

Ref Code	Organisation Name
2023-10-YO63	TSA Sports and Education CIC
Visit Date	Visited By
28 th February 2024	Victoria Southwell (Zoom)
Overall aim of the funding	
To divert BAME young people in inner city Birmingham from further offending behaviour, gang associations, and entry into the formal criminal justice system through sports and personal development activities. 60 young people per year will access 6 hours of sport and mentoring each week.	
Background to Organisation and governance	
<p>TSA Sports and Education CIC (TSA) was established in 2019 and is a Community Interest Company that is registered with Companies House. TSA currently employs 7 staff, five are PAYE and the other two are freelance, and has two volunteers. TSA has three Directors (including Tanayah), one of whom is non-executive. The other two Directors have backgrounds in setting up CIC's, business management, sports therapy, and the employment sector. They meet monthly and the non-executive Director provides the CEO with support and challenge.</p> <p>TSA has a clear but brief strategic Plan that is quite top line and runs from 2024-26. It identifies three areas of long term development; 1) further strengthening partnership working with local business leaders, educational institutions and training providers, and directly relevant public services such as the Youth Offending Team across the region and the National Probation Service; 2) raising the profile and status of delivery programmes for both participants and partners and the community in general, and 3) develop the organisation to provide pre-vocational and vocational qualifications for young people engaged in programmes. These areas, although well-conceived, do not currently have any action plans underpinning their delivery. Developing this strategy further would be something that could be supported via the expertise of a Cranfield Trust consultant through the Spark Programme.</p>	
Leadership and expertise	
<p>On the call I spoke with Tanayah Sam (Founder and CEO).</p> <p>Tanayah set up TSA after completing a custodial sentence and turning his life around with the help of strong mentoring support and the realisation that his previous lifestyle would lead to an early death. He had been deeply involved in drug dealing and gang culture in his teens and twenties. After release from prison, he worked for two different charities working with ex-offenders and then decided to set up his own company. TSA enables him to use his life experience and learning to design projects which can engage young people, especially those from BAME backgrounds, and be a credible and authentic role model to them.</p>	
Aims and Activities	
TSA CIC is a social enterprise in the Nechells area of inner-city Birmingham which is committed to a not-for-profit model of steering young people away from a potential life of crime into a more healthy, stable, and lawful way of life.	

TSA's main objective is to reduce youth related crime and anti-social behaviour through the provision of sports and other activities such as music and video production, fashion design and creation. TSA specialises in working with young people in schools, prisons and the community who are; involved in serious youth violence, actively being involved in gang culture and serious crime, vulnerable to extremist influences, serving prison sentences or are on remand, and victims of crime who are subsequently at high risk of taking part in revenge attacks.

TSA works with over 2,000 young people each year through a combination of individual and group work. The main projects run are;

- Street Elite – a project which engages young adults almost at the door of the Courts. With support from Police and Probation teams, they work intensively with 18-25yr-olds to get involved in sporting activities initially and then to move on to sports coaching and volunteering. This provides a meaningful and accessible route back into further education and employment training.
- Lead Your Ship – a school-age diversionary programme which uses sports (especially cricket which is culturally relevant in many BAME communities) to build goal setting and achievement in young people. After building strong relationships this leads to vibrant and challenging discussions about young people's life experiences and the influences which are shaping their lives.
- After Hardship Comes Ease – working with school pupils on a class by class basis, using multi-modal workshops to highlight the risks of becoming involved in gang culture, drugs culture, child exploitation and offending. This is purchased by schools individually where they see a need for lived-experience intervention, and
- One-to-one Mentoring – 1-1 mentoring to young people across the West Midlands who are perceived as being at very high risk of gang culture. It uses the lived experience of staff and volunteers to open referred young people's eyes to the dangers they are on the edge of. This approach is mostly used with Looked After Children and those who are permanently excluded from mainstream education.

Safeguarding

TSA has a good Safeguarding policy that was developed with external support from Free at Last, a charity that works with children and young people. The approach to safeguarding has been informed by Tanayah's understanding that an organisation that employs ex-offenders needs to be able to demonstrate a robust and transparent approach to Safeguarding.

All staff are DBS checked and there is a named Designated Safeguarding Officer in the policy. The policy is reviewed annually. All staff receive safeguarding training as part of their induction and ongoing refresher training. The DSO has to attend enhanced training every three years.

Regular concerns are raised with external agencies and strong relationships with these agencies provides a solid foundation to escalate issues that need more formal responses as well as flagging concerns. TSA also has strong relationships with families and engage where possible with families directly when they have concerns that do not meet a threshold for raising externally. A clear process is in place to guide this. Concerns are logged on their Views database.

Finances

Profit and Loss accounts for the year ending 31 January 2023 show income of £214,742 against expenditure of £214,742. Cash in the bank stood at £35,071 of which

£10,000 is set aside for unrestricted reserves. TSA is exempt from the requirement to obtain an audit under section 477 of the Companies Act 2006.

Budgets and funding predictions for the two-year period of the grant show a reduction in income and expenditure due to the end of a DfE and Youth Justice Board funded project. All of the projected income for 24/25 has been secured and discussions are taking place with existing funders about their support for 25/26 with most indicating they will be continuing to support the projects they have been funding. Main funding currently comes from People's Health Trust, Berkeley Foundation, Change Foundation and earned income from training. TSA employs a freelance fundraiser to help them with writing and submitting applications and they are building a pipeline of new potential funders. The National Lottery and Sport England are key targets for the future. The fundraising approach also prioritises existing partnerships and building long term relationships.

Good financial systems are in place for an organisation of this size, and they are managed on a day-to-day basis by one of the Directors, who is the Head of Finance and HR, and has a financial background. Finances are discussed and reviewed at the monthly Director's meetings.

Current Situation and need

In its annual report for 2022, Birmingham Youth Offending Service noted that 167 serious youth violence offences were recorded against 99 children in 2021/22. This was an increase of 41.5% from the year before. These figures highlight the high level of organised crime in Birmingham which is seen to be a contributing factor to these figures and the jump in youth violence. The report also shows that Birmingham's youth violence statistics are second only to those of London, with knife crime a particularly significant issue and concern.

There is also a major concern about the number of BAME young people becoming involved in the criminal justice system. Birmingham Youth Offending Service notes that Black and mixed ethnicity children and young people made up 26.3% and 25.3% of violence offences respectively, despite only representing 10.7% and 8.4% of the 10–17-year-old population. It comes as no surprise that many of the inner-city wards are also those with some of the highest deprivation neighbourhoods and where BAME populations are relatively large. Within these, high rates of youth crime and gang activity are recorded.

Inner city Birmingham has long been recognised as an area of huge need for crime diversionary activities and TSA have worked hard to connect with Police and Youth Offending Teams to identify and engage with young people at the greatest risk. As a BAME led organisation, employing staff with lived experience of the issues their target beneficiaries are facing, TSA has a natural street authority with the young people they reach out to. This is supported by the positive results they achieve through their existing diversionary programmes.

This funding will enable TSA to expand their offer beyond a diversionary programme and support young people who have been formally referred by the Police and Youth offending Teams who are known to be actively involved in crime and offending behaviours. Two parallel programmes will be delivered – one aimed at under 18's and the other 18-25. Sessions will take place over 50 weeks and young people will participate for six hours per week in a range of sport activities alongside mentoring that will identify short and long-term goals. Reflection on where the young person is in their life and how they have reached that point and ongoing discussion about how to make changes for a more positive and pro-social approach to their lives and

communities will underpin the support. 120 young people will be supported over 24 months. TSA is requesting the costs of the equivalent of 4 mentors/coaches, management oversight and transport.

Expected changes in Year 1

Social Impact Area 1	
Education	<ul style="list-style-type: none"> • Improved attendance at school or college • Increased motivation and engagement in school • Improved educational attainment and achieving qualifications
Social Impact Area 2	
Social and Community Cohesion	<ul style="list-style-type: none"> • Reduced anti-social behaviour • Reduced gang participation • Increased volunteering
Social Impact Area 3	
Health and Wellbeing	<ul style="list-style-type: none"> • Increased physical activity • Improved family relationships • Reduced substance misuse

Request and Budget

TSA is requesting **£76,000** over 2 years towards the salary costs of specialist coaches/mentors and project running costs.

£38,400 in year 1 - £30,000 (coach/mentor salaries), £6,000 (management and core costs) and £2,000 (transport).

£38,400 in year 2 - £30,000 (coach/mentor salaries), £6,000 (management and core costs) and £2,000 (transport).

Conclusion and Recommendation

TSA submitted a clear and compelling application and the assessment meeting I had with the founder reinforced that positive impression of the organisation and the proposed project. TSA is a founder led organisation and the experiences of the CEO have defined the approach that they take to working with young people. Tanayah is a very open, honest, and modest person who has a deep understanding of the local area and of the challenges that local young people face in resisting getting involved in criminal activities. He also understands how quickly a young person can get lost in this world and how difficult it can be for them to exit it. His passion and commitment to ensuring that young people get the support they need has been the driving force of the organisation's development since 2019.

Originally set up as a Limited Company, Tanayah decided to move to CIC status and is now considering becoming a CIO. This will potentially open up additional opportunities for TSA but will also be a big piece of work for them. To achieve this and future growth, Tanayah does recognise that he needs to allocate more of his time to operational tasks, and less on delivery, and for this reason has identified a new role within the organisation. A Head of Sports Delivery will take on much of the front line work that Tanayah currently does, and a key priority for TSA is to identify funding for this role. The lack of capacity operationally is the reason behind scoring the risk associated with this grant as amber. I am not overly concerned as to date Tanayah has clearly built a great organisation with very little resource, but this does have the potential to pose a risk in the long term.

The proposed project is well planned and the referral routes into the project are strong and relevant. Tanayah and the rest of the team have built up relationships of trust with key referral agencies and on top of their on the ground knowledge are confident that they will easily achieve the beneficiary numbers that they are predicting. Splitting the beneficiaries into two age groups also makes sense based on the differing needs of the likely cohorts.

At the assessment we discussed the likelihood of young women accessing the project. Based on current local knowledge and patterns of engagement with existing programmes that TSA delivers, there is an expectation that young women will feature in the sessions. At least one of the coaches/mentors will be female to ensure that they are able to support any girls or young women who attend. Experience has also shown though that female coaches can also work extremely effectively with young men. So, this will allow the project flexibility dependent on the gender make up of sessions.

The support that will be offered across the 50 weeks will provide significant opportunities for young participants to gain support in a way that has been informed and designed by people who have been in that young person's shoes. The use of people who themselves have first-hand experience of the issues the young people are facing provides for authentic and meaningful interactions to be had and relationships to be built. Since TSA was established in 2019, 6 young men known to the organisation have died through violence and for Tanayah this is the driving force in him finding solutions to address this growing issue. Tanayah impressed me hugely and I could see that the culture of the organisation is a key success factor in the work they do.

TSA is exactly the kind of organisation that we should be supporting. They will benefit hugely from all elements of the Spark Programme and also bring significant value and knowledge to the Peer2Peer Exchanges. This will hopefully leave them in a much more secure place at the end of the funding. This is an incredibly strong and well-planned project and I recommend support with a grant. However, I would additionally recommend that the award be increased by £4,000 to the maximum available and that this be used by TSA to support their fundraising capacity.

Recommended Priority Rating			
Risk = Medium	Difference to organisation = High		Priority = High
Funding Recommendation			
Requested amount	£76,000	Recommended amount	£80,000