback in 2022. It was so amazing and refreshing. They already understood, so there was so much I didn't have to explain. My Mentor said: 'Where are you at now? What can we do for you now?' They knew there were nuggets of wisdom within me and were just trying to pull them out and show me there's transferable skills.

Switchback did a lot of intensive work with me. Even after I was recalled, I received a letter from them saying how I've got so much to contribute and I'm so valuable – all of these nice things that really meant a lot to me. When I was released I wasn't shamed for messing up again. I was actually told how Switchback represents a path that goes up a mountain. It looks like you're going backwards, but you're actually ascending. And that was really inspiring. It stayed with me because I took a fall to climb even higher.

# Jason's story continued



Getting an internship on Switchback's Influencing team was a big achievement in my life. After interviewing and getting the position I had lots of opportunities. I was on BBC News, I did some film consultancy work for Lionsgate, I've written blogs, and I've done some work with Comic Relief – all of these positive things in such a short space of time. It was quite overwhelming because I'd just come out of prison, and there was a blip where I stopped contacting the team. I was going through my own stuff and isolating myself. When I did eventually come back, it wasn't like any other employer who wouldn't have understood. The conversation with Switchback was more like, 'It's always okay to come and talk to us. We know that it must be hard for you.' I could see your brains working to try and imagine how hard it is for me, and I really appreciated that."



**I carried on, finished the internship, and since then I've gone on to do amazing things. Switchback gave me a platform, and that helped me shape my life up. I want to become a facilitator and trainer, and design bespoke workshops for businesses tailored for their specific needs. I also want to work with charities and do preventative work at youth clubs and schools.**

**Also, consultancy work because I like coming and telling people what to do! I found my passion, especially with all of the agency I was given at Switchback during my internship. It built my confidence along with all the positive feedback I'm getting from professionals. I'm always referring back to things that I've learned at Switchback – I feel like I'm fully media trained! The future is taking over the world.**





# Spotlight on Switchback's response to the prison capacity crisis

The early release of prisoners across the country was widely reported in the media over 2024 and was a huge topic of concern for many of our supporters, funders and the public.

In Autumn 2023, the prison population reached 87,453, exceeding 99% of safe capacity, marking an unprecedented level of overcrowding – to the point where people had to stay in police stations and court cells because prisons were too full. In response to this, the former Conservative Government introduced an Early Release Scheme, allowing some people in prison to be released early to relieve overcrowding. In July, the new Labour Government addressed the same urgent concern, replacing the Early Release Scheme with SDS40 (Standard Determinate Sentence 40), an expanded version of the Early Release Scheme which aimed to solve the short-term capacity crisis.

Switchback's main concern throughout was whether the level of support these prison-leavers would receive on their release date would enable them to thrive in the community. Without a clear plan for the future, no accommodation or the right support in place, we worried people would be set up to fail and either reoffend or be recalled for non-compliance of their licence conditions. Housing remains a particularly significant challenge. The lack of access to approved premises, overreliance on temporary solutions such as Community Accommodation Service Tier 3 (CAS3), and multiple barriers to accessing the private rental market, all demonstrate the impact that the nationwide housing crisis is having on the young men we support.

Throughout the year we noticed:

- Higher demand on Switchback Mentors due to greater need.
- Risk of homelessness at an all-time high – whilst temporary housing is often offered, this only lasts 84 days.
- Overstretched services – Probation and housing services working with much larger numbers.
- The decision made by the Probation Service to limit their supervision of lower risk offenders.

We decided to meet these challenges by:

- Working closely with Probation to take referrals and support as many people as possible.
- Increasing our presence in the prisons we work in to reach more young men on the wings and provide 1:1 support and advocacy.
- Working with our prison partners, including strengthening our relationship with each Prison Governor, to ensure young men leaving prison heard about our work and had access to our information in resettlement packs so they could self-refer.

Switchback used the significant media attention on the crisis to share our Reshape Release campaign and spread a positive message about the opportunities for release. Sharing our expertise with a wider public in turn created more media opportunities. We appeared on BBC News Live (twice), CityAM, The Times and Sunday Times, BBC Radio 4, BBC News Politics Live, Channel 5, LBC and even Greatest Hits Radio to talk to different audiences, championing effective resettlement as a key national policy issue and raising awareness. However, as we print this, the official figures reveal that the prison population is rising so quickly that there are now more people behind bars than there were when the Government came to power.



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# Spotlight on progress – our Experts by Experience Board



**When you get out of prison it can feel like nobody gets you, but it's nice to be in a room where even if questions are asked, we all have similar answers. Maybe someone has been through something similar to you. It's nice to be in a room where you can relate, so you're building friendships and a network, as well as skills.**



Switchback's most important value is keeping Trainees at the heart of everything we do, so our Experts by Experience Board (EbE) were a central voice driving our work this year. With so much opportunity for EbE members to influence on the national stage, we stepped up our support, growing our community of former and current Trainees and ensuring they remained active participants in our work. We were keen to invest in EbE, making sure it continued to offer a rewarding opportunity and resource for Switchback Trainees and staff.



In 2024 we said a warm goodbye to our first Participation Coordinator and we used this as an opportunity to reflect on how far we have come in our participation journey. During our London Mayoral election campaign, our EbE Board were pivotal in shaping and designing our Mayoral manifesto, providing us with the text to the accompanying video, as well as providing direction and development. They also played a lead role in our General Election campaign, co-creating digital content to raise public awareness on resettlement policies and even attending hustings in their constituencies, asking a cross-party selection of London candidates the following question: "80% of all crime is reoffending. Prisons are full. What are you going to do to address this?"



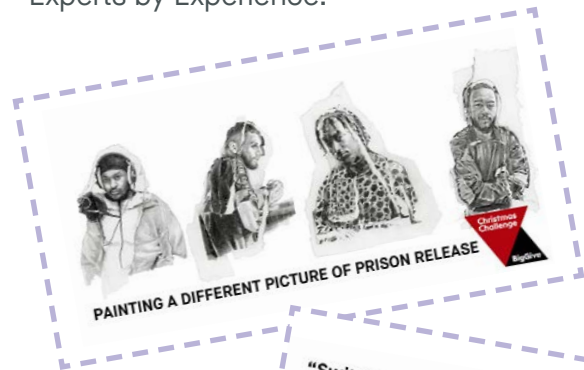
# Spotlight on progress – our Experts by Experience Board cont.



**'PROGRESS: A night of words, music and culture'** was also held in partnership with BeauBeau's, an independent café near our Switchback office in London. This music and culture event, in November 2024, brought a fantastic year of work to close and welcomed over 100 guests to watch EbE members perform and deliver powerful mission statements on what progress means to them, and the journeys they had each been on. The entire event was ideated, produced, hosted and organised by EbE members. The event was featured in the iPaper and Resident Advisor.

## 2024 was a powerful year of lived experience engagement:

- Our Experts by Experience membership has doubled in 2024, with members attending a minimum of 3 consecutive sessions.
- We ran 12 EbE sessions over the course of 2024.
- EbE received training in media skills, entrepreneurial skills, research techniques, event management and production, TikTok and social media, facilitation and financial literacy.
- We launched our Mental Health and Prison Release Report in partnership with our Experts by Experience.



*"Switchback helped me gain a sense of wanting to be free and 'normal'. It changed my whole perspective and the way I saw myself. Now I feel enlightened. That's the word I'd use. That's not a small word, it's a big one. If you enlighten someone it's a big change and I feel like Switchback has helped me help myself and know that I can do anything if I want to do it. Real talk."*

Devante's story



*"On the day I was released from prison I felt elated and ecstatic. No-one wants to be in jail. The first thing I did was go to my mum's. She baked a cake and had a banner. I was with the family and had some lamb shank, some Somali rice – it was a very good day. I missed my mum the most when I was inside."*

Mohamed's story



*"Switchback has impacted my life a lot. They got me my job at one of their hospitality training partners and other opportunities. Shout out my Mentor Abbie. I don't know what the future holds for me just yet, but I know it doesn't involve jail. I'm certain of that. I want to do something of value."*

Mohamed's story



# Our plan, 2022-25



1. A platform for more **young Londoners**
2. A platform for **changing the system**
3. A platform for **collaboration**
4. A platform on **strong foundations**





# Aim 1: A platform for more young Londoners



**A platform for more young Londoners: we'll expand our team of Switchback Mentors to double the number of young Londoners we can support, establishing Switchback as a beacon of best practice inspiring change across the system.**

## Year 3 update

### Overview

We continued to build our capacity to reach more young Londoners leaving prison by recruiting four new Switchback Mentors, including a former Switchback Trainee and others with relevant lived experience. With new Mentors joining the team, we invested in a comprehensive training programme including safeguarding, maintaining clear professional boundaries, and increasing Mentors' personal and professional resilience and wellbeing, alongside providing clinical supervision, reflective practice and personal development support.

We said a fond farewell to several long-standing members of the Delivery Team, including our Interim Head of Delivery, Sarah Dedola, who had served a total of six years – first as a Switchback Mentor, then as Delivery Manager and finally

leading the team. Sarah is succeeded as Head of Delivery by Charmaine Best, who brings valuable experience in programme development and measuring impact, as well as practical knowledge of the probation system. Charmaine has already used her extensive network to increase our wellbeing and mental health support offer for Trainees.

In 2024, 67 young men committed to our 1-1 Real Lasting Change programme, through which Trainees build their resilience across our 10 pathways and access training and employment opportunities. This year we strengthened our support around financial stability, supporting Trainees to access their entitled benefits, and we had a record year of Trainees obtaining their ID, which is essential for accessing housing and employment, financial and other essential services. We were able to offer a greater range of experiences and routes to work and supported

**One Mentor single-handedly advocated for a person in prison who was eligible for Home Detention Curfew but was not set for early release due to a lack of housing. The Mentor contacted an external housing charity, arranged for an in-prison assessment, and collaborated closely with the charity to secure housing for the Trainee. Despite numerous challenges and extensive liaison with probation services, the Trainee was ultimately released early. Without this intervention, the Trainee would have spent an additional four months in prison.**

# Aim 1: A platform for more young Londoners continued



more Trainees to achieve more stable housing outcomes. More Trainees than ever before reported that their engagement with Switchback had a positive impact on their physical health, in part due to our inner-city running club and strong partnership with Street Soccer.

We supported 721 men in total in 2024, both in prison and in the community. One-off support typically involves warm referrals to other, more specialist services, a motivational interview conversation aimed at identifying what type

of training or work might be suitable and then signposting to the relevant course or provider, or supporting someone to access ID, a bank account or housing services. We also continue to provide support to former Trainees as and when they request it, often to solve a probation issue or access housing or training. Whilst not officially part of a Mentor's caseload, these sessions ensure that hundreds of men each year are able to access the right support, at the right time, which can make the difference between staying out of prison or being recalled.

## Year 3 progress

### Impact



**Regular presence in 6 prisons**



**Spoke to over 400 probation officers about relational working and the role that Mentors can play supporting their caseload**



**We received 83 referrals from Probation Officers during our first year as an HMPPS grantee**



**Trainees had the opportunity to join a wide range of activities, ranging from Zorb football, museums, galleries, music events and trips to NQ64, monthly football sessions, a run club, boxing sessions, Jiu Jitsu classes, and yoga at Mission E1**



**Extending our referral period to six months post-release led to an additional 32 Trainees**

# Aim 2: A platform for changing the system



**A platform for changing the system: we'll support more Trainees to take an ever-greater role in championing change across the justice system and tackling social and racial injustice – foregrounding their experience and shifting perceptions by amplifying Trainee voice and influence at every opportunity.**

## Year 3 update

### Overview

We seized the key opportunities presented by the 2024 London Mayoral and general elections and the prison capacity crisis to raise awareness amongst the general public and policymakers of our central message – we must Reshape Release if we want to reduce reoffending. We have continued to champion the need for effective resettlement, with dedicated relational support for those who need it, in our engagement with the new Government, including in regular third sector roundtables with Lord Timpson, Minister for Prisons, Probation and Reducing Reoffending.

In March we launched our first report in partnership with our Experts by Experience Board. The Mental Health and Prison Release 2024 report established us as a small but mighty organisation capable of proposing effective solutions for reducing reoffending grounded in rich qualitative insight with lived experience at its heart. The report highlighted what Switchback Mentors were seeing first hand – a sharp rise in mental health needs, alongside consistent underinvestment in mental health services as a key determinant of poor resettlement outcomes.

We recruited our first ever Influencing Intern, Jason, a former Switchback Trainee. The internship gave Jason the opportunity to work on national media pieces, and meet councillors, London Assembly Members, MPs and the Ministry of Justice Resettlement team. Jason's blog series on resettlement, recall and his first day of being released is insightful, highlighting his continued struggle with housing and how that has affected his capacity to maintain his internship. Homelessness remains a key driver of recall due to non-compliance with licence conditions and is thus a priority issue in our National Resettlement Framework recommendations.

In March, the Mayor of London Sadiq Khan visited Switchback, a recipient of the Propel youth mentoring grant programme, to mark a renewed investment in mentorship for young Londoners. The visit helped strengthen our partnerships at a city level, introducing us to the London Violence Reduction Unit (VRU) and deepening our connection with the London Assembly. Both have played a strategic role in supporting our relational work across the city this year.

# Aim 2: A platform for changing the system continued



The voice of prison-leavers drove our campaigning in the run up to both the General and London Mayoral elections: we worked in close partnership with our EbE Board, collaborating with a group of committed former and current Trainees to produce high quality and engaging creative content, multimedia campaigns, national news pieces, briefings and evidence submissions. Hundreds of thousands of people have seen EbE's social media videos

discussing party manifestos and urging the mayor to invest in travel, housing and community spaces. Our media work has established us as a credible voice on effective resettlement. We also strengthened our media engagement process, ensuring that all our activity centres the wellbeing and aspirations of each EbE Board member and gives them ownership of how they want to convey their experience as a tool for changing the system.



# Aim 2: A platform for changing the system continued



## Highlights



Our National Resettlement Framework was featured in the Liberal Democrat party Manifesto for the 2024 general election



London Mayor, Sadiq Khan renewed his commitment to providing access to mentorship and relational support to young adults across London – he announced this during a visit to the Switchback office

# 86

Our EbE Mayoral manifesto was sent to 86 London-based councillors. The manifesto and campaign were endorsed by Catch22, the Black Equity Organisation and the VRU and received a positive response from the Mayor



We supported Shelter's 'Made in Social Housing Campaign' and Centrepoin't's 'Make Work Pay' campaign



We supported the sector as a part of the Transition 2 Adulthood (T2A by Barrow Cadbury), 'Better Justice' coalition, 'Cover the Cost' coalition, working alongside Clinks and supported the CJA Time for change: A call for collaborative criminal justice reform report



Our media profile increased across print, digital, radio and screen on local and national news. We featured in The Sunday Times, BBC Politics Live, The Times, The Daily Express, CityAM, The Standard, BBCR4, BBC News, iPaper, The Weekender, Resident Advisor, Channel 4 News and Channel 5 News amongst many others



# Aim 3: A platform for collaboration



**A platform for collaboration: we'll work creatively with others to enable growth of our delivery and drive change across the system.**

## Year 3 update

### Overview

Switchback's model of intensive 1-1 mentoring is enhanced by our strong partnerships through which Trainees can access a wide range of support and opportunities that will enable them to build a stable, rewarding life after release. We are constantly seeking to grow our partnerships in breadth and depth, so that they meet as many Trainees' needs as possible. In 2024 we focused on increasing our support across our 10 Switchback pathways, as well as broadening the range of employers we work with. We also developed new influencing and corporate partnerships, thus broadening our impact and increasing our resources.

Our partnership with the Dusty Knuckle Bakery, our primary Real Work Training partner, continued to provide high quality training and work opportunities for 35 Switchback Trainees. The Dusty Knuckle Bakery are an exemplary partner as they demonstrate how employers need to adapt their staff onboarding process to support people with recent lived experience of the care and/or criminal justice system, giving them time to meet obligatory commitments such as probation appointments and demonstrating vital understanding of how much a culture shock it is to move from an institution back into general community life.

Working in partnership with another of our Real Work Training partners, XO Bikes, we continued to test the suitability and impact of our model for prison leavers aged over 30. Whilst the numbers for this pilot remain small, our experience so far shows that men who have served most of their

adult life in prison face very similar challenges to those aged 18-30. We are therefore continuing the pilot into 2025 to continue to gather impact evidence before deciding on whether we should permanently extend our age criteria.

In 2024 we formed a new partnership with the Royal Central School of Speech and Drama to provide Drama and Movement Therapy sessions for Trainees. This innovative approach offered an alternative to traditional NHS therapy and gave Trainees faster access to therapeutic support in an environment of lengthy waiting lists. The service has received hugely positive feedback. Alongside this, we were able to grow our wellbeing offer for Trainees, adding new sports and recreation partners, gym sites, yoga teachers and providing opportunities for watching and playing football. We've also connected with Maslaha, an anti-Islamophobia charity, to offer therapeutic support to Trainees from Muslim communities facing racial discrimination and abuse.

We continued to grow our reach into the culture and arts industries, building on feedback from the EbE Board about Trainee aspirations to access a wider range of training and work opportunities. We launched our first ever film training programme with Hatch Films, which resulted in three Trainees completing paid work placements on two different film sets, with two Trainees starting a 4-week internship at Shine TV supporting MasterChef.

Finally, we have continued to grow our connections to universities and research partners, including hosting a visit from 12 psychology and criminology students from the University of Texas, who wanted to learn about the impact of our relational model.



# Aim 4: A platform on strong foundations



**A platform on strong foundations: we'll make the operational step-change needed to become a thriving mid-size charity while closely guarding our values and agility, building a team representative of modern London.**

## Year 3 update

### Overview

The first half of 2024 saw an intensive recruitment and induction phase. As well as several staff posts we needed to fill, we also recruited three new Trustees and a Board Adviser in early 2024, and all four have now completed a robust induction process. We had originally planned to appoint the Board Adviser as a full Trustee but it took a full six months to obtain a waiver from the Charities Commission before he could be formerly appointed. We were convinced that his lived experience and his wider skill set would add significant value to our Board's decision-making, so we were delighted when the waiver was successfully approved in January 2025.

Throughout each recruitment process we offered an online Q&A session where potential applicants could learn more about the role, Switchback and the recruitment process. This was well attended with strongly positive feedback, and we have now incorporated it as a permanent part of our recruitment process.

The welcoming core of Switchback's culture can be felt throughout our office; its low-key, warm and optimistic vibe puts new Trainees and supporters alike at ease and showcases Trainee successes in the form of beautiful photographic portraits, awards and artwork. But we have long struggled with the lack of confidential space for 1-1s between Trainees and their Mentors. In 2024 we rearranged the office, including moving walls and giving the whole place a paint facelift. The highlight was the installation of three meeting pods, finally creating the confidential space that Trainees need to feel safe to open up and work through their fears and plans for the future. We also renewed our lease, giving us much-needed stability in an otherwise changing external environment.

As part of the requirements for accepting our Probation Service grant, we completed our Cyber Essentials certification.

Whilst the fundraising landscape remains saturated and ever challenging, we continued to put in place the infrastructure we need to pave the way to diversify our income in 2024 and beyond. For the first time we had more senior capacity under two Heads of Department dedicated to focus on individual giving as well as trusts, foundations and corporate partnerships. This has meant that we were able to put in place more detailed income diversification and growth strategies.

# Aim 4: A platform on strong foundations continued



As well as focusing on setting up the systems we need to support income growth, we tested new approaches and started new partnerships with forward thinking businesses including Bywaters, The Ripple Effect and Peters & Peters Solicitors LLP, who not only fundraise but support us across the organisation.

In December, we again took part in the Big Give Christmas Challenge Campaign, where we successfully raised £40,000 from individuals committed to our work. We were thrilled to raise even more than we did in 2023 and forge stronger relationships with our supporters.

We were delighted to receive new grant funding from Comic Relief, Fishmongers' Company and LandAid. We were also grateful for the continued support from organisations such as The Henry Smith Charity, Esmée Fairbairn Foundation and Bernard Lewis Family Charitable Trust.

We are also incredibly grateful to Baker McKenzie LLP for the pro bono support we received from their dedicated team over 2024.



# People and culture update

## **Aim: Building a diverse team and Board representative of our Trainees and modern London**

Nine in ten Switchback Trainees are from an ethnic minority background, so it is vital that our team is representative of the men we support. It's also key that our influencing work clearly challenges the structural reasons underpinning the overrepresentation of ethnic minority communities in the justice system, and that our organisational culture proactively includes and supports all forms of diversity. Switchback's Equity, Diversity & Inclusion Policy focuses on both our people and our operational delivery and is published on our website.

## **Embedding Equity, Diversity and Inclusion across Switchback**

We have established a new People and Culture Subcommittee (PCSC) of the Board, responsible for overseeing our EDI policy and practice, alongside strengthening our wellbeing and developmental support to staff and Trainees. The PCSC is chaired by one of our 2024 intake of Trustees, Nicola Hurley, who has an extensive career in HR and EDI leadership. Under Nicola's guidance, we are working through our policies and practice to ensure we are embedding EDI principles in all aspects of Switchback's organisational infrastructure. As part of this process, in 2024 we also reviewed and revised our Family Friendly and Leave Policies, so that they now reflect the more diverse range of experiences of London families and provide better support for staff at different life stages. We also revised our Safeguarding Policy to meet the needs of our larger team engaging more Trainees in a wider range of settings.

# People and culture update continued



## Our inclusive recruitment approach is delivering greater diversity

In our previous Annual Report (2023) we set out some of the changes we had made to our recruitment practice with the aim of attracting a more diverse set of candidates for roles at all levels, as well as removing the barriers for people with lived experience of the justice system to join our team. In 2024 we were delighted to appoint three people with direct lived experience to Board and leadership positions, and a further four members of staff across the organisation with personal or familial lived experience. Among them, we welcomed a former Trainee to join the Delivery Team as a Mentor, continuing our commitment to offering a professional development pathway for people leaving prison.

Following positive feedback from candidates, we have continued to include online Q&A sessions in all our recruitment processes. We hear that this approach gives less confident or less experienced candidates, particularly those with relevant lived experience, the opportunity to explore the role and Switchback and check out any concerns before committing to an application process. We also continue to offer flexible working wherever it meets both our HR and business needs. This is being used proactively both in recruitment and our management practice and enables us to make Switchback a more accessible workplace, as well as being able to provide support to staff to better manage their wellbeing.

## Our Board

Our new Trustees, Jasmine, Nicola and Harriette, and Omar, originally appointed as a Board Adviser but who subsequently became a full Trustee in 2025, together brought a wide range of invaluable skills, experience and connections to our Board. Jasmine is a Consultant Solicitor and a Visiting Lecturer at a leading law school in London, and is particularly passionate about social justice, working to make legal services more accessible, inclusive, and responsive, especially for those from underrepresented communities. Nicola is a seasoned coach and HR professional with a specialisation in anti-racism and social value, which she puts into practice in her role as Global Head of HR and Operations at Freedom Fund. Harriette is a funding and social value expert, supporting nonprofits around the world to build capacity and grow their social and environmental impact, including in her current role at I.G. Advisers. Finally, Omar brings invaluable lived experience insight to our work supporting Trainees, as well as his professional expertise in social value and mentoring programmes through his roles at Capita, Project ReMake and a new role at Capgemini. We have already benefitted from their diversity of thought and experience and are hugely grateful for their commitment to our work.

## Our team

Our annual staff survey snapshot showed that our team continues to become more diverse in terms of age, gender, ethnicity and caring responsibilities.

In 2024, 38% of Switchback staff had caring responsibilities, (twice as many in 2023), while the percentage of staff known to have a disability (14.3%) was slightly higher than for the general London population (13.2%).

# People and culture update continued

## Ethnicity and gender

Switchback underrepresents people from Asian and other ethnic backgrounds but overrepresents Black and mixed-race people. Overall, Switchback has made huge strides in improving the ethnic diversity of the team through changing our recruitment process and we now better represent the ethnic backgrounds of our Trainees.

Ethnicity	% of staff in 2021	% of staff in 2022	% of staff in 2023	% of staff in 2024	2021 Greater London census
Asian or Asian British	0%	10.5%	9.1%	9.5%	20.8%
Black or Black British	8%	10.5%	9.1%	14.3%	13.5%
Other ethnic background	0%	0%	4.5%	4.8%	6.3%
Mixed	15%	10.5%	18.2%	19%	5.7%
White	77%	68.4%	59.1%	52.4%	53.8%
Prefer not to say	0%	0%	0%	0%	0%

Switchback now has a more balanced staff team in terms of gender. We have increased the number of men in the team each year, which is important both for the diversity of the team and for the representation of our Trainees.

Gender	% of staff in 2021	% of staff in 2022	% of staff in 2023	% of staff in 2024	2021 Greater London census
Female	77%	84.2%	68.2%	52.4%	51%
Male	23%	15.8%	31.8%	47.6%	49%
Non-Binary	0%	0%	0%	0%	unknown
Other	0%	0%	0%	0%	unknown
Prefer not to say	0%	0%	0%	0%	unknown

## Next steps

Our 2025 work plan includes a full benchmarking review of our pay scales, as well as continuing to develop the staff EDI Advisory Group's capacity to contribute to shaping our policy and practice.



# Financial review



## Income and expenditure summary

We had an exceptional fundraising year for Switchback with a record amount of income raised for the organisation – resulting in 27% year on year growth. We continued to benefit from existing donors and multi-year grants as well as securing new multi-year grant funding. Included within income are gifts in kind totalling £134,196 in relation to legal and professional fees.

The total cost of the Switchback programme in 2024 was budgeted at £1.33 million. Expenditure for the year was higher than budgeted at £1,413,469. Included within expenditure are gifts in kind totalling £134,196 in relation to legal and professional fees. Staff turnover and subsequent delays in recruitment, alongside other unforeseen

staff costs savings, resulted in staff costs being significantly lower than budgeted. Taken together with our successful fundraising efforts, we delivered a £139,010 surplus, putting us in a healthy position to start the next financial year with confidence despite the challenging fundraising climate.

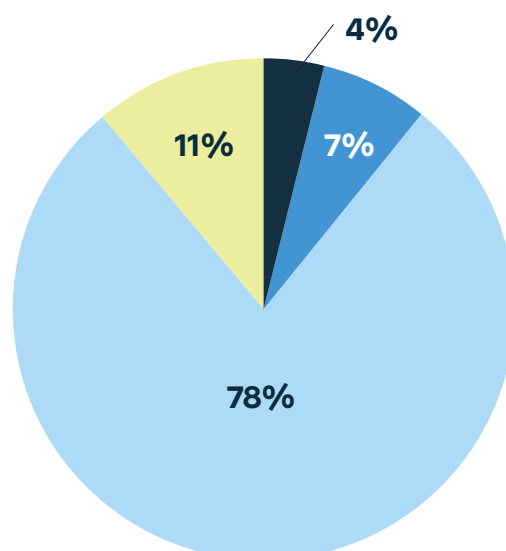
The lease for our office space was renewed in August 2024 and extended until January 2029. The new lease increased the annual rent and service charge costs by 9%. The annual costs are due to increase again in August 2026 by 3.5%. Expenditure was appropriately focused to facilitate the achievements and performance set out in this report. Our expenditure on charitable activities increased by £174,521 in 2024 of which £134,196 are gifts in kind as detailed above.

£	2021	2022	2023	2024
<b>Income</b>	914,653	1,151,335	1,219,788	1,552,479
<b>Expenditure</b>	859,676	1,151,342	1,216,990	1,413,469
<b>Surplus/(deficit)</b>	54,977	(7)	2,798	139,010
<b>Total funds – restricted and unrestricted</b>	984,259	984,252	987,050	1,126,060

## Income by type in 2024

Our income mix is very similar to previous years with the main change being an increase in government funding. This is due to recognising a full year of our grant from the Probation Service supporting our delivery work with young people from ethnic minority backgrounds.

- Corporates
- Individuals
- Trusts
- Government





Some of our key donors are listed below, and we are hugely thankful to those many loyal funders who have chosen to support us again in 2024. Additionally, we extend our enormous thanks to the generous donors not listed here, both those who chose to remain anonymous, as well as all those many supporters whose donation was less than £10,000 – these gifts are all truly vital to our work.

## **Donors that supported Switchback in 2024 (£10,000 or more)**

City Bridge Foundation  
Garfield Weston Foundation  
Ministry of Justice  
The Henry Smith Charity  
The National Lottery Community Fund  
The Swire Charitable Trust  
Aurum Charitable Trust  
Barrow Cadbury Trust  
Bernard Lewis Family Charitable Trust  
Comic Relief  
Esmée Fairbairn Foundation  
Girdlers' Company  
Iguano Group  
Milton Damerel Trust  
Propel  
R.U.B White Charitable Trust  
Raise Your Hands  
The Mark Leonard Trust  
The Tom Ap Rhys Pryce Memorial Trust  
The Fishmongers' Company  
Paul Stephenson Memorial Trust  
LandAid  
Vitol Foundation  
Charles Hayward Foundation  
Highway One Trust  
John R Murray Charitable Trust  
Belpech Charitable Trust  
Michael Firth

We would also like to extend a special thank you to the team at Peters & Peters Solicitors LLP for their wonderfully generous fundraising activities on behalf of Switchback in 2024.

## **Management pay**

The key management personnel are comprised of the Chief Executive and four Directors/ Heads of Department. The remuneration for key management was reviewed during the Trustees' annual salary review for the whole team. Their review considers the following:

- The charity's financial position.
- Changes to cost of living and inflation.

## **Investment policy**

Our annual Investment Policy review concluded Switchback funds will not be invested (outside of regular deposit accounts) as the Trustees feel it inappropriate to take on the level of risk that investment brings at this current time.

## **Fundraising regulation**

Our fundraising activity is wholly carried out by our in-house fundraising team. Switchback follows the Fundraising Regulator's Code of Fundraising Practice 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 know 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 Board of Trustees is required to annually review and agree the reserves policy.



The Finance & Resources Sub-committee, therefore, reviewed our current policy at its meeting in January 2025, and its recommendations were then agreed by the full Board at its meeting in January 2025. In setting our reserves policy, the Trustees wish to maintain a level of reserves that provides a stable basis for continuing activities whilst at the same time ensuring that funds are utilised for the benefit of Trainees.

Our policy states that the minimum level of reserves should be the cost associated with the extreme scenario of having to wind down the organisation, in an orderly fashion, were no more funds to be received. This is calculated at 4 months' running costs. Beyond this, we want to ensure that we are able to maintain sufficient financial flexibility to enable us to move quickly on an innovation to enable us to enhance our impact or to cover the costs of any unforeseen loss of funding or adverse circumstances, prior to taking remedial action.

Our reserves policy, therefore, is to retain unrestricted reserves of 4–6 months of the following year's budgeted expenditure. Based on our 2025 forecast expenditure of £1.5m, this requires retaining unrestricted reserves of between £494,981 and £749,971. These figures are regularly reviewed by the Finance & Resources subcommittee.

The Trustees are confident that there are sufficient unrestricted reserves to meet future commitments. At 31 December 2024, Switchback's unrestricted reserves stood at £705,587 (2023: £640,619).

## Structure, governance and management

The charity number, principal addresses and details of professional advisers 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 Articles of Association. 2024 has seen some changes to our trustee board as three Trustees were appointed to the Board with a further trustee appointed in early 2025.

We started a recruitment process at the end of 2024 to identify a new Chair for the Board with our current Chair due to step down in February 2026. We are looking to appoint a new Chair in 2025.

Switchback has always been grateful for the support of a range of experts, advisers and supporters from a range of fields. Special thanks to our long-term Patrons: Hugh Fearnley-Whittinghall and Primrose Bell for their continued support and advice.

### Trustees as of 30 April 2025

Duncan Shrubsole – Chair  
Olivia Gillan – Deputy Chair  
Gillian McMillan – Treasurer  
Burphy Zumu  
Harriette Tillott  
Jasmine Ashley-Tagoe – Safeguarding Co-Lead  
Nicola Hurley – Diversity Lead and Safeguarding Co-Lead  
Omar Mentesh



## **EbE Board Adviser**

The post is currently vacant, and we are in the process of recruiting up to two Advisers to join the Board in summer 2025.

## **Recruitment, induction and training of new Trustees**

We appointed three Trustees in 2024 with a further Trustee appointed in early 2025. The four Trustees were supported through our robust induction process which is designed to ensure that new Trustees fully understand their roles and responsibilities as well as the objectives, activities and ethos of the charity. New Trustees meet with the CEO, the leadership team and the Chair as well as being provided with relevant background information about the charity. Trustees also visit the Switchback office, training environments and a prison to help their understanding of how we deliver the programme, the environment in which we work and the associated risks.

## **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 and the leadership team. The Trustee Board has set up a Finance and Resources Sub-committee that meets quarterly to review management accounts, fundraising forecast and cashflow analysis. Recommendations are then



presented to the full Board which also meets quarterly. 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

Effective risk management is critical in working towards the achievement of our mission. The Board of Trustees maintains overall accountability for ensuring that effective risk management practices are in place. They review and agree these arrangements on an annual basis. They are supported in this by the Finance and Resources Sub-committee, which reviews the risk register every quarter.

The Leadership Team have responsibility for the risk register and review this monthly. A summary of the principal risks and uncertainties identified by the Trustees are as follows:

- **Retention & Recruitment of Mentors:**

There has been a high turnover of staff within our Mentor team resulting in the team not being at full capacity in 2024. This impacts on the level of Trainees we can work with as an organisation. We are exploring how the culture and wellbeing of the team can be enhanced as well as upskilling staff and providing opportunities for personal development. We have recruited two new Delivery Managers in early 2025 and will be undertaking a recruitment process to bring the Mentor team back to full capacity in 2025.

- **Trainee Engagement:**

Engaging potential Trainees is reliant on access to prisons and referrals from partners such as the Probation Service. We are working in a range of prisons, however there are changes to the prison system expected in 2025. This could result in changes to the demographic of prisoners in prisons in which we operate, and this could have an impact on our work. We are exploring with the London Prison Lead how Switchback could work in new prisons, including those outside of London that house people returning to London.

The Trustees are satisfied that the risks identified above have been mitigated or addressed as required and that arrangements are in place to review them on an ongoing basis.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, and the charities Statement of Recommended Practice. The Trustees have taken Charity Commission Guidance on public benefit into account.

The Trustees' Report was approved by the Trustees on 30 April 2025 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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**SWITCHBACK**

Thank you to Venetia Menzies Photography  
[@VenetiaMenzies](https://www.instagram.com/VenetiaMenzies) and the Comic Relief storytelling team.



**The Switchback Initiative  
(Limited by Guarantee)**

**Trustees' Report and Financial Statements  
For the year ended 31 December 2024**

**Registered Company number: 06615923 (England and Wales)  
Registered Charity number: 1125100**

# THE SWITCHBACK INITIATIVE

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	M Ashley-Tagoe (Appointed 9 February 2024) O Gillan N Hurley (Appointed 9 February 2024) G McMillan O Mentesh (Appointed 29 January 2025) D Shrubsole B Summerskill (Resigned 20 March 2025) H Tillott (Appointed 9 February 2024) B Zumu
<b>Senior Management Team</b>	S Williams – Chief Executive A Cross H Topley C Anderson J Robson C Best
<b>Company Secretary</b>	C Anderson
<b>Charity Number</b>	1125100
<b>Company Number</b>	06615923
<b>Registered Office and Principle Address</b>	Switchback 3 <sup>rd</sup> Floor Norvin House 45-55 Commercial Street London E1 6BD
<b>Independent Auditor</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
<b>Main Banker</b>	Co-operative Bank Ltd PO Box 101 1 Balloon Street Manchester M60 4EP

# THE SWITCHBACK INITIATIVE

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# THE SWITCHBACK INITIATIVE

## REPORT OF THE INDEPENDENT AUDITOR

### FOR THE YEAR ENDED 31 DECEMBER 2024

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We have audited the financial statements of The Switchback Initiative (the 'charitable company') for the year ended 31 December 2024. 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 December 2024 and of its incoming resources and application of resources, including its income and expenditure, 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 and the Charities Act 2011.

#### **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 charitable company 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

# THE SWITCHBACK INITIATIVE

## REPORT OF THE INDEPENDENT AUDITOR

### FOR THE YEAR ENDED 31 DECEMBER 2024

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In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees 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 charitable incorporated organisation'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 incorporated organisation or to cease operations, or have no realistic alternative but to do so.

# THE SWITCHBACK INITIATIVE

## REPORT OF THE INDEPENDENT AUDITOR

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### **Auditor's responsibilities for the audit of the financial statements**

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption, and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK.
- We considered the nature of the charity's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

# THE SWITCHBACK INITIATIVE

## REPORT OF THE INDEPENDENT AUDITOR

### FOR THE YEAR ENDED 31 DECEMBER 2024


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Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

#### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for the no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, or for the opinions we have formed



**Mark Cummins FCCA (Senior Statutory Auditor)**

For and on behalf of TC Group

Statutory Auditors

Office: Steyning, West Sussex

Dated: 28 May 2025

**THE SWITCHBACK INITIATIVE**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

		Unrestricted funds	Restricted funds	<b>Total 2024</b>	Total 2023
<b><u>Income from:</u></b>	<b>Notes</b>	£	£	£	£
Donations	<b>2</b>	634,425	870,144	<b>1,504,569</b>	1,210,794
Investments	<b>3</b>	47,660	-	<b>47,660</b>	7,704
Other trading	<b>4</b>	250	-	<b>250</b>	1,290
<b>Total income</b>		<b>682,335</b>	<b>870,144</b>	<b>1,552,479</b>	<b>1,219,788</b>
<b><u>Expenditure on:</u></b>	<b>5</b>				
Raising funds		200,425	-	<b>200,425</b>	178,467
Charitable activities		416,942	796,102	<b>1,213,044</b>	1,038,523
<b>Total expenditure</b>		<b>617,367</b>	<b>796,102</b>	<b>1,413,469</b>	<b>1,216,990</b>
<b>Net income</b>		<b>64,968</b>	<b>74,042</b>	<b>139,010</b>	<b>2,798</b>
Fund balances at 1 January 2024		640,619	346,431	<b>987,050</b>	984,252
<b>Fund balances at 31 December 2024</b>	<b>15</b>	<b>705,587</b>	<b>420,473</b>	<b>1,126,060</b>	<b>987,050</b>

All activities are classed as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The results for the year all relate to continuing activities.

The notes on pages 51 to 61 form part of the financial statements.

# THE SWITCHBACK INITIATIVE

## BALANCE SHEET

AS AT 31 DECEMBER 2024

		2024	2023
	Notes	£	£
<b>Fixed assets</b>			
Tangible assets	11	37,375	9,513
		<u>37,375</u>	<u>9,513</u>
<b>Current Assets</b>			
Debtors	12	39,175	157,931
Cash at bank and in hand		1,191,309	902,971
		<u>1,230,484</u>	<u>1,060,902</u>
<b>Creditors: amounts falling due within one year</b>	13	(141,799)	(83,365)
<b>Net current assets</b>		<u>1,088,685</u>	<u>977,537</u>
<b>Net assets</b>		<u>1,126,060</u>	<u>987,050</u>
<b>Funds</b>	15		
Unrestricted funds		705,587	640,619
Restricted funds	14	420,473	346,431
<b>TOTAL FUNDS</b>		<u>1,126,060</u>	<u>987,050</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accounts were approved by the Board of Trustees on 30 April 2025



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**Gillian McMillan**  
Treasurer

**Company Registration No. 06615923**

**THE SWITCHBACK INITIATIVE**  
**CASHFLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

		2024		2023	
	Notes	£	£	£	£
<b>Net cash provided by/(used in) operating activities</b>	<b>17</b>		<b>278,785</b>		<b>(76,545)</b>
<b>Cash flows from investing activities:</b>					
Purchase of tangible fixed assets	11	(38,107)		(6,384)	
Interest on investments		47,660		7,704	
<b>Net cash used in investing activities</b>			<b>9,553</b>		<b>1,320</b>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>			<b>288,338</b>		<b>(75,225)</b>
<b>Cash and cash equivalents at the beginning of the year</b>			<b>902,971</b>		<b>978,196</b>
<b>Cash and cash equivalents at the end of the year</b>			<b>1,191,309</b>		<b>902,971</b>

**Analysis of net cash**

	At 1 Jan 2024 £	Cash flow £	At 31 Dec 2024 £
Cash at bank and in hand	902,971	288,338	<b>1,191,309</b>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### 1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

##### 1.1 Basis of accounting

The financial statements have been prepared in accordance with 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) – Charities SORP (FRS 102), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102.

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

##### 1.2 Preparation of the accounts on a going concern basis

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

##### 1.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income can be measured reliably.

Grants and donations are recognised when the charity has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. In the event that such income is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Gifts in kind are included at fair value within donations.

Trading income is recognised upon delivery of the service provided.

Investment income is credited to income when it is receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### 1.4 Expenditure

Expenditure is recognised on an accruals basis inclusive of any VAT which cannot be recovered.

Support costs which are not directly attributable to a specific charitable activity are allocated on a percentage basis based on staff time applied to each activity during the year. Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements. These are included within support costs.

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### ACCOUNTING POLICIES (continued)

##### 1.5 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided as the following annual rates in order to write off each asset over its estimated useful life.

Computer Equipment	33% on cost
Furniture & Fittings	20% - 25% on cost

Only assets over £500 are capitalised.

##### 1.6 Lease commitments

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

##### 1.7 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

##### 1.8 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### 1.9 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

##### 1.10 Debtors

Trade and other debtors are recognised at the settlement amount due.

##### 1.11 Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposits or similar account.

##### 1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### ACCOUNTING POLICIES (continued)

##### 1.13 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

#### 2. DONATIONS INCOME

	Unrestricted £	Restricted £	2024 £	2023 £
Donations & grants	618,807	870,144	<b>1,488,951</b>	1,186,253
Gift aid recovery	15,618	-	<b>15,618</b>	24,541
	<u>634,425</u>	<u>870,144</u>	<u><b>1,504,569</b></u>	<u>1,210,794</u>

Included within donations & grants are gifts in kind totaling £134,196 in relation to legal and professional fees.

#### 3. INVESTMENT INCOME

	Unrestricted £	Restricted £	2024 £	2023 £
Deposit account interest	47,660	-	<b>47,660</b>	7,704
	<u>47,660</u>	<u>-</u>	<u><b>47,660</b></u>	<u>7,704</u>

#### 4. OTHER TRADING INCOME

	Unrestricted £	Restricted £	2024 £	2023 £
Trading income	250	-	<b>250</b>	1,290
	<u>250</u>	<u>-</u>	<u><b>250</b></u>	<u>1,290</u>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 5. EXPENDITURE

	Depreciation	Staff costs	Other costs	Total 2024	Total 2023
	£	£	£	£	£
<b>Raising funds</b>	-	191,964	8,461	<b>200,425</b>	178,467
<b>Charitable activities</b>					
Activities undertaken directly	8,299	600,729	238,257	<b>847,285</b>	811,261
Support costs (note 6)	1,946	189,004	174,809	<b>365,759</b>	227,262
Total	10,245	789,733	413,066	<b>1,213,044</b>	1,038,523
<b>Total</b>	<b>10,245</b>	<b>981,697</b>	<b>421,527</b>	<b>1,413,469</b>	1,216,990

#### 6. SUPPORT COSTS

	2024	2023
	£	£
Staff costs	<b>189,004</b>	180,129
Rent and utilities	<b>13,488</b>	13,066
Office costs	<b>3,439</b>	3,180
IT	<b>4,260</b>	4,282
Sundry costs	<b>1,440</b>	2,526
Bank charges	<b>1,751</b>	2,044
Recruitment	<b>877</b>	397
Depreciation	<b>1,946</b>	1,018
Events	<b>1,645</b>	1,594
Other support costs	<b>135,555</b>	1,687
Governance costs (note 7)	<b>12,354</b>	17,339
	<b>365,759</b>	227,262

Included within other support costs are gifts in kind totaling £134,196 in relation to legal and professional fees.

#### 7. GOVERNANCE COSTS

	2024	2023
	£	£
Auditors' remuneration – audit fees	<b>12,000</b>	12,000
Auditors' remuneration – other services	-	5,112
Trustees' expenses	<b>354</b>	227
	<b>12,354</b>	17,339

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 8. STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE FUNDS – YEAR ENDED 31 DECEMBER 2023

	Unrestricted funds	Restricted funds	Total 2023
<u>Income from:</u>	£	£	£
Donations	594,678	616,116	<b>1,210,794</b>
Investments	7,704	-	<b>7,704</b>
Other trading	1,290	-	<b>1,290</b>
<b>Total income</b>	<b>603,672</b>	<b>616,116</b>	<b>1,219,788</b>
<u>Expenditure on:</u>			
Raising funds	178,467	-	<b>178,467</b>
Charitable activities	425,420	613,103	<b>1,038,523</b>
<b>Total expenditure</b>	<b>603,887</b>	<b>613,103</b>	<b>1,216,990</b>
<b>Net income / (expenditure)</b>	<b>(215)</b>	<b>3,013</b>	<b>2,798</b>
Fund balances at 1 January 2023	640,834	343,418	<b>984,252</b>
<b>Fund balances at 31 December 2023</b>	<b>640,619</b>	<b>346,431</b>	<b>987,050</b>

#### 9. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits for the year ended 31 December 2024 nor for the year ended 31 December 2023. Trustee expenditure totaling £354 (2023: £227) was reimbursed during the year.

#### 10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	<b>863,721</b>	815,252
Social security costs	<b>78,750</b>	74,515
Other pension costs	<b>39,226</b>	41,028
	<b>981,697</b>	930,795

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### 10. STAFF COSTS (continued)

The average number of employees during the year was as follows:

	<b>2024</b>	2023
	<b>Number</b>	Number
Programme Delivery	<b>11</b>	10
Policy and Influencing	<b>4</b>	5
Other	<b>10</b>	9
	<b>25</b>	24

The number of employees whose emoluments fell within the following bands was:

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

Of the employees whose emoluments exceed £60,000, 2 (2023: 1) have retirement benefits accruing under defined contribution pension schemes. Pension contributions for higher paid employees in the year amounted to £6,778 (2023: £4,102).

During the year the key management personnel of the charitable company comprised of the Chief Executive, Director of Finance and Operations and the three Heads of Department. The total employee benefits of the key management personnel (including Employer's National Insurance Contributions) were £345,509 (2023: £359,778).

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 11. TANGIBLE FIXED ASSETS

	Furniture & Fittings	Computer Equipment	Total
Cost	£	£	£
At 1 January 2024	1,348	23,794	<b>25,142</b>
Additions	27,356	10,751	<b>38,107</b>
Disposals	-	(6,241)	<b>(6,241)</b>
<b>At 31 December 2024</b>	<b><u>28,704</u></b>	<b><u>28,304</u></b>	<b><u>57,008</u></b>
<b>Depreciation</b>			
At 1 January 2024	769	14,860	<b>15,629</b>
Charge for the year	3,043	7,202	<b>10,245</b>
Eliminated on disposal	-	(6,241)	<b>(6,241)</b>
<b>At 31 December 2024</b>	<b><u>3,812</u></b>	<b><u>15,821</u></b>	<b><u>19,633</u></b>
<b>Net book value</b>			
<b>At 31 December 2024</b>	<b><u>24,892</u></b>	<b><u>12,483</u></b>	<b><u>37,375</u></b>
At 31 December 2023	579	8,934	9,513

#### 12. DEBTORS – amounts falling due within one year

	2024	2023
	£	£
Trade debtors	250	-
Other debtors	4,450	4,460
Prepayments and accrued income	34,475	153,471
	<b><u>39,175</u></b>	<b><u>157,931</u></b>

#### 13. CREDITORS - amounts falling due within one year

	2024	2023
	£	£
Trade creditors	8,028	642
Social security and other taxes	21,328	20,618
Accruals and deferred income	106,479	55,833
Other creditors	5,964	6,272
	<b><u>141,799</u></b>	<b><u>83,365</u></b>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 14. RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 January 2024	Income	Expenditure	Balance at 31 December 2024
	£	£	£	£
Barrow Cadbury Trust	7,089	33,500	(35,014)	5,575
Charles Hayward	-	25,000	(19,500)	5,500
City Bridge Foundation	-	68,112	(56,170)	11,942
Comic Relief	-	55,000	(19,167)	35,833
Donation to Reserves	299,999	-	-	299,999
Esmée Fairbairn Foundation	8,959	99,193	(103,278)	4,874
The Fishmonger's Company's	-	30,000	(15,000)	15,000
Garfield Weston Foundation	-	50,000	(53,410)	(3,410)
The Henry Smith Charity	10,000	60,000	(62,544)	7,456
Highway One Trust	-	15,000	(14,667)	333
HMPPS	646	147,500	(147,772)	374
LandAid Charitable Trust Limited	-	20,000	-	20,000
Mark Leonard Trust	-	12,000	(12,000)	-
The National Lottery Community Fund	-	104,111	(103,148)	963
Peter Stebbings Memorial Charity	-	5,000	(5,000)	-
Mayor of London through the Propel Collaboration	-	145,228	(129,194)	16,034
Sheriffs' and Recorder's Fund	-	500	(500)	-
The Considered Ask	10,482	-	(10,482)	-
Triangle Trust	9,256	-	(9,256)	-
	<u>346,431</u>	<u>870,144</u>	<u>(796,102)</u>	<u>420,473</u>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### 14. RESTRICTED FUNDS (CONTINUED)

**Barrow Cadbury Trust** - Funding towards Reshaping Resettlement for young adult prison leavers.

**Charles Hayward** – Providing mentoring and training inside prison and on release.

**City Bridge Foundation** – Funding towards the costs of Mentors and cost of supporting Trainees.

**Comic Relief** – Supporting young men to live stable, rewarding lives after their release from prison.

**Donation to Reserves** - Restricted for use in closing down the organisation or to the sustainability of Switchback's ethos in the justice system.

**Esmée Fairbairn Foundation** – Funding towards reshaping resettlement for young prisoners.

**The Fishmonger's Company's** – Support mentoring for 18–30-year-olds returning to London after prison.

**Garfield Weston Foundation** - Funding towards the costs of Mentors supporting Trainees. This is a multi-year grant ending in September 2026. The grant year runs 12th September to 11th September and the next payment of funding has been received.

**The Henry Smith Charity** - Funding for Mentoring to change lives and reduce reoffending.

**Highway One Trust** – Funding towards core costs.

**HMPPS** - London Probation Region Grants for People from Ethnic Minority Groups.

**LandAid Charitable Trust Limited** – To support young prison leavers navigate post-release challenges and provide practical support.

**Mark Leonard Trust** – Funding towards organisational development and training.

**The National Lottery Community Fund** – Reaching Communities England - Funding for Mentoring to change lives and reduce reoffending.

**Peter Stebbings Memorial Charity** – To support the development of employment and training partnerships.

**Mayor of London through the Propel Collaboration** - Provide quality mentoring to disadvantaged young Londoners.

**Sheriffs' and Recorder's Fund** – Funding towards Trainee essential items.

**The Considered Ask** - Funding for the development of peer mentors and intern scheme.

**Triangle Trust** - Funding to expand Switchback's training and employment partnerships.

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	2024 Total
	£	£	£
Fund balances at 31 December 2024 are represented by:			
Fixed assets	37,375	-	37,375
Current assets	810,011	420,473	1,230,484
Creditors: amounts falling due within one year	(141,799)	-	(141,799)
	<u>705,587</u>	<u>420,473</u>	<u>1,126,060</u>

	Unrestricted funds	Restricted funds	2023 Total
	£	£	£
Fund balances at 31 December 2023 are represented by:			
Fixed assets	9,513	-	9,513
Current assets	714,471	346,431	1,060,902
Creditors: amounts falling due within one year	(83,365)	-	(83,365)
	<u>640,619</u>	<u>346,431</u>	<u>987,050</u>

#### 16. COMMITMENTS UNDER OPERATING LEASES

At 31 December 2024 the company had total commitments payable under non-cancellable operating leases as follows:

	Land and buildings	
	2024	2023
	£	£
Within one year	73,000	40,052
Between two and five years	<u>225,400</u>	-
	<u>298,400</u>	<u>40,052</u>

Total lease payments recognised as an expense in the year amounted to £67,981 (2023: £64,083).

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### 17. NET CASHFLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income	139,010	2,798
Depreciation of tangible fixed assets	10,245	5,358
Loss on disposal of tangible fixed assets	-	374
Dividends and interest from investments	(47,660)	(7,704)
Decrease/(increase) in debtors	118,756	(102,074)
Increase in creditors	58,434	24,703
	<hr/>	<hr/>
<b>Net cash provided used in operating activities</b>	<b>278,785</b>	<b>(76,545)</b>
	<hr/>	<hr/>

#### 18. RELATED PARTY TRANSACTIONS

During the year to 31 December 2024 donations were received by the charity from various Trustees totaling £2,550 (2023: £2,550). The only further related party transactions relate to Trustees' expenditure reimbursement of £354 (2023: £227) as disclosed in note 9.

#### 19. CONTROL

The Switchback Initiative is a company limited by guarantee and has no share capital. No one member has overall control of the charity.

#### 20. COMPANY INFORMATION

The Switchback Initiative is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the legal and administrative information page.

**THE SWITCHBACK INITIATIVE**

England & Wales - Charity number 1125100

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# Accounts

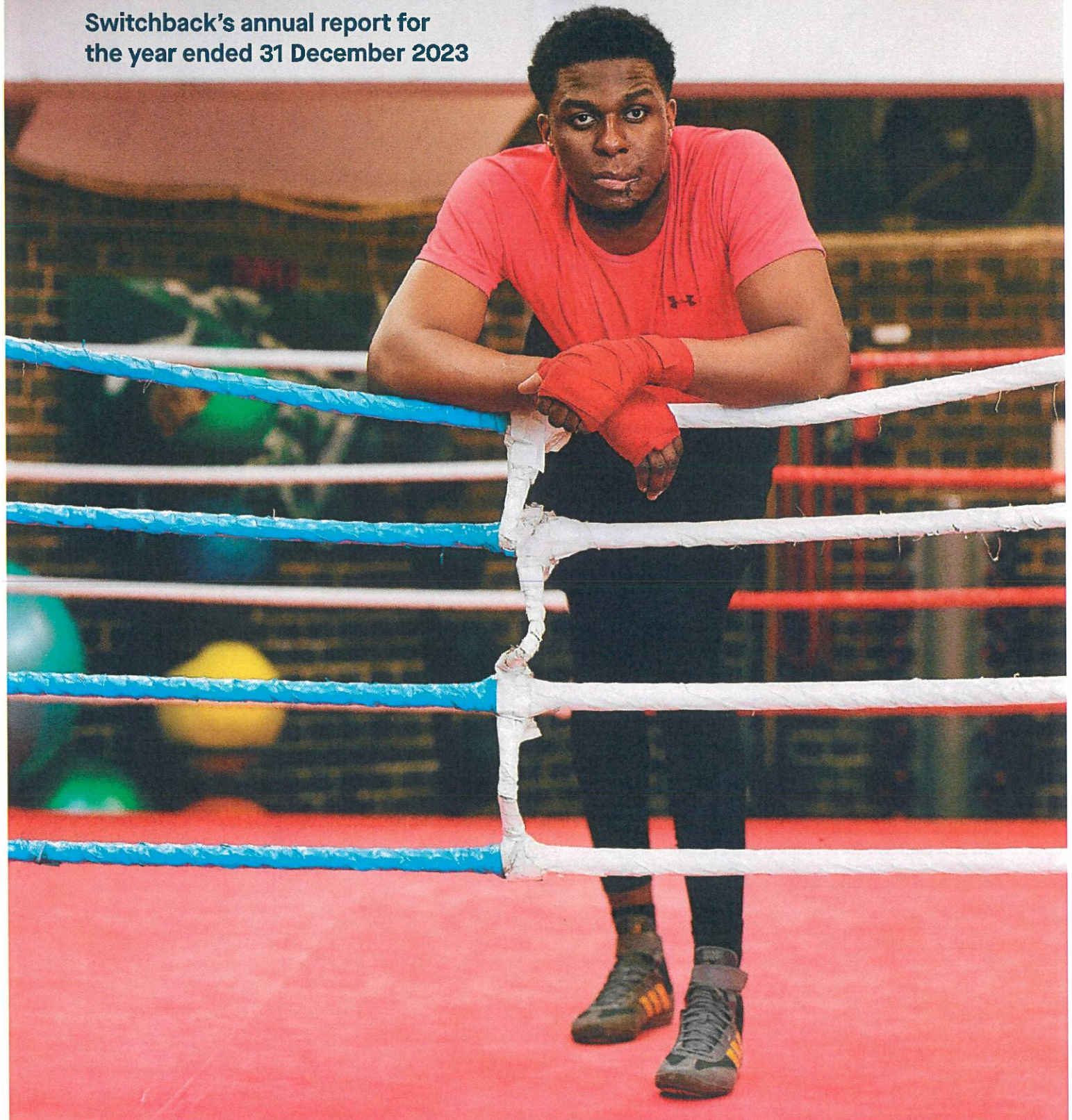
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**SWITCHBACK**

**2023**

# **ANNUAL REPORT**

Switchback's annual report for  
the year ended 31 December 2023





The Trustees (who are also the directors) are pleased to present their annual report for the year ended 31 December 2023.

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# About Switchback



**Switchback is an award-winning charity supporting young Londoners to find their way out of the justice system and build stable, rewarding lives.**

Switchback's model is centred on a meaningful relationship between a Switchback Mentor and a Switchback Trainee, beginning in prison and lasting as long as it takes after release.

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.

We also make sure that Trainees' practical needs are met in the crucial days and weeks after release, providing essentials such as mobile phones and data, travel cards and shopping vouchers, as well as supporting Trainees to access housing, training and meaningful work.

Building on over 15 years of impact, we work with others to share what we've learned and inspire change across the criminal justice system and beyond.

## 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.

# Our values



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

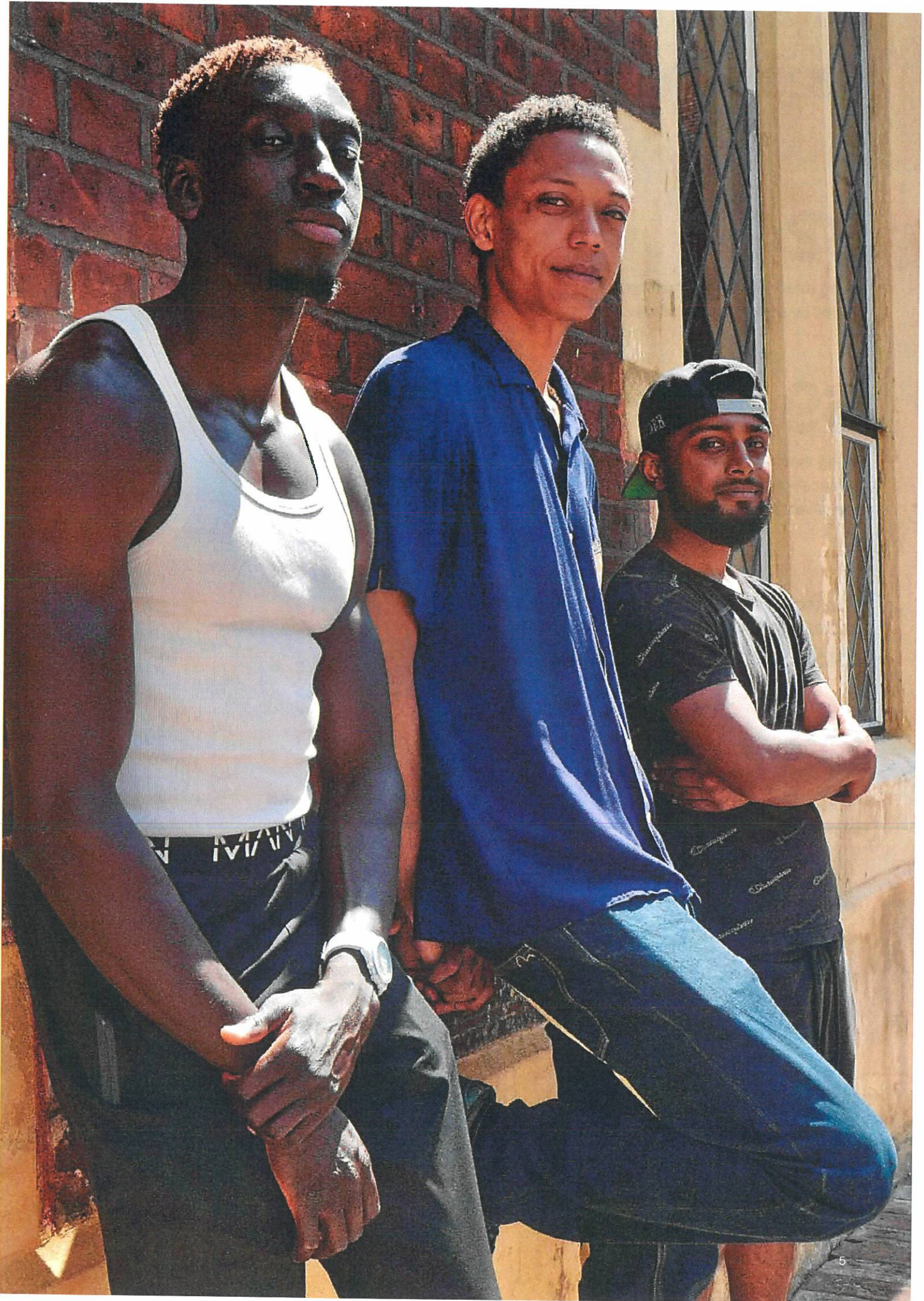
### Having high expectations

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.



# 2023 in numbers



## 824

young prison-leavers supported  
in total by Switchback Mentors

## 2,171

outcomes achieved by Trainees across  
the 10 Switchback Pathways

## 69

young men engaged as Switchback  
Trainees – our highest ever number on our  
intensive 12 week mentoring programme

## 14

prisons from which Switchback  
Trainees were released

**The lack of effective resettlement support in  
prison created additional challenges  
(figures relate to Switchback Trainees 2023):**

## 95%

had unstable finances  
on release

## 45%

with an identified mental  
health issue

## 35%

released homeless

## 14%

with an identified drug or  
alcohol issue



**The number of Trainees achieving significant progress rose even further:**



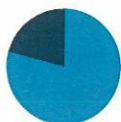
**87%**

achieved at least one practical education, employment or training outcome (up from 80% in 2022)



**46%**

had started a job, apprenticeship or further/higher education course within the first 12 months post-release (the same rate as for 2022 for the comparable cohort)



**79%**

progressed from unstable to stable on 5+ pathways (up from 77% in 2022)



**74%**

reached our benchmark of Real, Lasting Change (up from 65% in 2022)

**Since Switchback began:**

**60%**

% of Trainees who have completed the programme (334 men)

**3,021**

Total number of Switchback Trainees who have received meaningful support from a Switchback Mentor since Switchback was founded in 2008

**555**

Total number of Switchback Trainees since Switchback was founded in 2008

# Introduction



## A criminal justice system in crisis

In March 2023, the UK prison population reached 99% of safe capacity, marking an unprecedented level of overcrowding. The continued under-resourcing of both the prison and probation services prevented people serving a prison sentence from accessing the effective support needed to build a stable life on release. It's striking that HM Inspectorate of Prisons failed to rate a single prison as "good" in 2022-23 for their work on rehabilitation and release planning. The unpredictability of early releases, intended to reduce overcrowding, also made it harder to plan timely support for housing and other essential needs. And when people were released, it was into an acutely challenging economic environment of a national housing crisis and rising living costs with minimal access to support or guidance.

## Doing resettlement differently

Amongst the political and media noise surrounding this perfect storm, Switchback has continued to offer the consistent, reliable support that makes it possible for young men to live life differently after prison. 2023 was our busiest year yet, with 69 young men engaging as Switchback Trainees on our intensive twelve-week mentoring programme. Despite all the challenges they faced, almost half of 2023's cohort who completed the programme a year ago have already secured permanent work or long-term training, giving them vital economic stability and a sense of belonging and purpose.

At Switchback we want everyone leaving prison to receive the most appropriate support, and in this report you will learn more about our pilots to expand our reach. Alongside our intensive

programme, we also worked with another 755 young men before or after release, ranging from coaching them to create their own resettlement plan, introducing them to relevant support services, or working with them to write a CV or apply for housing, training or work. And for the first time we accepted a government grant to be a Probation referral partner and are already seeing significantly greater engagement from probation officers and more referrals.

## The power of including lived experience in policymaking

The impact data in this report clearly shows the power of providing consistent through-the-gate support, but it is the Trainees themselves who are the most persuasive advocates of the need for change. In June 2023, Switchback Experts by Experience (EbE) made a visible impact on the Minister for Prisons and Probation as they shared their experience and views about the benefit to Trainees and our society of our transformational post-release wraparound support and a phased introduction to work.

In the year leading up to the General Election, we worked with our EbE Board to develop our costed National Resettlement Framework to share our proposals with the main political parties. Our evidence showed how investing in resettlement support services like Switchback's can save the taxpayer significant sums, both through reducing the cost of an unnecessarily large prison estate and through supporting people leaving prison to make a positive contribution to society. At the time of writing this report, we are encouraged by the new Government's early comments about the scale of the challenge and the need for systemic, sustainable solutions that prioritise effective



resettlement. We particularly welcome the appointment of James Timpson as the Minister for Prisons, as it demonstrates a clear understanding of the need for sector expert involvement when tackling a problem of this scale. We look forward to working with him and the Ministry of Justice team in their renewed focus on tackling the crisis in our prisons.

### Looking forward – scaling our impact in 2024 and beyond

We entered 2024 with a refreshed Board and Leadership Team, who together bring valuable skills and expertise and make us more representative both of the men we work alongside and of modern London. Our collective challenge in developing our next strategic plan is to consider how we can best scale our impact so that even more men can access the support they need to build a stable, rewarding life after prison.

Alongside growing our team of highly skilled Switchback Mentors so we can directly support more men in London, we also want to build our capacity to share our person-centred, relational model with others working in this field. That includes employers who want to hire people leaving prison but struggle to know how to do that well. That's why we are renewing our focus on sharing our model and insight, including developing a business model that enables sustainable sharing. If you're interested in how we can help you offer transformational support to people leaving prison, we'd love to hear from you.

### Thank you

Finally, as always, we owe a huge debt of gratitude to all our supporters and partners for your invaluable contribution to this work, encompassing everything from encouragement to funding, from practical guidance and advice to opportunities for Trainees, and much more besides. Your unwavering generosity and belief in our mission and model are what enable us to help even more men leaving prison to build a stable and rewarding life they can be proud of. As we enter a new chapter under a new Government, we feel increasingly hopeful that lasting systemic change towards effective resettlement policy and practice might be possible. We invite you to join us and the Switchback EbE Board as we continue our work to reshape the UK's resettlement landscape and flip the script about living life differently on release.

**Duncan Shrubsole, Chair**

**Sian Williams, CEO**

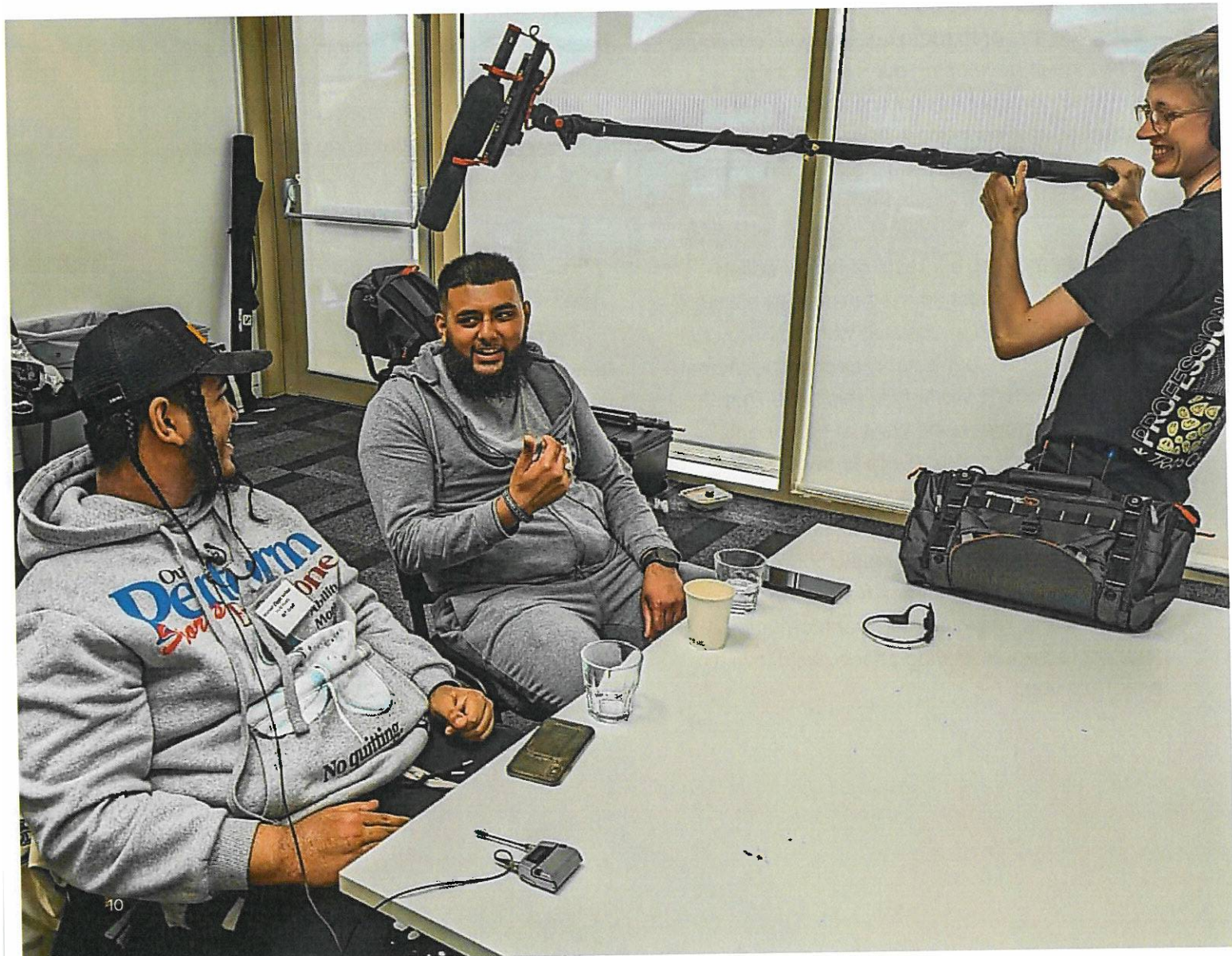
# Sage's journey



"I always had big ambitions. I grew up on a council estate just kicking a ball in a cage but I knew that there was more to life. Growing up there was a lot of poverty. To be honest, I hated school. I left with zero GCSEs but that's not because I wasn't interested. Nothing in school caught my attention. If I was to do it now, it might be different because I've seen some colleges with courses on making games and with recording studios. It's so advanced. Back then it was a pen on paper or reading from a book, so I didn't like education because I found it boring. It's crazy because I actually have a thing for knowledge. I love information. My name is Sage. And when

I Googled it one time the description came up as: wise man, esoteric, knowledge, deep thinker of philosophy. I thought: 'That describes me to a tee!'

Ending up in prison is really down to the people you're around. That's just point blank how it is. If you're around a bunch of drug dealers, consciously or unconsciously, you funnel habits and just by being in the wrong crowd, you start to do the wrong things. Everything boils down to money as well. People turn to crime to change their circumstances.



When I was in jail, two years of it was in a single cell for 23 hours a day. I'm an introvert, but in jail without distractions that's a lot of time to think. I remember being on the yard and someone pointed to a plane and said, 'Do you see that in the sky? That's life flying by right now.' In jail life flies by while you're on pause. And for some people they've been on pause for something like 18 years or even more. I've been out for nearly a year and I still find it weird sometimes that it really happened – I think 'Did all that time really go?'

Prison staff don't help. There's a lot of people in need that go to them with problems that they could help them with but don't. You might get that one in a dozen good officer. When I met Switchback, I could tell everyone had pure intentions and that they just wanted to help. That's good because people that have come from a jail environment can see that there are people that are really here for them, willing to help, and can provide this kind of service after release. Even after completing the Switchback programme, I've lost count of how many times I've come back for things like EbE and I've kept engaging because there's so much that I've found value in. I'd love to carry on because I see the value of what I can become and the fact that I have a voice and Switchback are willing to work with me. We, as prison leavers, can voice our opinion and we make things happen.

Life is chilled now. It's not that fast pace of before where my life's on the line, I've got my freedom and I've got my family. For my whole three-and-a-half-year prison sentence I didn't see my mum. She wanted to come and see me but I knew she would start crying seeing me in that kind of environment. That's very hard. The first time I told my mum I loved her in my whole life was on a prison phone. Not because I never loved her, it just felt mushy, but in jail that goes away and you see who really cares for you.

Now, I'm focusing on fashion and jewellery. Fashion is where my passion and my heart is at. I love it because it's like cooking – you can have the same ingredients but make a completely different meal. With fashion, we might be wearing the same thing, but we look completely different because it's all about how you wear it."



**In the future, I see myself being a role model for others where they see what I went through and how I did it in a certain way and changed my life. From prisoner to CEO the legit way. I'm aware of my thoughts and actions and I know the direction I'm heading in. I want to show people that this is how you do it.**



# Spotlight on Switchback's Experts by Experience Board

Switchback's EbE Board is a place where current and former Trainees can work with each other and the Switchback team to influence for better policy and practice. Set up initially in 2017 to inform Switchback's own practice, the EbE now routinely meet national and local decision makers to share their insight and suggestions for more effective resettlement policy and practice. In 2023 EbE was attended by 69 current and former Trainees, who took part in a range of activities from meeting the then Prisons and Probation Minister to creating social media campaigns to "flip the script" about living life differently after prison. The EbE is expertly facilitated by Elton Gilbert, Switchback's EbE Participation Coordinator.



**"Being a former Switchback Trainee coming through the programme, and EbE Board member since 2017 has played a key role in my self-development. I'm not one to brag, but I'm genuinely proud of what we've achieved this year."**

The EbE Board is firing on all cylinders, and I'm excited to see it continue to soar in the years to come. Now in my second year of organising and facilitating our EbE Board, and as we move forward, I have a few dreams for EbE. I'd love to see us expand our reach, not just in terms of numbers but also in terms of impact. I envision us collaborating with EbE Boards from other organisations, sharing ideas, and amplifying our collective impact. And, because I'm also a freelance designer, I'm passionate about creating more pathways into the creative industry for our Trainees.

**For me, this work is about seeing a person's personal growth, about seeing individuals tap into their potential and making a positive difference in the world. It's about empowering others to believe in themselves and chase their dreams, no matter how big or small."**

**Elton Gilbert**

## Feedback from our EbE Board members:

**"EbE is about making everyone's voice heard."**

**"It's made me think about things that you don't think about. You see when you're growing up and there's so many things wrong with the world, with authority and the justice system. Sometimes you just have to deal with it but here it's like No. You don't just have to deal with it. It shouldn't be like that – it's letting us actually try and solve it."**

**"EbE allows us to understand and get a better insight on what the criminal justice system is actually doing compared to what [the government/system] think it's doing and find an avenue to work on that."**

**"One of the main reasons [to attend] is because you can have this type of conversation you would never have with your peers. Like I definitely wouldn't be having these conversations outside of work but sometimes these are the conversations that need to be had."**

**"We've all come from the same place – we've all got a different view on life. Being able to have different perceptions on the same place. It gives you a 360 outlook. We all respect each other's opinions and each other's perspectives. So, we have an insight on how we would like the justice system to work and to benefit people."**



# Equity, Diversity and Inclusion update

## **Aim: Building a diverse team and Board representative of our Trainees and modern London**

Nine in ten Switchback Trainees are from an ethnic minority background, so it is vital that our team is representative of the men we support, that our influencing work clearly challenges the structural reasons underpinning the overrepresentation of ethnic minority communities in the justice system, and that our organisational culture proactively includes and supports all forms of diversity. Switchback's Equity, Diversity & Inclusion Policy focuses on both our people and our operational delivery and is published on our website alongside annual diversity snapshots.

### **Our team**

Our annual staff survey snapshot showed that our team continues to become more diverse in terms of age, gender, ethnicity and disability. In 2023:

- Our staff were split equally in age between over and under 30-year-olds, compared to 69% under 30 in 2021 and 53% under 30 in 2022.
- 32% of our staff were male in 2023, compared to only 16% in 2022.
- The percentage of staff identifying as white has decreased from 77% in 2021 and 68.4% in 2022 to 59% in 2023.
- 13.6% of our staff described themselves as having a disability, compared to 5% in 2022 and none in 2021.
- 27% of staff have lived experience of the justice system, compared to 28% in 2022.

We now also offer flexible working wherever it meets both our HR and business needs. This is being used proactively in recruitment and in our management and enables us to make Switchback a more accessible workplace and to provide support to staff to manage their wellbeing better.

### **Staff and Board recruitment**

Our priority this year was to bring our Board and Leadership Team back up to full strength with increased diversity, including through lived experience of the justice system, both to broaden our skills and make us more representative of our Trainees. To achieve this, we worked on strengthening our inclusive recruitment process even further. In our recruitment packs we consciously described lived experience as a desirable strength and acknowledged the challenges experienced by people with previous convictions when applying for both non-executive and executive leadership roles. We committed to taking on responsibility for managing barriers arising from lived experience such as the requirement to apply for a Charity Commission waiver or being refused access to prisons for roles where we would usually consider that access essential. We offered confidential conversations with the CEO or a Trustee in advance of applying for anyone with lived experience. And we ran online Q&A sessions for prospective applicants, giving them the opportunity to hear from a cross-section of the team, including from people with lived experience. These steps have led to a significantly more diverse applicant pool for both our Board and leadership vacancies, and as a result we have significantly increased the level of lived experience and diversity across our leadership.

## Embedding equity, diversity and inclusion across Switchback

Two key themes that emerged for us in 2023 were the additional challenges of entering the workforce for people with lived experience of the justice system, and how we can ensure EDI is embedded across all our work whilst recognising that our team are working in an environment that exposes them to secondary trauma. To address the first challenge, we began by creating an in-house induction video to enable our new first-job joiners to easily understand our working culture and know how to seek support. To address the second, we strengthened our support offer to staff and their managers in multiple ways, through increasing access to clinical supervision and launching our Employee Assistance Programme, as well as enhanced training around trauma-informed practice.

## Next steps

Following a staff consultation on our EDI work, we have created a new staff EDI Advisory Group made up of volunteers from across our team, including people with lived experience of the justice system. They will act as an internal critical friend as we continue to review and strengthen our HR policies and frontline delivery model and practice, to ensure they are fit for purpose so as to support an increasingly diverse group of Trainees and workforce to thrive.

Finally, we have begun a deep dive into the demographic data for Trainees, to explore how Trainees' profiles have changed (or not) over time, and to ensure we are both aware of and able to meet the full range of Trainee needs, whatever their personal circumstances or demographic background.



# Our plan, 2022-25



1. A platform for more **young Londoners**

2. A platform for **changing the system**

3. A platform for **collaboration**

4. A platform on **strong foundations**



# Aim 1: A platform for more young Londoners



**A platform for more young Londoners: we'll expand our team of Switchback Mentors to double the number of young Londoners we can support, establishing Switchback as a beacon of best practice inspiring change across the system.**

## Year 2 update

### Overview

Throughout 2023, the continuing impact of the cost-of-living crisis, overcrowding in prisons and overburdened probation caseloads all had a demonstrable impact on Trainees. In particular, the implementation of emergency measures to reduce overcrowding made release dates unpredictable, thus undermining effective resettlement planning. We responded by increasing our visible presence in prisons and extending the timeframe after release within which we begin working with someone from four weeks to six months. This last change has enabled us to allow for the court backlogs and probation staff shortages that often result in delayed referrals.

The types of support Trainees needed in 2023 also shifted significantly. There was a notable improvement in access to basic amenities, such as ID and bank accounts, that freed up time in the Mentor-Trainee relationship to focus on longer-term issues, and removed some bureaucratic barriers to accessing housing, training, work and benefits. The success of the cross-sector campaign to end Friday releases also improved access to support and helped create a more sustainable resettlement environment for our Trainees. But the lack of suitable housing on release was a persistent theme which affected Trainees' ability to create the consistency needed to find and retain work, build good mental health and repair relationships. Alongside this, Trainees' financial wellbeing was on average more likely to remain precarious than for Trainees completing the programme in 2022, reflecting the increasingly challenging economic environment.

In 2023 we supported a total of 824 young men, the highest ever number of young men in Switchback's history, both through signposting and guidance to access appropriate support, and on our intensive post-release programme. 69 young men become Switchback Trainees on our 12-week Real, Lasting Change programme, our highest ever number in a single year. And we worked with a further 735 young men in prison to develop their plans for life post-release or access appropriate services through 1-to-1 sessions with Switchback Mentors. This pre-release support typically covers finding safe housing, accessing mental health or other support services post-release, or connecting with an employer or training provider. Whilst harder to quantify our impact, feedback clearly shows that our timely support here can make a significant difference to someone's ability to thrive after release.



# Aim 1: A platform for more young Londoners



## Year 2 progress

### Impact

# 69

Switchback Trainees engaged

# 75%

of Trainees reached Real, Lasting Change



Placed over a third of Trainees into sustainable jobs

# 755

additional men received support to address a specific need

# 87%

of Trainees achieved sustainable employment, education or training

### Increasing our reach

Piloted working with prison-leavers aged over

# 30



Extended the timeframe we work with people up to six months post-release

### Learning

# Unlocked

Collaborated with Unlocked Graduates on full sustainable employment review



Invested in training and skills for Mentors

# Aim 2: A platform for changing the system



**A platform for changing the system: we'll support more Trainees to take an ever-greater role in championing change across the justice system and tackling social and racial injustice – foregrounding their experience and shifting perceptions by amplifying Trainee voice and influence at every opportunity.**

## Year 2 update

### Overview

Antonia May Cross joined us in June 2023 as our new Head of Influencing. Her skill set has driven our systems change work and she has led on building strategic relationships with our EbE Board and a broad range of national media and decision-makers. 2023 saw Switchback's EbE Board, comprised of current and former Trainees, take an even greater role in shaping our influencing work, as well as sharing their proposals for better resettlement policy with a range of key policy stakeholders and media channels.

As part of our Flip the Script campaign, we began to measure the extent to which we are changing how journalists and media outlets talk about people with lived experience of prison. Our EbE Board worked with us to redesign our metrics of success for our media strategy, creating an EbE quality scale for the language and framing journalists and media outlets use when portraying people with lived experience of the justice system. We now use this scale to provide feedback to journalists we work with as part of EbE's journey telling process, thereby 'flipping the script' on the power dynamic in media relations. We continued to build our relationships with relevant government departments, including the Ministry of Justice's Resettlement Team, to share our learning and lived experience of successful resettlement with key decision-makers in pursuit of our campaign goal to

"Reshape Release." We co-hosted the then Minister for Prisons and Probation, Damian Hinds, with our Real Work Training partner, the Dusty Knuckle Bakery, creating an opportunity for three Switchback Trainees to share both their journey and their views on what needs to change for more effective resettlement policy directly with the government minister making those decisions.

With a general election on the horizon, we ramped up our work to develop a National Resettlement Framework proposal. We were particularly grateful for support on this from Pro Bono Economics in the form of a cost-benefit analysis which increased the impact of our proposal when we shared it with the main political parties ahead of manifesto development. We received encouraging interest in our proposals, including from the new Secretary of State for Justice, Shabhana Mahmood, who held the Shadow post at the time. We continue to use every opportunity to press policymakers to prioritise better post-release support.

Responding to the evidence from our Trainee data that poor mental health was a significant yet unaddressed issue for prison leavers, we were grateful to Clinks for supporting our collaboration with our neighbour, the anti-poverty charity Toynbee Hall, to scope the potential for peer-led research into the scale of the problem, as well as potential solutions.

# Aim 2: A platform for changing the system



## Who?

69

people attended an EbE Board session



Facilitation training and upskilling of Influencing Team to better support EbE



Average of

6

EbE members per session

## What they did



Provided expert experience to the APPG for Ending Homelessness to raise awareness of the issue of being released from prison into homelessness



Christmas Reshape Release film won the Big Give Awards 'Social Media Expert' Award and Switchback's 'Time & Again' podcast series won Gold and Bronze at the British Podcast Awards



Supported the Cover The Cost Coalition – the campaign successfully called on Government to stop more people becoming homeless by ensuring Local Housing Allowance will 'Cover The Cost' of rents



# Aim 3: A platform for collaboration



**A platform for collaboration: we'll work creatively with others to enable growth of our delivery and drive change across the system.**

## Year 2 update

### Overview

In 2022, the closure of key training partners following the pandemic and cost-of-living crisis had shown us the need to broaden our pipeline of training and employment opportunities for Trainees. This theme continued into 2023, as we saw increasing diversity amongst Trainees' life and work experience, as well as greater neurodivergence. We continued to invest in our partnerships and strategic relationships within the sector, sharing our model for relational working with prospective employment partners. We particularly focused on the two key themes of bolstering our links with the creative industry to provide a wider variety of opportunities and investing in supporting those with neurodivergences with sustainable routes into employment, education and training.

This approach has led to a mutually beneficial experience for both our Trainees and the employers we work with. A key factor in our success lay in our partnerships work being led by a former Mentor with the practical understanding of the environmental and cultural best practice employers need for hiring and onboarding that support those with experience of the justice system. And our EbE Participation

Coordinator has supported our drive to pursue engagement with the creative sector, helping build new partnerships with Dazed & Confused magazine, Dazed Club and Hatch Media, as well as sharing paid media opportunities with Trainees through a new creative jobs board.

A large part of our work in 2023 centred on reinforcing our reputation as a trusted and high-quality service provider to prison governors, probation teams and other relevant agencies to build a stronger inward referral pipeline and share our learning. For the first time in our history, we have accepted a government grant to take referrals from probation, and this is already leading to an increase in referrals and successful engagement. At the other end of our pipeline, we have also strengthened our network of service providers, building our capacity to support Trainees across the ten different pathways in our Real, Lasting Change programme. Particularly relevant in a cost-of-living crisis has been our partnership with the Financial Conduct Authority, with FCA employees volunteering to create an accessible financial wellbeing guide for Switchback Mentors to support Trainees.

# Aim 3: A platform for collaboration



## Progress on objectives

### Shared our model at:

**catch  
22**



Ministry  
of Justice

- Youth Work Matters
- Unlocking Hospitality (New Futures Network Events)
- Catch 22's The Role of the Third Sector in the Criminal Justice System
- The Ministry of Justice Third Sector Partnership event

### Collaborated with:

**.LIBERTY**

- Liberty Human Rights and representing on an APPG discussing the racial discrimination prevalent in the CJS



# Aim 4: A platform on strong foundations



**A platform on strong foundations: we'll make the operational step-change needed to become a thriving mid-size charity while closely guarding our values and agility, building a team representative of modern London.**

## Year 2 update

### Overview

Our new Director of Finance and Operations, Chris Anderson, who joined us at the start of 2023, has continued our work to improve our operational efficiency, including reviewing and updating our financial processes and launching tenders to increase value for money in our operations, as well as bringing our Management Accounts in-house. We have implemented both a new HR system and an Employee Assistance Programme, which together are helping us analyse absence data better and support staff wellbeing more effectively. We have also worked on improving our staff induction process for former Trainees who join our staff team, both to help make their first experience of working in an office environment as positive as we would expect from other employers we refer to, and to support our managers to understand the need for a trauma-informed approach.

After several years of a stable Board and Leadership Team, in summer 2023 we launched a highly successful recruitment process to bring new Trustees onto our Board. We redesigned our recruitment process to be as inclusive as possible for people with lived experience of the justice system. We were delighted to welcome three new Trustees – Nicola Hurley, Jasmine Ashley-Tagoe and Harriette Tillott – and a Board Adviser, Omar Mentesh. Together they bring vital skills and experience in growing income and impact, safeguarding, diversity and inclusion, as well as experience of the criminal justice system, and are already making significant contributions to strengthening our governance. We also completed recruitment for our permanent Leadership Team

with the appointment of Charmaine Best in February 2024. Charmaine brings a wealth of expertise in safeguarding and scaling a successful delivery model.

We started 2023 in a strong financial position, having already secured 46% (£631,258) of income for the year and achieved our full income target for the year in December. We were joined in April 2023 by Jack Robson to cover our Head of Fundraising's maternity leave and have benefited from Jack's experience at the RSA in developing relationships with larger trusts and foundations, which was a major priority for us in 2023. However, in summer 2023 we reviewed our fundraising pipeline with the conclusion that there were relatively few new larger funding opportunities still open to us. This was in part due to our success in securing several large grants in 2022 and 2023, but also simply due to there being a fairly limited number of funders which provide large frontline delivery funding for resettlement work in London. We therefore began to put in place the infrastructure to diversify our income in 2024, with the aim of growing our individual giving and corporate partnerships, alongside our larger trusts and foundations income, and thus to increase our unrestricted income for the future. We are delighted that Hayley Topley has returned from her maternity leave to lead our Philanthropic giving programme, while Jack has stayed on to lead our trusts and foundations fundraising. This shared leadership approach in our fundraising has already significantly increased our capacity at a time when fundraising is growing ever more challenging.

# Aim 4: A platform on strong foundations



## Progress on objectives



New HR and financial infrastructure for efficiency and best practice



Switchback's team and Board is more representative of modern London with new opportunities for Trainees



Redesigned our recruitment process to be more inclusive for people from diverse backgrounds and/or with lived experience of the justice system



Increased our offer of paid work to Trainees

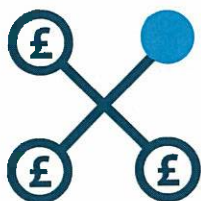
Raised

# £25,000

in The Big Give Christmas Challenge, winning an award for our campaign

Achieved our annual income target

# £1,219,788



Diversified our income stream, bringing 13 new funders. This includes multi-year grants from Garfield Weston Foundation, City Bridge Foundation and The Henry Smith Charity

# Financial review



## Income and expenditure summary

As the cost-of-living crisis continued in 2023 we are extremely proud that Switchback has continued to demonstrate financial resilience. We had a strong fundraising year for Switchback with a record amount of income raised for the organisation. We continued to benefit from existing donors and multi-year grants as well as securing new multi-year grant funding and running our first Big Give Christmas Challenge Campaign.

The total cost of the Switchback programme in 2023 was budgeted at just under £1.4 million.

However, due to several factors expenditure for the year was lower than budgeted at £1,216,990. A review of all expenditure enabled savings to be made versus budgeted costs and delays in recruitment, alongside other unforeseen staff cost savings, resulted in staff costs being significantly lower than budgeted.

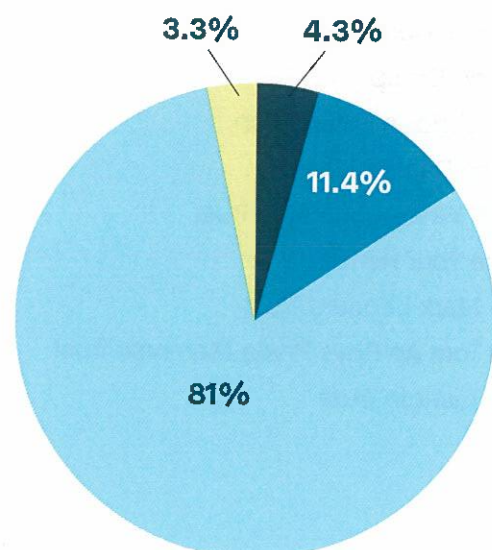
Expenditure was appropriately focused and facilitated the achievements and performance described above; our expenditure on charitable activities increased by £45,200 in 2023.

£	2020	2021	2022	2023
<b>Income</b>	756,305	914,653	1,151,335	1,219,788
<b>Expenditure</b>	612,981	859,676	1,151,342	1,216,990
<b>Surplus/(deficit)</b>	143,324	54,977	(7)	2,798
<b>Total funds – restricted and unrestricted</b>	929,282	984,259	984,252	987,050

## Income by type 2023

The fundraising landscape continues to be a tough environment within which to operate. Despite this we grew our income in 2023 by 6% compared to 2022:

- Corporates
- Individuals
- Trusts
- Other



# Financial review



Some of our key donors are listed below, and – particularly considering the cost-of-living crisis – we are hugely thankful to those many loyal funders who have chosen to support us again in 2023. 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 £10,000 – these gifts are truly vital to our work.

## **Donors that supported Switchback in 2023 (£10,000 or more)**

City Bridge Foundation  
Garfield Weston Foundation  
Ministry of Justice  
AB Charitable Trust  
The Henry Smith Charity  
The National Lottery Community Fund  
The Swire Charitable Trust  
Aurum Charitable Trust  
Barrow Cadbury Trust  
Bernard Lewis Family Charitable Trust  
Brown Dog  
Comic Relief  
Esmée Fairbairn Foundation  
Girdlers' Company  
Iguano Group  
Livingbridge Foundation  
Milton Damerel Trust  
R.U.B White Charitable Trust  
Raise Your Hands  
The Mark Leonard Trust  
The Tom Ap Rhys Pryce Memorial Trust  
The Triangle Trust

## **Management pay**

The key management personnel are comprised of the Chief Executive and four Directors/ Heads of Department. The remuneration for key management was reviewed during the Trustees' annual salary review for the whole team. Their review considers the following:

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

## **Investment policy**

Our annual Investment Policy review concluded Switchback funds will not be invested (outside of regular deposit accounts) as the Trustees feel it inappropriate to take on the level of risk that investment brings at this current time.

## **Fundraising regulation**

The vast majority of our fundraising activity is carried out by our in-house fundraising team. Switchback follows the Code set out by the 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 know 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.

# Financial review



The Board of Trustees is required to annually review and agree the reserves policy. The Finance & Resources Sub-committee, therefore, discussed our current policy at its meeting in November 2023, which was then agreed by the full Board at its meeting in December 2023. In setting our reserves policy, the Trustees wish to maintain a level of reserves that provides a stable basis for its continuing activities whilst at the same time ensuring that funds are utilised for the benefit of Trainees.

Our policy states that the minimum level of reserves should be the cost associated with the extreme scenario of having to wind down the organisation, in an orderly fashion, were no more funds to be received. This is calculated at 4 months' running costs. Beyond this, we want to ensure that we are able to maintain sufficient financial flexibility to enable us to move quickly on an innovation to enable us to enhance our impact or to cover the costs of any unforeseen loss of funding or adverse circumstances, prior to taking remedial action.

Our Reserves Policy, therefore, is to retain unrestricted reserves of 4 months – 6 months of the following year's budgeted expenditure.

Based on our 2024 forecast expenditure of £1.33m, this requires retaining unrestricted reserves of between £439,534 and £665,960. These figures are regularly reviewed by the Finance & Resources Sub-committee.

The Trustees are confident that there are sufficient unrestricted reserves to meet future commitments. At 31 December 2023, Switchback's unrestricted reserves stood at £640,619 (2022: £640,834).

## Structure, governance and management

The charity number, principal addresses and details of professional advisers 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 Articles of Association. 2023 has seen some changes to our Trustee Board as three Trustees retired. We undertook a recruitment process at the end of 2023 and were delighted to identify four suitable candidates to join the Board. Three have been formally appointed to the Board as Trustee in 2024, and the fourth is currently acting as an Adviser.

Switchback has always been grateful for the support of a range of experts, advisers and supporters from a range of fields. Special thanks to our long-term Patrons: Hugh Fearnley-Whittingstall and Primrose Bell for their continued support and advice.

### Trustees

Duncan Shrubsole – Chair  
Olivia Gillan – Deputy Chair  
Gillian McMillan – Treasurer  
Ben Summerskill – Diversity Lead  
Burphy Zumu  
Harriette Tillott  
Jasmine Ashley-Tagoe – Safeguarding Co-lead  
Nicola Hurley – Safeguarding Co-lead

# Financial review



## EbE Board Adviser

We would like to thank Sergio Gogoia for acting as EbE's Board Adviser in 2023. Sergio has now completed his term, and we will be recruiting two new EbE Board Advisers in 2024 to expand the opportunity for Trainees to learn about and contribute to our governance.

## Recruitment, induction and training of new Trustees

We completed a recruitment process at the end of 2023 and were delighted to identify four candidates to appoint to our Board. Three have been formally appointed as Trustees, whilst the fourth will act as an adviser. All four will be supported through our robust induction process which is designed to ensure that new Trustees and Advisers fully understand their roles and responsibilities as well as the objectives, activities and ethos of the charity. New Trustees meet with the CEO, the leadership team and the Chair as well as being provided the relevant background information about the charity. Trustees also visit the Switchback office, training environments and a prison to help their understanding of how we deliver the programme, the environments in which we work and the associated risks.

## 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.

# Financial review



The Trustees delegate day to day decision making and operations to the CEO and the leadership team. The Trustee Board has set up a Finance & Resources Sub-committee that meets quarterly to review management accounts, fundraising forecast and cashflow analysis. Recommendations are then presented to the full Board which also meets quarterly. 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

Effective risk management is critical in working towards the achievement of our mission. The Board of Trustees maintains overall accountability for ensuring that effective risk management practices are in place. They review and agree these arrangements on an annual basis. They are supported in this by the Finance & Resources Sub-committee, which reviews the risk register every quarter.

The leadership team has responsibility for the risk register and review this monthly. A summary of the principal risks and uncertainties identified by the Trustees is as follows:

- **Fundraising:** Due to factors such as the cost-of-living crisis the fundraising landscape is a tough environment in which to operate. A robust work programme has been developed which identifies a wide range of trusts, foundations and grant programmes to which Switchback can apply. In 2024 we will be increasing our staff capacity within our Fundraising Team to support our diversification of income plans.

- **Trainee Engagement:** Engaging potential Trainees is reliant on access to prisons and referrals from partners such as the Probation Service. We are working in a range of prisons and have been trialling extended referral times post release from four weeks to six months. We have been successful in receiving a grant from the Ministry of Justice that will help promote referrals from the Probation Service for the next 3 years.

The Trustees are satisfied that the risks identified above have been mitigated or addressed as required and that arrangements are in place to review them on an ongoing basis.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, and the charities Statement of Recommended Practice. The Trustees have taken Charity Commission Guidance on public benefit into account.

The Trustees' Report was approved by the Trustees on 28 August 2024 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 work with even more young men to build stable, rewarding lives.

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[@switchback\\_idn](https://www.instagram.com/switchback_idn)

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45-55 Commercial Street, London E1 6BD  
Registered Charity Number 1125100 | Company  
Number 06615923 | Published 28 August 2024

**SWITCHBACK**

Thank you to Serena Brown Photography @\_SerenaBrown  
and Venetia Menzies Photography @VenetiaMenzies



**The Switchback Initiative  
(Limited by Guarantee)**

**Trustees' Report and Financial Statements  
For the year ended 31 December 2023**

**Registered Company number: 06615923 (England and Wales)  
Registered Charity number: 1125100**

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# THE SWITCHBACK INITIATIVE

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	M Ashley-Tagoe (Appointed 9 February 2024) S Evers (Retired 28 June 2023) O Gillan N Hurley (Appointed 9 February 2024) G McMillan K Paul-Christian (Resigned 28 June 2023) D Reid (Resigned 10 August 2023) D Shrubsole B Summerskill H Tillott (Appointed 9 February 2024) B Zumu
<b>Senior Management Team</b>	S Williams – Chief Executive A Cross H Topley C Anderson J Robson S Boyd (Resigned 26 April 2023) S Dedola (Resigned 16 February 2024)
<b>Charity Number</b>	1125100
<b>Company Number</b>	06615923
<b>Registered Office and Principle Address</b>	Switchback 3 <sup>rd</sup> Floor Norvin House 45-55 Commercial Street London E1 6BD
<b>Independent Auditor</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
<b>Main Banker</b>	Co-operative Bank Ltd PO Box 101 1 Balloon Street Manchester M60 4EP

# THE SWITCHBACK INITIATIVE

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# **THE SWITCHBACK INITIATIVE**

## **REPORT OF THE INDEPENDENT AUDITOR**

### **FOR THE YEAR ENDED 31 DECEMBER 2023**

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We have audited the financial statements of The Switchback Initiative (the 'charitable company') for the year ended 31 December 2023. 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 December 2023 and of its incoming resources and application of resources, including its income and expenditure, 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 and the Charities Act 2011.

#### **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 charitable company 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**THE SWITCHBACK INITIATIVE**  
**REPORT OF THE INDEPENDENT AUDITOR**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees 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 charitable incorporated organisation'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 incorporated organisation or to cease operations, or have no realistic alternative but to do so.

# THE SWITCHBACK INITIATIVE

## REPORT OF THE INDEPENDENT AUDITOR

### FOR THE YEAR ENDED 31 DECEMBER 2023

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#### **Auditor's responsibilities for the audit of the financial statements**

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption, and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK.
- We considered the nature of the charity's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

**THE SWITCHBACK INITIATIVE**  
**REPORT OF THE INDEPENDENT AUDITOR**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for the no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, or for the opinions we have formed

TC Group

**Mark Cummins FCCA (Senior Statutory Auditor)**

For and on behalf of TC Group

Statutory Auditors

Office: Steyning, West Sussex

Dated: 5 September 2024

**THE SWITCHBACK INITIATIVE**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
<b>Income from:</b>					
Donations	2	594,678	616,116	1,210,794	1,144,275
Investments	3	7,704	-	7,704	6,810
Other trading	4	1,290	-	1,290	250
<b>Total income</b>		<b>603,672</b>	<b>616,116</b>	<b>1,219,788</b>	<b>1,151,335</b>
<b>Expenditure on:</b>	5				
Raising funds		178,467	-	178,467	158,019
Charitable activities		425,420	613,103	1,038,523	993,323
<b>Total expenditure</b>		<b>603,887</b>	<b>613,103</b>	<b>1,216,990</b>	<b>1,151,342</b>
<b>Net income/(expenditure)</b>		<b>(215)</b>	<b>3,013</b>	<b>2,798</b>	<b>(7)</b>
Fund balances at 1 January 2023		640,834	343,418	984,252	984,259
<b>Fund balances at 31 December 2023</b>	15	<b>640,619</b>	<b>346,431</b>	<b>987,050</b>	<b>984,252</b>

All activities are classed as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The results for the year all relate to continuing activities.

The notes on pages 41 to 50 form part of the financial statements.

# THE SWITCHBACK INITIATIVE

## BALANCE SHEET

AS AT 31 DECEMBER 2023

		2023	2022
	Notes	£	£
<b>Fixed assets</b>			
Tangible assets	11	9,513	8,861
		<u>9,513</u>	<u>8,861</u>
<b>Current Assets</b>			
Debtors	12	157,931	55,857
Cash at bank and in hand		902,971	978,196
		<u>1,060,902</u>	<u>1,034,053</u>
<b>Creditors: amounts falling due within one year</b>	13	<u>(83,365)</u>	<u>(58,662)</u>
<b>Net current assets</b>		<u>977,537</u>	<u>975,391</u>
<b>Net assets</b>		<u>987,050</u>	<u>984,252</u>
<b>Funds</b>	15		
Unrestricted funds		640,619	640,834
Restricted funds	14	346,431	343,418
<b>TOTAL FUNDS</b>		<u>987,050</u>	<u>984,252</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accounts were approved by the Board of Trustees on 08/05/2024



.....  
Gillian McMillan  
Treasurer

Company Registration No. 06615923

**THE SWITCHBACK INITIATIVE**  
**CASHFLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

		2023		2022	
	Notes	£	£	£	£
<b>Net cash provided by/(used in) operating activities</b>	<b>17</b>		<b>(76,545)</b>		<b>(10,101)</b>
<b>Cash flows from investing activities:</b>					
Purchase of tangible fixed assets	11	(6,384)		(7,564)	
Interest on investments		7,704		6,810	
<b>Net cash used in investing activities</b>			<b>1,320</b>		<b>(754)</b>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>			<b>(75,225)</b>		<b>(10,855)</b>
<b>Cash and cash equivalents at the beginning of the year</b>			<b>978,196</b>		<b>989,051</b>
<b>Cash and cash equivalents at the end of the year</b>			<b>902,971</b>		<b>978,196</b>
<b>Analysis of net cash</b>			<b>At 1 Jan 2023</b>	<b>Cash flow</b>	<b>At 31 Dec 2023</b>
			£	£	£
Cash at bank and in hand			978,196	(75,225)	902,971

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 DECEMBER 2023

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#### 1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

##### 1.1 Basis of accounting

The financial statements have been prepared in accordance with 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 2015) – Charities SORP (FRS 102), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102.

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

##### 1.2 Preparation of the accounts on a going concern basis

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

##### 1.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income can be measured reliably.

Grants and donations are recognised when the charity has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. In the event that such income is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Gifts in kind are included at fair value within donations.

Trading income is recognised upon delivery of the service provided.

Investment income is credited to income when it is receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### 1.4 Expenditure

Expenditure is recognised on an accruals basis inclusive of any VAT which cannot be recovered.

Support costs which are not directly attributable to a specific charitable activity are allocated on a percentage basis based on staff time applied to each activity during the year. Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements. These are included within support costs.

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2023

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#### ACCOUNTING POLICIES (continued)

##### 1.5 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided as the following annual rates in order to write off each asset over its estimated useful life.

Computer Equipment	33% on cost
Furniture & Fittings	25% on cost

Only assets over £500 are capitalised.

##### 1.6 Lease commitments

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

##### 1.7 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

##### 1.8 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### 1.9 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

##### 1.10 Debtors

Trade and other debtors are recognised at the settlement amount due.

##### 1.11 Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposits or similar account.

##### 1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**ACCOUNTING POLICIES (continued)**

**1.13 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

**2. DONATIONS INCOME**

	Unrestricted £	Restricted £	2023 £	2022 £
Donations & grants	570,137	616,116	<b>1,186,253</b>	1,116,332
Gift aid recovery	24,541	-	<b>24,541</b>	27,943
	<u>594,678</u>	<u>616,116</u>	<u><b>1,210,794</b></u>	<u>1,144,275</u>

**3. INVESTMENT INCOME**

	Unrestricted £	Restricted £	2023 £	2022 £
Deposit account interest	7,704	-	<b>7,704</b>	6,810
	<u>7,704</u>	<u>-</u>	<u><b>7,704</b></u>	<u>6,810</u>

**4. OTHER TRADING INCOME**

	Unrestricted £	Restricted £	2023 £	2022 £
Trading income	1,290	-	<b>1,290</b>	250
	<u>1,290</u>	<u>-</u>	<u><b>1,290</b></u>	<u>250</u>

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**5. EXPENDITURE**

	Depreciation	Staff costs	Other costs	Total 2023	Total 2022
	£	£	£	£	£
<b>Raising funds</b>	-	173,609	4,858	<b>178,467</b>	158,019
<b>Charitable activities</b>					
Activities undertaken directly	4,340	577,057	229,864	<b>811,261</b>	772,432
Support costs (note 6)	<u>1,018</u>	<u>180,129</u>	<u>46,115</u>	<u><b>227,262</b></u>	<u>220,891</u>
Total	<u>5,358</u>	<u>757,186</u>	<u>275,979</u>	<u><b>1,038,523</b></u>	<u>993,323</u>
<b>Total</b>	<u><b>5,358</b></u>	<u><b>930,795</b></u>	<u><b>280,837</b></u>	<u><b>1,216,990</b></u>	<u><b>1,151,342</b></u>

**6. SUPPORT COSTS**

	2023	2022
	£	£
Staff costs	<b>180,129</b>	163,515
Rent and utilities	<b>13,066</b>	11,033
Office costs	<b>3,180</b>	4,505
IT	<b>4,282</b>	3,877
Sundry costs	<b>2,526</b>	10,118
Bank charges	<b>2,044</b>	2,341
Recruitment	<b>397</b>	2,926
Depreciation	<b>1,018</b>	991
Events	<b>1,594</b>	8,097
Other support costs	<b>1,687</b>	1,310
Governance costs (note 7)	<u><b>17,339</b></u>	<u>12,178</u>
	<u><b>227,262</b></u>	<u>220,891</u>

**7. GOVERNANCE COSTS**

	2023	2022
	£	£
Auditors' remuneration – audit fees	<b>12,000</b>	10,200
Auditors' remuneration – other services	<b>5,112</b>	1,813
Trustees' expenses	<u><b>227</b></u>	<u>165</u>
	<u><b>17,339</b></u>	<u>12,178</u>

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**8. STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE FUNDS – YEAR ENDED 31 DECEMBER 2022**

<u>Income from:</u>	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £
Donations	2	1,048,722	95,553	1,144,275
Investments	3	6,810	-	6,810
Other trading	4	250	-	250
<b>Total income</b>		<b>1,055,782</b>	<b>95,553</b>	<b>1,151,335</b>
<u>Expenditure on:</u>	5			
Raising funds		157,342	677	158,019
Charitable activities		917,883	75,440	993,323
<b>Total expenditure</b>		<b>1,075,225</b>	<b>76,117</b>	<b>1,151,342</b>
<b>Net income</b>		<b>(19,443)</b>	<b>19,436</b>	<b>(7)</b>
Fund balances at 1 January 2022		660,277	323,982	984,259
<b>Fund balances at 31 December 2022</b>	16	<b>640,834</b>	<b>343,418</b>	<b>984,252</b>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There was no trustee remuneration or other benefits for the year ended 31 December 2023 nor for the year ended 31 December 2022. Trustee expenditure totaling £227 (2022: £165) was reimbursed during the year.

**10. STAFF COSTS**

	2023 £	2022 £
Wages and salaries	815,252	764,517
Social security costs	74,515	74,324
Other pension costs	41,028	31,795
	<b>930,795</b>	<b>870,636</b>

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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**10. STAFF COSTS (continued)**

The average number of employees during the year was as follows:

	<b>2023</b>	2022
	<b>Number</b>	Number
Programme Delivery	<b>10</b>	12
Policy and Influencing	<b>5</b>	4
Other	<b>9</b>	7
	<u><b>24</b></u>	<u>23</u>

The number of employees whose emoluments fell within the following bands was:

	<b>2023</b>	2022
	<b>Number</b>	Number
£70,001 - £80,000	-	1
£80,001 - £90,000	<b>1</b>	-
	<u><b>1</b></u>	<u>1</u>

Of the employees whose emoluments exceed £60,000, 1 (2022: 1) have retirement benefits accruing under defined contribution pension schemes. Pension contributions for higher paid employees in the year amounted to £4,102 (2022: £3,135).

During the year the key management personnel of the charitable company comprised of the Chief Executive, Director of Finance and Operations and the three Heads of Department. The total employee benefits of the key management personnel (including Employer's National Insurance Contributions) were £359,778 (2022: £350,689).

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**11. TANGIBLE FIXED ASSETS**

	Furniture & Fittings	Computer Equipment	Total
	£	£	£
<b>Cost</b>			
At 1 January 2023	697	23,930	24,627
Additions	651	5,733	6,384
Disposals	-	(5,869)	(5,869)
<b>At 31 December 2023</b>	<u>1,348</u>	<u>23,794</u>	<u>25,142</u>
<b>Depreciation</b>			
At 1 January 2023	697	15,069	15,766
Charge for the year	72	5,286	5,358
Eliminated on disposal	-	(5,495)	(5,495)
<b>At 31 December 2023</b>	<u>769</u>	<u>14,860</u>	<u>15,629</u>
<b>Net book value</b>			
<b>At 31 December 2023</b>	<u>579</u>	<u>8,934</u>	<u>9,513</u>
At 31 December 2022	-	8,861	8,861

**12. DEBTORS – amounts falling due within one year**

	2023	2022
	£	£
Trade debtors	-	2,440
Other debtors	4,460	2,053
Prepayments and accrued income	153,471	51,364
	<u>157,931</u>	<u>55,857</u>

**13. CREDITORS - amounts falling due within one year**

	2023	2022
	£	£
Trade creditors	642	20,634
Social security and other taxes	20,618	19,851
Accruals and deferred income	55,833	12,565
Other creditors	6,272	5,612
	<u>83,365</u>	<u>58,662</u>

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**14. RESTRICTED FUNDS**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 January 2023	Income	Expenditure	Balance at 31 December 2023
	£	£	£	£
Austin and Hope Pilkington Trust	-	5,000	(5,000)	-
Barrow Cadbury Trust	3,732	33,600	(30,243)	7,089
City Bridge Foundation	-	19,037	(19,037)	-
Clinks	-	5,500	(5,500)	-
Comic Relief	-	131,902	(131,902)	-
Donation to Reserves	299,999	-	-	299,999
Dusty Knuckle Event	-	350	(350)	-
Esmée Fairbairn Foundation	-	99,194	(90,235)	8,959
Garfield Weston Foundation	-	25,000	(25,000)	-
The Henry Smith Charity	-	60,000	(50,000)	10,000
The Hobson Charity	-	5,000	(5,000)	-
Anonymous	-	10,000	(10,000)	-
HMPPS	-	27,000	(26,354)	646
The National Lottery Community Fund	-	164,283	(164,283)	-
Sheriffs' and Recorder's Fund	-	250	(250)	-
The Considered Ask	23,556	-	(13,074)	10,482
The Wilmington Trust	781	-	(781)	-
Triangle Trust	15,350	30,000	(36,094)	9,256
	<u>343,418</u>	<u>616,116</u>	<u>(613,103)</u>	<u>346,431</u>

**Austin and Hope Pilkington Trust** – Funding towards the costs of supporting Trainees.

**Barrow Cadbury Trust** - Funding towards Reshaping Resettlement for young adult prison leavers.

**City Bridge Foundation**– Funding towards the costs of Mentors and cost of supporting Trainees.

**Clinks** – Funding for a Mental Health research project.

**Comic Relief** – Supporting young men to live stable, rewarding lives after their release from prison.

**Donation to Reserves** - Restricted for use to underpin a portion of reserves.

**Dusty Knuckle Event** – Funding to support attendance at partner event.

**Esmée Fairbairn Foundation** – Funding towards reshaping resettlement for young prisoners.

**Garfield Weston Foundation** - Funding towards the costs of Mentors supporting Trainees.

**The Henry Smith Charity** - Funding for Mentoring to change lives and reduce reoffending.

**The Hobson Charity** - Funding towards the essential costs of supporting Trainees.

**Anonymous** - Funding for the delivery of Film Industry training for Trainees.

**HMPPS** - London Probation Region Grants for People from Ethnic Minority Groups.

**The National Lottery Community Fund** – Reaching Communities England and The Community Organisations

Cost of Living Fund - Funding for Mentoring to change lives and reduce reoffending.

**Sheriffs' and Recorder's Fund** – Funding towards Trainee essential items.

**The Considered Ask** - Funding for the development of peer mentors and intern scheme.

**The Wilmington Trust** - Funding towards the development of our communications.

**Triangle Trust** - Funding to expand Switchback's training and employment partnerships.

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**15. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds £	2023 Total £
Fund balances at 31 December 2023 are represented by:			
Fixed assets	9,513	-	9,513
Current assets	714,471	346,431	1,060,902
Creditors: amounts falling due within one year	(83,365)	-	(83,365)
	<u>640,619</u>	<u>346,431</u>	<u>987,050</u>

	Unrestricted funds £	Restricted funds £	2022 Total £
Fund balances at 31 December 2022 are represented by:			
Fixed assets	8,861	-	8,861
Current assets	690,635	343,418	1,034,053
Creditors: amounts falling due within one year	(58,662)	-	(58,662)
	<u>640,834</u>	<u>343,418</u>	<u>984,252</u>

**16. COMMITMENTS UNDER OPERATING LEASES**

At 31 December 2023 the company had total commitments payable under non-cancellable operating leases as follows:

	Land and buildings	
	2023 £	2022 £
Within one year	40,052	79,988
Between two and five years	-	49,993
	<u>40,052</u>	<u>129,981</u>

Total lease payments recognised as an expense in the year amounted to £64,083 (2022: £43,954).

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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**17. NET CASHFLOW FROM OPERATING ACTIVITIES**

	2023	2022
	£	£
Net income/(expenditure)	2,798	(7)
Depreciation of tangible fixed assets	5,358	5,217
Loss on disposal of tangible fixed assets	374	1,851
Dividends and interest from investments	(7,704)	(6,810)
(Increase)/decrease in debtors	(102,074)	(15,754)
Increase/(decrease) in creditors	24,703	5,402
	<hr/>	<hr/>
<b>Net cash provided used in operating activities</b>	<b>(76,545)</b>	<b>(10,101)</b>
	<hr/>	<hr/>

**18. RELATED PARTY TRANSACTIONS**

During the year to 31 December 2023 donations were received by the charity from various Trustees totaling £2,550 (2022: £13,233). The only further related party transactions relate to Trustees' expenditure reimbursement of £227 (2022: £165) as disclosed in note 9.

**19. CONTROL**

The Switchback Initiative is a company limited by guarantee and has no share capital. No one member has overall control of the charity.

**20. COMPANY INFORMATION**

The Switchback Initiative is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the legal and administrative information page.

**THE SWITCHBACK INITIATIVE**

England & Wales - Charity number 1125100

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# Accounts

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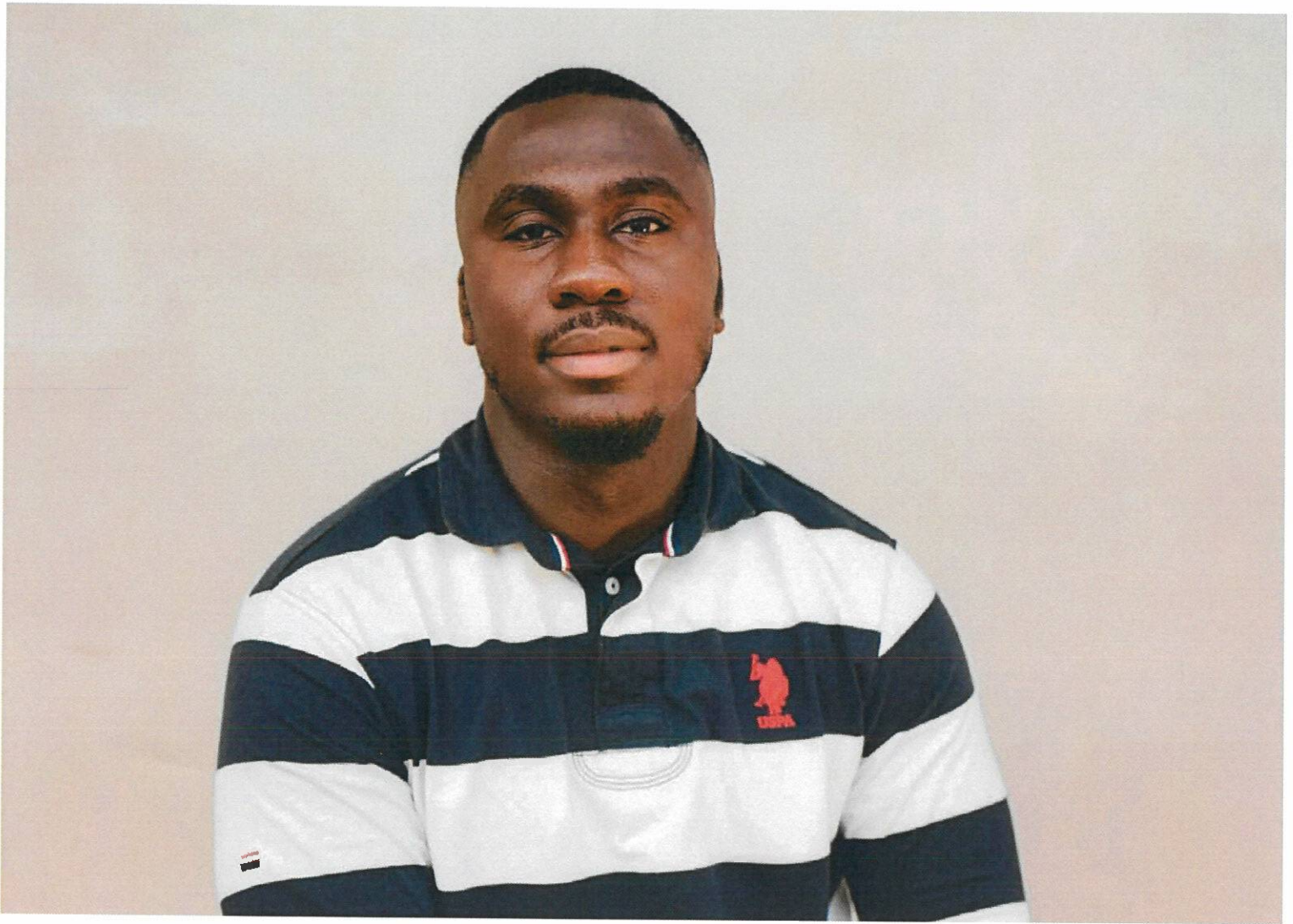
**SWITCHBACK**

**2022**

# **ANNUAL REPORT**

Switchback's annual report for  
the year ended 31 December 2022





The Trustees (who are also the directors) are pleased to present their annual report for the year ended 31 December 2022.

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# About Switchback



**Switchback is an award-winning charity supporting young Londoners to find their way out of the justice system and build stable, rewarding lives.**

Switchback's model is centred on a meaningful relationship between a Switchback Mentor and a Switchback Trainee, beginning in prison and lasting as long as it takes after release.

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 over 14 years of impact, we work with others to share what we've learned and inspire change across the criminal justice system and beyond.

**Our pioneering and award-winning approach works. In stark contrast to the national average – which sees around half of those leaving prison every year back inside within 12 months – just 9% of Switchback Trainees reoffend. In fact, over 50% go into long-term employment, while 65% reach Switchback's unique benchmark of Real, Lasting Change\*.**

\* this requires Trainees to achieve stability in at least 5 out of 10 Switchback Pathways alongside a range of other criteria.

## 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.**

# Our values



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.

# 2022 in numbers



**49**

young men engaged onto the programme as Switchback Trainees.

**1,031**

outcomes achieved by 49 Trainees across the 10 Switchback Pathways.

**533**

young prison-leavers supported in total.

**15**

prisons from which Switchback Trainees were released.

## The environment became increasingly challenging:

**63%**

released homeless.

**18%**

released without a bank account.

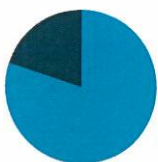
**48%**

with an identified mental health issue.

**21%**

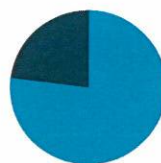
with an identified drug or alcohol issue.

## We maintained high impact despite complex needs:



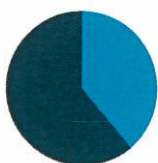
**80%**

achieved a practical education, employment or training outcome.



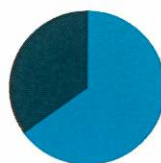
**77%**

progressed from unstable to stable on 5+ pathways.



**39%**

started a permanent job, apprenticeship, or further/higher education.



**65%**

reached our benchmark of Real Lasting Change.

# An overview



For Switchback, 2022 was a year of both significant challenge and exciting change. We began implementing our 3-year plan 2022-25 with ambitious aims to increase the number of young men we support and reshape national resettlement policy. And yet the impact of the COVID-19 pandemic continued to have significant consequences for our work.

Chronic understaffing in the prison and probation services restricted our access to prison wings until the second half of the year. The young men who wanted our support – our Trainees – had significantly greater needs than we'd previously seen; four in ten had no qualifications and almost half had never worked. The world which Trainees re-entered on release had become even more difficult, as the crisis in the UK economy increased both living costs and pressure on statutory services. In 2022 more than six in ten Trainees were released homeless, compared to four in ten a year earlier.

Despite all this, in 2022 we supported 49 young men to become Switchback Trainees, providing intensive 1-to-1 support and training through our 12-week programme. 33 reached our benchmark of Real Lasting Change, above our 60% target and higher than in the previous two years, indicating that our impact was beginning to return to pre-pandemic levels. And we supported another 533 young men to develop their plans for life post-release or access appropriate services through 1-to-1 conversations with our Mentors in prison.

We continued to build our influencing strategy in close partnership with the Switchback Experts by Experience Board (EbE). This year we focused on amplifying the voice of Switchback Trainees, including facilitating workshops with key teams across the Ministry of Justice (MoJ) and His

Majesty's Prison and Probation Service (HMPPS) to inform emerging resettlement policy. We were also proud to contribute evidence from 14 years of delivering our model coupled with Trainees' experiences to key consultations, including the London Assembly Police and Crime Committee's inquiry into probation in London.

We were especially proud to launch our new campaign, Flip the Script, which foregrounds the voices of young prison leavers in championing change in the justice system. The campaign's podcast series, Time & Again, was launched to critical acclaim, and the EbE team are already producing a second series launching in 2023.

In 2022 our expenditure exceeded one million pounds for the first time, and we have worked diligently to put in place the controls required to manage this greater financial risk and responsibility. We hope our plans for 2023 and beyond will continue to excite and attract both existing and new funders who share our twin missions for supporting even more young men to build stable lives they can be proud of, and shaping a society in which everyone has the opportunity to live a stable and rewarding life.

Finally, in 2022 we said a fond farewell to our Founder and CEO, Alice Dawney, after nearly 15 years at the helm. We owe Alice a huge debt of gratitude, both for seeing the need for holistic support for young men leaving prison that transforms lives, and for giving her all for so long to nurture Switchback into the high-impact and trusted organisation that it is today. After a thorough recruitment process involving the whole Board, EbE, the Leadership and wider staff Teams, we were delighted to welcome Sian Williams, an accomplished leader with a track record of achieving improvements in policy and practice around financial and social inclusion



in partnership with lived experience experts, as Switchback's brilliant new CEO. Sian has already begun building on Alice's legacy in leading the team to secure our first statutory test-and-learn probation grant and initiate our first peer-led research project.

The natural cycle of change following the pandemic has seen several of our Trustees and Leadership Team move on, and thus 2022-23 has been a time of intensive recruitment and new perspectives for Switchback. We are excited at the progress the new team are already making in piloting innovative approaches to reaching more men and growing our influencing work, despite the incredibly challenging external context, and we look forward to sharing our learning with you in our next annual report.

We hope you will find much to inspire optimism, commitment and hope within these pages, and we invite you to join us in this exciting new phase of Switchback's journey.

**Duncan Shrubsole, Chair**



I've been so impressed with the transformational effect of Switchback's unique model of intensive 1-to-1 support. Each Trainee I meet is successfully overcoming multiple challenges and building a life filled with possibility and joy. But thousands more young men are still leaving prison with minimal support and facing huge barriers to change.

We want to grow and share our model so that more young men have the type of support each Switchback Mentor can offer. And yet we know that's still not enough. That's why we will also continue to build our lived experience-led influencing work, supporting Switchback Experts by Experience to champion criminal justice reform and reshape the justice system.



**Sian Williams, CEO**

# Adam's journey

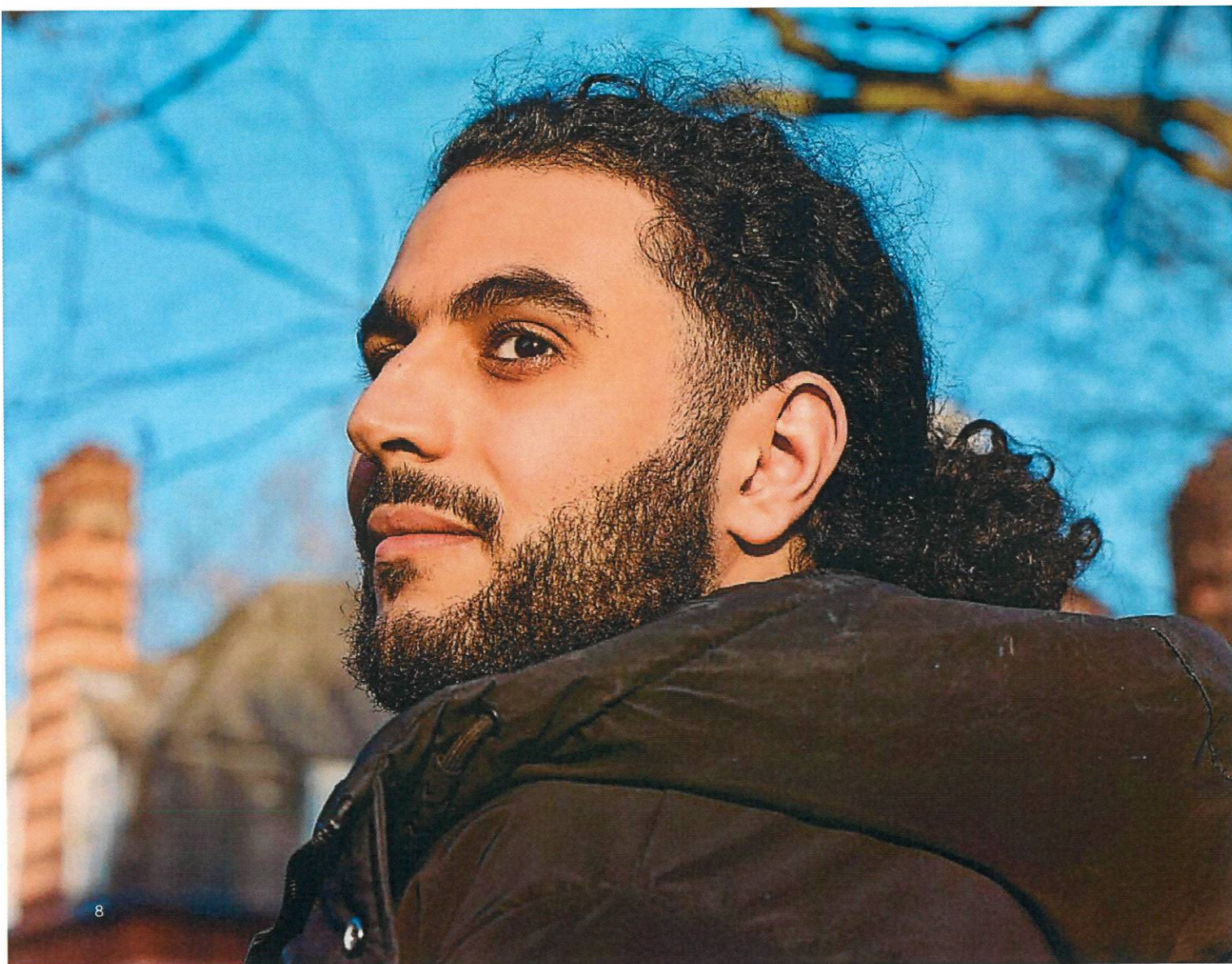


"Growing up in London was tough. I was surrounded by economic and social deprivation. I was going through a lot and it was difficult trying to navigate that alone. It was a toxic environment. I had family but I kept running away because home wasn't where I wanted to be. I didn't have any support system.

I just wanted money. I wanted financial independence, and I wanted independence as a whole until I realised that crime wasn't the way to do it. I thought I could do more with my time instead of being a handout. I saw how fast I could make money and then it just started tumbling.

I was 14 years old at that point. I was frustrated at school. They didn't understand how to teach me and they weren't giving me any support. They just expected me to be able to learn off a whiteboard but I didn't understand half the things, so for me it was just scary.

I was scared when I went to prison for the first time. I felt a lot of emotional pain. In prison there's no support – there's only really external people like Switchback. But in terms of institutional support, processes are way too long and there is too much paperwork.





I first came across Switchback when I was gardening at HMP Isis. I kept seeing the t-shirts and I saw my future Switchback Mentor Celine. One day I just asked her: "What do you do?" Celine was different to other people I'd come across because she was really honest. She had a different aura about her and I could tell she really wanted to help. I thought 'Ok. Let's see what Switchback can do for me.'

The first week out of prison I was scared. I didn't know what to expect. Everything was a blur until I met Celine at probation. She came with me and explained to my Probation Officer what Switchback was going to do, because at that point she was helping me with my bank account and getting Universal Credit set up. Some days I felt upset and some days I felt proper scared, but Celine calmed me down. Whenever I was nervous and it was getting too much she supported me.

I finished Switchback in December and now I'm working as a business administration apprentice. I'm loving it and I never thought I'd be in a position like this in my life. Without question, I see myself going into policy in the future. I feel like that's my calling. I'm just trying to build up my experience. I also want to travel. I want to go to Iceland and Vietnam. I love travelling because you learn other people's way of thinking, people's way of life, their morals, and how they go about things. I'm a curious person.

The best advice I can give to anyone is that the most difficult roads lead to the most beautiful destinations. No matter how many things are stacked against you, persevere against all odds."



**My favourite thing about Switchback is the people. I love the atmosphere and I love being part of Experts by Experience (EbE). The thing I love about EbE is everyone is willing to change and it's all coming from the heart. People don't come for the vouchers or the food, they come to make a difference. I want to go into policy now. I've got such a passion. EbE hits different because you actually do see that stuff is getting changed and our suggestions are rolling through.**



# Equity, diversity and inclusion update

## Building a diverse team and Board representative of our Trainees and modern London.

Increasing racial and social justice and building a team more representative of modern London are both key aims in our 3-year Plan 2022-25. Nine in ten Switchback Trainees are from an ethnic minority background, so it is vital that our team is representative of the men we support, that our influencing work clearly challenges the structural reasons underpinning the overrepresentation of ethnic minority communities in the justice system, and that our organisational culture proactively includes and supports all forms of diversity. Switchback's Equity, Diversity & Inclusion Policy focuses on both our people and our operational delivery and is published on our website alongside annual team and board diversity snapshots.

### Recruitment

As well as running a robustly inclusive recruitment process for our new CEO, we also continued to review and strengthen our recruitment processes, expanding our accessible pathway for former Trainees to join our team through creating three new roles across our Operations, Delivery and Influencing teams. It was particularly important to begin recruiting Trainees into non-mentor roles, both to ensure we are embedding lived experience insight throughout the organisation and to create more diverse opportunities for Trainees with different skill sets and ambitions. We are particularly mindful of underrepresentation of ethnic minority and lived experience candidates in the field of policy and so, where possible, aim to nurture candidates with potential from our own talented pool of former Trainees.

Our third confidential annual staff survey snapshot showed that:

- 53% of our staff were in the 18-30 age bracket,

- reflecting the age range of men we work with.
- 32% of our team identified as from an ethnic minority background compared to 23% in 2021.
- 25% of our team had lived experience of the justice system, either themselves or through family.
- Around a third of our team had caring responsibilities.
- 5% of our team described themselves as having a disability compared to 0% of the team in 2021.

### Equity, Diversity and Inclusion Review Group

We developed our first ever Switchback EDI Review Group which met three times over the year. The Group focused on recruitment as their first priority to inform our ability to attract people from more diverse backgrounds and ensure our recruitment campaigns were inclusive.

### Our Board

Sergio Gogoia was appointed as our second Board Adviser, bringing his experience as a former Switchback Trainee to inform the work of our Trustee Board while gaining exposure to charity governance. We conducted our first ever Trustee EDI survey to understand how well our Board reflects both our Trainees and London's diverse communities. This data will also help us target diversity gaps in our 2023 Trustee recruitment round. In 2022:

- 62.5% of our Trustees had lived experience of the Criminal Justice System either themselves or through immediate family.
- 25% were aged 18-30, reflecting the age range of men we support.
- 37.5% of our Trustees identified as from an ethnic minority background.

# Time & Again podcast



How does it feel to come of age in some of the UK's most disadvantaged neighbourhoods?

What really drives inner city crime?

What's it like being sent to jail at a young age and released with nothing?

We hear a lot about the issues of gangs, youth crime and county lines, but we hardly ever hear from the people with the best insight of all: young prison leavers themselves.

In 2022 Switchback went about answering those questions with its debut podcast series Time & Again. Time & Again featured six Switchback Trainees telling their story in their own powerful words. It was the first piece of content within Switchback's Flip the Script campaign and was met with unfaltering praise and acclaim.

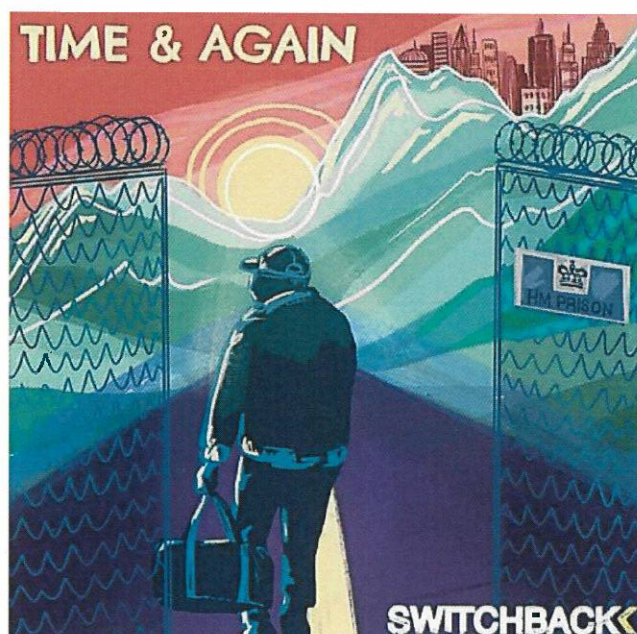
Time & Again was number one on Apple Podcasts' New & Noteworthy list while the podcast has also been shortlisted in two categories at the prestigious British Podcast Awards: Arts & Culture and True Crime.

“

Really intimate podcasting... putting you in the shoes of these people and making them the centre of the story. It's incredible.

”

**BBC Radio 4 Extra – Podcast Radio Hour**



# Our plan, 2022-25

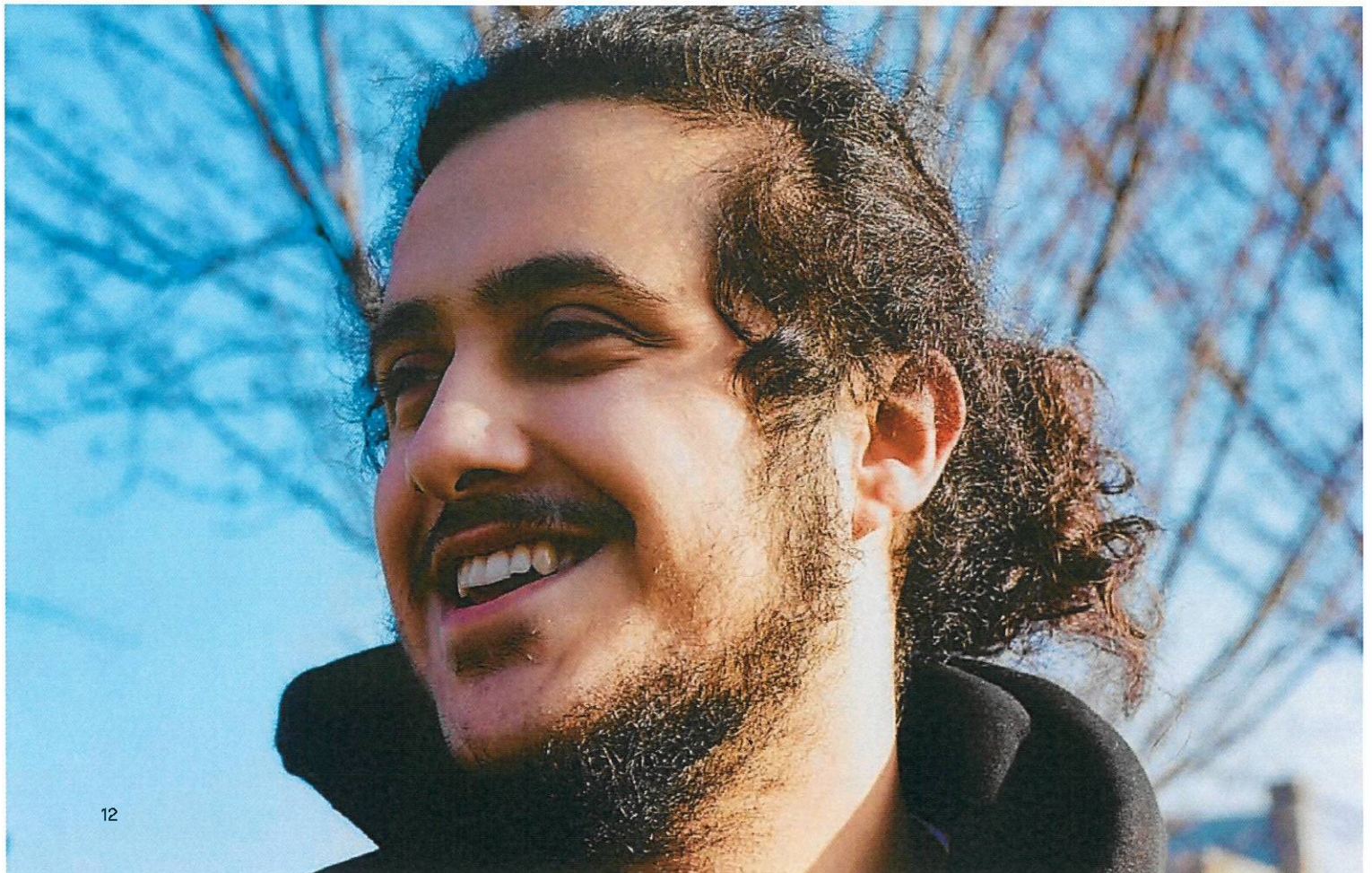


1. A platform for more **young Londoners**

2. A platform for **changing the system**

3. A platform for **collaboration**

4. A platform on **strong foundations**



# Aim 1: A platform for more young Londoners



**A platform for more young Londoners: we'll expand our team of Switchback Mentors to double the number of young Londoners we can support, establishing Switchback as a beacon of best practice inspiring change across the system.**

## Year 1 update

### Overview

The first half of 2022 remained challenging for our frontline work as the impact of the COVID-19 pandemic on the prison environment continued to restrict Mentors' access to prison wings. Yet for young men leaving prison in the post-pandemic environment, access to essential services such as housing, benefits, healthcare and employability support had all worsened significantly. We responded with a range of creative approaches, including piloting virtual support sessions and, for the first time, exploring working with people on remand. We also introduced a new Peer Switchback Mentor role to pilot a serving prisoner working as part of the Mentor team, with the aim of having a Switchback presence in the prison 24/7 despite COVID-19 lockdowns.

We rigorously evaluated the effectiveness of each innovation in reach and impact, adapting our delivery model throughout the year based on our learning and the changing prison and probation environment. Our evaluation showed that our six-week post-release option, Foundation for Stability (FS), which we had introduced in 2020 when we were unable to meet Trainees in prisons due to the pandemic lockdowns, wasn't meeting Trainees' more intensive needs in the post-pandemic context.

We therefore made the decision to revert to delivering only our original Real Lasting Change (RLC) programme, albeit with a new level of flexibility for community referrals. On average, the RLC programme requires twice as much Mentor time as the shorter FS model. Whilst this decision

thus reduced the overall number of Trainees we could engage with existing Mentor capacity, it quickly led to better outcomes for Trainees. Having started the year without any access to prison wings due to COVID-19, by the end of the year we had secured keys in five prisons (HMP Isis, Pentonville, High Down, Onley and Brixton). This focused investment in prison partnerships set us up for a strong start for 2023.

Finally, in response to rising mental health needs, we reviewed and enhanced our mental health assessment, support and referral processes, improving staff knowledge and skill to support Trainees, in partnership with Partisan, a diverse, culturally sensitive, forward-thinking team of experienced Psychotherapists, Clinical Psychologists, and mental health practitioners. We also completed neurodivergence support training with Luke Vinter, a senior lecturer in psychology and forensic mental health from Nottingham Trent University.



**Switchback has made me realise I can do the things I want to do, and I've never thought that before. This is the most supported I have felt coming out of prison and I have no one to thank other than Switchback for that.**



# Aim 1: A platform for more young Londoners



## Progress on objectives

### **a. Double the number of Switchback Trainees provided with intensive, long-term support to 140 per year by 2025, by building a bigger, stronger and stable team of expert Switchback Mentors.**

- 49 Trainees engaged as Switchback Trainees through-the-gate, while 533 young men supported in total with more than one session of support. Outcomes remained very strong (see d).
- Our Switchback Mentor team remained stable at 8, which was our largest ever Delivery team, and included three people with lived experience of prison.

### **b. Grow our original through-the-gate model while maintaining our new post-release option and testing our approach at a new 'exit point' from the system to broaden our reach and impact.**

- Although we dropped the shorter version of our programme, we introduced a new level of flexibility to accommodate community referrals for people we had not met in prison.

### **c. Further boost our evidence of impact as a beacon of best practice inspiring change across the system.**

- Enhanced impact measurement training for Switchback Mentors, leading to greater outcome quantity and quality capture.

### **d. Maintain sector-leading outcomes while driving programme improvement in priority areas.**

- Met or exceeded targets for Trainees successfully completing the programme having reached our benchmark of Real Lasting Change (66% against a target of 60%), and those achieving a practical education, employment or training (EET) outcome (79% against a target of 50%).
- Supported almost a quarter of Trainees (23%) into sustainable jobs – double the national average for people leaving prison (12%).
- Restarted Trainee Experiences post-pandemic offering a wide range of educational and inspirational activities.

# Aim 2: A platform for changing the system



**A platform for changing the system: we'll support more Trainees to take an ever-greater role in championing change across the justice system and tackling social and racial injustice – foregrounding their experience and shifting perceptions by amplifying Trainee voice and influence at every opportunity.**

## Year 1 update

### Overview

At the heart of our influencing work sits Switchback's Experts by Experience Board, open to all current and former Trainees and intended as a place where people with lived experience of leaving prison can both shape our work and create their own projects and campaigns. This year we were excited to welcome a former Trainee and active EbE Board member, Elton Gilbert, to facilitate the group's work in the new role of Participation Coordinator, with funding generously provided by Barrow Cadbury Trust and Esmée Fairbairn Foundation.

In 2022 EbE Board members prioritised two ambitious aims. The first was to expand our campaign, Reshape Release, to ensure that everyone leaving prison has the essentials needed to build a stable life after prison, including access to finance, a phone and safe, sustainable housing. The second was to change the perception of people leaving prison in the media and wider society through launching a new campaign, Flip the Script.



**[We need to] sit down and learn about other people's cultures and backgrounds. That's how you change someone's views. Because a lot of the time it's a lack of understanding one another.**



EbE members and Switchback staff also collaborated to produce our highly acclaimed first podcast series, Time & Again, with Trainees telling their own powerful stories of leaving prison and building a new life with Switchback's support. And they shared their invaluable insight on the barriers to successful resettlement with government and civil society influencers. Finally, we launched a Switchback TikTok channel to reach a younger audience, as well as 'Speaks with Switchback', an events series featuring EbE members interviewing public figures and activists.

# Aim 2: A platform for changing the system



## Progress on objectives

### **a. Support Switchback Trainees to build their voice and capacity to influence systemic change through further development of our Experts by Experience Board.**

- EbE members completed professional training in public speaking, media interviews and 'owning your story'.
- Launched a new Participation Coordinator role for an EbE member to organise the group following successful Participation Internship.
- Supported EbE members to apply for leadership programmes including CJA's Elevate. One person was successful and is now on the Elevate course.

### **b. Create and communicate a compelling agenda for transforming resettlement for prison leavers nationally, rooted in Trainees' experience and Switchback's frontline insight.**

- Submitted responses to key consultations including MoJ Prisons Strategy White Paper, National Audit Office probation inquiry, and the Centre for Social Justice's prisoner employment inquiry.
- Gave oral evidence to the London Assembly Police and Crime Committee inquiry into probation in London.
- Switchback Trainees and staff promoted Reshape Release messages across the media including on BBC News and Politics.co.uk.

### **c. Inspire meaningful changes in policy and practice needed to reshape resettlement for people leaving prison.**

- Hosted MoJ Resettlement Policy team for two half-day workshops with Switchback Trainees

and Mentors, to develop government policy for 'Resettlement 2030'.

- Contributed to policy roundtables led by Shadow Justice Team Ellie Reeves MP and Steve Reed MP.
- Participated on new Employment Advisory Boards at HMP Brixton and HMP Pentonville to influence through-the-gate employment support.
- Secured a new focus on 'The Basics' in the government's Prisons Strategy, including new 'resettlement passports'.
- Participated in the Strategic Steering Group for the Prison Leaver Project, raising concerns about implementation.

### **d. Shift perceptions of prison leavers and deepen understanding among key audiences about the causes of crime and solutions needed through high-quality, creative content.**

- Launched new campaign Flip the Script aimed at shifting perceptions of prison leavers by amplifying the voice of Switchback Trainees.
- Published our first podcast series, Time & Again, to national press coverage and critical acclaim including reaching No.1 on Apple's New & Noteworthy podcasts.
- Published portrait series by photographer Rosie Matheson spotlighting Switchback Trainees' strengths and talents.
- Launched new 'Speaks with Switchback' events series featuring EbE members interviewing public figures and activists.

# Aim 3: A platform for collaboration



**A platform for collaboration: we'll work creatively with others to enable growth of our delivery and drive change across the system.**

## Year 1 update

### Overview

Long-lasting, meaningful partnerships are central to Switchback's ability to offer sustainable training and employment opportunities to Trainees. One of our most successful partnerships has been with Café from Crisis, with over a decade of collaboration supporting more than 285 Trainees into work. Sadly, in summer 2022, Café from Crisis closed its doors for the last time, and we celebrated everything that we had achieved together.

We were therefore delighted that a newer partnership with the Dusty Knuckle Bakery in Dalston was flourishing, with growing capacity to support more Trainees. Most Switchback Trainees now start their Real Work training in the bakery or café, and quickly become a confident member of the team under the Dusty Knuckle's supportive encouragement. Another new partner, XO Bikes in Lewisham, offers a different route into work through its bike mechanic training programme and onward employment route.

The loss of guaranteed training places when Café from Crisis closed had a significant impact on engagement rates, reinforcing the need to diversify our offer to young men after release. So we created a Partnerships Manager role, generously funded by the Triangle Trust, focused on developing new training, employer and support partnerships and referral routes.

We have continued to learn from, and share our insight with, other organisations across the sector, including with colleagues from the Probation and Prison Services and third sector organisations. And we have begun to explore whether participating in commissioned services can offer a viable way of sharing our high-impact model of intensive, through-the-gate support.

# Aim 3: A platform for collaboration



## Progress on objectives

### **a. Deepen our network of delivery partners to ensure quality training, support and employment options for every Trainee.**

- Diversified training options, signing a new expanded agreement with The Dusty Knuckle Bakery to offer 24 training places a year to Switchback Trainees, and trialling a new partnership with XO Bikes cycle workshop.
- Presented at meetings of key senior officials including London Prison Governors, London Heads of Reducing Reoffending and newly employed Prison Employment Leads.



**I love talking to people and being able to be energetic. If I knew about this place before I did illegal things, I would never have gone to prison!**



### **b. Strengthen our statutory and corporate partnerships to ensure robust referral routes and explore public sector funding that fits our values.**

- Returned to prison operations post-COVID-19, securing key-holder status in London prisons including HMP Isis, Pentonville, High Down, Onley and Brixton).
- Developed new community referral routes including with the police service (Project ADDER), Catch22, Department for Work and Pensions, Tower Hamlets Police and Oxleas Mental Health Service.

- Established Switchback as a subcontractor to a prime provider for the HMPPS Dynamic Framework but received minimal referrals and so withdrew from the arrangement.
- Submitted a successful application to the HMPPS Probation Grants Programme focused on supporting people from ethnic minorities in London engage with probation.

### **c. Work with others to share Switchback's model and influence practice in the justice system.**

- Presented to Comic Relief and a number of small charities sharing Switchback's impact monitoring and evaluation processes.
- Presented at Clinks forums and events, leading to engagement with a number of small charities to help develop their fundraising strategies based on Switchback's good practice.

### **d. Collaborate in creative ways with others to further our aims of racial and social justice.**

- Worked closely with Comic Relief to ensure a positive, strengths-based portrayal of ethnic minority prison-leavers in their Red Nose Day coverage.
- Worked closely with BBC Radio London to review their approach to interviewing prison-leavers and reduce stigma.
- Worked with women's organisations Working Chance and Women in Prison to improve alignment of messaging across male and female issues.
- Supported StandOut to adopt Switchback's Board Advisor model to widen access to charity trusteeship.

# Aim 4: A platform on strong foundations



**A platform on strong foundations: we'll make the operational step-change needed to become a thriving mid-size charity while closely guarding our values and agility, building a team representative of modern London.**

## Year 1 update

### Overview

2022 marked two important milestones for Switchback; our co-founder and CEO, Alice Dawnay, left us in October after 15 years of dedicated service at the helm, and we passed the one-million-pound annual expenditure mark. Under Alice's leadership we have built a reputation for doing what we say we will, for keeping Trainees at the heart of everything we do, and for challenging ourselves and Trainees to move outside our comfort zone and grow through acting on reflection. As we move into a new era with Sian Williams as our new CEO, we remain committed to living up to those founding values, stewarding our precious financial resources with care and clarity of focus so that we use them to the best of our ability in the service of improving the chances of young men leaving prison.

Like many frontline organisations, we've recognised that, for Switchback, building strong relationships across the team and with Trainees, our supporters and partners is crucial to our success, so we've moved to a hybrid model where our team work in the office for three (or the equivalent pro rata) days in the office. We will regularly review our hybrid working model and continue to ensure we offer a warm and safe space for Trainees.

One in five of the Switchback team have direct lived experience of prison, bringing a deep understanding of the experiences and needs of Trainees into all aspects of our work.

## Progress on objectives

### **a. Improve the quality and effectiveness of our operational systems and processes.**

- Clarasys completed pro-bono audit of our data processing and management processes, supporting implementation of the review findings and our Data and Confidentiality Policy.
- Revised departmental budgeting processes, improving accountability and oversight for Leadership Team members.
- Took bookkeeping back in-house with new Finance Officer.

### **b. Ensure Switchback's team and Board is more representative of modern London with new opportunities for Trainees.**

- Three former Switchback Trainees started permanent roles in the Switchback team in 2022, including as Office Coordinator, Junior Switchback Mentor and Participation Coordinator. A number of these roles started as work experience or internships, showing the value of this flexible approach to widen access.
- Recruited our second Board Advisor, Sergio, an EbE member who will shadow and input to the Trustee Board for a year.

### **c. Ensure Switchback is a fulfilling place to work, with a real sense of belonging in the team.**

- Introduced new flexible hybrid-working arrangements based on staff survey and feedback.
- Introduced new Management Forum for

# Aim 4: A platform on strong foundations



managers to share learning and mutual support.

- Increased staff holiday entitlement to include three days between Christmas and New Year.
- Enhanced staff induction process to create a more values-based and engaging process.

**“I thought Switchback would just be another organisation who I met in prison who would let me down, but this really has been the most supported I've felt in a long time. I gave 100%, and you gave me 100%, and that's what has got me here today.”**

#### **d. Significantly increase our income through new and larger funding opportunities to enable Switchback's growth.**

- Continued to invest in the skills of the fundraising team including Bright Spot training funded by Mark Leonard Trust.
- Held the launch of our 3-Year Plan at our Switchback office and Café from Crisis in March 2022.
- Hosted a special event in November 2022 to welcome our new CEO, Sian Williams, and say goodbye to our co-founder, Alice Dawnay. This event generated a significant amount of individual donations from a range of generous Switchback supporters. We were surprised by a fantastic match-funding offer by a philanthropist on the night which demonstrated belief in Switchback's future under new leadership and significantly boosted fundraising at the end of 2022.
- Secured significant grants from a range of major funders including The National Lottery Community Fund for 2023-26, a grant from The Big Ask (now The Considered Ask) towards supporting more Trainees to join the Switchback team and continuation funding of £45k a year for three years from the Bernard Lewis Family Charitable Trust.

## Looking Ahead

As we move into the second year of our 3-Year Plan, the criminal justice context for the communities Switchback serves is getting even more challenging. Prison places are predicted to rise to over 100,000 by 2027, yet the HM Prison and Probation Service remains chronically understaffed. As more people leave prison with less support, fewer housing options, more overstretched public services and benefits and incomes not sufficient to meet rising costs, we should expect to see a rise in mental health crises, financial hardship and homelessness, which in turn will drive up reoffending rates.

Switchback's highly effective model has an even more important role to play in creating a more hopeful future. Over the coming two years our plans to grow our frontline delivery will support more young men leaving prison; we want to engage at least 80 young men as Trainees each year by the end of 2024 and provide many hundreds more with pre-release support. And we are excited at the opportunity to test our model and share our learning with HMPPS and others through the Probation Grant pilots, with the aim of creating a more joined-up offer from prison into the community across the statutory and charity sectors. We are also increasing our activity to tackle racial and social justice, through lived experience-led campaigns and research and through seeking out greater collaboration with others to influence for fairer and more equitable social policy.

The next twelve months will be another exciting period of change for Switchback, as we recruit for new insight and expertise through key leadership and Trustee roles. We look forward to sharing our learning – and hopefully our successes – with you and invite you to join us as we continue to fight for the rights of people leaving prison to a stable and fulfilling life.

# Financial review



## Income and Expenditure Summary

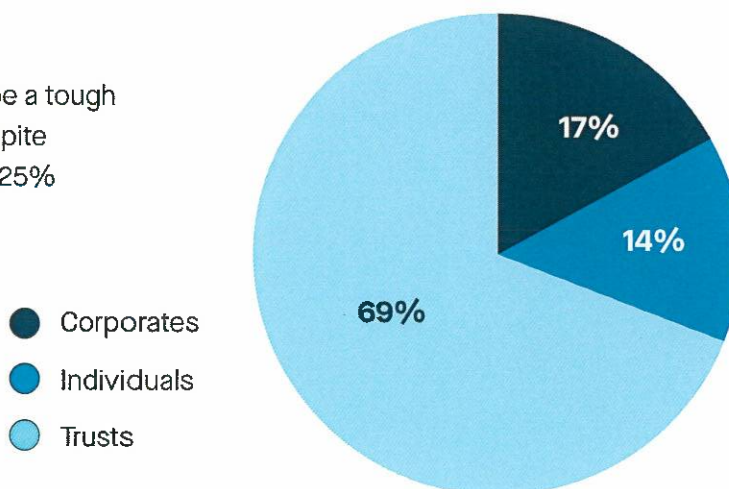
As we continued to emerge from the pandemic, we faced an unprecedented cost of living crisis in 2022. However, we are extremely proud that Switchback has continued to demonstrate financial resilience. We had an exceptional fundraising year with a record amount of income raised for the organisation. We continued to benefit from secured multi-year donations as well as securing new donations and increasing our grant income.

The total cost of the Switchback programme in 2022 was budgeted at £1.3 million. However, due to several factors, expenditure for the year was lower than budgeted at £1,151,342. The ongoing effects of the pandemic on our delivery, resulting in lower numbers of engaged Trainees, meant that planned recruitment was delayed until the latter half of the year and costs associated with our Trainee programme were lower than budgeted. Expenditure was appropriately focused and facilitated the achievements and performance described above; our expenditure on charitable activities increased by £244,484 in 2022.

	2019	2020	2021	2022
<b>Income</b>	1,070,171	756,305	914,653	1,151,335
<b>Expenditure</b>	622,852	612,981	859,676	1,151,342
<b>Surplus/(deficit)</b>	447,319	143,324	54,977	(7)
<b>Total funds – restricted and unrestricted</b>	785,958	929,282	984,259	984,252

## Income by Type 2022

The fundraising landscape continued to be a tough environment within which to operate. Despite this we grew our income in 2022 by over 25% compared to 2021:



# Financial review



Some of our key donors are listed below, and – particularly considering the cost-of-living crisis – we are hugely thankful to those many loyal funders who have chosen to support us again in 2022. 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 £10,000 – these gifts are truly vital to our work.

## **Donors (£10,000 or over) new in 2022**

Esmée Fairbairn Foundation  
The Considered Ask  
The Triangle Trust

## **Previous donors (£10,000 or over) who continued or renewed their support in 2022**

Allen & Overy Foundation  
Aurum Charitable Trust  
Barrow Cadbury Trust  
Beefy's Charity Foundation  
Bernard Lewis Family Charitable Trust  
Brown Dog  
Comic Relief  
David and Primrose Bell  
Drapers' Company  
Girdlers' Company  
Goldsmiths' Company  
Highway One Trust  
Iguano Group  
InfraRed Charitable Trust  
John R Murray Charitable Trust  
Lansdowne Partners UK LLP  
Livingbridge Foundation  
Mark Leonard Trust  
Milton Damerel Trust  
Raise Your Hands  
R.U.B White Charitable Trust  
The Hands Family Trust  
The Roddick Foundation  
The Tom Ap Rhys Pryce Memorial Trust

## **Management Pay**

The key management personnel are comprised of the Chief Executive and four Directors/Heads of Department. Our CEO changed from Alice Dawney to Sian Williams in October, an interim Director of Finance and Operations joined in April, and the Head of Delivery left the organisation in December. The remuneration for the new Chief Executive was set during the recruitment process with ongoing reviews undertaken during the Trustees' annual salary review for the whole team, including the four Directors/Heads of Department. Their review considers the following:

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

## **Investment Policy**

Our annual Investment Policy review concluded Switchback funds will not be invested (outside of regular deposit accounts) as the Trustees feel it inappropriate to take on the level of risk that investment brings at this current time.

## **Fundraising Regulation**

The vast majority of our fundraising activity is carried out by our in-house fundraising team. We occasionally also use trusted consultant bid writers. Switchback follows the Code set out by the Fundraising Regulator although we are not members of their Directory due to the scale and nature 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.

# Financial review



## Reserves Policy

Switchback provides a long-term programme, and we know 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 Board of Trustees is required to annually review and agree the reserves policy. The Finance & Resources Sub-committee, therefore, discussed our current policy at its meeting in November 2022, which was then agreed by the full Board at its meeting in December 2022. In setting our reserves policy, the Trustees wish to maintain a level of reserves that provides a stable basis for its continuing activities whilst at the same time ensuring that funds are utilised for the benefit of Trainees.

We have decided that the minimum level of reserves should be the cost associated with the extreme scenario of having to wind down the organisation were no more funds to be received. To facilitate this, it will be necessary to retain sufficient funds to enable the wind down of the organisation in an orderly fashion. This is calculated at four months' running costs. Beyond this, we want to maintain sufficient financial flexibility to enable us to move quickly on an innovation to enable us to enhance our impact or to cover the costs of any unforeseen loss of funding or adverse circumstances, prior to taking remedial action. We therefore set our Reserves Policy to retain unrestricted reserves of four to six months of the following year's budgeted expenditure. Based on our 2023 forecast expenditure of £1.39m, this requires retaining unrestricted reserves of between £466,200 and £699,300. This figure will be regularly reviewed by the Finance & Resources Sub-committee.

The Trustees are confident that there are sufficient unrestricted reserves to meet future commitments. At 31 December 2022, Switchback's unrestricted reserves stood at £640,834 (2021: £660,277).

## Structure, Governance and Management

The charity number, principal addresses and details of professional advisers 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 Articles of Association. 2022 has seen stability and continuity in our Trustee board.

Switchback has always been grateful for the support of a range of experts, advisers and supporters from a range of fields. Special thanks to our long-term Patrons: Hugh Fearnley-Whittingstall and Primrose Bell for their continued support and advice.

Three of our Trustee Board have since stepped down, either due to reaching their maximum term or for personal reasons. We will launch a public recruitment process in 2023 to bring new Trustees onto the Board.

### Trustees

Duncan Shrubsole – Chair  
Olivia Gillan – Deputy Chair  
Gillian McMillan – Treasurer  
Ben Summerskill – Diversity Lead  
Burphy Zumu  
Dawn Reid – (Dec 2020 - Aug 2023)  
Kalm Paul-Christian – (Dec 2020 – Jun 2023)  
Simon Eyers – (Jun 2014 – Jun 2023)

# Financial review



## Board Adviser

We would like to thank Sergio Gogoia for being our second Board Adviser in 2022. Sergio contributed his insight and expertise to Switchback's Trustee board and in turn he developed his knowledge and understanding of governance through attending meetings and learning from his board buddy.

**“2022 was a big year for EbE, from meeting with the Ministry of Justice to influence their resettlement policy to launching an award-nominated podcast that changed people's perceptions about crime. It's been great to play a key role in Switchback's growth as Board Advisor and bridge the gap between Trainees and Trustees.”** – Sergio, Board Advisor

## Recruitment, induction and training of new Trustees

Whilst we didn't recruit any new Trustees in 2022 our induction process is designed to ensure that new Trustees fully understand their roles and responsibilities as well as the objectives, activities and ethos of the charity. Our Trustee recruitment round in 2023 will be openly advertised and there will be a thorough interview process. New Trustees meet with the CEO, the leadership team and the Chair, as well as being provided the relevant background information about the charity. Trustees also visit the Switchback office, training environments and a prison to help their understanding of how we deliver the programme, the environments in which we work and the associated risks.

## 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

# Financial review



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 (until 10 October 2022) and Sian Williams (from 11 October 2022), and the Leadership Team. The Trustee Board has set up a Finance and Resources Sub-committee that meets quarterly to review management accounts, fundraising forecast and cashflow analysis. Recommendations are then presented to the full Board which also meets quarterly. 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

Effective risk management is critical in working towards the achievement of our mission. The Board of Trustees maintains overall accountability for ensuring that effective risk management practices are in place. They review and agree these arrangements on an annual basis. They are supported in this by the Finance and Resources Sub-committee, which reviews the risk register every quarter.

The Leadership Team have responsibility for the risk register and review this monthly. A summary of the principal risks and uncertainties identified by the Trustees is as follows:

- Fundraising: Due to factors such as the pandemic and cost-of-living crisis the fundraising landscape is a tough environment in which to operate. As well as this, a change in CEO could see existing donors with a strong personal connection to the outgoing CEO reducing their investment in Switchback.
- A robust work programme has been developed

which identifies a wide range of trusts, foundations and grant programmes to which Switchback can apply. We have a range of consultants to support future funding applications including the previous CEO. The new CEO, Director of Fundraising, Trustees and outgoing CEO have spent considerable time building/consolidating relationships with donors.

- Trainee outcomes: COVID-19 continued to provide a challenge in finding real work training and employment opportunities. However, through our Partnerships Manager and new partnerships strategy we are creating new relationships and invigorating old ones.
- Switchback CEO: There has been a significant change in the Leadership Team, primarily with a change in CEO in October 2022. A robust recruitment process was followed, led by a committee of Trustees. A comprehensive induction and probation period were developed with mid-probation and end of probation reviews built in with feedback from staff collated at each review.

The Trustees are satisfied that the risks identified above have been mitigated or addressed as required and that arrangements are in place to review them on an ongoing basis.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, and the charities Statement of Recommended Practice. The Trustees have taken Charity Commission Guidance on public benefit into account. The Trustees' Report was approved by the Trustees on 25 September 2023 and signed on their behalf by

A handwritten signature in black ink that reads "Duncan Shrubsole".

**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.

[office@switchback.org.uk](mailto:office@switchback.org.uk)

020 7650 8989

[www.switchback.org.uk](http://www.switchback.org.uk)

[@switchback\\_idn](https://www.instagram.com/switchback_idn)

Switchback, 3rd Floor, Norvin House,  
45-55 Commercial Street, London E1 6BD  
Registered Charity Number 1125100 | Company  
Number 06615923 | Published September 2023

**SWITCHBACK**



**The Switchback Initiative  
(Limited by Guarantee)**

**Trustees' Report and Financial Statements  
For the year ended 31 December 2022**

**Registered Company number: 06615923 (England and Wales)  
Registered Charity number: 1125100**

## THE SWITCHBACK INITIATIVE

### LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	S Evers O Gillan G McMillan K Paul-Christian D Reid D Shrubsole B Summerskill B Zumu
<b>Senior Management Team</b>	S Williams – Chief Executive (Appointed 10 October 2022) A Dawnay – Chief Executive (Resigned 31 October 2022) S Boyd H Topley C Anderson (Appointed 3 January 2023) J Milward (Resigned 4 January 2023)
<b>Charity Number</b>	1125100
<b>Company Number</b>	06615923
<b>Registered Office and Principle Address</b>	Switchback 3 <sup>rd</sup> Floor Norvin House 45-55 Commercial Street London E1 6BD
<b>Independent Auditor</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
<b>Main Banker</b>	Co-operative Bank Ltd PO Box 101 1 Balloon Street Manchester M60 4EP

# THE SWITCHBACK INITIATIVE

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**THE SWITCHBACK INITIATIVE**  
**REPORT OF THE INDEPENDENT AUDITOR**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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We have audited the financial statements of The Switchback Initiative (the 'charitable company') for the year ended 31 December 2022. 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 December 2022 and of its incoming resources and application of resources, including its income and expenditure, 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 and the Charities Act 2011.

**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 charitable company 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**THE SWITCHBACK INITIATIVE**  
**REPORT OF THE INDEPENDENT AUDITOR**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees 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 charitable incorporated organisation'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 incorporated organisation or to cease operations, or have no realistic alternative but to do so.

**THE SWITCHBACK INITIATIVE**  
**REPORT OF THE INDEPENDENT AUDITOR**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Auditor's responsibilities for the audit of the financial statements**

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption, and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK.
- We considered the nature of the charity's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

**THE SWITCHBACK INITIATIVE**  
**REPORT OF THE INDEPENDENT AUDITOR**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**


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Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for the no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, or for the opinions we have formed

  
Mark Cummins FCCA (Senior Statutory Auditor)  
For and on behalf of TC Group  
Statutory Auditors  
Office: Steyning, West Sussex

Dated: 27 September 2023

**THE SWITCHBACK INITIATIVE**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
<b>Income from:</b>					
Donations	2	1,048,722	95,553	1,144,275	860,623
Investments	3	6,810	-	6,810	6,848
Other trading	4	250	-	250	47,182
<b>Total income</b>		<b>1,055,782</b>	<b>95,553</b>	<b>1,151,335</b>	<b>914,653</b>
<b>Expenditure on:</b>					
	5				
Raising funds		157,342	677	158,019	110,837
Charitable activities		917,883	75,440	993,323	748,839
<b>Total expenditure</b>		<b>1,075,225</b>	<b>76,117</b>	<b>1,151,342</b>	<b>859,676</b>
<b>Net Income/(expenditure)</b>		<b>(19,443)</b>	<b>19,436</b>	<b>(7)</b>	<b>54,977</b>
Fund balances at 1 January 2022		660,277	323,982	984,259	929,282
Fund balances at 31 December 2022	15	640,834	343,418	984,252	984,259

All activities are classed as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The results for the year all relate to continuing activities.

The notes on pages 37 to 46 form part of the financial statements.

**THE SWITCHBACK INITIATIVE**  
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2022**

		2022	2021
	Notes	£	£
<b>Fixed assets</b>			
Tangible assets	11	8,861	8,365
		<u>8,861</u>	<u>8,365</u>
<b>Current Assets</b>			
Debtors	12	55,857	40,103
Cash at bank and in hand		978,196	989,051
		<u>1,034,053</u>	<u>1,029,154</u>
<b>Creditors: amounts falling due within one year</b>	13	(58,662)	(53,260)
<b>Net current assets</b>		<u>975,391</u>	<u>975,894</u>
<b>Net assets</b>		<u>984,252</u>	<u>984,259</u>
<b>Funds</b>	15		
Unrestricted funds		640,834	660,277
Restricted funds	14	343,418	323,982
<b>TOTAL FUNDS</b>		<u>984,252</u>	<u>984,259</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accounts were approved by the Board of Trustees on 06 March 2023.

  
 Gillian McMillan  
 Treasurer

Company Registration No. 06615923

**THE SWITCHBACK INITIATIVE**  
**CASHFLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

		2022		2021	
	Notes	£	£	£	£
Net cash provided by/(used in) operating activities	17		(10,101)		(35,850)
Cash flows from Investing activities:					
Purchase of tangible fixed assets	11	(7,564)		(8,202)	
Interest on investments		6,810		6,848	
Net cash used in investing activities			(754)		(1,354)
Increase/(decrease) in cash and cash equivalents in the year			(10,855)		(37,204)
Cash and cash equivalents at the beginning of the year			989,051		1,026,255
Cash and cash equivalents at the end of the year			978,196		989,051
<b>Analysis of net cash</b>					
		At 1 Jan 2022	Cash flow	At 31 Dec 2022	
		£	£	£	
Cash at bank and in hand		989,051	(10,855)	978,196	

## THE SWITCHBACK INITIATIVE

### NOTES TO THE ACCOUNTS

#### FOR THE YEAR ENDED 31 DECEMBER 2022

---

#### 1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

##### 1.1 Basis of accounting

The financial statements have been prepared in accordance with 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 2015) – Charities SORP (FRS 102), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102.

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

##### 1.2 Preparation of the accounts on a going concern basis

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

##### 1.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income can be measured reliably.

Grants and donations are recognised when the charity has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. In the event that such income is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Gifts in kind are included at fair value within donations.

Trading income is recognised upon delivery of the service provided.

Investment income is credited to income when it is receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### 1.4 Expenditure

Expenditure is recognised on an accruals basis inclusive of any VAT which cannot be recovered.

Support costs which are not directly attributable to a specific charitable activity are allocated on a percentage basis based on staff time applied to each activity during the year. Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements. These are included within support costs.

## THE SWITCHBACK INITIATIVE

### NOTES TO THE ACCOUNTS (CONTINUED)

#### **FOR THE YEAR ENDED 31 DECEMBER 2022**

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##### ACCOUNTING POLICIES (continued)

##### 1.5 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided as the following annual rates in order to write off each asset over its estimated useful life.

Computer Equipment	33% on cost
Furniture & Fittings	25% on cost

Only assets over £500 are capitalised.

##### 1.6 Lease commitments

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

##### 1.7 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

##### 1.8 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### 1.9 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

##### 1.10 Debtors

Trade and other debtors are recognised at the settlement amount due.

##### 1.11 Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposits or similar account.

##### 1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**ACCOUNTING POLICIES (continued)**

**1.13 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

**2. DONATIONS INCOME**

	Unrestricted £	Restricted £	2022 £	2021 £
Donations & grants	1,020,779	95,553	1,116,332	823,348
Gift aid recovery	27,943	-	27,943	37,275
	<u>1,048,722</u>	<u>95,553</u>	<u>1,144,275</u>	<u>860,623</u>

**3. INVESTMENT INCOME**

	Unrestricted £	Restricted £	2022 £	2021 £
Deposit account interest	6,810	-	6,810	6,848
	<u>6,810</u>	<u>-</u>	<u>6,810</u>	<u>6,848</u>

**4. OTHER TRADING INCOME**

	Unrestricted £	Restricted £	2022 £	2021 £
Trading income	250	-	250	47,182
	<u>250</u>	<u>-</u>	<u>250</u>	<u>47,182</u>

## THE SWITCHBACK INITIATIVE

### NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2022

#### 5. EXPENDITURE

	Depreciation	Staff costs	Other costs	Total 2022	Total 2021
	£	£	£	£	£
Raising funds	-	148,814	9,205	158,019	110,837
<b>Charitable activities</b>					
Activities undertaken directly	4,226	558,307	209,899	772,432	573,452
Support costs (note 6)	991	163,515	56,385	220,891	175,387
<b>Total</b>	<b>5,217</b>	<b>721,822</b>	<b>266,284</b>	<b>993,323</b>	<b>748,839</b>
<b>Total</b>	<b>5,217</b>	<b>870,636</b>	<b>275,489</b>	<b>1,151,342</b>	<b>859,676</b>

#### 6. SUPPORT COSTS

	2022	2021
	£	£
Staff costs	163,515	132,999
Rent and utilities	11,033	7,817
Office costs	4,505	4,557
IT	3,877	3,628
Sundry costs	10,118	4,688
Bank charges	2,341	2,404
Recruitment	2,926	3,397
Depreciation	991	1,526
Events	8,097	-
Other support costs	1,310	11,391
Governance costs (note 7)	12,178	2,980
	<b>220,891</b>	<b>175,387</b>

Included within support costs are amounts payable to the current auditors in respect of audit fees of £12,013 (2021 independent exam fees: £2,700) and £7,109 in respect of other services (2021: £12,955).

#### 7. GOVERNANCE COSTS

	2022	2021
	£	£
Audit / Independent Examiner's remuneration	12,013	2,700
Trustees' expenses	165	280
	<b>12,178</b>	<b>2,980</b>

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**8. STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE FUNDS – YEAR ENDED 31 DECEMBER 2021**

<u>Income from:</u>	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £
Donations	2	806,423	54,200	860,623
Investments	3	6,848	-	6,848
Other trading	4	47,182	-	47,182
<b>Total income</b>		<b>860,453</b>	<b>54,200</b>	<b>914,653</b>
 <u>Expenditure on:</u>	 5			
Raising funds		110,837	-	110,837
Charitable activities		711,789	37,050	748,839
<b>Total expenditure</b>		<b>822,626</b>	<b>37,050</b>	<b>859,676</b>
<b>Net income</b>		<b>37,827</b>	<b>17,150</b>	<b>54,977</b>
<b>Fund balances at 1 January 2021</b>		<b>622,450</b>	<b>306,832</b>	<b>929,282</b>
<b>Fund balances at 31 December 2021</b>	16	<b>660,277</b>	<b>323,982</b>	<b>984,259</b>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There was no trustee remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021. Trustee expenditure totaling £165 (2021: £280) was reimbursed during the year.

**10. STAFF COSTS**

	2022 £	2021 £
Wages and salaries	764,517	559,557
Social security costs	74,324	50,472
Other pension costs	31,795	23,302
	<b>870,636</b>	<b>633,331</b>

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**10. STAFF COSTS (continued)**

The average number of employees during the year was as follows:

	2022 Number	2021 Number
Programme Delivery	12	8
Policy and Influencing	4	3
Other	7	6
	<u>23</u>	<u>17</u>

The number of employees whose emoluments fell within the following bands was:

	2022 Number	2021 Number
£70,001 - £80,000	<u>1</u>	<u>1</u>
	<u>1</u>	<u>1</u>

Of the employees whose emoluments exceed £60,000, 1 (2021: 1) have retirement benefits accruing under defined contribution pension schemes. Pension contributions for higher paid employees in the year amounted to £3,135 (2021: £3,545).

During the year the key management personnel of the charitable company comprised of the Chief Executive, The Chief Operating Officer/Head of Finance and Operations and the three Heads of Department. The total employee benefits of the key management personnel (including Employer's National Insurance Contributions) were £350,689 (2021: £297,611).

The increase in costs from 2021 is in relation to pay rises and additional costs incurred in the process of transitioning to a new CEO.

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**11. TANGIBLE FIXED ASSETS**

	Furniture & Fittings	Computer Equipment	Total
Cost	£	£	£
At 1 January 2022	697	25,505	26,202
Additions	-	7,564	7,564
Disposals	-	(9,139)	(9,139)
At 31 December 2022	<u>697</u>	<u>23,930</u>	<u>24,627</u>
Depreciation			
At 1 January 2022	697	17,140	17,837
Charge for the year	-	5,217	5,217
Eliminated on disposal	-	(7,288)	(7,288)
At 31 December 2022	<u>697</u>	<u>15,069</u>	<u>15,766</u>
Net book value			
At 31 December 2022	<u>-</u>	<u>8,861</u>	<u>8,861</u>
At 31 December 2021	<u>-</u>	<u>8,365</u>	<u>8,365</u>

**12. DEBTORS – amounts falling due within one year**

	2022	2021
	£	£
Trade debtors	2,440	3,956
Other debtors	2,053	4,185
Prepayments and accrued income	51,364	31,962
	<u>55,857</u>	<u>40,103</u>

**13. CREDITORS - amounts falling due within one year**

	2022	2021
	£	£
Trade creditors	20,634	2,561
Social security and other taxes	19,851	-
Accruals and deferred income	12,565	46,181
Other creditors	5,612	4,518
	<u>58,662</u>	<u>53,260</u>

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**14. RESTRICTED FUNDS**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 January 2022	Movement in funds		Balance at 31 December 2022
		Income	Expenditure	
	£	£	£	£
Lloyds Bank Foundation	2,083	-	(2,083)	-
Barrow Cadbury Trust	11,200	22,400	(29,868)	3,732
Donation to Reserves	299,999	-	-	299,999
The Wilmington Trust	2,500	3,000	(4,719)	781
Weavers' Company Benevolent Fund	200	-	(200)	-
Anonymous donor	8,000	-	(8,000)	-
Ben Summerskill	-	150	(150)	-
Anonymous donor	-	10,003	(10,003)	-
The Big ASK	-	30,000	(6,444)	23,556
Triangle Trust	-	30,000	(14,650)	15,350
	<u>323,982</u>	<u>95,553</u>	<u>(76,117)</u>	<u>343,418</u>

*Lloyds Bank Foundation* - Funding towards the CEO's salary.

*Barrow Cadbury Trust* - Funding towards Reshaping Resettlement for young adult prison leavers.

*Donation to Reserves* - Restricted for use to underpin a portion of reserves.

*The Wilmington Trust* - Funding towards the development of our communications.

*Weavers' Company Benevolent Fund* - Funding towards preparing training course material and consultancy packs.

*Anonymous donor* - Funding towards improving Switchback's tech infrastructure.

*Ben Summerskill* - Restricted funding for use on CEO celebration event.

*Anonymous donor* - Restricted funding for use on CEO celebration event.

*The Big ASK* - Funding for the development of peer mentors and intern scheme.

*Triangle Trust* - Funding to expand Switchback's training and employment partnerships.

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**15. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds	Restricted funds	2022 Total
	£	£	£
Fund balances at 31 December 2022 are represented by:			
Fixed assets	8,861	-	8,861
Current assets	690,635	343,418	1,034,053
Creditors: amounts falling due within one year	(58,662)	-	(58,662)
	<u>640,834</u>	<u>343,418</u>	<u>984,252</u>

	Unrestricted funds	Restricted funds	2021 Total
	£	£	£
Fund balances at 31 December 2021 are represented by:			
Fixed assets	8,365	-	8,365
Current assets	705,172	323,982	1,029,154
Creditors: amounts falling due within one year	(53,260)	-	(53,260)
	<u>660,277</u>	<u>323,982</u>	<u>984,259</u>

**16. COMMITMENTS UNDER OPERATING LEASES**

At 31 December 2022 the company had total commitments payable under non-cancellable operating leases as follows:

	Land and buildings		Equipment	
	2022	2021	2022	2021
	£	£	£	£
Within one year	79,988	71,688	-	1,493
Between two and five years	49,993	122,467	-	1,120
	<u>129,981</u>	<u>194,155</u>	<u>-</u>	<u>2,613</u>

Total lease payments recognised as an expense in the year amounted to £43,954 (2021: £27,999).

**THE SWITCHBACK INITIATIVE**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**17. NET CASHFLOW FROM OPERATING ACTIVITIES**

	2022	2021
	£	£
Net income/(expenditure)	(7)	54,977
Depreciation of tangible fixed assets	5,217	7,266
Loss on disposal of tangible fixed assets	1,851	-
Dividends and interest from investments	(6,810)	(6,848)
(Increase)/decrease in debtors	(15,754)	4,923
Increase/(decrease) in creditors	5,402	(96,168)
	<hr/>	<hr/>
Net cash provided used in operating activities	(10,101)	(35,850)
	<hr/>	<hr/>

**18. RELATED PARTY TRANSACTIONS**

During the year to 31 December 2022 donations were received by the charity from various Trustees totaling £13,233 (2021: £4,480). The only further related party transactions relate to Trustees' expenditure reimbursement of £165 (2021: £280) as disclosed in note 9.

**19. CONTROL**

The Switchback Initiative is a company limited by guarantee and has no share capital. No one member has overall control of the charity.

**20. COMPANY INFORMATION**

The Switchback Initiative is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the legal and administrative information page.

## Document Activity Report

**Document Sent**

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**THE SWITCHBACK INITIATIVE**

England & Wales - Charity number 1125100

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# Accounts

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# 2021 ANNUAL REPORT

Switchback's annual report  
and accounts for the year  
ended 31 December 2021

**SWITCHBACK**





SWITCHBACK

The Trustees (who are also the directors) are pleased to present their annual report for the year ended 31 December 2021.

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# About Switchback



**Switchback is an award-winning charity enabling young Londoners to find a way out of the justice system and build stable, rewarding lives.**

## We build transformative relationships

Switchback's pioneering model is centred on a meaningful relationship between a Switchback Mentor and a Switchback Trainee, beginning in prison and lasting as long as it takes after release.

This unique level of support 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 over 14 years of impact, we work with others to share what we've learned and inspire change across the criminal justice system and beyond.

**Switchback's intensive approach works. In stark contrast to the national average – which sees around half of those leaving prison every year back inside within 12 months – just 9% of Switchback Trainees reoffend. In fact, over 50% go into long-term employment, while 65% reach Switchback's unique benchmark of Real, Lasting Change. This includes achieving stability in at least 5 out of 10 key areas of life (the Switchback Pathways).**

## 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.

# 2021: An overview



For Switchback, as for charities across the country, 2021 marked a second year of extraordinary turbulence caused by the pandemic. Even as society began to open up, a harsh lockdown remained in most prisons, restricting Switchback's access to young men who, after months of solitary confinement, needed support more than ever.

Yet, as in 2020, Switchback's team responded in 2021 with great determination to reach more young men against the odds, while pushing hard for change across the system and further strengthening our foundation for the future.

Despite the huge challenges, in 2021 we supported 65 young prison leavers in London to become Switchback Trainees (our second-highest number ever), providing intensive 1-to-1 support alongside access to training, supporting 195 men in total. While pre-release support remained restricted by Covid, our impact remained high (including 78% of Switchback Trainees completing the programme) and met significant need including homelessness and rising mental health, drug and alcohol needs.

This continued impact against the odds was enabled by the further development of our Foundation for Stability programme, a new post-release support option launched in rapid response to the pandemic. At the end of 2021 we were nonetheless delighted to return to prisons and restart our original and most impactful through-the-gate model. Going forward, we will offer both options (starting in prison or post-release), increasing our flexibility in uncertain times.

Meanwhile, Switchback's efforts to inspire change across the justice system – a new focus for this strategic period – went from strength to strength. Rooted, as ever, in the voice of Switchback Trainees, we launched our first campaign, Reshape Release, helping to secure a landmark advocacy win by raising the prisoner discharge grant for the first time in 25 years (from £46 to £76).

We consistently shifted perceptions of prison leavers in media and policymaking, increasing Trainees' representation at every opportunity. This progress inspired an even stronger focus on influencing change in our new 3-year plan for 2022-25, developed at the end of 2021 through extensive collaboration with staff, Trustees, advisers and, crucially, our Experts by Experience Board, which continued to thrive last year.

2021 was not without operational challenges, from high staff turnover (seen across the sector) to labour market instability and a squeezed fundraising environment. Yet we responded with fortitude and flexibility: ending the year with our biggest ever team of 20 staff, new partnerships and a larger and more diverse income.

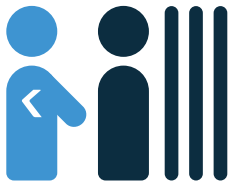
When Switchback published our plan for 2019-21 we couldn't have imagined the tests we'd face along the way. Yet thanks to the agility of that plan and the commitment of our team, partners, donors, and, above all, Switchback Trainees, we end this chapter stronger than ever. We are well set up, then, to manage the transition to a new Chief Executive, following the [announcement in May 2022](#) that Founder and CEO Alice Dawnay will move on in October 2022, after nearly 15 years at the helm. At the time of writing, a recruitment process is underway and we are confident of securing a fantastic new leader to drive Switchback into a new era. As Alice wrote in her announcement: "Healthy, fulfilling, adventurous lives have multiple chapters and I feel sure that the same is true for healthy organisations."

Switchback's ambitious new [3-year plan 2022-25](#), A Platform for Change, builds on the significant learning and progress outlined in this report as we strive for even greater impact. We hope you will come with us on this exciting new part of Switchback's journey.

**Duncan Shrubsole**  
Chair of Trustees

**Alice Dawnay**  
Founder and CEO

# The Switchback programme



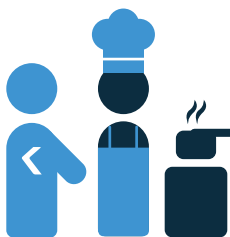
## IN PRISON

An eligible prisoner meets regularly with his Switchback Mentor during his last three months inside to prepare and make a plan for release. When meeting inside isn't possible, there's an option to begin straight after release.



## IN TRAINING

The same Switchback Mentor meets him on the day of release. Up to 12 weeks of real-work training begins alongside therapeutic mentoring 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 the Trainees to return.

## IN NUMBERS

# 5

**months** average intensive support either side of the prison gate.

# 13

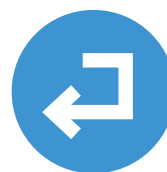
**months** average total contact with Switchback for each Trainee.

# 10

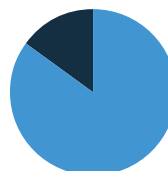
**Switchback Pathways** from housing to health, which we use to measure & build stability across all areas of a Trainee's life.

## WHO WE WORK WITH

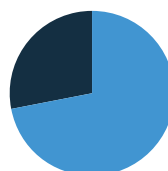
# 18-30

 year-olds

Returning to London.



**85%** from ethnic minority backgrounds, including 60% who are Black and 16% Asian.



**72%** convicted of a violent and/or drug offence.

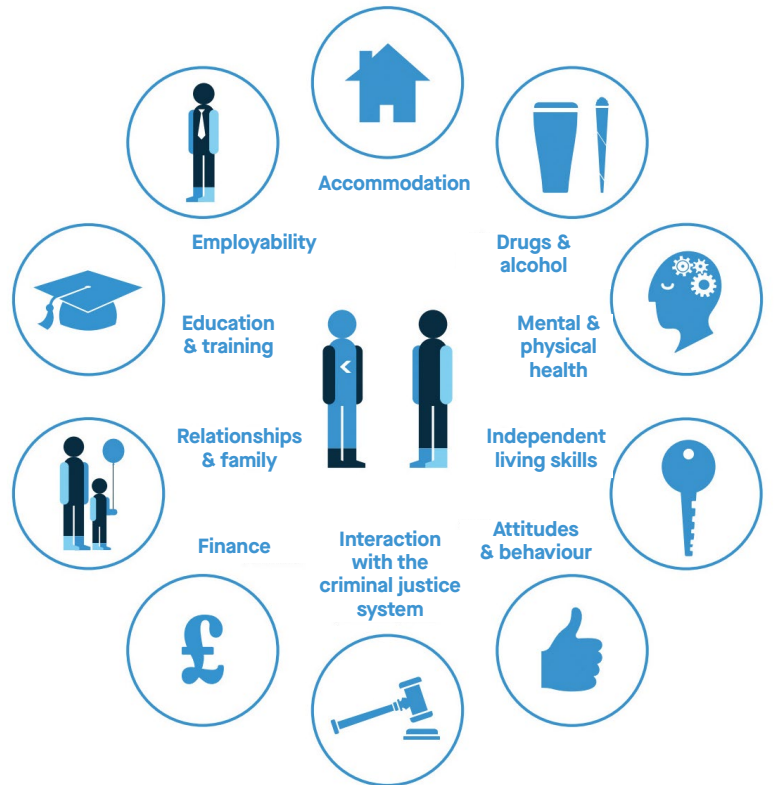
# The 10 Switchback Pathways



Our team of highly skilled Switchback Mentors encourage and challenge Trainees across all areas of their lives, broken down into the 10 Switchback Pathways shown here.

As each Trainee progresses through their programme, we record specific achievements and changes in stability under each Pathway.

This whole-person approach means that when Trainees enter work or housing, they have the stability to stay there long-term through the ups and downs.





# Malik's journey



**Malik, 25, was released from HMP The Mount in November 2021, becoming a Switchback Trainee soon after. After completing the Switchback programme he's now working as a barista.**

"I'm from Hackney. When I was 12, a lot of health conditions were happening in my house, that kind of changed the circumstances. You feel like you're just by yourself. You got no one to turn to and say: I need your help on this, or I need that. We had no mentors and I ended up in prison at the age of 16. So I never finished school, I never got to that stage. I got kicked out.

So I came out of prison and no one's directing you. They make you stay in a hostel but they aren't even helping you. So with Switchback coming into my life it was like, you get a Mentor and 12 weeks of intense training, helping you to get into a job, helping your emotional side, helping you with little things. Like I never had a bank card, I didn't even have ID, I didn't really know how to set up a passport. That's all sorted now.

I got a Switchback Mentor, he's from a similar background. So when he's speaking to me he's telling me I'm not judged.

Seeing him here made me feel like, you know what, I can do it, if I carry on down this road with his help. He went above and beyond for me. I wanted a job, Switchback pushed me as hard as I wanted to go to get that job. You get that warmth of: I'm part of something.

I make coffee, I'm enjoying it because I love the people. Even when I have to start at 7.30am. I'm part-time now but I'm looking forward to getting a full-time job. I also have a few ventures on the side, I do game design and want to start my own company. It's looking good for me, I think it's going to be a lovely year!"



# Diversity & Inclusion update



**Switchback's Diversity & Inclusion Policy focuses on both our people and our operational delivery and is published on our website alongside annual team and board diversity snapshots.**

## Recruitment

One of Switchback's chief areas of focus for diversity and inclusion in 2021 has been on recruitment, making sure we have a diverse team representative of modern London. Progress in 2021 included:

- Recruited our first Delivery Intern, a former Switchback Trainee who then applied for and was recruited as one of our two new Junior Switchback Mentors (JSM).
- The JSM role has provided others with lived experience with a route into the team.
- Improved access to Switchback Mentor role through our new community-based support option that does not require staff to work in prisons.
- Our second annual anonymous staff snapshot survey revealed a trajectory of improvement and identifying some important areas needing greater focus.
- Planned a confidential Trustees diversity survey to be conducted in early 2022.

## Operations and delivery

The subject of race, difference, barriers and discrimination is live in our programme delivery and influencing activity. Switchback Mentors are trained and comfortable with this and it is an open subject between staff and Trainees. In 2021 further progress included:

- Eshan Price completed a successful year in the new position of Board Adviser, for a former Switchback Trainee to inform the work of our Trustee Board while gaining exposure to charity governance. Eshan assisted with recruiting his replacement.
- Took action with partners to challenge racial injustice in policy and the media, including supporting the Criminal Justice Alliance's

lobbying against discriminatory elements of the Police, Crime, Sentencing and Courts Bill, challenging stop & search on Channel 4 News, and supporting Maslaha's work on Islamophobia in prisons.

- Our new 3-year Plan 2022-25 includes a major focus on challenging racial and social injustice by amplifying the voice and experience of Switchback Trainees in policy and media.
- Developed plans for a representative from each department within Switchback to collectively and regularly review diversity and inclusion progress at Switchback.

## Language about race and ethnicity

We recognise that the language we use about race influences perceptions and the wider debate and fight for racial justice which we want to support. In June 2021 we undertook a consultation with a large and diverse group of Switchback staff, Trustees, Experts by Experience, Advisers and friends to collectively agree the language Switchback should use to talk about race and ethnicity. This resulted in the co-development of new language guidelines which have now been implemented across the organisation.

These include:

- Be as specific as possible, avoiding lazy generalisations like 'BAME' and acknowledging the diverse experiences of people from different backgrounds.
- Be accessible and inclusive, avoiding jargon, overly academic or Americanised language, and phrases felt to be negative or disempowering including 'racially minoritised'.
- Use 'people-first' language, recognising that identities are complex and people shouldn't be defined by one characteristic such as race.
- Where a collective term is necessary, use 'people from ethnic minority backgrounds'.



Our Strategic Plan for 2019-21 is made up of these key aims below. The following pages provide an update on our progress against these aims in 2021.

## AIM 1



Support more young men to change

## AIM 2



Inspire change across the system

Never compromise our values

## AIM 3



Always fortify our foundation



## In 2021:

# 65

young men engaged onto one of our programmes as Switchback Trainees.

# 1,031

outcomes achieved by 65 Trainees across the 10 Switchback Pathways.

## We met rising need during the pandemic:<sup>1</sup>

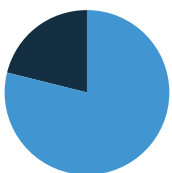
# 34%

released homeless.

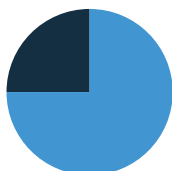
# 27%

had an identified mental health issue.

## We maintained a high impact despite the pandemic:



**78%**  
completed the programme.



**75%**  
progressed from 'unstable' to 'stable' in at least 3 out of 10 Switchback Pathways.

# 195

young prison-leavers supported in total.

# 20

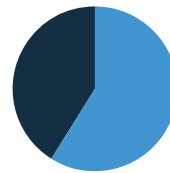
prisons from which Switchback Trainees were released.

# 20%

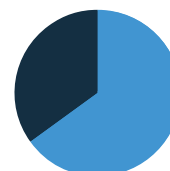
released with no bank account.

# 20%

had an identified drug or alcohol issue.



**61%**  
achieved a practical education, employment or training outcome.



**65%**  
reached our benchmark of Stable Foundation: a solid foundation for a stable life.

<sup>1</sup> Switchback Trainees released from prison between March 2020 and December 2021.



## We took action to influence change across the system:

# 11

Experts by Experience Board meetings of current and former Switchback Trainees.

# 65%

increase in the discharge grant secured nationally, the first rise in 25 years (from £46 to £76).

## ...and we made further progress fortifying our foundation:

# 21%

of funds raised from new corporate partnerships, double the rate of 2020.

# 30

prison, probation and other practitioners trained in Switchback's approach.

# 12

weeks temporary housing promised by the government for all homeless prison leavers.

# 20

staff members by the end of 2021 – our biggest ever team.



# Aim 1: 2021 progress



## SUPPORTING MORE YOUNG MEN TO CHANGE

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

The impact of the pandemic continued to weigh heavily on Switchback's delivery programme in 2021, with prison access restricted for most of the year, young men in prison impacted by months of solitary confinement, and a hard-hit hospitality industry limiting training and employment opportunities.

Despite such a challenging backdrop, in 2021 Switchback Mentors engaged 65 young men to become Switchback Trainees, providing vital, intensive 1-to-1 support and access to training, while returning to a mainly in-person model after the remote delivery forced by Covid in 2020. 65 Trainees was slightly down on 2020 (72) due mainly to turnover in the delivery team, but still significantly more than pre-pandemic. In total in 2021, we supported 195 young men to start building a stable life after prison.

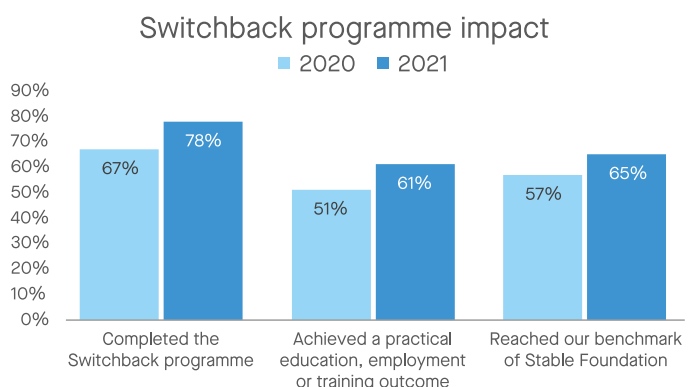
To ensure stability for the future, we made some important changes to our delivery team, introducing a new Delivery Manager role, and a more diverse team of eight Switchback Mentors (up from five last year) including two Junior Switchback Mentors – a new access route for people with less experience, including Switchback Trainees.

Our consistency of delivery was also made possible thanks to the continued roll-out of Switchback's Foundation for Stability programme – our new post-release option launched in 2020 in rapid response to the pandemic. This was further developed in 2021 through innovative new referral partnerships with prisons and probation, including the extension of a pilot with the London National Probation Service. The pilot came to an end in 2021 due to the launch of the new unified probation system. After sending hundreds

of letters to eligible prisoners in 2021, we were pleased that 25% of Trainees were self-referred, demonstrating the huge demand for Switchback's support, and the motivation for change, among the prison population.

We were also glad to return to prisons and restart our original longer term through-the-gate programme, Real Lasting Change, at the end of 2021, which we know delivers the most long-lasting results. In 2022 we will offer both options in parallel – meeting Trainees in prison or, where that's not possible, as soon as possible after release – boosting our flexibility and widening our reach for the future. We are proud that despite limits on training options and instability in prisons, we also maintained high levels of impact, with 78% of Trainees completing the programme and all key outcomes up on 2020 (see chart).

We also continued to fill big gaps in basic resettlement needs, with significant numbers of Trainees supported to enter housing, get an ID, open a bank account and access benefits. As ever, practical help sat alongside vital emotional support, with 85% of Trainees making a notable improvement in attitude and behaviour. We are proud that on our latest data, still only 9% of Switchback Trainees have reoffended within a year of release.





## Key milestones - 2021

### **A** Support more young men every year

- 65 young men engaged as Switchback Trainees – down slightly on 2020 (72) but still our second-highest number ever (up from 34 in 2019).
- 195 young men supported in total, similar to 2020.
- Established new referral routes while prisons were closed, achieving:
  - 37% from probation staff
  - 28% from prison staff
  - 25% self-referrals
- Expanded Switchback Mentor team from five to eight full-time staff.
- Restarted our original through-the-gate model at end of 2021 in a number of London prisons, running in parallel with our new post-release option.

### **B** Maintain sector-leading outcomes

- Key performance indicators in 2021 were all up on 2020 among Switchback Trainees:
  - 78% completed the programme
  - 61% achieved a practical education, employment or training outcome
  - 65% reached our benchmark of Stable Foundation.\*
- Major focus on supporting Trainees to meet basic resettlement needs, including supporting:
  - 25% of Trainees to get ID
  - 62% to write a CV
  - 35% onto Universal Credit
  - 29% to open a bank account
  - 34% to access housing
- 75% of Trainees moved from unstable to stable in at least three areas of life (Switchback Pathways).
- 41% of 2021 Trainees were fathers, building stability for their children.

\* Requiring at least 5 out of 10 Switchback pathways to be stable alongside a range of other criteria.

### **C** Expand our delivery partnerships

- Responded to economic disruption of pandemic by building new employment and training partnerships including BCM Construction.
- Expanded real-work training options for Trainees to ensure sufficient placements.
- Explored contracting opportunities with MOPAC, National Probation Service and the Prison Leavers Project, each resulting in a no-bid decision due to practical and financial demands.
- Secured new data-sharing agreement with Her Majesty's Prison and Probation Service (HMPPS) to ensure smooth delivery in prisons.

### **D** Use data and evidence to enhance our impact

- Further developed our Trainee database on Salesforce, including a new streamlined 'Trainee Opportunities' section to match Trainees with jobs.
- Launched internal monthly impact update to connect all staff to data and impact.
- Completed an in-house programme data analysis, prompting enhancements of data capture and tailored support for particular groups of Trainees.
- Consulted with Trainees to evaluate and evolve Switchback Mentors' application of professional boundaries in specific controlled circumstances.



## INSPIRING CHANGE ACROSS THE SYSTEM

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

A new area of work in this strategic period, Switchback's influencing activity reached new heights in 2021. Having worked with Trainees, frontline staff and our data in 2020 to identify our priorities for change, in 2021 we further refined our messaging and launched our first campaign, Reshape Release, making three crystal clear asks to the government: to boost access to finance, technology and housing for prison leavers.

This emphasis reflected a clear and consistent message we heard from Switchback Trainees through our pioneering Experts by Experience board: that without the basic essentials to survive, people can't even begin to build a stable life away from crime after prison. And yet, as backed up by our frontline data, too many are being released with no plan, nowhere to go and no meaningful support.

Crucially, we set out to make this case by foregrounding the voice and experience of Switchback Trainees, backed up by our compelling evidence and data. By recruiting a new Communications and Campaigns Manager role we developed a more integrated approach spanning policy, communications and campaigns: delivering succinct briefings for MPs, targeted engagement with ministers and officials, new video content for social media, collaboration with charity partners, and features on national and regional media including the BBC News and Times Radio.

Through this activity we saw real progress, helping to win the first rise in the discharge grant for prison leavers in 25 years (from £46 to £76), influencing the implementation of the government's £20m Prison Leavers Project, securing a government commitment to a

new 'resettlement passport' and new funding for prison leaver accommodation, shaping a new emphasis on supportive relationships in the new probation model, as well as raising Switchback's profile and influence across politics and the media. We also furthered our ambition to influence professional practice, training over 30 probation and charity practitioners including senior HMPPS officials in our approach.

We know there is so much more to do to challenge the social and racial injustices in the UK's justice system. That's why we're delighted that, upon the encouragement of our Trainees, staff, Trustees and partners, we will be accelerating our influencing activity as part of our new 3-Year Plan 2022-25, enabled by our first ever grants in this area from Barrow Cadbury (2021-23) and Esmee Fairbairn Foundation (committed for 2022-25).



When I left the gate, I found out I was just by myself. It was a stressful experience, if I'm honest. They just leave you to your own devices. A lot of people will find themselves slipping back so easily. Switchback helped me get back on track.



**Switchback Trainee Tyrell, 23,  
raising awareness on Times Radio.**



## Key milestones - 2021

### **A** Further develop our compelling evidence base

- 11 meetings of Switchback's Experts by Experience Board (EBE) to inform campaigning priorities and evidence.
- Data analysis revealed continued record high homelessness and lack of basic essentials, informing policy and media work.

### **B** Influence more human, more effective public policy

- Launched our first campaign, Reshape Release, to boost access to the basic essentials for prison leavers.
- Helped secure the first rise in the prisoner discharge grant in 25 years (from £46 to £76).
- Helped secure national funding for housing prison leavers facing homelessness.
- Helped secure government commitment to provide 'the basics' including housing for all prison leavers.
- Helped shape new emphasis on supportive, motivational relationships in the MoJ's new probation model.
- CEO co-opted onto Clinks' Reducing Reoffending Third Sector (RR3) Board work with MoJ on Covid-19 and probation.
- CEO sat on Strategic Steering Group for the MoJ's Prison Leavers Project.
- Contributed to partner influencing activity including with CJA, Clinks, Nesta, PUBLIC, EQUAL and others.
- Developed relationships with senior MoJ and HMPPS officials, Prisons Minister and shadow justice team.

### **C** Influence more human, more effective practice

- Co-designed & delivered training with EBE for 15 Saracens Foundation mentors and 12 Mentoring Prison Officers in the Realities of Release and Switchback's approach.
- Advised SHiFT on development of their 1-to-1 support model for children.
- Advised Oasis on their model for secure schools provision.
- Developed comprehensive training offer and marketing pack for practitioners.
- Hosted training for senior HMPPS officials leading on probation workforce learning and development nationally.
- Hosted an Unlocked Graduate prison officer for learning exchange.

### **D** Enhance our communications

- Established new Comms & Campaigns Manager role to lead on this area
- Produced new Trainee-centred video content for Reshape Release campaign.
- Featured on BBC News, BBC London Politics and Times Radio about barriers facing prison leavers.
- Expanded newsletter audience by 47% to over 2,000 subscribers.
- Expanded social media following by a fifth to over 5,000 across key channels.
- Launched a campaigns newsletter.
- Developed new creative comms to 'flip the script' and challenge perceptions of prison leavers including podcast Time & Again launched in 2022.

# Aim 3: 2021 progress



## 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.**

In 2021, against a tough economic backdrop, Switchback took further strides to ensure we can model stability for our Trainees well into the future.

The organisational restructure planned in 2020 was implemented in 2021, building a new Operations and Finance team. We also reshaped the delivery team to build capacity for supporting more Trainees, including a new Delivery Manager role supported by the Partnerships Manager introduced in 2020. These new roles and revised structure, while still evolving, will set Switchback up to grow in a sustainable way while retaining our ethos and agility.

Greater capacity in operations, backed up by increased resource, also enabled us to review and enhance our recruitment and induction processes, and take steps to address higher than anticipated staff turnover, including a full salary and benefits review in 2021. This meant we ended the year with a much bigger team of 20 staff, up from 14 at the end of 2020, and far greater capacity in the delivery team to reach more young men.

We were also delighted to launch a number of new routes for former Switchback Trainees, and others with lived experience of the justice system, to take on roles at Switchback. This included new paid work experience opportunities in the delivery team, two new Junior Switchback Mentors, and a former Switchback Trainee becoming a full-time Switchback Mentor for the first time, a landmark moment. We also took steps to open access to roles in other parts of the team, paving the way for Trainees to take on paid internships or full-time roles in policy and operations.

Meanwhile, we took the opportunity to extend our lease at our long-term home of Norvin House in Spitalfields E1 while doubling the size of our office space. At a time when many other charities were downsizing, this shows Switchback is going against the grain to welcome more Trainees in the future, and recognising the central importance of face-to-face human connection to our work. At the same time, learning from the pandemic, we implemented a more flexible working policy so staff can balance remote and in-person work, all with the interests of Switchback Trainees at the heart.

Despite a tough fundraising environment, we hit our rising income target in 2021, successfully growing and further diversifying our income and sticking to our robust reserves policy to ensure future sustainability. This included growing our share of corporate donations and income from services to their highest ever level, and securing our first ever grants dedicated to influencing, from Barrow Cadbury Trust and Esmée Fairbairn Foundation (committed for 2022).

In 2021, Switchback also embarked on a new strategic planning process, consulting thoroughly with staff, Trustees, advisers and, most crucially Switchback Trainees and our Experts by Experience Board. This process, including a whole-organisation away day, resulted in a bold new 3-year Plan 2022-25, A Platform for Change, published in 2022. We're excited about building on the learning and progress outlined in this report as we strive for even greater impact by 2025.

# Aim 3: 2021 progress



## Key milestones - 2021

### **A** Expand and develop our team

- Grew team from 14 to 20 staff.
- Launched new pathways for people with lived experience to join the team, including two new Junior Switchback Mentors and 6-week paid delivery internship.
- Supported a Switchback Trainee to become a Switchback Mentor for the first time.
- Implemented organisational restructure including new delivery team structure to support growth and two new Director-level roles to strengthen the Leadership Team and operational robustness.
- Developed and recruited new junior roles in operations, fundraising and communications to add capacity.
- Continued to provide Reflective Practice, clinical supervision and training for staff despite Covid-19.
- Re-opened the Switchback office for hybrid working and in-person collaboration and mentoring.

### **B** Grow and diversify our income

- Increased our income by 21% to £914,653.
- Grew income from corporate donors to 21%
- Grew income for services to £47,000 including expanding practitioner training.
- Secured first grants for policy and campaigns activity from Barrow Cadbury Trust (2021-24) and Esmee Fairbairn Foundation (committed for 2022-24).
- Established new corporate partnerships with Livingbridge and InfraRed Capital Partners.
- Started to re-shape and build capacity in the fundraising team.

### **C** Evolve our robust financial management

- Migrated asset register, payments and restricted funds onto Xero, improving efficiency and security.
- Expanded work of Switchback's Finance & Resources Sub-Committee and accountants TC Group to ensure consistency amid staff turnover.
- Strengthened Financial Guidelines materials to support personnel changes.
- Grew capacity and enhanced robust oversight with new COO and Finance and Facilities roles.
- Leadership Team trained in management accounting.

### **D** Embed smarter internal processes

- Developed new internal policy schedule.
- Developed new salary benchmarking and performance framework.
- Digitalised key financial processes including Trainee shopping vouchers.
- Implemented monthly risk register review by leadership team and quarterly scrutiny by Finance & Resources subcommittee and full Trustee Board.
- Developed new fundraising forecasting systems on Salesforce.

### **E** Deepen and expand our network and partnerships

- Switchback's extensive development and use of partnerships in 2021 is referenced throughout the other objectives in this report across Aims 1, 2 and 3.

# Financial review

## Income and expenditure summary

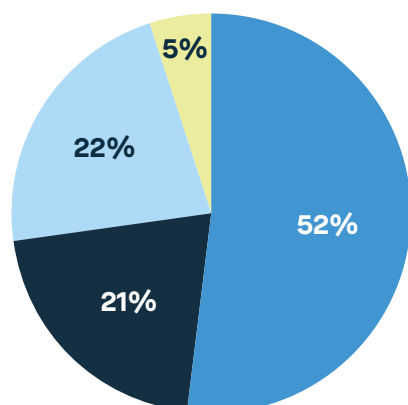
We are very proud that Switchback has demonstrated resilience and stability through both 2020 and 2021 as the pandemic has ebbed and flowed. Having a strong level of reserves at the end of an exceptional fundraising year in 2019, our previous efforts to secure multi-year donations, and our investment in relationships all contributed to our remaining steadfast with an ability to be agile in one of the toughest fundraising landscapes the sector has seen. The total cost of the Switchback programme in

2021 was budgeted at £1,014,221. However, in light of the continuing pandemic and resultant disruption, planned recruitment was delayed, new staff were brought on part-time in some instances, plans for development were postponed and travel was minimal. This all contributed to lower than anticipated expenditure of £859,676. Expenditure was appropriately focused and facilitated the achievements and performance described above; our expenditure on charitable activities increased by £203,816 in 2021.

	2018	2019	2020	2021
<b>Income</b>	£564,627	£1,070,171	£756,305	£914,653
<b>Expenditure</b>	£490,956	£622,852	£612,981	£859,676
<b>Surplus/(deficit)</b>	£73,671	£447,319	£143,324	£54,977
<b>Total funds – restricted and unrestricted</b>	£338,639	£785,958	£929,282	£984,259

## Income by type 2021

Despite a tough fundraising environment, we grew our income in 2021 by over 20% compared to 2020, including through further diversification and growing our share of corporate donations to their highest ever level:



- Trusts
- Individuals
- Corporates
- Payment for Services

Some of our key donors are listed on page 21, and – particularly in light of the financial anxiety brought on by the pandemic – we are hugely thankful to those many loyal funders who have chosen to support us again in 2021. 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 £10,000 – these gifts are truly vital to our work.

## 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.



## Donors (£10,000 or over) new in 2021

A B Charitable Trust  
Barrow Cadbury Trust  
Brown Dog  
Drapers' Company  
InfraRed Charitable Trust  
Livingbridge Foundation  
Virginia Lynch

## Previous donors (£10,000 or over) who continued or renewed their support in 2021

Aurum Charitable Trust  
Benj Samuel  
Bernard Lewis Charitable Trust  
City of London School for Boys  
Comic Relief  
Charles Hayward Foundation  
David and Primrose Bell  
Dorus Trust  
Epigoni Trust  
Frank Haines Memorial Trust  
Girdlers' Company  
Goldsmiths' Company  
Highway One Trust  
John R Murray Charitable Trust  
Lansdowne Partners UK LLP  
Lloyds Bank Foundation for England and Wales  
Mark Leonard Trust  
Milton Damerel Trust  
R.U.B White Charitable Trust  
Raise Your Hands

## Investment policy

Our annual Investment Policy review concluded 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 know 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 Board of Trustees is required to annually review and agree on the reserves policy. The Finance & Resources Sub-committee, therefore, discussed our current policy at its meeting on 25th November 2021, which was then agreed by the full Board at its meeting 15th December 2021. In setting our reserves policy, the Trustees wish to maintain a level of reserves that provides a stable basis for its continuing activities whilst at the same time ensuring that funds are utilised for the benefit of Trainees.

We have decided that the minimum level of reserves should be the cost associated with the extreme scenario of having to wind down the organisation were no more funds to be received. To facilitate this, it will be necessary to retain sufficient funds to enable the wind down of the organisation in an orderly fashion. This is calculated at 4 months' running costs. Beyond this, we want to ensure that we are able to maintain sufficient financial flexibility to enable us to move quickly on an innovation to enable us to enhance our impact or to cover the costs of any unforeseen loss of funding or adverse circumstances, prior to taking remedial action.



We therefore set our Reserves Policy to retain unrestricted reserves of 4 months – 6 months of the following year’s budgeted expenditure.

Based on our 2022 forecast expenditure of £1.33m, this requires retaining unrestricted reserves of between £439,134 and £665,355. This figure will be regularly reviewed by the Finance & Resources subcommittee.

The Trustees are confident that there are sufficient unrestricted reserves to meet future commitments. At 31 December 2021, Switchback’s unrestricted free reserves stood at £651,692 (2020: £525,021).

## Structure, governance and management

The charity number, principal addresses and details of professional advisers 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 Articles of Association. 2021 has seen stability and continuity in our trustee board. Switchback has always been grateful for the support of a range of experts, advisers and supporters from a range of fields. Special thanks to our long-term Patrons: Hugh Fearnley-Whittingstall and Primrose Bell for their continued support and advice.

### Trustees

Duncan Shrubsole - Chair of Trustees  
Olivia Gillan – Deputy Chair  
Gillian McMillan - Treasurer  
Ben Summerskill – Diversity Lead  
Burphy Zumu  
Dawn Reid  
Kalm Paul-Christian  
Simon Eyers

## Board Adviser

We would like to thank Eshan Price for being our inaugural Board Adviser in 2021. Eshan contributed his wisdom and expertise to Switchback’s trustee board and in turn he developed his knowledge and understanding of governance through attending meetings and learning from his board buddy. He is now Operations Manager at Lower Marsh Market and reports to the board there as part of his role. This role is intended to be an important bridge to ensure the voice of Trainees is heard at all levels of the organisation as well as offering a development opportunity. As this is a rolling 12-month opportunity for members of Switchback’s Experts by Experience (EBE) board, Eshan will support the recruitment of our next Board Adviser. At his suggestion, we will be seeking to appoint two Board Advisers in 2022.

## Recruitment, induction and training of new Trustees

The induction process is designed to ensure that new Trustees fully understand their roles and responsibilities as well as the objectives, activities and ethos of the charity. Whilst we didn’t recruit any new Trustees in 2021, for those who were brought on remotely due to the pandemic at the end of 2020 (alongside the Board Adviser) induction was remote. They all met with each of the leadership team, the CEO and the Chair as well as being provided the relevant background information about the charity. The other regular features of Trustee inductions such as visits to the office, training environments and a prison have had to be on hold until restrictions allowed. Lunch with staff and Trainees and a visit to the prison had to be delayed until 2022.

## 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 Trustee Board has set up a Finance and Resources Sub-committee that meets quarterly to review management accounts, fundraising forecast and

cashflow analysis. Recommendations are then presented to the full Board which also meets monthly. 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

Effective risk management is critical in working towards the achievement of our mission. The Board of Trustees maintains overall accountability for ensuring that effective risk management practices are in place. They review and agree these arrangements on an annual basis. They are supported in this by the Finance and Resources sub-committee, which reviews the risk register every three months.

The leadership team have responsibility for the risk register and review this on a monthly basis. A summary of the principal risks and uncertainties identified by the Trustees is as follows:

- COVID-19. Whilst COVID-19 remained a risk to be managed throughout the year, actions taken in 2020 to develop the Foundation for Stability programme allowed us to continue providing 1-to-1 support despite restrictions. As the restrictions eased, we were able to get back into prisons and to restart our through-the-gate programme.
- Trainee outcomes. COVID also provided a challenge in finding real work training and employment opportunities. However, through our new Partnerships Manager and new partnerships strategy we are creating new relationships and invigorating old ones.
- Switchback personnel. There has been a significant expansion in the staff team combined with high turnover. Much management time has focused on staff onboarding, development, and building culture. This focus on people development will continue in 2022; supported further by a return to more office working.

Continued over



The Trustees are satisfied that the risks, identified on page 23, have been mitigated or addressed as required and that arrangements are in place to review them on an ongoing basis.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, and the charities Statement of Recommended Practice. The Trustees have taken Charity Commission Guidance on public benefit into account.

The Trustees' Report was approved by the Trustees on 22<sup>nd</sup> May 2022 and signed on their behalf by

**Duncan Shrubsole**  
Chair of Trustees



**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.

[team@switchback.org.uk](mailto:team@switchback.org.uk)  
[020 7650 8989](tel:02076508989)  
[www.switchback.org.uk](http://www.switchback.org.uk)  
[@switchback\\_ldn](https://twitter.com/switchback_ldn)

Switchback, 3rd Floor, Norvin House, 45-55  
Commercial Street, London E1 6BD | Registered  
Charity Number 1125100 | Company Number  
06615923 | Published May 2022



**The Switchback Initiative  
(Limited by Guarantee)**

**Trustees' Financial Statements  
For the year ended 31 December 2021**

**Registered Company number: 06615923 (England and Wales)  
Registered Charity number: 1125100**

# THE SWITCHBACK INITIATIVE

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	S Eyers O Gillan G McMillan K Paul-Christian D Reid D Shrubsole B Summerskill B Zumu
<b>Senior Management Team</b>	A Dawnay – Founder and Chief Executive S Boyd H Topley M Williams
<b>Charity Number</b>	1125100
<b>Company Number</b>	06615923
<b>Registered Office and Principle Address</b>	Switchback 3 <sup>rd</sup> Floor Norvin House 45-55 Commercial Street London E1 6BD
<b>Independent Examiner</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
<b>Main Banker</b>	Co-operative Bank Ltd PO Box 101 1 Balloon Street Manchester M60 4EP

# THE SWITCHBACK INITIATIVE

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# THE SWITCHBACK INITIATIVE

## REPORT OF THE INDEPENDENT EXAMINER

### FOR THE YEAR ENDED 31 DECEMBER 2021

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I report to the charity trustees on my examination of the accounts of the Charitable Company for the year ended 31 December 2021.

#### Responsibilities and basis of report

As the charity's trustees of the Charitable Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Charitable Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

#### Independent examiner's statement

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charitable Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

#### Jonathan Aikens FCA, DChA

for and on behalf of  
TC Group  
The Courtyard  
Shoreham Road  
Upper Beeding  
Steyning  
West Sussex  
BN44 3TN



Dated: 23 May 2022

**THE SWITCHBACK INITIATIVE**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

		Unrestricted funds £	Restricted funds £	<b>Total 2021</b> £	Total 2020 £
<b><u>Income from:</u></b>	<b>Notes</b>				
Donations	<b>2</b>	806,423	54,200	<b>860,623</b>	720,690
Investments	<b>3</b>	6,848	-	<b>6,848</b>	9,529
Other trading	<b>4</b>	47,182	-	<b>47,182</b>	26,086
<b>Total income</b>		<b>860,453</b>	<b>54,200</b>	<b>914,653</b>	<b>756,305</b>
<b><u>Expenditure on:</u></b>	<b>5</b>				
Raising funds		110,837	-	<b>110,837</b>	67,958
Charitable activities		711,789	37,050	<b>748,839</b>	545,023
<b>Total expenditure</b>		<b>822,626</b>	<b>37,050</b>	<b>859,676</b>	<b>612,981</b>
<b>Net income</b>		<b>37,827</b>	<b>17,150</b>	<b>54,977</b>	<b>143,324</b>
Fund balances at 1 January 2021		622,450	306,832	<b>929,282</b>	785,958
<b>Fund balances at 31 December 2021</b>	<b>16</b>	<b>660,277</b>	<b>323,982</b>	<b>984,259</b>	<b>929,282</b>

All activities are classed as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The results for the year all relate to continuing activities.

The notes on pages 32 to 41 form part of the financial statements.

# THE SWITCHBACK INITIATIVE

## BALANCE SHEET

AS AT 31 DECEMBER 2021

		2021	2020
	Notes	£	£
<b>Fixed assets</b>			
Tangible assets	11	8,365	7,429
		<u>8,365</u>	<u>7,429</u>
<b>Current Assets</b>			
Debtors	12	40,103	45,026
Cash at bank and in hand		989,051	1,026,255
		<u>1,029,154</u>	<u>1,071,281</u>
<b>Creditors: amounts falling due within one year</b>	13	<u>(53,260)</u>	<u>(149,428)</u>
<b>Net current assets</b>		<u>975,894</u>	<u>921,853</u>
<b>Net assets</b>		<u>984,259</u>	<u>929,282</u>
<b>Funds</b>	16		
Unrestricted funds		660,277	532,450
Designated funds	15	-	90,000
Restricted funds	14	323,982	306,832
<b>TOTAL FUNDS</b>		<u>984,259</u>	<u>929,282</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the Act with respect to accounting records and for the preparation of accounts.

The accounts were approved by the Board of Trustees on 22 May 2022



**Gillian McMillan**  
Treasurer

Company Registration No. 06615923

**THE SWITCHBACK INITIATIVE**  
**CASHFLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	£	2021 £	£	2020 £
<b>Net cash provided by/(used in) operating activities</b>	<b>18</b>		<b>(35,850)</b>		<b>11,140</b>
<b>Cash flows from investing activities:</b>					
Purchase of tangible fixed assets	11	(8,202)		(5,035)	
Interest on investments		6,848		9,529	
<b>Net cash used in investing activities</b>			<b>(1,354)</b>		<b>4,494</b>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>			<b>(37,204)</b>		<b>15,634</b>
<b>Cash and cash equivalents at the beginning of the year</b>			<b>1,026,255</b>		<b>1,010,621</b>
<b>Cash and cash equivalents at the end of the year</b>			<b>989,051</b>		<b>1,026,255</b>

**Analysis of net cash/(debt)**

	At 1 Jan 2021 £	Cash flow £	At 31 Dec 2021 £
Cash at bank and in hand	<b>1,026,255</b>	<b>(37,204)</b>	<b>989,051</b>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 DECEMBER 2021

---

#### 1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

##### 1.1 Basis of accounting

The financial statements have been prepared in accordance with 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 2015) – Charities SORP (FRS 102), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102.

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

##### 1.2 Preparation of the accounts on a going concern basis

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account any potential impact of the ongoing COVID-19 pandemic.

##### 1.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income can be measured reliably.

Grants and donations are recognised when the charity has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. In the event that such income is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Gifts in kind are included at fair value within donations.

Trading income is recognised upon delivery of the service provided.

Investment income is credited to income when it is receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### 1.4 Expenditure

Expenditure is recognised on an accruals basis inclusive of any VAT which cannot be recovered.

Support costs which are not directly attributable to a specific charitable activity are allocated on a percentage basis based on staff time applied to each activity during the year. Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements. These are included within support costs.

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

---

#### ACCOUNTING POLICIES (continued)

##### 1.5 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided as the following annual rates in order to write off each asset over its estimated useful life.

Computer Equipment	33% on cost
Furniture & Fittings	25% on cost

Only assets over £500 are capitalised.

##### 1.6 Lease commitments

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

##### 1.7 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

##### 1.8 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### 1.9 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

##### 1.10 Debtors

Trade and other debtors are recognised at the settlement amount due.

##### 1.11 Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposits or similar account.

##### 1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### ACCOUNTING POLICIES (continued)

##### 1.13 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

#### 2. DONATIONS INCOME

	Unrestricted £	Restricted £	2021 £	2020 £
Donations & grants	769,148	54,200	<b>823,348</b>	660,949
Gift aid recovery	37,275	-	<b>37,275</b>	59,741
	<u>806,423</u>	<u>54,200</u>	<u><b>860,623</b></u>	<u>720,690</u>

#### 3. INVESTMENT INCOME

	Unrestricted £	Restricted £	2021 £	2020 £
Deposit account interest	6,848	-	<b>6,848</b>	9,529
	<u>6,848</u>	<u>-</u>	<u><b>6,848</b></u>	<u>9,529</u>

#### 4. OTHER TRADING INCOME

	Unrestricted £	Restricted £	2021 £	2020 £
Trading income	47,182	-	<b>47,182</b>	26,086
	<u>47,182</u>	<u>-</u>	<u><b>47,182</b></u>	<u>26,086</u>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 5. EXPENDITURE

	Depreciation	Staff costs	Other costs	Total 2021	Total 2020
	£	£	£	£	£
<b>Raising funds</b>	-	104,529	6,308	<b>110,837</b>	67,958
<b>Charitable activities</b>					
Activities undertaken directly	5,740	395,803	171,909	<b>573,452</b>	436,640
Support costs (note 6)	1,526	132,999	40,862	<b>175,387</b>	108,383
Total	7,266	528,802	212,771	<b>748,839</b>	545,023
<b>Total</b>	<b>7,266</b>	<b>633,331</b>	<b>219,079</b>	<b>859,676</b>	612,981

#### 6. SUPPORT COSTS

	2021	2020
	£	£
Staff costs	<b>132,999</b>	90,450
Rent and utilities	<b>7,817</b>	5,660
Office costs	<b>4,557</b>	2,391
IT	<b>3,628</b>	1,171
Repairs and maintenance	<b>9,845</b>	-
Insurance	<b>804</b>	634
Travel expenses	<b>313</b>	388
Sundry costs	<b>4,688</b>	986
Bank charges	<b>2,404</b>	2,113
Recruitment	<b>3,397</b>	-
Depreciation	<b>1,526</b>	1,136
Staff support	<b>429</b>	688
Governance costs (note 7)	<b>2,980</b>	2,766
	<b>175,387</b>	108,383

Included within support costs are amounts payable to the current examiners in respect of examination fees of £2,700 (2020: £2,640) and £12,955 in respect of other services (2020: £Nil).

#### 7. GOVERNANCE COSTS

	2021	2020
	£	£
Independent Examiner's remuneration	<b>2,700</b>	2,640
Trustees' expenses	<b>280</b>	126
	<b>2,980</b>	2,766

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 8. STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE FUNDS – YEAR ENDED 31 DECEMBER 2020

<b>Income from:</b>	<b>Notes</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total 2020 £</b>
Donations	2	687,361	33,329	720,690
Investments	3	9,529	-	9,529
Other trading	4	26,086	-	26,086
<b>Total income</b>		<b>722,976</b>	<b>33,329</b>	<b>756,305</b>
<b>Expenditure on:</b>	<b>5</b>			
Raising funds		67,958	-	67,958
Charitable activities		481,914	63,109	545,023
<b>Total expenditure</b>		<b>549,872</b>	<b>63,109</b>	<b>612,981</b>
<b>Net income</b>		<b>173,104</b>	<b>(29,780)</b>	<b>143,324</b>
Fund balances at 1 January 2021		449,346	336,612	785,958
<b>Fund balances at 31 December 2021</b>	<b>16</b>	<b>622,450</b>	<b>306,832</b>	<b>929,282</b>

#### 9. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020. Trustee expenditure totaling £280 (2020: £126) was reimbursed during the year.

#### 10. STAFF COSTS

	<b>2021 £</b>	<b>2020 £</b>
Wages and salaries	559,557	435,138
Social security costs	50,472	37,860
Other pension costs	23,302	19,712
	<b>633,331</b>	<b>492,710</b>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 10. STAFF COSTS (continued)

The average number of employees during the year was as follows:

	<b>2021</b>	2020
	<b>Number</b>	Number
Programme Delivery	<b>8</b>	6
Policy and Influencing	<b>3</b>	3
Other	<b>6</b>	4
	<b>17</b>	13

The number of employees whose emoluments fell within the following bands was:

	<b>2021</b>	2020
	<b>Number</b>	Number
£60,001 - £70,000	-	1
£70,001 - £80,000	<b>1</b>	-
	<b>1</b>	1

Of the employees whose emoluments exceed £60,000, 1 (2020: 1) have retirement benefits accruing under defined contribution pension schemes. Pension contributions for higher paid employees in the year amounted to £3,545 (2020: £1,737).

During the year the key management personnel of the charitable company comprised of the Chief Executive, The Chief Operating Officer/Head of Finance and Operations and the three Heads of Department. The total employee benefits of the key management personnel (including Employer's National Insurance Contributions) were £297,611 (2020: £233,961).

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 11. TANGIBLE FIXED ASSETS

	Furniture & Fittings	Computer Equipment	Total
Cost	£	£	£
At 1 January 2021	697	18,466	<b>19,163</b>
Additions	-	8,202	<b>8,202</b>
Disposals	-	(1,163)	<b>(1,163)</b>
<b>At 31 December 2021</b>	<b>697</b>	<b>25,505</b>	<b>26,202</b>
<b>Depreciation</b>			
At 1 January 2021	522	11,212	<b>11,734</b>
Charge for the year	175	7,091	<b>7,266</b>
Eliminated on disposal	-	(1,163)	<b>(1,163)</b>
<b>At 31 December 2021</b>	<b>697</b>	<b>17,140</b>	<b>17,837</b>
<b>Net book value</b>			
<b>At 31 December 2021</b>	<b>-</b>	<b>8,365</b>	<b>8,365</b>
At 31 December 2020	175	7,254	7,429

#### 12. DEBTORS – amounts falling due within one year

	2021	2020
	£	£
Trade debtors	<b>3,956</b>	590
Other debtors	<b>4,185</b>	1,310
Prepayments and accrued income	<b>31,962</b>	43,126
	<b>40,103</b>	45,026

#### 13. CREDITORS - amounts falling due within one year

	2021	2020
	£	£
Trade creditors	<b>2,561</b>	3,294
Social security and other taxes	-	14,279
Accruals and deferred income	<b>46,181</b>	128,414
Other creditors	<b>4,518</b>	3,441
	<b>53,260</b>	149,428

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 14. RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 January 2021	Movement in funds		Balance at 31 December 2021
		Income	Expenditure	
	£	£	£	£
Lloyds Bank Foundation	2,083	25,000	(25,000)	2,083
Barrow Cadbury Trust	-	11,200	-	11,200
Donation to Reserves	299,999	-	-	299,999
The Wilmington Trust	2,500	5,000	(5,000)	2,500
Weavers' Company Benevolent Fund	-	5,000	(4,800)	200
Anonymous donor	-	8,000	-	8,000
The Field Family Charitable Trust	2,250	-	(2,250)	-
	<u>306,832</u>	<u>54,200</u>	<u>(37,050)</u>	<u>323,982</u>

#### ***Lloyds Bank Foundation***

Funding towards the CEO's salary.

#### ***Barrow Cadbury Trust***

Funding towards Reshaping Resettlement for young adult prison leavers.

#### ***Donation to Reserves***

Restricted for use to underpin a portion of reserves.

#### ***The Wilmington Trust***

Funding towards the development of our communications.

#### ***Weavers' Company Benevolent Fund***

Funding towards preparing training course material and consultancy packs.

#### ***Anonymous donor***

Funding towards improving Switchback's tech infrastructure.

#### ***The Field Family Charitable Trust***

Funding to support young men aged 18-25 leaving prison.

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 15. DESIGNATED FUNDS

The income funds of the charity include designated funds comprising the following:

	Balance at 1 January 2021	Movement in funds		Balance at 31 December 2021
		Expenditure	Transfers	
	£	£	£	£
Office Space	90,000	(49,165)	(40,835)	-
	90,000	(49,165)	(40,835)	-

#### *Office Space*

The office space fund relates to funds set aside by the organisation to be used to secure and develop new office space. The transfer in the year relates to the reallocation of funds as unrestricted following the completion of the office space project.

#### 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Designated funds	Restricted funds	2021 Total
	£	£	£	£
Fund balances at 31 December 2021 are represented by:				
Fixed assets	8,365	-	-	8,365
Current assets	705,172	-	323,982	1,029,154
Creditors: amounts falling due within one year	(53,260)	-	-	(53,260)
	<u>660,277</u>	<u>-</u>	<u>323,982</u>	<u>984,259</u>
	Unrestricted funds	Designated funds	Restricted funds	2020 Total
	£	£	£	£
Fund balances at 31 December 2020 are represented by:				
Fixed assets	7,429	-	-	7,429
Current assets	674,449	90,000	306,832	1,071,281
Creditors: amounts falling due within one year	(149,428)	-	-	(149,428)
	<u>532,450</u>	<u>90,000</u>	<u>306,832</u>	<u>929,282</u>

# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 17. COMMITMENTS UNDER OPERATING LEASES

At 31 December 2021 the company had total commitments payable under non-cancellable operating leases as follows:

	Land and buildings		Equipment	
	2021	2020	2021	2020
	£	£	£	£
Within one year	<b>71,688</b>	30,175	<b>1,493</b>	1,493
Between two and five years	<b>122,467</b>	91,050	<b>1,120</b>	2,613
	<b>194,155</b>	121,225	<b>2,613</b>	4,106

Total lease payments recognised as an expense in the year amounted to £27,999 (2020: £31,493).

#### 18. NET CASHFLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
<b>Net income/(expenditure)</b>	<b>54,977</b>	143,324
Depreciation of tangible fixed assets	<b>7,266</b>	6,176
Dividends and interest from investments	<b>(6,848)</b>	(9,529)
(Increase)/decrease in debtors	<b>4,923</b>	(31,794)
Increase/(decrease) in creditors	<b>(96,168)</b>	(97,037)
<b>Net cash provided by/(used in) operating activities</b>	<b>(35,850)</b>	11,140

#### 19. RELATED PARTY TRANSACTIONS

During the year to 31 December 2021 donations were received by the charity from various Trustees totaling £4,480 (2020: £1,028). The only further related party transactions relate to Trustees' expenditure reimbursement of £280 (2020: £126) as disclosed in note 9.

#### 20. CONTROL

The Switchback Initiative is a company limited by guarantee and has no share capital. No one member has overall control of the charity.

#### 21. COMPANY INFORMATION

The Switchback Initiative is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the legal and administrative information page.

**THE SWITCHBACK INITIATIVE**

England & Wales - Charity number 1125100

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# Accounts

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Switchback's Trustees' report and accounts  
for the year ended 31 December 2020

# 2020 ANNUAL REPORT AND ACCOUNTS

**SWITCHBACK**





The Trustees (who are also the directors) are pleased to present their annual report and accounts for the year ended 31 December 2020.

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# 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 dedicated Switchback Mentor, we support young men to change their relationship with society.

Our team of expert therapeutic practitioners challenge and encourage young men leaving prison to take control - and make real, lasting change in their mindset and lifestyle.

This is new territory for most of our 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 13 years of impact, we work with others to share what we've learned and inspire change across the criminal justice system and beyond.

## **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.

# 2020: An overview



**‘We’re proud that we not only kept the ship on course: we also reached more young men than ever before while shaping wider change across the system.’**

Modelling stability amid the chaos has always been the central purpose of Switchback’s work supporting young men on both sides of the prison gate. The coronavirus pandemic which shook the world in 2020 would test this commitment to the limit. Yet as we look back on a year like no other, we are proud that we not only kept the ship on course through incredible turbulence, we also reached more young men than ever before while greatly expanding our role in shaping wider change across the system.

Covid-19 affected us all, yet for the 80,000 people in prison in England and Wales the impact was especially stark, as people endured months of 23.5-hour confinement in cramped cells. For young men released from these dire conditions and asked to rejoin society, a very different world awaited. Switchback witnessed record numbers released into the pandemic homeless, with just the £46 discharge grant to survive. Yet while the need for our support soared, the lockdown meant Switchback was shut out of prisons and our real-work training partners had to close their doors. We responded as we always have done: by finding the silver linings from the dark clouds gathering. In rapid response to the pandemic we developed a new post-release programme, Foundation for Stability: six weeks of intensive 1-to-1 support enabling young Londoners to get things sorted and begin building a stable life away from crime. Switchback engaged more Trainees (72) in 2020 than ever before, supporting a total of 225 young men, who showed incredible positivity and determination despite the extremely challenging context.

At the same time, with the system collapsing around us, Switchback grasped the opportunity to push action for prison-leavers up the agenda. In 2020, we helped to secure £20 million for the

Ministry of Justice’s new Prison Leavers Project, £13 million for extra temporary accommodation, influenced the new probation model, raised awareness about racial injustice on social media, highlighted rising homelessness on BBC1, and much more. Most importantly, through our thriving Experts by Experience Board which met 12 times in 2020, this activity was driven by the young men – predominantly from black, Asian and minority ethnic backgrounds – most marginalised by the system.

Despite the dire impact on charity fundraising caused by the pandemic, in 2020 we were grateful to many loyal donors who re-pledged support. We also grew our corporate donations, added five new staff and three Trustees, and further enhanced our operational processes and resilience. Spurred on by the groundswell of activism sparked by the killing of George Floyd, we also began substantive action to make our team, and our board, more representative of the communities we serve.

Switchback’s most important value – to keep Trainees at the heart of everything we do – guided us through the pandemic and will continue to drive us forward into the future. Against a backdrop of continued instability in prisons and beyond, the need for Switchback’s work has rarely been greater. Having not only survived the storm of 2020 but continued to thrive, Switchback is well-placed to provide a model of stability for even more young men in the years to come, while forging change across the system.

**Alice Dawnay**  
Founder and CEO

**Duncan Shrubsole**  
Chair of Trustees

# The Switchback programmes



## REAL, LASTING CHANGE

Switchback's original programme of therapeutic mentoring alongside real-work training begins in prison and lasts as long as it takes after release, supporting Trainees to make **real, lasting change in their mindset and lifestyle.**

# 5

**months** average intensive 1-to-1 support through-the-gate. 15 months total average contact.



### IN PRISON

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



### IN TRAINING

The same Switchback Mentor meets him on the day of release. Up to 12 weeks of real-work training begins alongside therapeutic mentoring 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.

## FOUNDATION FOR STABILITY

Switchback's new six-week programme of therapeutic mentoring and access to training begins as soon as possible after release, supporting Trainees to get things sorted and **build a solid foundation for a stable future.**

# 6

**weeks** of intensive 1-to-1 support in the community after release.



### ON RELEASE

An eligible prison-leaver meets his Switchback Mentor as soon as possible after release, beginning therapeutic mentoring and planning a stable future.



### SYSTEMS NAVIGATION

His Switchback Mentor supports him to get the essentials sorted like housing, benefits and ID, alongside mentoring to support wellbeing and new experiences.



### IN TRAINING

He completes at least one practical work or training activity, moving on with a stable foundation to make lasting change in the future.

# The 10 Switchback Pathways



Our team of highly skilled Switchback Mentors encourage and challenge Trainees across all areas of their lives, broken down into the 10 Switchback Pathways shown here.

As each Trainee progresses through their programme, we record specific achievements and changes in stability under each Pathway.

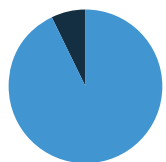
This whole-person approach means that when Trainees enter work or housing, they have the stability to stay there long-term through the ups and downs.

## WHO WE WORK WITH

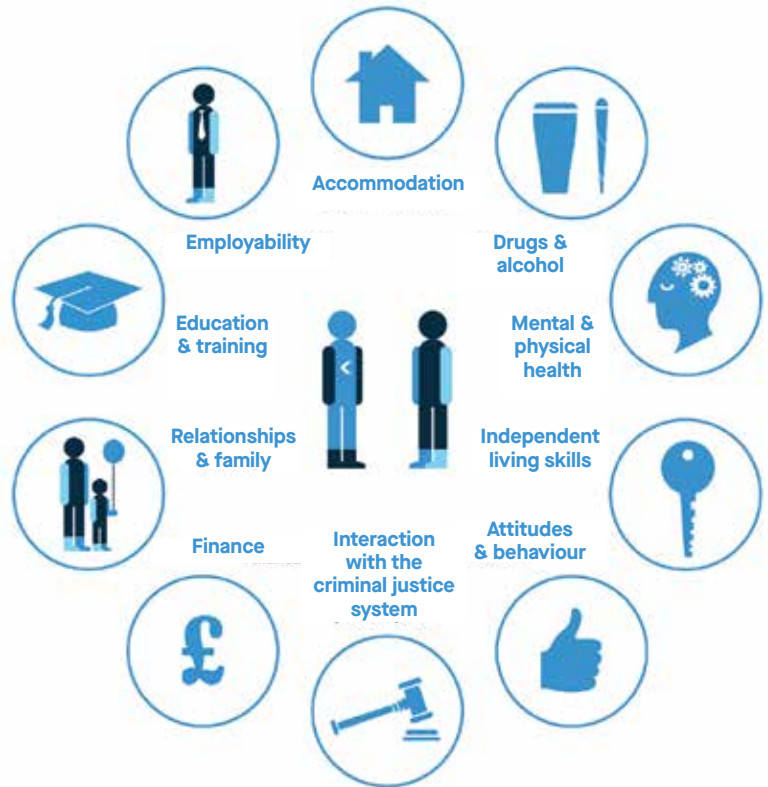
**18-30** year olds



Returning to London.



**89%** from Black, Asian or Minority Ethnic (BAME) backgrounds.



# Switchback Trainee voices



Release from prison is tough enough at the best of times. The pandemic introduced huge new hurdles, demonstrating even further the importance of the skilled 1-to-1 support provided by Switchback Mentors. Here are the words of some of the 72 Switchback Trainees we supported in 2020:



Raph was texting me every week, calling me every week to make sure I was doing OK. Raph plays a very positive role in my life, he's been that step-up to **get me where I need to be**. I've been accepted onto a psychology course at Goldsmith's University in New Cross and I just got a text to say my housing is properly sorted and from Saturday I'll have somewhere to stay.



**Patrick, 21**



# Switchback Trainee voices



Switchback has kept me **proactive and motivated**. Having someone to talk to has stopped me from feeling lonely. I could talk to Cassie about anything and everything. She helped me to reach out positively to my family members, get employment and changed my mindset.



**Laudjah, 26**



I've only known my Switchback Mentor Maddy for a short time but she's been there more for me than people I've known for my whole life. People like me, when we get support, we're not used to it. With Switchback, since leaving prison **everything's been amplified**. I would never have had all these opportunities without her.



**Serge, 30**



# Experts by Experience Board



**Since its launch in 2017, Switchback’s Experts by Experience (EBE) Board – comprising current and former Switchback Trainees – has gone from strength to strength guiding Switchback’s development and our campaigning for systemic change.**

The EBE Board’s unique strength stems from its diversity of lived experience – of backgrounds, offence types, sentence lengths, time since release – and its makeup of people, particularly younger prison-leavers and those from ethnic minority backgrounds, who are most often excluded from policy-making and charity leadership.

In 2020, the pandemic meant the group could no longer meet in person. However, rather than roll back activity, members decided to accelerate their work together, moving the meetings onto Zoom and increasing their frequency to every three weeks.

Achievements in 2020, during this most turbulent of years, included:

- EBE members featured on BBC London News and BBC Politics London raising awareness

about homelessness and barriers to employment among prison leavers.

- EBE members co-designed a social media campaign raising awareness about racial inequality in the UK justice system to support the Black Lives Matter movement.
- EBE members shaped Switchback’s policy priorities during the pandemic – helping to push for action on access to housing, technology and finance for prison-leavers.
- EBE members shaped the development and content of Switchback’s new Foundation for Stability programme of post-release support during the pandemic.
- EBE member Eshan became Switchback’s first Policy Intern and Trustee Board Advisor, strengthening the link between the EBE Board and the Board of Trustees.
- EBE members co-produced and co-delivered training for new prison officers on the Unlocked Graduates programme.

## In 2020:

# 12

Experts by Experience meetings held.

# 77%

of members from black, Asian or minority ethnic backgrounds.

# 22

young adult prison-leavers participated.

# 25

average age of Experts by Experience members.

# Experts by Experience Board



**During the year, EBE members reflected on the value of working together and learning from each other, having the space to discuss topical issues, and getting their voices heard to push for wider change in the criminal justice system:**

“It’s really nice to see your own quotes online, and to know you’re actually making a difference. I definitely don’t have these sort of chats with my mates. I don’t usually think about these things until we discuss them, so it’s nice to even find out my own opinions. And hearing feedback about the difference we’re making, like helping to get more funding for housing, feels fulfilling.”

**James, Bar Worker and Switchback EBE Member.**

“There’s not a lot of people that can say they discuss these issues. No one I know talks about these things. It’s great to have a group where you can talk about something with substance, that’s meaningful, and discussions that will lead to change, especially if we’re working with the government.”

**Guellor, business owner, and Switchback EBE Member.**

“I never otherwise have these conversations with anyone. And on top of that, I feel these meetings keep me on track, it keeps me in check to have to come and have these conversations. It’s a reminder to stay out of trouble, stay on track, stay positive and stick to your goals – all that good stuff.”

**Caleb, Switchback EBE member.**

“I think it’s always an interesting discussion to have, and it’s thought-provoking in itself to hear everyone’s opinions. I’ve now seen it is realistic to try and change things, and just being a little part of that is a good feeling, and to then try and push for more change and come up with more positive solutions.”

**Kameran, Personal Trainer and Switchback EBE Member.**





At Switchback we recognise the value of having a diverse group of people with a diversity of thinking and perspectives involved in the organisation. We see diversity as the visible and invisible differences between people that enrich the organisation and its work.

## Diversity & Inclusion: our people

Switchback has had great success in engaging with and supporting young men from black, Asian and minority ethnic backgrounds (89% of Switchback Trainees). However, as we came into 2020 we had some work to do to ensure our staff and Trustees were more reflective of this group. In particular we were determined to recruit high quality candidates from BAME backgrounds and with some personal, family or professional knowledge of the justice system.

To address this we carried out our first confidential annual staff survey in order to have a baseline for measuring progress in this and other areas of diversity over future years. We also launched a review of our Trustee recruitment process led by our Trustee Ben Summerskill. We engaged social entrepreneur Kenny Imafidon to support this review. Following a series of changes made, including reframing our recruitment messaging and enhancing our monitoring processes, we were very pleased to achieve the following in 2020:

- Recruited three fantastic new Trustees who bring a range of new backgrounds and perspectives to the board.
- Piloted a new Policy Internship, a paid role for a former Switchback Trainee to gain experience while further embedding lived experience into our influencing work.
- Brought on three new Switchback Advisers from a diversity of different backgrounds, ethnicities and specialisms.
- Introduced a new Trustee Board Adviser, an exciting new 12-month development opportunity open to former Switchback

Trainees to act as a bridge between our Experts by Experience Board and our Trustee Board, ensuring the voice of Trainees is heard at all levels.

## Diversity & Inclusion: our practice

In 2020 we continued to focus on further embedding Diversity & Inclusion in all our work. We engaged the Social Investment Consultancy to audit Switchback's approach, who reported in November that Switchback 'has done uniquely well in being able to reach a diverse set of beneficiaries' and that the Experts by Experience Board in particular is 'an excellent mechanism'.

To further enhance our action we also:

- Launched a social media campaign to highlight the deep racial disparities in the UK justice system in the wake of the Black Lives Matter protests.
- Brought together a spectrum of over 40 Trustees, staff, advisers, friends and Switchback Trainees to explore how Switchback could do more to challenge discrimination through our work.
- Took steps to break down stereotypes and assumptions in the media, including a BBC News piece featuring a black Switchback Mentor supporting a white Trainee.
- Engaged the Imam from HMP Rochester to provide Islamic Awareness training to the delivery team to enhance our cultural competency with Muslim Trainees.

Switchback remains committed to promoting diversity and inclusion – both in people and operational delivery – and to monitoring our progress in this area. The CEO is responsible for ensuring that this policy is implemented and reporting annually to the Board on progress made. With thanks to the The Pocressi Initiative Trust for acknowledging the importance of this area of work and funding our progress in equalities in 2020.

# 2019-21: Our plan



Our Strategic Plan for 2019-21 is made up of these key aims below. The following pages provide an update on our progress against these aims in 2020.

**AIM 1**  
—  
**Support more young men to change**

**AIM 2**  
—  
**Inspire change across the system**

**Never compromise our values**

**AIM 3**  
—  
**Always fortify our foundation**



## In 2020 we supported:

# 225

young prison-leavers supported in total comprising:

# 153

young men supported with more than one meaningful support session.

## We also found rising need during the pandemic, including:

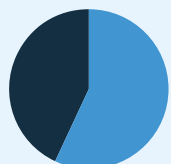
# 65%

released homeless.

# 25%

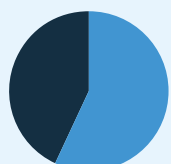
released with no ID.

## Despite the challenges Switchback maintained a high level of impact:



### 57%

reached our benchmark of Stable Foundation: a solid foundation for a stable life.



### 83%

progressed from 'unstable' to 'stable' in at least 3 out of 10 Switchback Pathways.

# 72

young men engaged onto one of our programmes as Switchback Trainees – our highest ever number.

# 1,192

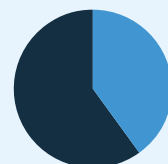
outcomes achieved by 72 Trainees across the 10 Switchback Pathways in 2020.

# 46%

released with no bank account.

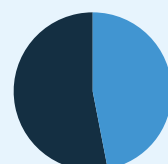
# 20%

released with no phone.



### 40%

supported to access stable housing.



### 47%

supported to access work or training.



## We also took action to influence change across the system:

# 12

Experts by Experience Board meetings of former Switchback Trainees.

# 2

TV news features on BBC1.

# £20m

pledged by the government for a new Prison Leavers Project.

# 24,000

impressions achieved by our social media posts on racial injustice.

# 12

Mentoring Prison Officers trained in Switchback's methods, ready to train new staff across the prison estate.

# 200%

growth in social media and newsletter audiences.

## ...and enhance our delivery and partnerships:

# 42

hours of external training for each Switchback Mentor.

# 14

hours of reflective practice sessions for each Switchback Mentor.

# 17

prisons – where Switchback Trainees were released from.

# 36

hours of clinical supervision for Switchback Mentors.

# 2

delivery pilots launched with the probation service.

## ...and fortify our foundation:

# 221

funding sources in total.

# 1

new Board Adviser bringing lived experience.

# 3

new Trustees.

# 1

new Policy Intern bringing lived experience.

# 6

Trustee Board meetings.

# 5

new staff members.



## **SUPPORTING MORE YOUNG MEN TO CHANGE**

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

The shock of the pandemic meant many core elements of Switchback's programme – accessing prisons to support young men before release, placing Trainees in real-work training environments and then into jobs after release – were suddenly closed off indefinitely. At the same time, we witnessed soaring need among prison-leavers being released into a public health crisis homeless and without the basic means to keep themselves and others safe.

In response, Switchback acted quickly to create a new programme to meet rising need within these new constraints. Our Foundation for Stability programme, launched in April 2020, provides six weeks of intensive 1-to-1 support for young men released from prison into the pandemic in London. Thanks to this rapid shift, Switchback engaged more young men than ever before (72), supporting a further 153 with more than one support session post-release.

This work was often delivered remotely over video call, or socially distanced in parks but, thanks to the skill and dedication of the Switchback Mentor team, remained of very high quality. 57% of engagers completed the programme and reached our benchmark of Stable Foundation (requiring that at least 5 out of 10 Switchback Pathways had reached our rigorous criteria for 'stable'). The fact that over 40% of Trainees were supported onto Universal Credit, 35% supported to get a bank account, over 40% helped to access housing, and everyone who didn't have a phone (1 in 4) was provided with one, shows the level of basic practical needs to which our new programme responded. At the same time, feedback and early evaluation of the programme shows the incredible value for Trainees of having someone

to turn to at a time of high anxiety when all other support was closed off, boosting wellbeing and mental health when managing the transition from prison was harder than ever.

Switchback has always generated our own referrals by meeting men directly in prison, but our new post-release programme required a rapid shift to a partnership referral model. This was aided by the introduction of a new Partnerships Manager role, and the establishment of a pilot agreement with London National Probation Service (NPS) – a Switchback first. We also developed relationships, including with BounceBack and Redemption Roasters, to offer an array of new training opportunities.

Switchback's cloud-based impact monitoring and evaluation systems introduced in 2019 ensured that we were able to pivot quickly to recording and tracking progress of Trainees on the new programme. Our Experts by Experience Board, now well-established, was able to quickly participate in the design and refinement of the programme at short notice.

We remain convinced that our original model of long-term, through-the-gate support is the most effective means to support prison-leavers to make lasting change. Yet during the pandemic we have learned that a shorter, practical intervention immediately post-release can be of high quality and allow us to engage a wider range of prison-leavers. As such, we will be exploring maintaining the Foundation for Stability programme alongside our through-the-gate provision into the future, once Covid-19 restrictions are lifted.

# Aim 1: 2020 progress



## Aim 1 Objectives: 2020 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.

- Launched our new Foundation for Stability programme in rapid response to the pandemic.
- Grew the number of engagers onto our programmes to an all-time high of 72 (beating a previous high of 43 in 2018) from 17 prisons.
- Supported an additional 153 men with more than one support session, taking the total supported to 225.
- Shut out of prisons, we successfully shifted to a community referral model, as well as generating 20% of Trainees from self-referrals by sending letters into prisoners.

**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.

- Maintained high quality outcomes despite the pandemic and expanded volumes: 57% reached our benchmark of Stable Foundation.
- While 47% achieved a education, employment or training (EET) outcome, sustainable job outcomes were a big challenge due to Covid-19.
- High practical outcomes (e.g. 35% opened a bank account, 45% supported into housing) show shift to meet rising basic needs.
- Our historical reoffending rate remains stable at around 9%, compared to 45% nationally.

**C**

### Expand our delivery partnerships

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

- Introduced a Partnerships Manager role to lead on this vital area.
- Built new partnerships to shift to a community referral model during the pandemic, including a pioneering pilot agreement with London National Probation Service (NPS).
- Successfully generated referrals from a wide range of relationships including 44% from probation and 14% from prison staff.
- Developed relationships with organisations able to offer opportunities during Covid, including BounceBack and Redemption Roasters, alongside established close partners Dusty Knuckle, Café from Crisis, Fresh Fitness Food and others.

**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.

- 12 Experts by Experience Board meetings informed programme development.
- Further development of programme reporting and analytics including basic needs.
- Developed a new impact benchmark for our Foundation for Stability programme: to measure whether Trainees had built a solid foundation for a stable life.

# Aim 2: 2020 progress



## INSPIRING CHANGE ACROSS THE SYSTEM

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

After half a decade of parliamentary turmoil and the domination of Brexit over all other policy, 2020 was supposed to be the year when politics returned to some kind of stability.

Events once again took over as Covid-19 hit with dire implications for all of society – not least people held in overcrowded prisons and being released into an unrecognisable world from the one they left behind. Yet thanks to the groundwork of relationship-building and policy development Switchback had undertaken in the first year of this strategic plan, we found ourselves well placed to fill a clear gap in advocacy for people leaving prison during the pandemic.

Our CEO, Alice Dawney, was co-opted onto Clinks' influential Reducing Reoffending Third Sector

Advisory Board (RR3) special interest group on Covid-19, feeding directly into Ministry of Justice emergency planning throughout the crisis. In partnership with a number of other small charities, and through close collaboration with our Experts by Experience (EBE) Board and our first Policy Intern role filled by a former Trainee, Switchback also published briefings, social media content and gained press coverage promoting urgent actions needed to protect prison-leavers and the public during the pandemic. And as the Black Lives Matter protests swept from the US across the globe, Switchback's EBE members also took the lead in raising awareness on social media about the UK's own deep problems of racial disparity in the justice system, doubling our social media following and newsletter subscribers in the process.



# Aim 2: 2020 progress



Through this work Switchback succeeded, alongside our partners, in pushing the often ignored issue of resettlement – and in particular the experience of young adult ethnic minority prison-leavers – up the agenda during the pandemic. Our research showing record rates of homelessness and lack of basic essentials like phones, bank accounts and ID achieved widespread coverage and impact including on BBC London News. Following our briefings to MPs, questions were raised to ministers in Parliament and the Justice Select Committee were prompted into holding a special evidence session with the Prisons Minister to discuss the impact of Covid-19 on probation and resettlement. The government, meanwhile, were pushed to double the discharge grant for prisoners released early, establish a dedicated Universal Credit phonenumber for prison-leavers to speed up access, and commit £13 million to emergency accommodation for prison-leavers. Switchback also began to see the fruits of longer-term influencing work, including a new £20m commitment from the Treasury to fund a new Ministry of Justice (MoJ) Prison Leavers Project which Switchback helped to design, and for which we now sit on the Strategic Steering Group. After Switchback worked with the MoJ probation reform team to share our evidence, the blueprint for the future of probation also included a new emphasis on small charity involvement and building “trusting relationships” with individuals in order to “increase hope and sustain motivation”. While there remains a long way to go to truly transform the outlook for people leaving prison, these represent some positive seeds of change.

Switchback’s plans to influence practice progressed as we co-designed and delivered training for new prison officers in collaboration with Unlocked Graduates, and for prison mentors from the Saracens Foundation, ahead of a planned expansion of this practitioner training in the future.

## Aim 2 Objectives: 2020 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.

- 12 Experts by Experience Board meetings held with 22 current and former Switchback Trainees to develop policy positions and campaign priorities.
- New data analysis of Trainee basic needs revealed record levels of homelessness and lack of basic essentials, informing our policy and press activity.

**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.

- Raised awareness of the need for action to support prison-leavers during the pandemic in parliament, media, and government.
- Helped push for action including £13m for emergency accommodation of prison-leavers, a new UC phonenumber.
- Worked with MoJ officials to shape the future probation model, and the £20m Prison Leavers Project supporting with ongoing development and implementation.
- CEO Alice Dawnay co-opted onto the Clinks RR3 Covid-19 special interest group.



## Aim 2 Objectives: 2020 Milestones continued

- Featured in reports by partners including New Local, Reform, Criminal Justice Alliance.
- Contributed as panel and keynote speakers at events run by partners including Clinks and NPC.
- Further embedded the role of the EBE group into policy development, including through a new Policy Intern role filled by a former Switchback Trainee.

**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-produced and delivered training with EBE Board members for prison officers with Unlocked Graduates and prison mentors with Saracens Foundation.
- Launched partnership with Relationships Project to identify tools from Switchback's model for wider application across the UK.
- Trained charity partners including StandOut in effective Universal Credit application navigation.

**D**

### **Enhance our communications**

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

- Filmed and published video campaign with author Carl Cattermole highlighting the realities and challenges of release from prison.
- Expanded media profile including through features on BBC London News and BBC Politics London.
- Published articles on platforms including Probation Quarterly and Criminal Justice Alliance.
- Expanded social media activity, doubling Instagram audience to over 1,000 followers, expanding our newsletter to over 2,000 subscribers.
- Worked with EBE on social media campaign to raise awareness of racial disparities in UK justice system.

# Aim 3: 2020 progress



## 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.**

The global pandemic was a powerful test of Switchback's foundations. It also served to reinforce the importance of giving organisational stability its own strategic aim. The work we'd done in 2019 establishing relationships, building reserves and investing in IT and cloud-based services stood us in good stead. We came into the year with strength in stability and resilience in agility and this bore fruit as we moved quickly to remote working.

Covid-19 landed like a meteorite on our risk register, making the chaos and uncertainty that justice sector charities always have to contend with a hundred times worse. However, we quickly streamlined processes and saw the opportunities in an adapted programme and the potential for exploring new funding options. Although we came into 2020 with a plan to build capacity, we responded to the pandemic by paring back our recruitment, delaying bringing some staff on, and introducing longer probation periods and part-time and fixed-term contracts (explaining some underspend).

While we quickly saw gaps in our fundraising pipeline from restaurant partner donations and those family trusts that fundraise through events, we were fortunate not to be reliant on government contracts, events or charity shops for our income. And we saw an opportunity in the relaxing of procurement processes to negotiate a pilot arrangement with the London National Probation Service (NPS) to support overstretched probation officers by taking referrals directly. This allowed us to test a new 'trading income' stream, as London NPS paid us on a per-head basis to deliver our new six-week Foundations for Stability programme.

While taking the opportunity to diversify our income, reaching 221 funding sources in total, we were deliberate in making sure long-term supporters felt connected to what we were doing. Communications took on a new importance and resulted in our closest supporters re-pledging their support in recognition of the urgent need we were serving. We are incredibly grateful to our wonderful and loyal donors without whom nothing would be possible.

We spent time in Q4 of 2020 developing plans for a restructure to set us up for a significant increase in impact. We established exciting plans for growth in delivery, created a new Director of Impact and External Affairs role, and a Chief Operating Officer (COO) role, to replace the Head of Finance & Resources, reflecting our commitment to fortifying our foundation.

We also finished the year with more robustness in our governance having recruited three fantastic new Trustees, bringing fresh experience and skills, as well as a new developmental Board Adviser role (a former Switchback Trainee). Six board meetings were held (instead of the usual four) in 2020, and the CEO met with the Chair and Deputy Chair fortnightly as events moved rapidly in the first lockdown. Our fledgling Finance & Resources Subcommittee came into its own by keeping a close eye on income and expenditure, supporting and challenging the team.

All of this meant that despite the pandemic and tough fundraising landscape, we ended the year in a strong and optimistic position with a stable and motivated team, strong governance and the security of robust financial processes and committed income stream.

# Aim 3: 2020 progress



## Aim 3 Objectives: 2020 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.

- Five new staff joined in 2020 including new Head of Finance and Operations role, and Partnerships Manager.
- New Policy Internship launched providing policy experience for former Switchback Trainees.
- Action taken to boost staff wellbeing and morale during the pandemic, including online forums, free exercise classes and extra sick leave.
- Development of Switchback Mentor wellbeing support including new monthly Reflective Practice sessions with the Tavistock Institute and additional clinical supervision.
- Review of team structure undertaken for changes, including a new COO role, in 2021.

**B**

### **Grow and diversify our income**

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

- While income didn't increase in 2020, our donor base became more diverse.
- Increased our income from corporate and individual donors from 16% to 36%.
- City of London School chose to extend their support of Switchback as their charity of the year for 2020-21.
- Pilot agreement with the London National Probation Service marked our first statutory income of £17,000.

- Established a new Fundraising Board to support the Head of Fundraising with both network and advice.
- Registered Switchback on the HMPPS Dynamic Framework to explore whether new commissioning opportunities align with our values.

**C**

### **Evolve our robust financial management**

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

- Migrated our financial accounting onto cloud-based service Xero to improve efficiency.
- Our strong level of reserves and diverse funding mix ensured we were resilient enough to withstand the pandemic and innovate to meet rising need in a crisis.
- Further evolved our Finance and Resources Subcommittee to scrutinise financial detail and support effective Board meetings.

**D**

### **Embed smarter internal processes**

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

- Introduced new remote working IT systems.
- New float system for staff to spend less time managing cash for Trainee payments.
- Developed new accessible remote recruitment processes.
- Supported Trainees with basic smartphones and video Action Planning.
- Simplified financial 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.

- Established new partnership with London National Probation Service (NPS).
- Further deepened referral relationships with local probation and prison staff.
- Advocated with other small charities through a new Resettlement Collective.
- Brought on new Switchback Advisers including Shaffiq Din, HMP Muslim Chaplain and Milka Fisiha, Consultant and former Switchback Mentor.

“

Engaging with Switchback has been in my stretch zone... but, **I know where I want to be**, so I took the step. Without Switchback it would have been way easier to just go back to what I was doing before. **Switchback was hard, but it paid off.**”

”

**Ali, 22, Switchback Trainee in 2020**



## Income summary

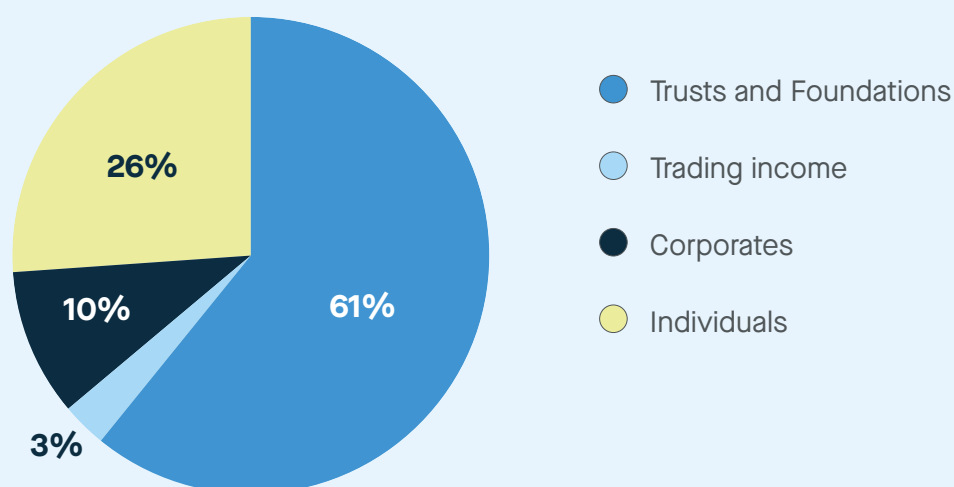
We are very proud that Switchback has demonstrated resilience and stability through 2020 and the pandemic. Having a strong level of reserves at the end of an exceptional fundraising year in 2019,<sup>1</sup> our previous efforts to secure multi-year donations, and our investment in relationships all contributed to our remaining steadfast with an ability to be agile in one of the toughest fundraising landscapes the sector has seen. The total cost of the Switchback programme in 2020 was budgeted at £777,489. In light of the pandemic however, planned recruitment was

delayed, new staff were brought on part-time in some instances, plans for development were postponed and travel was minimal. This all contributed to lower than anticipated expenditure of £612,981 (£622,852 in 2019).

Expenditure was appropriately focused and facilitated the achievements and performance described above. Whilst our expenditure declined overall by £9,871 from 2019, our expenditure on charitable activities increased by £13,324 (£545,023 compared to £531,699 in 2019).

	2017	2018	2019	2020
<b>Income</b>	403,072	564,627	1,070,171	756,305
<b>Expenditure</b>	432,025	490,956	622,852	612,981
<b>Surplus/(deficit)</b>	(28,953)	73,671	447,319	143,324
<b>Total funds – restricted and unrestricted</b>	264,968	338,639	785,958	929,282

## Income by type 2020



<sup>1</sup> 2019 was an exceptional year that included a significant one-off gift of £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.



Some of our key donors are listed below, and – particularly in light of the financial anxiety brought on by the pandemic – we are hugely thankful to those many loyal funders who chose to support us again in 2020. 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 £10,000 – these gifts are truly vital to our work.

## Donors (£10,000 or over) new in 2020

Aurum Charitable Trust  
City of London School for Boys  
Comic Relief  
Mark Leonard Trust  
Newby Trust  
Our Future, Our Choice campaign

## Previous donors (£10,000 or over) who continued or renewed their support in 2020

Belpech Trust  
Benj Samuel  
Bernard Lewis Charitable Trust  
CCLA  
Charles Hayward Foundation  
David and Primrose Bell  
Frank Haines Memorial Trust  
Girdlers' Company  
Goldsmiths' Company  
Highway One Trust  
John R Murray Charitable Trust  
Leathersellers' Company  
Lloyds Bank Foundation for England and Wales  
Milton Damerel Trust  
R.U.B White Charitable Trust  
Raise Your Hands  
Stephen Gordon Catto Charitable Trust  
The Tom ap Rhys Pryce Memorial Trust

## 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 annual Investment Policy review concluded 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. Switchback manages its banking by spreading risk across a number of short and medium-term interest-bearing deposit accounts with UK banks.

## 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. Switchback has an ethical fundraising policy to ensure that income received aligns with our charitable purpose.

## Reserves policy

Switchback provides a long-term programme, and we know 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 Board of Trustees is required to annually review and agree on the reserves policy. The Finance & Resources sub-committee, therefore, discussed our current policy at its meeting on 16th November 2020, which was then agreed by the full Board at its meeting 2nd December 2020.

In setting our reserves policy, the Trustees wish to maintain a level of reserves that provides a stable basis for its continuing activities whilst at the same time ensuring that funds are utilised for the benefit of Trainees.

We have decided that the minimum level of reserves should be the cost associated with the extreme scenario of having to wind down the organisation were no more funds to be received. To facilitate this, it will be necessary to retain sufficient funds to enable the wind down of the organisation in an orderly fashion. This is calculated at 4 months' running costs. Beyond this, we want to ensure that we are able to maintain sufficient financial flexibility to enable us to move quickly on an innovation to enable us to enhance our impact or to cover the costs of any unforeseen loss of funding or adverse circumstances, prior to taking remedial action.

We therefore set our Reserves Policy to retain unrestricted reserves of 4 months – 6 months of the following year's budgeted expenditure.

Based on our current 2022 forecast expenditure of £1,142,525, this means retaining unrestricted reserves of between £380,842 - £571,262.

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 as we grow.

At 31st December 2020, Switchback's unrestricted reserves stood at £622,450 (£449,346 in 2019). Our reserves amount is therefore outside our reserves policy target. We are aware of this

and the Trustees are happy that we are holding reserves at this level for the following reasons:

Within the context of Brexit and the pandemic - and with the UK facing future economic difficulties - uncertainty is high. It is not clear to what extent fundraising will be impacted. For this reason, we are more aware than ever of the importance of holding sufficient reserves to deliver our mentoring programme at a time when so many other services have been cut.

In order to support the future plans of Switchback and to enable the ongoing growth of the organisation, we anticipate a significant increase in our expenditure, which will be partially funded by the spend down of some of our unrestricted reserves.

At 31 December 2020, the free reserves, excluding the designation, amounted to £525,021 (£350,776 in 2019).

## Structure, governance and management

The charity number, principal addresses and details of professional advisers 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 Articles of Association. 2020 has seen some notable changes in our Trustee Board.

- Dan Houghton, a Trustee of Switchback since November 2018 retired at the July 2020 Board meeting having relocated to New Zealand.
- After having served three terms as Trustee (including as Treasurer) Edward Mackaness retired at the September 2020 Board meeting.

The board would like to thank Edward Mackaness in particular for many years of expertise, committed support and heartfelt dedication to real, lasting change for Switchback's Trainees. Edward was



both Trustee, Treasurer and Acting Chair for a period during the years he served on Switchback's Board and his support and expertise in many areas from business and facilities to fundraising hugely enhanced our work.

- We were delighted to welcome on board three new Trustees: Burphy Zumu, Dawn Reid and Kalm Paul-Christian<sup>2</sup>
- We also welcomed Eshan Price in the new role of Board Adviser.<sup>3</sup>

Switchback has always been grateful for the support of a range of experts, advisers and supporters from a range of fields. Special thanks to our long-term Patrons: Hugh Fearnley-Whittingstall and Primrose Bell for their continued support and advice.

## Trustees

Ben Summerskill – Diversity Lead

Burphy Zumu  
(appointed 2nd December 2020)

Dan Houghton (retired 1st July 2020)

Dawn Reid  
(appointed 2nd December 2020)

Duncan Shrubsole – Chair  
(re-appointed for second term  
16th September 2020)

Edward Mackaness  
(retired 16th September 2020)

Gillian Mcmillan – Treasurer

Kalm Paul Christian  
(appointed 2nd December 2020)

Olivia Gillan – Deputy Chair

Simon Evers (re-appointed for third term  
16th September 2020)

<sup>2</sup> Please see Recruitment, induction and training of new Trustees for more information.

<sup>3</sup> Please see Board Adviser role for more information.

## Recruitment, induction and training of new Trustees

In August we launched a recruitment process for new Trustees, led by Trustee Ben Summerskill. We engaged an external consultant – Kenny Imafidon - to support us in our determination to recruit from wider backgrounds than previously and (as advertised as part of the recruitment pack). 50% of the interview panel was black.

We also monitored applications at point of Trustee recruitment for the first time to see if the campaign was delivering high quality candidates from minority ethnic backgrounds and those with some personal, family or professional knowledge of the justice system. We also emphasised that previous Trustee experience was not essential.

We are delighted that this process resulted in three excellent new Trustees being proposed and appointed at December's Board meeting.

Bringing on new Trustees remotely due to the pandemic was a challenge but, alongside the Board Adviser, they met with each of the leadership team, the CEO and the Chair as well as receiving relevant background information about the charity. A newly-introduced buddy system meant each of the new recruits could check in before and after meetings with their 'buddy' on the Board. The other regular features of Trustee inductions such as visits to the office, training environments and a prison have had to be on hold until restrictions allow. The induction process is designed to ensure that new Trustees fully understand their roles and responsibilities as well as the objectives, activities and ethos of the charity.

## Board Adviser role

We have introduced a process of recruitment from our Experts by Experience (EBE) Board to a new position of Trustee Board Adviser. This is intended to be an important bridge to ensure



the voice of Trainees is heard at all levels of the organisation as well as offering a development opportunity for young prison-leavers.

It is a fixed-term role of 12 months, at the end of which the post-holder can then choose whether he would like to become a full Switchback Trustee or be supported to move on to a governance position elsewhere, and another member of the EBE Board can be recruited to the Board Adviser role. We are delighted that Eshan Price was appointed Board Adviser in December 2020.

## Risk management and uncertainties

Effective risk management is critical in working towards the achievement of our mission.

The Board of Trustees maintains overall accountability for ensuring that effective risk management practices are in place. They review and agree these arrangements on an annual basis. They are supported in this by the Finance and Resources sub-committee, which reviews the full risk register annually and makes recommendations to the Board of Trustees based on that detailed review. The leadership team have responsibility for the risk register and review monthly and escalate matters to the Finance and Resources committee on a quarterly basis.

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

**Covid-19** – as for all organisations Covid-19 represented substantial risks to Switchback. The major area of challenge related to our ability to deliver our core programme.

We didn't have 'total and widespread disruption to operations due to Covid-19' on our risk register as we came into the year! We had to move quickly and decisively and our instinct was to listen to what young prison-leavers needed and adapt our offer to respond to that need as best we could. Flexibility was paramount.

In response to the lockdown of prisons and closure of hospitality businesses, we developed our six-week Foundation for Stability programme. This enabled us to continue providing 1-to-1 support post-release to help Trainees to successfully navigate the turbulent transition from prison to community – and begin the path towards real, lasting change.

## Risk register review

Notably, there were risks deemed low likelihood and high residual impact at the start of the year, which were reviewed and downgraded in the summer as when these things were tested by sudden pandemic restrictions, we realised that perceived catastrophic consequences didn't come to pass and we were able to continue to deliver our strategic plan.

For instance, 'Prison Access: restricted access to prisons impacting access to potential Trainees' likelihood shot up, but impact fell as we began to see that relationships with probation were bearing fruit in terms of referrals and that we pivoted to develop an alternative model of delivery. Similarly, 'Real-work training partners: insufficient post-release training placements due to lack of capacity' which was listed high on the risk register, was reassessed as operating in the pandemic put into question our previous rigidity. Recognising the new challenges of supporting prison-leavers into employment in the context of recession and with the hospitality industry hardest hit, we did decide however, to bring on a Partnerships Manager as a dedicated staff member to build and nurture partnerships.

The risk that remained (and always has been) the most serious is that of 'Recruitment and retention of excellent Switchback Mentors' – to ensure high-quality support for Trainees. We redesigned our training and supervision offer to better support existing Switchback Mentors in role. We promoted two members of the team to our new Senior Switchback Mentor role as a route for progression



and retention. In 2021, we will be repeating our successful Switchback Policy Internship Programme and further develop ways to strengthen the diversity of our team.

The Trustees are satisfied that the risks identified above have been mitigated or addressed as required and that arrangements are in place to review them on an ongoing basis.

## 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.

All our activities are undertaken to further our charitable purpose, which is to enable young men to find a way out of the justice system and build a stable life they can be proud of. In fulfilment of this purpose, the Trustees have a duty to consider public benefit guidance published by the Charity Commission. We are satisfied that the purpose and activities of the charity continue to satisfy the requirements of the public benefit test set out in section 17 of the Charities Act 2011. We demonstrate how we have worked towards our charitable purposes, by setting out details of strategies adopted and activities undertaken, alongside our achievements, during the year in this report.

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. After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account any potential impact of the Covid-19 pandemic. For this reason, the going concern basis of the preparation for the financial statements is considered valid.



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 Report was approved by the Trustees on 1 June 2021 and signed on their behalf by

A handwritten signature in dark ink that reads "Duncan Shrubsole".

**Duncan Shrubsole**  
Chair



# Trustees' Financial Statements for the year ended 31 December 2020

## The Switchback Initiative (Limited by Guarantee)

Registered Company number: 06615923 (England and Wales)

Registered Charity number: 1125100

The accounts have been prepared in accordance with the accounting policies set out in the note 1 and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice, Charities SORP (FRS102).

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## **LEGAL AND ADMINISTRATIVE INFORMATION**

<b>Trustees</b>	S Eyers O Gillan G McMillan K Paul-Christian D Reid D Shrubsole B Summerskill B Zumu
<b>Leadership Team</b>	A Dawnay – Founder and Chief Executive S Boyd C Gurney H Topley M Williams
<b>Charity Number</b>	1125100
<b>Company Number</b>	06615923
<b>Registered Office and Principle Address</b>	Switchback 3 <sup>rd</sup> Floor Norvin House 45-55 Commercial Street London E1 6BD
<b>Independent Examiner</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
<b>Main Banker</b>	Co-operative Bank Ltd PO Box 101 1 Balloon Street Manchester M60 4EP

## **REPORT OF THE INDEPENDENT EXAMINER**

I report to the charity trustees on my examination of the accounts of the Charitable Company for the year ended 31 December 2020.

### **Responsibilities and basis of report**

As the charity's trustees of the Charitable Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Charitable Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

### **Independent examiner's statement**

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

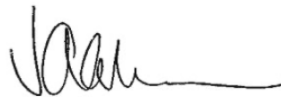
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charitable Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

**Jonathan Aikens ACA, DChA**

for and on behalf of  
TC Group  
The Courtyard  
Shoreham Road  
Upper Beeding  
Steyning  
West Sussex  
BN44 3TN



Dated: 4 June 2021

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2020**

		Unrestrict ed funds	Restricted funds	Total 2020	Total 2019
	Notes	£	£	£	£
<b>Income from:</b>					
Donations	2	687,361	33,329	<b>720,690</b>	1,056,377
Investments	3	9,529	-	<b>9,529</b>	490
Other trading	4	26,086	-	<b>26,086</b>	13,304
<b>Total income</b>		<b>722,976</b>	<b>33,329</b>	<b>756,305</b>	<b>1,070,171</b>
<b>Expenditure on:</b>	5				
Raising funds		67,958	-	<b>67,958</b>	91,153
Charitable activities		481,914	63,109	<b>545,023</b>	531,699
<b>Total expenditure</b>		<b>549,872</b>	<b>63,109</b>	<b>612,981</b>	<b>622,852</b>
<b>Net income</b>		<b>173,104</b>	<b>(29,780)</b>	<b>143,324</b>	<b>447,319</b>
Fund balances at 1 January 2020		449,346	336,612	<b>785,958</b>	338,639
<b>Fund balances at 31 December 2020</b>	16	<b>622,450</b>	<b>306,832</b>	<b>929,282</b>	<b>785,958</b>

All activities are classed as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The results for the year all relate to continuing activities.

The notes on pages 38-45 form part of the financial statements.

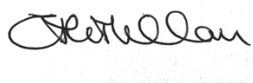
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

		2020	2019
	Notes	£	£
<b>Fixed assets</b>			
Tangible assets	11	<u>7,429</u>	<u>8,570</u>
		7,429	8,570
<b>Current Assets</b>			
Debtors	12	45,026	13,232
Cash at bank and in hand		<u>1,026,255</u>	<u>1,010,621</u>
		1,071,281	1,023,853
<b>Creditors: amounts falling due within one year</b>	13	<u>(149,428)</u>	<u>(246,465)</u>
<b>Net current assets</b>		<u>921,853</u>	777,388
<b>Net assets</b>		<u>929,282</u>	<u>785,958</u>
<b>Funds</b>	16		
Unrestricted funds		532,450	359,346
Designated funds	15	90,000	90,000
Restricted funds	14	<u>306,832</u>	<u>336,612</u>
<b>TOTAL FUNDS</b>		<u>929,282</u>	<u>785,958</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the Act with respect to accounting records and for the preparation of accounts.

The accounts were approved by the Board of Trustees on 1<sup>st</sup> June 2021.



**Gillian McMillan**  
**Treasurer**

**Company Registration No. 06615923**

**CASHFLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

		2020		2019	
	Notes	£	£	£	£
<b>Net cash provided by/(used in) operating activities</b>	<b>18</b>		<b>11,140</b>		<b>701,961</b>
<b>Cash flows from investing activities:</b>					
Purchase of tangible fixed assets	11	(5,035)		(3,654)	
Interest on investments		<u>9,529</u>		<u>490</u>	
<b>Net cash used in investing activities</b>			<b><u>4,494</u></b>		<b><u>(3,164)</u></b>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>			<b>15,634</b>		<b>698,797</b>
<b>Cash and cash equivalents at the beginning of the year</b>			<b><u>1,010,621</u></b>		<b><u>311,824</u></b>
<b>Cash and cash equivalents at the end of the year</b>			<b><u><u>1,026,255</u></u></b>		<b><u><u>1,010,621</u></u></b>

**Analysis of net cash/(debt)**

	At 1 Jan 2020 £	Cash flow £	At 31 Dec 2020 £
Cash at bank and in hand	<u>1,010,621</u>	<u>15,634</u>	<u>1,026,255</u>

**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

**1.1 Basis of accounting**

The financial statements have been prepared in accordance with 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 2015) – Charities SORP (FRS 102), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102.

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

**1.2 Preparation of the accounts on a going concern basis**

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account any potential impact of the COVID-19 pandemic.

**1.3 Income**

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income can be measured reliably.

Grants and donations are recognised when the charity has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. In the event that such income is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Gifts in kind are included at fair value within donations.

Investment income is credited to income when it is receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**1.4 Expenditure**

Expenditure is recognised on an accruals basis inclusive of any VAT which cannot be recovered.

Support costs which are not directly attributable to a specific charitable activity are allocated on a percentage basis based on staff time applied to each activity during the year. Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements. These are included within support costs.

**1.5 Tangible fixed assets**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided as the following annual rates in order to write off each asset over its estimated useful life.

Computer Equipment	33% on cost
Furniture & Fittings	25% on cost

Only assets over £500 are capitalised.

**1.6 Lease commitments**

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

**1.7 Taxation**

The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

**1.8 Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

### 1.9 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

### 1.10 Debtors

Trade and other debtors are recognised at the settlement amount due.

### 1.11 Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposits or similar account.

### 1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

### 1.13 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

## 2. DONATIONS INCOME

	Unrestricted £	Restricted £	2020 £	2019 £
Donations & grants	627,620	33,329	<b>660,949</b>	1,056,052
Legacies	-	-	-	325
Gift aid recovery	59,741	-	<b>59,741</b>	-
	<u>687,361</u>	<u>33,329</u>	<u><b>720,690</b></u>	<u>1,056,377</u>

## 3. INVESTMENT INCOME

	Unrestricted £	Restricted £	2020 £	2019 £
Deposit account interest	9,529	-	<b>9,529</b>	490
	<u>9,529</u>	<u>-</u>	<u><b>9,529</b></u>	<u>490</u>

#### 4. OTHER TRADING INCOME

	Unrestricted £	Restricted £	2020 £	2019 £
Trading income	26,086	-	26,086	13,304
	<u>26,086</u>	<u>-</u>	<u>26,086</u>	<u>13,304</u>

#### 5. EXPENDITURE

	Depreciation £	Staff costs £	Other costs £	Total 2020 £	Total 2019 £
<b>Raising funds</b>	-	65,941	2,017	<b>67,958</b>	91,153
<b>Charitable activities</b>					
Activities undertaken directly	5,040	336,319	95,281	<b>436,640</b>	422,051
Support costs (note 6)	1,136	90,450	16,797	<b>108,383</b>	109,648
Total	<u>6,176</u>	<u>426,769</u>	<u>112,078</u>	<u><b>545,023</b></u>	<u>531,699</u>
<b>Total</b>	<u>6,176</u>	<u>492,710</u>	<u>114,095</u>	<u><b>612,981</b></u>	<u>622,852</u>

#### 6. SUPPORT COSTS

	2020 £	2019 £
Staff costs	<b>90,450</b>	83,043
Rent and utilities	<b>5,660</b>	5,939
Office costs	<b>3,562</b>	6,399
Insurance	<b>634</b>	454
Travel expenses	<b>388</b>	862
Sundry costs	<b>554</b>	405
Bank charges	<b>2,113</b>	813
Bookkeeping	<b>432</b>	715
Loss on disposal of tangible fixed assets	-	387
Depreciation	<b>1,136</b>	962
Staff support	<b>688</b>	635
Governance costs (note 7)	<b>2,766</b>	9,034
	<u><b>108,383</b></u>	<u>109,648</u>

Included within support costs are amounts payable to the current examiners in respect of examination fees of £2,640 (2019: £8,880 paid to the current examiners in respect of audit fees) and £Nil in respect of other services (2019: £Nil).

## 7. GOVERNANCE COSTS

	2020 £	2019 £
Independent Examiner's remuneration	2,640	-
Trustees' expenses	126	154
Auditor's remuneration	-	8,880
	<u>2,766</u>	<u>9,034</u>

## 8. STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE FUNDS – YEAR ENDED 31 DECEMBER 2019

	Notes	Unrestricted funds £	Restricted funds £	Total 2019 £
<b><u>Income from:</u></b>				
Donations	2	664,674	411,703	1,056,377
Investments	3	490	-	490
Other	4	13,304	-	13,304
<b>Total income</b>		<u>658,468</u>	<u>411,703</u>	<u>1,070,171</u>
<b><u>Expenditure on:</u></b>	5			
Raising funds		91,153	-	91,153
Charitable activities		435,138	96,561	531,699
<b>Total expenditure</b>		<u>526,291</u>	<u>315,142</u>	<u>622,852</u>
<b>Net income/movement in funds</b>		<u>132,177</u>	<u>315,142</u>	<u>447,319</u>
Fund balances at 1 January 2019		317,169	21,470	338,639
<b>Fund balances at 31 December 2019</b>	16	<u>449,346</u>	<u>336,612</u>	<u>785,958</u>

## 9. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019. Trustee expenditure totaling £126 (2019: £154) was reimbursed during the year.

## 10. STAFF COSTS

	2020 £	2019 £
Wages and salaries	435,138	392,512
Temporary staff	-	8,479
Social security costs	37,860	33,432
Other pension costs	19,712	16,898
	<u>492,710</u>	<u>451,321</u>

STAFF COSTS (continued)

The average number of employees during the year was as follows:

	2020 Number	2019 Number
Administration	5	5
Influencing	3	3
Switchback Mentors	5	6
	<u>13</u>	<u>14</u>

The number of employees whose emoluments fell within the following bands was:

	2020 Number	2019 Number
£60,001 - £70,000	<u>1</u>	<u>1</u>
	<u>1</u>	<u>1</u>

Of the employees whose emoluments exceed £60,000, 1 (2019: 1) have retirement benefits accruing under defined contribution pension schemes. Pension contributions for higher paid employees in the year amounted to £1,737 (2019: £3,000).

During the year the key management personnel of the charitable company comprised of the Chief Executive, the three Heads of Department and the Head of Finance and Operations. The total employee benefits of the key management personnel (including Employer's National Insurance Contributions) were £233,961 (2019: £228,705).

10. TANGIBLE FIXED ASSETS

	Furniture & Fittings	Computer Equipment	Total
Cost	£	£	£
At 1 January 2020	697	13,431	14,128
Additions	-	5,035	5,035
<b>At 31 December 2020</b>	<u><b>697</b></u>	<u><b>18,466</b></u>	<u><b>19,163</b></u>
<b>Depreciation</b>			
At 1 January 2020	348	5,210	5,558
Charge for the year	174	6,002	6,176
<b>At 31 December 2020</b>	<u><b>522</b></u>	<u><b>11,212</b></u>	<u><b>11,734</b></u>
<b>Net book value</b>			
<b>At 31 December 2020</b>	<u><b>175</b></u>	<u><b>7,254</b></u>	<u><b>7,429</b></u>
At 31 December 2019	<u>349</u>	<u>8,221</u>	<u>8,570</u>

<b>12. DEBTORS – amounts falling due within one year</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade debtors	590	-
Other debtors	1,310	-
Prepayments and accrued income	43,126	13,232
	<b>45,026</b>	<b>13,232</b>

<b>13. CREDITORS – amounts falling due within one year</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade creditors	3,294	-
Social security and other taxes	14,279	10,157
Accruals and deferred income	128,414	233,449
Other creditors	3,441	2,859
	<b>149,428</b>	<b>246,465</b>

#### 14. RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	<b>Balance at 1 January 2020</b>	<b>Movement in funds</b>		<b>Balance at 31 December 2020</b>
	<b>£</b>	<b>Income</b>	<b>Expenditure</b>	<b>£</b>
		<b>£</b>	<b>£</b>	
Lloyds Bank Foundation	2,083	25,000	(25,000)	2,083
LCF (Home Office Core Grant)	4,985	-	(4,985)	-
LCF (Save London Lives)	8,333	-	(8,333)	-
Donation to Reserves	299,999	-	-	299,999
The Wilmington Trust	2,962	5,000	(5,462)	2,500
The Clothworkers' Foundation	16,000	-	(16,000)	-
St Martin-in-the-Fields	-	329	(329)	-
The Field Family Charitable Trust	2,250	3,000	(3,000)	2,250
	<b>336,612</b>	<b>33,329</b>	<b>(63,109)</b>	<b>306,832</b>

#### **Lloyds Bank Foundation for England and Wales**

Funding towards the CEO's salary.

#### **The London Community Foundation (Home Office Core Grant)**

Funding towards office rent.

#### **The London Community Foundation (Save London Lives)**

Funding towards Switchback Mentor salaries and costs.

#### **Donation to Reserves**

Restricted for use to underpin a portion of reserves.

#### **The Wilmington Trust**

Funding towards the development of our communications.

#### **The Clothworkers' Foundation**

Funding towards the Salesforce Administrator and Communications Co-ordinator salaries.

**St Martin-in-the-Fields**

Funding towards a laptop for a Switchback Trainee.

**The Field Family Charitable Trust**

Funding to support young men aged 18-25 leaving prison.

**15. DESIGNATED FUNDS**

The income funds of the charity include designated funds comprising the following:

	Balance at 1 January 2020	Movement in funds		Balance at 31 December 2020
	£	Income £	Expenditure £	£
Office Space	90,000	-	-	90,000
	90,000	-	-	90,000

**Office Space**

The office space fund relates to funds set aside by the organisation to be used to secure and develop new office space.

**16. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds £	2020 Total £
Fund balances at 31 December 2020 are represented by:			
Fixed assets	7,429	-	7,429
Current assets	764,449	306,832	1,071,281
Creditors: amounts falling due within one year	(149,428)	-	(149,428)
	<u>622,450</u>	<u>306,832</u>	<u>929,282</u>
	Unrestricted funds £	Restricted funds £	2019 Total £
Fund balances at 31 December 2019 are represented by:			
Fixed assets	8,570	-	8,570
Current assets	687,241	336,612	1,023,853
Creditors: amounts falling due within one year	(246,465)	-	(246,465)
	<u>449,346</u>	<u>336,612</u>	<u>785,958</u>

## 17. COMMITMENTS UNDER OPERATING LEASES

At 31 December 2020 the company had total commitments payable under non-cancellable operating leases as follows:

	Land and buildings		Equipment	
	2020	2019	2020	2019
	£	£	£	£
Within one year	<b>30,175</b>	19,332	<b>1,493</b>	1,493
Between two and five years	<b>91,050</b>	-	<b>2,613</b>	4,107
	<b>121,225</b>	19,332	<b>4,106</b>	5,600

Total lease payments recognised as an expense in the year amounted to £31,493 (2019: £32,802).

## 18. NET CASHFLOW FROM OPERATING ACTIVITIES

	2020	2019
	£	£
<b>Net income/(expenditure)</b>	<b>143,324</b>	447,319
Depreciation of tangible fixed assets	<b>6,176</b>	5,227
(Profit)/loss on disposal of tangible fixed assets	-	387
Dividends and interest from investments	<b>(9,529)</b>	(490)
(Increase)/decrease in debtors	<b>(31,794)</b>	20,240
Increase/(decrease) in creditors	<b>(97,037)</b>	229,278
	<b>11,140</b>	701,961

## 19. RELATED PARTY TRANSACTIONS

During the year to 31 December 2020 donations were received by the charity from various Trustees totaling £1,028 (2019: £6,010). The Chair, Duncan Shrubsole, works for Lloyds Bank Foundation but there are no transactions to declare in regards to this relationship. The only further related party transactions relate to Trustees' expenditure reimbursement of £126 (2019: £154) as disclosed in note 9.

## 20. CONTROL

The Switchback Initiative is a company limited by guarantee and has no share capital. No one member has overall control of the charity.

## 21. COMPANY INFORMATION

The Switchback Initiative is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the legal and administrative information page.



**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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