

<b>Ref Code</b>	<b>Organisation Name</b>
2023-10-YO01	3Pillars Project CIO
<b>Visit Date</b>	<b>Visited By</b>
24 <sup>th</sup> January 2024	Victoria Southwell (Zoom)
<b>Overall aim of the funding</b>	
To fund the development of the GAMEPLAN programme within Nottingham to provide a broader spectrum of sessions that prevent, support, and divert young people at risk of receiving their first criminal conviction away from offending behaviours.	
<b>Background to Organisation and governance</b>	
<p>3Pillars Project (3PP) is a Charitable Incorporated Organisation that was registered with the Charity Commission in 2018. 3PP currently employs 16 staff, three of who are part time alongside six freelance staff members. A board of seven Trustees support the staff team, three of whom joined the board in January 23. 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 growing the work taking place at Fitness Academy settings to enable the delivery of post release support. This also provides opportunities to deliver preventative initiatives in the community, an objective that links to this funding request. Trustees engage in the development of the annual plans and also other key developments such as when GAMEPLAN, 3PP's model, was devised.</p>	
<b>Leadership and expertise</b>	
<p>On the call I spoke with Jen Mustoe-Castle (COO) and William Mackinlay (Trustee and Chair).</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. A key element of her focus over the past year has been securing contracts with prisons.</p> <p>Will runs a barrister's Chambers in central London and has been a Trustee since mid 2022. He had supported 3PP in various ways before joining the Board as Chair.</p>	
<b>Aims and Activities</b>	
<p>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.</p> <p>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</p>	

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.

3PP works with 10 partner prisons and also runs a ROTL programme with two of these.

### **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. The COO is the named Safeguarding Lead and is trained to Level 3, as are two other members of staff. Since the last time 3PP was assessed they have clearly developed their approach to safeguarding, and this is reflected in the additional training that staff now receive and that is seen as being a key organisational priority. This includes training around trauma informed approaches.

3PP is aware that safeguarding for younger people is likely to be different to the older cohort they are more used to working with. Their policy has been updated to ensure that this is clearly covered and the staff who will be delivering this project in Nottingham have significant expertise. Good systems are in place to record concerns and the strong relationships 3PP has with referral and partner agencies enables clear channels of communication when concerns are identified and raised.

### **Finances**

Unaudited financial statements for the year ending 30 June 2022 show income of £172,382 against expenditure of £168,287 resulting in a surplus of £4,094 all of which was unrestricted. Net current assets are £98,257 which is the amount of unrestricted reserves. 3PP's reserves policy does not state an actual amount that should be held but rather a statement of intent as follows; "3Pillars Project work with a number of vulnerable young people and recognise that the removal of delivery due to funding shortages can undermine already precious levels of trust in their lives. The Trustees recognise that sound financial planning mean that we become sustainable and operate within the charity's needs. But on occasion, the charity may encounter challenges which affect funding streams. For this reason, the charity needs to build up reserves".

Budgets and funding predictions for the two-year period of the grant show a planned growth of income and expenditure for the period of over double the current annual figures. This links to a strategic decision to fundraise for some additional posts that will help to drive organisational growth, but which are not crucial to day-to-day operations if funding was not secured. One key area of growth is prison contacts, and it is likely this will add an additional £100,000 of annual income. A key strategy for 3PP is to continue growing income in this area. Other secured funding comes from Children in Need, Notts PCC, National Lottery, Lloyds Bank Foundation and City Bridge Trust.

Good financial systems are in place for an organisation of this size with day-to-day management the responsibility of the COO with support from a Trustee with a background in finance and an external book keeper. Good financial planning is done, and this is shared with the Trustees at meetings.

### **Current Situation and need**

Ministry of Justice data showed that Nottingham had the highest level of first-time entrants to the criminal justice system in 2022. It also has the highest level of permanent exclusions from state schools. The Children's Commissioner has published research that shows that 85% of young offenders in institutions have been excluded from school at some stage. Around 47% of people entering prison have no prior qualifications and nearly 2/3 (59%) of prisoners reported having truanted from school, with 42% being expelled or permanently excluded. Many prisoners have experienced little or no success in schools and this correlation suggests that the lack of attainment from school age is part of the reason why people end up in prison. With Nottingham having such high numbers of young people permanently excluded from school it is likely that a high number of young people there are at risk of entering the criminal justice system.

The point of arrest, prior to charge and court action, is often a key moment for young people at risk of committing serious youth violence. This window of opportunity for positive engagement with the young person can significantly impact their pathway through the youth justice system and potentially prevent future offending. Currently though too many young people go on to commit future offences despite having been arrested, due to lacking an understanding of the impact of crime on victims, having difficulties with emotional regulation and experiencing delays in the justice system dealing with them.

These young people also often exhibit low levels of pro-social skills/values, have low self-esteem, and lack positive relationships in their lives. They have often experienced trauma and crime as both a perpetrator and a victim. Therefore, support that helps to address their offending behaviour needs to recognise this and help the young person understand their trauma and address it to enable them to make better life decisions.

3PP's programme is fundamentally designed to support young people who have experienced trauma, help them understand this trauma and mentor them to make better life decisions. Research has shown that adverse childhood experiences have been linked with an increased risk of offending behaviour, which highlights the need for early, school age interventions. 3PP have run a small pilot programme reaching out to this group and have seen a huge amount of interest for the programme. Run out of a Community Gym the project uses high quality coaches to provide a place of safety, learning and fun for young people. Sport is the hook to get young people interested in the programme and as they start to see a progression withing their physical and sporting ability this transfers into other areas of their lives. The relationship and rapport that's built between the young person and the coach/mentor lays a foundation for them to give advice and guidance and be a stable and positive role model. This leads to improvements in the behaviour of the young person as they become more open to working with 'the system' including school/college or engaging and trusting local authorities. Young people will attend one weekly multi-sports session, 1 weekly community gym session and additional mentoring as required. Participants will also complete qualifications to help build their confidence and leverage employment opportunities. Sessions will be run by three highly trained mentors/coaches.

The Community Gym operates out of the Wildcats Arena, an aspirational local venue, at the heart of Sneinton, a part of Nottingham that sits in the top 10% of the Index of

<p>Multiple Deprivation. The programme has been co-designed with local children and young people at risk of exclusion, with the support of the Designated Safeguarding Lead at the local secondary school. This development builds on a collaboration with this group that has delivered a rugby programme in school time and a multi-sports session in the Wildcats Arena.</p>	
<p><b>Expected changes in Year 1</b></p>	
<p>Social Impact Area 1</p>	
<p>Education</p>	<ul style="list-style-type: none"> <li>• Improved attendance at school or college</li> <li>• Improved educational attainment and achieving qualifications</li> <li>• Fewer discipline problems</li> </ul>
<p>Social Impact Area 2</p>	
<p>Individual Development</p>	<ul style="list-style-type: none"> <li>• Improved self-esteem</li> <li>• Improved resilience</li> <li>• Improved managing emotions</li> </ul>
<p>Social Impact Area 3</p>	
<p>Health and Wellbeing</p>	<ul style="list-style-type: none"> <li>• Increase in positive health behaviour</li> <li>• Improved sense of physical wellbeing</li> <li>• Improved sense of mental wellbeing</li> </ul>
<p><b>Request and Budget</b></p>	
<p>3PP is requesting <b>£80,000</b> over 2 years towards the salary costs of 3 Coaches/Mentors, the Programme Lead and project running costs.</p> <p><b>£40,000 in year 1</b> - £16,875 (Coach/Mentor salaries), £5,375 (Programme Lead salary), £11,250 (facility hire), £2,000 (training and development), £2,000 (equipment), £1,500 (qualifications), £500 (marketing and meetings) and £500 (monitoring and evaluation).</p> <p><b>£40,000 in year 2</b> - £16,875 (Coach/Mentor salaries), £5,375 (Programme Lead salary), £11,250 (facility hire), £2,000 (training and development), £2,000 (equipment), £1,500 (qualifications), £500 (marketing and meetings) and £500 (monitoring and evaluation).</p>	
<p><b>Conclusion</b></p>	
<p>3PP is an existing grantee that was awarded funding in March 2022 for an employment project working with young men who have served a custodial sentence. They were a relatively new organisation who were starting to take some significant steps in terms of organisational growth and reach. Led by a dynamic founder who has merged his passion for rugby with his deep held belief that the prison system does not provide young men with the tools they need to stop offending, 3PP has gone from strength to strength. Working in two community locations – Nottingham and Lambeth – and on the prison estate, they have not only delivered strongly against the targets of their first grant but also professionalised and strengthened the organisation.</p> <p>The proposal for expanding their work more formally with a younger cohort of young men builds on work that they have already started in Nottingham. That work, alongside research and consultation, has highlighted the dire situation that many young people in Nottingham find themselves in. Their outcomes are based on building strong relationships with young people that they are currently engaging with and revising their offer over the past 12 months as they tested different approaches. This has informed the design of the proposed project and provided a level of robustness that that gave me confidence in their ability to deliver positive changes for participants.</p>	

A real strength of this application is the strong set of relationships that 3PP have with key agencies in Nottingham. They work closely with teams within the Youth Justice Service and also local schools, many of which request them to deliver projects within the school setting. A key referral partner will be a local school that has recently opened a Pupil Referral Unit, and a request has already been made by the Deputy Head Teacher there for 3PP to work with some of their vulnerable young people.

The securing of prison funding for the work that 3PP delivers on the prison estate has been a real boon for them and will contribute significantly to both their finances but also their footprint and reputation. This is an organisation who are going places, and I don't doubt that during the period of this grant that 3PP will build on this project and expand their offer to young people in the prevention space further. This funding will therefore likely not only make a difference to the young people that they work with in Nottingham but also help develop future services for young people in other areas too.

3PP would contribute a significant amount to the rest of the cohort but their participation in elements such as the Peer2Peer Exchanges will also support their own learning. This funding would formalise their entry into delivering a significant project with this group of young people and being with other grantees who are more established in this space will benefit their ongoing development of the project. With this in mind I would strongly recommend support with a grant as requested.

**Recommended Priority Rating**

Risk = Low	Difference to organisation = High	Priority = High
------------	-----------------------------------	-----------------

Requested amount	£80,000	Recommended amount	£80,000
------------------	---------	--------------------	---------