

MEETING 09/01/2014

Ref: 11945

ASSESSMENT CATEGORY - Positive Transitions to Independent Living

The Switchback Initiative

Amount requested: £109,185
(Revised request: £96,578)
Amount recommended: £96,000

Adv: Joan Millbank
Base: Tower Hamlets
Benefit: East London
including Tower Hamlets,
Islington, Hackney.

Purpose of grant request: Salary and related costs for additional specialist worker providing long-term, semi-therapeutic relationships for young adult offenders, providing stability and a reduction in re-offending during resettlement.

Background

The Switchback Initiative (known as Switchback) works to keep young adult offenders from going back into prison. It provides an intensive mentoring programme that helps 18-24 year old offenders (trainees) make lasting change after release. Mentors work with each trainee to develop and progress an action plan, while acting as a constant 'anchor' amongst the different organisations and people that trainees encounter.

The need to provide long-term, intensive support for young offenders is evidenced by the high recidivism rates i.e. young people account for 1/3rd of those sentenced to prison each year and 1/3rd of the probation service caseload. With new custodial sentences costing up to £95,000 per prison place and a 21% reoffending rate amongst Switchback trainees (compared to a national average of 58%) Switchback is seeking to provide more effective and efficient ways to address youth recidivism and resettlement. Set up in 2008, Switchback has helped 54 trainees (54%) settle into work or education.

Funding History

None.

Current Application

Switchback is seeking three year funding to allow them to employ an additional (fourth) full-time mentor, together with project on-costs including trainees' expenses (food, telephone top-up and travel cards) and management costs for three years. A minimum of 10 trainees per annum will benefit through intensive one-to-one support from this person.

The Switchback programme has three stages: work within 13 prisons to identify potential trainees and support their preparation for release; on release, providing catering and front-of-house training at the Crisis Skylight Café; and then facilitating trainees' access to further training, work placements and direct employment through partnership work with

40 London restaurants. Mentor support focuses on each trainee's personal development, emotional and mental wellbeing and job-readiness. Individual goals, stability and achievements are set out, monitored and measured using a bespoke outcome framework. The relationship continues into the first month of trainee's employment and the average length of contact is nineteen months.

Switchback mentors undergo Her Majesty's Prison Service security clearance and training processes. The Switchback programme is seen as complimenting each offender's formal release and resettlement pathway. Switchback will not accept contract funding in order to maintain appropriate flexibility and responsiveness to individual trainee needs.

Financial Observations

Audited accounts for the year ended 31 December 2012 show a deficit of £152,221 (112.4% of turnover), comprising deficits of £125,702 on unrestricted funds and £26,519 on restricted funds. The charity advises that this deficit was due to planned spending on extending the staffing structure to meet the strong demand for services. This was financed from surplus unrestricted reserves.

The reserves policy states that the charity aims to hold free unrestricted reserves equivalent to six months' worth of running costs, which equates to £177,658 based on 2014 budgeted expenditure. At 31st December 2012 free unrestricted reserves stood at £174,983, equating to 5.9 months' worth of 2014 total expenditure.

The latest forecast for 2013 shows a surplus of £1,520 (0.5% of turnover) all on unrestricted funds. Total income for 2013 is estimated to be £307,916, of which £261,917 (85.1%) had been confirmed at 31st October 2013. The budget for 2014 shows total income of £390,348, of which £139,848 (36%) has been confirmed as at 28th November 2013. After total expenditure of £355,316 a surplus of £35,032 (9.0% of turnover) is anticipated all on unrestricted funds. This would increase the free unrestricted reserves position to £211,535, 7.1 months' worth of total expenditure.

Officer's Appraisal

Switchback was founded on a premise that a lack of continuity of support as well as information prevents young ex-offenders from realising the options they have. The mentor acts as a trusted ally providing intensive, tailored, support around the transition from prison to community. They work to build self-reliance and stability amongst the trainees in ways that avoid dependency. While paid mentors raise the costs of the provision the potential results are enticing. Following submission of the original proposal and costings the organisation has revised the bid in order to

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apply for three full years and to incorporate some other income now confirmed. These alternative funds will meet most of the caseload costs. The recommendation has been adjusted accordingly.

Recommendation

£96,000 over three years (£31,000; £32,000; £33,000) towards the salary and running costs of a Switchback Mentor to provide long-term, semi-therapeutic relationships for young adult offenders from London.



The City Bridge Trust

Charity Registration Number: 1035628

Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:
(office use only)

11945

Date Received:

04/07/2013

Programme
Area:

06

1. About your organisation

Name of organisation applying for grant: The Switchback Initiative (known as Switchback)	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: 3rd Floor, Norvin House 45-55 Commercial Street London	
Postcode: E1 6BD Is this your home address? No	
Contact person: Miss Slaney Wright	Position: Founding Director (Development)
Phone: 020 7650 8989	Fax:
E-mail: slaney@switchback.org.uk	
Website: http://www.switchback.org.uk	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 1125100	
Date organisation established: 21/07/2008	

2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Positive Transitions to Independent Living
Purpose for which funds are requested: (25 words maximum) Salary and related costs for additional specialist worker providing long-term, semi-therapeutic relationships for young adult offenders, providing stability and a reduction in re-offending during resettlement.
How much funding is requested? Year 1: £27,030 Year 2: £40,469 Year 3: £41,686 Total: £109,185

3. Aims of your organisation

Switchback is an intensive mentoring programme that helps 18-24 year old offenders make real, long-lasting change after release. Our mission is to change the way that our Trainees think about and participate in society.

Switchback aims to support young adults (Trainees) to build on skills learnt in prison kitchens so that real, lasting change is possible after release. By combining an intensive mentoring relationship with a practical programme, we are able to make employment a realistic option for this vulnerable group.

4. Main activities of your organisation

A team of Switchback Mentors (SMs) build individual, unconditional, long-term and motivational relationships with a small caseload of Trainees each. SMs act as a constant, reliable anchor amongst the different organisations and people that Trainees encounter.

The Switchback programme has three stages:

Prison: Prisoners with experience of prison catering volunteer to take part. During their last three months inside, their SM visits regularly and they start planning for the Trainee's release.

Training: Trainees start at the Crisis Skylight Café in London as soon as they are released. Working in the kitchen or front-of-house, they receive professional training. Their SM helps them to learn how to make the right choices, get the help they need and take part in new experiences.

Work: We then work closely with a wide range of employers and arrange visits, work placements, mock interviews and job applications. Our support does not end once Trainees have taken the major step into work. We continue to focus on building stability in other areas of their lives to help ensure employment is sustained and rewarding into the long term.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
5	1	6	0

6. How do you support your volunteers?

Switchback chooses not to use volunteers, other than for occasional events, as we are committed to ensuring long-term, unconditional support for Trainees on our programme. The intensive nature of our work means that we believe this work should be delivered by paid staff only.

7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	2 years into a 4 year lease

8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended - **Month: December**

Year: 2012

Income received from:	£
Voluntary income	134,856
Activities for generating funds	0
Investment income	512
Income from charitable activities	0
Other sources	10
Total Income	135,378

Expenditure:	£
Charitable activities	272,119
Governance costs	8,850
Cost of generating funds	6,630
Other	0
Total Expenditure:	287,599
(Deficit)/surplus for the year:	(152,221)

Asset position at year end:	£
Fixed assets	3,804
Investments	0
Net current assets (liabilities)	198,378
Long-term liabilities	0
*Total A:	202,182

Reserves at year end:	£
Endowment funds	0
Restricted funds	23,395
Unrestricted funds	178,787
*Total B:	202,182

* Total A and Total B must be the same and should be taken from your balance sheet

9. Statutory funding

For the financial year above, what % of your income was from statutory sources?

0%

10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

Andrew Fleming-Williams joined our board of Trustees in June 2013. There have been no other significant changes.

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?

12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:
(i) City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)
(iv) Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv)			
(v)			
(vi)			

13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
JP Getty Junior Foundation	25,000	25,000
Lloyds TSB Foundation for England & Wales	30,000	0
Esmee Fairburn (TASK grant)	15,000	10,000
Tudor Trust	25,000	0
8 grants of between £10,000 and £15,000	60,000	30,000
14 grants of up to £5,000	26,300	27,561

14. What steps is your organisation taking to reduce its carbon footprint?

Switchback undertakes a number of activities to reduce our carbon footprint. These include

- Recycling as much office waste as possible (paper, packaging, ink cartridges) through re-use and available recycling schemes.
- Only using washable cups / glasses / crockery in the office.
- Ensuring that all electrical equipment and lights are turned off when not in use.
- Encouraging and supporting all staff and Trainees to use public transport or bicycles when possible (including providing Trainees with London Travelcards for programme related activities).
- Working with the Crisis Skylight Café to support Trainees to use and understand the importance of seasonal, local and ethically sourced food (including Fair Trade goods) where possible.

We are committed to continually reviewing and amending our activities to ensure we minimise our impact on the environment in the future.

15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

Need

There is an unacceptable human and financial cost to the numbers of young adults that reoffend:

- While people aged 18-24 account for 10% of the UK population, they account for a third of those sentenced to prison each year; a third of the probation service caseload and a third of the total economic and social costs of crime (Transition to Adulthood, 2010).
- More than 58% of young adult offenders are reconvicted within one year of release from prison (Hansard, 17/01/11).
- High recidivism is expensive; new custodial sentences cost up to £95,000 per prison place per year.

Switchback is committed to growing, and sustaining our work -- reaching out to more prisoners and ensuring that Switchback builds degree of structural resilience to help safeguard that service.

Delivery

The Switchback programme delivered by our team of dedicated Switchback Mentors (SMs). Each taking on a small caseload of Trainees, they build unconditional and motivational relationships and encourage and challenge Trainees to make their life more stable as they move through the prison gate. SMs provide a consistent anchor amongst all the organisations and people that Trainees encounter, and support the Trainee through a series of work placements, professional training and employment itself.

An additional SM will enable us to reach an extra 10 new young adult offenders annually. Allowing for the new SM to build their caseload and receive the training required, funding will directly support an additional 25 Trainees over the project period.

Aims and Outcomes

By December 2016, we will;

- Have recruited, trained and embedded an additional SM
- Recruit an additional 25 Trainees.
- Support over 50% of Trainees to move on to a new way of living that includes work or education.
- Achieve a reoffending rate of below 20%.

Why Switchback?

Switchback's proven model of delivery has a significant impact on the Trainees we support. It directly meets the priority area "more ex-offenders successfully resettled within the community and re-offending reduced".

- 54% of Trainees have successfully changed the way that they think about and participate in society -- sufficiently settled in work or education to sustain a new way of life.
- Our reoffending rate is a third of the national average (17% compared to the national average of 58%).
- Since 2008 we have helped an average of 13 Trainees a year secure a permanent job.

We have a strong reputation for reliability, authenticity and integrity. We have been uncompromising in our commitment to facilitating change that is both genuine and long lasting, avoiding statutory funding which would dictate programme length or outcomes for Trainees.

Principles of Good Practice

1) User Engagement

Our programme is premised on each Trainee taking control, effectively 'designing' their own programme, with Action Planning acting as a form of constant consultation. Due the nature of the beneficiaries, it is rare that past Trainees are asked to return in order to help us develop. A clear line is often drawn between Switchback and their next phase.

2) Value Diversity

Switchback's model doesn't suit every prisoner. We try to meet every eligible prisoner (aged 18-24; sentenced with three months left to serve in custody; from East, North East or South East London), and last year 24% committed to becoming a Trainee. We have no restriction on length of sentence and the only restriction on offence type is that Trainees are not sex offenders (we do not have the specialist skills required).

3) Volunteers

Due to the length and intensity of SMs' relationship with Trainees, we don't use volunteers apart from for very occasional one-off projects (e.g. running events).

16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

Switchback maintains a comprehensive, bespoke 'Trainee Database' which enables us to track engagement with our programme and record all project and programme outcomes. This includes information about any reconvictions.

The database is updated weekly by SMs, who use information from Action Plans, conversations with Trainees, feedback from other relevant people (e.g. probation officers, family members) and their own knowledge.

Specific achievements and changes in stability are recorded under ten different areas of life.

Achievements are tracked using 40 "Switchback Outcomes" such as: moving into appropriate accommodation, addressing a health issue and building a positive relationship. These allow us to track progress towards Trainee's own goals.

Stability is recorded as "unstable", "stable" or "enabling" in each of the ten areas every week, giving a detailed picture of how well a Trainee is resettling.

All project outcomes and progress of our caseload will be evaluated by our Trustees every quarter.

17. Beneficiaries

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year? **56**

What age group will benefit? **Over 16 years**

In which local authority is your organisation based? **Tower Hamlets**

Which borough(s) of Greater London will benefit from this grant?
(if more than one, please give % for each)

Tower Hamlets (30%); Islington (20%); Hackney (20%); Other (30%)

At what address will the activity be located?

The vast majority of activity will be delivered in Tower Hamlets, however initial meetings with Trainees will take places in prisons across the South East.

What will the ethnic grouping(s) of the beneficiaries be?

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			100

What proportion of the beneficiaries will be disabled people?

0%

18. Funding required for the project

Revised

What is the total cost of the proposed activity/project?
(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Switchback Mentor Salary	25,000	25,750	26,523	71,023
Switchback Mentor Employers NI Costs	2,417	2,490	2,563	6,866
Switchback Mentor Training Budget	300	300	300	900
Switchback Mentor Clinical Supervision Costs	900	1,250	1,300	3,150
Switchback Mentor Travel Costs (including to prisons)	885	1,335	1,375	3,300
Switchback Mentor's Caseload Action Planning Expenses	5,460	8,034	8,275	19,884
Switchback Mentor's Caseload Other Expenses	709	1,063	1,095	2,631
Switchback Mentor Telecommunications	180	247	255	682
Switchback Mentor Workstation (PC, furniture etc)	750	0	0	750
TOTAL	36,601 36,506	40,469	41,686	118,756 118,661

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Esme Fairbairn foundation	5554	8198	8433	22178
TOTAL				

What other funders are currently considering the proposal?

Funder	£
TOTAL	

19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Switchback Mentor Salary	25,000	25,750	26,523	77,273
Switchback Mentor Employers NI Costs	2,417	2,490	2,563	7,471
Switchback Mentor Training Budget	300	300	300	900
Switchback Mentor Clinical Supervision Costs	900	1,250	1,300	3,450
Switchback Mentor Travel Costs (including to prisons)	885	1,335	1,375	3,595
Switchback Mentor's Caseload Action Planning Expenses	536	803	828	2,167
Switchback Mentor's Caseload Other Expenses	71	106	109	287
Switchback Mentor Telecommunications	185	247	255	687
Switchback Mentor Workstation (PC, furniture etc)	750	0	0	750
TOTAL	31,044	32,281	33,253	96,578

20. Funding requested from the Trust (continued)

When will the funding be required?

01/01/2014

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced?

Fundraising at Switchback is (and will continue to be) an ongoing activity which sees us receive funds from a wide range of charitable trusts and foundations and individual donors. No single donor provides more than 20% of each year's budget, meaning we are not reliant on any one source of income for our delivery.

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached?

N/A

21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

Referee

Name: Elizabeth Rantzen

Organisation: JP Getty Jnr Charitable Trust

Address:

1 Park Square West
London
W1 4LJ


Tel: 020 7486 1859

E-mail: elizabeth@jpgettytrust.org.uk

Declaration on behalf of applicant organisation

I, SLANEY WRIGHT (your name)
am an authorised representative of
SWITCHBACK (your organisation)
within which I am FOUNDING DIRECTOR (DEVELOPMENT) (your position)

To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Signature  Date 10/7/13

How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email raiseyourconcern@cityoflondon.gov.uk

Return the completed form to: **The City Bridge Trust**

City of London
PO Box 270
Guildhall
London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight