

SWITCHBACK

Switchback supports 18-24 year olds involved in prison catering to develop the confidence and skills to make a positive and sustained change in their lives...

Strategic and Operational Review for Switchback

75% of young adults leaving custody are back inside within two years. Before their release, they will tell you with determination that this is their last time in prison.

Switchback founders, Alice Dawnay and Slaney Wright, had been wrestling for some time with their vision of how to address the issue of high reoffending rates in young adults when they started Switchback from a kitchen table in July 2007. With 18 years combined experience working with young people, they designed Switchback having seen the success of projects with one person acting as a single point of contact for offenders as they move through the prison gate.

Slaney and Alice approached WCoMC in July 2008 asking for an independent review of their medium term strategy and the capability of the Switchback operation to successfully deliver this strategy. The review examined all aspects of Switchback's strategy and the organisational and operational requirements to achieve their planned direction the travel.

Our work with Alice, Slaney and the Board of Trustees started in September 2008 and involved interviews with key personnel, prison visits, meetings with prison personnel and young offenders at varying stages of the Switchback programme. Our work provided a map of the Switchback operational process and identification of the potential organisational constraints and operational bottlenecks.

Our work ended in March 2009 with a succinct summary of our work with recommendations for enabling and ensuring continued growth, risk management actions and highlighted the extraordinary achievements and dedication of the founders: Alice and Slaney.

Our thanks go to Vincent Bryant who undertook this work for WCoMC.

November 2009

