



**STREET  
LEAGUE**

**ANNUAL REPORT  
2021 - 2022**



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# CHAIRMAN'S WELCOME JOHN COLEMAN

**"I FEEL PRIVILEGED IN MY  
ROLE AT STREET LEAGUE  
AND AMBITIOUS FOR  
EVEN GREATER THINGS  
MOVING FORWARD".**



It continues to be a privilege to sit as chair of Street League, and as I reach the end of my second year, I can see more than ever the commitment of the staff in the frontline. Joining as chair during the pandemic in 2020 had many challenges, however visiting our Edinburgh, Manchester, London and Paisley sites alongside other trustee colleagues this year has given me first hand insight to the essential work our staff deliver to the young people we serve. Street League's services are and will continue to be critical for young people to ensure they can achieve their full potential and are not left behind by the economic crisis and uncertain employment trends.

With the board, I was delighted to announce the appointment of Dougie Stevenson as Chief Executive Officer of Street League with effect from the 1st November, 2021. As a long serving member of the executive team, Dougie has played a key role in the success of Street League, ensuring continuing support to young people when they need it most.

Best Wishes to Lindsey MacDonald who has moved to become CEO at Magic Breakfast. Following this change last year the board and I agreed to move away from our Co-Leadership model to a single CEO one.

Street League is steadfastly committed to using sport and education to move young people into work. We were determined to make a strong start in 2021-22 to delivering our five-year Business Plan and we've done just that, as you'll read in Dougie's report.

On behalf of the board of trustees, I want to extend our thanks to our staff, funders and commissioners, partners and awarding bodies. There are many challenges for charities operating in the UK and we are very grateful to have your support. The executive team and I look forward to working with you to ensure all young people have the opportunity of secure employment and a brighter future.

A handwritten signature in black ink, which appears to read 'J. Coleman'. The signature is fluid and cursive, written on a white background.

## OUR TEAM

It's been a privilege to lead Street League this year and I'm delighted to present the 2021-22 annual report and accounts. Our services were delivered every single working day throughout 2021-22 which was an incredible feat despite all the challenges as we emerged from the pandemic. This is down to the talent and commitment of our people. I want to say 'Thank you' to all our staff, for their amazing and enduring dedication throughout the past year, transitioning seamlessly, from remote services everyday throughout the pandemic, back to delivering Academy programmes and drop in style street sports in local community settings all over the country as we 'return to normal'. I want to say thank you to all of the team who work tirelessly managing quality, contracts, data, marketing, HR and finance and also to our amazing fundraising and business development teams. The executive team and I would also like to expressly thank John Coleman and the rest of the board for their incredible guidance and support through 2021-22; it has been a real team effort.

**"'THANK YOU'  
TO ALL OUR STAFF  
CERTIFICATED FOR  
THEIR AMAZING &  
ENDURING DEDICATION  
THROUGHOUT THE  
PAST YEAR"**



## SUPPORTING YOUNG PEOPLE

Street League remains committed to delivering its mission for young people and the continuous improvement of services.

**We engaged a total of 2,831 unemployed young people this year.** A 39% or 795 increase on last year's engagement total of 2,036.

1,315 or 46% of those individuals commenced a 10-14 week academy programme. 740 were engaged through community outreach activities and had between one and four attendances. 776 participants were engaged in the senior phase of secondary school.

### QUALIFICATIONS WE DELIVER



**We delivered and certified 1,013 qualifications on our academies.** 780 young people achieved a qualification and 180 young people achieved two or more qualifications.

We are also delighted to share that **we helped 1,193 young people into a job, apprenticeship, education and/or a vocational training programme.** This is an increase of 3% or 33 in real terms from last year (2020-21: 1,160). We aim to progress 55% of academy participants into work, and this year we fell just short of that target, with 599 progressed, equating to 46%.

Some of our regional teams have made an incredible impact this year. For example, our Edinburgh and the Lothians team who secured 305 outcomes for young people and 240 qualifications.

Renfrewshire and Inverclyde expanded services to reach 370 young people and achieved 217 outcomes for young people. Leeds engaged 148 young people, with 68 outcomes including 55 jobs. The results in many ways are an incredible feat given company closures and employer recruitment significantly impacted by economic circumstances.



We achieved our **long-standing ambition** to reach **30% female participation** in 2020-21 and **increased that to 33% in 2021-22**, an increase of 307 from 616 last year to 923 in 2021-22.

We saw a real increase of 179 participants who are from **black and minority ethnic (BAME)** communities increasing from 519 last year to 698 in 2021-22, which is 25% participation, the same as prior year. A total of 360/13% young people disengaged from our programmes this year an increase on last year (2020-21: 184/9%).

## CONTINUING TO BUILD A SUSTAINABLE FUTURE

The executive team and I are delighted to report that we continue to strengthen our financial position with a **statutory surplus of £1m** (£1,002,405). We are also delighted to note **total revenues of £7m** (£7,074,959) against expenditure of £6m (£6,072,554). It is important to note the financial milestone as this revenue figure is the highest in our history. We have seen a **10.6% increase in income** against a 20.7% increase in expenditures which in the main is due to normal operations returning from online to community-based services.

We continue to see the benefits of a strong fiscal oversight and it is pleasing to note that the three-year consolidated **surplus total at Street League stands at £2.8m**. This income has enabled us to significantly improve our reserve position, create a cash flow buffer and moreover facilitate longer term planning for the delivery of services.

We have closely managed a debt reduction plan over the last two years and for the third year running we were delighted to **reduce our overall debt position by £78,000** (£170k in total) and we are on course to fully discharge the remainder within 2022-23. As noted in a summary of our finances and reserves policy, we have proactively increased our unrestricted reserves level and at March 31st 2022 we achieved 5.8 months' cover.

This **financial stability is crucial to Street League as we prepare for significant policy changes and their impact on our funding**. The Scottish youth employability market is undergoing significant change with the end of national programmes and an introduction of local commissioning. This means we now need to develop relationships with each of the 17 local authorities within which we operate. The Employability Fund, which operated a payment by results model, has ended. Over the last 12 years we have been successful in securing consecutive contracts which grew to become a cornerstone of our revenue. In 2022-23 we face a real decrease in revenue of £2.2m, or a third overall, which we will manage and mitigate through the delivery of our business plan. We have been working hard for several months on new funding opportunities, contracts and other contingencies. We hope to achieve a break even position in 2022-23 without any major disruption to the delivery and volume of services across the UK.

## THE SENIOR TEAM AND UK STRUCTURE

I want to thank and pass on the best wishes of everyone at Street League to my former colleague, Lindsey MacDonald, who I worked with over the last two years, as Co-Managing Director. Lindsey left Street League in October to take up a new challenge as CEO of Magic Breakfast. It's fantastic that she will continue to make a difference to the lives of young people across the UK.

Following this change we established a **new UK Senior Management Team** and senior structure. Anna Campbell was appointed as Director of Contracts and Quality and had the task of building a new national contracts team. Kirsty Steven was appointed as Director of Operations with the assignment to align and standardise UK services. Nigel Mansfield continues as the Commercial Director and we have strengthened our fundraising capacity with the appointment of a Head of Corporate into the Commercial team. Completing the SMT, Michael Youd has been appointed to Head of People and Resources which includes HR and IT portfolios. James Rennie continues as Head of Finance and Digital. Together, as an SMT we look forward to delivering our business plan and outstanding services for young people.

## BUSINESS PLAN AND KEY CHALLENGES

As set out in last year's annual report, **we face two major challenges** in the first two and half years of our business plan. Firstly, the Scottish youth employability market is facing significant change. April 2022 sees the introduction of localised commissioning via the No One Left Behind Policy agenda, ending national employability initiatives. Street League had been the largest provider of the Scottish Government's Employability Fund since 2014 and it had accounted for 30% of our revenue (£2.1m in 2020-21). Planning and mitigating actions have been underway since 2019 so that we can maintain service levels and social impact. We have agreed and planned to use some charitable reserves to support our work this year, however we do hope that that will not be needed as the regional scenarios play out over the year. Secondly, in England, our commissioned services are less well developed.

We have already made great strides towards increasing our delivery with sub-contracted employability and skills contracts. We endeavour to have each of our regional teams delivering commissioned work either via Adult Education Budget, Study Programmes, Traineeships or ESF. The long-term objective of the business plan is for commissioned services to total 40% of our overall revenue.

With employability social policy disruption and change, Covid-19 recovery, Brexit and the cost of living crisis we anticipate that the year ahead will be the most challenging we have faced. However, **I totally believe in the passion, commitment, ability and determination of our talented staff teams across the UK**. Young people require our support more than ever and collectively we will do everything in our power to get young people into work and on a pathway to a successful future.

# CASE STUDY JAIDEN

Jaiden found life through the pandemic difficult. He was in school at the time and found the disruption to his education tough to take. He quickly found himself falling months behind on his work due to finding online learning too hard and overwhelming.

Jaiden left school in the Summer of 2021 at the age of 17 and he felt he was stuck at home with nothing to do. That's when he was directed to Street League by his family and friends.

Street League helped him to build up his confidence by providing the support he had lacked since his school studies went online. He shared that Street League helped him apply for jobs and also get him ready for adulthood. Jaiden enjoyed being able to socialise and be active as he was previously stuck in his house with no access to an opportunity like this.

Street League supported Jaiden to move into maintenance work at the Goals venue where his Street League programme was located.

He stated that Street League provided him with a plan on how to move forward by helping him into his current job while supporting him to secure a place at West of Glasgow College studying Pre-Apprenticeship Plumbing. Jaiden hopes to complete this course and one day start up his own plumbing company.



# CASE STUDY NATHAN

Nathan was brought up in a deprived area of Leeds around lots of anti-social behaviour, and he had been in trouble with the police in the past. However, he came to Street League as he had changed and wanted a better future.

Nathan had no work experience, no GCSEs in Maths or English and extremely low confidence.

After five months attending in-person programming, the pandemic hit and everything moved online. Nathan didn't have the resources to attend the online sessions at first, but Street League staff continued to support him over the phone.

Seven months and two lockdowns later, Nathan managed to complete his Maths and English qualifications, and find a full-time job working at a British Heart Foundation eBay warehouse. In May 2021, he had his first ever pay day.

**“JOINING STREET LEAGUE KEPT ME BUSY WHICH HELPED ME STAY OUT OF TROUBLE AND ALLOWED ME TO BETTER MYSELF. WHEN I STARTED STREET LEAGUE, I NEVER SAW MYSELF WORKING A FULL-TIME JOB AND I AM PROUD TO SAY THAT I NOW HAVE A FULL-TIME JOB AS A WAREHOUSE OPERATIVE.”**

**NATHAN / LEEDS**



# OUR VISION MISSION & & VALUES

Our vision, mission and values set out what we are all about. Our vision is an achievable yet intangible economic state where young people all have a chance of fair work. Our mission simply describes what we do. This is our 'everyday'. They are wholly employee owned. To develop our new values, we asked our staff what they value and what values they associate with Street League. They have been debated, discussed, challenged and selected by the workforce. This is how we think and what we live every day.



## OUR VISION: A SOCIETY IN WHICH ALL YOUNG PEOPLE HAVE THE OPPORTUNITY OF SECURE EMPLOYMENT AND A BRIGHTER FUTURE.

Our vision connects to what we do every day and puts young people at its heart. It emphasises the sustainability and quality of the jobs we want young people to have the opportunity to move into. 'Secure' reflects the safety that a high-quality job can offer, which pays a fair living wage and provides security when many of the young people we work with have had chaotic and insecure starts in life.

## OUR MISSION: USING SPORT AND EDUCATION, WE HELP YOUNG PEOPLE INTO WORK.

Sport will remain at the heart of what we do. We believe that it is key to our success and social impact. We support young people, aged 14 to 30, holistically, recognising the inextricable links between wellbeing, health, and employment. Skills development, qualifications and wellbeing are core to the services we offer and act as the 'building blocks' for each young person to build a brighter future.

We will develop our work in schools, communities, and with employers to equip young people with the confidence, motivation, essential skills, and qualifications needed to succeed in the world of work.

**OUR VALUES  
WE ARE**

**COMMITTED**

**WE WORK HARD. WE ARE BRAVE,  
LOYAL, AND RESILIENT.**

**FUN**

**SUPPORTS OUR WELLBEING AND  
HELPS US MOTIVATE PEOPLE.**

**INCLUSIVE**

**WE WORK AS A TEAM WITH COMPASSION  
AND TO PROMOTE DIVERSITY.**

**PASSIONATE**

**ABOUT SPORT & EMPOWERING  
YOUNG PEOPLE.**

**TRUSTWORTHY**

**WE ARE RESPONSIBLE,  
HONEST, & SELF-AWARE.**



**CASE STUDY  
REBECCA**



**REBECCA  
DUNDEE & ANGUS**

After struggling during lockdown and sadly experiencing bereavement losing her best friend, Rebecca's confidence and mental wellbeing were at an all-time low before joining Street League.

For someone who was extremely shy and had never been particularly interested in sports, Rebecca participated in every activity with a positive attitude.

It was clear to see that Rebecca was benefitting socially and mentally, very quickly interacting with the group and becoming a great source of support and friendship for the other young people in the programme.

After a meeting with Street League's partners in the Learner Engagement Team at Dundee College, Rebecca decided she was interested in business management and applied for the Business Management and Administration course with our support.

To support her in this goal, Street League arranged a work placement for Rebecca, working on the reception desk at the world famous Carnoustie Golf Hotel. This has given Rebecca hands-on experience completing business administration tasks for a large organisation and we are delighted that Rebecca has now been offered an unconditional place at college and will start in August.



# IMPACT & ANALYSIS OF IMPACT

**2,831**  
unemployed young people engaged

**698**  
25% of participants are BAME

**1,315**  
started an Academy programme

**1,013**  
qualifications delivered with 780 unique young people achieving one or more

**1,193**  
young people entered work, an apprenticeship, education and/or training

**360**  
13% of our young people disengaged from services

**923**  
33% of participants are female

**2,287**  
81% of young people we engaged reported barriers

## TOP BARRIERS

- Has no prior work experience (1792)
- Claiming benefits (357)
- Comes from a workless background (258)
- Problems with money management (137)
- Transport issues (129)



# PARTNERSHIPS

Nigel, Anna and Dougie would like to thank each and every one of our partners who have pledged their funds, their time and their expertise to support Street League, whether you are an individual, a trust, a company or a local authority, Your support means everything to us. Without doubt, your contribution allows Street League to change young lives every day of the year – THANK YOU!



**“AS WE EMERGE FROM THE PANDEMIC SUPPORT FROM CORPORATE PARTNERS AND TRUSTS IS MORE ESSENTIAL THAN EVER”.**

**NIGEL MANSFIELD**  
COMMERCIAL DIRECTOR



**“WITH ALL THE SOCIAL POLICY CHANGES TO THE EMPLOYABILITY LANDSCAPE IN SCOTLAND AND OUR DRIVE TO GROW COMMISSIONED SERVICES IN ENGLAND, WE HAVE FACED OUR BIGGEST TRANSITIONAL YEAR IN PROCUREMENT OF PUBLIC SECTOR SERVICES”.**

**ANNA CAMPBELL**  
DIRECTOR OF CONTRACTS AND QUALITY



29<sup>th</sup> May  
1961  
Charitable  
Foundation



Edward and  
Dorothy  
Charitable  
Trust



John Scott  
Charitable Trust



John Ellerman  
Foundation



Middlesex  
Sports  
Foundation



Open Gate  
Trust



Sheffield  
Bluecoat & Mount  
Pleasant  
Foundation



Sheffield Town Trust



Trades  
House of  
Glasgow



# CASE STUDY BLAIR. RENFREWSHIRE



Blair came to Street League through our strong partnership with Invest in Renfrewshire and had previously worked for a local football club as a Community Football Coach, where he used his artistic ability to paint and renovate the outreach bus that serves communities around Renfrewshire.

Due to his interest in working with the public and his eye for detail, Blair discussed barbering as a possible interest of his and that he would like to possibly look into pursuing this as a career.

Using the Apprenticeships.scot website and through the guidance of Street League staff, Blair applied for a position as a Modern Apprentice Barber at Merchant City Barbers in Glasgow. Blair then went through a lengthy interview process that involved a 1-on-1 interview and a practical work-trial activity afterwards – both of which he passed with flying colours!

# ACKNOWLEDGEMENTS:



## CVC

We are now in our 10th year of the partnership running an annual football tournament for over 30 teams to raise vital funds for unemployed young people in the Capital. CVC's amazing efforts have so far raised in excess of £1.7m over the last decade to help Street League support 1500 young people into work. We look forward to many more years working in partnership with CVC and their network.



## ENABLE

We partnered for the first time this year with our friends and colleagues at Enable to deliver employability services via the Community Renewal Fund in both East Ayrshire and North Lanarkshire. At the time of writing we continue this partnership and we hope to grow this via delivery of NOLB services in Dundee. This Third Sector partnership is a key innovation as we move forward in very challenging times and we celebrate Enables leadership in this area.



## SKILLS DEVELOPMENT SCOTLAND

A 12 year relationship comes to an end this year. The Employability Fund finished on the 31st of March 2022. We have engaged approximately 9,000 young people via this fund, across 17 local authorities, delivered approximately 14,000 SQA qualifications and 4,000 jobs for young people. It has been a defining contract and relationship for Street League. Much of our culture, growth, success and impact has been built on the back of our work with SDS.



## INSPIRING SCOTLAND

Year 14 of joint work with one of the UK's leading philanthropic organisations. We have engaged over 12,000 young people in Scotland under Inspiring Scotland programmes in over 32 local communities. Inspiring Scotland are responsible for facilitating our transition to employability work. The current fund sees Street League delivering as part of the Our Future Now portfolio, 12 organisations working to help those young people most in need and left behind by traditional services. We are delighted to maintain our long standing relationship and thank Inspiring Scotland for their support and leadership.



## STRODE COLLEGE

The largest provider of Traineeships in the UK, Strode College commissioned Street League to deliver 50 young people on leisure pathways. We delivered these programmes across Liverpool, Manchester, Leeds, Sheffield and Birmingham. We look forward to hopefully working with Strode college again building on our first year.



## NACRO

Our third year of partnership and sub-contracting with NACRO has seen the delivery of study programmes with English and Maths functional skills qualifications in London, Birmingham, Sheffield and Leeds. It's a privilege to work as part of a wider portfolio of partners helping young people gain essential skills and qualifications for life.



## PLAYERS OF PEOPLE'S POSTCODE LOTTERY

We have enjoyed seven years of incredible support from players of People's Postcode Lottery through the Postcode Active Trust. Over this period they have given Street League over £5m to directly support the vital work in our Academies across the country – and helped us to launch brand new services to meet the changing needs of young people.



## DHL FOUNDATION

Over the last six years, hundreds of young people have taken part in paid work placements with DHL at depots in Glasgow, Edinburgh, Leeds, Birmingham and London. Many of the young people have then progressed into full time employment with DHL as they start out in their future careers. It has been a real privilege to work with such a progressive employer that is so focused on supporting young people in their future journey.



# THE NEED



**YOUNG PEOPLE COMING FROM WORKLESS HOUSEHOLDS ARE 20% LESS LIKELY TO BE IN EMPLOYMENT.**

(Office for National Statistics)

**OVER 10,000 MORE YOUNG PEOPLE HAVE BECOME ECONOMICALLY INACTIVE, AN INCREASE OF 4%.**

(UK Parliament House of Commons Library)

**10% OF SCHOOL LEAVERS LIVING IN THE MOST DEPRIVED SCOTTISH COMMUNITIES ARE UNEMPLOYED NINE MONTHS LATER, COMPARED TO ONLY 2.6% IN THE LEAST DEPRIVED AREAS.**

(Poverty Alliance)

**LONG TERM UNEMPLOYMENT CAN LEAD TO A HIGHER LIKELIHOOD OF LONG TERM 'SCARRING' IN LATER LIFE**

**MEANING LOWER PAY, FURTHER PERIODS OF UNEMPLOYMENT, POORER MENTAL HEALTH & REDUCED LIFE CHANCES.**

(The London School of Economics and Political Science)

**1 IN 10 YOUNG PEOPLE ARE UNEMPLOYED.**

**THE UNITED KINGDOM YOUTH UNEMPLOYMENT RATE IS PROJECTED TO TREND AROUND 10.6 PERCENT (1 IN 10) IN 2022, 10.80 PERCENT IN 2023 AND RISE TO 11.60 PERCENT BY 2024.**

**THIS IS MORE THAN DOUBLE THE NATIONAL AVERAGE FOR ALL AGE GROUPS (3.8%).**

(Trading Economics: United Kingdom Youth Unemployment Rate)

# THE TYPES OF BARRIERS THAT YOUNG PEOPLE FACE WHEN MOVING INTO WORK CAN INCLUDE:

- HAS CARING RESPONSIBILITIES FOR A SIBLING
- HAS CARING RESPONSIBILITIES FOR A PARENT OR GRANDPARENT
- ALCOHOL DEPENDENCY OR USE OF ILLEGAL SUBSTANCES
- EXPERIENCE OF POVERTY (INCLUDING FOOD AND DIGITAL)
- FROM A WORKLESS BACKGROUND
- HAS A CRIMINAL RECORD
- LACK OF ANY WORK EXPERIENCE
- NO CV
- GANG INVOLVEMENT OR RESTRICTED MOBILITY
- STRUGGLES WITH MENTAL HEALTH ISSUES
- HAS DEPENDENT CHILDREN
- HAS NO PRIOR WORK EXPERIENCE
- HOUSEHOLD DEPENDENCY ON WELFARE
- EXPERIENCE OF HOMELESSNESS
- LACK OF LOCAL JOB OPPORTUNITIES (NO MONEY FOR TRANSPORT)
- NO APPROPRIATE CLOTHING FOR INTERVIEW
- LITERACY PROBLEMS
- EXPERIENCE OF CARE
- PROBLEMS WITH MONEY MANAGEMENT
- FACES RELIGIOUS BARRIERS
- NO IDENTIFICATION - PASSPORT/DRIVERS LICENCE
- SPECIAL EDUCATIONAL NEEDS
- RURAL BARRIERS TO TRANSPORT



**“MY ADVICE FOR OTHER YOUNG PEOPLE IN MY AREA IS TO TRUST THE PROCESS. RESPECT THE STAFF AND OTHER YOUNG PEOPLE AROUND YOU AND YOU WILL GET ALL THE HELP YOU NEED.”**

**SHAKIRA / EDINBURGH**

# OUR SERVICES

**STREET LEAGUE WILL OFFER A PATHWAY THAT SUPPORTS YOUNG PEOPLE TO NAVIGATE THE JOURNEY FROM SCHOOL TO THE WORLD OF WORK.**



This year there has been significant undertaking to create parity and stability across all our UK Operational teams. Considerable effort has been made to align Scottish and English teams via the same delivery models, targets and branding.

**“AT EVERY STAGE OF THE JOURNEY, WE WILL OFFER OPPORTUNITIES TO GAIN QUALIFICATIONS, DEVELOP SKILLS, BE HEALTHY & REMAIN ACTIVE.”**

**KIRSTY STEVEN. DIRECTOR OF OPERATIONS**

In order to achieve this, working alongside the Director of Operations are two Head of Operations which oversee Scottish and English regional teams respectively. These roles are responsible for performance and social impact across services and oversee 12 regional managers who manage a compilation of teams. Each region has capabilities within our time served 'Delivery Team Model' to deliver, sport, education, functional skills and employability services; all of which serve to create Street League's USP to young people and stakeholders.

Our efforts to prevent youth unemployment will see us delivering services in local communities and secondary schools, up and down the country supporting young people at risk of exclusion and disengagement. We will deliver engaging programmes that support skills development, taking part in sport and play, and learning about the world of work.

Street League's employability services will continue to be delivered through our Academy model in local communities, supporting young people who are not in work, education, or training.

Good quality work supports good health and wellbeing. That is why we are going to grow our work in apprenticeships.

At every stage of the journey, we will offer opportunities to gain qualifications, develop skills, be healthy and remain active.

We will continue our focus on honest and transparent social impact reporting. Young people will be able to start a journey with us and progress through several programmes. Each programme will have clear measures of success and positive progression. Whether that's re-engaging at school, or moving into work, an apprenticeship, further education, or vocational training.



# OUR PEOPLE

Over the past 12 months we have continued to consult with staff and managers on key areas that will form part of our People Strategy. The Strategy is now ready for a formal launch and will cover the following four areas:

## BE AN EMPLOYER OF CHOICE

We will create a lived brand image and culture where people aspire to work at Street League and we will create Good Work for our employees in line with the CIPD index of Job Quality.

## CREATE A COMPELLING EMPLOYEE VALUE PROPOSITION

We will continue to pay the Real Living Wage as a minimum and have a progressive pay system, recognising and rewarding hard work.

We will retain our staff by offering a large suite of employee benefits, supporting career progression and connecting employees to create opportunities for learning, engagement and fun.

## STRENGTHEN OUR LEADERSHIP CAPABILITY

We will create leadership, coaching, mentoring and succession planning schemes and ensure that managers with people responsibility are supported and empowered.

## BE PROACTIVE AND RESPONSIVE

Ensuring that the People and Resources Team adds value to the business and facilitates positive operational change.

HR administration, documentary evidence, record keeping and systems are of an exceptional standard with a Total Quality Management (TQM) approach.



**MICHAEL YOUND**  
HEAD OF PEOPLE AND RESOURCES

## EQUAL AND FAIR PAY

WE CELEBRATE THE FACT THAT STREET LEAGUE HAS NOW BEEN ACCREDITED BY THE LIVING WAGE FOUNDATION SINCE NOVEMBER 2019, HAVING PAID THE 'REAL LIVING' WAGE SINCE JANUARY 2019

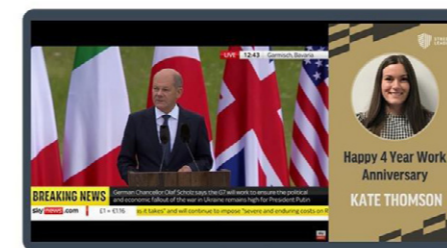
## GENDER PAY GAP ANALYSIS

STREET LEAGUE HAS A MEAN GENDER PAY GAP OF -2.63%. OUR MEDIAN PAY GAP IS CURRENTLY 0%.



## STREET LEAGUE TV

“WE HAD A LONG STANDING VISION FOR AN INTERNAL TV CHANNEL TO SUPPORT EMPLOYEE ENGAGEMENT (SKY SPORTS NEWS, MEETS SOCCER AM MEETS SOCIAL IMPACT). WE’VE WORKED WITH MARKETING TO BRING THE FIRST EVOLUTION OF THIS TO LIFE, CELEBRATING STAFF MILESTONES, TEAM ACHIEVEMENT AND YOUNG PEOPLE’S STORIES”.



PAY & BENEFITS



EMPLOYMENT CONTRACTS



WORK - LIFE BALANCE



JOB DESIGN & NATURE OF WORK



RELATIONSHIPS AT WORK



EMPLOYEE VOICE



HEALTH & WELLBEING



# WHERE WE WORK

## OUR OFFICES



# COMMUNITIES WE SERVE

LIVERPOOL / ANFIELD / EVERTON / TOXTETH /  
MANCHESTER / MOSS SIDE / WYTHENSHAW / LEEDS  
/ HALTON MOOR / HYDE PARK / ARMLEY / SHEFFIELD /  
LOWFIELD / ATTERCLIFFE / SHIREGREEN / BIRMINGHAM  
/ ALDRIDGE / PERRY BAR / LONDON / HILLINGDON /  
BERMONDSEY / WESTMINSTER / ENFIELD / TOWER  
HAMLETS / CROYDON / HAMMERSMITH & FULHAM  
/ SOUTH Ayrshire / GIRVAN / EAST Ayrshire  
/ KILMARNOCK / NORTH Ayrshire / IRVINE /  
SALTCOATS / KILWINNING / STEVENSTON / ARDROSSAN  
/ INVERCLYDE / PORT GLASGOW / GREENOCK EAST  
RENFREWSHIRE / BARRHEAD / RENFREWSHIRE  
/ PAISLEY / JOHNSTONE / RENFREW / LINWOOD /  
WEST DUNBARTONSHIRE / CLYDEBANK / BALLOCH /  
DUMBARTON / GLASGOW / SHAWLANDS / SPRINGBURN  
/ EASTERHOUSE / SCOTSTOUN / EAST DUNBARTONSHIRE  
/ KIRKINTILLOCH / NORTH LANARKSHIRE / WISHAW  
/ MOTHERWELL / AIRDRIE / SOUTH LANARKSHIRE /  
HAMILTON / RUTHERGLEN / WEST LOTHIAN / BATHGATE  
/ LIVINGSTON / EDINBURGH / SIGHTHILL / BROOMHOUSE  
/ MUIRHOUSE / LEITH / MIDLOTHIAN / BONNYRIGG  
/ MAYFIELD / EAST LOTHIAN / MUSSELBURGH /  
HADDINGTON / DUNDEE / FINTRY / DOUGLAS / CRAIGIE  
ANGUS / CARNOUSTIE / BRECHIN / ARBROATH / FORFAR

# REINVIGORATING OUR BRAND

## YOUTH LED AND EMPLOYEE OWNED

We wanted a new tagline that embodied what we do. We also wanted it to be genuinely 'Youth Led'. So, we asked young people to inform this and let us know what spoke to them and their peers. From this insight we formed a number of options which went to a participant vote, and **OWN YOUR FUTURE** was chosen.

Why? It's empowering and inspiring. Our young people talked about 'own it' as a phrase they use with each other, friends and family. It talks to being brave, resilient and responsible. 'Your Future' talks about what's to come and what young people can do to create a better future for themselves, realising their hopes and dreams.

## OUR SHIELD

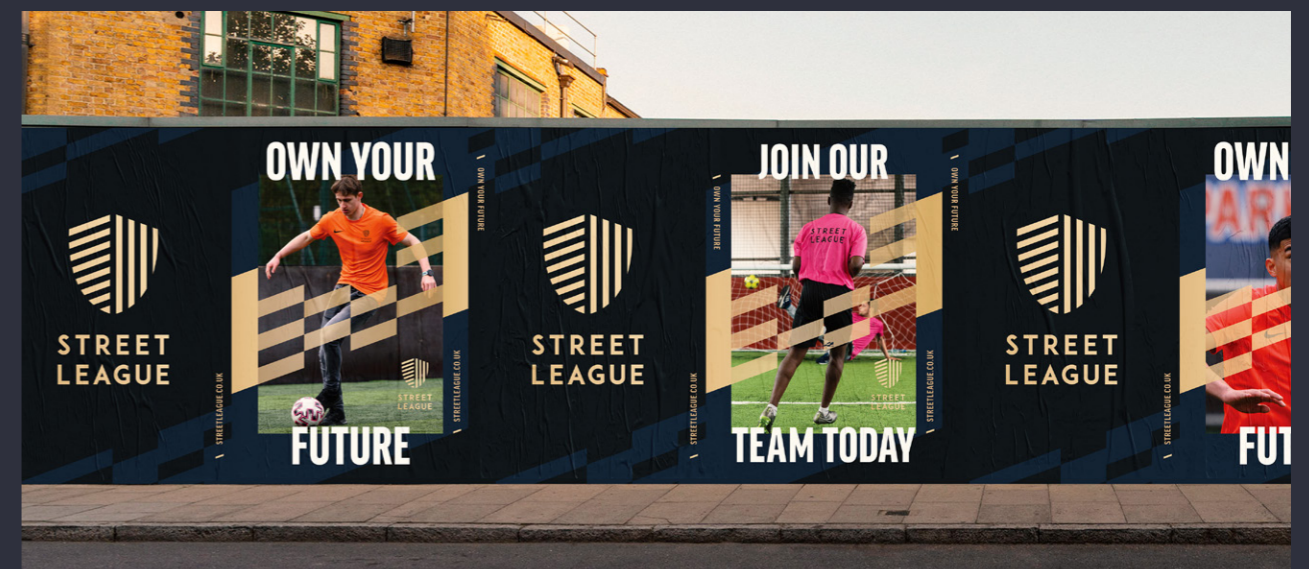
**Our shield is at the heart of our brand.**

Shields and badges are synonymous with sport. Sport is what we use to engage our young people. It talks to being part of a club, a movement and a group that are working together for one common aim. It has two sides to show the unique balance within all our lives.

For Street League, the shield also symbolises **strength, protection and safeguarding young people** from the issues that they face. By doing so, we are empowering them to achieve their full potential.



**STREET  
LEAGUE**



# CASE STUDY SAM

Before joining Street League, Sam was feeling deflated and confused - without experience or training, she was struggling to get a job in childcare. These challenges knocked her confidence and had Sam questioning her skills and abilities.

At first, Sam was very quiet and reserved, but as the weeks went by started to build her confidence, making new friends, taking a lead during activities and working hard on her communication and interview techniques.

Street League's staff supported Sam to build her CV and research industries that matched her skills and interests, so Street League arranged a work placement with The Entertainer Toy Shop where Sam excelled – receiving excellent feedback from managers, customers and colleagues.

A Retail Assistant role became available, and the manager of the store suggested that Sam should apply. With support from Street League, Sam applied for the Retail Assistant position, making sure her application was filled out correctly and included her recent work experience. She went through the official interview process with flying colours and got the job working as a Retail Assistant at The Entertainer Toy Shop!

**"I really loved my time with Street League, as I have really struggled in my life. I have found myself again and found a new part of me. Street League has supported me the most out of everyone."**

Callum found life through the pandemic hard - he left school in May 2021 and was not able to finish his exams due to Covid.

Callum joined Street League as he felt it was a good opportunity for him to build up some confidence, create a CV and apply for college. Callum now feels a lot more positive, stating that Street League gave him a place to go and somewhere he was happy to go to every day.

Callum feels a lot more confident moving forward and with support from Street League is hoping to join a sports and fitness college course as his long-term goal is to become a Personal Trainer.

**"Street League has helped me build my confidence, I'm not as shy as I was. It has made me actually want to get out of my bed as I enjoy the sport every day".**

# CASE STUDY CALLUM



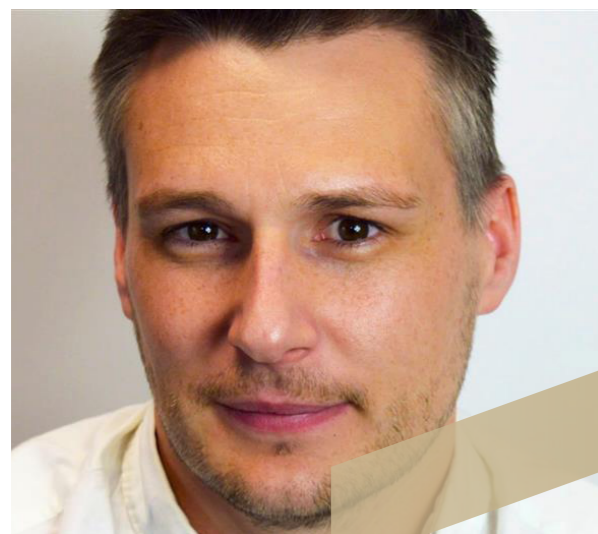
# FINANCIAL PERFORMANCE

Income has increased by 10.6% year on year to £7.1m this year (2020-21: £6.4 m). We have also seen an increase in expenses by 20.7% up from to £6.1m this year (2020-21: £5.0m).

The increase in the expenditure can be attributed to the ease of Covid restrictions in 2021, with face-to-face delivery recommencing, which resulted in variable direct costs such as venue hire and participant travel resuming.

**“WE HAVE DEVELOPED TOOLS THIS YEAR FOR LONG TERM FORECASTING AND FINANCIAL MODELLING, TO HELP INFORM DECISION MAKING WITH THE VOLUME OF CHANGE THAT WE ANTICIPATED OVER THE LAST 12 MONTHS & THE FOLLOWING YEAR”**

**JAMES RENNIE**  
HEAD OF FINANCE AND DIGITAL



From a management accounts perspective we have an operating surplus of £1.3m, a healthy **69% increase** as compared to prior year’s management account surplus of £757k. After financial year-end adjustments for deferred income, we are left with a statutory surplus of **£1.0m** (2020-21: £1.4 m).

Unrestricted reserves now stand at **£2.9m** (2020-21: **£1.9m**). With the end of the Scottish Employability Fund, an implementation of No One Left Behind local authority commissioning from April 2022, having higher levels of reserves will allow us to mitigate any financial risk during the transition period.

**10.6% INCREASE IN THE INCOME**

**DEBT REDUCED FROM £126K TO £48K IN 1 YEAR**

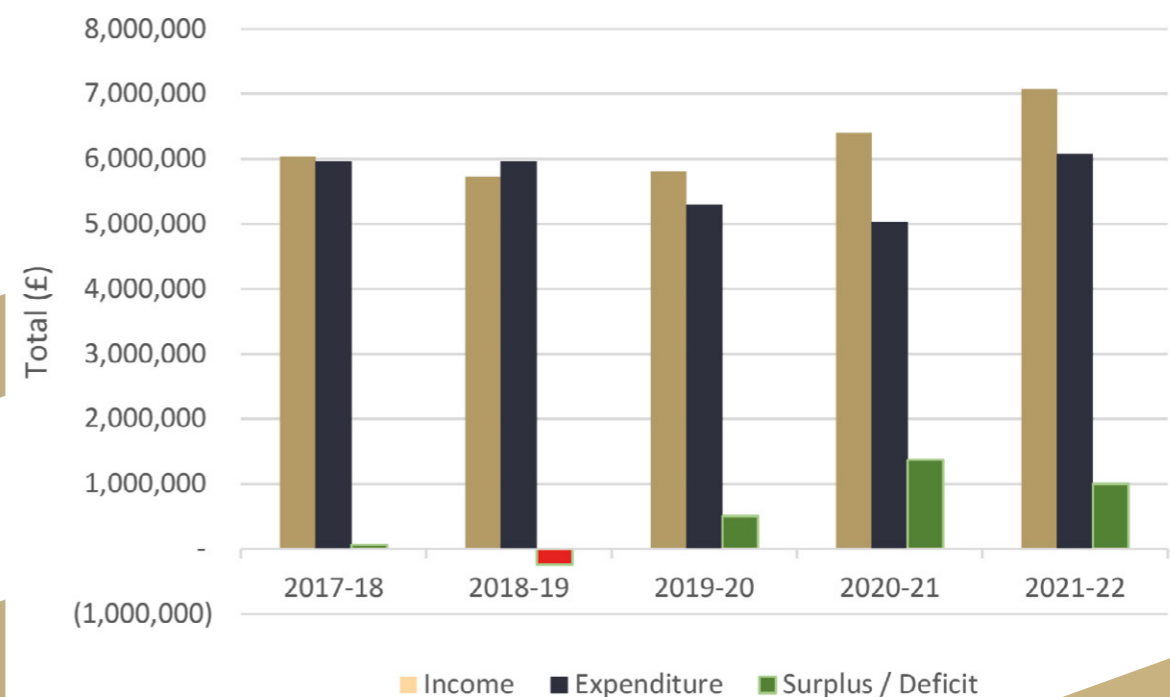
## DEBT STATUS

We have reduced our debt level in year, owing to the positive cash flow position of the company. **This has resulted in our debt level reducing from £126k in 2020-21 to £48k in 2021-22**; this loan will be fully discharged in 2022-23.

## CURRENT POSITION

Total funds at the period are £3,435,371 (2021: £2,432,966). Restricted reserves stood at £500,265 (2021: £526,595) and net unrestricted reserves (after the deduction of fixed assets) were £2,912,275 (2021: £1,889,847).

## FINANCIAL PERFORMANCE (2017 -22)



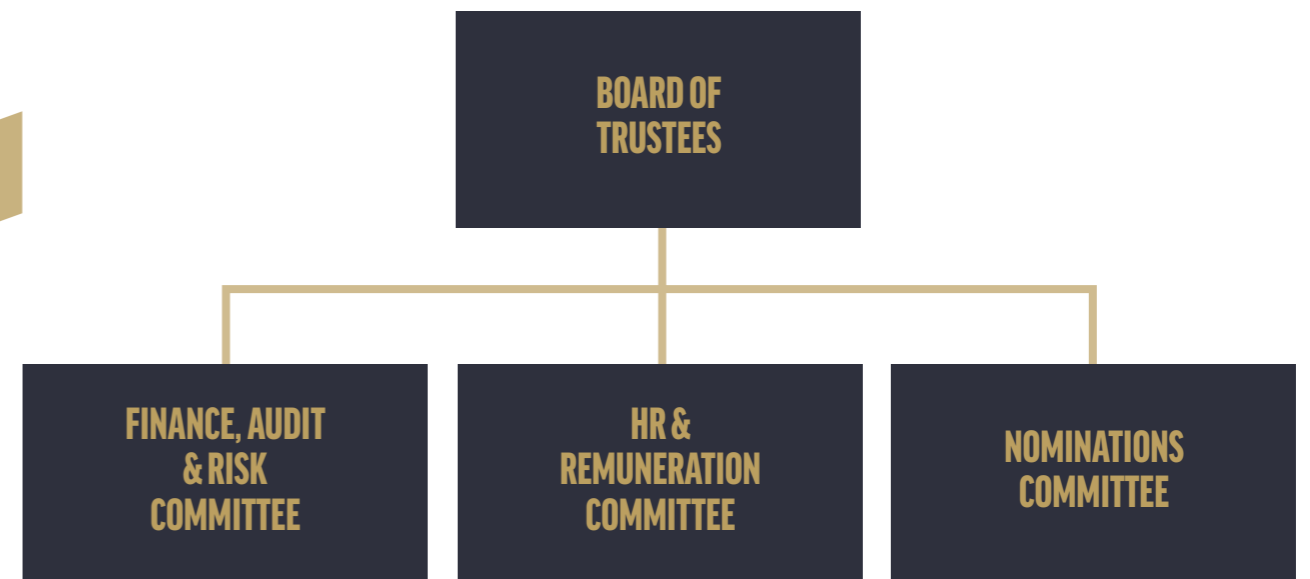


# TRUSTEE REPORT

The trustees present their report and the audited financial statements for the year ended 31 March 2022. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on pages 80-82 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives, and activities remained focused on its stated charitable purpose.



## OUR TRUSTEES



**JOHN COLEMAN**  
CHAIRMAN



**ANDY RANSOM**  
VICE CHAIRMAN



**STUART BEAVER**  
CHAIRMAN OF HR &  
REMUNERATION COMMITTEE



**LESLEY GIDDINS**  
TRUSTEE



**JONATHAN RENNIE**  
TRUSTEE



**DEE TOWNSEND**  
CHAIRMAN OF FINANCE, AUDIT  
& RISK COMMITTEE

# PLANS FOR THE FUTURE

## STREET LEAGUE'S BUSINESS PLAN FOR 2021 - 2026

The plan is grounded in the realities of today and responds to the voices and views of young people, frontline staff, and partners. Despite the change around us, Street League remains steadfastly committed to delivering its mission and continuous improvement. To tackle deep-rooted social issues and deliver transformational social impact an organisation must be resilient and able to adapt. We will achieve this with strong finances, investment in resources and infrastructure, continuous assessment, and informed decision-making. This creates conditions for our people to be their brilliant best and deliver on our ambitions for young people and their future.

## PRINCIPAL RISKS AND UNCERTAINTIES

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

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

1. Finances
2. People
3. Operations
4. Governance and systems

The Finance, Audit and Risk Committee reviews Finance risks quarterly while the HR and Remuneration Committee reviews People risks semi-annually. Operational and Governance and systems risks are monitored by the executive team and trustees through the agenda of quarterly board meetings. We use a framework that enables us to effectively: Identify, Assess and Evaluate, Manage and Monitor these risks and the mitigating controls and actions we introduce.

## SAFEGUARDING RISK

Street League's trustees and senior management team continue to place particular emphasis and attention on how we safeguard the young people whom we support. We appointed a senior management team member as a safeguarding lead who, alongside NSPCC and Street League staff, has worked to ensure our training. Safeguarding is discussed at every board meeting with a review of any incidents arising since last board. Lesley Giddins, one of the Trustees has also now joined our quarterly safeguarding review group.

## HEALTH AND SAFETY RISK

Like safeguarding, Street League appointed a senior management team member to lead our efforts to ensure the safety of young people we work with and our staff. We have implemented policies to ensure that the regulations and guidelines for the welfare of young people and the safety of our staff are met. A staff working group, which also reviews safeguarding, meets regularly throughout the year with reports being submitted to the Finance and Audit Committee on a quarterly basis.

## 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 if there is insufficient cash to meet these obligations. Street League has access to loan funding which acts as working capital to cover any short-term cash deficit.

## INCOME RISK

A large proportion of Street League's income is through commissioned income (payment by results) contracts, which are granted by government, local authorities or sub-contracted through other training providers. Renewal of contracts can be uncertain, particularly those for which we sub-contract given the added volatility of the contractor's financial position. Street League's objective is to ensure that we maximise the value of any contract awarded but also secure funding from a wide range of income streams (to include corporate, grants, events and venture philanthropy) to reduce reliance on any one stream of income and protect the charity from not being able to fulfil its charitable objectives.

## GOING CONCERN

The trustees have considered the going concern of the charity for a period of 12 months from the approval of these financial statements based on regular forecasting and upcoming funding and confirm that there are no material uncertainties about the charitable company's ability to continue as a going concern.

## RESERVE POLICY

The board of trustees reviews Street League's reserves policy annually.

### PURPOSE OF THE POLICY

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

### PURPOSE OF RESERVES

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

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

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

### CATEGORIES OF RESERVES

There are two categories of reserves:

#### **General Fund (unrestricted) and Restricted Funds.**

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

The charity continues to identify and exploit opportunities to develop unrestricted funding, with an emphasis on aiming to diversify income streams further. There was a focus in the final quarter of this year to reduce fixed costs and ensure the affordability of staffing and delivery models. The aim is for Street League to increase the percentage of unrestricted income, which will allow us to increase the unrestricted reserves.

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

### RECOMMENDATION

This policy recommends the unrestricted reserve levels for Street League are at least four months of expenditure at March 2023 from a position of 5.8 months' in March 2022 (based on current expenditure). Total funds at the period are £3,435,371 (2021: £2,432,966). Restricted reserves stood at £500,265 (2021: £526,595) and net unrestricted reserves (after the deduction of fixed assets) were £2,912,275 (2021: £1,889,847).

Holding more than the four months of unrestricted reserves will help support the natural phased end of the Employability Fund in Scotland in 2022-23 by designating a part of our unrestricted reserves to help fund delivery costs ensuring Street League can maintain our operational footprint throughout the year. Street League will also be taking necessary mitigating actions such as budgeted cost reductions, new funding sources from the diversified local authority contracts, and aligning more fundraised income to Scottish services than ever before.

## STREET LEAGUE IS COMMITTED TO WORKING TOWARD THE HIGHEST STANDARDS OF GOVERNANCE.

We continued to operate our governance framework of quarterly board meetings and Committee meetings.

We standardised the terms of reference for our committees and formalised our trustee inductions.

### GOVERNANCE, STRUCTURE 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 2022 was six (2021 : six). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 12 to the accounts.

Street League has a new management in place with Dougie Stevenson as the Chief Executive Officer followed by the Senior Management team. They are collectively referred to as the SMT. The SMTs will be the key decision-making forum as well as setting the tone, living the values, and role modelling behaviours we expect of everyone at Street League. This group, alongside the wider team, will ensure Street League delivers against its plans and achieves its objectives in line with the charity's purpose.

## STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also directors of Street League for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation
- The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information
- The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
- The trustees who acted during the year are set out on page 81.

## TRUSTEE RECRUITMENT AND INDUCTION

Election, retirement, and re-election of trustees are carried out according to the procedures set out in our Memorandum and Articles of Association, which is our governing document. At each Annual General Meeting, all trustees must retire from office. Trustees may then be reappointed as a trustee at any general meeting. This can be repeated for up to a maximum of six terms in office. At this point a trustee can only be re-elected to the board if all the trustees unanimously agree. This can be repeated for a maximum of four more terms.

An individual induction programme is agreed and implemented for each new trustee, covering all aspects of the trustee's role and the organisation. Trustees are able, where appropriate, to take independent professional advice at no personal expense. Street League has Trustees' Liability insurance in place.

## REMUNERATION POLICY FOR KEY MANAGEMENT PERSONNEL

An HR and Remuneration Committee meets twice a year. It is chaired by an elected trustee, Stuart Beaver, and attended by the board's Chair (John Coleman) as well as Lesley Giddins (with extensive experience in Equality, Diversity and Inclusion) and Jonathan Rennie (an Employment Lawyer). The Chief Executive and Head of People and Resources attend on behalf of the Senior Management Team and other attendees are invited as required. The committee sets the pay levels for senior management and decides on annual pay awards for staff outside of the performance related increments within Street League's Remuneration Policy. The committee also advises on strategic HR issues such as the development of a People Strategy for Street League and wider Employee Relations matters. The trustees' report is the directors' report as required by company law.

## AUDITORS

Beever & Struthers were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006. The trustees' annual report has been approved by the trustees on 12 July 2022 and signed on their behalf by:



John Coleman  
Chairman



Dee Townsend  
Chairman of Finance, Audit & Risk Committee



# AUDIT REPORT

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STREET LEAGUE

### OPINION

We have audited the financial statements of Street League “the charitable company” for the year ended 31 March 2022 which comprise the Statement of Financial Activities, (including Income and Expenditure account), the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (United Kingdom Generally Accepted Accounting Practice).

### IN OUR OPINION, THE FINANCIAL STATEMENTS:

- give a true and fair view of the state of the charitable company’s affairs as at 31 March 2022 and of its incoming resources and application of resources for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### BASIS FOR OPINION

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

### CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the Trustee’s use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustee’s with respect to going concern are described in the relevant sections of this report.

## OTHER INFORMATION

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

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

We have nothing to report in this regard.

## OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

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

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Statement of responsibilities of the trustees set out on page 46, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the Charitable Company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Trustees and reviewed correspondence and Trustee meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.

- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

## USE OF OUR REPORT

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

Richard Graham ACA (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: 18 July 2022

*Beever and Struthers*

# FINANCIAL



# STATEMENTS

## Street League Statement of Financial Activities (including Income and Expenditure account) for the year ended 31 March 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations	3	1,057,886	628,203	1,686,089	2,093,926
Charitable activities:	4	4,124,086	1,263,050	5,387,136	4,304,891
Other trading activities	5	838	-	838	319
Investments	6	896	-	896	192
<b>Total income</b>		<b>5,183,706</b>	<b>1,891,253</b>	<b>7,074,959</b>	<b>6,399,328</b>
<b>Expenditure on:</b>					
Raising funds	7	382,299	-	382,299	322,387
Charitable activities:	8	3,772,672	1,917,583	5,690,255	4,708,234
<b>Total expenditure</b>		<b>4,154,971</b>	<b>1,917,583</b>	<b>6,072,554</b>	<b>5,030,621</b>
<b>Net income for the year</b>	10	<b>1,028,735</b>	<b>(26,330)</b>	<b>1,002,405</b>	<b>1,368,707</b>
Transfer between funds in the year		-	-	-	-
<b>Net movement in funds for the year</b>		<b>1,028,735</b>	<b>(26,330)</b>	<b>1,002,405</b>	<b>1,368,707</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		1,906,371	526,595	2,432,966	1,064,259
<b>Total funds carried forward</b>		<b>2,935,106</b>	<b>500,265</b>	<b>3,435,371</b>	<b>2,432,966</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. The breakdown of the statement of financial activities for 2021 are included under note 26.

Street League  
Company no. 4974643

Balance Sheet  
as at 31 March 2022

Note	2022	2021
	£	£
<b>Fixed assets</b>		
Tangible assets	15	16,524
<b>Total fixed assets</b>	22,831	16,524
<b>Current assets</b>		
Debtors	16	598,119
Cash at bank and in hand	3,374,369	2,231,223
<b>Total current assets</b>	3,807,619	2,829,342
<b>Liabilities</b>		
Creditors: amounts falling due within one year	17	(339,266)
<b>Net current assets</b>	3,412,540	2,490,076
<b>Total assets less current liabilities</b>	3,435,371	2,506,600
Creditors: amounts falling due after more than one year	19	(73,634)
<b>Total net assets</b>	3,435,371	2,432,966
<b>The funds of the charity:</b>		
Restricted income funds	20	526,595
Unrestricted funds	21	1,906,371
<b>Total charity funds</b>	3,435,371	2,432,966

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 58 to 79 form part of these accounts.

Approved by the trustees on 12 July 2022 and signed on their behalf by:



John Coleman (Trustee)



Dee Townsend (Trustee)

Street League  
Statement of Cash Flows  
for the year ending 31 March 2022

Note	2022	2021
	£	£
<b>Cash provided by operating activities</b>	25	1,138,087
<i>Cash flows from investing activities:</i>		
Dividends, interest, and rents from investments	896	192
Purchase of tangible fixed assets	(22,301)	(19,288)
Proceeds from sale of tangible fixed assets	778	-
<b>Net cash used in investing activities</b>	(20,627)	(19,096)
<i>Cash flows from financing activities:</i>		
Repayment of borrowing	(78,748)	(92,106)
<b>Cash used in financing activities</b>	(78,748)	(92,106)
Increase in cash and cash equivalents in the year	1,143,146	1,026,885
Cash and cash equivalents at the beginning of the year	24	1,204,338
<b>Cash and cash equivalents at the end of the year</b>	24	2,231,223

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022**

**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 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements are prepared in Sterling which is the functional currency of the charity, rounded to the nearest pound.

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 Judgements and key sources of estimation of uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Examples of these judgements, estimates and assumptions include depreciation, accruals and prepayments and income recognition.

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

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

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the 12 months of approving these financial statements.

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**d Income**

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

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

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

**Gifts in kind**

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

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

**Donations**

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

**e Interest receivable**

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

**f Fund accounting**

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

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

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

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**g Expenditure and irrecoverable VAT**

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

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

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

**h Allocation of support costs**

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

**i Operating leases**

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

**j Tangible fixed assets**

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

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

**k Debtors**

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

**l Cash at bank and in hand**

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

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**m Creditors and provisions**

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

**n Pensions**

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

There were contributions outstanding at the balance sheet date of £21,062 (2021: £18,213).

**o Financial instruments**

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

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (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 p81.

**3 Income from donations**

	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Venture Philanthropy: Inspiring Scotland	-	597,053	597,053	533,340
Donations	1,043,860	31,150	1,075,010	1,533,029
Donated services	14,026	-	14,026	27,557
<b>Total</b>	<b>1,057,886</b>	<b>628,203</b>	<b>1,686,089</b>	<b>2,093,926</b>
<i>Total by fund 31 March 2021</i>	<i>1,480,561</i>	<i>613,365</i>	<i>2,093,926</i>	

**4 Income from charitable activities**

	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Contracted Services: Skills Development Scotland	2,116,812	-	2,116,812	1,866,805
Commissioned Contract Income	595,815	-	595,815	339,842
Grant and Performance Related Grant Agreements	1,411,459	1,263,050	2,674,509	2,098,244
<b>Total</b>	<b>4,124,086</b>	<b>1,263,050</b>	<b>5,387,136</b>	<b>4,304,891</b>
<i>Total by fund 31 March 2021</i>	<i>2,420,216</i>	<i>1,884,675</i>	<i>4,304,891</i>	

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**5 Income from other trading activities**

	2022 £	2021 £
Other trading income	838	319
	<b>838</b>	<b>319</b>

All income from other trading activities is unrestricted.

**6 Investment income**

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

**7 Cost of raising funds**

	2022 £	2021 £
Staff costs	335,968	320,465
Event costs	46,331	1,922
	<b>382,299</b>	<b>322,387</b>
	<b>2022 £</b>	<b>2021 £</b>
Unrestricted expenditure	382,299	322,387
	<b>382,299</b>	<b>322,387</b>



**Street League**  
Notes to the accounts  
for the year ended 31 March 2022 (continued)

**8 Analysis of expenditure on charitable activities**

	Total 2022 £	Total 2021 £
Staff costs	3,748,158	3,299,396
Direct Academy costs	952,591	564,723
Overheads	884,076	752,383
Governance costs (see note 9)	16,485	12,453
Support costs (see note 9)	88,945	79,279
	<u>5,690,255</u>	<u>4,708,234</u>

	2022 £	2021 £
Restricted expenditure	1,917,583	2,292,317
Unrestricted expenditure	3,772,672	2,415,917
	<u>5,690,255</u>	<u>4,708,234</u>

**9 Analysis of governance and support costs**

	Basis of apportionment	Support £	Governance £	Total 2022 £
Staff costs	Direct costs	4,885	-	4,885
Audit fees	Governance	-	13,800	13,800
Consultancy services	Direct costs	70,034	-	70,034
Legal and professional	Direct costs	14,026	2,685	16,711
		<u>88,945</u>	<u>16,485</u>	<u>105,430</u>

**Street League**  
Notes to the accounts  
for the year ended 31 March 2022 (continued)

**10 Net income for the year**

This is stated after charging/(crediting):	2022 £	2021 £
Depreciation	15,216	14,900
Interest payable	5,199	10,637
Operating lease rentals:		
Property	152,945	64,444
Other	20,894	19,528
Auditor's remuneration - audit fees	13,800	9,000
	<u>191,854</u>	<u>118,419</u>

**11 Staff costs**

Staff costs during the year were as follows:	2022 £	2021 £
Wages and salaries	3,543,503	3,127,203
Social security costs	335,448	286,434
Employer pension contributions	132,780	124,567
Redundancy and termination costs	19,456	38,523
In lieu payments	19,048	15,676
Agency and freelance costs	-	23,000
Employee benefit costs	38,776	32,249
	<u>4,089,011</u>	<u>3,647,652</u>
<b>Allocated as follows:</b>		
Cost of raising funds	335,968	320,465
Charitable activities:	3,748,158	3,299,396
Support costs	4,885	27,791
	<u>4,089,011</u>	<u>3,647,652</u>

The average number of staff employed during the period was 125 (2021: 112).  
The average full time equivalent number of staff employed during the period was 122 (2021: 111).

The key management personnel of the charity comprises of the trustees and Senior Management Team. The total employee benefits of the key management personnel of the charity were £513,310 (2021: £447,881).

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**11 Staff costs (cont.)**

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

	2022	2021
£60,000 - £70,000	1	-
£70,001 - £80,000	2	-
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£100,001 - £110,000	-	3
£110,001 - £120,000	1	-
	<u>1</u>	<u>-</u>

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

Trustees or any persons connected with them received reimbursement of expenses during the year of £499 (2021: £Nil).

Aggregate donations from related parties were £1,300 (2021: £975).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Jonathan Rennie, a trustee of the charitable company is a Partner with the firm of solicitors TLT LLP who provided both pro-bono and discounted services to the charitable company in the year to 31 March 2022. The value of pro-bono services and the benefit of a reduction in arms-length legal fees support has been considered in these financial statements and included in Gifts in Kind at a value of £3,700 (2021: £6,300).

No other trustee or person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2021: nil).

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**13 Government grants**

The government grants recognised in the accounts were as follows:

	2022 £	2021 £
Communities Recovery Fund	-	19,415
Coronavirus Job Retention Scheme	2,785	240,337
East Ayrshire Council	-	26,877
East Renfrewshire Culture and Leisure	2,400	-
Edinburgh City Council	588	-
Edinburgh City Council - Capital City Partnership	24,538	-
Enable Works - East Ayrshire	27,783	-
Enable Works - North Lanarkshire	11,113	-
Education and Skills Funding Agency (AEB)	22,254	-
Glasgow City Council	-	525
Manchester City Council - MAES Education	8,922	31,878
Midlothian Council	50,000	-
Renfrewshire Employability Grants Programme	23,784	-
Schools	65,823	-
Skills Development Scotland		
- Apprenticeship Employer Grant	-	5,000
- Employability Fund	2,041,791	1,853,263
- Modern Apprenticeships	75,021	13,542
- National Third Sector Challenge Fund	100,652	111,152
Third Sector Resilience Fund	-	88,212
West Lothian Council	19,538	3,602
	<u>2,476,992</u>	<u>2,393,803</u>

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 2022 (continued)**

**15 Fixed assets: tangible assets**

	Leasehold improvements	Furniture & fittings	Computer equipment	Office equipment	IT Assets	Total
Cost	£	£	£	£	£	£
At 1 April 2021	22,274	10,446	217,239	25,596	38,850	314,405
Additions	-	-	22,301	-	-	22,301
Disposals	-	-	(325)	(453)	-	(778)
	<u>22,274</u>	<u>10,446</u>	<u>239,215</u>	<u>25,143</u>	<u>38,850</u>	<u>335,928</u>
<b>Depreciation</b>						
At 1 April 2021	22,274	8,941	205,723	22,093	38,850	297,881
Charge for the year	-	420	13,821	975	-	15,216
	<u>22,274</u>	<u>9,361</u>	<u>219,544</u>	<u>23,068</u>	<u>38,850</u>	<u>313,097</u>
<b>Net book value</b>						
At 31 March 2022	-	1,085	19,671	2,075	-	22,831
	<u>-</u>	<u>1,085</u>	<u>19,671</u>	<u>2,075</u>	<u>-</u>	<u>22,831</u>
At 31 March 2021	-	1,505	11,516	3,503	-	16,524
	<u>-</u>	<u>1,505</u>	<u>11,516</u>	<u>3,503</u>	<u>-</u>	<u>16,524</u>

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**16 Debtors**

	2022	2021
	£	£
Trade debtors	367,674	528,728
Other debtors	25,027	42,769
Prepayments and accrued income	40,549	26,622
	<u>433,250</u>	<u>598,119</u>

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

	2022	2021
	£	£
Trade creditors	70,872	27,617
Other creditors and accruals	97,192	133,906
Short term compensated absences (holiday pay)	54,879	52,185
Taxation and social security costs	124,351	72,659
Other loans	47,785	52,899
	<u>395,079</u>	<u>339,266</u>

**18 Deferred income**

	2022	2021
	£	£
Deferred income brought forward	-	112,500
Income received in advance of fundraising events	-	-
Released to income from charitable activities	-	(112,500)
	<u>-</u>	<u>-</u>
Deferred income carried forward	-	-
Deferred income is income received in advance of fundraising events.		

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

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

	2022	2021
	£	£
Long term loans (falling due in less than 5 years)	-	73,634
	<u>-</u>	<u>73,634</u>

**20 Analysis of movements in restricted funds**

<b>2022</b>	As at 1 April 2021	Income	Expenditure	Transfers	As at 31 March 2022
	£	£	£	£	£
Aberdeen Asset Management	-	41,850	(41,850)	-	-
adidas Breaking Barriers Project	12,740	44,189	(25,246)	-	31,683
Baird Watson Charitable Trust	7,500	-	(7,500)	-	-
The Clothworkers' Foundation	4,286	-	(4,286)	-	-
Coach Core	1,400	4,710	(6,110)	-	-
Fidelity Foundation	-	87,294	(55,032)	-	32,262
FIFA Foundation	6,521	12,924	(19,445)	-	-
Fondation CHANEL	-	106,210	(106,210)	-	-
Garfield Weston Foundation	12,500	-	(12,500)	-	-
Goal Programme	17,856	96,915	(114,771)	-	-
Restricted funds carried forward	<u>62,803</u>	<u>394,092</u>	<u>(392,950)</u>	<u>-</u>	<u>63,945</u>

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

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

	As at 1 April 2021	Income	Expenditure	Transfers	As at 31 March 2022
	£	£	£	£	£
Restricted funds brought forward	62,803	394,092	(392,950)	-	63,945
Inspiring Scotland					-
<i>OFN</i>	101,505	403,000	(504,505)	-	-
<i>YPG</i>	-	137,597	(137,597)	-	-
<i>YAF</i>	-	26,311	(26,311)	-	-
<i>Rural Communities</i>	-	30,145	(19,827)	-	10,318
John Ellerman Foundation	27,727	-	(27,727)	-	-
Laureus Sport for Good Foundation	23,667	58,000	(64,167)	-	17,500
Masonic Charitable Foundation	8,333	-	(8,333)	-	-
The National Lottery Community Fund and West Midlands Combined Authority	-	41,064	(41,064)	-	-
Newton Foundation	18,750	7,500	(26,250)	-	-
Postcode Active Trust					-
<i>Extra Award 2020</i>	150,000	-	(150,000)	-	-
The Quilter Foundation	7,385	48,770	(56,155)	-	-
Santander Foundation	-	100,000	-	-	100,000
Scottish Power Foundation	-	122,019	(72,594)	-	49,425
Shoosmiths	-	50,000	(10,000)	-	40,000
Supported by the Charity of Sir Richard Whittington	-	111,700	-	-	111,700
St. James's Place Charitable Foundation	14,025	-	(14,025)	-	-
State Street Foundation	-	46,562	(46,562)	-	-
The London Marathon Charitable Trust	-	67,500	(67,500)	-	-
Voluntary Action North Lanarkshire	-	32,710	-	-	32,710
Westminster Foundation	60,000	80,616	(80,616)	-	60,000
William Grant Foundation	20,000	-	(20,000)	-	-
Other restricted income < £20,000	32,400	133,667	(151,400)	-	14,667
Total restricted funds	<u>526,595</u>	<u>1,891,253</u>	<u>(1,917,583)</u>	<u>-</u>	<u>500,265</u>

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

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

Name of restricted fund	Description, nature and purposes of the fund
Aberdeen Asset Management	A grant received through ABRDN to fund Academy costs in Edinburgh (Sighthill Academy) and London (East London Academy).
adidas Breaking Barriers Project	A grant received through streetfootballworld gGmbH's coordination of the adidas Breaking Barriers Project funded by adidas Europe to provide young people with access to high impact sport for good programs specifically to empower girls to have the best chance of reaching their full potential in life.
BairdWatson Charitable Trust	A grant received from the BairdWatson Charitable Trust to support the participation of 6 young people in the North Lanarkshire Sports Employability Academy.
The Clothworkers' Foundation	A grant received from The Clothworkers' Foundation towards the purchase of tablets and accessories.
Coach Core	Grants received under the The Royal Foundation Coach Core programme targeting young people who wish to gain further education and employment in sport. Grants were received from Fulham FC Foundation, Sport Birmingham and Inspiring Healthy Lifestyles.
Fidelity Foundation	18-month grant to support AI-enabled reporting system to enhance data analysis and insight.
FIFA Foundation	A grant from the FIFA Foundation towards sustaining Street League's work in Ayrshire and Sheffield.
Fondation CHANEL	Support received from the Foundation, including an HQ element, to support the Moving Into Work project. This support is for 3 years and runs from January 1st 2019 to February 1st 2022.
Garfield Weston Foundation	A one year grant awarded by Garfield Weston Foundation towards Sheffield Academy costs.
Goal Programme	Grant funding awarded by Women Win and provided for the implementation of the Goal Programme by Standard Chartered Bank through partnership. Funds were awarded to Street League in July 2021 for 12 months until June 2022, to engage and empower adolescent girls from low-income communities with the skills they need to make informed life choices.
Inspiring Scotland	Venture Philanthropy funds received from Inspiring Scotland for Scottish programmes to support young people into positive destinations.
John Ellerman Foundation	A grant awarded over 3 years towards the cost of the Monitoring and Evaluation team to deepen Street League's understanding of its programmes and better support young people.
Masonic Charitable Foundation	A 2 year grant received towards Street League Birmingham.
The National Lottery Community Fund and West Midlands Combined Authority	Grant funding received toward The 'Stand Out' Project. It is a West Midlands Combined Authority-led National Lottery-funded programme starting in the Summer 2021 to December 2022, aimed at providing unique training, volunteering and employment opportunities to disadvantaged young people across the West Midlands.
Newton Foundation	Funds awarded as a contribution to the salary of the Data and Insight Coordinator.

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

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

Name of restricted fund	Description, nature and purposes of the fund
Postcode Active Trust - Extra Award 2020	Funds awarded in 2020 thanks to players of People's Postcode Lottery through Postcode Active Trust.
The Quilter Foundation	A 3 year grant received towards the continued delivery of sport based personal development and employability programmes at the academy in Birmingham between Summer 2019-2022.
Santander Foundation	A grant awarded to fund two Functional Skills posts to support the initial assessment and delivery of Digital skills across all six English regions.
Scottish Power Foundation	Street League's 'Transforming Lives' project works with under-performing secondary schools across six regions in Scotland, engaging over 700 young people most at risk of future unemployment. Through a combination of sport and employment workshops, Street League will provide a bridge for young people living in the most disadvantaged communities and support them into sustained employment, education or training opportunities.
Shoosmiths	This grant from Shoosmiths Foundation will support young people in Yorkshire at our Leeds and Sheffield Academy locations to help them start our Street League qualification programme, each developing key workplace skills and increasing their physical fitness whilst gaining qualifications and improved mental health.
Supported by the Charity of Sir Richard Whittington	Three-year grant for project in London to boost the skills, confidence, wellbeing and aspirations of Year 10 and 11 students at risk of disengaging from school or leaving without a positive next destination, ultimately supporting them to stay in school or move into work/training.
St James's Place Charitable Foundation	Donation support received from St James's Place Charitable Foundation towards the Modern Apprenticeship Team in Glasgow, supporting approx. 90 young people into work over the 3 years August 2018 - July 2021.
State Street Foundation	A grant awarded by the State Street Community Support Programme to support two Academy Delivery Teams within Edinburgh.
The London Marathon Charitable Trust	Grant funding received toward the project "Making Headlines, Achieving Impact" for 3 years from November 2018 to October 2021.
Voluntary Action North Lanarkshire	6 month grant received through the Communities Mental Health and Wellbeing Fund to support the Academy Delivery Teams in North Lanarkshire.
Westminster Foundation	A grant awarded over 5 years towards the creation and operation of a Street League hub in Westminster.
William Grant Foundation	Grant funding received from the Youth Opportunities Group within the William Grant Foundation towards Street League's North Lanarkshire Academy provision and development programme in 2021.
Other restricted income < £20,000	Various small grants and one off donations received towards Street League's charitable activities, which although grouped into one category here, are tracked individually against any specific location and/or project awarded to fund.

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

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**20 Comparative analysis of movements in restricted funds**

<b>2021</b>	As at 1 April 2020	Income	Expenditure	Transfers	As at 31 March 2021
	£	£	£	£	£
adidas Breaking Barriers	-	12,740	-	-	12,740
Bairdwatson Charitable Trust	-	10,416	(2,916)	-	7,500
Bank of America Foundation	25,700	38,397	(64,097)	-	-
Fondation CHANEL	33,026	-	(33,026)	-	-
The Clothworkers' Foundation	-	20,000	(15,714)	-	4,286
Coach Core	-	2,750	(1,350)	-	1,400
Comic Relief: Street League Rugby	-	5,024	(5,024)	-	-
CVC Capital Partners	-	50,746	(50,746)	-	-
Epic Foundation France	-	21,851	(21,851)	-	-
Firstport	-	88,212	(88,212)	-	-
Fondation CHANEL	-	71,238	(71,238)	-	-
Football for Hope FIFA	-	26,084	(19,563)	-	6,521
Garfield Weston Foundation	-	25,000	(12,500)	-	12,500
Gilead	-	70,827	(70,827)	-	-
GJRS	-	240,337	(240,337)	-	-
Goal Programme	32,022	60,210	(74,376)	-	17,856
Inspiring Scotland					
<i>16/17 Project</i>	-	135,340	(33,835)	-	101,505
<i>Our Future Now</i>	-	398,000	(398,000)	-	-
John Ellerman Foundation	16,229	30,000	(18,502)	-	27,727
King Baudouin Foundation	4,500	-	(4,500)	-	-
Laureus Sport for Good Foundation	22,000	75,000	(73,333)	-	23,667
MAES	-	31,878	(31,878)	-	-
MHCC Thrive	4,402	13,405	(17,807)	-	-
Masonic Charitable Foundation	8,333	33,333	(33,333)	-	8,333
Newton Foundation	-	22,500	(3,750)	-	18,750
Postcode Innovation Trust	-	119,214	(119,214)	-	-
Restricted funds carried forward	146,212	1,602,502	(1,505,929)	-	242,785

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

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

<b>2021</b>	As at 1 April 2020	Income	Expenditure	Transfers	As at 31 March 2021
	£	£	£	£	£
Restricted funds brought forward	146,212	1,602,502	(1,505,929)	-	242,785
Postcode Active Trust					
<i>Extra Award 2019</i>	150,000	-	(150,000)	-	-
<i>Extra Award 2020</i>	-	200,000	(50,000)	-	150,000
The Quilter Foundation	9,385	48,770	(50,770)	-	7,385
SharedImpact	-	25,000	(25,000)	-	-
St. James's Place Charitable Foundation	14,025	50,000	(50,000)	-	14,025
Standard Chartered Bank	-	80,025	(80,025)	-	-
State Street Foundation	-	49,693	(49,693)	-	-
The London Marathon Charitable Trust	-	167,500	(167,500)	-	-
The Societe Generale Corporate Foundation for Solidarity	-	57,236	(57,236)	-	-
Wellington Management UK Foundation	-	30,000	(30,000)	-	-
Westminster Foundation	-	79,460	(19,460)	-	60,000
William Grant Foundation	-	30,000	(10,000)	-	20,000
Other Restricted Income < £20,000	1,250	77,854	(46,704)	-	32,400
Total restricted funds	320,872	2,498,040	(2,292,317)	-	526,595

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

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**21 Analysis of movement in unrestricted funds**

2022	1 April 2021	Income	Expenditure	Transfers	As at 31 March 2022
	£	£	£	£	£
Unrestricted funds	1,906,371	5,183,706	(4,154,971)	-	2,935,106
	<u>1,906,371</u>	<u>5,183,706</u>	<u>(4,154,971)</u>	<u>-</u>	<u>2,935,106</u>

**Comparative analysis of movement in unrestricted funds**

2021	1 April 2020	Income	Expenditure	Transfers	As at 31 March 2021
	£	£	£	£	£
Unrestricted funds	743,387	3,901,288	(2,738,304)	-	1,906,371
	<u>743,387</u>	<u>3,901,288</u>	<u>(2,738,304)</u>	<u>-</u>	<u>1,906,371</u>

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

**22 Analysis of net assets between funds**

2022	General fund	Restricted funds	Total
	£	£	£
Tangible fixed assets	22,831	-	22,831
Net current assets/(liabilities)	2,912,275	500,265	3,412,540
	<u>2,935,106</u>	<u>500,265</u>	<u>3,435,371</u>

**Street League**  
**Notes to the accounts**  
**for the year ended 31 March 2022 (continued)**

**22 Analysis of net assets between funds (cont.)**

**Comparative analysis of net assets between funds**

2021	General fund	Restricted funds	Total
	£	£	£
Tangible fixed assets	16,524	-	16,524
Net current assets/(liabilities)	1,963,481	526,595	2,490,076
Creditors of more than one year	(73,634)	-	(73,634)
	<u>1,906,371</u>	<u>526,595</u>	<u>2,432,966</u>

**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	
	2022	2021	2022	2021
	£	£	£	£
Less than one year	179,669	90,747	20,957	12,384
One to five years	158,589	20,027	53,765	26,928
Over five years	-	-	-	-
	<u>338,258</u>	<u>110,774</u>	<u>74,722</u>	<u>39,312</u>

**Street League**  
Notes to the accounts  
for the year ended 31 March 2022 (continued)

**24 Analysis of changes in net debt**

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash and Cash Equivalents	2,231,223	1,143,146	3,374,369
Loans falling due within one year	(52,899)	5,114	(47,785)
Loans falling due after more than one	(73,634)	73,634	-
	<u>2,104,690</u>	<u>1,221,894</u>	<u>3,326,584</u>
<b>Total</b>	<b><u>2,104,690</u></b>	<b><u>1,221,894</u></b>	<b><u>3,326,584</u></b>

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

	2022	2021
	£	£
<b>Net income for the year (as per the statement of financial activities)</b>	<b>1,002,405</b>	<b>1,368,707</b>
<b>Adjustments for:</b>		
Depreciation charge	15,216	14,900
Dividends, interest and rents from investments	(896)	(192)
Decrease/(increase) in debtors	164,869	(204,879)
Increase/(decrease) in creditors	60,927	(40,449)
	<u>1,242,521</u>	<u>1,138,087</u>
<b>Net cash provided by operating activities</b>	<b><u>1,242,521</u></b>	<b><u>1,138,087</u></b>

**Street League**  
Notes to the accounts  
for the year ended 31 March 2022 (continued)

**26 Comparative Statement of Financial Activities**

	Unrestricted funds 2021	Restricted funds 2021	Total funds 2021
	£	£	£
<b>Income from:</b>			
Donations:	1,480,561	613,365	2,093,926
Charitable activities:	2,420,216	1,884,675	4,304,891
Other trading activities	319	-	319
Investments	192	-	192
	<u>3,901,288</u>	<u>2,498,040</u>	<u>6,399,328</u>
<b>Total income</b>	<b><u>3,901,288</u></b>	<b><u>2,498,040</u></b>	<b><u>6,399,328</u></b>
<b>Expenditure on:</b>			
Raising funds	322,387	-	322,387
Charitable activities:	2,415,917	2,292,317	4,708,234
	<u>2,738,304</u>	<u>2,292,317</u>	<u>5,030,621</u>
<b>Total expenditure</b>	<b><u>2,738,304</u></b>	<b><u>2,292,317</u></b>	<b><u>5,030,621</u></b>
<b>Net income for the year</b>	<b>1,162,984</b>	<b>205,723</b>	<b>1,368,707</b>
Transfer between funds in the year	-	-	-
	<u>1,162,984</u>	<u>205,723</u>	<u>1,368,707</u>
<b>Net movement in funds for the year</b>	<b><u>1,162,984</u></b>	<b><u>205,723</u></b>	<b><u>1,368,707</u></b>
<b>Reconciliation of funds</b>			
Total funds brought forward	743,387	320,872	1,064,259
	<u>743,387</u>	<u>320,872</u>	<u>1,064,259</u>
<b>Total funds carried forward</b>	<b><u>1,906,371</u></b>	<b><u>526,595</u></b>	<b><u>2,432,966</u></b>



# REFERENCE AND ADMINISTRATION STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

<b>CHARITY NAME</b>	Street League
<b>CHARITY REGISTRATION NUMBERS</b>	1101313 (England & Wales) and SC 038884 (Scotland)
<b>COMPANY REGISTRATION NUMBER</b>	04974643 (limited by guarantee)
<b>REGISTERED OFFICE</b>	Suite 2.4 Waulk Mill 51 Bengal Street Manchester, M4 6LN
<b>TRUSTEES</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:  John Coleman - Chairman Andy Ransom – Vice-Chairman Stuart Beaver Lesley Giddins William Jonathan Rennie Dee Townsend
<b>COMPANY SECRETARY</b>	Shilpa Littlewood (appointed 01/09/2021) Catherine Elliott (resigned 31/08/2021)
<b>SENIOR MANAGEMENT TEAM</b>	Dougie Stevenson – Chief Executive Officer <i>from 01/11/2021; Managing Director prior to that</i> Lindsey MacDonald – Managing Director <i>(resigned 19/11/2021)</i> Nigel Mansfield – Commercial Director James Rennie – Head of Finance and Digital Michael Youd – Head of People and Resources <i>(appointed 01/11/2021)</i> Kirsty Stevens – Director of Operations <i>(appointed 01/11/2021)</i> Anna Campbell - Director of Contracts and Quality <i>(appointed 01/11/2021)</i>
<b>BANKERS</b>	Barclays Bank plc 99 Hatton Garden London, EC1N 8DN  Santander UK plc 298 Deansgate Manchester, M3 4HH

## BANKERS CONTINUED

Flagstone Investment Management  
1st Floor, Clareville House  
26-27 Oxendon Street  
London, SW1Y 4EL

Soldo Software LTD  
C/O WeWork  
119 Marylebone Road  
London  
NW1 5PU

## SOLICITORS

TLT LLP  
140 West George Street  
Glasgow  
G2 2HG

CMS Cameron McKenna Nabarro Olswang LLP  
Cannon Place  
78 Cannon Street  
London  
EC4N 6AF

## PROFESSIONAL ADVISORS

Rocket Science UK Ltd.  
2 Melville Street  
Edinburgh, EH3 7NS

Twenty Ten Consultancy Limited  
RES Associates Ltd  
2/5, 81 Miller Street  
Glasgow G1 1EB

## AUDITORS

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215 – 219 Chester Road  
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