



**STREET  
LEAGUE**

**2019 – 20**

# **ANNUAL REPORT**

***REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020***

Registered charity in England and Wales (1101313) and Scotland (SC0 038884)

Registered in England and Wales Company No. 04974643

Amended submission



# A welcome from

I am pleased to be writing this introduction to what is the 10th annual report published at Street League under my tenure.

It is an incredible time to be reflecting on my tenure as Chair at Street League, as the impact of Coronavirus unfolds around the world. I was appointed to the Board as Chair in June 2011, at a time when youth unemployment had reached crisis levels. We recognised then that the need for Street League to help young people, aged 16 to 24 into work, education and training was particularly critical. We focused the charity's purpose and set an ambitious target to grow from three to 12 cities by 2014. This saw the team grow from 25 employees when I first joined to 107 this year. Annual turnover has increased from £2.4m to £5.8m and we have helped a total of 10,080 young people into jobs, education and training by 31 March 2020.

Whilst we grew, the central purpose and values were never lost. Alongside exceptional colleagues, at Board and the Executive level, we worked to ensure Street League also got 'better' as we worked to get bigger. We are a charity that takes pride in the quality of our work, the evidence of our social impact, and the honesty with which we report it. Our work in this area saw us earn several awards, including: the 2012 P&G UK Impact Award (BeyondSport), the 2016 Social Impact Award (Social Enterprise UK), and the 2017 Third Sector Excellence Award for Best Annual Report.

In the past year we commissioned Cass Business School to undertake a governance review, which is described in greater detail in the governance section of this report. It celebrated the strong governance we had in place and set out recommendations to further strengthen it, which my colleagues and successor will continue to review and take forward in the year ahead. We have also undertaken to develop our Board with the appointment of trustees who bring with them an understanding of the Scottish operating environment, where the majority of our services are located. I am delighted to welcome to the Board Jonathan Rennie, a solicitor and partner at TLT LLP who specialises in employment and sports law. I must also thank David Reilly, who stepped down in December this year and who has been a valued trustee since 2017.

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# our Chairman, Mike Parker

These past 12 months have been a year of reflection, change and setting Street League up for a successful decade ahead. For the first part of 2019-20 I increased my level of involvement, taking on the role of Executive Chair, whilst the five members of our senior management team worked collectively to lead the organisation through a restructure. During that time, I, with my Board colleagues, worked to assess and understand the right structure for the charity's leadership. We concluded that the best approach for Street League's long-term future and success was a co-leadership model. As Dougie and Lindsey led the budgeting process for 2019-20 and have both been with Street League for several years, we saw an opportunity to maximise the charity's and individuals' potential. With fellow trustees and the executive, we have ensured a strong executive team is in place to take Street League forward as I hand over to my successor.

Since I joined Street League many things have changed, and we have responded as an organisation to those changing conditions. We have seen in the final weeks of the financial year the value in being able to proactively respond with our charitable purpose always as our priority. It is with regret that we will see youth unemployment in the UK rise again, with individuals who have faced additional challenges and barriers being worst affected. With the leadership and Board in place I am confident that Street League is a charity that will continue to achieve significant social impact and make a real difference to the lives of people whom they support. I will continue to enthusiastically follow and support their endeavours in the years ahead.

*Mike Parker*

## THANK YOU!

On behalf of the **10,080** young people supported to move into work, education and training by Street League since June 2011.

**Mike Parker**  
**Chairman of Street League**  
**(2011 – 2020)**



## Ann Prestidge and Sara Brewer of 'Row Off the Wall'

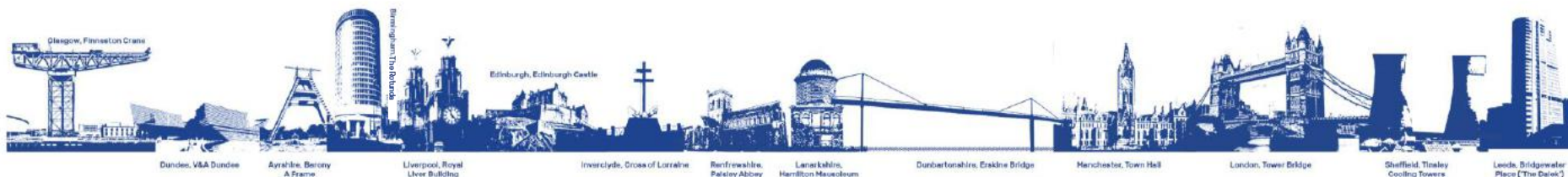
Ann and Sara rowed an incredible 3,000 miles over 86 days to cross the Atlantic Ocean.

This saw Sara set a world record as the oldest woman to row an ocean. The pair also raised an incredible £25,760 for Street League.



Photo credit: Atlantic Campaigns





**Street League's vision is to see an end to youth unemployment in the UK.**

**We tackle poverty.**

**Using the power of sport, Street League helps young people who need it most get into education, training and jobs.**

### **Best-ever financial results**

It's a privilege to lead Street League and we're delighted to present the 2019-20 annual report and accounts. The skyline above includes landmarks in the 14 regions where we work.

Our efforts this year have seen Street League achieve its best-ever financial results, yielding a surplus of £502k. We are pleased to note that we helped 1,284 young people into a job, apprenticeship, education and training – an increase of 8% from last year (1,171).

It has been a remarkable 12 months, which we began alongside colleagues on the senior management team with whom we held collective responsibility for Street League (from January to October 2019).

This included Lesley Caron (our Finance Director), Nigel Mansfield

(our Commercial Director) and Allan Garratt who led Street League's English operations.

### **Understanding and embracing co-leadership**

Further to the Board inviting us to consider a co-leadership approach and after meaningful conversation with trustees and each other we recognised that our shared principles, values and views of Street League could cement that model.

We have seen co-leadership, in the way we understand and embrace it, to work in diverse sectors and as a way to ensure sound and effective decision-making with high levels of accountability.

We also agreed that changes were required, that our staff are critical to our success and Street League's potential for the future.

Street League's services in Scotland and England differ in their primary sources of funding, their funding environments and have increasingly divergent policy contexts. This will continue in years to come as both countries' funding and policy are further devolved to regional and local authority levels. We understand that this effectively creates two businesses within the organisation.

We feel that the secret to success at Street League is the ability to leverage our core competencies in different operating environments and harmonising central services beneath a strategic approach.

# **Introduction by our Managing Directors**

This success can be amplified by shared values and a commitment to alleviating poverty. There was also a need to adjust the structure to support this approach and underpin the change to our values to emphasise 'we value our people'.

### **Meeting challenges head on**

At the beginning of our tenure we paused to reflect and understand the challenge we were facing with our people, namely that our structure was influencing behaviour.

We had two operating models of delivery, with very different business models (commissioned services and commercial grants) dispersed across two countries which was overseen by a centralised HR team but lacked a national staff training plan, succession or recruitment strategies.

We are committed to protecting and increasing Street League's social impact and doing so in a financially sustainable way. The restructure that we undertook at the end of 2018-19 saw us remove most of our central 'core' teams – HR, Marketing and Communications. We have also reduced our Senior Management

Team from six to four.

While policies that we had in place were adequate we have undertaken to make them more effective and support our reduced core services by enabling de-centralised decision making by managers. We also considered how each policy works in the system to change and steward our culture and approach to people management.

We also agreed that there was significant work to be done to improve Street League's financial position and ensure we can efficiently and effectively achieve our mission and purpose. Maximising revenue across the organisation and aligning with one another to generate and release unrestricted reserves whilst reducing debt, was essential. This past year we have increased our reach and impact whilst reducing expenditure by 11.2% to £5.30m (from £5.97m).

### **Continuous improvement**

We are committed to learning and continuously improving, an approach that our Chairman Mike has consistently encouraged and endorsed. We are grateful for his contributions and incredible commitment to Street League

throughout his tenure but particularly these past 12 months.

He has often spoken about 'journeys' and he has led a transformational journey at Street League. Most impressive, we believe he has helped set us on a meaningful path that will see us continue to transform the lives of young people in the years ahead.

As part of our learning in the past year we focused on several areas of improvement. We started by making, what we felt was a fair and brutally honest assessment of ourselves and the organisation.

We are building on our use of advanced data and insight systems and processes to inform and improve our programmes and support for young people.

Going forward we want to consistently use those approaches to further strengthen our governance, finances and operation as a charity. We know that this is crucial in helping us address the increasing need for our services, as youth unemployment, social inequality and poverty increase.

### **Combatting poverty**

This past year we have introduced the concept of poverty into our

language and purpose as a charity. Poverty affects millions of people in the UK and it disproportionately affects young people. We want Street League to be a key contributor, in the communities where we work, in the alleviation of poverty for those we work with and for. This will continue to inform and shape our work in the months and years ahead.

Joseph Rowntree Foundation gives context and definition to 'poverty' in the UK. "Poverty means not being able to heat your home, pay your rent, or buy the essentials for your children. It means waking up every day facing insecurity, uncertainty, and impossible decisions about money. It means facing marginalisation – and even discrimination – because of your financial circumstances. The constant stress it causes can lead to problems that deprive people of the chance to play a full part in society."

Many of our young people face existential challenges which can be the cause or contributing factor to their experience of poverty. Our participant surveys and information shared with Street League's delivery staff highlight some of these causes.

These include: access to employment, the rules of the benefit system, lack of success within and experience of school, the cost of living generally, caring responsibilities for family members, poor relationships, experience of abuse, trauma, bereavement and chaotic lifestyles.

### **A bridge into the world of work**

Many young people come to Street League with the hope that we can help. Many already face health and housing problems, drug or alcohol issues, low or no educational achievement, teenage parenthood, relationship and family challenges. There are many social factors and metrics that we cannot directly impact or change, like the benefits system,

welfare or housing policy. However, we can provide a bridge for young people into the world of work.

Young people and adults without essential skills and qualifications can find it difficult to get a job, especially one that provides security, prospects and decent pay.

We want to work with young people and employers to make this happen and we will also continue our strategic moves into the development of both our school programmes, to ensure positive transitions from education for those who are least likely to achieve them and through apprenticeships, to increase employment and income security for young people once they gain work.

In-work poverty is a significant

and growing concern and we see the development of our apprenticeship offer as a key component in the delivery of our social mission.

### **Hope and excitement for the future**

We write this introduction without a clear understanding of what the world might look like when it's read. The COVID-19 crisis has led to an economic shock that is unprecedented in its size and speed.

It will have a negative impact across many areas of society and exacerbate existing poverty and social inequality.

We don't think this is inevitable, but it needs an innovative and proactive response to prevent devastating outcomes for the

UK's most deprived communities and the young people living in them.

We plan to continue to work with national employers and SMEs, to help our young people be well-positioned for employment opportunities. Youth employment services have never been more needed.

Together, we can turn the anxiety and fear many unemployed young people are feeling right now into hope and excitement for their future.



*L MacDonald*

**Lindsey  
MacDonald**



*D Stevenson*

**Dougie  
Stevenson**







# Marcus' story

When Marcus joined Street League in East Renfrewshire, he had few qualifications and limited work experience. Having left school Marcus completed an entry level qualification at college but had no desire to pursue education any further. Consequently, he was referred onto our Stage 2 employability academy.

**"I just wanted to get a job but didn't really know how to go about it."**

Although he was on Employability Fund Stage 2, Marcus jumped at the chance of a work placement when one unexpectedly became available with a local wholesaler. Following a successful trial period Marcus is now on a fulltime contract working as a Picker Packer for Twisted Hygiene.

"As a local employer we understand that young people sometimes need help to get into work. We have worked closely with Street League in the last couple of months as a result of which we have helped two young people into work. We're delighted to have been able to offer Marcus his first real job and look forward to developing our partnership with Street League in the future."

Lynne McWilliams, Twisted Hygiene.



Life for the 1 in 3 children and young people **living in poverty** is difficult, compared to their more affluent peers.

**1 in 5** feels like a failure, compared to 1 in 7 of more affluent peers

Poorer students aren't as likely to achieve the same level of academic success.\*



**2x** as likely to not be in work, education or training

\*33% of English pupils receiving free school meals obtained 5 or more good GCSEs, compared with 61% of other children.

\*48% of Scottish pupils from most affluent areas left school with 5 Highers, whilst in the most deprived areas, 43% of pupils left with one.

## COVID-19 is already having a devastating impact on young people.

The Institute for Fiscal Studies has identified that young workers, (under 25 years) will be worst affected by economic fall-out caused by the coronavirus pandemic. The young people we support already faced challenges to gaining employment.

Disparities existed regionally with the most disadvantaged communities being worst affected. Young people who are ethnic minorities or from lower socio-economic groups are more likely to find themselves out of work, education or training than their white or more affluent peers.

Young people are **2.5x** more likely to have worked in a sector that was shut down.

Low earners are **7x** more likely to have worked in a sector that was shut down.

### We will be there for young people

New and specific challenges have emerged that will exacerbate the disadvantage many of the young people we support already experienced. Street League is committed to making sure that young people who were already at a disadvantage are not further set back.

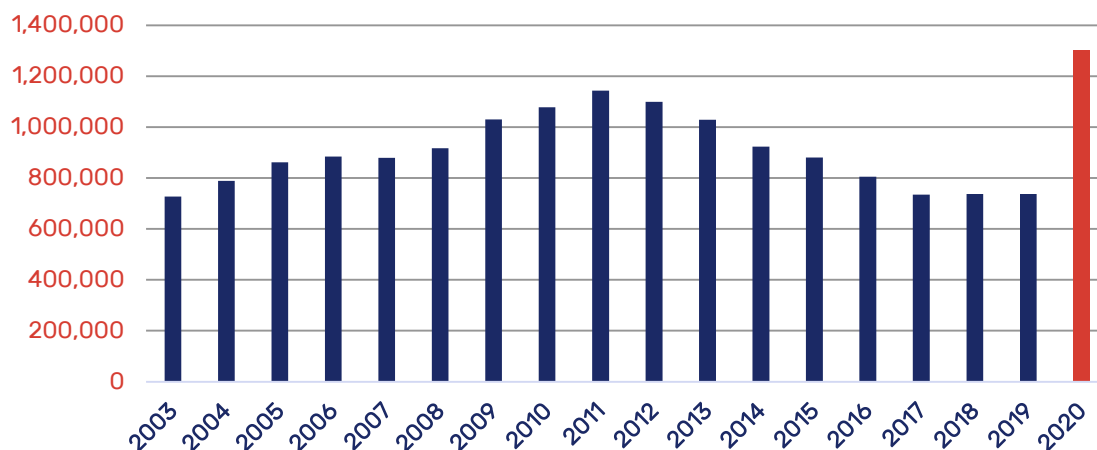
9 **The need for youth employment services has**



**Youth unemployment** has already risen far more quickly than our last three recessions (Institute for Employment Studies, 2020) and The Resolution Foundation predicts that **1.3 million young people** will be unemployed in 2020. That will exceed crisis levels of youth unemployment in 2011. Unemployment rates can rise very quickly but reducing them takes time and investment in youth employment services.

In the University of York's 2010 research, '*Estimating the life-time cost of NEET*' Bob Coles and colleagues estimated the long-term cost to public finances as equivalent to over £50,000 per young person. There is clear evidence that prolonged spells of unemployment, particularly while young, can cause long-lasting 'scars' on an individual's future earnings, employment prospects and health and wellbeing (ACEVO, 2012). This is not inevitable: evidence shows that reducing the number of unemployment spells reduces the harm caused.

**Unemployed young people (aged 18 - 24)**



ONS 2020, Resolution Foundation's 'Class of 2020'.

**never been greater**



**Street League supported Kelechi to move into work as part of the security team at the NHS Nightingale Hospital (London)**

# We continue to support our young people during the Covid-19 lockdown

## Ellie's story

Ellie, 17, and from Paisley, had been attending Street League but is now staying at home, especially because she has asthma and a lung problem. Street League staff are supporting her remotely.

She said: "When I was at Street League and going into the course it helped me build my confidence and problem-solving. Before the course I was struggling with my confidence so being able to be around people my age and interact with folk daily was really helping me. We do face chats everyday but it's not the same as being there. Like we can still get help doing CV's and applications but it's just different."

"My concern short term is that I won't get into college this year as the country will still be in some form of lockdown, like no large group settings. And my long-term concern is that I won't get an apprenticeship because there won't be that many, as places might not be in business after this.

## Aidan's story

Aidan, who lives in East London, lost his job as a Coach Assistant in light of coronavirus and the lockdown. He is now back to being at home all day, which isn't helping with his mental health. His anxiety is also suffering due to the uncertainty of the situation.

He is now attending sports sessions at least twice a week and having regular one-to-one sessions with our Progressions Coordinator. They're working together to try and find Aidan a new job as he would like something with more hours and responsibility. Street League continues to work with young people like Aidan to offer them reassurance and help them continue to build on their CV, skills and confidence.



**Kyra was one of our young people invited to a day at the King Power Stadium as part of our partnership with DHL**



# Tackling poverty

## Preventing and tackling youth unemployment

Our incredible team of passionate employees make a difference to the lives of young people in the UK's most disadvantaged communities. We use the power of sport as a hook to engage young people and help them build the essential skills they need to achieve their potential.

This year saw us begin working with a wider age range, those aged 14 to 30 years old and seeking to not just tackle youth unemployment but also prevent it.

**We work in schools and communities with young people at risk of future unemployment**

**We support unemployed young people into high quality employment, training or education**

**We provide young people who have moved into work with opportunities to learn and progress through Apprenticeships**

## Tackling in-work poverty

We have delivered Modern Apprenticeship 'employer' contracts internally for four years and for the last two years have delivered 'training' contracts as a sub-contractor for Genius People and Skills for Scotland. We have commenced 120 apprenticeships in the last 24 months (77 in the past 12) across different frameworks.

### Apprenticeship Frameworks we deliver



**Business Administration**



**Customer Services**



**Hospitality**



**Retail**



**Warehousing**

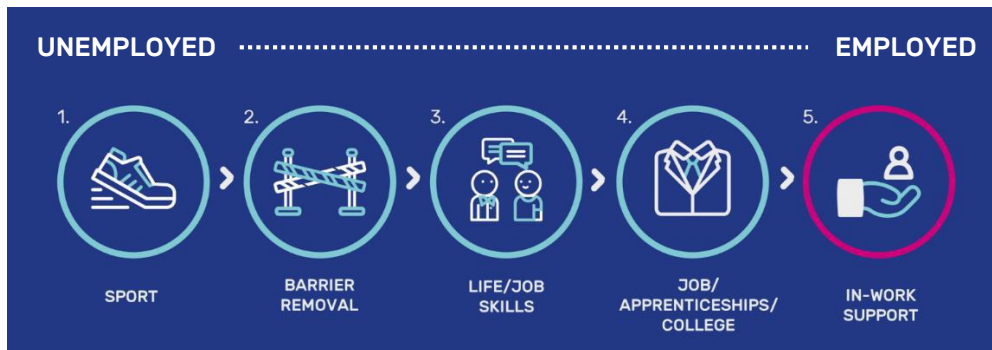


**Leisure**

Start-up venture philanthropy investment from Inspiring Scotland twinned with commissioned income from sub-contracted agreements, and support from Comic Relief, St James's Place Charitable Foundation and CHANEL have enabled us to progress this important area of work.

It has been a long-term strategic aim to secure our own Modern Apprenticeship contract with Skills Development Scotland, which we were delighted to secure in March 2020. This will see us develop our offer further in 2020-21.

We are grateful to all partners who supported this work, particularly Genius People and Skills for Scotland with whom we will continue to deliver apprenticeship services.



# Our operations and structure



**AYRSHIRE | BIRMINGHAM | DUNBARTONSHIRE**  
**DUNDEE | EDINBURGH | GLASGOW**  
**LANARKSHIRE | LEEDS | LIVERPOOL**  
**LONDON | MANCHESTER | RENFREWSHIRE &**  
**INVERCLYDE | SHEFFIELD | TEES VALLEY**

An organisational restructure in early 2019 saw a significant reduction in core staff functions as well as some in front line services. We have continued to reshape the team this year following the move to a co-leadership model, including permanent changes to our senior management team structure by reducing the number of Directors and annual cost of SMT by 33%. Our marketing and HR departments were removed with activities streamlined, out-sourced or integrated to other teams and roles.

We want to provide opportunities for progression and development to our team and increase the level of organisational ownership within the senior staff group to create and enable strategic cohesion and buy-in.

While reducing our core teams we made key investments in operations with the introduction of Head of Operations roles in Scotland and England. These positions are key in that they oversee national operations, line manage regional operations managers and have responsibility across 26 local authorities (in 12 regions).

We also recruited a Head of Operations for London, where we have struggled for several years to achieve the level of social impact we require and due to the high volume of partnerships and unique service delivery model across the city. Their operations will be extended into Surrey next year (2020-21) with support from London Marathon Charitable Trust.

The three Heads of Operations play a significant role in undertaking HR and marketing duties and have alleviated any loss felt from the resources available in the core functions. More importantly, they are central in providing the cross functionality, internal communications and lateral thinking required to ensure that our operating and revenue models can work cohesively in different geographies across the UK.



We were disappointed this year to have to close our services in Tees Valley due to a lack of sustainable funding. It is a part of the country that is in desperate need of services like Street League and where we made a meaningful difference to over 50 young people's lives per year – helping them progress into jobs, education and training. Our hope is that in the future we might re-establish our operations in the North East, as it is an area with disproportionately high youth unemployment levels.

We have increased capacity in the Finance team to support the inclusion of HR-related finance functions like payroll and to support with administration and process alignment. We have also significantly strengthened the Contracts and Quality team in Scotland with the introduction of a Senior Contracts and Quality Manager, Quality and Contracts Coordinator and Administrator positions. This will further increase compliance oversight and improve reporting, record keeping and system management under the leadership of our Head of Contracts and Quality who will also drive forward our impact through SQA qualifications delivery and our Modern Apprenticeships service.

In England we appointed a Senior Contracts and Quality Manager who now also has responsibility for the management of our UK Data and Insight team, which further aids alignment and integration across England and Scotland. Building on support provided by DataKind UK, Credit Suisse and the John Ellerman Foundation we are confident this will further improve our reporting and commitment to information management and learning from our data.



**In partnership with Standard Chartered Bank and Women's Win, Street League launched Goal UK – an empowerment and employability programme for girls.**





# We value

We have changed our values to more strongly reflect a core belief and realise the new culture we are looking to create, live and breathe each day. We replaced the value of 'Team' with 'People' - **We value our people**. We understand that if we look after our staff then they will in turn look after Street League's young people and the organisation. We are here to alleviate the poverty and suffering of young people and to achieve that we require a highly motivated and engaged workforce.

We have developed our People policies; a major innovation and our first attempt at 'systems thinking'. Key policies now operate cohesively and create efficiency by reducing cost and making life easier for management while increasing the quality of the experience for those joining and working at Street League. There are 14 policies that work together and five core policies underpinning the system.





# our people

A significant deliverable in the new value-based approach with our people is the introduction of a robust remuneration policy. Linking it to performance, tenure and allowing staff to understand their earning capacity over time. We view this as a significant development in employee engagement and introduces formalised structure and understanding of our employee cost base both in the year ahead and beyond. We also introduced a two-week closure over Christmas and New Year, to re-balance annual leave allowance of English and Scottish staff (due to public holidays) and to support improved wellbeing.

Succession planning has been a weakness for many years with feedback from our staff surveys noting a need for progression and training opportunities. We have introduced a new internal secondment programme, which has already seen four front line staff undertake management roles (40% of our operations management team) with close support from senior management, for up to a year. During this period, Street League commits to holding their frontline jobs should they not be ready for or inclined toward a management post. Early feedback has been positive and reflects that new managers are highly engaged, proactively work with their peers and independently develop their knowledge and learning. Importantly, we have also seen increased and improved social impact in each region as well. This is partly achieved by their ability to encourage and instil positive behaviours in their teams by virtue of knowledge transfer and respect of their frontline delivery experience.



## We will continue to develop and invest in our leadership team.

We have worked extensively with Drew Cameron for many years, who had a successful career in international management, people and infrastructure development.

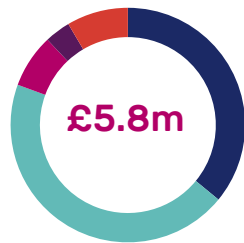
In 2019-20 we reintroduced Drew to Street League's management team, having invested heavily in this area of training and development. This work included extensive 1-to-1 and group based executive coaching and learning. This complemented a raft of psychometric testing, including Belbin team roles, social style reports and Thomas PPA profiles to help enable, teach and enlighten our management team about both themselves and their peers. This work will carry on, as we continue to put people at the heart of our organisation and culture.

We were deeply saddened by the loss of Drew in January 2020. However, we continue with the work plan he set out and the legacy of his support endures at Street League.



# Our strongest

## Income



- Primary commissioned income
- Grants
- Venture philanthropy
- Sub-contracted commissioned income
- Donations

## Expenditure



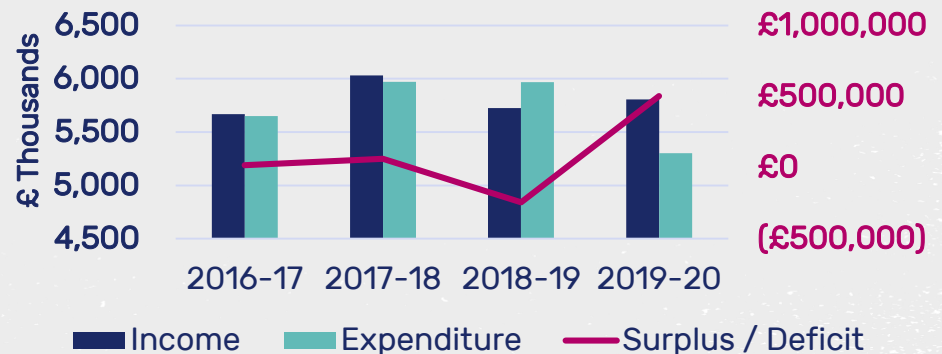
- Frontline charitable activities
- Cost of fundraising
- Core operating costs & governance

Our financial philosophy and principles have fundamentally shifted in 2019-20 from previous financial years. A paradigm shift, in that we accepted limitations and took decisions to make trade-offs that enable us to maximise our abilities. Specifically, we removed several core teams – HR, marketing and communications – with some reductions in operations where funding was not secure.

We are deeply committed to Street League's social impact but dispensed with the view that more resources mean greater results. We also recognised that large unsecured funding targets have driven unintended consequences for Street League historically and introduced realistic target-setting and clear tolerance levels for unsecured revenue.

It was a watershed year; one in which we strategically managed cost to allow us to focus on people management. Small, well focussed actions in cost management and policy control as well as budget discipline have produced significant and, we hope, enduring improvements.

## Financial performance (2016 – 20)





# financial year to date

We have reduced our cashflow volatility and increased income security. We reduced our debt level, discharging one loan with Social Investment Scotland in full – repaying a balance of £62.5k and reducing our long-term debt to £218.6k. We plan to continue to work toward fully repaying these loans by March 2023.

2019–20 has been our best financial year since Street League’s inception. We secured an operating surplus on our management accounts of £539k, which after financial year-end adjustments for deferred income and accruals leaves a statutory surplus of £502k. It is the first operating surplus on our management accounts for the past five years and sees an increase in our profitability of 12.9%.

These results have seen us recover from the pressure placed on our reserves following last year’s loss of £244k. This is a first step in our plans to ensure a financially resilient organisation. Unrestricted reserves now stand at £743k, up 277% from £197k last year.

Much of this has been achieved by improving the clarity and detail of our financial reporting internally. This increased management’s oversight and enhanced communication to the board. The real opportunity has come through an understanding of how both commissioned public sector contracts and fundraised income can work together to increase the social impact and values that we champion.

As we experience the challenges being faced by charities and businesses globally and see the early implications of the Covid-19 pandemic, we are relieved to be in a strong cash position with a relatively high level of surety in our revenue for the year ahead. We hope to work with new and existing partners, build on our financial position and ensure we are at the forefront of supporting young people as the need for our services increases amidst rising youth unemployment.



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NEWTON

Nike

NISSAN

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Gairmhorie Community Centre

North  
Lanarkshire  
Council

Pantheon  
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Council

The Rothley  
Trust

The Scottish  
Government  
Riaghaltas na h-Alba

SCVO

Skills  
Development  
Scotland

SOCIETE  
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SOUTH  
LANARKSHIRE  
COUNCIL

South  
Yorkshire  
Police and Crime  
Commissioner  
Your Voice

SPORT  
ENGLAND

Standard  
Chartered

STATE STREET

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CHARITABLE FOUNDATION

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network member

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West Lothian  
Council

young  
business



# Our partners

We have a strong network of local and national partners who help us toward achieving our vision. This year, we've seen the strength of these relationships and been particularly grateful to those who support us with unrestricted funds, such as **Epic Foundation**. They allowed us to make the organisational changes needed, while not compromising our social impact. In addition to financial support, skilled volunteers and job opportunities for young people our partners often offer a listening ear, words of encouragement and valuable introductions from their networks.

INSPIRING  
SCOTLAND

This was the 11<sup>th</sup> year of our partnership with Inspiring Scotland, who continue to underpin and unlock government funding. In April we joined the 'Our Future Now' portfolio and continue the impact achieved in the ten years of the 14:19 Fund. A special thank you to Duncan MacKechnie, for his enduring support, insight and guidance.



We were also delighted to further develop our relationship with People's Postcode Lottery, which gave a group of our young people work experience within their customer experience team.

*Street League's hosted the UEFA Champions League Trophy and Ashley Cole, thanks to our supporters Nissan and StreetFootballWorld.*



Thank you to **new partners** who started supporting us this year. Enabling us to develop and expand our services for young people.

accenture

Developed a digital skills programme to help young people enter digital roles and sectors



Opened a new Academy in West London, supporting young people in Hillingdon, Brent and Hammersmith

Quilter

Piloted an evening Academy for young people who are further away from the job market or unable to engage day-time services

Standard  
Chartered



Launched Goal UK, to enable girls' empowerment and employability in schools, as part of the global FutureMakers programme

# Who we worked with

As set out in the last annual report, we undertook a significant amount of engagement with young people to understand how we could better support them.

In 2019-20 we added to the services we offer young people. We increased the number of young people supported by 51% and the number of females by 95% (927 from 475). We remained focused on helping those who most need our services and stayed true to our commitment to honest social impact reporting.



Expanded our age range to support young people aged 14 to 30 years

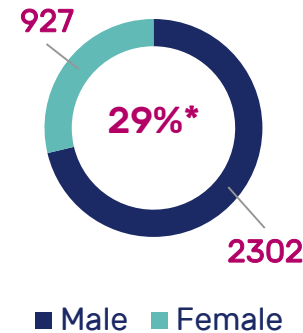


Delivered services using sport to build skills, in schools and communities, to **prevent** unemployment



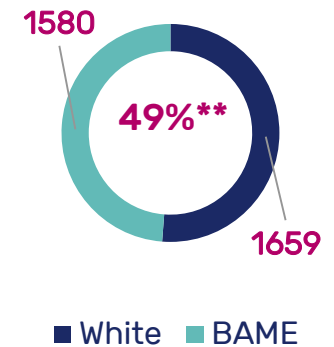
Developed our in-work support with more opportunities for Modern Apprenticeships

Female participation



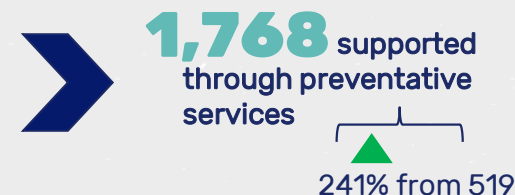
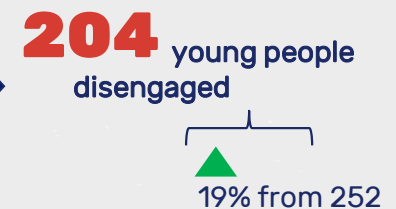
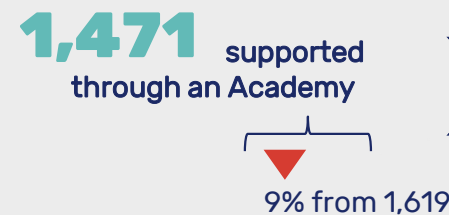
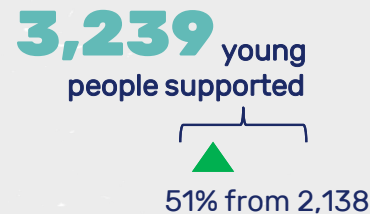
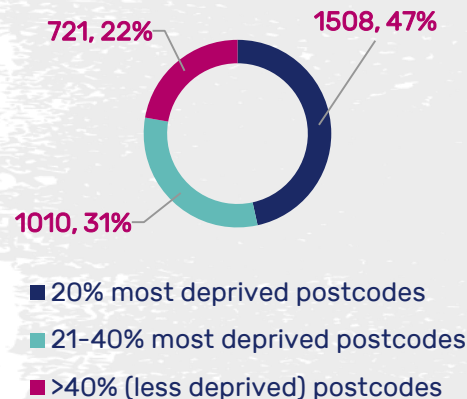
\* Relative to a target of 30%

BAME participation



\*\* Targets vary by region

Where our young people live  
Indices of multiple deprivation





# and the impact we achieved

## We don't get everything right

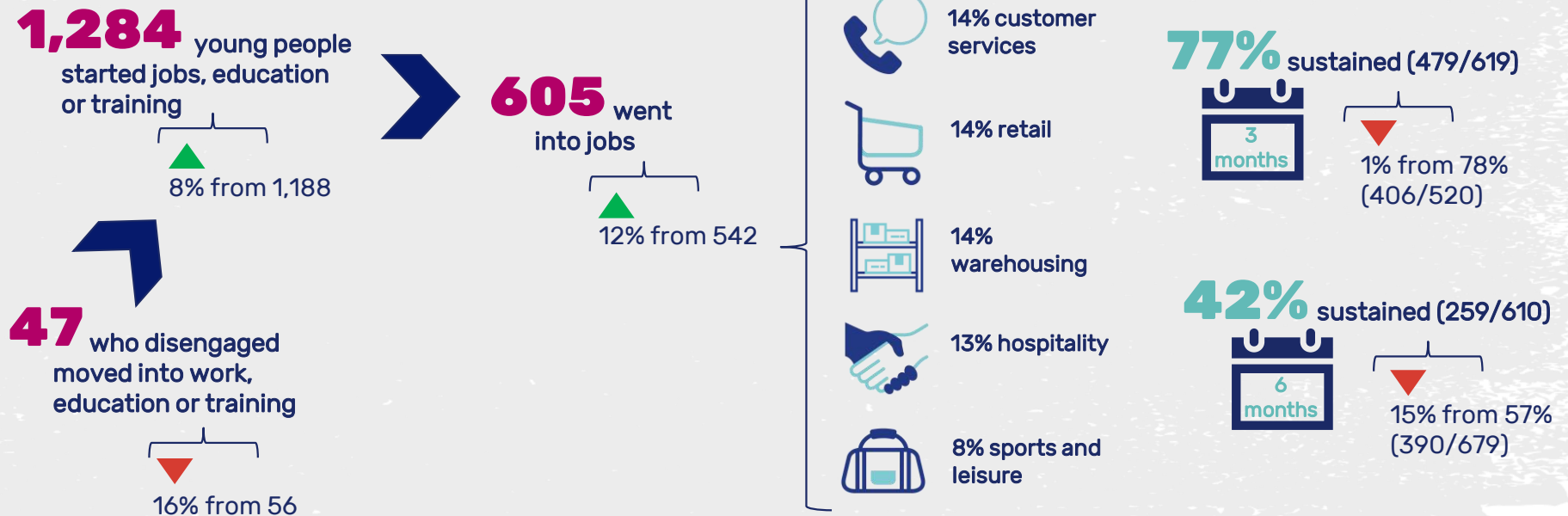
Our 6-month sustainment rate has fallen 15% this year. This seems to reflect the challenge of securing evidence from young people and employers for our internal verification processes. 6-month sustainment recorded as 'successful' sits at 56%, 14% higher than our 'verified' data, which we report externally, in line with our gold standard for data.

With this insight and the UK lockdown we have started to review our evidence requirements, allowing staff to use emails, social media and text messages to support sustainment checks.

## Innovation and learning

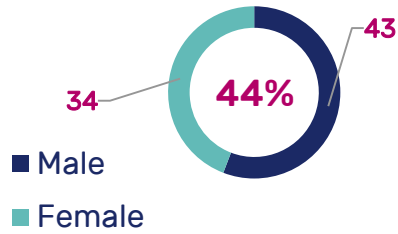
With support from DataKind UK, Credit Suisse and John Ellerman Foundation, in July, we had a 48-hour 'hack-a-thon'. 26 data scientists analysed our data for the past five years and developed two predictive modelling tools. These will help young people's initial assessments and improve our ability to provide tailored support.

Having invested in our Data and Insight Team's development we have increased our use of programming languages to automate and increase the insight from our reporting. This has also enabled us to quickly integrate impact data with information on our finances, HR and external environment.



# Our Modern Apprenticeships services

## Female participation



**77** young people started a Modern Apprenticeship this year

In partnership with:



The leading training provider for sports & leisure in Scotland



5 Customer Services



9 Retail Skills

2 Retail Management



41 Business and Administration



20 Active Leisure and Learning

**51** young people completed their Modern Apprenticeship

**59** young people remain on programme

**22** young people disengaged



# Sam's story

Sam was lacking confidence and had been working towards a career in childcare. Unfortunately, a lack of training and support knocked her confidence and had Sam questioning her skills and abilities. She was left confused and deflated.

After meeting Street League's Outreach Coordinator, Sam started attending the Academy. At first, she was very quiet and reserved, but as the weeks went by started to build her confidence; making new friends, taking a lead during activities and working hard on her communication and interview techniques.

We supported Sam to build her CV and research industries that matched her skills and interests. Sam was keen on retail but felt she lacked the experience to get a job. Street League arranged a work placement with The Entertainer Toy Shop. Sam excelled – receiving excellent feedback from managers, customers and colleagues. A Retail Assistant role became available and the manager of the store suggested that Sam should apply.

With support, Sam applied for the Retail Assistant position, making sure her application was filled out correctly and included her recent work experience. Sam went through the official interview process with flying colours and is now a Retail Assistant at The Entertainer Toy Shop!

**"I have really loved my time with Street League, as I have really struggled in my life. I have found myself again and found a new part of me. I would never go back as I really needed this. You have supported me the most out of everyone."**







## TRUSTEES' REPORT

The trustees present their report and the audited financial statements for the year ended 31 March 2020. Included within the trustees' report is the directors' report as required by company law. This 'amended copy' clarifies a citation, on page 5, in the Introduction.

Reference and administrative information set out on page 59 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help.

## Fundraising statement

Street League's work is made possible by funding realised through various revenue streams.

Our 'Commercial Team' is responsible for fundraised income through: Corporate partnerships, Trusts, Foundations, Major Donors, Individual Giving and Events. A break down of income by revenue stream is available on page 17.

Street League is registered with the Fundraising Regulator and works in a way that is compliant with the Code of Fundraising Practice. We have policies in place to guide and ensure this practice. We have received no complaints this year, regarding our fundraising practice. All complaints received are reported to our Finance and Audit Committee on a quarterly basis.

We have not used any third-party organisations for our fundraising activity in 2019-20. We have worked to develop our fundraising systems; improving the tracking and reconciliation of donations received through online giving platforms and developing our database.

Our fundraising team receives training and development to support their professional development and practice. We also seek to ensure their understanding of vulnerable people, particularly our young people. This includes Safeguarding and Health and Safety training as well as frequent visits to see first hand our services.

## Governance, structure and management

Street League is committed to working toward the highest standards of governance. This includes achieving Tier 3 compliance of the UK Sport's Governance Code. To support this objective and the Board's commitment to improving its practice Cass Business School was commissioned to undertake a Governance Review of Street League. A wide range of engagement and assessment was undertaken by our colleagues at Cass who produced an extensive report with a suite of recommendations in October 2019.

These covered but were not limited to:

- Strategy and delivery of purpose
- Board Composition (structure and diversity)
- Governance and control
- Committee Structure
- Conflicts of Interest
- Leadership
- Performance Monitoring
- Risk Management
- Succession Planning

A working group was formed, including trustees and members of the executive to review proposals and help us 'co-create' ways of working, reset Executive and Governance boundaries, and introduce structured mechanisms for Board and wider organisational development. Our trustees were particularly keen to consider ways to ensure the voices of young people and staff are heard at governance level and inform their decision making.

We have an action plan in place, which will ensure we effectively implement and monitor progress. A recommendation from the review saw us introduce the Vice Chair position to our Board, with Andy Ransom appointed in December 2019. To plan for succession of our Chair, Mike Parker, Andy convened and chaired a Nominations Committee. Our last AGM saw Mike start his ninth year as a trustee and Chair at Street League.

The review saw us begin a review of our Committees' terms of reference and helped the trustees ensure the charity's aims, objectives, and activities remain focused on its stated charitable purpose.

Thank you Fiona Ash and Cosette Reczek whose work sets the foundations for charities to improve and sustain their governance while delivering their respective social missions. We are very grateful for their support and involvement in Street League's journey.



The organisation is a charitable company limited by guarantee, incorporated on 24 November 2003 and registered as a charity on 22 December 2003. The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was six (2019: six). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 12 to the accounts.

Following the CEO's departure in early 2019 the Chair recommended that the senior management team operate as a natural working group with him operating as the Executive Chair. Trustees agreed that given the changes required in the organisation's structure and challenges of late 2018-19 this was a prudent approach. This approach also meant that the Chair and colleagues on the Board could give considerable thought to Street League's leadership structure. Given the quality of the senior management team, it was quickly agreed that an external recruitment process was not the way forward. It was felt that the success of a collaborative leadership model was something to continue, while ensuring effective decision-making, accountability, and visionary leadership for Street League and the sector. Whilst acting in the capacity as the Executive Chair Mike also had discussions with the senior managers, particularly Dougie and Lindsey, to work toward a co-leadership model.

Further to their agreeing and setting their shared vision for Street League and a practical way forward the trustees were delighted to announce the appointment of

Dougie Stevenson and Lindsey MacDonald from 1 November. The trustees delegated the day-to-day management of Street League to Lindsey and Dougie, who are responsible for ensuring all control mechanisms are in place.

## **Statement of responsibilities of the trustees**

The trustees (who are also directors of Street League for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees who acted during the year are set out on page 59.

## Trustee recruitment and induction

Election, retirement and re-election of trustees are carried out according to the procedures set out in our Memorandum and Articles of Association, which is our governing document. At each Annual General Meeting all trustees must retire from office.

Trustees may then be reappointed as a trustee at any general meeting. This can be repeated for up to a maximum of six terms in office. At this point a trustee can only be re-elected to the Board if all the trustees unanimously agree. This can be repeated for a maximum of four more terms.

An individual induction programme is agreed and implemented for each new trustee, covering all aspects of the trustee's role and the organisation.

Trustees are able, where appropriate, to take independent professional advice at no personal expense. Street League has Trustees' Liability insurance in place and

thanks to *pro bono* support by Reed Smith reviewed this policy in March.

## Related parties and relationships with other organisations

There are no related parties or relationships with other organisations to report.

## Remuneration policy for key management personnel

An HR and Remuneration Committee meets twice a year, chaired by one of the trustees and attended by the Chair and Managing Directors. The Committee sets the pay levels for all senior management and decides on annual pay awards for the organisation in line with Street League's Remuneration Policy. A new policy, issued in advance of 2020-21, sets out the structure and considerations for pay of all staff and details employee benefits as part of the People Policy Group.

A proposal is then presented to the full Board each year for agreement. When setting pay levels, the Board and HR Committee draw comparisons with the annual ACEVO Pay Survey, knowledge of pay levels in other charities and benchmarking.

## Risk management

The trustees review the major risks the charity faces as part of the annual business planning process and have established control systems to manage these risks. This year the trustees also commissioned Beever and Struthers to complete an audit of our internal controls and provide us with recommendations to further strengthen our control environment.

The trustees are satisfied that these arrangements, combined with the oversight of our executive and approach to financial management introduced this year will ensure Street League's services are suitably resourced for the foreseeable future.



## Principal risks and uncertainties

Street League's Executive manage and review the risk register on an ongoing basis. It is a live document that is used to ensure the charity's resilience and sustainability, the safety of our young people and our staff. The Finance Committee review the whole risk register annually, however this year we split the risks into several key areas:

- Finances
- People
- Operations
- Governance and systems

The Finance and Audit Committee now reviews Finance risks quarterly while the HR Committee reviews People risks semi-annually. Operational and Governance and systems risks are monitored by the Executive and Board through the agenda of quarterly Board meetings. We also introduced a framework that enables us to effectively: Identify, Assess and Evaluate, Manage and Monitor these risks and the mitigating controls and actions we introduce.

Responsibility for managing each risk and how to respond is aligned to individuals who then report to the Board, along with evidence, the controls in place and any findings or learning for improvement. Three principal risks the charity faces are: liquidity, income, safeguarding and safety.

### Liquidity Risk

Street League's financial position throughout the year is overseen by the Finance Committee, which meets every three months on behalf of the Board of Trustees. All trustees receive monthly Finance Director's Reports summarising the charity's financial performance and outlook (year to date). Its purpose is to maintain an overview of the adequacy and appropriateness of financial controls and policies, to ensure the accuracy of reporting and the long-term financial security of Street League. This is achieved by putting financial plans and budgets in place, which are agreed by the Board and are used to manage and measure the financial operations of the charity.

The objective is to manage liquidity risk to ensure that the charity can meet its financial

obligations as they fall due. Street League expects to be able to meet its financial obligations through tight control of cash flow and has worked diligently throughout 2019-20 to increase our surety. We have worked to reduce the number of occasions where funding is not received within the expected timeline through proactive management of our cash position. If there is insufficient cash to meet these obligations, Street League has access to loan funding which acts as working capital to cover any short-term cash deficit. We will continue to work in the year ahead to reduce our reliance on these loans by increasing our free reserves and seek to repay long-term loans as part of a purposeful debt repayment plan.

### Income Risk

A large proportion of Street League's income is through commissioned income (payment by results) contracts, which are granted by government, local authorities or sub-contracted through other training providers. Renewal of contracts can be uncertain, particularly those for which we sub-contract given the added volatility of the contractor's financial position. This year we introduced strict risk tolerance thresholds and criteria when setting our budget, which has seen us achieve the financial performance that we have. Street League's objective is to ensure that we maximise the value of any contract awarded, and we will continue to work to secure funding from a wide range of income streams (to include corporate donations, grants, events, individual donors and venture philanthropy). This reduces reliance on any one stream of income and protects the charity from not being able to fulfil its charitable objectives. We have seen the benefit of this approach as the Coronavirus crisis has begun and we find ourselves in a stable financial position.

## Safeguarding Risk

Street League's trustees and senior management team continue to place emphasis and attention on how we safeguard the young people whom we support. Our Managing Director, Dougie Stevenson, provides strategic leadership to this area. This year the trustees placed Safeguarding and Health and Safety as the first standing item on Board agendas and invested heavily in this area. They commissioned NSPCC to complete a thorough audit of our policies, procedures and systems. This took place over several months and saw us congratulated for having a robust and comprehensive policy in place, which is user-friendly and effectively protects our young people, volunteers and staff. There was continuing investment in training and this will underpin the implementation of the policy to the workforce. We have plans to provide further online safeguarding training to staff and further reviewing how our safeguarding policy works alongside our People Policies.

## Health and Safety Risk

Like safeguarding, Health and Safety is now a standing item on the Board agenda and our Managing Director Lindsey MacDonald provides strategic leadership to our efforts to ensure the safety of young people we work with and our staff. We conducted a thorough review of all of our policies to ensure that the regulations and guidelines for the welfare of young people and the safety of our staff are being met. A staff working group, which also reviews safeguarding, meets regularly throughout the year with reports being submitted to the Board on a quarterly basis and analysis of trends on an annual basis.

## Reserves Policy

The Board of Trustees reviews Street League's reserves policy annually.

### Purpose of the policy

In order to secure Street League's future and to see an end to youth unemployment in the UK, we need to be able to provide reliable services over the longer term. We must be able to absorb setbacks and take advantage of change and opportunities as they arise. Street League aims to provide for this by putting aside, when we can afford it, some of our current unrestricted income as a reserve against future uncertainties.

### Purpose of reserves

Street League's funding is derived from a mix of public (prime contractor and sub-contractor) and private sector income. Income is provided by numerous providers thus offering security but there is a level of risk that budgets will be reduced, and funding levels amended accordingly.

In the event of Street League experiencing an unexpected termination of funding or contract, having reserves allows the day to day operations of the charity to continue in the short term and allows the organisation time to address the situation. This may include acting to reduce costs in line with available funding or covering costs whilst seeking replacement funding.

The availability of reserves allows Street League to make decisions in relation to new opportunities that may require investment. Such a decision would be based on an assessment of the longer-term prospects from such an investment and the opportunity to secure sustainable future funding.

### Categories of reserves

There are two categories of reserves: General Fund (unrestricted) and Restricted Funds.



## General Fund

In considering the level of the General Fund that Street League should aim to hold, a range of factors need to be considered. The overall aim is to distribute funds quickly to our charitable activities, whilst maintaining a prudent level of reserves to ensure stability and flexibility. It is assumed that on occasion fluctuations will occur in both income and requirements for funding which cannot be fully anticipated.

The charity continues to identify and exploit opportunities to develop unrestricted funding, with an emphasis on aiming to diversify income streams further. The aim is for Street League to increase the percentage of unrestricted income, which will allow us to increase the unrestricted reserves.

## Restricted Funds

Restricted funds are subject to specific conditions imposed by donors. Restricted funds fall outside the general definition of reserves, but the nature and amount of such funds may have an impact on a charity's reserve policy as they may reduce the need for reserves in other areas of the charity's work. We aim to minimise the levels of restricted funds held, but these might increase due to timing differences between receipt of the income and expenditure on the specified purpose.

This policy recommends the unrestricted reserve levels for Street League reach 2.5 months in 2020-21 and three months in 2021-22.

With the strong financial performance that we have achieved in 2019-20, we have increased our reserve levels to the highest in Street League's history and have met the unrestricted reserve level target that we set ourselves for this year which was 1.8 months' expenditure.

Total funds at the period end are £1,064,259 (2019: 561,771). Restricted reserves stood at £320,872 (2019: £364,707) and net unrestricted reserves (after the deduction of fixed assets) were £743,387 (2019: £197,064)

Our overall reserves represent 2.6 months' expenditure and our unrestricted reserves 1.8 months' expenditure (this calculation excludes expenditure which is reimbursed by funders).

## Auditors

Beever & Struthers were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 23 June 2020 and signed on their behalf by



Mike Parker

Chair

## Opinion

We have audited the financial statements of Street League "the charitable company" for the year ended 31 March 2020 which comprise the Statement of Financial Activities, (including Income and Expenditure account), the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report to you in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the Statement of responsibilities of the trustees set out on pages 27 and 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at:

[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor's report.



## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Sue Hutchinson FCCA

(Senior Statutory Auditor)

For and on behalf of  
BEEVER AND STRUTHERS  
Statutory Auditor  
St George's House  
215/219 Chester Road  
Manchester M15 4JE

Date: 30 June 2020

Street League's participants give feedback as part of our Youth Forums in each region.

I would recommend ~~SC~~ SC because it helped <sup>me</sup> with getting work experience.

I would recommend Street League to a friend because I have managed to get my friend to join the next session because it's helped me get a job and learn new skills.

I would recommend Street League because it is helping you find a job and keeping you fit.

I would recommend Street League to a friend because it is a helpful course in finding a job and it was a fun course and it is very enjoyable.

I'd recommend Street League to a friend as they've helped get me a job and improved my employment skills. It's also improved my fitness and made me more motivated.

I would because it's done great for me by improve my overall confidence and social skills. and the boys make everyone welcomed.

Done well for me - Help Boost my confidence and Been good fun and Helped me get fitter.

I would recommend Street League to a friend as it is a fun way to better yourself as you get to play football after you've finished your work.

**STREET LEAGUE**  
**Statement of Financial Activities**  
**(including Income and Expenditure account)**  
**For the year ended 31 March 2020**

	Note	Unrestricted funds £	Restricted funds £	Total funds 2020 £	RESTATED Total funds 2019 £
<b>Income from:</b>					
Donations	3	918,524	398,000	1,316,524	1,533,484
Charitable activities:	4				
Sport		3,011,290	1,125,655	4,136,945	3,868,910
HQ/General		-	305,361	305,361	72,416
Other trading activities	5	45,500	-	45,500	223,520
Investments	6	106	-	106	309
Other		-	-	-	24,654
<b>Total income</b>		<b>3,975,420</b>	<b>1,829,016</b>	<b>5,804,436</b>	<b>5,723,293</b>
<b>Expenditure on:</b>					
Raising funds	7	370,115	-	370,115	427,230
Charitable activities:	8				
Sport		2,367,392	1,642,290	4,009,682	4,747,058
HQ/General		775,135	147,016	922,151	792,852
<b>Total expenditure</b>		<b>3,512,642</b>	<b>1,789,306</b>	<b>5,301,948</b>	<b>5,967,140</b>
<b>Net income/(expenditure) for the year</b>	10	<b>462,778</b>	<b>39,710</b>	<b>502,488</b>	<b>(243,847)</b>
Transfer between funds in the year		83,545	(83,545)	-	-
<b>Net movement in funds for the year</b>		<b>546,323</b>	<b>(43,835)</b>	<b>502,488</b>	<b>(243,847)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward as previously reported		235,883	364,707	600,590	844,437
Prior period adjustment	26	-	-	-	(38,819)
Total funds brought forward restated		197,064	364,707	561,771	-
<b>Total funds carried forward</b>		<b>743,387</b>	<b>320,872</b>	<b>1,064,259</b>	<b>561,771</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.



**STREET LEAGUE**  
Company no. 4974643

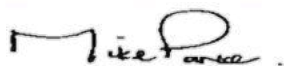
Balance Sheet  
as at 31 March 2020

	Note	2020	RESTATED 2019
		£	£
<b>Fixed assets</b>			
Tangible assets	15	12,136	13,505
<b>Total fixed assets</b>		12,136	13,505
<b>Current assets</b>			
Debtors	16	393,240	722,779
Cash at bank and in hand		1,204,338	501,256
<b>Total current assets</b>		1,597,578	1,224,035
<b>Liabilities</b>			
Creditors: amounts falling due within one year	17	(387,549)	(396,109)
<b>Net current assets</b>		1,210,029	827,926
<b>Total assets less current liabilities</b>		1,222,165	841,431
Creditors: amounts falling due after more than one year	19	(157,906)	(279,660)
<b>Total net assets</b>		1,064,259	561,771
<b>The funds of the charity:</b>			
Restricted income funds	20	320,872	364,707
Unrestricted funds	21	743,387	197,064
<b>Total charity funds</b>		1,064,259	561,771

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The notes on pages 39 to 58 form part of these accounts.

Approved by the trustees on 23 June 2020 and signed on their behalf by:



Mike Parker (Trustee)

**STREET LEAGUE**  
**Statement of Cash Flows**  
**For the year ended 31 March 2020**

	Note	2020 £	2019 £
Cash provided by/(used in) operating activities	25	<u>822,188</u>	<u>(148,079)</u>
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		106	309
Purchase of tangible fixed assets		<u>(10,562)</u>	<u>(16,080)</u>
Net cash used in investing activities		<u>(10,456)</u>	<u>(15,771)</u>
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		(108,650)	(15,034)
Cash inflows from new borrowing		-	<u>150,000</u>
Cash provided by/(used in) financing activities		<u>(108,650)</u>	<u>134,966</u>
Increase/(decrease) in cash and cash equivalents in the year		703,082	(28,884)
Cash and cash equivalents at the beginning of the year	24	501,256	530,140
Cash and cash equivalents at the end of the year	24	<u><u>1,204,338</u></u>	<u><u>501,256</u></u>

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020

**1 Accounting policies**

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are set out below.

**a Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Street League meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

**b Prior period adjustment**

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP (FRS 102) the restatement of comparative items was required.

An adjustment to the opening balances was considered necessary to recognise liabilities arising from employee benefits. A liability was recognised for short-term compensated absences arising from employee entitlement of the charity to paid annual leave. The liability recognised as at 31 March 2019 was for the holiday entitlement carried forward and for the entitlement arising in the year which was due but not taken. No other restatements were required. In accordance with the requirements of FRS 102 a reconciliation of opening balances is provided.

	31 March 2018 £	31 March 2019 £
Fund balances as previously stated	844,437	600,590
Short-term compensated absences	(44,745)	(38,819)
	<hr/>	<hr/>
Fund balances as restated	799,692	561,771
	<hr/>	<hr/>

**c Preparation of the accounts on a going concern basis**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The accounts are therefore prepared on the going concern basis.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.



**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**d Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

**Gifts in kind**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**Donations**

Donations and other receipts from fundraising are reported gross and are accounted for on a receivable basis.

**e Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

**f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are funds subject to specific conditions imposed by the donor who has specified funds are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**g Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on raising funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Expenditure on charitable activities includes the costs directly related to the objects of the charity and in supporting the operational projects undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**h Allocation of support costs**

HQ expenditure represents the staffing and associated costs that support the work of the charity but do not directly undertake Sport charitable activities. HQ support costs include the staffing costs of monitoring and evaluation, quality and performance, organisational development, finance, personnel, payroll and marketing functions which support the charity's programmes and activities. These and governance costs have been allocated and shown as expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 9.

**i Operating leases**

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

**j Tangible fixed assets**

Individual fixed assets costing £750 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Computer equipment	2 years
Short term leasehold improvements	3 years
Furniture & fittings	4 years
Office equipment	4 years
IT assets	4 years
Motor vehicles	4 years

**k Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**l Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**m Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**n Pensions**

The charitable company contributes to defined contribution pension schemes on behalf of its employees. The assets of these schemes are entirely separate to those of the charity. The pension cost shown represents contributions payable by the charity on behalf of the employees and it has no other liabilities to these schemes.

There were contributions outstanding at the balance sheet date of £19,222 (2019: £18,112).

**o Financial instruments**

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.



**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**2 Legal status of the charity**

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on p59.

**3 Income from donations**

	Unrestricted £	Restricted £	Total 2020 £	Total 2019 £
Venture Philanthropy:				
Inspiring Scotland	-	398,000	398,000	472,500
Donations	863,879	-	863,879	1,024,348
Donated services	54,645	-	54,645	36,636
<b>Total</b>	<b>918,524</b>	<b>398,000</b>	<b>1,316,524</b>	<b>1,533,484</b>
<i>Total by fund 31 March 2019</i>	<i>1,015,976</i>	<i>517,508</i>	<i>1,533,484</i>	

**4 Income from charitable activities**

	Unrestricted £	Restricted £	Total 2020 £	Total 2019 £
Contracted Services:				
Skills Development Scotland	2,107,591	-	2,107,591	1,771,232
Commissioned Contract Income	304,563	25,394	329,957	470,125
Grant and Performance Related Grant Agreements	599,136	1,100,261	1,699,397	1,627,553
<b>Subtotal for Sport</b>	<b>3,011,290</b>	<b>1,125,655</b>	<b>4,136,945</b>	<b>3,868,910</b>
Grant and Performance Related Grant Agreements	-	305,361	305,361	72,416
<b>Subtotal for HQ/General</b>	<b>-</b>	<b>305,361</b>	<b>305,361</b>	<b>72,416</b>
<b>Total</b>	<b>3,011,290</b>	<b>1,431,016</b>	<b>4,442,306</b>	<b>3,941,326</b>
<i>Total by fund 31 March 2019</i>	<i>2,450,796</i>	<i>1,490,530</i>	<i>3,941,326</i>	

# STREET LEAGUE

## Notes to the accounts

For the year ended 31 March 2020 (continued)

### 5 Income from other trading activities

	2020 £	2019 £
Income from fundraising events	45,500	218,000
Other trading income	-	5,520
	<hr/>	<hr/>
	45,500	223,520
	<hr/>	<hr/>

All income from other trading activities is unrestricted.

### 6 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts. All investment income is unrestricted.

### 7 Cost of raising funds

	2020 £	2019 £
Staff costs	293,309	382,781
Event costs	76,806	44,449
	<hr/>	<hr/>
	370,115	427,230
	<hr/>	<hr/>

	2020 £	2019 £
Restricted expenditure	2,500	-
Unrestricted expenditure	367,615	427,230
	<hr/>	<hr/>
	370,115	427,230
	<hr/>	<hr/>

# STREET LEAGUE

## Notes to the accounts

For the year ended 31 March 2020 (continued)

### 8 Analysis of expenditure on charitable activities

	Sport £	HQ Costs £	Total 2020 £	Total 2019 £
Staff costs	2,739,350	384,608	3,123,958	3,806,422
Direct Academy costs	876,053	-	876,053	843,253
Overheads	394,279	331,500	725,779	869,039
Governance costs (see note 9)	-	23,774	23,774	8,010
Support costs (see note 9)	-	182,269	182,269	13,186
	<u>4,009,682</u>	<u>922,151</u>	<u>4,931,833</u>	<u>5,539,910</u>
		2020 £	2019 £	
Restricted expenditure		1,789,306	2,000,696	
Unrestricted expenditure		3,142,527	3,539,214	
		<u>4,931,833</u>	<u>5,539,910</u>	

### 9 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2020 £
Staff costs	Headcount	127,624	-	127,624
Audit fees	Governance	-	7,746	7,746
Consultancy services	Governance	-	1,200	1,200
Legal and professional	Direct costs	54,645	14,828	69,473
		<u>182,269</u>	<u>23,774</u>	<u>206,043</u>



**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**10 Net income/(expenditure) for the year**

This is stated after charging/(crediting):	2020 £	2019 £
Depreciation	11,931	10,084
Interest payable	-	16,687
Operating lease rentals:		
Property	94,204	94,204
Other	19,528	19,528
Auditor's remuneration – audit fees	7,746	7,620
Auditor's remuneration – consultancy fees	1,200	-
Auditor's remuneration – grant audit fees	390	-
	<hr/>	<hr/>

**11 Staff costs**

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	3,050,860	3,646,441
Social security costs	276,544	345,883
Employer pension contributions	114,875	107,098
Redundancy and termination costs	31,036	19,709
In lieu payments	32,261	70,072
Agency and freelance costs	26,274	-
Employee benefit costs	13,041	13,186
	<hr/>	<hr/>
	3,544,891	4,202,389
	<hr/>	<hr/>
<b>Allocated as follows:</b>		
Cost of raising funds	293,309	382,781
Charitable activities:		
Sport	2,739,350	3,470,930
HQ	384,608	335,492
Support costs	127,624	13,186
	<hr/>	<hr/>
	3,544,891	4,202,389
	<hr/>	<hr/>

The average number of staff employed during the period was 107 (2019: 127).

The average full time equivalent number of staff employed during the period was 106 (2019: 125).

The key management personnel of the charity comprises of the trustees and Senior Management Team. The total employee benefits of the key management personnel of the charity were £480,885 (2019: £572,983).

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**11 Staff costs (cont.)**

The number of employees whose earnings (excluding employer pension) fell into the bands below were:

	2020	2019
£60,000 - £70,000	-	-
£70,001 - £80,000	-	4
£80,001 - £90,000	1	1
£90,001 - £100,000	4	-
£100,001 - £110,000	-	-
£110,001 - £120,000	-	1
	<u>          </u>	<u>          </u>

**12 Trustee remuneration and expenses, and related party transactions**

Neither the trustees nor any persons connected with them received any remuneration during the year (2019: £Nil).

No members of the Board of Trustees (2019: nil) received expenses during the year (2019: £Nil).

Aggregate donations from related parties were £Nil (2019: £Nil).

The former Chief Executive of the charity and the Director of the charitable company's telecommunications service provider, One Connectivity, know each other in a personal capacity. There were no transactions entered into outside the course of normal business. There was a balance outstanding to the charity at the 31 March 2020 of £nil (2019: £4,137) which represented a kit fund accumulated and made available to purchase equipment and amounts owed in the course of normal business. The former Chief Executive of the charity left the charitable company in February 2019.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2019: nil).

## STREET LEAGUE

### Notes to the accounts

For the year ended 31 March 2020 (continued)

#### 13 Government grants

The government grants recognised in the accounts were as follows:

	2020 £	2019 £
Dundee City Council	6,595	12,635
East Ayrshire Council	-	14,000
East Dunbartonshire Council	-	3,315
Education and Skills Funding Agency (AEB)	25,450	666,923
Manchester City Council - MAES Education	25,394	13,103
North Lanarkshire Council	-	51,786
Renfrewshire Council	-	3,000
Skills Development Scotland		
- Employability Fund	2,103,991	1,771,232
- Modern Apprenticeships	3,600	-
- National Third Sector Challenge Fund	110,233	192,504
West Dunbartonshire Council	-	982
	<hr/>	<hr/>
	2,275,263	2,729,480
	<hr/>	<hr/>

The unfulfilled conditions and contingencies attaching to the grants were across fulfilling the delivery of Street League academies which spanned the year end.

#### 14 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.



## STREET LEAGUE

### Notes to the accounts

For the year ended 31 March 2020 (continued)

#### 15 Fixed assets: tangible assets

	Leasehold improvements	Furniture & fittings	Computer equipment	Office equipment	IT Assets	Total
Cost	£	£	£	£	£	£
At 1 April 2019	22,274	8,766	192,356	22,309	38,850	284,555
Additions	-	-	10,562	-	-	10,562
At 31 March 2020	22,274	8,766	202,918	22,309	38,850	295,117
<b>Depreciation</b>						
At 1 April 2019	21,707	8,479	180,711	21,303	38,850	271,050
Charge for the year	567	287	10,877	200	-	11,931
At 31 March 2020	22,274	8,766	191,588	21,503	38,850	282,981
<b>Net book value</b>						
At 31 March 2020	-	-	11,330	806	-	12,136
At 31 March 2019	567	287	11,645	1,006	-	13,505

# STREET LEAGUE

## Notes to the accounts

For the year ended 31 March 2020 (continued)

### 16 Debtors

	2020 £	2019 £
Trade debtors	229,773	469,759
Other debtors	25,747	20,712
Prepayments and accrued income	137,720	232,308
	<hr/>	<hr/>
	393,240	722,779
	<hr/>	<hr/>

### 17 Creditors: amounts falling due within one year

	2020 £	RESTATED 2019 £
Trade creditors	28,645	118,421
Other creditors and accruals	70,636	49,833
Short term compensated absences (holiday pay)	38,819	38,819
Deferred income	112,500	45,000
Taxation and social security costs	76,216	96,407
Other loans	60,733	47,629
	<hr/>	<hr/>
	387,549	396,109
	<hr/>	<hr/>

### 18 Deferred income

	2020 £	2019 £
Deferred income brought forward	45,000	21,435
Income received in advance of fundraising events	112,500	45,000
Released to income from charitable activities	(45,000)	(21,435)
	<hr/>	<hr/>
Deferred income carried forward	112,500	45,000
	<hr/>	<hr/>

Deferred income is income received in advance of fundraising events.

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**19 Creditors: amounts falling due after more than one year**

	2020 £	2019 £
Long term loans (falling due in less than 5 years)	157,906	279,660
	<u>157,906</u>	<u>279,660</u>

Included in long term loans is a loan from Social Investment Scotland. This loan was secured by a floating charge on the organisation dated 30th May 2013. The terms of the charge were delivered to and registered with Companies House on 4th June 2013 and cleared with a statement of satisfaction in full by the chargee on 12th March 2020.

**20 Analysis of movements in restricted funds**

2020	As at 1 April 2019 £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
<b>Sport</b>					
Accenture (UK) Limited	-	120,000	(114,000)	(6,000)	-
Bank of America Foundation	33,728	60,212	(58,240)	(10,000)	25,700
Coach Core	-	6,379	(6,379)	-	-
Comic Relief					
<i>Next Steps into Work</i>	6,977	41,863	(37,446)	(11,394)	-
<i>Street League Rugby</i>	-	41,164	(41,164)	-	-
Fondation CHANEL	26,856	82,066	(108,922)	-	-
Football for Hope FIFA	-	19,348	(17,748)	(1,600)	-
Goal Programme	-	111,675	(63,773)	(15,880)	32,022
HSBC UK	-	14,472	(14,472)	-	-
Inspiring Scotland	-	398,000	(389,600)	(8,400)	-
King Baudouin	-	15,897	(11,397)	-	4,500
Laureus Sport for Good Foundation	25,120	70,000	(73,120)	-	22,000
MAES	-	25,394	(25,394)	-	-
MHCC Thrive	-	13,405	(9,003)	-	4,402
Masonic Charitable Foundation	-	33,334	(25,001)	-	8,333
Newton Foundation	-	2,000	(2,000)	-	-
Postcode Sport Trust					
<i>Extra Award 2018</i>	81,000	-	(81,000)	-	-
The Quilter Foundation	-	24,385	(15,000)	-	9,385
Shared Impact	2,519	50,000	(52,519)	-	-
Sport England	27,311	40	(27,351)	-	-
St. James's Place Charitable Foundation	22,844	50,000	(58,819)	-	14,025
State Street Foundation	-	58,570	(58,570)	-	-
Restricted funds carried forward	<u>226,355</u>	<u>1,238,204</u>	<u>(1,290,918)</u>	<u>(53,274)</u>	<u>120,367</u>



**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**20 Analysis of movements in restricted funds (cont.)**

	As at 1 April 2019 £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
Restricted funds brought forward	226,355	1,238,204	(1,290,918)	(53,274)	120,367
Streetfootballworld	-	21,807	(21,807)	-	-
The London Marathon Charitable Trust	13,750	175,000	(170,750)	(18,000)	-
The Societe Generale Corporate Foundation for Solidarity	-	25,155	(21,300)	(3,855)	-
Virgin Money Foundation	35,370	-	(35,370)	-	-
Wellington Management UK Foundation	-	20,000	(20,000)	-	-
Other Restricted Income < £20,000	39,906	40,989	(79,645)	-	1,250
<b>HQ</b>					
Fondation CHANEL	8,416	60,307	(27,281)	(8,416)	33,026
Credit Suisse EMEA	15,000	-	(15,000)	-	-
John Ellerman Foundation	21,910	30,000	(35,681)	-	16,229
Postcode Sport Trust					
<i>Extra Award 2018</i>	4,000	-	(4,000)	-	-
<i>Extra Award 2019</i>	-	200,000	(50,000)	-	150,000
Other Restricted Income < £20,000	-	17,554	(17,554)	-	-
<b>Total restricted funds</b>	<b>364,707</b>	<b>1,829,016</b>	<b>(1,789,306)</b>	<b>(83,545)</b>	<b>320,872</b>

Transfers represent project management charges made in the year in line with funder agreements.

Name of restricted fund	Description, nature and purposes of the fund
Accenture (UK) Limited	A grant awarded by Accenture (UK) Limited to help Street League better equip young people to enter and thrive in an increasingly digital world of work.
Bank of America Foundation	A grant received from the Bank of America Charitable Foundation to support the London Street League Academy.
Coach Core	Grants received under the The Royal Foundation Coach Core programme targeting young people who wish to gain further education and employment in sport. Grants were received from Fulham FC Foundation, Sport Birmingham and Inspiring Healthy Lifestyles.
Comic Relief "Next Steps into Work"	A 2 year grant awarded by Comic Relief, starting in November 2017 to fund the Lanarkshire fitness academy.
Comic Relief "Street League Rugby"	A 2 year grant awarded by Comic Relief, starting in March 2018 to fund the London Academy <i>Try for Change</i> programme.
Fondation CHANEL	Support received from the Foundation, including an HQ element, to support the Moving Into Work project. This support is for 3 years and runs from January 1st 2019 to February 1st 2022.

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**20 Analysis of movements in restricted funds (cont.)**

Football for Hope FIFA	A grant from FIFA's Football for Hope Programme towards sustaining Street League's work in Ayrshire.
Goal Programme	Grant funding awarded by Women Win and provided for the implementation of the Goal Programme by Standard Chartered Bank through partnership. Funds were awarded to Street League to engage and empower adolescent girls from low-income communities with the skills they need to make informed life choices. The fund includes income awarded as a training budget and the Street League programme runs from July 2019 to June 2020.
HSBC UK	Funds awarded to part-fund an academy for 6 months.
Inspiring Scotland	Venture Philanthropy funds received from Inspiring Scotland for Scottish programmes to support young people into positive destinations.
King Baudouin Foundation	Two grants received in the year under the Common Goal Fund as supported by The King Baudouin Foundation towards the Manchester Academy and sport for employment programmes.
Laureus Sport for Good Foundation	Grant income received from The Laureus Sport for Good Foundation towards Street League academies.
MAES	Income received from Manchester City Council's Adult Education Service through the Neighbourhood Learning in Deprived Communities Fund allocated for the delivery of an approved programme for learners.
MHCC Thrive	Grant funding received via Young Manchester through the Manchester Health & Care Commissioning Thrive Grant Programme towards sport, employability and wellbeing academy activities in Manchester.
Masonic Charitable Foundation	A 2 year grant received towards Street League Birmingham.
Newton Foundation	Funds awarded to part-fund an academy for 6 months.
Postcode Sport Trust - Extra Award 2018	Funds awarded in 2018 thanks to players of People's Postcode Lottery through Postcode Sport Trust.
Postcode Sport Trust - Extra Award 2019	Funds awarded in 2019 thanks to players of People's Postcode Lottery through Postcode Sport Trust.
The Quilter Foundation	A 3 year grant received towards the continued delivery of sport based personal development and employability programmes at the academy in Birmingham.
Shared Impact	Donations received through the SharedImpact Foundation towards the cost of Street League's Aftercare Services and Head of Scottish Operations.
Sport England	Lottery Grant funding received from Sport England to assist with 'Supporting Young Females into Work Through Sport' in Manchester, Liverpool and Birmingham.
St James's Place Charitable Foundation	Donation support received from St James's Place Charitable Foundation towards the cost of two Modern Apprenticeship Assessors in Glasgow, supporting approx. 90 young people into work over the 3 years August 2018 - July 2021.
State Street Foundation	A grant awarded by the State Street Community Support Programme to support the Academy Delivery Teams within Edinburgh.
Streetfootballworld	A donation received through streetfootballworld of financial support from Nissan and the UEFA Foundation for Children to support the Street League Academies in North London and Tees Valley (Middlesbrough) between February 2018 and December 2019.
The London Marathon Charitable Trust	Grant funding received toward the project "Making Headlines, Achieving Impact" for 3 years from November 2018 to October 2021.
The Societe Generale Corporate Foundation for Solidarity	Amounts received toward the execution of Street League London for 1 year from March 2019.



**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**20 Analysis of movements in restricted funds (cont.)**

Virgin Money Foundation	Grant funding towards Street League's employment programme in Middlesbrough.
Wellington Management UK Foundation	Grant funding received towards engagement and aftercare salaries and expenses.
Other Restricted Income < £20,000	Various small grants and one off donations received towards Street League's charitable activities, which although grouped into one category here, are tracked individually against any specific location and/or project awarded to fund.
Credit Suisse EMEA Foundation	A 1 year grant awarded in October 2018 to support the development of a predictive modelling tool that identifies the characteristics and factors that enable success and decrease the likelihood of disengagement by young people in Street League programmes.
John Ellerman Foundation	A grant awarded over 3 years towards the cost of the Monitoring and Evaluation team to deepen Street League's understanding of its programmes and better support young people.

**Comparative analysis of movements in restricted funds**

2019	As at 1 April 2018 £	Income £	Expenditure £	Transfers £	As at 31 March 2019 £
<b>Sport</b>					
Bank of America Foundation	57,350	70,106	(93,728)	-	33,728
Comic Relief					
<i>British Airways voting</i>	-	1,000	(1,000)	-	-
<i>BT Supporters Club</i>	-	12,500	(12,500)	-	-
<i>Next Steps into Work</i>	-	91,648	(84,671)	-	6,977
<i>Street League Rugby</i>	-	50,492	(50,492)	-	-
Dulverton Trust	-	25,000	(25,000)	-	-
The Fidelity UK Foundation	-	-	(9,000)	9,000	-
Fondation CHANEL	-	58,856	(32,000)	-	26,856
Football for Hope FIFA	-	12,000	(12,000)	-	-
Garfield Weston Foundation	-	25,000	(25,000)	-	-
Inspiring Scotland	68,409	472,500	(540,909)	-	-
Laureus Sport for Good	35,000	82,000	(91,880)	-	25,120
MAES	-	13,103	(13,103)	-	-
Newton Foundation	-	30,000	(30,000)	-	-
Peter Harrison Foundation	27,643	-	(27,643)	-	-
Postcode Sport Trust					
<i>Extra Award 2017</i>	68,860	-	(68,860)	-	-
<i>Extra Award 2018</i>	-	196,000	(115,000)	-	81,000
Shared Impact	2,519	25,000	(25,000)	-	2,519
Spirit of 2012	-	12,500	(12,500)	-	-
Sport England	72,006	266,522	(311,217)	-	27,311
St. James's Place Charitable	-	50,000	(27,156)	-	22,844
State Street Foundation	-	58,916	(58,916)	-	-
Streetfootballworld	-	30,378	(30,378)	-	-
<b>Restricted funds carried forward</b>	<b>331,787</b>	<b>1,583,521</b>	<b>(1,697,953)</b>	<b>9,000</b>	<b>226,355</b>



**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**20 Comparative analysis of movements in restricted funds (cont.)**

	As at 1 April 2018 £	Income £	Expenditure £	Transfers £	As at 31 March 2019 £
Restricted funds brought forward	331,787	1,583,521	(1,697,953)	9,000	226,355
The London Marathon	-	82,500	(68,750)	-	13,750
The Societe Generale	-	25,659	(25,659)	-	-
Third Sector Challenge Fund	-	51,786	(51,786)	-	-
Virgin Money Foundation	-	47,370	(12,000)	-	35,370
Other Restricted Income	16,578	144,786	(121,458)	-	39,906
<b>HQ</b>					
Fondation CHANEL	-	8,416	-	-	8,416
Credit Suisse EMEA	-	30,000	(15,000)	-	15,000
John Ellerman Foundation	-	30,000	(8,090)	-	21,910
Postcode Sport Trust					
<i>Extra Award 2018</i>	-	4,000	-	-	4,000
<b>Total Restricted funds</b>	<b>348,365</b>	<b>2,008,038</b>	<b>(2,000,696)</b>	<b>9,000</b>	<b>364,707</b>

Transfers represents the transfer of assets from unrestricted funds to finance an amount repaid in the year to the original funder in line with their policy on unspent grant funds. The original donation of grant funding was made in 2014.

**21 Analysis of movement in unrestricted funds**

2020	RESTATED Balance at 1 April 2019 £	Income £	Expenditure £	Transfers	As at 31 March 2020 £
Unrestricted funds	197,064	3,975,420	(3,512,642)	83,545	743,387
	197,064	3,975,420	(3,512,642)	83,545	743,387

Name of fund	Description, nature and purposes of the fund
Unrestricted funds	Free reserves after allowing for all designated funds

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**21 Analysis of movement in unrestricted funds (cont.)**

**Comparative analysis of movement in unrestricted funds**

2019	Balance at 1 April 2018 £	Income £	RESTATED Expenditure £	Transfers	RESTATED As at 31 March 2019 £
Unrestricted funds	496,072	3,715,255	(4,005,263)	(9,000)	197,064
	<u>496,072</u>	<u>3,715,255</u>	<u>(4,005,263)</u>	<u>(9,000)</u>	<u>197,064</u>

Name of fund	Description, nature and purposes of the fund
Unrestricted funds	Free reserves after allowing for all designated funds

**22 Analysis of net assets between funds**

2020	General fund £	Restricted funds £	Total £
Tangible fixed assets	12,136	-	12,136
Net current assets/(liabilities)	889,157	320,872	1,210,029
Creditors of more than one year	(157,906)	-	(157,906)
	<u>743,387</u>	<u>320,872</u>	<u>1,064,259</u>

**Comparative analysis of net assets between funds**

2019	RESTATED General fund £	Restricted funds £	RESTATED Total £
Tangible fixed assets	13,505	-	13,505
Net current assets/(liabilities)	463,219	364,707	827,926
Creditors of more than one year	(279,660)	-	(279,660)
	<u>197,064</u>	<u>364,707</u>	<u>561,771</u>

**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**23 Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2020 £	2019 £	2020 £	2019 £
Less than one year	59,372	89,452	18,379	19,053
One to five years	37,227	94,222	5,652	24,163
	<u>96,599</u>	<u>183,674</u>	<u>24,031</u>	<u>43,216</u>

**24 Analysis of changes in net debt**

	At 1 April 2019 £	Cash-flows £	At 31 March 2020 £
Cash and Cash Equivalents	501,256	703,082	1,204,338
Loans falling due within one year	(47,629)	(13,104)	(60,733)
Loans falling due after more than one year	(279,660)	121,754	(157,906)
	<u>173,967</u>	<u>811,732</u>	<u>985,699</u>

**25 Reconciliation of net movement in funds to net cash flow from operating activities**

	2020 £	RESTATED 2019 £
Net income/(expenditure) for the year (as per the statement of financial activities)	502,488	(282,666)
Adjustments for:		
Depreciation charge	11,931	10,084
Dividends, interest and rents from investments	(106)	(309)
Decrease/(increase) in debtors	329,539	42,545
Increase/(decrease) in creditors	(21,664)	82,267
	<u>822,188</u>	<u>(148,079)</u>



**STREET LEAGUE**  
Notes to the accounts  
For the year ended 31 March 2020 (continued)

**26 Prior period adjustment**

A prior period adjustment has been presented in the accounts to address the treatment of a short term compensated absences (holiday pay) accrual, in line with relevant accounting standards including the Charities SORP (FRS 102) and as referred to in note 1. The short term compensated absences (holiday pay) accrual, as calculated at 31 March 2019, has been included as a material prior period adjustment to correct the treatment of the provision established but not included in material balances. The movement in the accrual was not considered material in the year ended 31 March 2020.

The adjustment has the effect of increasing the cost of employee benefits and Creditors: amounts falling due within one year and decreasing unrestricted reserves by £38,819 as at 31 March 2019.

## STREET LEAGUE

### Reference and administration information For the year ended 31 March 2020

<b>Charity name</b>	Street League	
<b>Charity Registration Numbers</b>	1101313 (England and Wales) and SC 038884 (Scotland)	
<b>Company Registration Number</b>	04974643 (limited by guarantee)	
<b>Registered Office</b>	Suite 1.05, The Courtyard Royal Mills 17 Redhill Street Manchester, M4 5BA	
<b>Trustees</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:	
	Mike Parker, Chairman	resigned 23/06/2020
	John Coleman, Chairman	appointed 23/06/2020
	Stuart Beaver	
	Lesley Giddins	
	Andy Ransom	
	David Reilly	resigned 10/12/2019
	William Jonathan Rennie	appointed 12/12/2019
	Dee Townsend	
<b>Company Secretary</b>	Melanie Davies Catherine Elliott	resigned 30/04/2019 appointed 23/04/2019
<b>Senior Management Team</b>	Lindsey MacDonald Dougie Stevenson Lesley Caron Nigel Mansfield Allan Garratt	Managing Director Managing Director Finance Director Commercial Director resigned 31/01/2020
<b>Bankers</b>	Barclays Bank plc 99 Hatton Garden London, EC1N 8DN	Santander UK plc 298 Deansgate Manchester, M3 4HH
<b>Solicitors</b>	Burness Paul LLP 120 Bothwell Street Glasgow, G2 7JL	Simmons & Simmons LLP CityPoint, 1 Ropemaker Street London, EC2Y 9SS
	Reed Smith LLP Broadgate Tower 20 Primrose Street London, EC2A 2RS	CMS Cameron McKenna Nabarro Olswang LLP 1 West Regent Street Glasgow, G2 1AP
	TLT LLP 140 West George Street Glasgow, G2 2HG	Arnold & Porter Tower 42, 25 Old Broad Street London, EC2N 1HQ
<b>Professional Advisors</b>	Centre for Charity Effectiveness CASS Business School 106 Bunhill Row London, EC1Y 8TZ	
<b>Auditors</b>	Beever and Struthers Chartered Accountants and Statutory Auditors St George's House, 215 – 219 Chester Road Manchester, M15 4JE	







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