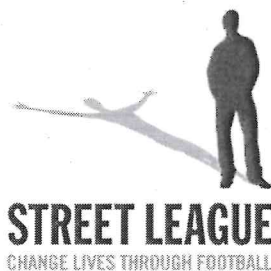


Street League

Annual Report & Accounts

for the Year Ended 31 March 2013



Registered Office:

Street League
Units 3:01 – 3:05 Canterbury Court
Kennington Park
1 -3 Brixton Road
London, SW9 6DE

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About Street League

Incorporated	24 November 2003
Company Number	04974643
Registered Charity No	1101313 (Scottish Charity No. SCO38884)
Trustees	Mr Mike Parker (Chair. Appointed 7 June 2011) Ms Andrea Cooper (Appointed 24 July 2008, Re-appointed 13 December 2011) Mr Andrew Hubbard (Appointed 27 September 2010, Reappointed 12 September 2012) Mr Tim Kiddell (Appointed 17 April 2012) Mr David Lloyd (Appointed 27 September 2010, Reappointed 12 September 2012) Mr John McManus (Appointed 15 March 2011) Mr Anand Punja (Appointed 27 September 2007, Reappointed 25 January 2010 Resigned September 2012) Ms Shani Zindel (Appointed 9 August 2010, Reappointed 12 September 2012)
Company Secretary	Ms Nasima Khanam
Chief Executive	Mr Matt Stevenson-Dodd
Senior Management Team	
Chief Operating Officer	Mr Dougie Stevenson
National Development Director	Mr Paul Evans
Finance Director	Mr Adam Stebbings (to May 2013)
Commercial Director	Mr Nigel Mansfield
Registered & Principal Office	Canterbury Court Kennington Park 1 – 3 Brixton Road London SW9 6DE
Auditors	Haysmacintyre Fairfax House 15 Fulwood Place London WC1V 6AY

About Street League

Bankers

Cater Allen Private Bank (until 31 December 2012)

9 Nelson Street

Bradford

BD1 5AN

Co-operative Bank

PO Box 101

1 Balloon Street

Manchester

M60 4EP

Barclays Bank plc (from 11 January 2012)

99 Hatton Garden

London

EC1N 8DN

About Street League

What do we do?

Street League changes lives through football.

We do this by working with young people living in some of the most disadvantaged communities in the country, engaging them in structured football and education programmes with a view to getting participants into work, mainstream education or training. Currently **81%** of young people starting our Academy programme (703 from 864 starters) go on to make a positive change in their lives by getting a job or going back into education. All this because of the power of football!

Who with?

Street League works with young people who are out of work and experiencing disadvantage aged 16-25 years old.

What programmes do we run?

Street Football

Street Football is our entry-level engagement programme, which utilises the power of football to engage, build confidence and develop the soft skills of our young people. It is a 2 hour weekly intervention and acts as a feeder programme for the Academy as well as the first step on the progression path for our young people who are assessed to identify the most appropriate support required to effect a positive life transition.

The Academy

The Academy is an intensive 8-12 week employability intervention. Young people take part in football and fitness activity, achieve accredited qualifications and participate in a work experience placement. The Academy is designed to accelerate progression into Jobs, Mainstream Education & Training while also utilising benefits only available in team based situations to positively impact on the life choices that our young people make.

Graduate League

The Graduate League is our aftercare service. Participants who have progressed from Street Football and the Academy are invited back to monthly events where they take part in football and fitness activity. Progressions staff engage participants in discussion to confirm that they are sustaining their place in employment, education and or training. Since April 2012 we have been tracking graduates for up to 12 months following our intervention.

Who For?

National Provision

As a third sector provider operating within the United Kingdom our footprint is located within 6 UK 'city hubs' with delivery currently reaching 25 local authorities. Street League currently delivers contracted provision for the Department of Work and Pensions, Job Centre Plus, Scottish Government, Skills Funding Agency, Skills Development Scotland and the Greater London Authority. Open College Network and Scottish Qualifications Authority accreditation status enables Street League to deliver a range of sub-contracted services on behalf of Further Education Colleges and Education departments across the United Kingdom.

The Need

Street League tackles long-term structural youth unemployment; targeting young people aged 16-25 living in the most deprived communities across the UK.

The current economic recession has compounded the issue for young people with low demand for their labour and increased competition for available jobs, which has led to a rise in the number of long-term unemployed young people. Even in times of 'economic boom' approximately 7-9% of all young people were headed for long term worklessness by the age of 16 – structural youth unemployment; tackling this underpins everything we do and our vision to Change Lives Through Football.

We work with young people who live in some of the most socially and economically excluded communities, where high levels of unemployment, inter-generational 'worklessness' and poverty are commonplace. The typical characteristics of these young people include: lack of confidence, low/no qualifications or skills, no employment history, housing issues, physical and mental health problems, poverty, substance use/misuse and involvement in anti-social/offending behaviour.

Many of our participants have grown up in unstable homes with fractured family relationships and a lack of external support networks. Most live in communities where generations of families have not worked meaning no positive role models to follow, low aspirations and lack of achievement. The NEET young people we work with have a history of exclusion from school, behavioural and emotional issues, poor literacy and numeracy, often exacerbated by undiagnosed learning difficulties such as dyslexia; which have affected their ability to acquire the qualifications and skills needed to make the transition into sustainable employment.

Previous interventions have been too disconnected, with many providers delivering activities in silos and not offering a co-ordinated response to addressing the complex barriers which many NEET young people face.

Chief Executive's Report

2012/13 was another year of growth for Street League with a huge increase in our Employment, Education and Training outcomes from 461 to **703** – a 52.5% increase on the previous year. We also saw an increase in the percentage of young people who start the Street League Academy gaining an outcome – from 76% in 2011/12 to **81% in 2012/13**.

This now means that on average **for every FIVE young people starting the Street League Academy, TWO will get jobs and TWO will go into training** at the end of the programme.

From April 2012 we also started to measure how long each outcome is sustained for – once we've helped a young person into work or training we really want to make sure they stay there. To do this we continue to 'check in' with young people after the course through our Graduate Football League – a quarterly tournament for graduates of our Academies.

We are pleased to report that currently, 74% of our outcomes are sustained at 3 months, and 51% at 6 months.

Operations

With the start of Street League Liverpool (January 2013) and Street League Nottingham (March 2013) the number of cities we now operate in has grown from five to **seven**. This is very much in line with our plan to be operating in 13 cities by the end of 2014/15.

This growth was also supported by an increase in delivery teams in London, Glasgow, Manchester and Edinburgh.

At the end of the 2012/13 year we made changes to the Operational side of the Senior Management Team. Dougie Stevenson remained Chief Operating Officer with national responsibility for Monitoring & Evaluation, Staffing Model and Health & Safety but with a new focus on developing Scotland. Paul Evans moved from the role of National Development Director to become our new Director of Operations with a focus on the line management of English Operations Managers and the development of new English cities.

Finally at the end of the 2012/13 year we were pleased to welcome James Russell as our new 'Head of Quality & Performance'. James will take forward quality and performance in relation to our public sector contracting as well as curriculum development for the organisation.

Finance & Fundraising

Despite the continuing difficult fundraising environment, our income increased from £2.35m to £2.53m (not including in-kind support of £137k) during 2012/13 and in particular we increased our public sector commissioned income to £1.25m which accounts for approximately 50% of our total funding raised during the year (not including in-kind support). We also saw an increase in corporate income driven by our Commercial Director Nigel Mansfield, which now accounts for 13% of total income.

Had it not been for delayed commissioned income referrals in Glasgow (£39k) and the write-off of an unresolved 2010/11 debtor balance (£10k) from the previous Sun accounting system Street League would have broken even for the year rather than making a £29k loss. We continue to invest in growth for the future in terms of opening in new towns as we help more and more young people. Our priority going forward however will also be to build our reserves and working capital.

During the year we strengthened our Commercial & Fundraising team by moving Viv Sawers into a new national role as 'Head of Contracts' from her role as Business Development Manager in Scotland. There was also a change in the 'Head of Grants' role during the year when Nick Smith left the organisation to be replaced by a very experienced fundraiser Claire Greenwood. Despite

Chief Executive's Report

leaving a 3 month gap in our applications pipeline, this was quickly recovered by Claire over the rest of the year.

Board

There were several changes to the Board during the year. Former acting Chair Anand Punja stood down from the Board in September 2012 after almost six years service to concentrate on his career. I would like to thank Anand for all his hard work for Street League over the years, particularly in chairing the organisation during a change of CEO in 2010.

We also welcomed Tim Kiddell to the Board in April 2012. Tim is Prime Minister David Cameron's Speech Writer and was our key contact at Number 10 during the 2011/12 Partnership.

We also appointed our first two Young Trustees – Alex Godfrey and Will Dudmish (both former Street League Academy graduates and now working at TM Lewin and Barclays Bank respectively). Special thanks to the organisation 'Young Trustees' for all their support and advice with this process.

Harvard Business School Scholarship

In July 2012 I was selected for a social enterprise Scholarship by the Harvard Business School Alumni Club of London to attend the 'Strategic Perspectives in Non Profit Management' course at Harvard Business School and a study tour around the US. This gave me an incredible opportunity to reflect on Street League's strategic direction and to visit some incredible social enterprises in the US. Thanks to HBS Alumni Club of London for the incredible opportunity.

Marketing & Communications

With the appointment of Simon Lansley in February 2012, we continued to see our profile develop with key partnerships such as 'Soccer AM' on SKY One, a partnership with Twenty Four-7 football magazine, relationships with clubs like FC Wimbledon, Crystal Palace and QPR as well as a host of celebrity appearances from the likes of AVB, Daniel Sturridge, Alan Hansen and Hollywood actor Gerard Butler. We have also made significant strides forward in terms of our communications with a new website, regular newsletter, our own Youtube channel and over 5,000 twitter followers. We have also featured in a number of highly impactful short films about our work directed by Hyundai, Laureus and SKY. Finally, the widespread success of Street League was also recognised through a number of national awards for excellence in delivery and evaluation.

Our future plans

With 1 million young people still out of work during 2012/13 the need for Street League has never been greater. In line with our vision to become 'The Football Charity', our aim is for Street League to become a truly national organisation, operating in a total of 13 cities across the UK and working in partnership with other organisations in the football community.

Street League has the potential to help many more young people across the UK. We will therefore be looking at new ways to grow and reach more young people. During 2013/14 we will open in 3 new cities and will also pilot a Street League 'Franchise' offer with Football Clubs, Housing Associations and Local Authorities.


Matt Stevenson-Dodd

Chief Executive
September 2013

Chairman's Report

As mentioned in my prior Chairman's reports I was attracted to want to take on the role of Chairman of Street League because I was so impressed by the vision and determination of our CEO, Matt Stevenson-Dodd, to make a real difference to the lives of thousands of the UK's most disadvantaged young people.

Over the past year, it has been an honour to witness the commitment and passion of everyone at Street League as they take big strides towards that vision becoming a reality.

Demand for Street League's services has never been higher with just under one million 16 to 25-year-olds out of work – that's one in five young people. However, it is the young people with no qualifications and from disadvantaged backgrounds who most need our help. Competition for even the most basic entry-level jobs is fierce, so the Street League programme builds the confidence and skills of those most in need so that they are able to compete on a level playing field.

This is why it has been so rewarding to play a part in the exciting progress achieved at Street League. One year ago I reported that we had progressed a total of 461 young people into education, employment and training over the previous 12 months. A year on, I am delighted to report an increase of 52.5% on that figure to 703.

This represents a most significant achievement, and to do this at a time of great economic uncertainty is even more remarkable. Street League is truly bucking the trend and Matt and his leadership team are to be congratulated.

However, we all know there is much more to be done. Matt and his team know that as youth unemployment grows, so Street League must continue to rise to the challenge.

We can do so with some confidence thanks to Street League's innovative funding mix which matches commissioned income from local authorities with corporate and private sector support. This has led to a more sustainable business model, and a firmer footing for the future.

We have opened in Liverpool and Nottingham, and our aim is to be operating out of 12 cities by the end of 2014. Significant funding wins from Impetus, Inspiring Scotland and Skills Development Scotland have enabled Street League to spread its wings and become a trusted service provider for local authorities across the UK. Maintaining our standards of excellence will be crucial as we seek more contracted income.

With this in mind, we have restructured the Senior Management Team in direct response to the increasingly different contracting environments in England and Scotland, so that we can respond efficiently and effectively to the substantial changes in the employability and qualification / education markets. We have also appointed a Head of Quality and Performance to ensure we consistently reach the required standards.

Our award-winning monitoring and evaluation processes enable us to report with certainty that for every four young people who graduate from the Street League Academy, two get jobs and one moves into training. It is this drive for transparency and authenticity which has bred real confidence in the Street League brand, with famous names like Daniel Sturridge and Andre Villas Boas visiting our programmes, and a partnership with Soccer AM reinforcing our belief that Street League is on its way to becoming the UK's number one football charity.

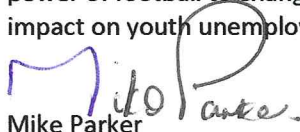
I would like to thank all Street League employees for their belief and commitment and for their professionalism, enthusiasm and hard work – it is a pleasure to interact with them and to get to see them in action. I would also like to thank my colleagues on the Board for sharing their experience and time, and for providing the right balance of support and challenge to the task of meeting high quality governance requirements.

Chairman's Report

On behalf of the Board I would also like to thank Anand Punja for his 5 years service as a Street League Board member and in particular his excellent leadership as Acting Chair of the Street League Board in 2010/11 during the time we recruited our new CEO Matt.

Finally, I would like to welcome our two new young Board members Alex Godfrey and Will Dudmish who joined the Board this year. As both young people and former Street League graduates they bring a new perspective to the Board.

Our progress this year has been most rewarding. We must celebrate the fact that 703 young people found jobs or went back to education through Street League. Nonetheless Street League remains dedicated to significantly growing its operations in the coming years. We believe in the power of football to change lives and we want to make sure we use that power to make a real impact on youth unemployment across the UK.

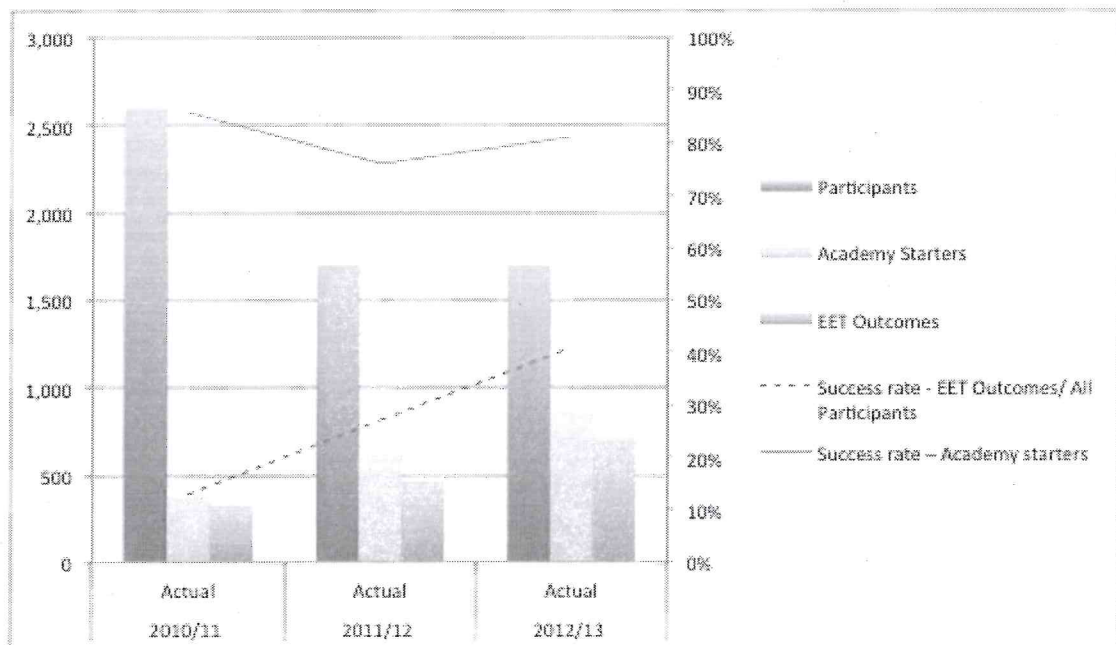


Mike Parker
Chair of Trustees
September 2013

Our Impact

Key Statistics	2010/11 Actual	2011/12 Actual	2012/13 Actual
No. of participants engaged (Street Football)	2,599	1,703	1,698
Academy starters	376	610	864
Education, employment and training outcomes	325	461	703
Success rate – all participants	13%	27%	41%
Success rate – Academy starters	86%	76%	81%
Qualifications	N/A	1,273	3375
Volunteering	N/A	46	548
Work placements	N/A	58	349

- Financial year 12/13 represents Street Leagues best operational year to date with the number of education, employment and training (EET) outcomes achieved totalling 703 an increase on 11/12 by 242 (52.5%).
- 12/13 was the first year Street League started to track and record the sustainability rates of participant outcomes. Data for the past 11 months (April 1st 2012 – Feb 28th 2013) shows a hard outcome sustainment rate for 3 months at 74% and for 6 months at 51%.
- The number of people starting Academies increased by 42% to 864 as Street League expanded its activities in existing centres and rolled out to new cities; Delivery efficiency in academies increased by 5.8% as the conversion of participants figures, increased from 75.6% in 11/12 to 81.4% in 12/13.
- Street League achieved a hard outcome with over 81% of Academy starters, who comprise young people who are facing significant challenges to accessing the jobs market.
- 12/13 represented the second full year of operations of Street Leagues positive outcomes framework. Qualifications increased from 1273 to 3375, Volunteering increased from 46 to 548 and Work placements from 58 to 349.



Our Impact

Participant profile	2010/11		2011/12		2012/13	
Ex-offenders	702	27%	426	25%	327	19%
Drugs and alcohol abusers	332	13%	151	9%	22	1%
Black and Minority Ethnic	540	21%	490	29%	609	36%
Other	<u>1,025</u>	39%	<u>636</u>	37%	<u>740</u>	44%
Total	2,599		1,703		1,698	
<u>Age profile</u>						
< 16 years old	30	1%	36	2%	25	1%
16 – 19	782	30%	605	36%	709	42%
19 – 25	934	36%	785	46%	901	53%
> 25 years old	<u>853</u>	33%	<u>277</u>	16%	<u>63</u>	4%
Total	2,599		1,703		1,698	

Outcomes framework		
Hard Outcomes	1. Employment	Entry into full or part time employment or self employment
	2. Education	Entry into higher or further education
	3. Vocational Training	Entry into vocational training / apprenticeship
Progression Milestones	4. Qualifications and Certificates	OCN Qualifications - Certificates, Awards or Diploma's (Level 1,2 and 3)
		Community Sports Leaders Award - Level 1 and 2
		Bespoke Certification - First Aid / PEARLS's/ ESOL
	5. Volunteering	Participants enter a temporary or full time volunteering placement
	6. Work Experience	Participants experience a work experience placement
7. Referrals	Referrals to other agencies	

Case Studies

Nina, 20, from Manchester

Before Street League Nina had undertaken several qualifications at college and was volunteering as a youth worker in Manchester. However she had been unemployed since leaving college and was struggling to find paid work, which had affected her confidence and motivation. Nina spoke to Street League staff at the Job Centre and immediately thought the programme might be for her. She attended a Street Football session with her sister and, after speaking to staff, was offered a place on the next Academy. On the programme, Nina's attendance record was exemplary but she faced many challenges, such as planning and leading sessions, putting together her CV and completing coursework. However, with the support of staff and fellow participants, she overcame these challenges and continued to work with Street League staff after the Academy finished, attending one-to-one appointments and job club. She was successful in gaining several interviews and was subsequently offered two jobs! She is now working at a school, as well as continuing to volunteer and running a girls' group in Harpurhey. Looking back on her time at the Academy, Nina said: "I would tell everyone about Street League because it would be the best eight weeks of their lives."

Alex, 20, from London

Alex was 18 when he was referred to Street League by the local Job Centre in September 2011. During one-to-ones with his Progression Coordinator, it became obvious that Alex was an intelligent young man who had gone through a difficult time. Two years before his engagement with Street League, Alex had achieved 11 GCSEs and chose therefore to continue in formal education and study towards A Levels. It was during his A Level studies that Alex became embroiled with the wrong crowd and therefore lost his motivation. On the Academy, Alex quickly established himself as a well-liked member of the group. Relaxed and with a dry sense of humour, he was a pleasure to work with and on several occasions displayed a level of maturity that belied his young age. Alex made a sufficiently positive impression that he was put forward for the work experience opportunity with TM Lewin. Despite having little or no work experience, he sailed through the recruitment process and was one of five young people selected for work placements. He so impressed during his time at the company that he was subsequently offered a permanent position and has been with TM Lewin for over a year. He is also a Young Trustee who sits on the Board of Trustees for Street League.

Jordan, 19, from Glasgow

Jordan joined our 'Get Ready for Work' programme having first spoken to Street League within his school at Port Glasgow. He suffered from dyslexia and was low on confidence, but his timekeeping was good and his attendance excellent, so when it came to arranging his work placement we agreed to approach an employer of his choice, at a garage. The employer had high expectations and early on expressed their concerns. However when speaking with Jordan himself, he insisted he was enjoying the placement and "could do this". We chatted about his approach and how he could push himself more. Soon afterwards, Jordan began to grow into the role and his confidence blossomed. He made a conscious effort to be more sociable and confident when interacting with people. On speaking to the garage owners, they said they had seen a massive change and that they were discussing keeping him on as a paid member of staff and would train him up as a mechanic themselves. Jordan was thrilled with this news and determined he would continue to improve in his customer service skills. He was granted an extension to his programme in order to give him more experience, after which the garage agreed to keep him on. Jordan was delighted and is now several months into his full-time role. He is being trained as a mechanic on site and will also start college to formalise his learning.

Keeley, 18, from Motherwell

When Keeley was 12 years old she tragically lost her father. It was a very difficult time in her life, and soon afterwards she was diagnosed as suffering from seizures which may have been triggered by the death of her father. She was not prescribed medication because the condition was non-Epileptic and it affected her attendance at school. At the age of 16, Keeley left school and her local careers office referred her to a local Activity Hub, where she spent 16 weeks and applied for around five jobs per week. She did not receive any replies to her applications but heard about Street League when staff from the charity came in to talk about the new programme in Motherwell. Keeley really liked the idea of mixing sports with employability and gaining additional qualifications while doing so.

Initially Keeley was worried about having seizures in front of the group, however after getting to know everyone and explaining how to deal with the condition, Keeley found that the group rallied around her and this helped to improve her confidence. Keeley enjoyed the help she received during the employability sessions focusing on how to complete application forms, updating her CV and interview skills and tips. Additionally, during her time on the programme Keeley achieved her Scottish Football Association Early Touches coaching badge, her Community Sports Leadership Award and her First Aid certificate. Keeley applied for a position with North Lanarkshire Council as a Vocational Trainee in Administration and, with the help of her Progressions Co-ordinator at Street League, she was given an interview. Thanks to the skills and training acquired on the Street League programme, plus her own new-found confidence, Keeley was successful at interview and has subsequently started working for the Council.

Michael, 24, from Manchester

Before joining Street League, Michael was doing "not a lot". He explained: "There is only so much you can do when living on Job Seeker's Allowance. I had no routine, I had no motivation and no real plan in place as to what the next step would be for me. I love playing football but even that stopped because I couldn't afford to play." He saw an advert for Street League at Didsbury Job Centre and thought the scheme was "too good to be true" at first. During his time with Street League, he obtained paid work as a sessional coach for FC United of Manchester and as a care worker for a disabled gentleman. Eventually he applied for a position as Youth and Community Coach with Street League when the charity expanded in Manchester, and he now works at the Ardwick Academy. He said: "Street League has also given me a focus and drive to want to succeed in my career and in life."

Trustees' Report

The Charity

Street League is a charitable company limited by guarantee and was incorporated on 24 November 2003. Its activities are governed by the Board of Trustees, who together are responsible for the oversight of the management of all the affairs of Street League.

Governance

The trustees who acted during the year are set out on page 1.

Election, retirement and re-election of trustees is 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 one-third of the trustees must retire from office and those to retire will be the trustees who have been longest in office. Trustees, who retire, may be reappointed as a trustee at any general meeting. An individual induction programme is agreed and implemented for each new trustee, covering all aspects of the trustee's role and the organisation.

Other than at quarterly Board meetings with the senior management team, the Board of Trustees acts on information and advice received via regular weekly reports from the Chief Executive and other senior managers about decisions made at other levels of the organisation. Trustees are also able, where appropriate, to take independent professional advice at no personal expense.

Trustees' Responsibilities

UK company and charity law requires the Board of Trustees to prepare financial statements that give a true and fair view of the state of affairs of Street League and the results for the relevant year. In preparing the financial statements, the trustees have selected suitable accounting policies and applied them consistently, made judgements that are reasonable and prudent, followed applicable accounting standards and prepared the financial statements on a going-concern basis.

The trustees are responsible for keeping proper accounting records which disclose, with reasonable accuracy at any given time, the financial position of the 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 Street League and therefore take reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees delegate the day-to-day management of Street League to the Chief Executive and other senior managers, who are responsible for ensuring all control mechanisms are in place.

Trustee Recruitment & Induction

Currently the traditional skills required for a board of trustees are well represented on the Board of Street League. However, in the event of skills being lost due to trustee retirement, individuals with these skills are approached to offer themselves for election. New trustees receive an induction which involves an awareness of a trustee's responsibilities and obligations under charity and company law, the governing document, a copy of the latest Annual Report and Accounts, key policies and the latest business plan. They will also meet key employees and the other trustees.

Risk Management and Internal Control

The trustees review the major risks the charity faces as part of the annual business planning process and have established a ranking and 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.

Trustees' Report

The control system includes several key elements:

- The trustees meet on a quarterly basis throughout the year. A number of matters are specifically reserved for their approval;
- There is a clear organisational structure, with appropriate levels of accountability and defined reporting lines;
- Each trustee has expertise in a particular area and has direct contact to the relevant member of staff;
- An annual assessment of risk is undertaken as part of the business planning process. CEO and Senior Management Team provide an update on any significant change (impact/probability) to risks to each Board meeting;
- As the need arises, the trustees will also attend workshops that focus on specific areas of strategic, developmental or operational risk;
- A sub-committee of trustees meets before each Board meeting for an in depth review of the organisation's annual financial and funding plans and subsequent progress towards achieving them. This sub-committee also considers the related financial and organisational risks that might adversely impact the delivery of the agreed plans so as to inform discussion at the subsequent Board meeting;
- The trustees receive a financial report for their review at their quarterly trustees meeting.

Equal opportunities

Street League is committed to the principle and practice of equal opportunities and aims to be an equal opportunities employer. Our employment policy seeks to ensure that no one receives less favourable treatment on the grounds of sex, marital status, ethnicity, disability, age, sexual orientation or any other grounds that are unjustifiable in terms of equal opportunities for all.

Volunteer involvement

Street League depends on volunteers to help its programmes run efficiently.

Volunteers also help out at the Street League Academies and at training sessions. Some also help Street League office staff by carrying out some office administration duties

Public Benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set in relation to public benefit.

Financial performance

In 2012/13, Street League consolidated its position having reorganised both its programmes and structures in the previous year.

Voluntary income increased by 13.5% on the previous year at £2,666k (2012: £2,348k), Street League recorded a significant increase in both commissioned income to £1,252k (2012: £837k) and corporate income £330k (2012: £263k).

The cost of generating funds increased by a minimal amount to £137k (2012: £132k) during the year reducing fundraising costs to 5.1% of total income generated (2012: 5.6%)

Trustees' Report

The total of net current assets, at the balance sheet date, of £501k is a decrease of 7% on the previous year of £539k reflected in the increase of creditors (£30k) mainly due to the increase in HMRC accrual. The cash held at the year end amounted to £221k (2012: 356k) reflecting a negative cash flow over the period of £135k which is due to the increase of debtors of £127k at the end of the year caused by the increase in commissioned income which is reliant upon external verification of qualifications and the issue of certificates before payment is released. This is expected to improve next year with the introduction of internal verification which will speed up the payment process although commissioned income is expected to become a larger proportion of the debtors amount as this income stream grows.

Unrestricted funds raised during the period amounted to £1,381k (2012: £629k) of which (after the deduction of support costs) £770k (2012: £182k) was applied to core activities and programmes for which insufficient restricted funding was available. The balance of unrestricted funds reduced slightly to £457k (2012: £506k) due to the addition of the 3 new cities which required additional transfers to be made out of the General Fund. In addition, £1,285k of restricted funds were raised (2012: £1,720k) which after deductions of programme specific expenses and transfers from unrestricted income, increased the balance of restricted funds by £20k to £76k (2012: £56k) This balance is attributed to the Glasgow programme and will be applied to their academies over the next 12 months.

Auditors

The Trustees in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the trustees have confirmed that they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and establish that it has been communicated to the auditors.

Investment Policy

The investment policy of Street League is guided at all times by the interests of our beneficiaries. Our policy is to invest funds for the continuing benefit of the charity, but only if they are not required to meet our short term expenditure needs.

When such surplus funds become available, we will initially invest them in short term, higher interest savings accounts ensuring that we maximise our returns, whilst ensuring both capital preservation and the ability to gain access to such funds in relatively short time. If in the future our surplus funds grow enough, we will consider longer-term investments, however the emphasis will always be on capital preservation rather than maximising total return on investment.

Reserves policy

The Board of Trustees reviews Street League's reserves policy annually. There are two categories of reserves: the General Fund and Restricted Funds.

General Fund - In considering the level of the General Fund that Street League should aim to hold, a range of factors needs 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 occasions fluctuations will occur in both income and requirements for funding which cannot be fully anticipated in the planning process. Therefore Street League's policy is to aim to maintain a General Fund which represents approximately 3 months of total expenditure. The charity continues to identify and exploit opportunities to develop unrestricted funding, with an emphasis on continuing to diversify the income streams Street League access through further developing the charity's contracting and commissioning of services.

Trustees' Report

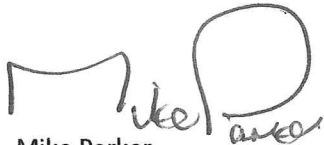
The ultimate aim is for Street League to reduce the percentage of grant income and increase the level of commissioned income, corporate income, individual giving and events income.

Restricted Funds - Restricted funds are funds subject to specific conditions imposed by donors. We aim to minimise the levels of restricted funds, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose. All amounts held in restricted funds are budgeted to be spent in 2013/14.

Annual Report and Accounts

These financial statements and Annual Report have been prepared in accordance with the Statement of Recommended Practice (SORP), Accounting and Reporting by Charities published in March 2005 and also applicable UK accounting standards.

Signed on behalf of the trustees

A handwritten signature in black ink, appearing to read 'Mike Parker', with a large, stylized loop at the end.

Mike Parker

Chair of Trustees

25th September 2013

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 2013 which comprise the Statement of Financial Activities, the Balance Sheet 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).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's Trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of Trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities, 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. We have been appointed auditors under the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report to you in accordance with those Acts.

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 Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

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 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Independent Auditor's Report to the Members of Street League

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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the company has not kept proper and 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.



Murtaza Jessa (Senior Statutory Auditor)
for and on behalf of haysmacintyre, Statutory Auditors
Fairfax House
15 Fulwood Place
London WC1V 6AY

Date: 28/10/13

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

Statement of Financial Activities
For the Year Ended 31 March 2013

	Note	Unrestricted £	Restricted £	2013 Total £	2012 Total £
Incoming Resources					
Incoming Resources from Generated Funds					
Voluntary income	2	1,380,819	1,284,694	2,665,513	2,348,392
Activities for generating funds		-	-	-	-
Investment income	3	203	-	203	1,040
Total Incoming Resources		1,381,022	1,284,694	2,665,716	2,349,432
Resources Expended					
Costs of Generating Funds					
Costs of Generating Voluntary income	4	-	136,625	136,625	131,746
Charitable Activities	5	660,491	1,747,920	2,408,410	2,109,161
Governance Costs	6	-	149,498	149,498	9,306
Total Resources Expended		660,491	2,034,043	2,694,534	2,250,213
Net movement before transfers		720,531	(749,349)	(28,818)	99,219
Transfers Between Funds	16	(769,899)	769,899	-	-
Net Movement In Funds		(49,367)	20,550	(28,818)	99,219
Reconciliation of Funds					
Funds Brought Forward at 1 April 2012	16	506,339	55,760	562,099	462,880
Net Movement in Funds	16	(49,367)	20,550	(28,818)	99,219
Funds Carried Forward at 31 March 2013		456,972	76,310	533,281	562,099

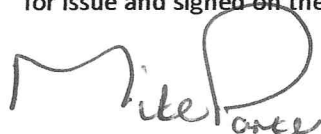
The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.
All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

Balance Sheet
As at 31st March 2013

	Note	2013		2012	
		£	£	£	£
Fixed Assets					
Building leasehold improvements	11	-		746	
Furniture and fittings	11	1,991		-	
Computer equipment	11	19,042		20,048	
Office equipment	11	3,043		2,695	
Website	11	8,681		-	
Total Fixed Assets			32,758	23,489	
Current Assets					
Debtors	12	410,338		282,841	
Bank		212,376		349,304	
Petty Cash		8,136		7,014	
Total Current Assets			630,850	639,159	
Current Liabilities					
Creditors: Amounts due within one year	13	130,326		100,549	
Total Current Liabilities			130,326	100,549	
Net Current Assets			500,524	538,610	
Total Net Assets			533,282	562,099	
Funds					
Unrestricted Funds	16	456,972		506,339	
Restricted Funds	16	76,309		55,760	
Total Funds			533,281	562,099	

These financial statements on pages 19 - 27 were approved by the Board of Trustees and authorised for issue and signed on their behalf 25 September 2013.



Mike Parker
Chair of Trustees

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

1. Accounting policies

(a) Basis of preparation

The accounts are prepared in accordance with the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' published in March 2005, the Companies Act 2006 and applicable Accounting Standards. The particular accounting policies adopted by the Board of Trustees are described below.

(b) Accounting convention

These accounts have been prepared under the historical cost convention.

(c) Fund accounting

Accumulated surpluses in the General Fund are included within unrestricted funds and are available for use at the discretion of the Board of Trustees in furtherance of the general charitable objectives.

Restricted funds are funds subject to specific conditions imposed by donors. Where possible any fund deficits are eliminated by a transfer from the General Fund at the year end, except where the Trustees are of the opinion that such deficits will be eliminated by future committed giving.

(d) Incoming resources

All income is recognised in the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy, and receipt of the income is certain.

Gifts in kind

Gifts in kind are included in income at their estimated market value and recognised when they are utilised.

Grants receivable

All grants received which relate to the year are credited to income within the Statement of Financial Activities.

Donations

Donations and all other receipts from fundraising are reported gross and are accounted for on a receivable basis. The related fundraising costs are reported in costs of generating voluntary income.

(e) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Cost of generating funds

These are costs incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

1. Accounting policies (continued)

Governance costs

These are costs associated with the governance arrangements of the charity that relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic as opposed to day to day management of the charity's activities.

Direct charitable expenditure

These are costs directly related to the objects of the Charity and is comprised of Street Football, the Academies and the Graduate League.

Support costs

These costs represent the staffing and associated costs of finance, human resources, office costs, information technology and general administration in supporting the operational projects of the charity. These are allocated across the costs of generating funds, governance costs and direct charitable expenditure. The basis of the cost allocation has been explained in the notes to the accounts.

(f) Fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Fixed assets costing more than £250 are capitalised and included at cost. Depreciation is provided in order to write off the cost of tangible fixed assets over their estimated useful lives, on a straight line basis, as follows:

Computer & Other equipment: 4 years

Motor Vehicles: 4 years

(g) Taxation

Street League is a registered charity and, as such, is exempt from taxation on its income and gains to the extent that they are applied to its charitable purposes.

(h) Going Concern

The trustees have reviewed cash flow forecasts for the twelve months from the date of signature of the audit report and believe that the charity will continue to meet its liabilities as and when they fall due. The accounts are therefore prepared on the going concern basis.

(i) Foreign Currencies

Transactions denominated in foreign currencies are translated at the rate of exchange prevailing at the time of the transaction. Foreign currency balances are translated at the rate of exchange prevailing at the Balance Sheet date. Foreign exchange gains and losses incurred in respect of service provision are included in the SOFA within charitable activity expenditure for the period in which they are incurred.

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

2. Voluntary income

	2013	2012
	£	£
Grants and commissioned income		
Trusts and other grant giving bodies	481,100	692,628
Contracted services	1,251,549	837,113
	1,732,649	1,529,741
Gifts and donations		
Venture philanthropy organisations and individuals	465,788	555,111
Corporate fundraising	330,505	263,540
	796,293	818,651
Gifts-in-kind and other income		
Corporate support delivering growth	132,453	-
Other income	4,117	-
	136,570	-
Total voluntary income	2,665,512	2,348,392

3. Investment income

	2013	2012
	£	£
Bank interest	203	1,040
	203	1,040

4. Costs of generating voluntary income

	2013	2012
	£	£
Trusts and other grant giving bodies	33,300	-
Contract services	30,865	-
Corporate fundraising	72,460	131,746
	136,625	131,746

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

5. Charitable activities

	2013			2012		
	Direct £	Support £	Total £	Direct £	Support £	Total £
Programmes						
UK development	-	67,421	67,421	-	275,681	275,681
London	493,549	175,935	669,485	506,494	93,242	599,736
Glasgow	802,560	246,876	1,049,435	817,960	151,496	969,456
Newcastle	126,525	40,673	167,198	164,426	30,269	194,695
Manchester	132,182	51,078	183,260	44,399	8,173	52,572
Edinburgh	181,278	75,671	256,949	14,375	2,646	17,021
Liverpool	11,440	2,838	14,278	-	-	-
Nottingham	386	-	386	-	-	-
	1,747,920	660,491	2,408,410	1,547,654	561,507	2,109,161

6. Governance costs

During the financial year ending 31 March 2013, Street League received 'gift in kind' legal and strategic consultancy services to the value of £132,453 included in the amount below, to support the development of the organisation.

	2013 £	2012 £
Audit	8,800	8,640
Strategy	140,698	666
	149,498	9,306

7. Basis of allocation for support costs

Support costs were initially split between costs of generating funds, support costs and governance costs based on the activity undertaken. These are then allocated to charitable activities based on a variety of measures including number of FTE

	2013 £	2012 £
Marketing	48,297	40,495
Financial Management	125,138	102,257
Human Resources	48,553	53,881
National Development	67,421	42,629
IT and Monitoring & Evaluation	55,749	4,252
General Management	246,619	307,495
Premises & Facilities	68,714	10,498
	660,491	561,507

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

8. Net movement in funds

Net movement in funds is stated after charging the following:

	2013	2012
	£	£
Depreciation of tangible fixed assets	12,290	22,249
Auditors' remuneration - audit	8,800	8,640
Office Rent (London, Glasgow, Newcastle and Manchester)	114,869	115,155

9. Staff costs

	2013	2012
	£	£
Costs of Street League employees		
Wages and salaries	1,443,698	1,409,451
National insurance	136,359	113,797
Pension	17,228	1,050
Consultants	59,752	36,145
	1,657,037	1,560,443

	2013	2012
	Number	Number
Average number of employees during the year		
Generating voluntary income	5.8	3.8
Charitable activities	53.4	27.3
Support and Governance	5.3	7.3
	64.5	38.4

NB. Apprentices are included in the employee numbers above for 2013, however for 2012 these amounted to 33.8 and are not included in the 2012 figures

	2013	2012
	No.	No.
The number of employees whose earnings (excluding pension) fell into the bands below were:		
£60,001 - £70,000	1	1
£70,001 - £80,000	1	1

10. Trustee Remuneration

No trustees were in receipt of remuneration in the year ended 31 March 2013 (2012: £nil).

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

11. Tangible fixed assets

	Short term Leasehold Improve £	Furniture & Fittings £	Computer Equip. £	Office Equip. £	Website £	2013 Total £
Cost brought forward at 1st April	12,644	-	102,412	18,852	-	133,908
Additions in the year	-	2,223	8,864	1,470	9,000	21,557
Cost carried forward at 31st March	12,644	2,223	111,276	20,322	9,000	155,465
Depreciation brought forward 1st April	(11,898)	-	(82,364)	(16,157)	-	(110,419)
Depreciation in the year	(746)	(232)	(9,871)	(1,122)	(319)	(12,290)
Depreciation carried forward 31st March	(12,644)	(232)	(92,235)	(17,279)	(319)	(122,709)
Net Book Value at 31st March 2013	-	1,991	19,041	3,043	8,681	32,756
Net Book Value at 31st March 2012	746	-	20,048	2,695	-	23,489

12. Debtors

	2013 £	2012 £
Trade debtors	248,240	182,118
Prepayments and accrued income	157,247	97,372
Other debtors	4,851	3,351
	410,338	282,841

13. Creditors: amounts falling due within 1 year

	2013 £	2012 £
Taxation and social security	42,332	5,112
Other creditors	50,038	40,639
Accruals and deferred income	37,956	54,798
	130,326	100,549

14. Other financial commitments

At 31 March 2013 the charitable company had the following annual commitments under non-cancellable operating leases:

	2013 £	2012 £
Land and buildings		
expiring within one year	202,138	243,834
expiring between two and five year	113,739	293,447
	315,877	537,281

Street League
Notes to the Accounts
For the Year Ended 31 March 2013

15. Analysis of net assets between funds

	2013			2012		
	Restricted	General	Total	Restricted	General	Total
	Fund	Fund		Fund	Fund	
£	£	£	£	£	£	
Fixed assets	32,756	-	32,756	23,489	-	23,489
Cash	-	220,512	220,512	-	356,318	356,318
Other current assets	173,879	236,459	410,338	132,819	150,022	282,841
	206,636	456,971	663,607	156,309	506,340	662,649
Creditors <1 year	(130,326)	-	(130,326)	(100,549)	-	(100,549)
	76,310	456,971	533,281	55,760	506,340	562,100

16. Statement of funds

	As at 1 Apr 2012	Income	Expenditure	Transfers Between Funds	As at 31 Mar 2013
	£	£	£	£	£
Unrestricted Funds					
General Fund	252,312	521,739	(660,491)	(113,560)	0
Programmes					
UK development	-	132,453		(132,453)	0
London	234,283	283,487		(316,603)	201,167
Glasgow	-	110,493		0	110,493
Newcastle	-	89,050		(89,050)	0
Manchester	19,744	102,222		(102,223)	19,743
Edinburgh	-	8,086		(8,086)	0
Liverpool	-	7,538		(7,538)	0
Nottingham	-	100,954		(386)	100,568
Sheffield	-	25,000		0	25,000
Total Unrestricted Funds	506,339	1,381,022	(660,491)	(769,899)	456,971
Restricted Funds					
Programmes					
UK development	-	0	(286,124)	286,124	0
London	-	268,493	(493,549)	225,056	0
Glasgow	-	878,868	(802,559)	0	76,309
Newcastle	-	26,439	(126,525)	100,086	0
Manchester	-	27,005	(132,182)	105,177	0
Edinburgh	55,760	83,888	(181,278)	41,630	0
Liverpool	-	0	(11,440)	11,440	0
Nottingham	-	0	(386)	386	0
Sheffield	-	0	0	0	0
Total Restricted Funds	55,760	1,284,693	(2,034,043)	769,899	76,309
Total Funds	562,099	2,665,715	(2,694,534)	0	533,280

Street League

Partners



COMIC RELIEF

