

Ref Code	Organisation Name
2023-10-YO58	180 Programme CIC
Visit Date	Visited By
1 <sup>st</sup> February 2024	Victoria Southwell (Zoom)
Overall aim of the funding	
To fund a Service Manager and running costs, to strengthen the infrastructure and scale up the existing young people's project and reach more young people who are at risk and on the edge of the criminal justice system.	
Background to Organisation and governance	
<p>180 Programme CIC (180P) was established in 2015 by a group of CrossFit enthusiasts who recognised that CrossFit training could be used therapeutically. It was registered as a CIC in 2018 and is currently applying for CIO status. 180P currently employs 12 paid staff, plus a number of sessional coaches. They also work with volunteer student counsellors. Six Directors support the CEO, and they meet monthly. Every three months they receive performance reports and management accounts and use the other meetings to consider specific issues. The Directors have a range of skills and expertise that include knowledge of the health and social care sector, policy work, legal knowledge, finance, business skills, young people, health and safety and safeguarding and compliance.</p> <p>180P has a strategic Plan that runs from 2020 – 2025. It has four strategic themes that are; 1. The right people and stable foundation; 2. Fulfilling Lives; 3. Engineering bigger conversations; and 4. Growing and diversifying income. Each of these themes have three measurable goals linked to them that articulate what the themes mean in practice.</p> <p>Trustees hold an annual away day that is used to help set the direction of the organisation and develop ideas based on “innovation and creation that is married with realism”. Consultation with participants is also gathered to shape and influence the work that 180P does. With the current strategy in its final 18 months the team is now starting to think about the next strategy for the organisation.</p>	
Leadership and expertise	
<p>On the call I spoke with Caroline Sagar (CEO), Claire Geldard (COO) and Lindsay Middleton (Director and Founder).</p> <p>Caroline has been CEO since 2018 and has a background in running charities. She led 180P through their initial stages of becoming a structured organisation and has overseen the delivery of support, development of projects and ongoing growth.</p> <p>Claire joined 180P as a staff member in early 2023 but had previously been a Director. Her background is in setting up Social Enterprises and working as a Speech and Language Therapist. She is leading the work to gain CIO status.</p> <p>Lindsay founded 180P as a result of addressing years of alcohol misuse and finding CrossFit to be a key part of her ongoing recovery. This led to her and a group of other members of the CrossFit gym she belonged to, some who also had personal experience of addiction, recognising the therapeutic value of the sport, and using it to</p>	

support vulnerable people. Over time they established their own gym CIC to generate income for more intentional support services that also addressed the link between addiction and offending.

### **Aims and Activities**

180P's vision is to create a lasting recovery that breaks the vicious cycle of addiction, crime, and prison, for good. They do this through bringing people together in partnerships to heal families, mend communities and help people fulfil their potential. The sport of CrossFit and the community are brought together with education, life coaching and peer support. People become physically, mentally, and emotionally well and socially connected.

180P deliver work in 3 key areas, all of which is focused on keeping things narrow and going deep to enable strong evidence to be built up.

- Adult Community Recovery Programme focusing on adult mental health and addiction. This project creates an environment for sustainable behavioural change that provides structure and routine whilst teaching participants to set and achieve personal goals.
- Prison Project that focuses on helping those serving sentences at HMP Lancaster to learn on the inside so that they can thrive on the outside. This involves running a CrossFit programme with men 6 months prior to their release and supporting them as they move from the prison estate to a community setting. Overall aims include improved mental and emotional health, reduced drug use, creation of purpose and plans for the future and building new social connections.
- Work with young people which focuses on preventing those who are vulnerable from becoming trapped in vicious life cycles. This project works with schools, police and children's social care and targets young people who are facing multiple disadvantage such as being NEET, excluded from school, in care, involved in gang related activity and having unaddressed trauma.

### **Safeguarding**

180P has a comprehensive approach to Safeguarding that is underpinned by a detailed and accessible policy that is reviewed annually. There is significant expertise within the organisation around Safeguarding, three members of staff have achieved Level 3 in Safeguarding Training, and the named Director is a Safeguarding expert. The CEO is the named Designated Safeguarding Lead.

180P has an approach they describe as "Keeping safe and Legal" and this covers all aspects of their safeguarding responsibilities. For each role there is a documented induction plan that identifies the level of safeguarding training that is required. The minimum level of training that would be received would be two online modules of safeguarding training alongside face-to-face safeguarding training that has to happen within the first six weeks of employment. Training is refreshed annually for all staff. All staff, coaches and volunteers have also received training around trauma informed approaches to supporting vulnerable people.

The CEO, COO and Named Director look at all concerns that have been raised every two months to identify the actions that were taken to address issues and the ultimate outcomes. This is also reported to the Board of Directors. Employees working directly with beneficiaries meet weekly to discuss any concerns and in the last four months there have been two incidences that have needed to be escalated externally.

## **Finances**

Unaudited accounts for the year ending 31<sup>st</sup> January 2023 show income of £475,116 against expenditure of £447,248 resulting in a surplus of £27,868 all of which was unrestricted. 180P holds fixed assets of £230,366 (which are made up of equipment for the gym) and has net assets of £72,634, all of which is unrestricted. 180P's reserves policy is to hold three months turnover and the cost of closing the organisation as a minimum. Reserve levels are currently under this amount.

Budgets and funding predictions for the two-year period of the grant show a planned growth of income and expenditure on current annual figures. By changing the status of the organisation to a CIO, additional funding opportunities will be available to 180P, and a significant pipeline has been developed. Currently a quarter of income has been secured for 24/25 alongside projected gym income of at least £120,000 per annum. There is also capacity to grow gym income by around a further third through increased memberships.

Good financial systems are in place that cover both the CIC and the gym, which is run as a social enterprise. The COO works alongside the Operations Manager to produce quarterly management accounts. A Director on the board with financial expertise also works with the operational team to provide additional financial scrutiny.

## **Current Situation and need**

According to a report by Lancashire Constabulary in 2022, 26% of all anti-social behaviour in Blackburn with Darwen and Burnley is youth related, involving groups engaging in risk taking activities, congregating, being rowdy and abusive, and contributing to criminal damage. Whilst for many young people, they grow out of low level anti-social behaviour, a growing number of young people in the local area are regularly being flagged to 180P by partner agencies. All of these young people have underlying vulnerabilities relating to growing up in poverty, childhood trauma, neglect, school exclusions and poor mental health. It is well documented that these kind of underlying factors contribute to criminal behaviour in young people.

Informal bi-weekly meetings with partners such as the Police Exploitation Team, Children's Social Care, Local Policing Team, Youth Justice Team and East Lancashire Child and Adolescent Service have flagged 35 young people in need of support who are involved in low level criminal activity. 18 of these are young people who have not received any kind of caution or conviction but who are deemed by partner agencies as being on the cusp of this. The rest are participating on prevention or diversionary programmes due to their offending behaviour.

Research also suggests that there is a direct link between being excluded from schools and getting involved in criminal activity. The latest Department for Education figures show that 582 pupils in the boroughs that 180P work in were excluded from school in the 2121/22 academic year. This data provides a strong link to the request from two large High Schools in the area who have requested support for pupils due to increased incidences in school of drug taking, unauthorised absence, violence, and gang activity. 12 boys have specifically been identified as needing support to keep them within education and away from more serious offending behaviour.

CrossFit is an accessible and growing activity that strives to create a community where people feel a sense of belonging that provides purpose and hope. The proposed project aims to change the behaviour of young people who are engaging in low level criminal activity by focusing on three specific areas. These are physically, mentally and emotionally, and socially. Each year a minimum of 30 young people will be offered a structured programme, three times per week, for between 6-12 months. They will

undertake a CrossFit workout, then attend a group workshop followed by an opportunity to relax afterwards in a safe space with peers and mentors. These sessions will foster discipline, self-motivation and perseverance, create a physical sense of achievement and develop team work and communication skills. Mentors will be allocated to each young person who will work alongside them, many of whom have themselves experienced the criminal justice system, who will provide support, motivation, and a positive influence. Group work sessions will be CBT focused and cover topics linked to risky behaviours which young people can link to their own challenges and goals.

**Expected changes in Year 1**

Social Impact Area 1	
Social and community cohesion	<ul style="list-style-type: none"> <li>• Increase in social capital and trust</li> <li>• Reduced anti-social behaviour</li> </ul>
Social Impact Area 2	
Individual Development	<ul style="list-style-type: none"> <li>• Improved self-esteem</li> <li>• Improved resilience</li> <li>• Improved team work</li> </ul>
Social Impact Area 3	
Health and Wellbeing	<ul style="list-style-type: none"> <li>• Reduced substance misuse</li> <li>• Increase in physical activity</li> <li>• Improved ability to avoid negative relationships</li> </ul>

**Request and Budget**

180P is requesting **£77,380** over 2 years towards the salary costs of a Service Manager and project running costs.

**£37,610 in year 1** - £30,410 (Service Manager salary), £2,000 (CBT facilitation), £2,000 (travel), £1,800 (CrossFit coaches) and £1,400 (activities).

**£39,770 in year 2** - £30,410 (Service Manager salary), £2,600 (CBT facilitation), £2,600 (travel), £2,340 (CrossFit coaches) and £1,820 (activities).

**Conclusion**

180P is an innovative and exciting organisation who are led by a team of passionate and knowledgeable staff and Directors. I was extremely impressed by the work that they do and the approach that they take in working with often quite vulnerable and complex adults and young people.

The proposed project certainly fills a gap in current local provision, and it was very clear at the assessment meeting that really strong relationships exist with relevant referral agencies. 180P also demonstrated a really strong understanding of the needs of the young people they will target through the project. They have already identified a significant number of young people who would fit the criteria for the project and key stakeholders are clearly keen to work with them to ensure that young people are able to access their support.

As someone who was unfamiliar with CrossFit both in terms of what it actually is and how it can be used to deliver Sport 4 Development outcomes I was impressed by the methodology and the additional support that has been built in to the programme. This is an organisation who is delivering a really high level S4D intervention but who are not really linked into the formal S4D sector. This presents a tremendously exciting opportunity to support 180P to continue their development and make the most of opportunities from a sector that they have not yet benefited from. Genuinely I feel that

their approach is on a par with some of the best S4D organisations that I have met, and this includes many that are leading in S4D.

As a relatively new organisation 180P are keen to learn and develop and the value that the Spark Programme would also add to the grant award would be significant. Not only their contributions to the Peer2Peer Exchanges but the opportunity to access either consultancy or mentoring support. They have already identified some key areas for organisational development that would be appropriate for a Spark Programme project.

This was a very well written application that translated into a well-run organisation and well-planned project. The move towards CIO status will be of huge benefit to 180P in enabling them to access further funding that is currently not accessible. The income from the gym will always provide a secure stream of unrestricted income and this enables them to develop new programmes and pilot projects that they can then present to funders backed up by a strong argument for need. This application is a really good example of that approach.

I feel very excited at the value that this project would add to our funding portfolio. It is a woman led organisation that uses a unique activity to engage with vulnerable people. It has demonstrated the impact that the programme has already made, and this grant would enable 180 Programme to build on their work with young people. Therefore, I would strongly recommend support with a grant as requested.

<b>Recommended Priority Rating</b>			
Risk = Low	Difference to organisation = High		Priority = High
Requested amount	£77,380	Recommended amount	£77,380