

Delivery Manager

Switchback

JOIN OUR TEAM!

£34,445 - £40,903 depending on experience | Permanent | Full time (35 hours per week) | London/hybrid | Great benefits

Deadline: Monday 6th January 2025 09:00am

How to apply

To apply, please email the following to jobs@switchback.org.uk with the subject: Delivery Manager:

1. Your CV
2. A **cover letter (max 800 words)** telling us: (a) why are you the right person for this role giving clear examples of how you fit the person spec and (b) why you want to work at Switchback.
3. A completed **equalities form** [available here](#) (this is optional but will help support our equalities monitoring and will be treated anonymously and separate from your application).

If you'd like an informal and strictly private conversation about the role, please email jobs@switchback.org.uk.

Deadline

9am on Monday 6th January 2025

Interviews

First round – 13th January 2025. The panel will include a member of Switchback's Experts by Experience Board.

Feedback

As a small team we regret we are unable to provide feedback to candidates that are not selected for interview stage.

We are holding an online Q&A on Monday 9th December at 6pm with Charmaine Best (Head of Delivery), Kasey Keane (Delivery Manager), and Yasin Ali (Delivery Manager). If you'd like to join and hear more about us and the role, please register by emailing jobs@switchback.org.uk.



WHY JOIN SWITCHBACK?

Switchback is an award-winning small charity supporting young Londoners to find their way out of the justice system and build stable, rewarding lives.

Switchback's pioneering model is centred on a meaningful relationship between a Switchback Mentor and Switchback Trainee, beginning in prison and lasting as long as it takes after release.

This unique level of support is new territory for most Trainees: a frank, non-judgemental relationship with someone who's there for them on a daily basis, helping to navigate the turbulent transition from prison to community.

Switchback's intensive approach works. **In stark contrast to the national average – which sees around half of those leaving prison every year back inside within 12 months – just 9% of Switchback Trainees reoffend.** In fact, over 50% go into long-term employment, while 65% reach Switchback's unique benchmark of Real, Lasting Change.

In 2023 we've worked with 69 Trainees through-the-gate and over 800 young men pre-release, and we want to reach even more in 2024.

Building on 15 years of impact, Switchback works with others to inspire change across the justice system and beyond. In recent years we've made great strides shifting policy and perceptions, including through our groundbreaking podcast Time & Again, and the successes of Switchback's Reshape Release campaign, including the first rise in the prisoner discharge grant for 25 years.

You'd be joining Switchback's friendly team near to Spitalfields Market in the heart of East London. We offer flexible working, excellent benefits and training, and we have fun too.

Above all, we're a values-led organisation; make sure they resonate with you. We're also determined that our team is more representative of our Trainees, so we'd love to hear from people from Black or Asian backgrounds or with lived experience of the justice system. All appointments at Switchback are made strictly on merit.

This is an exciting time for Switchback as we're aiming to reach even more young Londoners while doing more to tackle social and racial injustice in the UK. Join us!



ABOUT THIS ROLE

Are you ready to support a dedicated team of expert practitioners supporting young prison leavers to transform their lives? **Switchback** supports young Londoners to live life differently after prison with award-winning results. At the heart of the organisation, our **Delivery Team** has grown quickly over the last four years to ten Switchback Mentors with two Delivery Managers and a Pathways Partnership Manager.

The **Delivery Manager** role leads on ensuring our team of Switchback Mentors, who work within prisons and the community, have the support, systems and processes in place to deliver the Switchback programme effectively, **maximising the impact for Trainees**. Caseloads are deliberately small; Mentors work with no more than five Trainees at a time, with an annual Trainee minimum target of 10-12.

The post holder will be responsible for **line managing Switchback Mentors**, providing support, development, and motivation to ensure the delivery of the Switchback programme to a high standard, in line with the organisation's approach and values. Additionally, they will ensure that the Delivery Team's operational processes are well-developed and effectively implemented.

Working alongside the Head of Delivery, CEO and one other Delivery Manager, you will ensure that the insights from our work with Trainees inform the continued development of our programme and methodology. You will also **support the Head of Delivery to implement improvements to our model**, including piloting and assessing new approaches and adaptations, so we can continuously strengthen and **grow our offer to reach more men in the justice system**.

This role will oversee the Trainee referral pipeline and partnerships, ensuring a consistent number of community referrals (Trainees referred by statutory and charity partners).

KEY DETAILS

Job title	Delivery Manager
Salary	£34,445 - £40,903 per annum, depending on experience
Hours	Full time (35 hours per week)
Contract	Permanent
Location	London (Spitalfields E1) / remote hybrid working. As a charity rooted in relationships, all staff are expected to work at least three days a week in the Switchback office.
Reporting to	Head of Delivery
Direct reports	Up to 6 Switchback Mentors
Start date	As soon as available
Benefits include:	<ul style="list-style-type: none">• 35-hour working week with flexible working possible.• 25 days' holiday rising to 30 days with service, plus bank holidays, plus 3 extra days holiday in the last week of December.• Holiday buy-back scheme after 2 years' service (10 extra days).• Strong commitment to staff development and training.• Generous pension scheme (5% employer contribution).• Cycle to Work scheme• Team away days and social events.• A free-to-access Employee Assistance Programme supporting mental health and wellbeing in the workplace.



KEY RESPONSIBILITIES

Manage and support Switchback Mentors in reaching annual targets to engage Trainees

- Oversee the induction of new Mentors and periodically review the induction process to ensure it remains up-to-date and aligned with current organisational policies and procedures.
- Line-manage Switchback Mentors and ensure they are supported to meet their performance aims, using data to follow progress and foresee trends.
- Provide tailored 1:1 and group support, advice and guidance to Switchback Mentors.
- Facilitate yearly and mid-year performance review meetings with Switchback Mentors to help them achieve personal and organisational objectives.
- Provide team members with appropriate motivational and development support, including communicating team goals and identifying areas for new training or skill development.
- Provide guidance and support to Mentors as they work within prison settings, helping them navigate the unique challenges of this environment.

Manage and support Switchback Mentors to deliver the Switchback model effectively and accurately

- Support the organisation to embody Switchback values.
- Lead team-wide processes to ensure consistent quality of practice across Switchback Mentors in relation to supporting Trainees, reviewing outcomes and use of our database.
- Facilitate regular opportunities for Switchback Mentors to share insights from their practice to support individual and team development.
- Identify and support Switchback Mentors with potential safeguarding issues and ensure all incidents are responded to according to Switchback's Safeguarding policy.

Drive the development of partnerships to establish a robust pipeline of Trainee referrals for the Switchback Programme

- Oversee the efficient operation of the Switchback referral process, developing and maintaining systems to ensure a steady and organised pipeline of Trainees. Regularly review and enhance these processes to improve effectiveness and consistency.
- Work with Head of Delivery to ensure the referral process works effectively to maintain Switchback Mentor caseloads at optimal levels.

- Identify and establish new referral partnerships by building relationships with relevant organisations, onboarding them effectively, and ensuring their active engagement with the Switchback referral process.
- Ensure referral organisations are kept informed and engaged with Trainee progress through the Switchback programme to encourage future referrals and problem-solve any challenges which may occur.
- Conduct regular reviews with referral partners, identifying opportunities for improvement and sharing best practices to strengthen collaboration and outcomes.
- Manage the referral inbox and allocate referrals to Mentors based on their skills, current caseload, and the complexity of each case, ensuring the best match for successful outcomes.
- Undertake any other duties as reasonably required.

PERSON SPECIFICATION

Are you full of potential but not sure you fit all the criteria? Apply anyway and we could help you get there! As a small, dynamic charity we're used to training and supporting brilliant people to learn and grow in their role. If you think you could fly in this position, get in touch.

Experience and Knowledge

- At least 2 years' experience of evidenced relevant high-performance, either managing a frontline team in a similar setting or in-depth knowledge of delivering Switchback's model to a high standard. You will be able to demonstrate the ability to manage diverse teams, handle performance management, and contribute to staff development and engagement.
- Proven experience in managing casework systems and processes, including supporting staff to effectively operate within monitoring and evaluation frameworks.
- Experience in utilising data to monitor and ensure successful performance in achieving organisational goals.
- Experience of working directly with vulnerable people, particularly those with complex needs, with a strong understanding of the challenges individuals face reintegrating back into the community.
- Experience of safeguarding and managing risk.
- Experience of developing and managing partnerships.

Skills

- Strong organisational skills with the ability to manage a full and varied workload effectively.
- Excellent skills in managing and leading people.
- Exceptional communication skills, with the ability to engage with individuals at all levels.
- Be prepared to occasionally work within a prison environment and support Mentors who regularly work within this setting.

Personal Attributes

- Alignment and commitment to Switchback's values and passionate about our ambition and purpose.
- A strong understanding of, and commitment to, always prioritising the best interests of our Trainees.
- Enjoy working with people from a diverse range of backgrounds.
- Resilient with the ability to quickly assess situations, adapt to challenges, and identify effective solutions.

A note for candidates with lived experience of the justice system

For some applicants, lived experience of the justice system may mean you are denied physical access to some or all of the prisons we work in. We have already factored this into our planning so that, for the right candidate, this will not be a barrier to success.

We are holding an online Q&A from 6-7pm on Monday 9th December. If you'd like to join and hear more about us and the role, please register by emailing jobs@switchback.org.uk.

DIVERSITY AND ACCESSIBILITY

Diversity

Switchback is committed to diversity in all that it does and aims to build a team representative of modern London, celebrating the differences that people bring with them as a vital resource. We welcome applications from the widest possible talent pool and we appoint on ability and merit irrespective of race, religion, age, disability (including hidden disabilities), marital/civil partnership status, sex, gender identity, or sexual orientation. We particularly welcome applications from candidates with lived experience of the justice system (personal or by association). Our diversity and inclusion policy is available [here](#).

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process (e.g. attending interviews.) Any requests will not affect your application.

"People only do what they know, and that depends where you grow up. To me, I knew how to sell drugs. In my community it's just normal to do crime. Switchback taught me and pushed me so much. I've learned to forget about crime. I've been shown a different route."

Jordan, Market Manager and former Switchback Trainee



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 stability in all areas of a Trainee's life. In all decisions we use the lens: "does this help us improve the prospects of young men leaving prison?"

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 to inspire wider change.

