

- TRANSPARENCY -

2016/2017 ANNUAL REPORT

- CHALLENGES -



- SUCCESSES -



J(OUR)NEY



Suite 1.05 The Courtyard, Royal Mills, 17 Redhill Street, Manchester M4 5BA
www.streetleague.co.uk #movingintowork

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

Registered charity in England & Wales (1101313) and in Scotland (SC038884)
Registered in England & Wales Company No. 04974643

HELP US SEE AN **END** TO YOUTH UNEMPLOYMENT

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YOUNG PEOPLE ARE AT THE CENTRE OF ALL WE DO

“

I like the fact that I gained valuable employability skills in a welcoming environment. It was an amazing 8 weeks and my confidence really grew. I also like the fact that I still continue to get support from the team even after completing the programme.

”

97%

OF YOUNG PEOPLE FEEL THEIR HEALTH AND FITNESS HAS IMPROVED
(104/107 survey sample)

THE THING I LIKED MOST ABOUT STREET LEAGUE IS THAT YOU FEEL LIKE A PART OF A TEAM

”

“

Street League has helped me to meet new people, build positive relationships and most importantly enabled me to experience new things. I am now in a positive, happy place because I am employed full time, without the support and guidance from Street League I wouldn't have been able to achieve this goal!

”

I LIKE THE FACT THAT I HAVE SOMETHING TO DO ON A DAILY BASIS THAT KEEPS ME MENTALLY AND PHYSICALLY FIT FOR WORK

”

AT STREET LEAGUE YOU ARE TREATED WITH RESPECT

”

100% OF PARTICIPANTS WOULD RECOMMEND THE PROGRAMME TO A FRIEND IN THE FUTURE
(116/116 survey sample)

CHAIRMAN AND CEO SUMMARY

OUR VISION IS TO SEE AN END TO YOUTH UNEMPLOYMENT IN THE UK

Thank you for taking the time to read our Annual Report.

We are really pleased to say we've had another great year at Street League.

- We've seen the number of young people progressing from our programmes into work, education and training grow by 21% to 1553 from 1281 last year.
- This 21% growth in outcomes was achieved with only 7% increase in expenditure (£5.28m to £5.65m), showing that we are scaling up our social impact efficiently.
- We continued to support the majority (63%: 982/1553) of young people into an employment outcome, which is our ambition, and our six-month sustainment rate improved to 59% (579/982 vs. 55% last year) with more in-work support provided and strengthened employer partnerships.
- We successfully piloted a new 'fitness' programme, which took a more individual approach and became our third sport offer in addition to football and dance-fit.
- We've also opened a brand new Street League centre in Dundee, the region with the highest youth unemployment rate in Scotland with 1 in 5 young people out of work.
- Our Scottish regions have also successfully achieved a second year of delivering over 1000 outcomes.

Street League re-branded in summer 2016, bringing our football and dance-fit programmes together under one united brand. By expanding into dance-fit and fitness, we are positioning ourselves as a **sport** for employment organisation, rather than just football. This will enable us to continue to increase the diversity of the young people that we support. We created a new clearer brand, including a new website, logo and social media presence which was well received by our young people, staff and partners.

In our last annual report we took the unusual step of talking about all of the young people that we **were**n't able to help during the previous 12 months before going on to talk about all the young people that we did help. We were very encouraged by the positive reaction we received to this approach and the response to this more transparent way of reporting impact. Our subsequent #CallForClarity social media campaign and article in The Guardian received widespread support and praise from the sector.

This year we want to take this transparent approach further by focussing on two key themes – firstly the **journeys** young people take through Street League programmes, and secondly the key **learning** we can take from these journeys to improve what we are doing at Street League. All of this is working towards our goal of continuous improvement for the organisation.

That's why on pages 20 and 32 in this report we highlight the **journeys** young people took through Street League during the past twelve months. We look at their starting points (including what barriers to employment young people faced when they joined us) through to the outcomes they secured. Once again we will start this report (pages 10 and 11) by

talking up front about all the young people we **were**n't able to help (183 in 2016/17), and this year we have progressed our analysis further into **why** they disengaged so we can work to reduce this number.

We are currently developing an online tool to facilitate analysis and sharing of our impact data on a quarterly basis that will enable us to make improvements more quickly and increase our social impact. We will also share the journeys of our participants in an interactive way that will allow users to filter the data to show the range of different ways young people come into and progress through Street League. We hope to launch this tool with the publication of this report.

In terms of **learning**, we realised last year that we had a lot of data about the progress of young people through our organisation, but we needed to better analyse the data in order to learn how to improve our programmes. As a result, in each section of this year's report we will share what we got right, what we didn't get right and what we learnt to highlight our theme of **learning**.

On page 18 we highlight regional variations in youth unemployment rates, showing the actual youth unemployment rate for the hotspots in which we are working rather than comparing all regions against the national average (which can sometimes be misleading). We also include more analysis of our financial performance compared to outcomes (p 14).

As we said last year, charity work should be difficult by its very nature. We had hoped that the number of young people we weren't able to support through Street League would decrease this year but instead it has increased slightly to 7.5% (183/2427) from 5% (109/2177) last year. We have gained more insight as to why young people disengage and are increasing our understanding of

their starting point when they join. The number also shows that we are still prepared to take risks with young people coming onto our courses, and we aren't simply supporting those who are most likely to go into positive outcomes.

One key change from last year's report is that every single outcome we achieved this year has evidence to back it up. Last year, we didn't count 48 outcomes because we didn't have enough evidence to meet our internal audit requirements. We learnt from this and introduced a new procedure in which evidence must be submitted at the time of recording an outcome rather than collecting all the evidence at the end of year. While this created a one-month time lag in our reporting, it meant that we were able to confidently report every one of the 1553 outcomes we achieved throughout the year.

Youth unemployment continues to be a big problem across the

UK for young people living in disadvantaged communities, and who still need to gain the work experience and skills necessary to succeed in work. Sport is an incredible tool for engaging, retaining and developing young people, and Street League is committed to being the UK's leading sport for employment organisation.

We would like to express our sincere thanks to all of our staff, funders and partners who have been crucial to delivering these results in FY16/17.



Mike Parker
Chairman

Matt Stevenson-Dodd
CEO

INDEPENDENT PROGRAMME EVALUATION

Two years ago, thanks to funding support from Barclays, we engaged Brunel University to undertake a piece of independent qualitative research looking into how effectively we are achieving our social mission, young people's experience of Street League, and the impact of sport in our programmes. We were keen to understand young people's individual stories and what we could do to improve the way we, engage, retain and interact with young people. The report stated: and that "Sport is integral to Street

"There is substantial, encouraging evidence that Street League is meeting its aims and objectives"

League". See page 26 for the executive summary of the factors contributing to our programmes' success and suggested areas for improvement.



2017/18 PRIORITIES

- Looking to the future, we will focus on improving our financial sustainability and rebuilding reserves to above two months' cover over the next 12 months, as the fundraising environment remains challenging.
- We will continue to invest in our fundraising team and focus on using our data to become more efficient in supporting young people into sustainable work, education or training
- Over the next twelve months we are aiming for an 8% increase in outcomes to 1676 from 1553 without any increase in operating expenses.

EXECUTIVE SUMMARY

WHAT WE LEARNT LAST YEAR

We increased our social impact to 1553 hard outcomes (+21%) and increased our six-month sustainment rate (59% +4%), with only a +7% (£5.65/£5.28m) increase in expenditure.

SUCCESSES

We improved transparency of monitoring, evaluation and financial reporting.

SUCCESSES

We better understood who we can and cannot help.

SUCCESSES

We achieved a balanced mix of income sources and a strong ROI from fundraising.

SUCCESSES

183 young people disengaged from our programmes without a positive destination.

CHALLENGES

Our financial reserves were reduced from 2 months to 1.8 months.

CHALLENGES

We did not collate and analyse our soft-skills data to the same extent as our hard outcomes data.

CHALLENGES

Regional variations in unemployment, population and performance are to be expected and need to be understood.

INSIGHT

In-work support (aftercare) has proven effective in helping young people to sustain their destinations and further support young people with more challenging starting points.

INSIGHT

We know that sport is integral to what we do, and this was reinforced by a 24-month long independent evaluation by Brunel University (see p26).

INSIGHT

Other charities face the same challenges with monitoring and evaluation and transparency as we do.

INSIGHT

FUTURE ACTIONS NEXT YEAR

We will continue to learn from our analysis, listen to our staff and young people, and find ways to efficiently increase our social impact.

We will develop the Three Golden Rules (p36), launch an external quarterly dashboard with online interactive tools, and upgrade the standard of evidence collection.

We will improve how we record young people's starting points and soft skills measurement throughout their journey.

We will increase investment into the fundraising team and continue to measure all ROI.

We will continue to focus on reducing early disengagement and ensure each young person's individual support plan is appropriate.

We will continue to generate further unrestricted income through contract performance and fundraising. We will focus on building unrestricted income to increase our reserves to over 2 months again.

We will integrate soft skills analysis into monthly reporting packs and performance reviews to analyse the incremental steps that help a young person achieve sustained employment.

We will assess local population data based on ethnicity and gender to allow for a more localized approach.

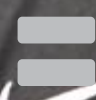
We will develop our in-work support program across all regions.

We will increase the sharing of good practice across our programmes to ensure sport plays a central role in increasing our social impact.

We will encourage more open discussion and cross-industry learning – join the conversation on #callforclarity.

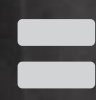
THIS YEAR WE WEREN'T ABLE TO HELP 183 YOUNG PEOPLE

FY 15/16

WHAT
WE DID

FY 16/17

109

YOUNG PEOPLE
WE WEREN'T
ABLE TO HELPEXPANDED
DEFINITION OF
"DISENGAGED"
+ ANALYSIS TO
UNDERSTAND
REASONS WHY

183

YOUNG PEOPLE
WE WEREN'T
ABLE TO HELP +
UNDERSTANDING
WHY

48

OUTCOMES
WERE REJECTED
DUE TO LACK
OF EVIDENCENEW OUTCOMES
POLICY AND
STAFF TRAINING

0

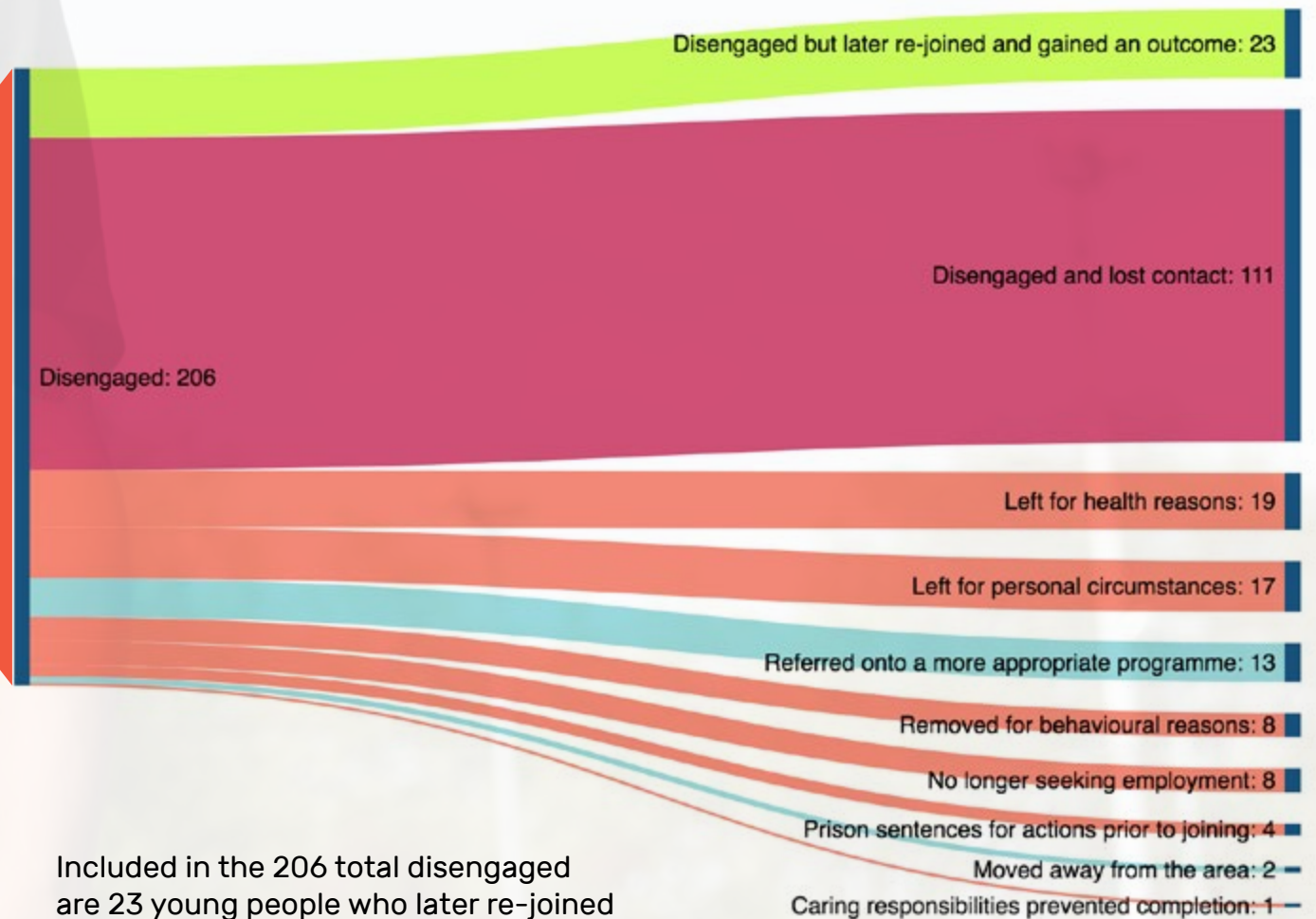
OUTCOME
REJECTED DUE
TO LACK OF
EVIDENCE

Last year, Street League identified 109 young people that we weren't able to help – who left our programme early and who we lost contact with. We were unable to understand why they disengaged.

In 2016/17, we had 111 young people disengage from Street League's programme who we have lost contact with (direct comparison to FY15/16).

However, this year we have expanded our "disengaged" definition to include young people who we decided were not suited to Street League's programmes or whose circumstances changed (details in analysis below). By including these categories, **our updated total of disengaged young people is 183**. This improved analysis allows us to focus efforts to reduce early disengagement and ensure each young person's individual support plan is appropriate.

DISENGAGEMENT ANALYSIS



Included in the 206 total disengaged are 23 young people who later re-joined and gained an outcome. These 23 young people are hence excluded from those who we weren't able to help.

IMPACT DASHBOARD

Total no. participants

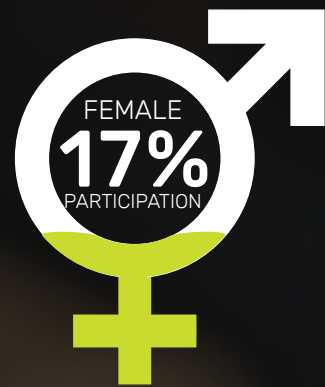
FY16/17



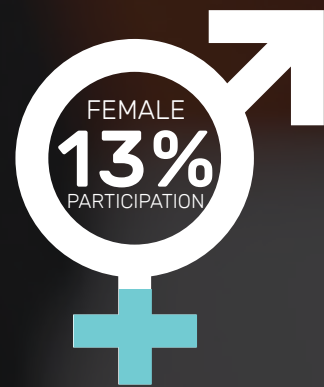
FY15/16



Gender diversity

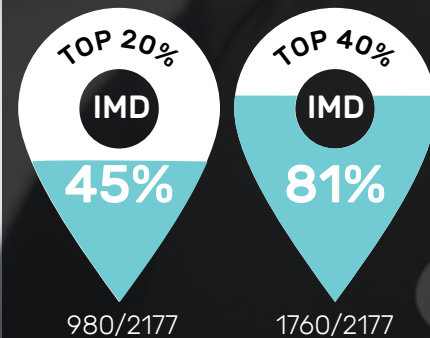
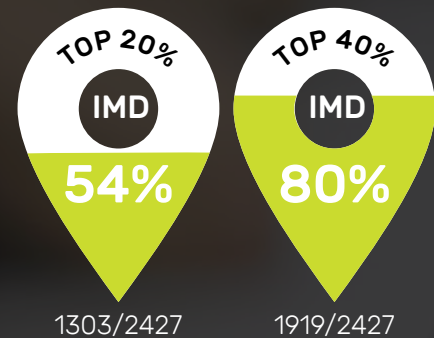


Male 2018 Female 406 Other 3



Male 1894 Female 283

Participant from top IMD regions %



Participants with at least one barrier to employment



1751/2427



1257/1685

Employment, education & training outcomes

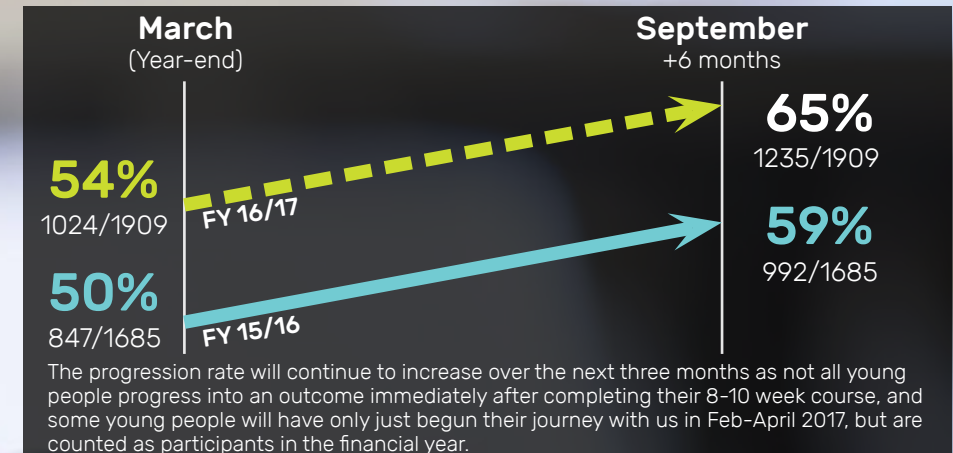
FY16/17



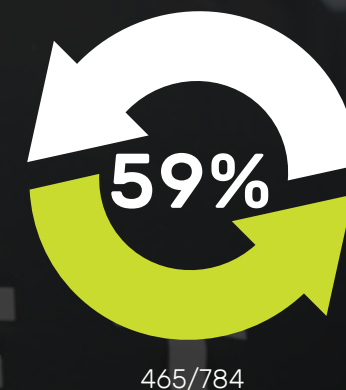
FY15/16



Progression rate from academy programme



6-month sustainment rate for employment



Top three sectors

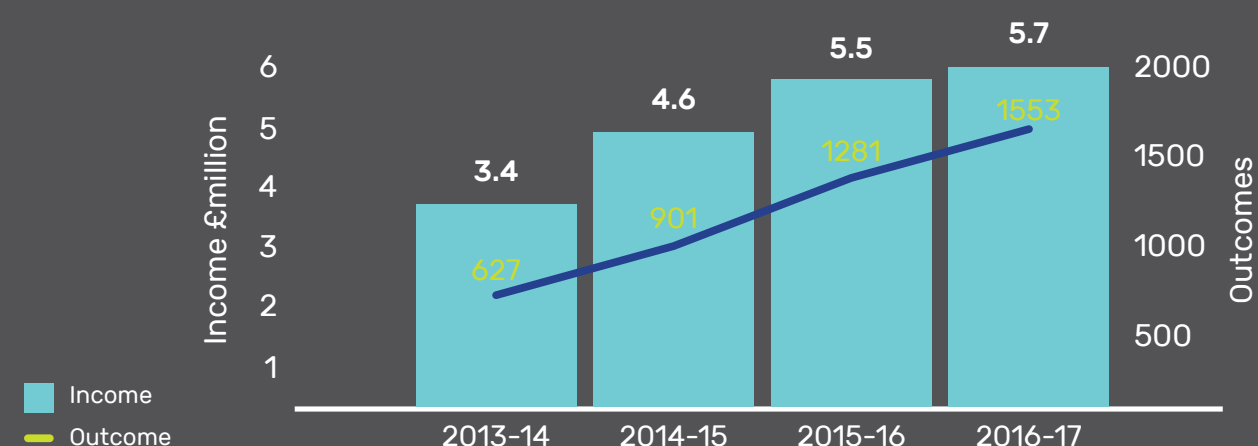
RETAIL
HOSPITALITY
WAREHOUSE/STORAGE

RETAIL
HOSPITALITY
WAREHOUSE/STORAGE

FINANCE DASHBOARD

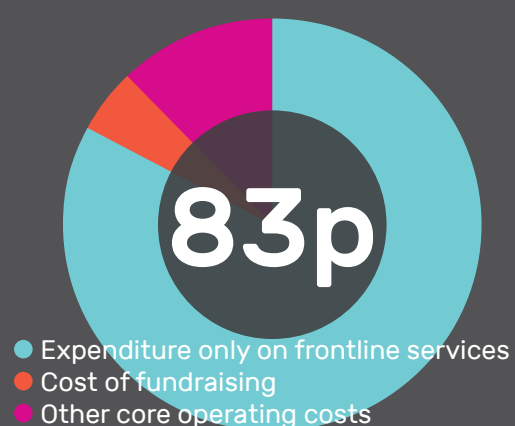
	YOY	FY16/17	FY15/16
INCOME	↑ +3.0%	£5.67M	£5.5M
EXPENDITURE	↑ +7%	£5.65M	£5.28M
OUTCOMES	↑ +21%	1,553	1,281
MONTHS RESERVES	↓ -10%	1.8 months	2 months

GROWTH IN INCOME VS. OUTCOMES



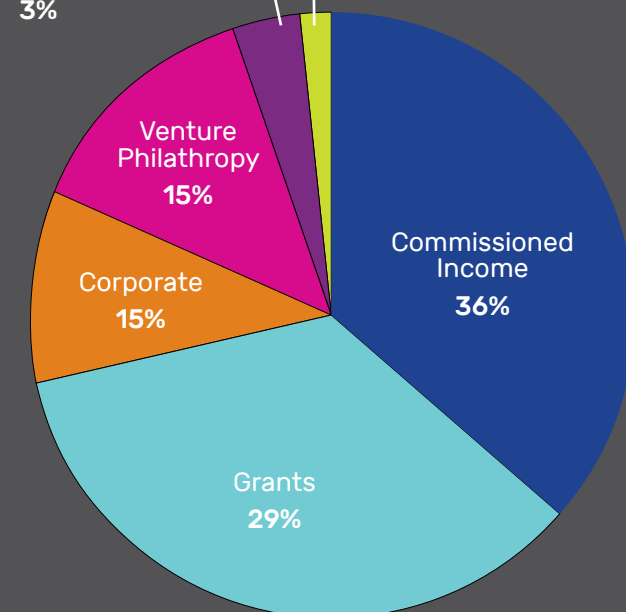
WHERE WE SPEND OUR MONEY

For every £1 we spend, 83p is spent directly on our front-line services



WHERE OUR INCOME COMES FROM

Donations/other 3%



Funding from Corporate organisations is often received via charitable trusts and foundations and will therefore be included in the 'grant' section of income.

FUNDRAISING RETURN ON INVESTMENT

For every £1 invested in fundraising we now generate £10.14 in funding to support our work.

10:1

"In the expanding world of sport for employability **Street league** remains the market leader. With its sport plus integrated approach to personal development and its mentoring support during the early phases of employment it provides the necessary supportive and developmental framework to facilitate access to the labour market."

Professor Fred Coalter,
Leading Sport for Development researcher.
Visiting Professor, Free University of Brussels (VUB)
Visiting Professor at Leeds Beckett University.

A YEAR TO REMEMBER



Participant with Laurent Koscielny,
Professional footballer representing
Arsenal and France.

21% GROWTH IN SOCIAL IMPACT

We have achieved a 21% growth in social impact this year (1553/1281) with only a 7% increase in expenditure (£5.65/£5.28m).

21%

STREET LEAGUE RE-BRAND

Last year we launched our new brand to bring together our football and dance-fit organisations and give us a more youth-focussed look.



#SL2K

SCOTLAND'S SUSTAINED SUCCESS

For the second year running, our teams in Scotland have supported over 1,000 young people into employment, education and training.

NEW SPORT- FITNESS LAUNCH

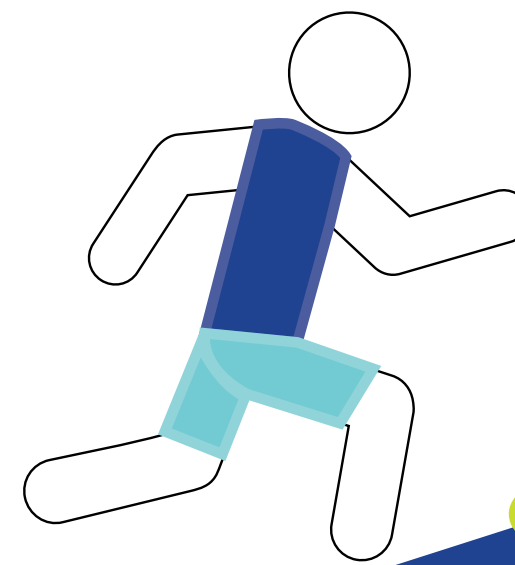
We have successfully piloted a new fitness employability programme to broaden the diversity of the young people we work with.



#MOTC

#MOTC

Alongside our new branding, we launched a new campaign called #MadeOutsideTheClassroom which helped us to engage with unemployed young people online and on social media and resulted in >2,000 online sign-ups to our programmes.



LAUNCH IN DUNDEE

We launched our football and fitness programmes in Dundee, the city with the highest youth unemployment rate in Scotland.



#CALLFORCLARITY

Our campaign to encourage more industry discussion around transparency gained support from 108 other organisations, reached 1.8million people and was featured in The Guardian.

PEOPLE'S POSTCODE LOTTERY FUNDING

We're delighted to have been awarded a further £600,000 funding which brings our total to £1.2million over two years.

INDEPENDENT EVALUATION

Brunel University conducted a 24 month study into Street League's programmes to evaluate how well we were delivering against our social mission. For full analysis of the success factors and improvement areas see p. 26



AWARDS AND QUALITY

Last year Street League won the "Prove It" Social Impact award from Social Enterprise UK and the SURF Award for Removing Barriers. We were also finalists for the Scottish Social Enterprise of the year and gained Matrix Accreditation for the quality of our employability programmes (second year).

KOSCIELNY SIGNS AS EPIC AMBASSADOR

Laurent Koscielny signed up as an Epic Ambassador to Street League to help promote our cause and raise awareness of using sport for good.



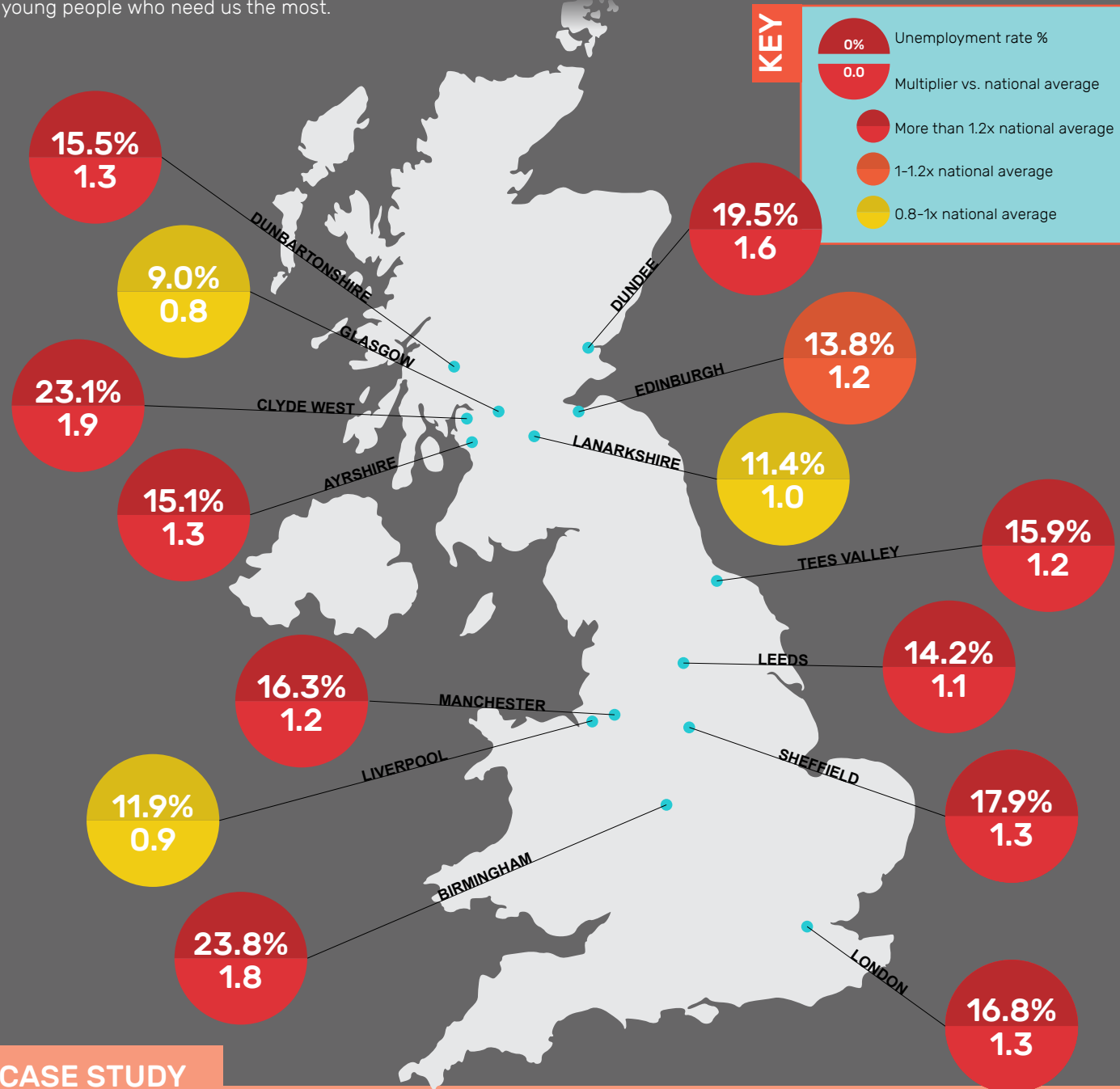
J(OUR)NEY

EXTERNAL RECOGNITION

THE NEED FOR STREET LEAGUE

Since 2009, the media and government have hailed great successes in the reduction in the rate of young people out of work from the peak of 20% post-recession, now down to 13.4% (or 1 in 7). However, when you dig a bit deeper into the numbers it is clear that **there is a huge regional disparity and that opportunity depends on where you live.**

Our Street League academies are based in some of the most deprived areas of the country to ensure we're helping those young people who need us the most.



CASE STUDY



Life has been very tough for Brandon. During his teenage years living in an inner city area of Birmingham, he struggled growing up in an unstable home moving in and out of care. He then found himself living on the streets and getting caught up in criminal activity. He faced a very uncertain future with the very real possibility of imprisonment.

Brandon was referred to Street League in Dec 2016 by his support worker. Initially, Brandon struggled with social interaction and was uncomfortable around unfamiliar people.

However, the opportunity to play sport especially football, made all the difference.

Soon his communication skills and confidence grew and following a mock interview session with Barclays staff, Street League identified an opportunity at a local hotel. They were extremely impressed with Brandon's attitude and enthusiasm throughout the interview and offered him a full-time position as a Kitchen Assistant. Since then Brandon hasn't looked back and has gone from strength to strength.

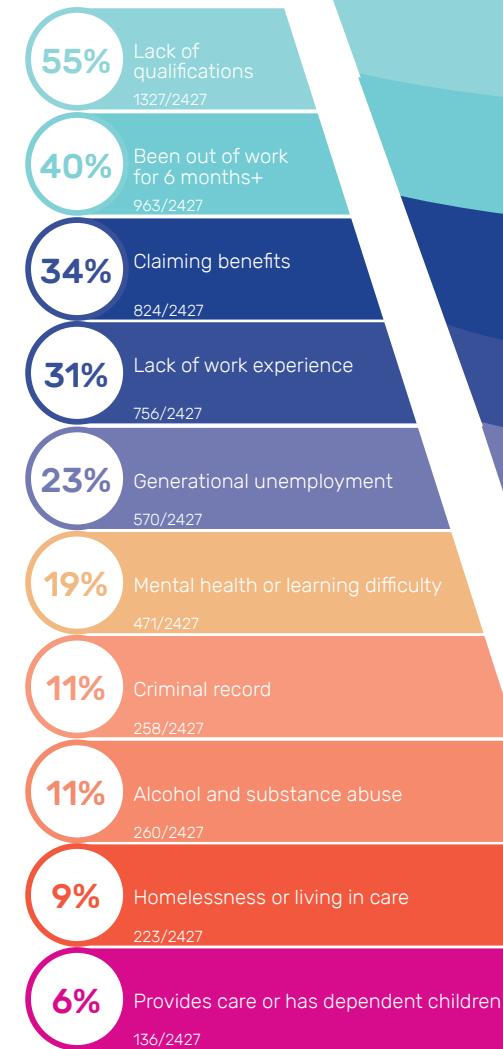
"I am now in a positive, happy place because I am employed full-time. Without the support and guidance from Street League, I wouldn't have been able to achieve this goal. I cannot thank them enough for turning my life around".
Brandon, Birmingham 2017.

DE-MYSTIFYING YOUTH UNEMPLOYMENT

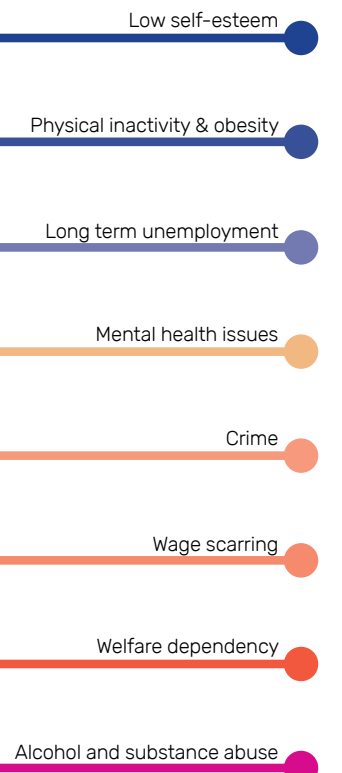
One of our roles is to raise awareness of the issue of youth unemployment and bust the myths surrounding what is a complex socio-economic issue. As illustrated below, the biggest barriers to employment can often be similar to the side effects of unemployment. Hence, when out of work for 12 months or more it can form a vicious cycle which is hard to escape without support.



BARRIERS TO EMPLOYMENT



SIDE EFFECTS OF UNEMPLOYMENT



Other barriers include: lack of confidence, lack of transport options, financial management or debt, religious barriers, gang membership, illiteracy.

BARRIER ANALYSIS

Street League captures a lot of data relating to each young person's background and starting point when they join our programmes. These help us understand how we can best support them, their aspirations and whether we are working with those who most need our help. Both our internal analysis and the Brunel evaluation highlighted the importance of a young person's starting point – the barriers they face and the enabling factors that will help them achieve their potential.

We recognised in reviewing our data this year that some of the barriers recorded are subjective while others are clearer to define and measure. Some of the factors we record are also more likely to be a barrier to employment than others. We will be working with our participants and staff to better categorise barriers, standardise initial assessments across all regions and train staff to better understand all barriers.

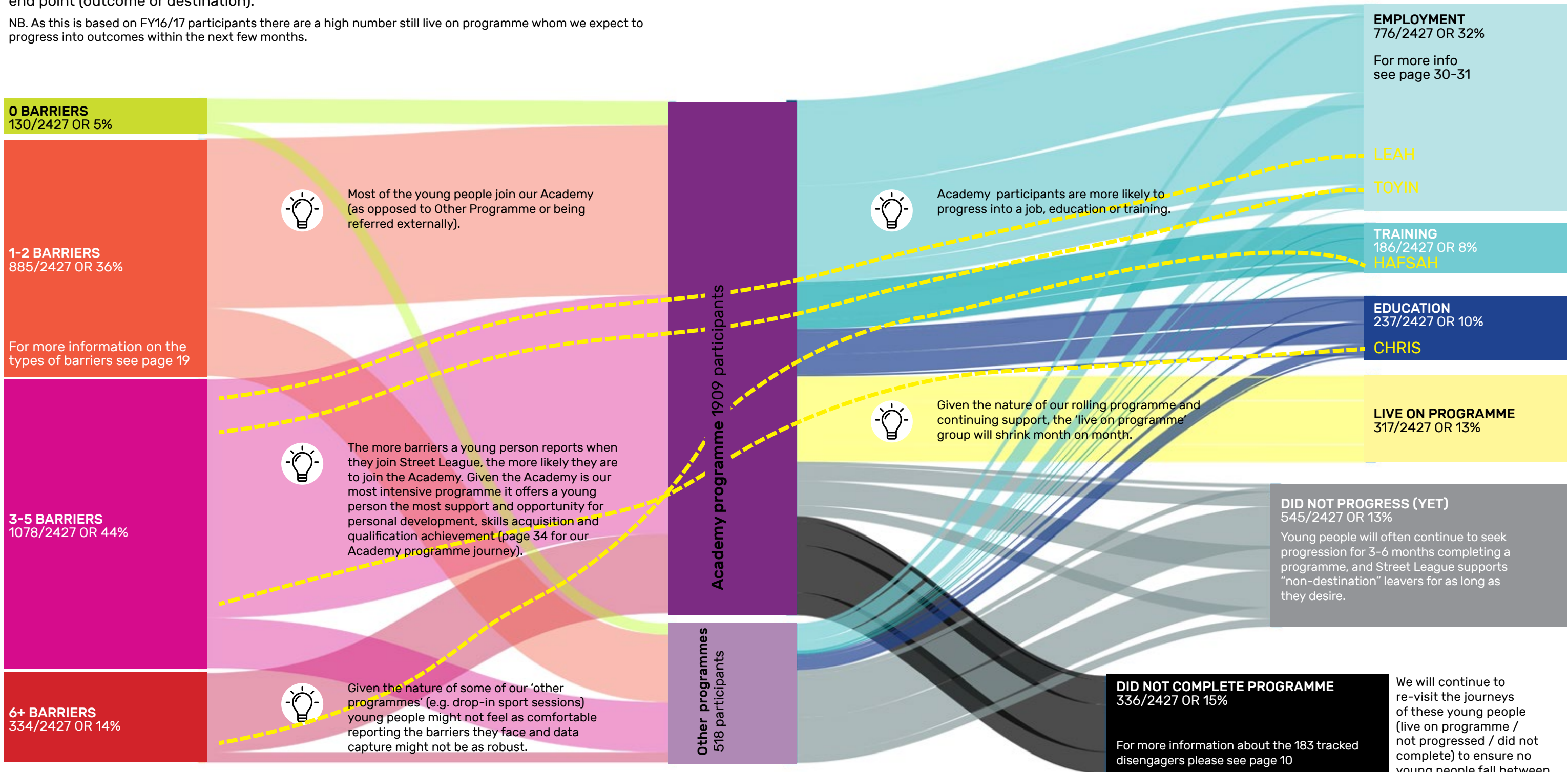
YOUNG PEOPLE'S JOURNEYS

We record and analyse the journey of every single young person through Street League to help us better understand our impact. In this sankey diagram below we have identified young people's journeys through Street League based on three variables: their starting point (number of reported barriers to employment), the programme they joined, and their end point (outcome or destination).

NB. As this is based on FY16/17 participants there are a high number still live on programme whom we expect to progress into outcomes within the next few months.

Each individual line on this diagram actually **represents one young person**.

We've highlighted four individual young people in **YELLOW** whose stories you can read on the next page.



SUCCESS STORIES



"Before joining Street League I wasn't doing anything positive, the programme has helped me gain my qualifications and progress. Thank you to Street League for all your help"

HAFAH, 19, SHEFFIELD

Struggled with behavioural issues and low prior attainment, and now starting a retail traineeship with Interserve.

Prior to Street League, Hafsa had unfortunately been dismissed from another training programme due to her behavior and poor attendance. She also faced employability barriers from low attainment and had never achieved any qualifications in English or Maths. She also faced significant cultural barriers in terms of her being able to take part in football and mixed gender sports, but after the Operations Manager at Street League Sheffield had spoken to Hafsa's father he was able to see that the Street League programme would greatly benefit Hafsa and allowed her to participate.

Since coming to Street League Hafsa has recorded a 100% attendance which is an amazing turnaround. Hafsa recently received the Street League MVP (Most Valuable Participant) trophy for her attendance and efforts whilst being at Street League. She has achieved her Level 1 Award in Skills for Employment, Training & Personal Development qualification and her first ever qualification in Maths and English. She has also started to do some volunteer work, running female football sessions through the FURD programme at the U-mix Centre on a Saturday morning. This is a very positive step for as Hafsa is a big football fanatic.

Hafsa has now completed her programme at Street League taking massive strides forwards with her confidence, attitude, punctuality, and communication. Thanks to Street League's support, Hafsa was recently successful at her interview to progress onto a traineeship in retail with Interserve. Congratulations Hafsa!



"Adam and Ally have made my time at Street League fun and a great laugh. I know they want the best for me and have helped me so much, thanks to the A-Team"

CHRIS, 19, EDINBURGH

Chris overcame homelessness and drugs to gain a college place to study Mechanics.

Chris faced issues with his parents and was experiencing homelessness when he first attended Street Football sessions. Chris had attended other training courses before but had never sustained and seemed to struggle with cannabis use, bad sleeping patterns, and low motivation.

Chris wasn't quite ready to begin our Stage 2 programme initially, so continued to attend weekly Street Football sessions until we were awarded funding to work with Stage 1 via European Social Fund. Chris fitted the bill perfectly for this and he began to attend sessions three times a week to get support with his motivation and fitness. Chris came on leaps and bounds over a period of two months and subsequently progressed straight onto our Stage 3 Employability Fund and completed his SCQF 4 in Employability Award and Steps to Work. He took on board everything we had been saying and he began to turn up early for sessions and had a superb attendance record.

In March 2017, we supported Chris on a 4-week work placement with Pound Stretchers. This was a big deal for Chris as just a few months earlier he had been using drugs, sleeping all day and experiencing homelessness. Now he was due to start work, no longer smoking cannabis and was living back at home. Chris did brilliantly at his work placement and was given a glowing reference from the management. He is now applying for jobs and has also been accepted into college starting in August to do Mechanics. Chris is a great example of how Street League works for the most vulnerable young people in our society, starting with an informal Football session to get people interested and increase motivation, moving onto a more structured ESF course where a plan can be built up to see what steps can be taken next before progressing onto our paid Employability Fund programme. Congratulations Chris!



"Before Street League, I literally did nothing. I wasn't motivated to find work or apply for college and I wasn't really that interested in thinking too much about my future."

LEAH, 16, LANARKSHIRE

Left school at 13 with no qualifications and has just achieved a dream job as a hairdresser

Leah has faced several difficult barriers in her life thus far. She left school aged 13 without sitting any of her exams and in the 3 years that followed her exit from school, she hadn't made any meaningful contact with agencies that could help her get back on track. Having been unemployed for three years, Leah's confidence was significantly affected. Leah got in contact via Facebook after she had noticed an advert for our new Fitness Programme. At our initial meeting, it was clear that Leah was very keen to get involved in the programme however she was also extremely self-conscious of the fact that she had no qualifications whatsoever. It was clear that her confidence and self-esteem had been negatively affected and that we would need to be mindful of this when the provision started.

Leah's attendance and timekeeping were excellent throughout the Academy and she interacted very well with other participants and seemed to grow in confidence with each day. She commented that she felt physically and emotionally fitter and that Street League had been the type of programme she needed to get her out of the negative routine she was in. We helped produce Leah's first ever CV and we gradually started to identify potential job opportunities that she was interested in.

We spent time together to come up with a career plan and the steps that Leah would have to take to help her remove her barriers and progress into employment.

The Street League staff facilitated a trial shift for Leah with a well-known hairdresser in Glasgow, and following great feedback from the employer we're delighted that Leah has now been offered her first ever full time job. Congratulations Leah!



"I love dancing and Street League has been a huge help to me in improving my social and dance skills."

TOYIN, 23, LONDON

Love for dance helped to overcome struggle with autism and find supportive workplace.

Toyin had been out of work for over 2 years and, due to her autism, thought that working was a scary prospect. Having had limited work experience in the past and a lack of support in her last role, Toyin was apprehensive for the future. She was attracted to Street League mainly for the dance aspect of the programme and said she was not really looking for a job at the time.

Toyin attended every dance session and worked with our staff members closely. Our Progressions Coordinator started to talk to Toyin about the kinds of jobs that interested her in an informal manner. After a few months, Chris was able to sit down with Toyin and put this onto an action plan. We understood throughout this time that Toyin needed long-term support.

Toyin became a much recognised face in our dance sessions and would speak to the team weekly about her options. In July 2016, Toyin joined dancers from Islington, Hackney and Glasgow for a performance at the O2. Her energy and positivity within the group was great to see.

Through working in the local community, Toyin met an organisation called Resources for Autism. They were so impressed with her enthusiasm and passion for talking to people, they asked her to volunteer as a Support Play Worker. Again, Toyin impressed and has now been offered a part time role. This is amazing as she will gain the additional support that many employers are unable to offer. Toyin still attends our weekly dance sessions and will perform at our next show at the Dorchester Hotel. Congratulations Toyin!

IMPACT ANALYSIS

Each young person we work with is an individual and comes to us with a particular starting point. We conducted some analysis to understand who Street League is **most successful** at helping to progress, and who requires **more help** to progress.



HIGHEST PROGRESSION RATES

OUR ACADEMY PROGRAMME

As of 31 March 2017, the progression rate is 54% (1024/1909) for our 8-10 week Academy programme. This type of programme has our highest progression rate as it offers the most comprehensive and structured support and training, with more one-to-one and career planning. We also expect this to increase over the next three-months as more people who are still live on programme gain outcomes.



FEWER THAN FOUR BARRIERS

Our Academy progression rate increases to 60% (667/1103) for Academy participants with fewer than four barriers recorded at initial assessment.



HIGHER (PRIOR) QUALIFICATIONS

Our Academy progression rate increases to 63% (514/832) for participants who already have high prior attainment in qualifications.



MALE PARTICIPANTS

Overall progression rates (including Academy and Other programmes) are higher for males at 51% (1026/2018).



YOUNGER PARTICIPANTS (AGE 16-18)

As of 31 March 2017, our 16 - 18 year old progression rate for all programmes is 51% (667/1297).



FOOTBALL AND FITNESS

Progression rates differ across our sport programmes, as do the number of young people engaged. As of 31 March 2017, Fitness has progressed 65% (17/26), Football has progressed 54% (935/1723).



We have a higher Academy progression rate (54% 1024/1909) compared to the same time last year, and we expect this to continue to increase over the coming months as young people who are still live on programme achieve outcomes.

SUCCESS

Our progression rates for females lags behind male participants. Next year we want to progress our understanding of female specific barriers to help us support even more young women into work.

CHALLENGES

We have step-changed our understanding and analysis of the variables affecting our progression rates - full analysis below.

INSIGHT



LOWEST PROGRESSION RATES

"OTHER" PROGRAMMES

As of 31 March 2017, the progression rate is 34% (175/518) for our less structured sport and social programmes i.e. Street Football, Dance-fit Social. We would expect this to be lower as young people often treat these as drop-in sessions and are not always ready to begin the Academy.



MORE THAN FOUR BARRIERS

As of 31 March 2017, our Academy progression rate for participants with four or more barriers is 44% (357/806) compared to the average Academy progression rate of 54% (1024/1909).



LOW OR NO QUALIFICATIONS

Academy progression for participants with low/no prior attainment is lower at 47% (492/1044).



FEMALE PARTICIPANTS

Overall progression rates (including Academy and other programmes) are lower for females at 42% (172/406).



OLDER PARTICIPANTS (AGE 19-24)

As of 31 March 2017, our 19-24 year old progression rate for all programmes is slightly lower at 47% (456/969).



DANCE-FITNESS

Progression rates differ across our sport programmes, as do the number of young people engaged. As of 31st March 2017, our Dance-Fit Academy has progressed 45% of young people (72/160).



TYPE OF
PROGRAMME

BARRIERS

PRIOR
ATTAINMENT

GENDER

AGE

SPORT
PROGRAMME

PROGRAMME EVALUATION

Street League commissioned Brunel University to conduct an external evaluation of our sport for employment programmes, supported by funding from Barclays. The 24-month study included interviews and focus groups from 114 members of staff, participants, partners, and employers.



Brunel
University
London

There is substantial, encouraging evidence that Street League is meeting its aims and objectives. The findings demonstrate that Street League helps young people to build the knowledge and skills they require to move into employment, training or education.

SUCCESS FACTORS

SPORT

Sport is integral to Street League's success and contributes to: recruitment; relationship-building; understanding young people's issues and barriers; the development of young people's employability and personal skills; and enjoyment of the programme. The sport also provides a break from classroom-based training and helps to make Street League stand out as a unique employability organisation.

PERSONAL DEVELOPMENT

There was a positive impact on personal development including increased confidence, improved social skills, better communication and teamwork skills, greater use of initiative and managing their emotions more effectively. **This combination of employability and personal development enhances a young person's chance of attaining and retaining a successful outcome.**

EMPLOYABILITY SKILLS

Young people felt more confident about their ability to find and attain employment, training or education and this is evidenced by the progression rate after graduating from the programmes. In particular, they valued the development of skills such as **how to search for a job effectively, how to prepare for and conduct themselves in an interview, and how to write a CV.**

WORK EXPERIENCE

Work placements were viewed as particularly valuable for younger or less experienced participants to **get them ready for the workplace.**

IN WORK SUPPORT

Young people particularly appreciated having **ongoing support after they finished the Academy** and as they entered into employment, training or education.

ENJOYMENT OF PROGRAMME

Young people identified the following aspects of the programme as being particularly enjoyable:

Social opportunities - including taking part in sport, making friends, building relationships with staff, and meeting people from diverse backgrounds.

Delivery style - engaging, interactive, structured yet relaxed.

Employer engagement workshops.

Individualised and flexible approach to their learning including one-to-one support.

RECRUITMENT AND ENGAGEMENT

Young people are attracted to Street League by its **combination of sports, employability training, and support for moving into work, training or education.** This package contributes to successful recruitment of young people and appeals to young people who enjoy sport as well as young people who are more interested in support for finding employment.

ASSESSMENT

Correctly assessing a young person's suitability for the academy is a fundamental part of attaining successful outcomes and achieving targets. This process can be challenging for staff who have to make decisions about how employment-ready a young person is and whether they will be able to successfully complete the academy.

INSIGHT AND DEVELOPMENT OPPORTUNITIES

More staff training for mental health and learning difficulties

Sharing good practice for programme delivery across regions

Improving documentation of the personal development start and end points, specifically confidence



SPORT IMPACT ANALYSIS

“SPORT IS INTEGRAL TO STREET LEAGUE AND HELPS TO MAKE STREET LEAGUE STAND OUT AS A UNIQUE EMPLOYABILITY ORGANISATION”
- BRUNEL UNIVERSITY, DR. LAURA HILLS

“We’ve seen first-hand how powerful the sporting element of Street League’s programmes is in engaging with young people and building their work and life skills. Thanks to player-funding we’ve been able to pilot a new fitness programme which has successfully engaged a more diverse range of young people, and specifically increased female participation”
- CLARA GOVIER, HEAD OF CHARITIES AT PEOPLE’S POSTCODE LOTTERY WHO FUNDED OUR FITNESS PILOTS.

We are innovating our programme with **different sports** that help us to support young people with **different needs and barriers**.



INSIGHT Piloting a new fitness programme has allowed us to increase our female participation rate and has shown high demand from young people.

FUTURE FOCUS Continuing to increase diversity of participants with 30% female participation goal by 2019.

FUTURE FOCUS Measuring health benefits of sport as well as employability.

FUTURE FOCUS Expanding fitness programme into more regions to understand more about its impact.

FITNESS

DANCE-FITNESS

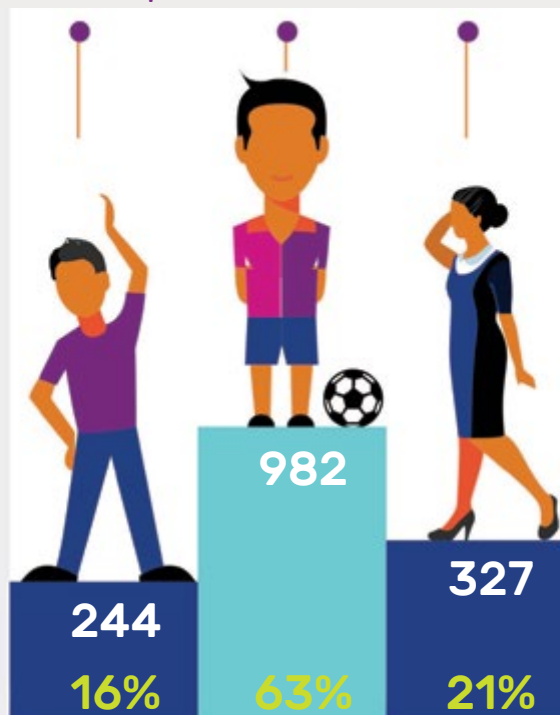
FOOTBALL

SOCIAL IMPACT ANALYSIS

Street League helped **1553** young people move into a positive destination in 2016/17

Street League's programmes can be tailored to each young person based on their starting point and aspirations. They are supported into the destination which best fits them.

Whilst the number of outcomes in each segment has increased, the **percentage split of each outcome type has stayed the same** in FY16/17 vs. FY15/16.



Lightbulb icon: Females are more likely to move into employment vs. education or training.

Lightbulb icon: We see different top sectors across our regions, reflecting the areas' local economy and the partnerships our teams have developed. There are also slight differences between male and female participants, with a greater proportion of females entering Office / Clerical and Health and Caring roles.

TRAINING

EMPLOYMENT

EDUCATION

TOP 5 SECTORS - ALL

1. RETAIL - 162 - Up 17%
2. HOSPITALITY - 162 - Up 71%
3. WAREHOUSE - 118 - Up 57%
4. CONSTRUCTION - 99 - Up 34%
5. CUSTOMER SERVICES - 75 - Up 127%

TOP 5 SECTORS - FEMALE

1. HOSPITALITY - 41 - Up 193%
2. RETAIL - 29 - Up 61%
3. CUSTOMER SERVICES - 15 - Up 200%
4. OFFICE / CLERICAL - 13 - Up 116%
5. HEALTH & CARING - 12 - Up 140%

We've increased total number of hard outcomes by 21% (1553/1281) as well as maintaining employment as the no.1 destination (63% of outcomes), and we've increased six-month sustainment rates to 59% (465/784) from 55% last year.

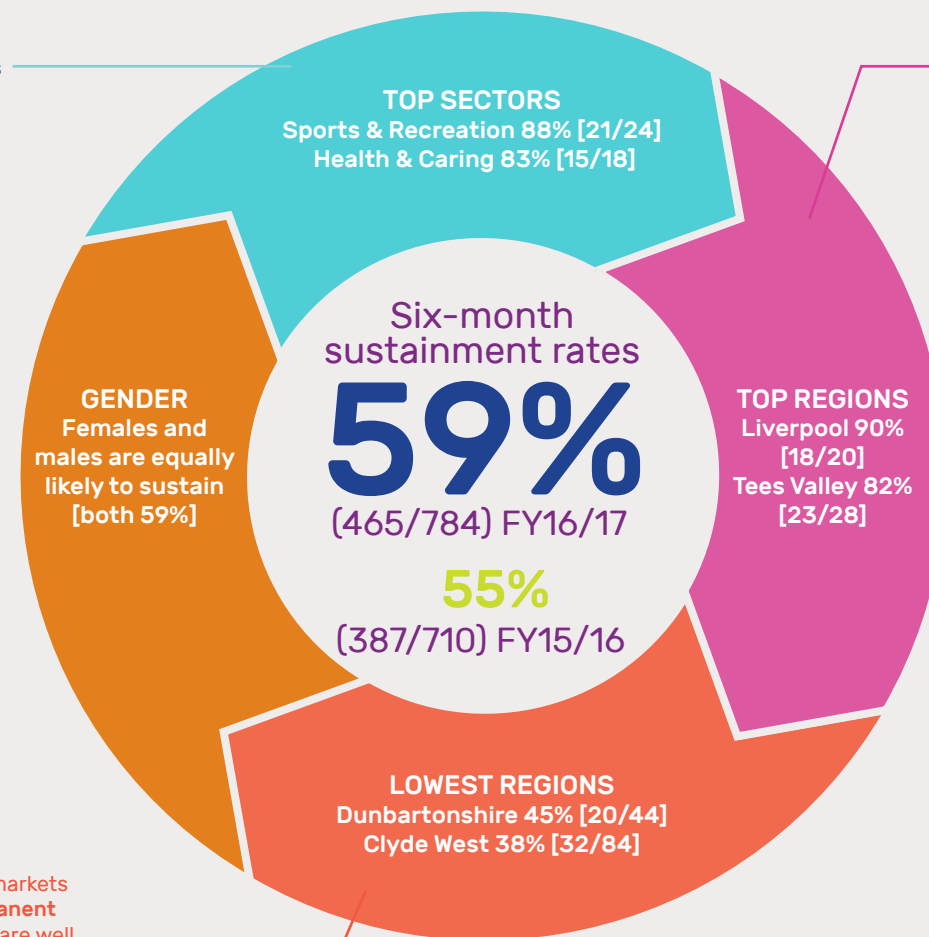
Whilst all of our outcome measurement is at GOLD* standard, our sustainment checks are currently at BRONZE and we want to upgrade this process next year.
*See page 36 for Understanding our Data

In-work support (Aftercare) is critical to helping young people stay in a job and increasingly important with more challenging starting points.

Our ultimate success measure is **sustained employment outcomes.**

This year we successfully increased our six-month sustainment for employment outcomes to 59% (465/784) vs. 55% (387/710) last year.

Given Street League's combined sport and employability programme we are engaging young people who are passionate about sport and this might be the reason why sustainment is strongest in this sector.



Where we have Aftercare Coordinators providing in-work support, they continue to support participants through the challenges they face once they have started their new employment. We now have the evidence to show that in-work support works for young people and we will work to introduce this across all regions.

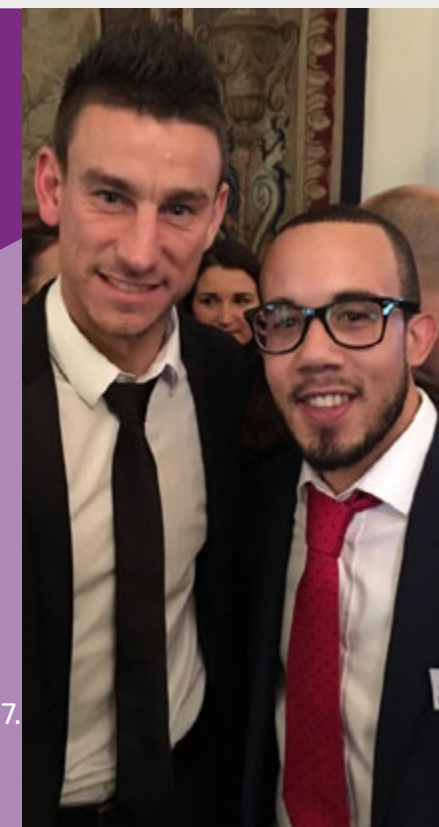
In some local labour markets there are fewer permanent entry-level roles that are well suited to our participants.

CLARK'S SUSTAINMENT SUCCESS STORY

In our last annual report, we opened with Clark's transformational story. In his own words, he said
"When I left school with low grades due to bad attendance and hanging with the wrong crowds, I had no hope in finding a suitable job. Years had flown by and claiming job seekers allowance was unfortunately beginning to be a regular occurrence".

Clark shared his story of how Street League helped him to gain the skills, qualifications and experience necessary to secure his first placement at Reed Smith LLP, where he started as a temporary postal clerk and then progressed onto a records clerk, whilst also studying part-time for a Bachelor of Laws degree. Since the last annual report, we're delighted to announce that Clark has now been promoted to a paralegal at Reed Smith. **Congratulations from all of us at Street League.**

Clark is a great example of how we support our young people beyond their graduation from our academy. Five years on, and we're still in regular contact with Clark and his role as a youth ambassador for the charity also gave him the opportunity to meet Laurent Koscielny at the Epic Foundation Gala event in 2017.



SUCCESS

WHAT WE DIDN'T DO WELL

INSIGHT

SUSTAINMENT ANALYSIS

Presented below is an in-depth analysis of the relationship between gender and industry type on six-month sustainment rates.

Sectors with higher turnover did see fewer participants sustain for six months (i.e. retail, hospitality). Sustainment does not vary between male and female participants – although the female cohort size is far smaller.

INSIGHT

We have limited information recorded about young people who don't sustain their employment and are going to aim to improve this going forward.

CHALLENGES

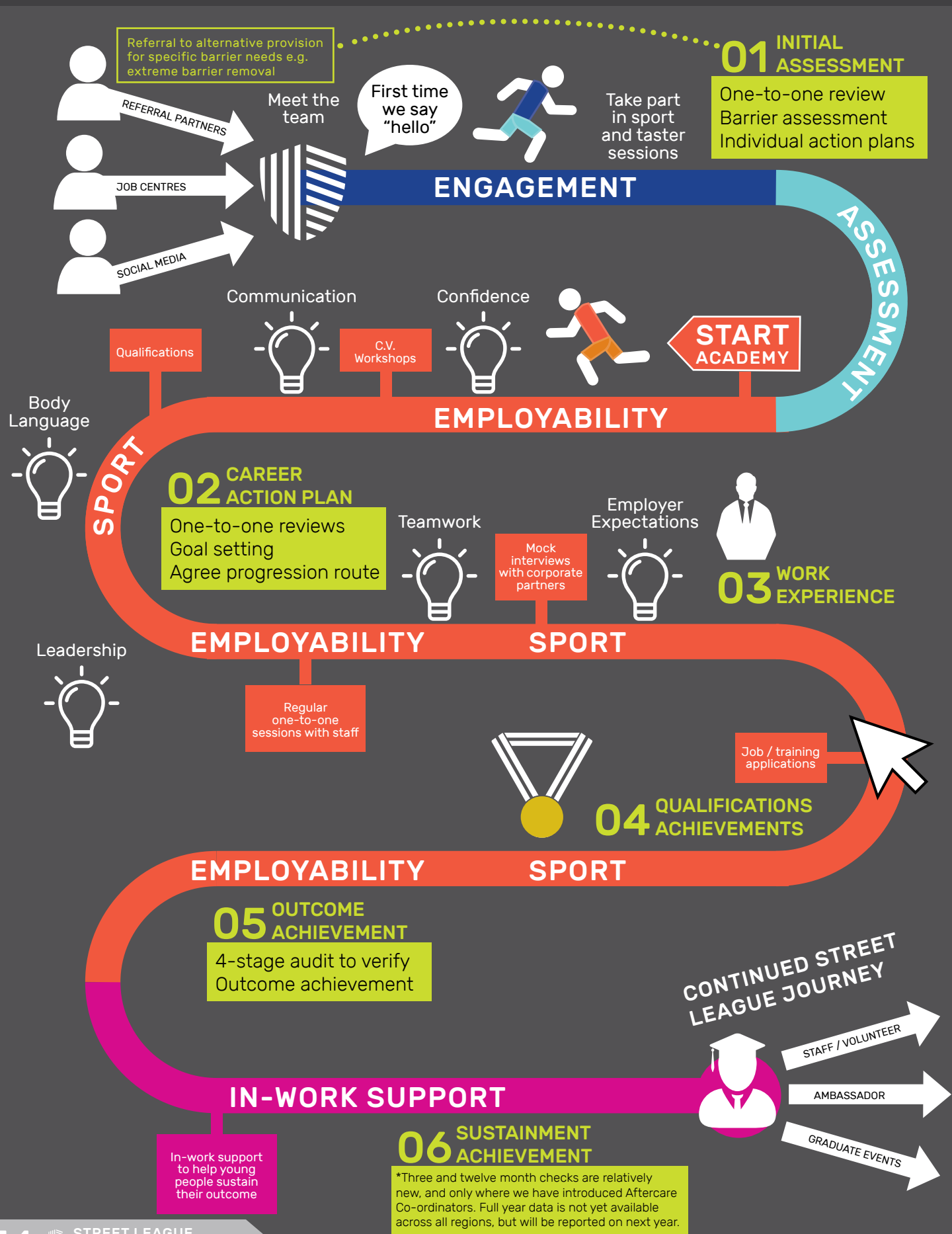
Going forward we will record hourly wage to get an insight to the impact that finance has on the sustainability of progressions.

FUTURE FOCUS

WE VALUE SUSTAINED SOCIAL IMPACT



JOURNEY THROUGH STREET LEAGUE



WE VALUE OUR TEAM

Our team is critical to our continuing efforts to improve our data insight and remain transparent. Learning as an organisation relies on culture and leadership.

124

members of staff

44

staff received Mental Health First Aid training to help them better understand and support the needs of our young people.

80%

(32/40) of Scottish staff achieved Assessor qualifications, improving the quality of our delivery and saw 654 qualifications achieved by participants in Scotland. We are providing Assessor qualifications to all of our English teams from May 2017.

I think the thing I liked the most is the staff. A lot of places with the same aim to 'get people into work' are just shocking because they aren't really bothered. But Street League isn't like that. The staff genuinely care about you and actually want for you what you want for yourself which I think is lovely and so motivating.

Quote from participant 2017

SUCCESS

We learned from last year's experience of removing 48 outcomes and changed the outcomes policy and re-trained our staff. This meant that this year we did not have to discount any outcomes due to lack of evidence.

CHALLENGES

Feedback from our team and from the Brunel Report showed that our staff wanted more training and development opportunities. We have implemented this already and hope it will have a positive impact on our programmes and staff engagement next year.

INSIGHT

Through engaging with other organisations in the sector via our #callforclarity campaign, we have realised that many are facing similar challenges to us regarding transparency, monitoring and evaluation. We are leading several cross-industry projects this year to increase collaboration.

UNDERSTANDING OUR DATA

In 2016, we launched our #CallforClarity campaign which focuses on honest, transparent reporting within the third sector. As part of the campaign, we shared our 'Three Golden Rules' which we use internally to enhance the integrity of our data.

We would encourage all charity organisations to adopt these guidelines to cut through ambiguity and make impact reporting within the third sector open and honest.

WE WILL NEVER
OVERCLAIM
WHAT WE DO

ALL PERCENTAGES
ARE **BACKED UP**
BY ABSOLUTE
NUMBERS

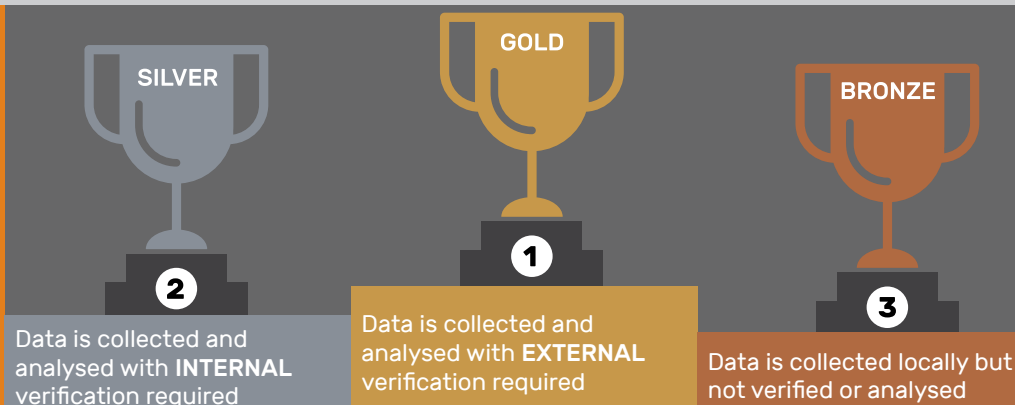
ALL OF OUR
OUTCOMES
ARE BACKED
BY AUDITABLE
EVIDENCE

Three **Golden Rules**
#CallforClarity

We believe the best way to examine the data we collect from our participants is through cohort analysis. Cohort analysis involves grouping individuals together based on common characteristics, tracking key variables over time and using the results to identify trends and areas for further exploration. In our annual report, we have grouped together all the participants that started one of our programmes throughout the 2016/17 financial year. With that in mind, the Street League journey hasn't finished for our full cohort yet and we will continue to monitor and analyse this cohort to accurately assess the effectiveness of our interventions and extract key learning for the future.

COHORT ANALYSIS

STREET LEAGUE'S INTERNAL DATA STANDARDS



TERMINOLOGY

Young People	We work with young unemployed adults aged 16 - 24 years' old who often face multiple barriers to employment.
Socio-economic Barriers	Almost all the young people we work with face at least one obstacle to employment. We refer to these obstacles as socio-economic barriers. A few of examples of these barriers would be lack of work experience, few or no qualifications, or a criminal record.
Indices of Multiple Deprivation (IMD)	A government measure which ranks areas throughout the UK based on levels of deprivation. This is calculated based on key demographic including income, employment rates, educational achievements, health and crime amongst other factors.
Prior Attainment	We record each young person's highest level of qualification prior to engaging with Street League. Depending on the results this could also be classed as a barrier, though we feel this is an important measure and often analyse this information in isolation from the rest of the barriers we capture.
Academy Programme	We enrol suitable young people on to our Academy programme which runs for 10 - 12 weeks. On the Academy, participants will take part in a range of personal development and employability sessions along with a healthy dose of sport. Participants are offered the chance to gain accredited qualifications and take part in a work experience placement while on the programme.
Hard Outcomes	Street League aims to help unemployed young people progress into employment, education or further training opportunities. We refer to these as hard outcomes.
Soft Outcomes	Along their journey, Street League supports unemployed young people to develop relevant life and work skills such as building confidence and improving health and fitness. We refer to these as soft outcomes.
Sustainments	After helping a young person secure a job we aim to help them keep it. Our key measure is to help our participants sustain employment for a period of six months.

A PERSONAL THANK YOU

Basra Khan started with Street League just a few months ago. When she arrived she was a very quiet individual who struggled with her confidence and self-esteem. She is an extremely bright young lady who had qualifications to highlight this. However, she was finding it difficult to find a job in her area of interest, youth work. Her applications did not meet employer expectations or indeed reflect the person she truly is.

Within her first week of academy she was participating in debates and discussions about topics such as equality, diversity and religion. It was clear that she had a passion about people and their rights and at Street League she finally found a voice to talk about this. In dance, a sport she had never done before, she soon learnt that being silly, laughing and giving everything a go was important for developing her confidence.

Basra, Birmingham, back row in dark blue



To Everyone at Street League,

Thank you very much for everything you have done to support me. I have built my confidence so much and honestly felt myself grow as a person. St League has been a life changer for me.

MUCH APPRECIATED!

I have learnt to believe in myself more, be silly because life is too short and to always be a warrior.

To Sabina Thank you for convincing me to join Street League.

To Anna thank you for allowing me to grow my confidence through Dance and just to give everything a try.

To Toni, Thank you for all your continuous support, for all the conversations and pushing me to succeed from Basra!

She completed her qualification quickly after learning how to adapt her CV/applications according to job descriptions and person specifications. This gave her the confidence and skills to compete in her chosen job market. She soon received invites to interviews and with some interview preparation, gained employment with The Pioneer Group as an intervention worker. She is getting on really well and we are in regular contact to ensure Street League remains a form of support when she needs it.

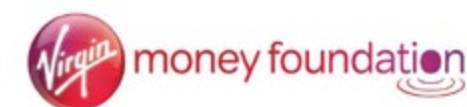
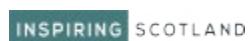
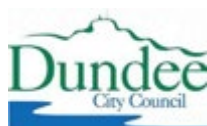
CONGRATULATIONS BASRA!

THANK YOU TO ALL OF OUR PARTNERS

"We recognise that many young people face socio-economic barriers that can make it difficult for them to achieve their full potential, and create a better life for themselves. Our partnership with Street League tries to address this, and through sports and skills-based activities, we are supporting young people into sustained work, education or training across London."

**Anthony Harte, Head of Community Engagement,
Bank of America Merrill Lynch**

PARTNERS



TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2017



TRUSTEES ANNUAL REPORT

The trustees present their report and the audited financial statements for the year ended 31 March 2017

Information set out on pages 4-40 form 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.

OBJECTIVES AND ACTIVITIES

The trustees review the aims, objectives and activities of the charity each year. This report, (including the information set out on pages 4-37) 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. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

ACHIEVEMENTS AND PERFORMANCE

The charity's main activities and whom it tries to help are described in this report. All of Street League's charitable activities focus on ending youth unemployment in the UK and are undertaken to further Street League's charitable purposes for the public benefit.

Street League's main performance measures are EET outcomes (the number of young people progressing into employment, education and training) and how many young people stay in their job for six-months or more to ensure we're achieving long term social impact.

During the year ended 31 March 2017, Street League achieved 1553 outcomes against an internal target of 1585. This represents a 21% growth in audited outcomes compared to the previous financial year (1553/1281), with only a 7% increase in expenditure (£5.65m/£5.28m). The six-month sustainment results were 59% (465/784), an increase on the previous year which was 55% (387/710).

Please refer to pages 4-37 for more detail on significant charitable activities undertaken, and the achievements against the objectives set.



FINANCIAL REVIEW

Total income for the year ended 31 March 2017 was £5.67m (2016: £5.5m) representing an increase of 3% on the previous year (2016: 19%). This amount includes pro bono or donated services received through the year by Street League and is included in both income and expenditure at a notional value of £90k (2016: £100k).

Total expenditure in the period increased to £5.65m (2016: £5.28m) a rise of 7% (2016: 15%) demonstrating Street League's commitment to keeping costs down and becoming more efficient.

The average number of staff employed by Street League during the period was 124 (2016: 111) reflecting Street League's continued growth in operational staff to deliver

programmes in Football, Dance and Fitness activities. We continue to invest in core support staff, Employer Engagement, Aftercare Roles and Outreach roles. Staff costs are the largest proportion of the organisation's costs and remained at 65% of total organisational costs (2016: 65%). There is more detail on staff costs in note 11 to the accounts.

Expenditure on raising funds was comparative to last year at £259k (2016: £258k) this amount is largely made up of staff remuneration but also recruitment fees as we start to increase the fundraising team and invest for the future. There is more detail on the cost of raising funds in note 7 to the accounts.

PRINCIPLE RISKS AND UNCERTAINTIES

Street League has the following strategy for dealing with risks:

The Finance and Audit Committee review the risk register annually, although the top eight risks will be discussed in more detail at the quarterly Finance and Audit sub-committee meetings (two risks per meeting). The purpose is to identify any major risks to the charity and consider the potential outcome of any risks that have increased in likelihood or impact. The Committee allocates responsibility for managing the risk and decides how to respond. Results will be reported to the Board annually along with evidence of the controls in place for each risk along with any findings or learning for improvement.

The Finance and Audit Committee meets every three months on behalf of the Board of Trustees. 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.

LIQUIDITY RISK

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. There are occasions where funding is not received within the expected timeline and in the event that 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.

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 learning providers. Renewal of these contracts can be uncertain and in many cases are based on performance criteria. Street League's objective is to ensure that we maximise the value of any contract awarded but also secure funding from a wider range of income streams (to include corporate, grants, events and venture philanthropy) in order to reduce reliance on any one stream of income and protect the charity from not being able to fulfil its charitable objectives.

HEALTH & SAFETY RISK

Street League has also considered non-financial risks and considers the health and safety of the young people we work with and our staff to be of paramount importance. We have therefore implemented policies to ensure that the regulations and guidelines for the welfare of young people and the safety of our staff are met.

The charity continues to identify and exploit opportunities to develop unrestricted funding, with an emphasis on aiming to diversify income streams further and increase the charity's contracting and commissioning of services. The ultimate 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. We aim to minimise the levels of restricted funds held, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose. We aim to utilise all restricted income within the following 12 months.

RESERVES POLICY

The Board of Trustees reviews Street League's reserves policy annually. There are two categories of reserves: the 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 taken into account. 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 in the planning process.

Street League's reserves policy is to work towards a General Fund representing approximately two months of total expenditure but with overall reserves reaching 2.5 months' expenditure. General Fund reserves at the year-end were £289k (2016: £353k) with overall reserves of £783k (2016: £766k). Overall reserves represent approximately 1.8 months' expenditure and we continue to work towards achieving a level of 2.5 months by 2019.

PLANS FOR THE FUTURE

Street League has ambitious plans for the future. We are absolutely committed to helping as many young people as we can until we see an end to youth unemployment in the UK.

BY 2019 OUR AIMS INCLUDE:

Supporting 2,245 young people into Employment, Education and Training each year through combined sport and employability programmes.

Supporting more young females into employment, education and training outcomes, increasing the proportion of female participants to 30% (currently 17% 406/2427).

Increasing our use of technology and IT for effective monitoring and evaluation.

Increasing Board diversity.

Increasing our six-month sustainment rates from 59% (current year 465/784) to 63%.

Achieving 2.5 months' reserves cover.

STRUCTURE, GOVERNANCE AND MANAGEMENT

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 2017 was six (2016: eight). 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.

The trustees delegate the day-to-day management of Street League to the Chief Executive Officer, Matt Stevenson-Dodd and the Senior Management Team, who are responsible for ensuring all control mechanisms are in place.

The trustees who acted during the year are set out on page 78.

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.

Trustees may then be reappointed as a trustee at any general meeting. This can be repeated for up to a maximum of six years in office. At this point a trustee can only be re-elected to the Board if all of the trustees unanimously agree. This can be repeated for a maximum of four more years. No trustee may serve longer than ten years in total.

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

Alongside quarterly Board meetings with the Senior Management Team, the Board of Trustees also receive information on the day to day operational activities of the charity via a regular weekly newsletter containing content from the Chief Executive, the Senior Management Team and Operations Managers. Trustees are also able, where appropriate, to take independent professional advice at no personal expense.

RELATED PARTIES AND RELATIONSHIPS WITH OTHER ORGANISATIONS

The charity works with One Connectivity who provides our mobile phone and communication systems. Street League's Chief Executive Officer knows the Director of One Connectivity in a personal capacity.

REMUNERATION POLICY FOR KEY MANAGEMENT PERSONNEL

Prior to 2016 an annual proposal was made by the Senior Management Team to the Board in March each year to decide Street League's remuneration and pay awards for the year. From 2017 onwards, the Board will establish an HR Committee, which will be chaired by one of the Trustees and attended by the Board Chair Mike Parker, Chief Executive Matt Stevenson-Dodd and Head of HR Melanie Davies. The committee will set the pay levels for the Chief Executive, Senior Management Team and decide on annual pay awards for the organisation. A proposal will then be presented to the full Board in March 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 as well as benchmarking. In early 2017, the Senior Management Team's pay was benchmarked, using an external agency, "EBRS - Essential Benchmarking & Reward Solutions Ltd."

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. The trustees are satisfied that these arrangements, combined with the annual review of financial controls and the reserves policy, will ensure that sufficient resources are available to maintain services for the foreseeable future.

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.



AUDITORS

Beever and 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 28th September 2017 and signed on their behalf by:

Mike Parker
Trustee

“YOUNG PEOPLE HIGHLY VALUED MEETING OTHER YOUNG PEOPLE AND DEVELOPING POSITIVE RELATIONSHIPS WITH THE STAFF. I THINK THIS ELEMENT WAS LIFE CHANGING FOR SOME OF THE PARTICIPANTS BOTH IN TERMS OF MAKING FRIENDS, INCREASING CONFIDENCE, AND HAVING POSITIVE RELATIONSHIPS WITH A CARING ADULT., DR. LAURA HILLS, BRUNEL UNIVERSITY”



FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

Independent Auditor's report to the members of Street League

We have audited the financial statements of Street League for the year ended 31 March 2017 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the 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 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 company and the company's members as a body, for our audit work, for this report, or the opinions we have formed.

Respective Responsibilities of trustees and the auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 50 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. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

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 2017 and of its incoming resources and application of resources, including its income and expenditure for the year then ended; and
- 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the 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.

Beever and Struthers

Maria Hallows

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 *29 September 2017*

STREET LEAGUE
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2017

	Note	Unrestricted funds £	Restricted funds £	Total funds 2017 £	Total funds 2016 £
INCOME FROM:					
Donations	3	324,679	860,380	1,185,059	1,296,045
Charitable activities:	4				
Sport		2,176,415	1,175,607	3,352,022	3,766,815
HQ/General		400,000	520,004	920,004	289,033
Other trading activities	5	192,000	-	192,000	144,000
Investments	6	880	-	880	767
Other		17,473	-	17,473	-
Total income		3,111,447	2,555,991	5,667,438	5,496,660
EXPENDITURE ON:					
Raising funds	7	258,552	-	258,552	258,068
Charitable activities:	8				
Sport		2,425,349	1,855,423	4,280,772	4,013,283
HQ/General		492,004	618,897	1,110,901	1,009,662
Total expenditure		3,175,905	2,474,320	5,650,225	5,281,013
Net income/(expenditure)	10	(64,458)	81,671	17,213	215,647
Transfer between funds		-	-	-	-
Net movement in funds		(64,458)	81,671	17,213	215,647
Reconciliation of funds					
Total funds brought forward		353,336	412,559	765,895	550,248
Total funds carried forward		288,878	494,230	783,108	765,895

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

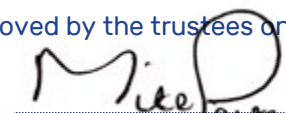
STREET LEAGUE
COMPANY NO. 4974643
BALANCE SHEET
AS AT 31 MARCH 2017

	Note	2017 £	2016 £
FIXED ASSETS			
Tangible assets	15	18,145	38,694
Total fixed assets		18,145	38,694
CURRENT ASSETS			
Debtors	16	577,900	602,512
Cash at bank and in hand		674,329	744,662
Total current assets		1,252,229	1,347,174
LIABILITIES			
Creditors: amounts falling due within one year	17	(274,942)	(344,741)
Net current assets		977,287	1,002,433
TOTAL ASSETS LESS CURRENT LIABILITIES		995,432	1,041,127
Creditors: amounts falling due after more than one year	19	(212,324)	(275,232)
Total net assets		783,108	765,895
THE FUNDS OF THE CHARITY:			
Restricted income funds	20	494,230	412,559
Unrestricted funds	21	288,878	353,336
Total charity funds		783,108	765,895

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 61 to 77 form part of these accounts.

Approved by the trustees on 28th September 2017 and signed on their behalf by:


Mike Parker (Trustee)

STREET LEAGUE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2017

	Note	2017 £	2016 £
CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	25	(61,641)	539,411
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		880	767
Proceeds from the sale of tangible fixed assets		-	245
Purchase of tangible fixed assets		(9,572)	(26,721)
Net cash provided by/(used in) investing activities		(8,692)	(25,709)
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		(30,000)	(30,704)
Cash inflows from new borrowing		30,000	100,000
CASH PROVIDED BY/(USED IN) FINANCING ACTIVITIES		-	69,296
Increase/(decrease) in cash and cash equivalents in the year		(70,333)	582,998
Cash and cash equivalents at the beginning of the year		744,662	161,664
Cash and cash equivalents at the end of the year		674,329	744,662

STREET LEAGUE
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

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 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.

c 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.

STREET LEAGUE NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

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.

d 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.

e 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.

f 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.

g 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.

STREET LEAGUE NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

h 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.

i Tangible fixed assets

Individual fixed assets costing £500 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

j 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.

k 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.

l 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.

m 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 £9,424 (2016: £7,242).

n 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 2017 (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 page 78.

3 Income from donations

	Unrestricted £	Restricted £	Total 2017 £	Total 2016 £
Venture Philanthropy:				
Inspiring Scotland	-	741,800	741,800	644,249
Impetus-PEF	-	116,880	116,880	275,000
Donations:				
General	89,287	1,700	90,987	101,401
The Best Trust	100,000	-	100,000	-
Britvic	-	-	-	25,000
Capital One	-	-	-	25,000
Reed Smith	15,000	-	15,000	15,000
Hyundai	25,000	-	25,000	50,000
Jewson	-	-	-	25,000
Other Income	5,405	-	5,405	35,875
Donated services	89,987	-	89,987	99,520
Total	324,679	860,380	1,185,059	1,296,045
Total by fund 31 March 2016	610,176	685,869	1,296,045	

STREET LEAGUE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

4 Income from charitable activities

	Unrestricted £	Restricted £	Total 2017 £	Total 2016 £
Contracted Services:				
National Third Sector Fund	54,777	-	54,777	-
Skills Development Scotland	1,815,068	-	1,815,068	1,917,386
Commissioned Contract Income	199,868	-	199,868	229,249
Barclays Spaces for Sports	-	104,500	104,500	140,500
Barclays Street Step Programme	-	-	-	350,000
Cairn Energy Ltd	15,000	-	15,000	15,000
Fondation d'Enterprise CHANEL	111,702	-	111,702	39,281
Grant and Performance Related				
Grant Agreements	-	1,071,107	1,071,107	937,163
McKinsey & Company	-	-	-	38,236
Supreme Committee for Delivery and Legacy, Qatar	(20,000)	-	(20,000)	100,000
Subtotal for Sport	2,176,415	1,175,607	3,352,022	3,766,815
Grant and Performance Related				
Grant Agreements	400,000	520,004	920,004	289,033
Subtotal for HQ/General	400,000	520,004	920,004	289,033
Total	2,576,415	1,695,611	4,272,026	4,055,848
Total by fund 31 March 2016	2,647,906	1,407,942	4,055,848	

5 Income from other trading activities

	2017 £	2016 £
CVC Charity Fundraiser Event	192,000	144,000
	192,000	144,000

All income from other trading activities is unrestricted.

STREET LEAGUE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

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

	2017 £	2016 £
Staff costs	244,461	237,267
Recruitment costs and agency staff	13,098	4,270
Event costs	993	16,531
	258,552	258,068

	2017 £	2016 £
Restricted expenditure	-	4,000
Unrestricted expenditure	258,552	254,068
	258,552	258,068

8 Analysis of expenditure on charitable activities

	Sport £	HQ Costs £	Total 2017 £	Total 2016 £
Staff costs	2,950,959	-	2,950,959	2,702,818
Direct Academy costs	893,577	-	893,577	915,727
Overheads	436,236	532,701	968,937	837,020
Governance costs (see note 9)	-	50,523	50,523	99,220
Support costs (see note 9)	-	527,677	527,677	468,160
	4,280,772	1,110,901	5,391,673	5,022,945

	2017 £	2016 £
Restricted expenditure	2,474,320	2,029,363
Unrestricted expenditure	2,917,353	2,993,582
	5,391,673	5,022,945

STREET LEAGUE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

9 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2017 £
Staff costs	Headcount	477,690	-	477,690
Audit fees	Governance	-	7,200	7,200
Legal and professional	Governance/ Support	49,987	43,323	93,310
		527,677	50,523	578,200

10 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2017 £	2016 £
Depreciation	29,741	52,440
Loss or profit on disposal of fixed assets	380	(245)
Interest payable	19,874	6,952
Operating lease rentals:		
Property	114,808	193,720
Other	14,085	-
Auditor's remuneration - audit fees	7,200	7,200

11 Staff costs

Staff costs during the year were as follows:	2017 £	2016 £
Wages and salaries	3,304,732	3,067,213
Social security costs	288,415	279,000
Pension costs	63,216	55,925
Redundancy and termination costs	9,886	6,107
Employee benefit costs	6,861	-
	3,673,110	3,408,245

Allocated as follows:

Cost of raising funds	244,461	237,267
Charitable activities:		
Sport	2,950,959	2,702,818
Support costs	477,690	468,160
	3,673,110	3,408,245

STREET LEAGUE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

11 Staff costs (cont.)

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

	2017	2016
£60,000 - £70,000	3	4
£70,001 - £80,000	2	-
£80,001 - £90,000	-	-
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-

The average number of staff employed during the period was 124 (2016: 111).

The average full time equivalent number of staff employed during the period was 122 (2016: 108).

The key management personnel of the charity comprise the trustees, the Chief Executive and Senior Management Team. The total employee benefits of the key management personnel of the charity were £575,736 (2016: £462,954).

12 Trustee remuneration and expenses, and related party transactions

Neither the trustees nor any persons connected with them received any remuneration during the year (2016: £Nil).

One member of the Board of Trustees (2016: one) received travel expenses during the year of £181 (2016: £130).

Aggregate donations from related parties were £7,500 (2016: £15,750).

There are no donations from related parties which are outside the normal course of business. £Nil (2016: £5,750) of aggregate donations from related parties were restricted donations.

The Chief Executive of the charity, Matt Stevenson-Dodd, was a member of the Board of Trustees of the Bright Red Dot Foundation Limited (BRDF), a charitable company limited by guarantee, at the time that BRDF trading as CAN offered the charity the support of their Early Intervention Fund. Support was secured in April 2016 in the form of an unsecured loan to be used by the charity solely to support the funding of staff posts in North East London.

The loan agreement relationship between the organisations does not involve Matt Stevenson-Dodd. A £30,000 loan was agreed at a rate of interest above HMRC's official rate of interest to be paid back over a term of 3 years. The full value of the loan is outstanding as at 31 March 2017.

STREET LEAGUE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

12 Trustee remuneration and expenses, and related party transactions (cont.)

The 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 2017 of £3,808 (2016: £nil) which represented a kit fund accumulated and made available to purchase equipment and amounts owed in the course of normal business.

There were no other related party transactions entered into with any trustee or other person related to the charity, including guarantees, in the year to 31 March 2017 (2016: nil).

13 Government grants

The government grants recognised in the accounts were as follows:

	2017 £	2016 £
Birmingham City Council	-	2,500
Commonwealth Games Federation	-	5,000
East Ayrshire Council	1,000	-
Glasgow City Council	1,525	-
Lambeth Council	-	2,080
London Borough of Islington	6,000	-
Manchester City Council		
Manchester Adult Education Service	17,737	41,246
Directorate for Children's and Families	7,575	7,572
Middlesbrough Council	14,400	-
Nottingham City Council	-	1,937
Police and Crime Commissioner for Cleveland	9,007	-
Skills Development Scotland		
Employability Fund	1,815,069	1,917,386
National Third Sector Fund 2015/18	54,777	-
Sport England	306,921	-
Sportivate	8,360	4,010
	2,242,371	1,981,731

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 2017 (CONTINUED)

15 Fixed assets: tangible assets

Cost	Leasehold improvements £	Furniture & fittings £	Computer equipment £	Office equipment £	IT Assets £	Motor vehicles £	Total £
At 1 April 2016	18,194	8,766	172,695	21,503	38,850	23,000	283,008
Additions	4,080	-	5,492	-	-	-	9,572
Disposals	-	-	(2,723)	-	-	-	(2,723)
At 31 March 2017	22,274	8,766	175,464	21,503	38,850	23,000	289,857
Depreciation							
At 1 April 2016	13,954	3,843	155,265	20,661	27,591	23,000	244,314
Charge for the year	2,678	1,960	15,205	505	9,393	-	29,741
Disposals	-	-	(2,343)	-	-	-	(2,343)
At 31 March 2017	16,632	5,803	168,127	21,166	36,984	23,000	271,712
Net book value							
At 31 March 2017	5,642	2,963	7,337	337	1,866	-	18,145
At 31 March 2016	4,240	4,923	17,430	842	11,259	-	38,694

STREET LEAGUE
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

16 Debtors

	2017 £	2016 £
Grants receivable	260,824	14,000
Trade debtors	233,671	256,005
Other debtors	41,077	23,374
Prepayments and accrued income	42,328	309,133
	577,900	602,512

17 Creditors: amounts falling due within one year

	2017 £	2016 £
Trade creditors	76,720	67,456
Other creditors and accruals	56,772	34,494
Deferred income	-	100,000
Taxation and social security costs	78,541	81,451
Bright Red Dot Foundation Limited	10,000	-
CAF Venturesome Loan	39,027	49,170
Social Investment Scotland	13,882	12,170
	274,942	344,741

18 Deferred income

	2017 £	2016 £
Deferred grant brought forward	100,000	177,615
Grant received	-	200,000
Released to income from charitable activities	(100,000)	(277,615)
Deferred grant carried forward	-	100,000

STREET LEAGUE

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

19 Creditors: amounts falling due after more than one year

	2017 £	2016 £
Long term loans (falling due in less than 5 years)		
Social Investment Scotland	168,032	145,221
CAF Venturesome Loan	-	39,027
Bright Red Dot Foundation Limited	20,000	-
Long term loans (falling due in more than 5 years)		
Social Investment Scotland	24,292	90,984
	212,324	275,232

The Social Investment Scotland loan is secured by a floating charge on the organisation dated 30th May 2013, the terms of which were delivered to and registered with Companies House on 4th June 2013.

20 Analysis of movements in restricted funds

	As at 1 April 2016 £	Income £	Expenditure £	Transfers £	As at 31 March 2017 £
Sport					
BairdWatson Charitable Trust	-	9,000	(9,000)	-	-
Barclays					
Spaces for Sport 15/16	40,000	-	(40,000)	-	-
Spaces for Sport 16/17	-	104,500	(104,500)	-	-
Dance Fit; Barclays	36,828	-	(36,828)	-	-
Birmingham					
Asfari Foundation	-	23,281	(18,281)	-	5,000
Spaces for Sport	22,833	-	(22,833)	-	-
Sport Birmingham - Sportivate	4,010	4,100	(8,110)	-	-
Small grants	3,605	8,000	(11,605)	-	-
BoA Charitable Foundation	48,958	158,567	(149,156)	-	58,369
Comic Relief:					
Change Lives					
Through Football	20,960	5,000	(25,960)	-	-
Street League					
Sheffield	-	25,000	(7,295)	-	17,705
DHL UK Foundation	-	60,000	(30,000)	-	30,000
Doorstep Sport Clubs	-	45,000	(45,000)	-	-
Restricted funds carried forward	177,194	442,448	(508,568)	-	111,074

STREET LEAGUE

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

20 Analysis of movements in restricted funds (cont.)

	As at 1 April 2016 £	Income £	Expenditure £	Transfers £	As at 31 March 2017 £
Restricted funds brought forward	177,194	442,448	(508,568)	-	111,074
Dunbartonshire					
Agnes Hunter Trust	-	5,100	(5,100)	-	-
The Robertson Trust	-	15,000	(15,000)	-	-
Glasgow City Council	-	1,525	(1,525)	-	-
In memory donation	-	1,700	(1,700)	-	-
Inspiring Scotland	24,000	741,800	(765,800)	-	-
Laureus Sport for Good Foundation					
Birmingham	-	12,390	(12,390)	-	-
Dundee	-	60,000	-	-	60,000
Sheffield	-	42,750	(42,750)	-	-
London					
The Drapers' Charitable Fund	-	15,000	(5,000)	-	10,000
London Academies	12,100	-	(12,100)	-	-
London Sport - Sportivate	-	4,260	-	-	4,260
UBS AG	-	50,000	(50,000)	-	-
Small grants and donations	1,360	(80)	(1,280)	-	-
Middlesbrough					
Dulverton Trust	-	25,000	(13,763)	-	11,237
Football for Hope	-	19,818	(19,818)	-	-
Middlesbrough Health and Wellbeing	-	14,400	(14,400)	-	-
Police and Crime Commissioner for Cleveland	-	9,007	(5,257)	-	3,750
Virgin Money Foundation	-	37,068	(10,068)	-	27,000
Pilkington Charities Fund	-	3,000	(3,000)	-	-
Safran	14,010	-	(14,010)	-	-
Sheffield, small grants	-	3,500	(3,500)	-	-
Sport England	-	306,921	(241,894)	-	65,027
State Street	-	56,000	(56,000)	-	-
Talent Match:					
GMCVO	-	24,000	(24,000)	-	-
Hackney CVS	-	28,500	(28,500)	-	-
Restricted funds carried forward	228,664	1,919,107	(1,855,423)	-	292,348

STREET LEAGUE

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

20 Analysis of movements in restricted funds (cont.)

	As at 1 April 2016 £	Income £	Expenditure £	Transfers £	As at 31 March 2017 £
Restricted funds brought forward	228,664	1,919,107	(1,855,423)	-	292,348
General Funds/HQ					
Awards for All	9,533	-	(9,533)	-	-
Epic Foundation UK	-	40,984	(20,000)	-	20,984
Impetus-PEF	-	116,880	(78,260)	-	38,620
Moving Young People Into Work	35,467	79,020	(105,860)	-	8,627
Postcode Sport Trust:					
Impact Award	18,750	-	(18,750)	-	-
Outreach Education	100,000	100,000	(200,000)	-	-
Extra Award 2017	-	200,000	(73,773)	-	126,227
SharedImpact	20,145	100,000	(112,721)	-	7,424
Total restricted funds	412,559	2,555,991	(2,474,320)	-	494,230

Name of restricted fund Description, nature and purposes of the fund

BairdWatson Charitable Trust	Funds received from the BairdWatson Charitable Trust to support the delivery of one eight week football and employability academy in Ayrshire.
Spaces for Sport	Donations received from Barclays through their Spaces for Sport Programme towards academies running in Middlesbrough, Birmingham and Leeds.
Dance Fit; Barclays	Donation received from Barclays as part of its community investment programme.
Asfari Foundation	A donation from The Asfari Foundation under their Youth Empowerment Programme towards the costs of a Progressions Co-ordinator in Birmingham through 2017.
Sport Birmingham - Sportivate	Funds received through the Sportivate project towards Street Football and Dance Fitness sessions in Birmingham.
Birmingham, small grants	Grants towards Birmingham academies received from The Edward Cadbury Charitable Trust, GJW Turner Trust, The Patrick Trust and The Eveson Charitable Trust.
BoA Charitable Foundation	Grant received from the Bank of America Charitable Foundation to support the Street League Academy - Moving into Work programme in 2017.
Change Lives Through Football	A grant received from Comic Relief through the BT Sport and The Supporters Club Programme towards the "Change Lives Through Football" project.
Street League Sheffield	A grant received from Comic Relief through The Supporters Club Programme towards a 2 year "Street League Sheffield" project.
DHL UK Foundation	Grant funding to support Street League academies in Birmingham and Liverpool during 2017.
Doorstep Sport Clubs	Funding received through StreetGames UK towards 10 Doorstep Sports Clubs.
Agnes Hunter Trust	Grant funds received from Miss Agnes H Hunter's Trust towards four employability and dance fitness academies for unemployed young people, 16 - 24 years in West Dunbartonshire.

STREET LEAGUE

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

20 Analysis of movements in restricted funds (cont.)

Name of restricted fund	Description, nature and purposes of the fund
The Robertson Trust	Grant funds received from The Robertson Trust towards the costs of Dance-Fit West Dunbartonshire.
Glasgow City Council	Grant funding from Glasgow City Council towards Street League - Street Step Dance Sessions.
In memory donation	A donation received via the friends and family of an individual passed away. The family instructed funds were to be received to support underprivileged children in the Manchester area.
Inspiring Scotland	Venture Philanthropy funds received from Inspiring Scotland for Scottish programmes to support young people into positive destinations.
Laureus Sport for Good Foundation	3 project funding awards received from The Laureus Sport for Good Foundation towards programmes in Sheffield in 2016 and Birmingham and Dundee through 2017.
The Drapers' Charitable Fund	A 12 month grant awarded by The Drapers' Charitable Fund in December 2016 towards football and employability training in Brixton.
London Academies	Donations received from individuals specifically to support London academies.
London Sport - Sportivate	A Sportivate grant received through London Sport for a Street League project to deliver activities in April and May 2017 to improve the lives of disadvantaged young Londoners and refugees.
UBS AG	A donation received from UBS AG towards a Street League Street Step Hackney academy.
London, small grants and donations	Funds awarded and recovered by Active Lambeth towards a Street Football, Sport for Development programme run in 2016.
Dulverton Trust	Year 2 of a 2 year grant awarded in June 2015 by The Dulverton Trust towards the costs of Street League Middlesbrough.
Football for Hope	A grant received through FIFA's Football for Hope Programme towards the costs of a Progressions Co-ordinator in Middlesbrough.
Middlesbrough Health and Wellbeing	Funds received from Middlesbrough Council Physical Activity Grant Fund towards the salary of the Youth and Community Coach for the financial year 2016-17.
Police and Crime Commissioner for Cleveland	A grant awarded in September 2016 by the Office of the Police and Crime Commissioner for Cleveland contributing towards delivery of a Sport and Employability Academy in Middlesbrough for two years.
Virgin Money Foundation	A grant awarded in December 2016 by the Virgin Money Foundation towards the running costs of Street League's employment programme in Middlesbrough.
Pilkington Charities Fund	A grant donation received from Pilkington Charities Fund towards supporting young people aged 16-24 living in Liverpool.
Safran	A grant awarded towards the launch of programmes in Birmingham, Leeds and Sheffield.
Sheffield, small grants	Grants awarded by Open Gate Trust and Sheffield Town Trust towards programmes in Sheffield.
Sport England	Lottery Grant funding received from Sport England to assist with the project: Supporting Young Females into Work Through Sport. The project is supported for 3 years to July 2019.
State Street Foundation	A grant awarded by the State Street Community Support Programme to support the academy delivery teams within Edinburgh.
Talent Match	Amounts received under the Talent Match Programmes for London and Manchester academies.

STREET LEAGUE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (CONTINUED)

20 Analysis of movements in restricted funds (cont.)

Name of restricted fund	Description, nature and purposes of the fund
Awards for All	Grant received from Big Lottery Fund towards Youth at Risk Training for Street League staff.
Epic Foundation UK	A grant donation awarded by Epic Foundation UK in March 2017 to provide general operational support to Street League.
Impetus-PEF	Venture Philanthropy grant funds received via Impetus-PEF (Private Equity Foundation) to support continued piloting of changes to the Street League academies in England through to September 2017.
Moving Young People Into Work	A 2 year grant awarded by Comic Relief, starting in November 2015 for the project, "Moving Young People Into Work Through Employer Engagement".
Impact Award	Funds awarded in 2016 thanks to players of People's Postcode Lottery through Postcode Sport Trust.
Outreach Education	Funds awarded in 2016 thanks to players of People's Postcode Lottery through Postcode Sport Trust.
Extra Award 2017	Funds awarded in 2017 thanks to players of People's Postcode Lottery through Postcode Sport Trust.
SharedImpact	Donation received through the SharedImpact Foundation towards the cost of Street League Aftercare Services. The Foundation's commitment runs through to June 2018.

21 Analysis of movement in unrestricted funds

	Balance at 1 April 2016 £	Income £	Expenditure £	Transfers £	As at 31 March 2017 £
Unrestricted funds	353,336	3,111,447	(3,175,905)	-	288,878
	353,336	3,111,447	(3,175,905)	-	288,878

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

	General fund £	Restricted funds £	Total £
Tangible fixed assets	18,145	-	18,145
Net current assets/(liabilities)	483,057	494,230	977,287
Creditors of more than one year	(212,324)	-	(212,324)
Total	288,878	494,230	783,108

STREET LEAGUE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017 (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	
	2017 £	2016 £	2017 £	2016 £
Less than one year	66,530	103,487	19,528	-
One to five years	59,172	56,442	62,648	-
	125,702	159,929	82,176	-

24 Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2017 £	2016 £
Financial assets measured at amortised cost	1,231,066	1,321,747
Financial liabilities measured at amortised cost	487,266	519,973

Further details of loan financing is in notes 17 and 19 to these accounts.

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

	2017 £	2016 £
Net income/(expenditure) for the year (as per the statement of financial activities)	17,213	215,647
Adjustments for:		
Depreciation charge	29,741	52,440
Dividends, interest and rents from investments	(880)	(767)
Loss/(profit) on sale of fixed assets	380	(245)
Decrease/(increase) in debtors	24,612	359,159
Increase/(decrease) in creditors	(132,707)	(86,823)
Net cash provided by/(used in) operating activities	(61,641)	539,411

STREET LEAGUE

REFERENCE AND ADMINISTRATION INFORMATION
FOR THE YEAR ENDED 31 MARCH 2017

Charity name	Street League																			
Charity Registration Numbers	1101313 (England & Wales) and SC 038884 (Scotland)																			
Company Registration Number	04974643 (limited by guarantee)																			
Registered Office	Suite 1.05, The Courtyard Royal Mills 17 Redhill Street Manchester M4 5BA																			
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: <table><tr><td>Mike Parker</td><td>Chairman</td></tr><tr><td>Stuart Beaver</td><td></td></tr><tr><td>Marie-Louise Clayton</td><td>(appointed 23/06/16)</td></tr><tr><td>Tim Kiddell</td><td></td></tr><tr><td>Andy Ransom</td><td></td></tr><tr><td>Yvonne Brady</td><td>(resigned 19/06/17)</td></tr><tr><td>Andrew Hubbard</td><td>(resigned 28/09/16)</td></tr><tr><td>David Lloyd</td><td>(resigned 28/09/16)</td></tr><tr><td>Shani Zindel</td><td>(resigned 23/06/16)</td></tr></table>		Mike Parker	Chairman	Stuart Beaver		Marie-Louise Clayton	(appointed 23/06/16)	Tim Kiddell		Andy Ransom		Yvonne Brady	(resigned 19/06/17)	Andrew Hubbard	(resigned 28/09/16)	David Lloyd	(resigned 28/09/16)	Shani Zindel	(resigned 23/06/16)
Mike Parker	Chairman																			
Stuart Beaver																				
Marie-Louise Clayton	(appointed 23/06/16)																			
Tim Kiddell																				
Andy Ransom																				
Yvonne Brady	(resigned 19/06/17)																			
Andrew Hubbard	(resigned 28/09/16)																			
David Lloyd	(resigned 28/09/16)																			
Shani Zindel	(resigned 23/06/16)																			
Company Secretary	Melanie Davies																			
Key Management Personnel	<table><tr><td>Matt Stevenson-Dodd</td><td>Chief Executive</td></tr><tr><td>Lesley Caron</td><td>Finance Director</td></tr><tr><td>Allan Garrett</td><td>Managing Director, England (North)</td></tr><tr><td>Lindsey MacDonald</td><td>Managing Director, England (South)</td></tr><tr><td>Nigel Mansfield</td><td>Commercial Director</td></tr><tr><td>Dougie Stevenson</td><td>Managing Director, Scotland</td></tr></table>		Matt Stevenson-Dodd	Chief Executive	Lesley Caron	Finance Director	Allan Garrett	Managing Director, England (North)	Lindsey MacDonald	Managing Director, England (South)	Nigel Mansfield	Commercial Director	Dougie Stevenson	Managing Director, Scotland						
Matt Stevenson-Dodd	Chief Executive																			
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Lindsey MacDonald	Managing Director, England (South)																			
Nigel Mansfield	Commercial Director																			
Dougie Stevenson	Managing Director, Scotland																			
Bankers	<table><tr><td>Barclays Bank plc 99 Hatton Garden London, EC1N 8DN</td><td>Santander UK plc 298 Deansgate Manchester, M3 4HH</td></tr></table>		Barclays Bank plc 99 Hatton Garden London, EC1N 8DN	Santander UK plc 298 Deansgate Manchester, M3 4HH																
Barclays Bank plc 99 Hatton Garden London, EC1N 8DN	Santander UK plc 298 Deansgate Manchester, M3 4HH																			
Solicitors	<table><tr><td>Fieldfisher Riverbank House 2 Swan Lane London, EC4R 3TT</td><td>Goodwin Perry (UK) LLP 100 Cheapside London, EC2V 6DY</td></tr></table>		Fieldfisher Riverbank House 2 Swan Lane London, EC4R 3TT	Goodwin Perry (UK) LLP 100 Cheapside London, EC2V 6DY																
Fieldfisher Riverbank House 2 Swan Lane London, EC4R 3TT	Goodwin Perry (UK) LLP 100 Cheapside London, EC2V 6DY																			
Auditors	Beever and Struthers Chartered Accountants and Statutory Auditors St George's House 215 – 219 Chester Road Manchester, M15 4JE																			

