


Organisation Name: Switchback	
Grant Details: Total Grant: £60,000 Amount funded to date: £60,000 Amount remaining: £0 Start date: 01/04/22 End date: 03/04/22 Date of Report: 02/04/24	
Grant Summary This grant will fund Switchback to expand their training and employment partnerships, providing more opportunities for Switchback Trainees to gain vital skills, experience and access to long-term employment	
Grant Performance Switchback are a leading organisation working with young people with a history of offending. Their partnerships with Dusty Knuckle Bakery and XO Bikes provide tangible opportunities for participants to learn real workplace skills, alongside receiving vital support to help them move forward in their lives. This has underpinned a lot of the successes that Switchback have achieved with our grant but also provided the building blocks for developing other areas of their offer. The grant started during a period of uncertainty due to the pandemic and Switchback adapted their approach and delivery to ensure that they continued to meet the needs of the young men they worked with. The closure of the Crisis Café, which had been a key training and employment route for their young people was a big blow, but they adapted by developing the partnership with XO Bikes and identifying other partners. The work that Switchback does with their Experts by Experience panel has always ensured that the organisation is rooted in the needs of participants, and it has been good to see how this work has informed the direction of both the project but also the wider organisation. There was a change of CEO during the lifetime of the grant, which could have been a difficult moment for Switchback, as the previous CEO was also the founder, but this was well managed. Switchback staff participated in the Peer2Peer Exchanges as part of the Spark Programme and also benefited from mentoring, something that significantly impacted the professional development of the staff member who received it.	

Organisation name	
Switchback	
Grant start date	Grant reference (see grant letter)
01/04/22	2021-10-YO35
Reporting period start date	Reporting period end date
03/10/23	03/04/24

Young offenders strategy overall goal
<i>Reoffending rates for young people are reduced</i>
Young offenders strategy outcomes
<i>Young offenders are supported to secure stable employment</i>

1. Progress made towards the first expected key achievement?		
<p>We will deepen our network of delivery partners to ensure a sufficient number of quality training, education, employment and support opportunities are available for 30 Switchback Trainees.</p> <p>We will do this by building the range of employment opportunities for Trainees through maintaining relationships with our existing partners and growing our network to three new employer partners.</p> <p>We have focused on developing our network of delivery partners and have ensured all Trainees could attend training, education or employment opportunities as part of their time with Switchback programme and/or through move-on support.</p> <p>In consultation with our Experts by Experience Board (EbE) we gained detailed feedback on our training and work experience partnerships and what EbE would like to see more of. Trainees said they were interested in developing new partnerships that gave people experience in the creative industries.</p> <p>As a result we sourced high-quality film training (details below in 1a) as well as visits to Dazed and Confused magazine.</p> <p>In addition, we have been working closely with a new partner, Alfi, a newly opened wine bar, who have hired a recent Trainee a local waste company, Bywaters, who have agreed to work with us to take on Trainees as well as Shine TV, Arcade, and Places for London.</p>		
Measures for this achievement	Target date	Progress towards these measures
1a. Develop Switchback's range of Real Work Training Partners including agreeing a partnership and signing an SLA with	End of Year 2	Our relationship with Dusty Knuckle and XO Bikes has gone from strength to strength, and we are pleased to report that there are now 2 people working part-time or full-time as employees having completed their training programme. In 2023, 24 trainees completed phase 1 and 11 went on to paid training. 3 people have been

	at least one new main training partner.		<p>employed at Dusty Knuckle following and overall, 12 people into other employment.</p> <p>We are proud to have successfully worked towards developing Switchback's range of RWTP and have created and developed an 'Intro to the film industry' training programme. In partnership with HATCH films. From this training, three of our Trainees moved into paid work experience on two film sets! The success of this initial round of training has resulted in us securing funding for five further years of this film training programme and we are developing the second year of the programme currently.</p>
1b.	<p>Strengthen relationships with prisons to identify new partners by:</p> <ul style="list-style-type: none"> - establishing relationships with at least two Prison Employment Leads (PELs) that each work in different prisons - Aiming for five new job opportunities through employers working with prisons, referred to us by PELs - Attend at least two prison employment fairs 	End of Year 2	<p>We have strengthened our relationships with PELs across the prisons that we work in and it has been incredibly beneficial to have this supportive relationship inside the prisons.</p> <p>We hosted a bread making workshop and breakfast at Dusty Knuckle for the PELs with attendees coming from two of our partner prisons. We have found that it proves to be quite hard to engage with PELs outside of prisons due to their work capacity, but in prisons they are immensely supportive of Switchback.</p> <p>We have been invited and connected to the relevant employment fairs by the PELs, and we are looking forward to attending more in 2024.</p> <p>We have supported Trainees into new job opportunities through employers referred to us by PELs. Often when a job is offered in prison, the companies can't contact people until after they are released which provides an important role for Switchback who can maintain that contact.</p>
1c.	Develop and deliver learning sessions on supporting prison leavers to at least two of our training partners	End of Year 2	<p>Last year, we delivered a learning session to We Are Breakthrough covered mentoring support and boundaries.</p> <p>The Mayor of London, Sadiq Khan, and the Head of the Violence Reduction Unit, Lib Peck, attended Switchback and we delivered a session on mentoring & resettlement, and what it looks like to support someone into stability.</p> <p>We delivered a learning session for a group of graduates at the FCA at the Switchback office. The group are volunteering with us and we focused on an introduction to the Switchback approach.</p>

			There has been slightly less demand for these learning sessions in the past 6 months, but we have had lots of recent interest and going forward have booked in a number, such as Arcade, an employer partner of Switchback, who currently employs one of our former Trainees, will receive training soon on how to be welcoming and supportive space for prison leavers.
1d			
2. Progress made towards the second expected key achievement?			
30 young men aged 18-25 will develop skills to successfully complete the Switchback Programme. Over the past year, 33 young men aged 18-25 have engaged on our programme, 11 of whom are still on the programme. Of those who have moved on from the programme, 17 (77%) have successfully completed it.			
Measures for this achievement		Target date	Progress towards these measures
2a	15 Switchback Trainees on our programme will move into a permanent job, further education or an apprenticeship or equivalent.	End of Year 2	Sustainable employment is key to someone's stability, but this needs to come at a time when the Trainee is ready. On average, this takes around 1 year after release to prison to achieve. Therefore, of the 69 Trainees who engaged during the entire funding period, 21 moved into sustainable work/education/training in the last year (03/04/23 to date). Examples include Trainees: <ul style="list-style-type: none"> - Starting full time employment with the film set construction company that they had been working for. - Enrolling in full time apprenticeship for Data Protection and Information Governance. 31 engagers supported by this funding have achieved sustainable employment outcomes across the entire funding period.
2b	70% will achieve a notable improvement in attitude/behaviour	End of Year 2	Of the 33 Switchback Trainees who engaged on our programme in the last year, 21 (64%) achieved a notable improvement in attitude/behaviour. Including Trainees: <ul style="list-style-type: none"> - Remaining positive during a turbulent time with housing issues and didn't let it deter them from the progress and goals they had set out. - Talking openly with Mentor about their stretch zone, and how this used to feel scary. Now feeling much more positive looking back at the progress made.

			<ul style="list-style-type: none"> - Speaking about how positive they feel now they are achieving the goals they had set out for themselves post-release. <p>For the entire funding period, so far 53 of 69 (77%) achieved a notable achievement in attitude/behaviour.</p>
2c	60% will write a CV	End of Year 2	<p>Of the 33 Switchback Trainees who engaged on our programme in the last year, 11 (33%) wrote a CV with their Mentor.</p> <p>For the entire funding period, 28 of 69 (41%) have done so.</p> <p>As discussed in our previous report, this is lower than our original target and below our benchmarks from previous years. We still offer this service to any Trainee that requires it, and also have a number of employer partners ready to support, but fewer Trainees are leaving prison without a CV. We believe this is positive news, and supporting people to be ready for release with things like CVs and passports in place before release has been a key campaigning point of Switchback and many other criminal justice charities, and something that the PELs have had a degree of success in achieving.</p>
2d	60% will achieve a practical education and training outcome	End of Year 2	<p>Of the 33 Trainees who engaged on our Switchback programme in the last year, 30 (91%) achieved a practical education and training outcome. Examples of this includes Trainees:</p> <ul style="list-style-type: none"> - Having been offered a place to study Business Management at University at Arden University. - Completing a coffee training course with Redemption Roasters. - Starting attending college to complete 3-year electrical engineering course. <p>For the entire funding period, 62 of 69 (90%) achieved a practical education and training outcome.</p>
3. Progress made towards the third expected key achievement?			
<p>Explore methods to improve external communications to partners and Trainees. We are seeing that despite meeting new employers, there is a slight disconnect between the opportunities available and getting them out to Trainees to apply to.</p> <p>We have made progress against this achievement over the past year, but it is still a big challenge for us. We are continuing to work on our Salesforce database to get our partnership dashboard up and running, which will support our team to be kept up to date with live opportunities for Trainees.</p> <p>What has been really positive over the last year is that engagement from former and current Trainees is much higher than when this grant began and is likely due to the stability of the team and the</p>			

consistency of our activities – we now run more development sessions/training experiences/EbE monthly and we are communicating these verbally and working with more Trainees so more Trainees can then engage.			
Measures for this achievement		Target date	Progress towards these measures
3a	Explore how to continue staying in touch with former Trainees through researching and trialling the best methods.	End of Year 2	<p>We are currently looking into the text service to support with comms to former and current Trainees. This would support all of our external communications with Trainees for all Switchback opportunities and will therefore not rely on one Mentor to be communicating with a Trainee. In the last year we recontacted all of our former Trainees from the last 2 years (where we could get hold of them) asking for up to date details and progress updates. This really helped to reengage with many of our former Trainees, and has helped with our stats and reporting on reoffending and sustainable employment.</p> <p>A lot more Trainees have been engaged in EbE, and the board has been going from strength to strength – thanks to our Participation Coordinator Elton. EbE is now meeting monthly and works to shape our policy and campaigning work, as well as continually improve our delivery.</p>
3b	Restart our email newsletter or alternative based on the research above, to share employment and training opportunities.	End of Year 2	<p>In the past year we refreshed our newsletter which included multiple work and training opportunities. This was a big piece of work and we had hoped that it would be well received and lead to significant opportunities for Trainees. Unfortunately, we have learned that email isn't the most appropriate way to be communicating with Trainees and we want to explore what could work best. One of the challenges is we don't have up to date email addresses for a number of the Trainees, so a text service would work better. As above – this is something that we are now trialling.</p> <p>We also communicate with Trainees in other ways, such as for EbE we have a WhatsApp group, and we also rely on individual relationships and Mentors calling their former Trainees. This does put extra burden on Mentor's workloads and has implications when a Mentor is off sick or leaves Switchback.</p>
3c	Explore how we can further support Trainees who are moving on from the programme at	End of Year 2	All Trainees know they can keep coming back for ad hoc support after the 12 week programme is complete and we have many activities that Trainees can take part in such as regular football sessions, trips to employers (such as LinkedIn, Dentons and Livingbridge) and our monthly EbE sessions.

	<p>the office e.g. develop a space for former Trainees to use Switchback laptops to update CVs and apply for jobs.</p>		<p>Former Trainees have been much more engaged at Switchback over the past year, and we have become a lot more structured in planning our experiences and this has helped to bring Trainees into the office more.</p> <p>Due to constraints in office space we haven't managed to create a dedicated space for Trainees to come and use although there is room when this is required. We are still exploring opportunities for developing our office space as well as the potential of working with partner organisations to offer space across London so that we are more geographically spread.</p>
<p>4. Optional – please detail progress towards the additional expected achievements you told us about.</p>			
<p>In August 2023, we were delighted to host Triangle Trust trustee, Doreen Foster, at The Dusty Knuckle Bakery and introduce her to our Head of Fundraising, Jack Robson, our CEO, Sian Williams, and our Partnerships Manager, Celine Tinne. We were really pleased to tell Doreen more about our work, and the challenges and successes we have found during this grant period. We were also very grateful to her for her enthusiasm and offers of connections that she made.</p>			
<p>Progress towards these:</p>			

<p>5. Please tell us a little bit about the young people you have worked with over the past 12 months with our funding. We are keen to understand how many young people who have received support fall into one of our priority groups.</p>	
<p>Total number of young people worked with</p>	<p>33</p>
<p>Number of young people from BAMER communities</p>	<p>22</p>
<p>Number of young women</p>	<p>0</p>
<p>Number of young people with experience of the care system</p>	<p>4</p>

<p>6. Please tell us about the young people you have worked with over the full funding period of your grant. We are keen to understand how many young people who have received support over the past 24 months fall into one of our priority groups. (Please only include young people directly supported through Triangle Trust funding)</p>	
<p>Total number of young people work with</p>	<p>69</p>
<p>Number of young people from BAMER communities</p>	<p>55</p>
<p>Number of young women</p>	<p>0</p>
<p>Number of young people with experience of the</p>	<p>13</p>

care system

7. Did any aspect of the grant delivery not progress as expected and were any subsequent changes made? Please answer in no more than 150 words.

In our last report, we had updated you about the new relationship we had developing with Fortnum & Mason. Over the past six months, this has not progressed as we had planned, and managing that relationship became a fairly large part of Celine's role. We found that with a number of organisations, we are having to put in a disproportionate amount of resource, sometimes resulting in no opportunities for our Trainees.

From this, we are looking towards the future and asking ourselves what supportive work looks like for our Trainees? How do we share that with employers and training partners? And how long should we be supporting Trainees whilst they are in work but once they have finished our Switchback programme?

8. Did the expected results of the grant remain the same or did they change? If they changed, tell us why and detail what this helped you to achieve. Please answer in no more than 150 words.

We are really pleased with the results we have achieved over this funding period, massively increasing the number and range of partnerships and opportunities for Trainees that we can offer. To an extent, this has been a learning curve. As discussed above, we have realised the extent of support that some employers need in order to offer good work or training to someone with experience of prison and have found that adequate vetting and training is key. We have seen that some relationships and opportunities have been slower to cultivate than we thought, but some like our film training programme has been incredibly successful.

With a new CEO in post from October 2022, we undertook a review of our programme and ensured our programme met the current needs of young men being released from prison. A key success of focusing on this aspect has been that engagement from current and former Trainees has been through the roof!

9. Were there any unexpected outcomes from the project that you had not planned for?

When we started the grant, it was hard to know how the sector would bounce back from the pandemic, and we experienced the hospitality industry really struggling which is where a large number of our referrals came from.

As mentioned above, after consulting with EbE we knew that the creative industries were really important to build on and we explored what we could develop and offer.

We couldn't have predicted the success of the film industry training and the really successful partnership we have built with our supporters who are producers in the film industry. Celine has worked incredibly hard to work alongside them to develop the training programme, and we are so pleased to have ensured that there were move on options from the training into work experience and then paid employment in the film industry.

10. Is there anything you have not included elsewhere in the report that you feel we should know? E.g. you might have some wider reflections about the impact of the grant overall both within your organisation and beyond. Please answer in no more than 150 words.

This year has also seen considerable effort to enhance and expand our corporate sponsorship offer as part of our wider partnerships work. We have recently completed a Corporate Partner information pack and have started to take this out to interested parties.

This has already been fruitful and we are currently developing two new corporate partnerships. The first is with law firm Peters + Peters and the second is with the recycling company, Bywaters.

We are incredibly grateful to The Triangle Trust 1949 Fund for providing this core support towards developing our partnerships work. It has given us the freedom to create an emergent partnership offer, learning and adapting as we go. Not only has this meant that we have a much more varied and exciting range of opportunities for Trainees, it has also supported with income generation.

11. Please tell us of any safeguarding concerns that were raised during the year and how these were dealt with.

In the last 12 months, we had nine safeguarding incidents involving Trainees who we were working with on our Switchback programme. These safeguarding concerns were related to incidents outside Switchback's control that our Mentors needed to support those Trainees through so that they, and those around them, were safe.

We receive Risk Assessments from either a probation officer or prison worker for every Trainee we take onto caseload/ have referred to us before we start working with them, so we can assess if Switchback is the right support for them. We also have a clear Safeguarding Policy in place should an incident occur whilst working with a Trainee. Our Leadership team and full Delivery team attended safeguarding training designed for Switchback in 2023, and our designated safeguarding leads have updated our Safeguarding Policy in line with this.

Each Trainee is different, and despite Risk Assessments, needs can become clear as we're working with Trainees. It is therefore imperative that Switchback Mentors work closely with all the other professionals/agencies who are working with their Trainee so that we can work together on the issues he is facing and ensure he gets the best support for him. For the nine safeguarding incidents in 2023, we followed our Safeguarding procedures as follows:

- The Head of Delivery was informed immediately by the Switchback Mentors working with the Trainee, so they could support and instruct next steps of how best to support him, as well as ensure the safety of the team.
- Incidents were immediately shared with the CEO, Chair of Trustees and, where appropriate, wider staff team.
- Any relevant statutory services the Trainee was working with (e.g. Probation) were informed of the incident to assess if Trainee was at any risk of harm
- Relevant referrals to NHS or Crisis teams were made where needed.
- All incidents then reported at next Trustee Meeting

12. Please briefly outline the support that you have received through the Cranfield Trust via the Spark Programme. Please tell us what this has helped you to achieve. Please use this as an opportunity to update the information you provided in your end of year 1 report rather than just repeating this.

Sarah, our Delivery Manager and then Head of Delivery, was incredibly grateful for the mentoring support she received via Cranfield Trust. Over the last 18 months, Sarah stepped up to lead the delivery team at Switchback and valued the high-quality support she got very much. This helped her to meet the challenges of her new role and successfully lead a team that are doing really difficult and important work. We know she particularly valued the flexibility of Cranfield's approach, meaning she

could access support when she needed it. Sarah has now moved on from Switchback (as of February 2024).

13. Please complete the budget report to show how your expenditure compares to your original budget (this is in your year 2 reporting form that you completed at the end of year 1 of your grant).

Please also email us a copy of your latest annual report and full accounts independently examined by a qualified accountant covering the last 12 months (if you have not already sent them).

Predicted		Actual
Salary	£28,252	£28,340
Employer NI	£2,641	£2,567
Employer Pension	£1,450	£1,404
Real-Work Training Partner costs	£4,679	£4,711
Total:	£37,022	£37,022

If you have unspent funds of more than 20% of the value of the first year of your grant please explain how this has occurred and how this will be spent in year 2.