

A man with dark skin and short dark hair is leaning over the ropes of a boxing ring. He is wearing a bright red t-shirt, black athletic pants, and red boxing gloves. He is looking directly at the camera with a serious expression. The boxing ring has blue and white ropes, and the floor is red. The background is slightly blurred, showing what appears to be a gym or training facility.

**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

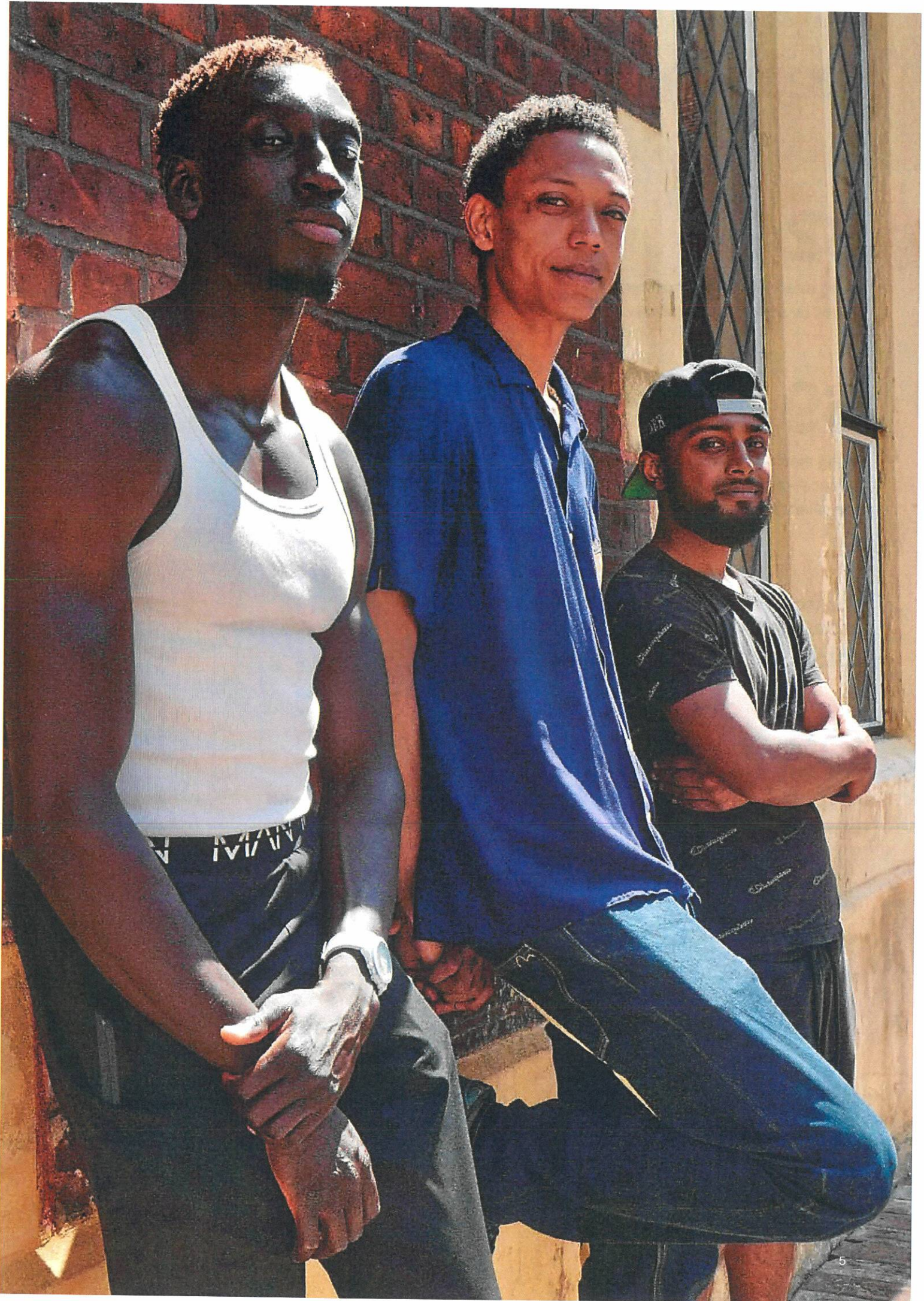
We assume strengths, resources and abilities in Trainees. We don't do things for people: we challenge and encourage our Trainees to take control. We are distinctive in our high expectations of Trainees, our own conduct, the quality of our partnerships and the impact of our work.

## 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%

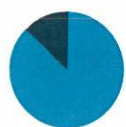
released homeless

## 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)

**555**

Total number of Switchback Trainees since Switchback was founded in 2008

**3,021**

Total number of Switchback Trainees who have received meaningful support from a Switchback Mentor 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**



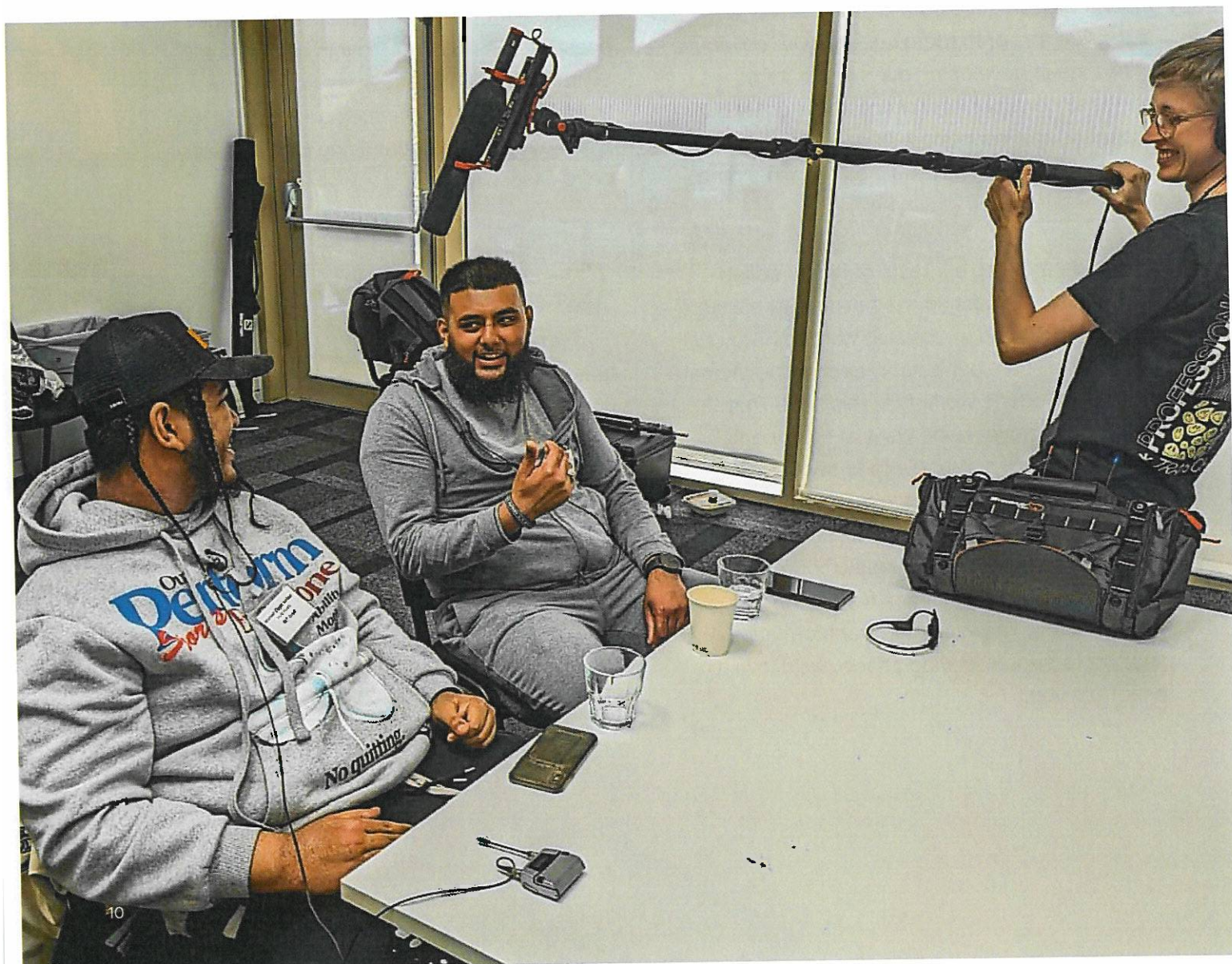
# Sage's journey



"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

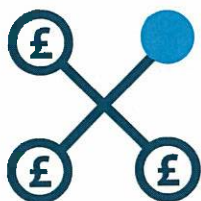
Raised

# £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.

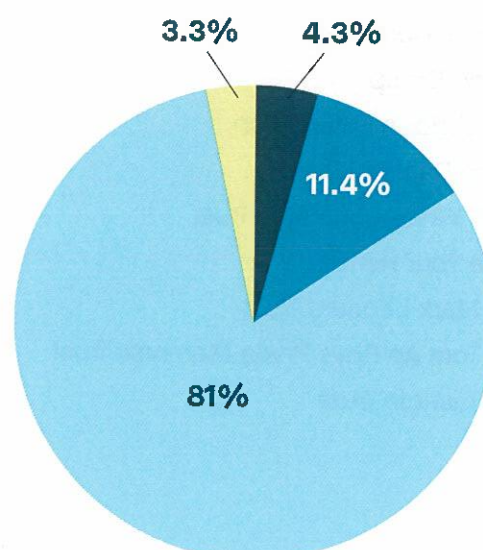
Expenditure was appropriately focused and facilitated the achievements and performance described above; our expenditure on charitable activities increased by £45,200 in 2023.

£	2020	2021	2022	2023
Income	756,305	914,653	1,151,335	1,219,788
Expenditure	612,981	859,676	1,151,342	1,216,990
Surplus/(deficit)	143,324	54,977	(7)	2,798
Total funds – restricted and unrestricted	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.

[office@switchback.org.uk](mailto:office@switchback.org.uk)  
020 7650 8989  
[www.switchback.org.uk](http://www.switchback.org.uk)  
[@switchback\\_ldn](https://www.instagram.com/switchback_ldn)

**SWITCHBACK**

Switchback, 3rd Floor, Norvin House,  
45-55 Commercial Street, London E1 6BD  
Registered Charity Number 1125100 | Company  
Number 06615923 | Published 28 August 2024

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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Balance Sheet	39
Cashflow Statement	40
Notes to the accounts	41 - 50

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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**

		Unrestricted funds	Restricted funds	Total 2023	Total 2022
<u>Income from:</u>	Notes	£	£	£	£
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>
<u>Expenditure on:</u>	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	(83,365)	(58,662)
<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	£	£	£	£
Net cash provided by/(used in) operating activities	17		(76,545)		(10,101)
Cash flows from investing activities:					
Purchase of tangible fixed assets	11	(6,384)		(7,564)	
Interest on investments		7,704		6,810	
Net cash used in investing activities			1,320		(754)
Increase/(decrease) in cash and cash equivalents in the year			(75,225)		(10,855)
Cash and cash equivalents at the beginning of the year			978,196		989,051
Cash and cash equivalents at the end of the year			902,971		978,196
Analysis of net cash					
		At 1 Jan 2023	Cash flow	At 31 Dec 2023	
		£	£	£	
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	1,186,253	1,116,332
Gift aid recovery	24,541	-	24,541	27,943
	<u>594,678</u>	<u>616,116</u>	<u>1,210,794</u>	<u>1,144,275</u>

**3. INVESTMENT INCOME**

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

**4. OTHER TRADING INCOME**

	Unrestricted £	Restricted £	2023 £	2022 £
Trading income	1,290	-	1,290	250
	<u>1,290</u>	<u>-</u>	<u>1,290</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)	1,018	180,129	46,115	<b>227,262</b>	220,891
Total	5,358	757,186	275,979	<b>1,038,523</b>	993,323
<b>Total</b>	<b>5,358</b>	<b>930,795</b>	<b>280,837</b>	<b>1,216,990</b>	1,151,342

**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)	<b>17,339</b>	12,178
	<b>227,262</b>	220,891

**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	<b>227</b>	165
	<b>17,339</b>	12,178



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

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

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

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>	<b>1,348</b>	<b>23,794</b>	<b>25,142</b>
<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>	<b>769</b>	<b>14,860</b>	<b>15,629</b>
<b>Net book value</b>			
<b>At 31 December 2023</b>	<b>579</b>	<b>8,934</b>	<b>9,513</b>
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
	<b>157,931</b>	<b>55,857</b>

### 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
	<b>83,365</b>	<b>58,662</b>

**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/>
Net cash provided used in operating activities	(76,545)	(10,101)
	<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.