

# 2021 ANNUAL REPORT

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

**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

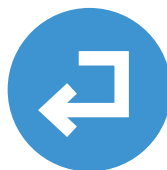
**months** average total contact with Switchback for each Trainee.

# 10

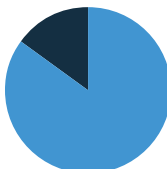
**Switchback Pathways** from housing to health, which we use to measure & build stability across all areas of a Trainee's life.

## WHO WE WORK WITH

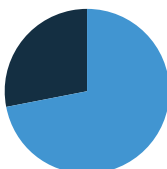
# 18-30

 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.



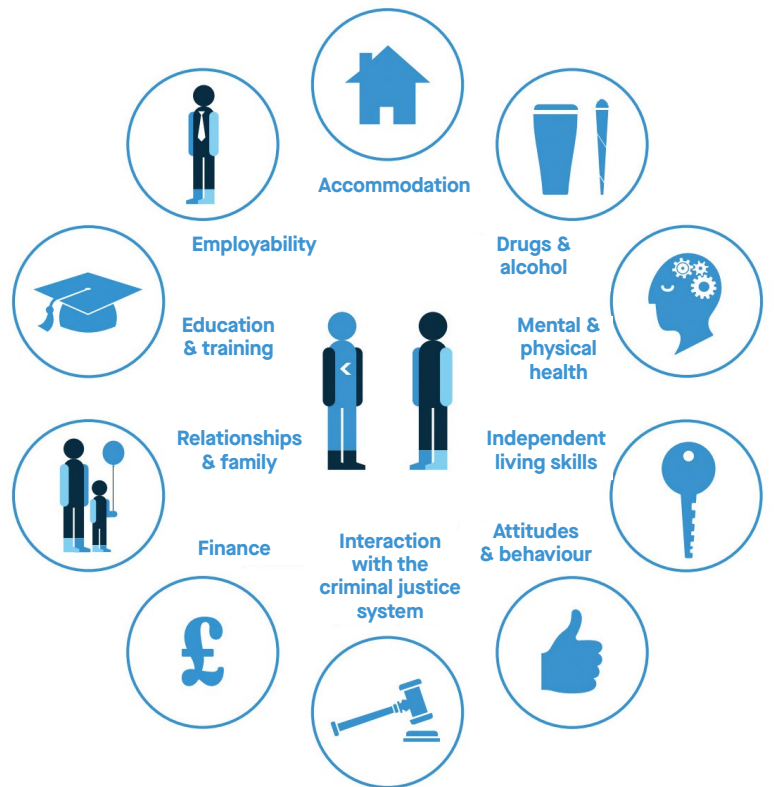
# The 10 Switchback Pathways



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'.



# 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 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

# 2021 in numbers



## 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>

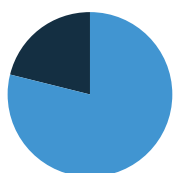
# 34%

released homeless.

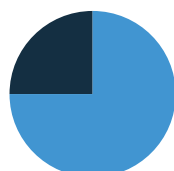
# 27%

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

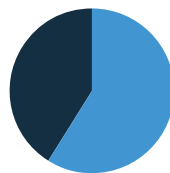
prisons from which Switchback Trainees were released.

# 20%

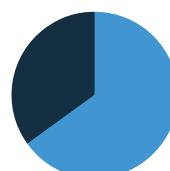
released with no bank account.

# 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.

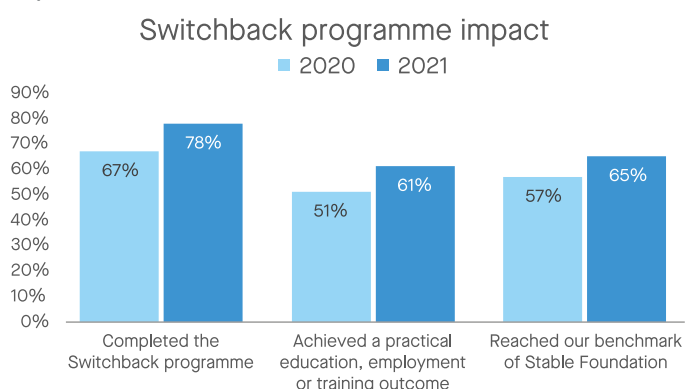
To ensure stability for the future, we made some important changes to our delivery team, introducing a new Delivery Manager role, and a more diverse team of eight Switchback Mentors (up from five last year) including two Junior Switchback Mentors – a new access route for people with less experience, 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.





# Aim 1: 2021 progress



## 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 Esmée 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.**



# Aim 2: 2021 progress



## 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 Esmée 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

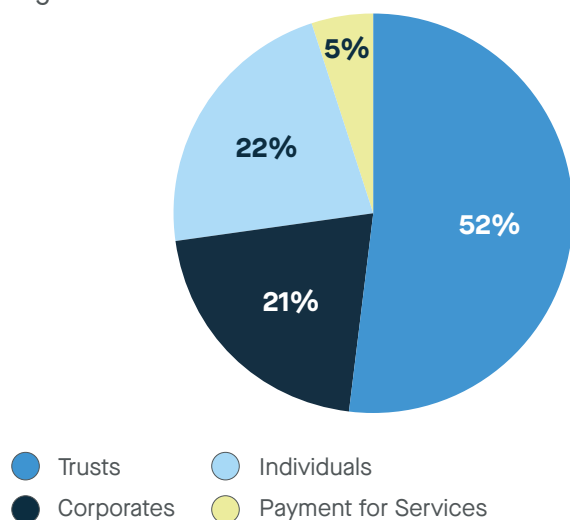
We are very proud that Switchback has demonstrated resilience and stability through both 2020 and 2021 as the pandemic has ebbed and flowed. Having a strong level of reserves at the end of an exceptional fundraising year in 2019, our previous efforts to secure multi-year donations, and our investment 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:



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 Eysers

## 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*

---

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 £
<u>Income from:</u>	<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

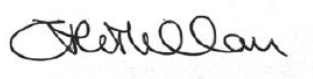
**AS AT 31 DECEMBER 2021**

		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	(53,260)	(149,428)
<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**

		2021	2020
	Notes	£	£
Net cash provided by/(used in) operating activities	18	(35,850)	11,140
Cash flows from investing activities:			
Purchase of tangible fixed assets	11	(8,202)	(5,035)
Interest on investments		6,848	9,529
Net cash used in investing activities		(1,354)	4,494
Increase/(decrease) in cash and cash equivalents in the year		(37,204)	15,634
Cash and cash equivalents at the beginning of the year		1,026,255	1,010,621
Cash and cash equivalents at the end of the year		989,051	1,026,255

### Analysis of net cash/(debt)

	At 1 Jan 2021 £	Cash flow £	At 31 Dec 2021 £
Cash at bank and in hand	1,026,255	(37,204)	989,051

# 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><u>Income from:</u></b>	<b>Notes</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total 2020 £</b>
Donations	<b>2</b>	687,361	33,329	<b>720,690</b>
Investments	<b>3</b>	9,529	-	<b>9,529</b>
Other trading	<b>4</b>	26,086	-	<b>26,086</b>
<b>Total income</b>		<b>722,976</b>	<b>33,329</b>	<b>756,305</b>
<b><u>Expenditure on:</u></b>	<b>5</b>			
Raising funds		67,958	-	<b>67,958</b>
Charitable activities		481,914	63,109	<b>545,023</b>
<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	<b>785,958</b>
<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	<b>559,557</b>	435,138
Social security costs	<b>50,472</b>	37,860
Other pension costs	<b>23,302</b>	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 Number</b>	<b>2020 Number</b>
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 Number</b>	<b>2020 Number</b>
£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

	<b>Furniture &amp; Fittings</b>	<b>Computer Equipment</b>	<b>Total</b>
<b>Cost</b>	<b>£</b>	<b>£</b>	<b>£</b>
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

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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

#### 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)
	660,277	-	323,982	984,259

	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)
	532,450	90,000	306,832	929,282



# THE SWITCHBACK INITIATIVE

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 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	71,688	30,175	1,493	1,493
Between two and five years	122,467	91,050	1,120	2,613
	194,155	121,225	2,613	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
	£	£
Net income/(expenditure)	54,977	143,324
Depreciation of tangible fixed assets	7,266	6,176
Dividends and interest from investments	(6,848)	(9,529)
(Increase)/decrease in debtors	4,923	(31,794)
Increase/(decrease) in creditors	(96,168)	(97,037)
Net cash provided by/(used in) operating activities	(35,850)	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.