

Ref Code	Organisation Name
2021-10-YO01	3Pillars Project
Visit Date	Visited By
10 th February 2022	Victoria Southwell (Zoom call)
Overall aim of the funding	
To increase the capacity of the 3PP team in London by employing an additional mentor with lived experience to work in both prison and community settings.	
Background to Organisation and governance	
<p>3Pillars Project (3PP) is a Charitable Incorporated Organisation that was registered with the Charity Commission in 2018. 3PP currently employs eight staff. A board of five Trustees support the staff team, two of whom have joined the board in the past year. The Trustees meet quarterly and have a strong mix of skills including business knowledge and strategy, leadership, legal expertise, research, youth crime and family law. 1 Trustee has personal experience of the care system. A Finance Sub-Committee is also in place which includes the Chair and another Trustee with finance expertise.</p> <p>3PP produces an Annual Strategic Plan that outlines key delivery goals. For the current year there are clear plans linked to rebuilding and growing the work that takes place in custody due to prisons having been inaccessible during lockdowns. The work plan also identifies the work that will need to be done to support young people who will need significant help to deal with the impact of having been in prison during the pandemic. Trustees engage in the development of the annual plans and also other key developments such as when GAMEPLAN, 3PP's model, was devised.</p>	
Leadership and expertise	
<p>On the call I spoke with Mike Crofts (Founder and CEO), Jen Mustoe-Castle (COO) and Jo Anthoine (Trustee and Chair).</p> <p>Mike set up 3PP in 2016 after leaving the army and volunteering at a rugby project based in Feltham YOI. His strong belief that prison is an infantilising system that doesn't nurture people nor encourage them to be accountable, alongside a positive experience of older soldiers taking on 'uncle' roles with new recruits led him to develop a different approach to engaging with young offenders. He is a passionate clear thinker who knows his limitations and is able to work collaboratively with those with more knowledge and experience. Mike works in a part time capacity.</p> <p>Jen has a charity sector and sport for development background and has been with 3PP since 2020 as an employee but previously worked with them as a volunteer. She is responsible for the growth of 3PP alongside the day-to-day project delivery.</p> <p>Jo has a background in trauma and welfare as well as a degree in International Business Development. When 3PP was started it was originally set up as a CIC and Jo was one of the Directors. When it changed to a CIO she became Chair of Trustees.</p>	
Aims and Activities	
3Pillars Project's vision is to deliver the world's leading sports-based mentoring programme for young men in the criminal justice system; those vulnerable to engaging in crime, in custody and recently released from prison. They empower participants	

through trust-based relationships and long-term engagement to reintegrate into their community, create positive change in their lives and transform their futures.

3PP works across the South of England and the Midlands delivering their GAMEPLAN intervention which embodies three academies supporting a young man's journey from prison into education, employment or training. It focuses on the three core pillars of exercise, education and ethos as a foundation for effective rehabilitation. Their holistic approach utilises positive role models, sport and the power of community to equip young men with a toolkit of skills to forge a brighter future.

GAMEPLAN has three core areas; 1) Rugby Academy which engages young people and adults in custody through an 8-week rugby programme providing coaching, a qualification, personal development and mentoring relationships; 2) Fitness Academy which is a post release community programme offering mentoring, fitness sessions, advanced qualifications and training and work experience opportunities. Participants are supported holistically to resettle back into their community; and 3) Leadership Academy where graduates of the Fitness Academy go on to support community fitness sessions and develop their ability to become leaders in the community. Employment opportunities and connections to partner organisations are provided as part of the Fitness Academy and Leadership Academy journey.

Annually 3PP works with around 245 young men in prison and community settings and to date have helped 16 into employment outcomes.

Safeguarding

3PP has a detailed safeguarding policy and a wide-ranging approach that reflects the range of venues they work in. Annual safeguarding training takes place for all staff and all staff are DBS checked. Staff working in the prison estate also receive an induction from the prison. Rugby Academy staff also observe RFU safeguarding protocols. There is a named Safeguarding Lead and staff carry out regular risk assessments.

Over the past 12 months staff have raised safeguarding concerns for a small number of participants where information has been shared with a staff member that needs to be followed up. These have all been in regard to self-harm.

Finances

Independently examined Financial Statements for the year ending 30th June 2020 show income of £84,168 against expenditure of £81,120 resulting in a small surplus of £3,048. Net current assets amount to £48,154 and this is also the reserve figure of which £40,654 is unrestricted. The reserves policy states that 25% of annual turnover should be held. Alongside this a Restricted Restructuring Reserve is also being built and the aim for this is for it to be 5% of annual turnover by 2023. Income for this financial year was impacted due to key events being cancelled due to the pandemic.

Budgets and funding predictions for the two-year period of the grant show an increase in predicted income each year. For the first year of the grant the income target is £200,000 and £110,000 has been secured. Year 2 has an income target of £250,000 and 20% of this has been raised so far. There is a strong fundraising pipeline in place though and 3PP is in the final assessment stages for a 5-year grant from the Lottery. I am confident that fundraising targets will be met despite the fact that 3PP have decided not to pursue government funding to avoid any conflicts of interest.

Good financial systems are in place. Day to day management is undertaken by the Operations Lead who is supported by the Finance Sub-Committee. Payroll and book keeping is outsourced and management accounts are produced for Trustee Meetings.

Current Situation and need
<p>When young people are faced with the harsh realities of the criminal justice system this can create a 'reachable moment'. 'In custody' services can provide a valuable and instrumental opportunity to advise and train young people in useful skills that will inspire resilience and more positive lifestyle choices.</p> <p>The pandemic has led to a significant reduction in 'in custody' provision which has had a profound impact on the lives of young people serving custodial sentences. Young prisoners have been spending up to 22 hours a day in their cells often only accessing education at the expense of employment and exercise activities. This has had a significant impact on their mental health, leading to social isolation and loneliness. They have also not been able to benefit from programmes that equip them with the skills to succeed on the outside. Those who are close to, or due for release, have been left unprepared to navigate the world outside of the prison gates without the services they would usually be able to access. This means that through the gate support has never been more crucial to ensure that a return to custody doesn't occur.</p> <p>Ministry of Justice data from July 2020 showed that 88% of offenders released from custody between March and June that year who were available for work were unemployed. In February 2021 the number of jobs (as measured by PAYE data) in London had fallen by 5% since February 2020. The difficulty of securing employment with a criminal conviction alongside the decrease in jobs in London makes securing a job for a young person on release from prison extremely difficult. Yet secure employment is seen as being one of the key factors in reducing reoffending.</p> <p>During prison lockdowns 3PP developed the community side of their work and have significantly progressed the Fitness Academy and onward employment support. With access now starting to open up in prisons it is time to ramp up that side of things again and will restart working in YOI Feltham and YOI Cookham Wood and later in the year in HMP Aylesbury. Due to the ongoing high numbers now engaged in the community and the need to deliver within the prison estate an additional Coach/Mentor is required.</p> <p>Around 90 young men will participate in Rugby Academy over the course of a year. Participants are identified through taster sessions and prison referrals. These young men then enrol on the eight-week programme, three such programmes will be run each year in Feltham and Cookham Wood. Once these young men are released, they will be able to access Fitness Academy and at least 20 young men will receive 1-2-1 mentoring and support for between 6-7 months. During this time, they will gain qualifications and be supported to move towards employment outcomes with employers that 3PP partner with who are well placed to provide secure job opportunities. They will also receive support to overcome the challenges of daily life and transition back into their family and community. The young men will additionally have the opportunity to return to the programme and become assistants and support other young people on the programme.</p>
Expected Key Achievements in Year 1
EKA 1
Improved employability prospects for at least 20 young men.
EKA 2
Reduced recidivism by key behaviours linked to reoffending being addressed through intensive mentoring and personal development workshops.
EKA 3
Marginalised young people, with a specific focus on Black or minoritized/racialised communities, feel more connected to their communities.

Request and Budget

3PP is requesting **£50,000** over 2 years towards the salary costs of employing a London Coach/Mentor. (Full salary costs are £30,988).

£25,000 in year 1 - £25,000 (contribution to Coach/Mentor salary).

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Conclusion

3PP uses an interesting Sport for Development approach to working with young offenders. This enables them to build strong relations of trust with traditionally hard to reach young men within the prison walls which then continues through the gate on their release via the Fitness Academy programme. With the hook being rugby in prison and wider fitness activities outside of prison, the young men they work with begin their learning journey in an experiential way, often without realising the skills that they are starting to build. 3PP describes Rugby Academy as being a 'trojan horse' in being able to build relationships. Sport is universally recognised as being an effective tool in enabling social change and 3PP has seen some impressive success in helping young offenders to develop new skills and move on to meaningful employment.

Mike is a key factor in the culture and ethos of 3PP and despite not having an offending background himself has a strong connection with and understanding of the issues the young men 3PP engage with face. His military background provides him with the strong belief that structure, strong support and clear accountability creates the right environment to help participants move towards more positive futures. He is very compelling and has built a strong network of contacts to support the employment outcomes that the project works up to. When we discussed the ultimate employment outcomes of our funding strategy and how the proposed project will link into these, he was very confident in sharing that currently employment opportunities outstrip the number of young people that they have for them. So, there would seem to be plenty of capacity to achieve the targets that have been set in the Expected Key Achievements form. When this form was discussed at the assessment a few small changes were made to some of the targets to make them more achievable and tangible but overall, I do feel comfortable with the proposed work for year 1.

The Fitness Academy takes place at Black Prince Trust which is a community sports venue in Lambeth. This facility has a great local reputation and serves both the wider community and also a large number of organisations who use sport and activities to work with vulnerable people. This means that 3PP's participants will not only benefit from accessing a community venue and being part of wider society but 3PP will also have lots of natural partners to work with to support the young person. This might be organisations who they will refer participants to for help with issues outside of 3PP's expertise or who they can work in partnership with around specific topics and themes.

At the assessment we discussed 3PP working only with young men. Mike felt very strongly that they were better placed currently to work with young men due to the differing nature of their offences and offending behaviour. He felt that they didn't have the expertise to work with young women and recognised that trying to fit them into a programme designed for young men would be short changing them. There is an aspiration to look at how this work could be developed in the future but is not an immediate priority.

The Sport for Development angle to this proposal makes it an extremely interesting one. Whilst this kind of intervention isn't something that you can just tag onto projects, I feel that other grantees would learn a lot from understanding the approach better and so this would be a good addition to the portfolio. The vast majority of participants that

3PP works with are also from BAME communities so whilst this doesn't meet our priority application criteria it will provide important support to one of our identified priority groups. Therefore, I would recommend supporting this application with a grant as the funding would help them to grow their employment outcomes significantly.

3PP applied for £50,000 over two years with the full annual salary costs for the London Coach/Mentor role being £30,988. Therefore, Trustees may want to consider increasing to the grant to the full amount that 3PP could have applied for which would mean awarding £60,000 over the two-year grant period. When discussed with 3PP at the assessment the £50,000 figure was included in the hope that it would increase the chance of success. This would have left 3PP to find just over £5,000 annually to cover the full salary costs though which whilst not significant feels like an unnecessary distraction.

Recommended Priority Rating		
Risk = Low	Difference to organisation = High	Priority = High