

**#TEAMSTREETLEAGUE**

## **Street League Business Plan**

**2021 – 2026**



# How this plan fits together

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## About Street League

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We are a registered charity in Scotland (SC038884), England & Wales (1101313)

We are a company limited by guarantee (04974643)

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# Plan for a brighter future



## Leading and navigating change

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.

There is significant change and uncertainty. The UK is seeking to recover from the pandemic and navigate the reality of Brexit. Industry and communities are trying to understand how they can best respond to the climate crisis, the ongoing 'digital revolution', and shifting reality of the world of work. The policy and commissioning environment in which Street League operates continues to change causing significant disruption.

In 2019 we adopted a co-leadership model, recognising that Street League's services in Scotland and England differed in their primary sources of funding, their funding environments, and have increasingly divergent policy contexts.

We aim to bring the charity together, aligned like cogs in a machine. Shared values and a sense of purpose will keep us aligned and ultimately stronger for working together.

## A game of two halves

We face **two major challenges** in the first two and half years of this plan.

Firstly, the Scottish youth employability market will change significantly from April 2022, as the Employability Fund comes to an end. Street League has been its largest provider since 2014 and it accounts for **30% of our revenue** (£2.1m in 2020-21). Planning and mitigating actions have been underway since 2019 and are detailed on page 16.

Secondly, in England, our commissioned services are less developed. The first two years of this plan will see us continue to evolve and grow in the employability services market. It also sets out how we will develop and grow our work in schools and sets our intention to enter the Apprenticeships market.

To address these challenges, amongst other things, we will continue to grow and develop our commercial (fundraised) income streams. This established and successful team will seek to underpin our services across Scotland and England and we will aim to 'level up' commercial contributions across all UK services with equal contributions underpinning commissioned services.

## Continuous review and improvement

Given these circumstances, this will be a living document. We will use it to equip Street League's trustees and leadership group to continuously assess, debate, and decide how to best achieve our vision and deliver our mission.

We believe that **continuous issue-focused decision-making** will enable us to make more strategic and pivotal decisions as we progress towards our goals. As set out in our value chain (page 8), social impact will be our 'North Star'.

We will seek to be even better equipped to look ahead so that we can predict scenarios and direct our resources and priorities appropriately. Harmonising our central services internally and leveraging our core competencies, we hope to transition through challenges while maintaining significant levels of social impact for those that we serve.

In line with our ongoing commitment to transparency and leadership in the sector, we will be open about our **learning, failures, and successes**.

A long-term view is needed to respond to the challenges that face the communities and young people we support. Street League has always worked to tackle poverty and entrenched inequality. The next five years will see that work continue with greater focus and fervour.



# Helping young people into work

Street League's services have never been more needed. **This five-year business plan for 2021 to 2026** aims to adapt and respond to the urgent needs of young people today. It also seeks to ensure Street League is resilient and agile enough to help some of the UK's most deprived communities recover from the impact of the Covid-19 pandemic and devastating consequences it is having on young people's lives and their futures.

This plan is earthed in the realities of today, responds to the voices and views of young people and builds toward our vision of the charity's full potential. We want to play a part in shaping and building pathways for young people to reach their **full potential**.

**We believe** in the power of sport and it will always remain central to what we do. We will use it to effectively engage young people and sustain our relationship with them.

**We believe** in the power of learning and personal development to underpin young people's progression. Delivery of meaningful recognised qualifications will remain part of our core offer.

**We believe** in secure employment as a route out of hardship and poverty for many. Our Employability Services and Apprenticeships will continue to support young people on the final stage of their journey into the world of work and will be pivotal to the delivery of the plan.

**Young people's voices** continuously feed into what we do and how we improve. Their views and those of employers have informed our approach and will continue to input to our decision-making.

**Alongside staff and trustees, we have reviewed and updated our vision, mission and values.** Our vision connects to what we do every day and puts young people at its heart. We value our people and they are central to this plan's success. We have worked with our team to establish new values that describe who we are and what underpins our culture. This is the key foundation stone on top of which we will deliver on our ambitions over the next five years.

Every young person deserves the opportunity of secure employment and a brighter future. Street League is committed to tackling inequalities and making that a reality.

**Using sport and education, we help young people into work.**



## Opportunities we want young people to have

To **have their voices heard** and to shape the support we provide

To have a positive attitude toward **sport, physical health, and fitness**

To have **positive relationships** and be **connected**

To have positive **mental health and wellbeing**

To **upskill and train** via recognised learning

To make **successful transitions** from school into the world of work

To have **secure employment** via apprenticeships

To contribute to their communities and **be active citizens**



# Our vision, mission and values

With our trustees, staff, and Leadership Group we set a new vision and mission. Our staff team were consulted and their input defined our company values.

## Our vision

**A society in which all young people have the opportunity of secure employment and a brighter future.**

Our vision is meaningful and connected to the work that Street League does. It emphasises young people and the sustainability and quality of the jobs we want them 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.

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.

## Our mission

**Using sport and education, we help young people into work.**

Sport is at the heart of what we do and what makes us successful. We support young people holistically, recognising the inextricable links between wellbeing, health and employment.

We use the power of sport to help young people, aged 14 to 30, who face personal barriers to employment to improve their wellbeing, secure employment and have a brighter future. We 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.



**We value our people**

## 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 and empowering young people.

### Trustworthy

We are responsible, honest, and self-aware.



# The UK's leading sport for employment charity

## Where we're going to play

In the context of today's realities – the pandemic, Brexit and significant social policy change – this plan for a medium-sized youth employment charity is ambitious. It reflects choices we have taken – what we are going to do (and what we are not going to do).

We will continue working in Scotland and England and have identified three 'markets': Schools, Employability Services and Apprenticeships. We will work in all three in both countries, totaling six markets.

### Our markets

**Schools, Employability Services and Apprenticeships** see us support a young person's whole journey as they transition from the classroom to secure employment. Operating in these markets effectively and efficiently leverage our resources and core competencies. These markets see us increase our sustainable social impact.

### Our geographies

We have 12 operating centres that serve **53 local authorities**, these are our 'core geographies'. We will focus on growing our presence in our core geographies for the next two years. We will seek to establish a presence in at least two of our three markets.

This increases our economies of scale and operational flexibility. It also widens the scope of our value proposition (page 18).

## The opportunity for digital

Our digital capabilities were challenged and developed as we adapted and responded to Covid-19. We developed 'Head – Body – Future', an online service that let us continue supporting young people. Furthering our digital capabilities will:

1. **Supplement in-person delivery**
2. **Complement in-person delivery**
3. **Help us reach more young people**

There is value in further developing our online support, particularly in the delivery of qualifications via online learning. Cost-effective specialist provision (e.g. maths, English, digital, vocational) can be introduced, supporting product development and new market opportunities. It increases our capacity and makes it more flexible – both positively affecting our revenue and social impact.

In addition to developing our services we also want to improve our ICT processes and systems. We will work to ensure they are aligned, effective, efficient and compliant. A digital 'health check' in 2021 and action plan will guide us to strengthen our business development, marketing, outreach, financial management and social impact reporting.

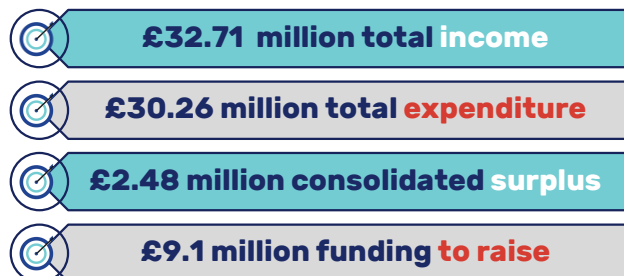
## How we're going to win

This plan recognises and seeks to learn from an honest assessment of what we do well and where we can improve. We will:

- Align our **business models**, combining commissioned (earned/traded) and commercial (fundraised) income in all markets
- Be focused on **social impact** (not participation)
- Invest in **our people**
- Take **ongoing decisions** at key milestones to pivot the organisation as needed with a firm focus on ROI at market level
- Leverage **digital** to enable us to achieve our goals (and understand if we are on track)
- Continue to build our capability in social impact measurement, insight and reporting using **data science**
- **Invest** in 'what works' by bringing together our finance and data functions
- Ensure all parts of the organisation are **aligned** and working together to create value



# Finances >> Sustainable growth and impact



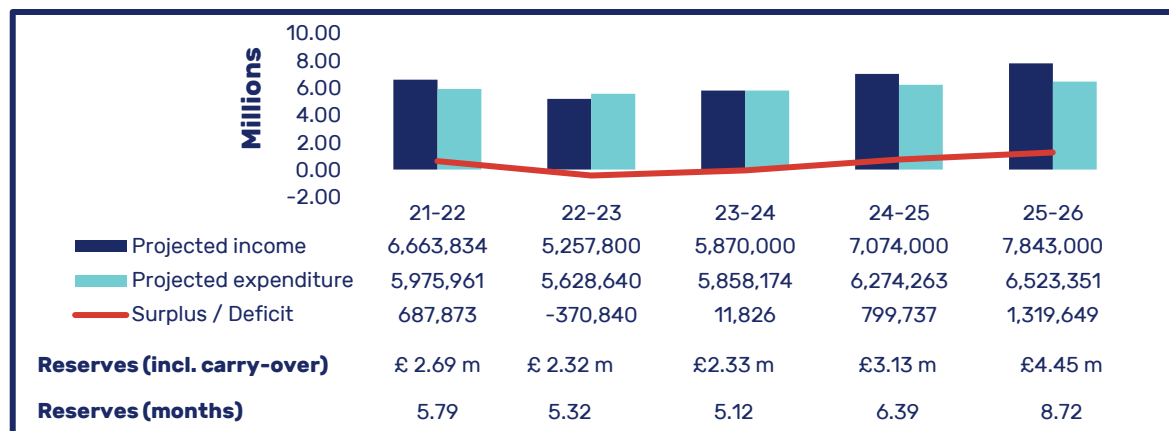
This plan sets out how a disciplined focus on our finances enables a greater capacity for sustainable social impact. We will increase our commissioned revenue, with commercial income aligned to ensure we can effectively support young people.

We go into year one with **£2.2 million of secured income** from corporate, trust, foundation and individual donors. We forecast unrestricted statutory reserves of £1.3 million and aim to add to these. This ensures we are in a strong cash position to navigate the disruption to Scottish commissioned income and planned deficit in 2022-23.

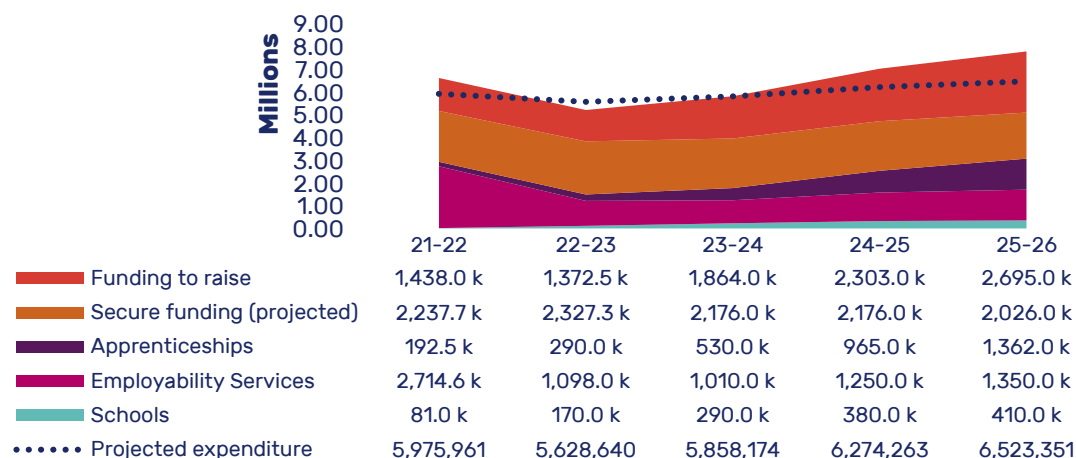
Reserves trend, on an annualised basis, above £2.3m. Higher surpluses in years four and five, will provide the opportunity to reinvest in frontline services.

Delivery of the plan will see us earn, via commissioned income, a total of **£12 million toward services for young people** in Schools (£1.3m), Employability (£7.4m), and Apprenticeships (£3.3m). **We will raise £21 million** from commercial and venture philanthropy partners.

Financial projections (2021 – 2026)



Funding profile (2021 – 2026)





# Social impact >> 10,000 progressions into jobs, education or training

## Support for thousands of young people over the next five years



**13,348** young people will **start** a journey with Street League



**7,977** young people will gain a **qualification** from Street League's services, with **13,792 qualifications** achieved in total



**10,071** positive progressions will be achieved by young people as they transition from school to secure employment



**6,831** young people in a positive destination **six months** after completing a programme with Street League

## Targets to tackle inequalities

**50%**  
female  
participation



by 2025-26

Regional  
**ethnicity**  
targets



set annually

Target to reduce  
**disengagement**



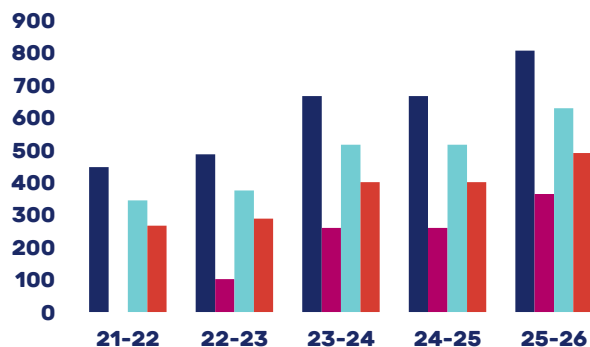
by **10%** each year

**75%** of young  
people supported

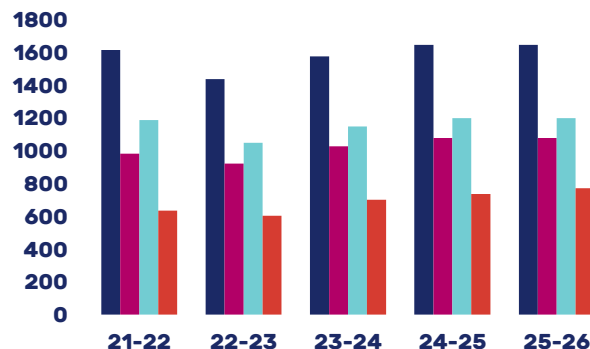


report **2 or more**  
personal barriers

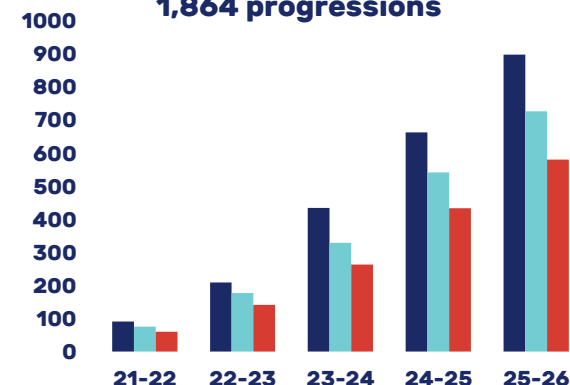
**Schools**  
**2,398 progressions**



**Employability Services**  
**5,809 progressions**



**Apprenticeships**  
**1,864 progressions**



■ YP engagements  
■ YP achieving a qualification  
■ YP progressed  
■ YP in 6 month +ve outcome



# Creating value >> Street League's value chain

<b>COMPANY STRUCTURE</b>	<ul style="list-style-type: none"> <li>Organisational structure to enable delivery of the business plan, including governance action plan</li> <li>Leadership team aligned to facilitate decision-making, accountability &amp; internal communications</li> <li>Reporting dashboard for KPIs across all areas to inform decision-making &amp; continuous improvement</li> </ul>			
<b>HUMAN RESOURCES</b>	<ul style="list-style-type: none"> <li>Providing direction to achieve our People vision, the HR strategy works across three strategic themes: 1) Creating a compelling Employee Value Proposition, 2) Being an Employer of Choice, 3) Strengthening our Leadership Capability</li> </ul>			
<b>TECHNOLOGY</b>	<ul style="list-style-type: none"> <li>Assess current cost, resource and gap analysis across hardware, software, IT, data, and digital</li> <li>Set plan to enable investment toward ICT and digital capacity to enable the business plan</li> </ul>			
<b>BUSINESS MODEL(S)</b>	<ul style="list-style-type: none"> <li>Aligned commercial and commissioned income across all products and services to release unrestricted reserves</li> <li>ROI (social &amp; financial) for each market to inform decision-making – investment, growth and retraction</li> </ul>			
<b>MARKETS</b>	<b>SCHOOLS</b>	<b>EMPLOYABILITY SERVICES</b>	<b>APPRENTICESHIPS</b>	<b>MARKETING AND SALES</b>
<b>SCOTLAND</b>	<ul style="list-style-type: none"> <li>Pupil Equity Fund</li> <li>£630k over 5 years.</li> <li>Market identification and product dev needed</li> <li>Local budget-holders, fragmented market</li> </ul>	<ul style="list-style-type: none"> <li>Employability Fund £1.7m (21/22)</li> <li>Local Authority funding £1.1m over 5 years.</li> <li>Fragmenting market as Employability Fund is devolved</li> </ul>	<ul style="list-style-type: none"> <li>Modern Apprenticeships £2.7m over 5 years.</li> <li>Employer networks to develop across existing and new frameworks</li> </ul>	<ul style="list-style-type: none"> <li><b>Two customers:</b> young people &amp; 'funders'</li> <li>Digital marketing plan to engage YP, referral partners, IG &amp; employers</li> <li>Product development process for sales</li> <li>Localised (in-person) marketing/sales plans to engage hidden NEETs, schools, employers, referral partners, commercial funders</li> </ul>
<b>ENGLAND</b>	<ul style="list-style-type: none"> <li>Alternate Provision</li> <li>£675k over 5 years</li> <li>Product standardisation &amp; business dev. needed</li> <li>Local budget-holders, fragmented market</li> </ul>	<ul style="list-style-type: none"> <li>Study Programme, Traineeships, AEB</li> <li>£3.99m over 5 years</li> <li>Product dev. needed (higher quals, HBF)</li> <li>Devolved commissioning</li> </ul>	<ul style="list-style-type: none"> <li>Apprenticeship Levy</li> <li>£620k over 5 years</li> <li>Business dev. plan &amp; alignment with Commercial income, employer engagement</li> </ul>	
<b>SPORT</b>	<ul style="list-style-type: none"> <li>Core to curriculum (skills development) and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Core to engagement, and curriculum (skills development)</li> </ul>	<ul style="list-style-type: none"> <li>Value add/USP to emphasise wellbeing and health benefits</li> </ul>	<ul style="list-style-type: none"> <li>Brand differentiator</li> <li>Core to engagement</li> </ul>
<b>DIGITAL</b>	<ul style="list-style-type: none"> <li>Complement delivery</li> <li>Difficult to integrate with schools' digital</li> </ul>	<ul style="list-style-type: none"> <li>Supplement delivery</li> <li>New geographies</li> <li>Lower support needs</li> </ul>	<ul style="list-style-type: none"> <li>Supplement delivery</li> <li>More efficient with high quality/contact</li> </ul>	<ul style="list-style-type: none"> <li>Outreach, IG and brand awareness amplified (efficiently)</li> </ul>
<b>PURPOSE</b>	Employability skills to prevent unemployment & cycle of poverty	Support young people who are unemployed to move into secure employment	Prevent re-occurrence of unemployment, tackle in-work poverty & ensure security of employment	Communicate our purpose and value proposition to all customers and stakeholders

INCREASED FINANCIAL SUSTAINABILITY

GREATER SOCIAL IMPACT



# Building on our value chain

## Guiding financial principles

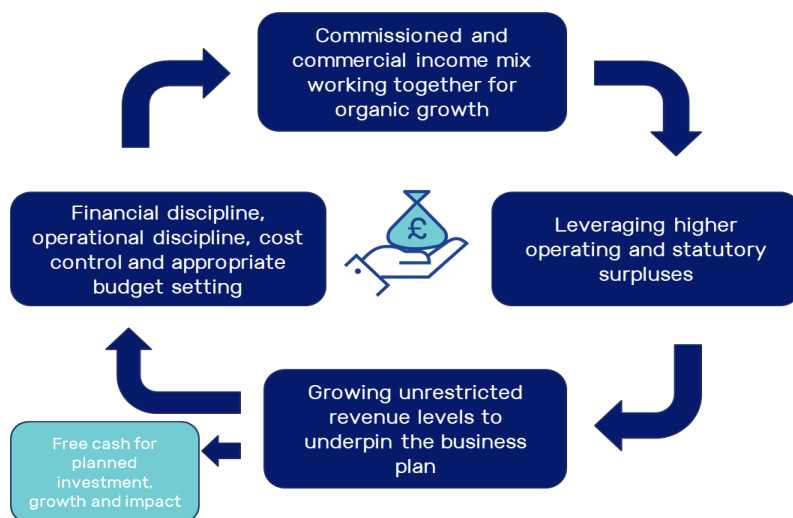
Long term financial discipline is critical to our success. A cornerstone to this is how we manage the income mix of **commercial income** from Trusts, Foundations and Corporate partners alongside **commissioned income** from prime or sub contracted public sector contracts. We have two overarching principles:

**1. Financial planning occurs in the context of this plan alongside continuous assessment and review (not by stakeholder demand or opportunistic funding)**

**2. Funding streams must work together and not drive differing or misaligned demands**

Staying true to these principles will enable effective use of resources, keep costs down and create a positive experience for staff and young people. As shown in our Value Chain, built on the foundation of **our purpose**, staying on plan will unlock higher levels of unrestricted reserves that can be invested to achieve greater social impact.

## Putting our finances to work



## Continuous debate, with decisions

This plan sets out our intentions and direction of travel for the next five years. It is a period of significant change and in the first two years, in particular, Street League will navigate substantial disruption and seek to build on the **strong foundations established from 2019 to 2021**.

Underpinning the overall plan are operational and departmental plans at varying stages of maturity. Key to its execution are **continuous debate and decision-making**.

Just as we moved beyond annual reports with the online impact dashboard, we want Street League to **live and breathe a culture of self-awareness and continuous improvement**. This is a living plan providing tools for decision-making.

Accountability is important and we will revisit and review progress biannually with trustees. The budgeting cycle offers an annual chance to assess **targets, objectives, and strategic decisions** that take us in the right direction.

We are committed to transparency and will share learning, failures and successes.



# Summary of what we will achieve >> Year 1 to Year 5



## OUR FINANCES



Achieve greater organisational balance with risk and revenue streams distributed across Street League		
Increase % of costs covered by commissioned income in England	22%	50%
Increase value of commercial income aligned to Scottish services	£1.33m	£2.16m
Maintain ≥3 months unrestricted reserves over life of the plan		
Achieve >4 months unrestricted reserves in March 2022 to manage the end of the Employability Fund in Scotland and allow investment	5.79 months	8.72 months
Increase amount of unrestricted commercial income raised	£391,500	£810,000
Achieve budgeted +ve net cashflow annually (>75% months actuals)	17%	75%
Expand into new markets in a financially sustainable way		
Increase ROI for schools market year-on-year	-76%	-30%
Increase ROI (and achieve break-even) for Apprenticeships market	-45%	38%
Develop ROI reporting and forecasting tool for commissioned income markets, marketing and commercial team	Manual process	Monthly



## OUR PEOPLE



Deliver our HR strategy to achieve our people vision		
<b>Strengthen Street League's leadership capability</b>	Plan launched	✓
<b>Create a compelling Employee Value Proposition</b>	Plan launched	✓
<b>Be an employer of choice</b>	Plan launched	✓
<b>Embed our values, vision and mission across the organisation</b>	Launched	✓
<b>Embed commitment to Diversity &amp; Inclusion across charity</b>	DE&I plan created	Quality mark ✓



## OUR SOCIAL IMPACT



Increase diversity and inclusion of Street League's services		
Increase female participation rates	32%	50%
Achieve regional ethnicity targets for participation	Targets set	✓
Ensure 0% disparity in progression rates by gender and/or ethnicity	Regular tracking	✓
Ensure high levels of social impact across all markets		
75% of YP engaged report >2 personal barriers to employment	60%	75%
Increase the number of YP gaining accredited qualifications	1065	2181
Reduce disengagement	16%	10%
Increase the number of positive progressions by YP	1619	2565
Increase 6-month +ve outcomes as the economy recovers	973	1854



## OUR CONTINUOUS IMPROVEMENT



Increase diversity of our Board to support strong governance		
Increase representation of Black, Asian and ethnic minorities	17%	30%
Increase female representation on our Board	33%	50%
Maintain balance across Street League's geographies	✓	✓
<b>Achieve ISO9001 to ensure young people's &amp; wider stakeholder voices inform decisions &amp; continuous improvement</b>	Apply	Quality mark ✓
<b>Achieve Cyber Essentials as we develop our digital systems</b>	Health Check	Quality mark ✓
<b>Increase reporting and forecasting capability to track KPIs, inform ongoing decisions and continuous improvement</b>	Introduce DSS	Regular use of ML
<b>Further develop our data maturity</b>	Developing	Mastering

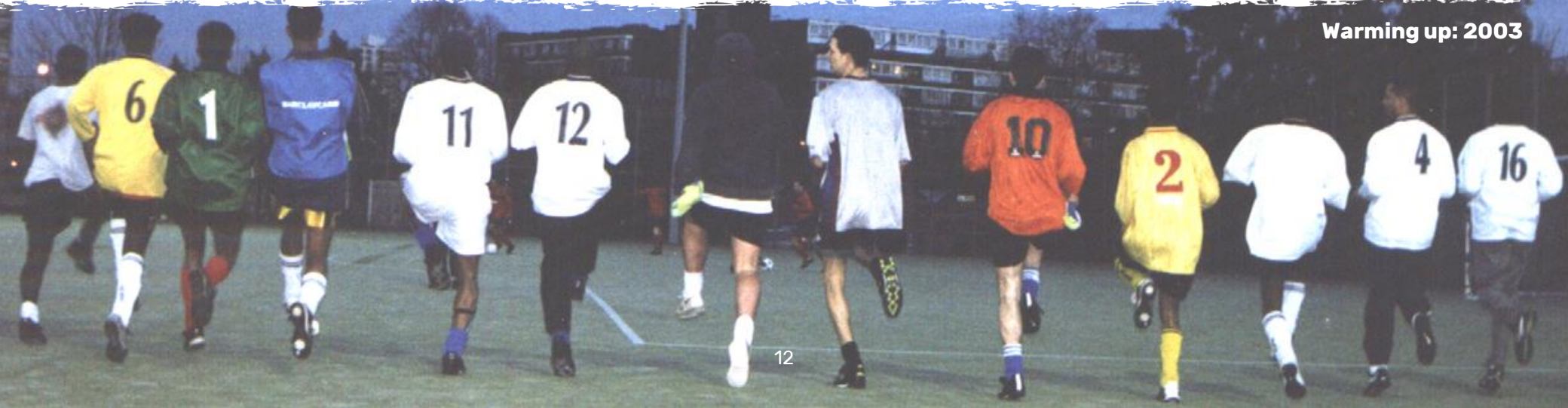
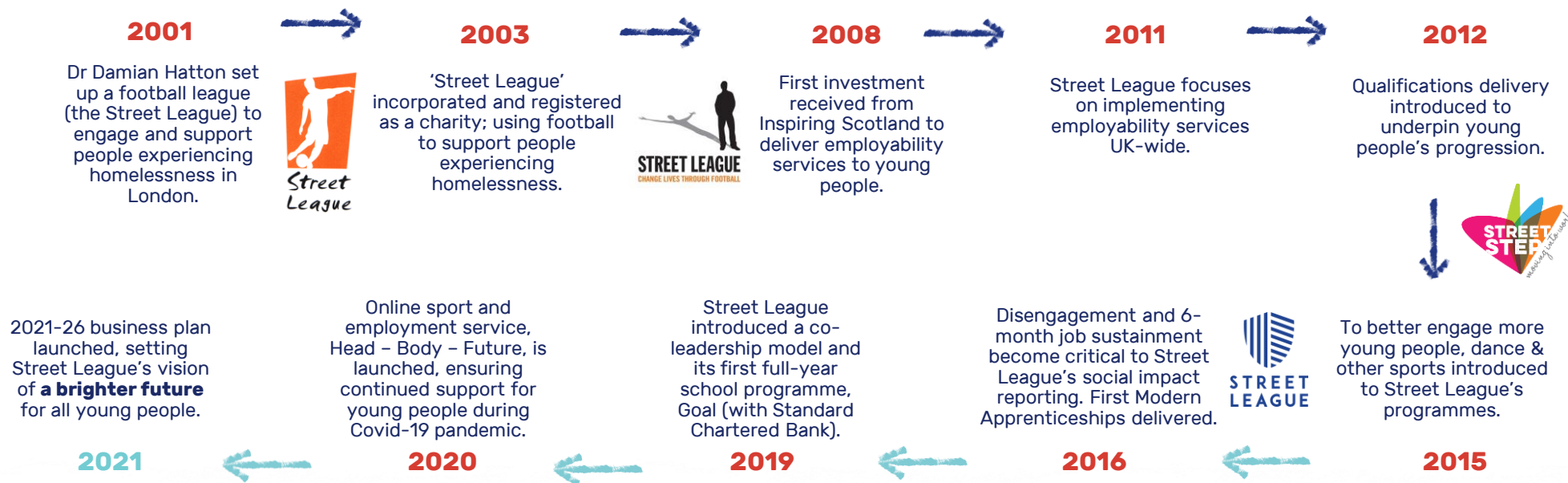


# Identified risks to this plan

	UK-WIDE	SCOTLAND	ENGLAND
INTERNAL RISKS	<p>Unable to access loan facilities, if required, in the timeframe required – particularly if cashflow not accurate</p> <p>Lack of discipline or coordination to delivering the plan – doing too much or not working to agreed KPI's</p> <p>Miss opportunities due to focus on challenges and opportunities set out in the business plan</p>	<p>Departure of key staff (MD / Leadership Group)</p> <p>Team motivation drops in final year of EF contract</p> <p>Commercial team engagement with Scottish team / services insufficient to meet revenue targets</p> <p>Insufficient product development process</p> <p>Lack of staff training to deliver new services</p>	<p>Departure of key staff (MD / Leadership Group)</p> <p>Limited team capacity for business development, compliance, quality</p> <p>Too much variation nationally due to localised contracts</p> <p>Insufficient product development process</p> <p>Lack of knowledge or skills to deliver new services</p>
EXTERNAL RISKS	<p>Funders' negative view of high levels of unrestricted reserves being held</p> <p>Reputational incident with major resource impact (e.g. safeguarding, data breach, governance, brand association)</p> <p>Impact of Covid-19 changes behaviour of employers and schools, affecting our performance and business development</p>	<p>Local authorities don't invite tenders or have impractical timings</p> <p>Parochial approach to commissioning</p> <p>PEF not renewed, limiting Schools market opportunity</p> <p>Election in 2021 results in major policy disruption</p> <p>Local authorities do not effectively implement commissioning</p>	<p>Loss of (sub)contract(s) with little warning due to primes' decisions</p> <p>Unsuccessful application to the Apprenticeship Register</p> <p>Unsuccessful in securing new contracts (all markets)</p> <p>Lack of, or missed, opportunity to acquire training provider if needed</p> <p>Difficulty navigating local &amp; combined authorities' politics/networks</p>



# From the football pitch to the workplace





# Working locally, across Scotland and England



## Our core geographies

We have three HQ 'hubs' in Manchester, Paisley and London – and a further nine regional offices from which our teams operate.

## Why we work here

- High levels of systemic deprivation (20% most deprived postcodes)
- High year-on-year youth unemployment rates
- Low social mobility
- Opportunities to work with schools and employers to help young people transition from school to secure employment

## How we work in local communities

Our staff teams live in and are part of the local communities we serve. They have well-developed relationships with organisations and services that can refer young people to us and work alongside us, providing additional support and the opportunity for signposting.

We also work with regional and local employers, ensuring we equip young people with the skills, qualifications and experience employers want and require.

We partner with local authorities and are part of local and regional networks, contributing to each community's development plans.

**Renfrewshire & Inverclyde**

**Lanarkshire**

**Edinburgh & the Lothians**

**Glasgow**

**Dundee & Angus**

**Ayrshire**

**Birmingham**

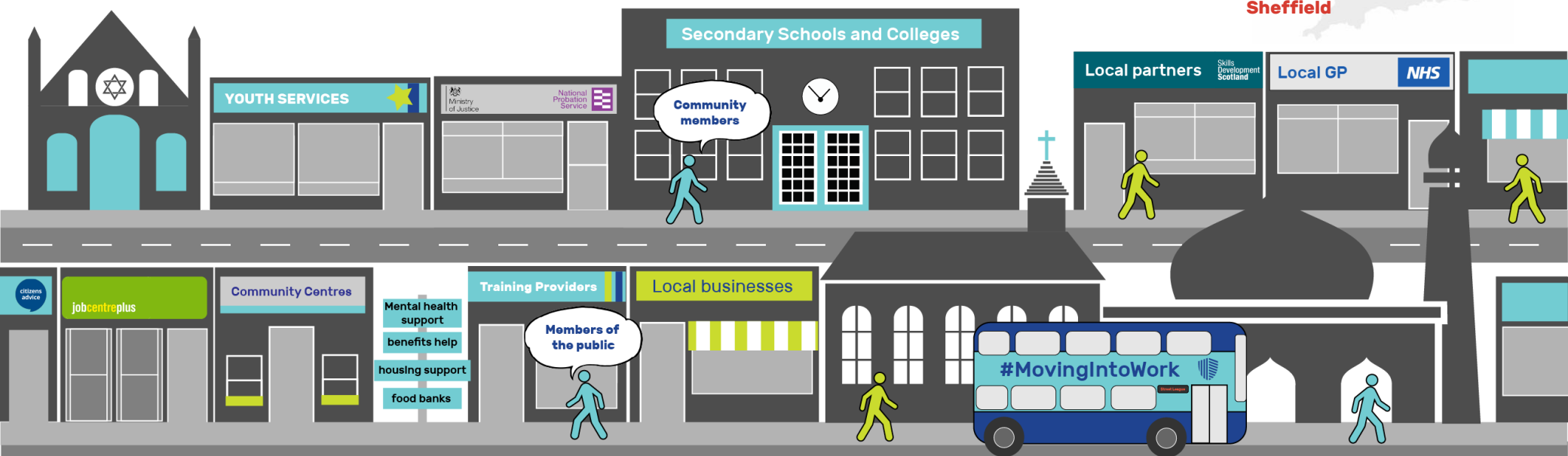
**Leeds**

**Liverpool**

**London**

**Manchester**

**Sheffield**





# Diverging policy environments

## Scottish policy context

Localism and devolution of services to local authorities is a central theme of the Scottish Government's No One Left Behind Policy. Within the context of Brexit and the end of European funding schemes, Covid-19 and pressures on the public purse it is a precarious and uncertain time for any employability or third sector provider in Scotland. Disruption is further compounded by Scottish elections scheduled to take place in May 2021.

There is significant focus on adult employability schemes and apprenticeships, especially in STEM. The government target is to reach 30,000 apprenticeships per year by 2022. There is big investment in school transitions and the 'Young Person's Guarantee'. Developing the Young Workforce (DYW) is now the flagship careers service, acting as the recognised intermediary for young people leaving school. With the expansion of DYW and local authority control increasing the youth employment market is in a major state of evolution.

Scotland's youth unemployment rate rose from 7% in March 2020 to 14.3% in November 2020. Currently, youth unemployment is 11% which represents 49,500 young people (16-24) not in employment, education, or training.

## English policy context

In light of the impact of Covid-19, government spending has prioritised delivering the 'Plan for Jobs' to support employment (although limited impact for young people) and invest in infrastructure. This follows successive years of reduced investment in public services and there will likely be public spending reductions over the next five years. Commissioning is increasingly devolved, with decision-making at regional and city-level authorities, Local Enterprise Partnerships, regional Job Centre Plus offices, and employers (in the case of the Apprenticeship Levy).

There is recognition of a skills gap (employability and digital), which is worse for young people facing disadvantage. However, policy decisions do not align with the rhetoric for supporting those furthest from the job market (e.g. the reduction of the number of Apprenticeships offered at Level 2, prioritising Level 3 in AEB). Greater fragmentation and disruption are expected due to Covid-19 responses and local commissioning diverging. A more localised approach in commissioning is consistent with many commercial funders emphasising 'place-based' approaches via local collaborations and consortia.

## Trends across the UK

-  Youth unemployment rates
-  Inequality, across geographies, between ethnicities, gender, disability and other personal circumstances
-  Number of young people living in poverty
-  New government (DWP) schemes responding to impact of Covid-19 (e.g. KickStart and Restart)
-  Devolution to local and regional authorities
-  Fixed term parliament means the next UK general election is expected in May 2024
-  Change across sectors and the economy with targets for net zero emissions
-  Automation and need for digital skills in the workplace
-  Youth employment market moving from a nationally defined space of commissioning to a locally undefined context





## Barriers and challenges faced by our young people

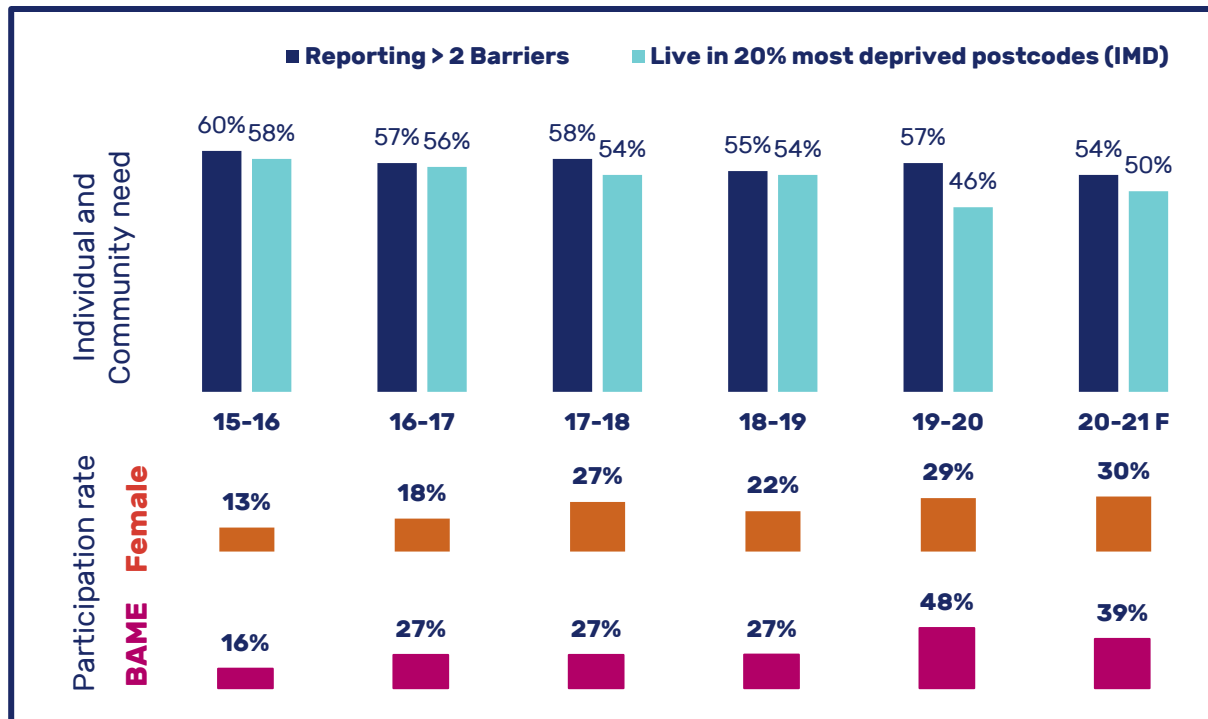
- Alcohol dependency or use of illegal substances
- Experience of poverty (including food and digital)
- From a workless background
- Has a criminal record
- Gang involvement or restricted mobility
- Struggles with mental health issues
- Primary carer or has dependent children
- Has no prior work experience
- Experience of homelessness
- Lack of local job opportunities
- Literacy problems
- Experience of care
- Problems with money management
- Faces religious barriers
- Special Educational Needs
- Transport issues

## Meeting individual needs in deprived communities

Historically, Street League has targeted engagement with young people living in the most deprived postcodes, seeing us establish our current 'core geographies'. This informed where services were delivered and outreach took place.

We know that a postcode doesn't tell the whole story and wanting to take a more person-centred approach to our support, we will move away from targeting postcodes but instead **ensure that the young people we support are those who need us most.**

We will change our targets to focus on the young person. More than half of our young people (2015 – 2021) have reported facing two or more barriers when they join a Street League programme.





# SWOT analysis



## STRENGTHS

- Strong **financial position** with regular reporting and oversight
- Good **reputation** in third sector and Scottish employability market
- Strong brand association with impact measurement, high **social impact**, and **transparency**
- Quality and scale of **data** we collect, enabling us to be impact-led and take informed decisions
- **Partnerships** with strong brands, partners and employers across different sectors and areas
- Broad **talents** and high levels of **loyalty** across our leadership team
- Successful and established **fundraising** team, able to develop new and steward long-standing relationships
- **Gender equality** across middle management and leadership
- Culture of **self-awareness** and **continuous improvement**
- Very good **governance** standards and systems in place with effective trustee contributions

## OPPORTUNITIES

- To **invest in digital** to increase efficiency, develop services and improve external communications
- To grow **unrestricted reserves** to protect services and impact
- To increase **commissioned income** due to Government policy disruption and potential to access new markets
- To develop corporate partnerships in Scotland
- To leverage **consultant relationships** to mitigate weaknesses
- To **expand services** into schools and Apprenticeships
- To further align corporate partnerships across commercial and commissioned income plans through apprenticeships
- To increase **diversity** at Board and leadership level
- To further leverage our data to drive **local decision-making**

## WEAKNESSES

- No defined **product development** plan across the organisation
- Low **brand awareness** amongst general public, affecting individual giving and outreach, with limited organisational capacity (personnel and digital) to support growth
- No defined **internal communications** plan with *ad hoc* employee engagement activity
- Lack of **alignment of** across our ICT technology, systems, and processes to drive value and impact
- Under-developed commissioned income footprint in England
- Lack of **ethnic diversity** at senior leadership
- Lack of **ethnic diversity** and 'youth voice' at Board level
- Limited capacity within new **HR** and **marketing** teams

## THREATS

- The decommissioning of the **Employability Fund** in Scotland.
- Changes across the **policy landscape** – including localism and introduction of new schemes that reduce existing markets or for which we are ill-equipped to compete
- Uncertain **economic environment** and fewer job and apprenticeship opportunities for young people (or increased competition)
- Greater **competition** for funding coupled with reduced investment levels due to Covid and Brexit
- More **online (digital) services** could see new competitors entering the market and greater downward pressure on costs



## The challenge ahead >> Scottish policy context



### Structured mitigation plan of action

Ongoing financial assessment to ensure high visibility of pressure points

Outline and agree financial and social impact reduction tolerance. Planned downsizing

Develop and take to market new Schools offer

Drive forward growth in Apprenticeships delivery

Identify existing staff that can move into Schools delivery

Explore new locally funded employability services

Prioritise commercial team targets for new trust and corporate funding

Voluntary redundancy programme in Q3 2021

Plan to use reserves tactically as the situation evolves

Continue lobbying politicians and civil servants for further extension of existing contracts

Scottish Government has localism and devolution of services to local authorities as a central theme of the No One Left Behind Policy agenda, which continues with the decommissioning of the Employability Fund in **March 2022**. The current central contracting framework with SDS will end, which requires Street League to diversify and target local authority contracts as they become available.

The challenge to Street League is that the Employability Fund is a third of total income. This will see a **net loss of £1.8m** on the P&L (£2.1m gross). The human impact of this is that nine delivery teams (18 frontline staff) will no longer be supported by the income generated from the fund and our capacity to generate social impact will reduce by circa 378-400 positive outcomes per year.

#### Financial contingency plans to reduce net impact of the changes

Budget for **cost reduction** plan of salaries and direct costs totaling £540k, affecting 18 frontline delivery staff. Nine delivery teams will no longer deliver; however, our operational footprint will remain in 17 Scottish Local Authorities.

Commissioned **income** generated from new Local Authority Employability contracts, the rollover of the residual Employability Fund revenues and Schools Funding, totaling £538k.

Successful delivery of the Employability Fund in 21-22 will see Scottish services realise a large operating surplus, contributing to the UK target of £687k and unrestricted reserves. We plan to designate a proportion of **unrestricted reserves** to allow for a natural phased end to the Employability Fund programme in 22-23.

**Commercial income** in 20-21 for Scotland totaled £1m. We are planning a 'levelling up' of commercial income in the business plan across Scottish and English services. In 22-23 the planned commercial team target is £1.6m for Scotland presenting a £600k increase in funding aligned to Scottish services.

Although most income is pipeline, it is built on reasonable business development assumptions. Going to plan, in budget terms, this presents a **net positive position** of £180k in 2022-23.



# Governance and leadership

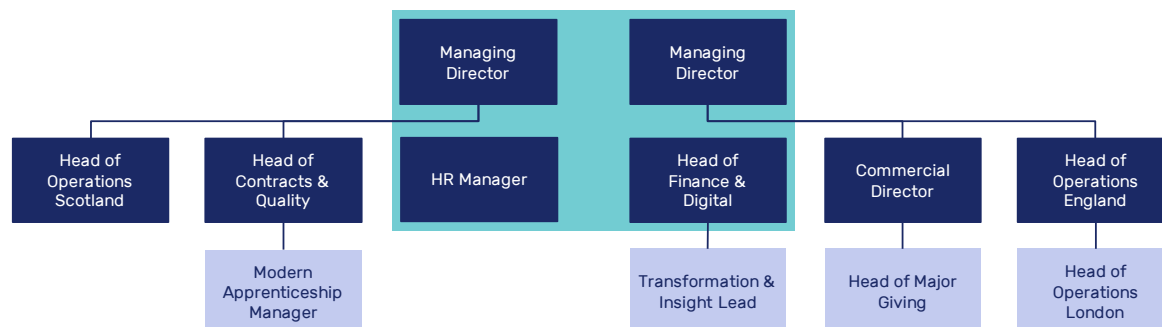
## Street League's leadership team

Street League has operated with a co-leadership model since 2019 with the Board having appointed Dougie Stevenson and Lindsey MacDonald as Managing Directors. We view the leadership as a partnership, not dissimilar to law or accountancy firms. We are keen to establish greater ownership across a wider team in the organisation and know an effective leadership team structure can support and enable our objectives to achieve greater balance across the charity – financially, operationally, and culturally.

The Leadership Group includes Finance, People, Income (Commissioned and Commercial), and Operations in Scotland and England. The Managing Directors jointly line manage the HR Manager and Head of Finance & Digital, recognising the critical importance of financial management and our people.

To achieve our Business Plan and support the planned areas for growth and development, we have identified additional, significant roles, that will be key to achieving these objectives. These roles have responsibility for growth (Modern Apprenticeships, London) and align UK-wide activity (Head of Major Giving, Transformation and Insight Lead). This team has a broad range of talents, experience and achievements that is reinforced by a strong commitment to Street League and its purpose.

Leadership team meetings will be the key strategic decision-making forum. We are investing heavily in face to face management time at UK and country level which is underpinned by personalised training and development plans. Our leadership group is the foundation stone of the organisation.



## Our governance

Street League is fortunate to have a highly committed and skilled Board of trustees.

We commissioned Cass Business School's Centre for Charity Effectiveness to undertake a governance review to ensure best practice and achievement of Tier 3 (Sport's Governance Code).

- Standardised terms of reference for our:
  - Nominations Committee
  - Finance, Audit and Risk Committee
  - HR and Remuneration Committee
- Appointed a Vice Chair
- Completed a skills audit

Set an action plan and agree diversity targets.

### Ethnicity

**Target:** 30% BAME  
**2021:** 17% BAME (1/6)

### Gender

**Target:** 50%  
**2021:** 33% (2/6)

### Nationality

**Target:** >30% Scottish  
**2021:** 33% (2/6)



# Organisational structure and competencies



## Our core competencies

Significant cultural 'will' and passion of the workforce

Ability to deliver similar programmes in different settings

Ability to adapt and deliver online and offline

Ability to deliver sport based services

Ability to deliver accredited learning, including Modern Apprenticeships

Ability to deliver employability support

Ability to deliver soft skills and personal development activity

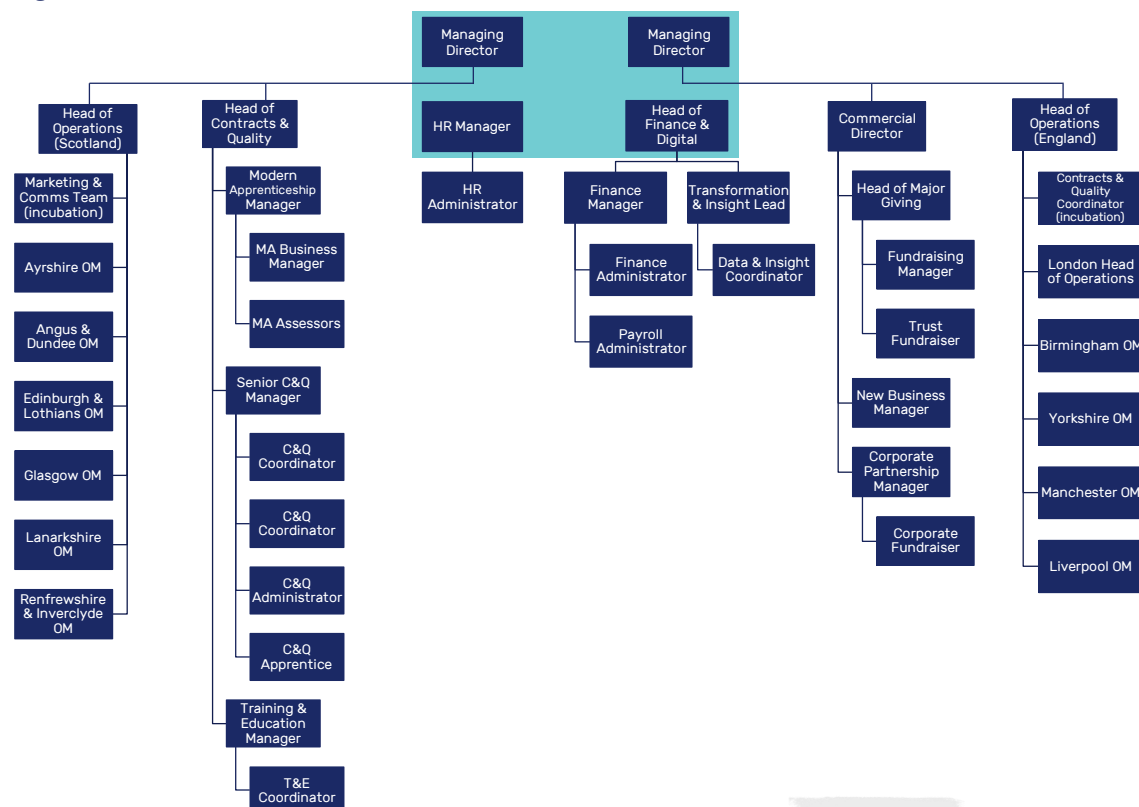
Ability to align the above delivery with sport and fitness

Successful fundraising and partnerships that align with core products and services

In 2019 we reduced our headcount, seeking to strengthen our financial position. Since then we have rebuilt these teams to a level that ensures we can operate efficiently and support our operations. We have 121 FTE as of April 2021.

We will continue to manage fixed costs through outsourcing, leveraging the skills and experience of consultants with whom we develop close working relationships. Decisions to increase headcount will prioritise social impact and frontline delivery teams. Regional Operations Managers line manage local delivery teams.

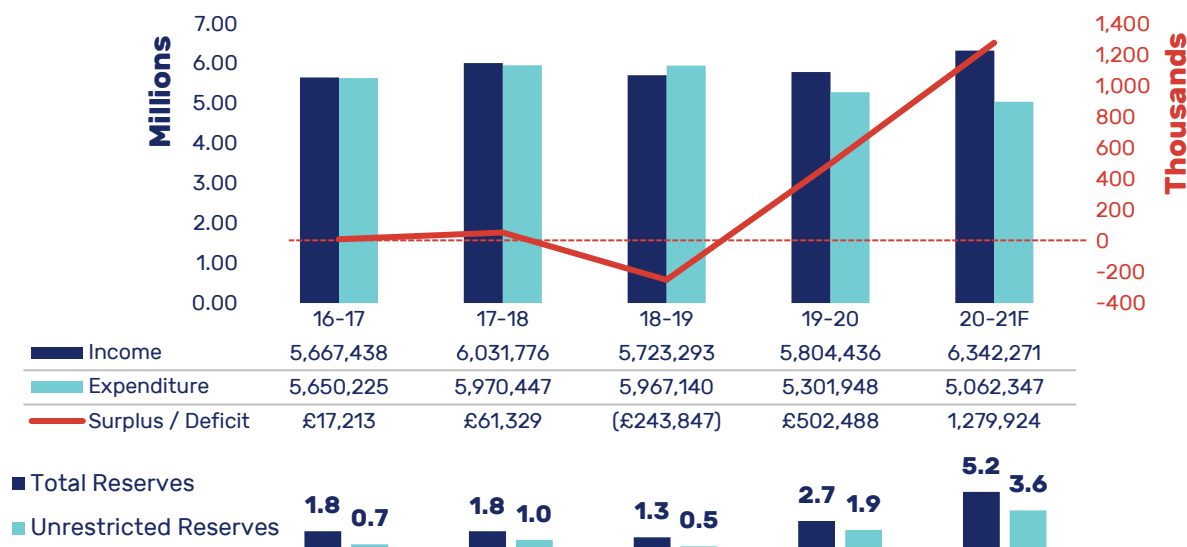
## Organisational structure April 2021





# Historic finances >> Building resilience to navigate change

## Financial performance (2016 – 2021)



Following three consecutive years of operating losses on the management accounts (2016-19), the Managing Directors have set about re-engineering the financial structure of Street League to create conditions for a more sustainable future. The changes and approach have resulted in:

- Operating surpluses on management accounts 2019-20 (£539k) and 2020-21 (forecast £195k)
- Statutory accounts surpluses 2019-20 (£502k) and 2020-21 (forecast >£1.3 million)

This sees us enter this business plan with more than 3 months of unrestricted reserves, exceeding the reserves policy target we set in 2019 of achieving this milestone by March 2022. We accelerated this plan due to the funding pressures in Scotland and challenges posed by Covid-19. We will continue to build these unrestricted reserves and designate funds to enable us to protect services as we navigate changes to cashflow with the end of Employability Fund and the mitigating steps detailed earlier come to fruition.

## Learning and considerations

- Monthly net cashflow is key to monitoring budgets
- We will monitor risks and opportunities relative to budget throughout the year
- We are planning for a deficit in 2022-23 as the Employability Fund comes to an end with mitigating steps underway
- We have fully discharged two loans and plan to repay our loan with Sporting Capital by 2024 (£134k as of March 2021)
- We will explore financing for Apprenticeships growth once we have ascertained its ROI
- Units (country / market) will be assessed on social impact and profitability to determine investment
- We will continue to invest and grow our unrestricted reserves
- Unrestricted reserves will be used to develop and sustain frontline services for young people



# Historic social impact >> Building on our track record

## Social impact headlines from the last six years



**14,929** young people **started** a journey with Street League



**8,532** positive progressions were achieved by young people, against a target of 10,592 (81%)

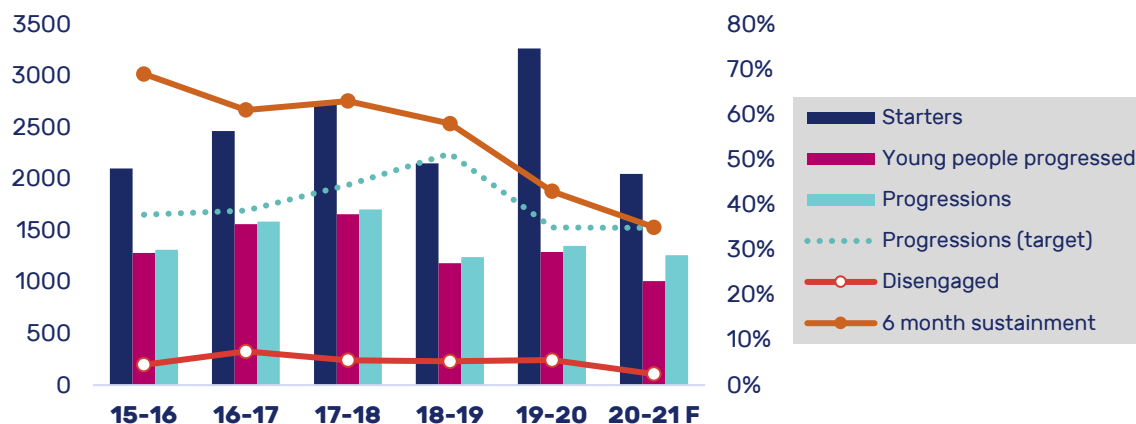


**157** young people started their **Modern Apprenticeship** with Street League, with **73** already completing their qualifications



**1,622** young people **disengaged** from Street League's services with **16%** of them re-engaging and moving into work, training or education

## Social impact of our employability services (2015 – 2021)



## Learning and considerations

- Our 3 Golden Rules remain relevant and central to our social impact reporting

**1. We never overclaim what we do**

**2. We back up percentages with absolute numbers**

**3. We have auditable evidence for every outcome (positive progression)**

- What you measure is often set by funders – driving behaviour and priorities. Nobody funds 'failure' but they do fund improvement
- Education underpins progression
- Aftercare enables sustained impact
- Covid-19 and its impact significantly affected sustainment rates
- 'Sustaining' a progression for 6 months isn't the only measure of success (e.g. they might move to another role)
- We will **measure** success of programmes via 'positive progressions' and **celebrate** the journeys of young people as they transition from school to secure employment



# The need: Unequal access to opportunity

The time when young people are transitioning from school to the world of work is crucial to their futures and has a lasting impact on future generations. Young people are working hard to gain the knowledge, qualifications and skills needed for work and independence. For young people who face personal, social and economic barriers this time in their life is particularly challenging. Evidence tells us that the journey from childhood to adulthood is not fair or equal; some young people face additional disadvantages and discrimination.

The young people we support lack access to information, advice, support and connections to move into secure employment, as they try to overcome “multiple layers of disadvantage” and discrimination<sup>1</sup>. Young people facing economic disadvantage, Black, Asian and minority ethnic young people, disabled young people, young parents and those with low qualifications all face additional barriers to the labour market<sup>2</sup>. Many of these factors are inter-connected, for example Black, Asian and minority ethnic people are also more likely to experience poverty<sup>3</sup>. Unemployed young people are more than twice as likely to suffer from mental health disorders compared to those with jobs (UCL, 2017). This can perpetuate the cycle of unemployment and its consequences.

Ethnicity, social background, health and financial circumstances all play a role in whether a young person gets the opportunities and support needed to move into work. **Street League seeks to level the playing field.**

**“A place to call home, secure and rewarding work, and supportive relationships with their friends, family and community are the foundations of a healthy life.” – Institute for Employment Studies**

It is more than just having a job or not, it's also the security of employment. This means that the category 'NEET' is inadequate in fully describing or understanding youth unemployment or in-work poverty. Quality and security of work determine whether someone receives a stable income, which has implications on everything from access to housing to their relationships with family, friends, and their wider community. Good quality work supports good health and wellbeing<sup>2,4</sup>. All of which reduces pressure on the public purse.

<sup>1</sup> Youth Futures Foundation, “Young, vulnerable, and increasing: Why we need to start worrying more about youth unemployment.” 2020.

<sup>2</sup> Institute for Employment Studies, “Young People's Future Health Inquiry”, 2019.

<sup>3</sup> Joseph Rowntree Foundation, “UK Poverty Report 20/21”, 2021.

<sup>4</sup> The Health Foundation, “What Makes us Healthy?”, 2018.

## Never more needed

In 2019, the State of the Nation report by the Social Mobility Commission stated that **in the UK, inequality is entrenched “from birth to work”**. In the wake of the Covid-19 pandemic these inequalities have been laid bare and worsened.

Youth employment is now at a record low. Young people have been disproportionately hit by the economic impact of the pandemic. They are 2.5 times more likely to work in a shutdown sector and more likely to have been furloughed.

**Three out of five** workers who **lost their job** in 2020 were aged 16 to 24.



We know from past recessions the full consequences can take years to be seen (Institute for Fiscal Studies, 2020) and youth unemployment will likely rise as government schemes end and young people leave education.



# The need: Tackling inequality from school to work

Inequality, disadvantage and poverty leave lasting scars on the lives of young people across the UK and the communities in which they live. As a charity tackling the national crisis of youth unemployment, Street League must recognise and assess how these systemic factors manifest in different communities and for specific groups of young people. For example, in Scotland, White Scottish/British boys are particularly affected by the poverty-related attainment gap in schools (The Poverty Alliance, 2021) whereas in London there is a greater disparity based on ethnicity, with Black young people in particular not achieving the qualifications needed to move into work (Gov.UK, 2020).

## SCHOOLS



### Attainment gap

In schools, poorer students are not getting the grades they need to flourish later in life. This disparity starts at a young age and worsens over time (The Poverty Alliance, 2021).

#### Impact of poverty on attainment

10% of school leavers living in the most deprived Scottish communities, find themselves unemployed nine months after the end of the school year compared to 2.6% of young people in the least deprived areas (Poverty Alliance, 2021). In England, Year 11 students eligible for Free School Meals are 50% more likely to be NEET later on in life (Impetus, 2021).

## EMPLOYABILITY



### Unemployment

There are 796,526 young people who are currently not earning or learning (ONS, 2021). Youth unemployment has a scarring effect on young people's later careers and earning potential (Economic and Social Research Council, 2021). Fewer young people are claiming welfare support, saying that the system doesn't offer adequate support and linked a pressure to find 'any' job with poor mental health outcomes (IES, 2019).

Young people from disadvantaged backgrounds and particular ethnic minority groups are more than twice as likely to be NEET or underemployed than their more well-off peers, even with the same qualifications (Race Disparity Audit, 2017).

## APPRENTICESHIPS



### In-work poverty

What has been laid bare is the precarious nature of employment for those just entering the job market and who come from less privileged backgrounds. Not only have young people been twice as likely to lose their jobs (LSE, 2020), they were also more likely to be put on furlough leave – particularly young women (HMRC, 2020).

The 2008 financial crisis had devastating long-term consequences on young people's opportunities and futures. A lot of that damage still hasn't been repaired. Youth underemployment (those who would like to work more hours) and young people's pay (median wages) have not returned to 2008 (pre-economic crisis) levels (IES, 2019).

**60%** of young people with **low qualifications** can't find a full-time job and **struggle** to meet the **cost of living**.

– Institute for Employment Studies, 2019



# Our markets and USP

## Our markets: Supporting a young person's whole journey

Street League will work in three markets: Schools, Employability Services and Apprenticeships. This evolution of our existing product, alongside our USP, will provide us with a competitive advantage relative to others working in one or more of these markets.



## Products and services

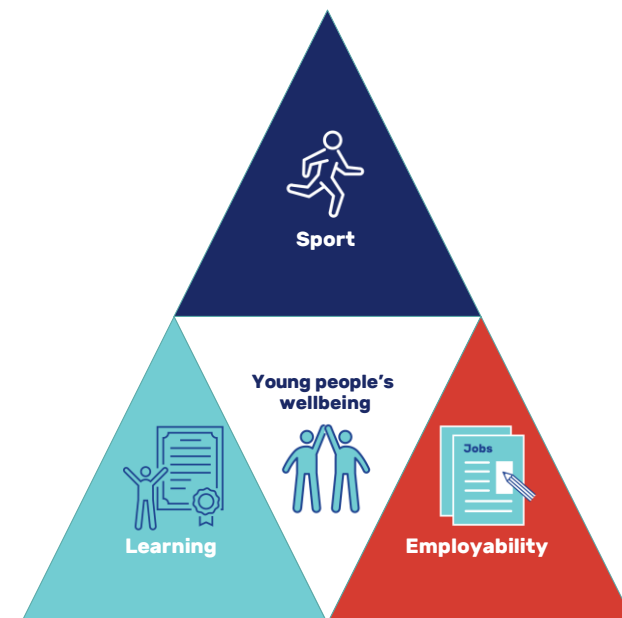
We offer holistic and tailored support to each young person we work with, regardless of where they are on the skills pipeline (page 23). This is enabled by placing **young people's voices** at the heart of the support provided. The abilities of our frontline staff and how we bring together different elements to form products and services let us flexibly support **each young person's unique journey**, while minimising organisational complexity.

Similarly, we can be flexible in how we respond to the needs of commissioners, funders, and employers. With a clear product development plan in place, we will seek to increase our share of each market.

Our USP can be leveraged differently in each market to create competitive advantage. For example, we offer to support schools with engagement and support of pupils at risk of disengagement. Our employability services and Apprenticeships enhance the value proposition as they are appealing post-school pathways that schools also seek to access.

## Street League's USP

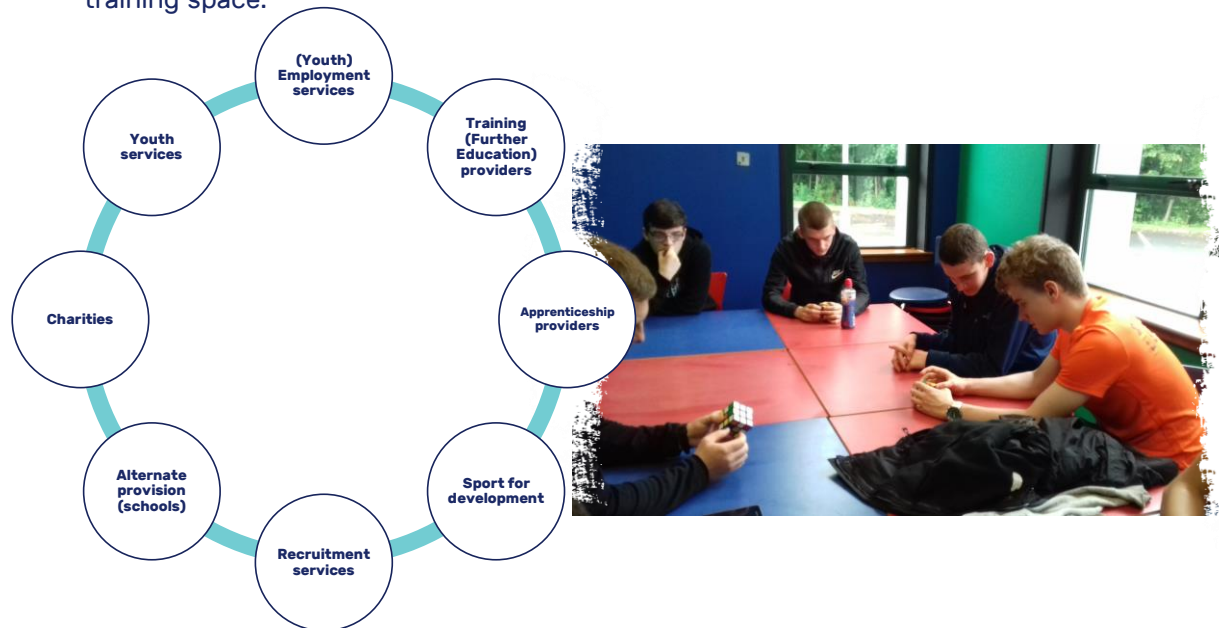
Street League puts young people's wellbeing at the heart of the services offered, combining sport, learning and employability to appeal to **young people, schools, commissioners, funders and employers.**





# Competitor analysis

Identifying Street League's competitors is not a straightforward exercise. There are few direct competitors (offering the same products and services, to the same target market) to Street League, other than perhaps Sport 4 Life which operates only in the West Midlands). There are many more indirect competitors, including those in employment and skills, sport for development and youth work/youth services sectors. This includes public, private and charitable providers. Most deliver in one specific market and are set up solely for that. The Prince's Trust is our nearest national competitor. In Scotland, the charities Barnardo's and Action for Children are also key competitors in the employability and training space.



This lack of direct competitors is due to the fact that Street League competes on many different fronts. We think about it like a Rubik's Cube: changing the arrangement and combination of core elements to present to a particular market commissioner or funder. We leverage our core competencies in these markets to help us succeed.

## Intensity of competition

The graphic to the left sets out the complexity of where Street League competes. This sees an array of forces acting on the organisation and creates rivalry. High levels of industry rivalry have required us to develop a USP in different markets. The competition framework below reflects the level of risk for each factor (**Low**, **Medium**, and **High**).

Suppliers include referral partners and employees.

Buyers include those who pay for services (funders, commissioners) and those who do not (employers, and young people).

Suppliers or buyers could elect substitutes.





# Supporting each young person's journey

As we look to the next five years, we want to play a role throughout a young person's journey, being a bridge from school to the world of work. At each stage of their journey our programmes will enable them to gain qualifications, develop essential skills, and make the most of their futures.

Street League aligns the services and products offered to the Skills Pipeline (Skills Development Scotland). The markets in which we operate can be mapped to these stages of 'work readiness' and support needs. To provide the appropriate support to each young person we must have a clear understanding of their starting point – their strengths, needs, barriers faced, and aspirations.

Skills Pipeline					
MARKET	SCHOOLS & EMPLOYABILITY SERVICES	EMPLOYABILITY SERVICES			APPRENTICESHIPS
Stage	STAGE ONE	STAGE TWO	STAGE THREE	STAGE FOUR	STAGE FIVE
Stage purpose	Reaching individuals, supporting people into regular activity and positive routines, and helping them to connect with others.	Assessing initial needs and agreeing key activities to be undertaken to address any barriers to employment or training.	Delivering accredited training, employability training for core/functional skills, job search and enterprise advice.	Arranging work or volunteer placements, assisting individuals to secure job vacancies and matching job-ready young people to jobs.	Supporting individuals to maintain and progress within the workplace.
Product offers	SCHOOLS PROGRAMMES STREET SPORTS ACADEMY	ACADEMY	ACADEMY	ACADEMY JOB HUBS	APPRENTICESHIPS AND AFTERCARE
Product elements	Outreach Activities Self-Referral Identification and Assessment of Needs Development of Personalised Action Plan Qualifications	Confidence Building Vocational Rehabilitation Careers Information Advice and Guidance Financial Advice and Support Improving Health and Wellbeing Peer Support & Mentoring Qualifications	Employability Skills Development Vocational Training Work Experience Volunteering Self-Employment and Enterprise Support Qualifications	Careers Information Advice and Guidance Employer Engagement Job Search Support Job Matching and Brokering Self-Employment and Enterprise Support Qualifications	Careers Information Advice and Guidance Supported Employment Occupational Health and Wellbeing Support Skills Development Redundancy Support Self-Employment and Enterprise Support Qualifications



# Commercial (fundraised) income

Our Commercial team (of seven) is led by our Commercial Director, Nigel Mansfield, who over the past eight years has built a strong and successful team that raises funds across a range of revenue streams. There are challenges and opportunities ahead for fundraising and this plan projects 18 months of stability followed by steady growth, enabled by the addition of a role to support regional fundraising in 2021 and 0.5 FTE to support major donor fundraising in 2023. As with our commissioned income markets we will assess actual and potential returns on investment and direct resources accordingly. Commercial funding is crucial to achieving this plan's ambitions to provide the holistic and flexible support that young people need.

## Trends by revenue stream

	21-22	22-23	23-24	24-25	25-26	
Trust	⌘	↑	↑	↑	↑	
Corporate	⌘	↑	↑	↑	↑	
Major Donors	↓	↑	↑	↑	↑	
Events	↓	↑	↑	↑	↑	
Individual Giving	↑	↑	↑	↑	↑	
<b>Forecast income</b>	<b>£ 3.17m</b>	<b>£ 3.20m</b>	<b>£ 3.64m</b>	<b>£ 4.08m</b>	<b>£ 4.32m</b>	<b>£18.42m</b>
<b>ROI*</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	

\* Sector benchmark ROI is 6:1. ROI by revenue stream will also be tracked relative to sector benchmarks

## Commercial team objectives



- Increase the amount of **secured income** year-on-year
- Increase **unrestricted income** via new and existing revenue streams
- Increase funds raised to services in **Scotland**

## PESTLE analysis

Challenges faced by funders (particularly Corporates, Trusts, Major donors) due to Brexit, Covid-19 and economic impact of these

Youth unemployment and social mobility highlighted as a priority (at least in first two years of this plan) with CSR budgets shifting to support 'Covid Generation'

Expecting greater competition for funding as other charities seek to recover lost earning

Possibility to align CSR response to business' needs (greater diversity, ageing population, Apprenticeships)

Schools work with a younger age range and aligning more funding to Scottish services offers new market opportunities

Current financial position allows us to invest in long-term revenue streams such as major donors, individual giving



# Commissioned income (England) >> Market assessment

## Street League's markets

Commissioned services in England (2020-21) include:

- Study programme (Nacro sub-contract): £250k
- Adult education budget (AEB, Manchester Adult Education Services sub-contract): £26k

Total addressable markets for all opportunities are growing, with Street League targeting growth in each market over the next five years, prioritising five opportunities, which have been rated overall as **High**, **Possible**, or **Low** potential for Street League.

## Market assessment

Opportunity	Barriers and risks	Competitors	Opportunities	Rating
Alternative provision	Head teachers / local authorities oversee small unpredictable contract	Charitable, public and private sector providers	Growing market, activity is similar to ours, limited impact data	
Study programme	Performance key, annual awards	Charitable, public and private sector providers. Fragmented, without clear market leaders	Already deliver, integrate with our employability services	
Adult education budget	Short-term contracts (often 9-12 months), rapid mobilisation	Diverse. Private, public and charitable providers	Entry largely dependent on networks and existing relationships	
Traineeships	Pre-apprenticeship provision. Work placement, evidence, quality and compliance are key	Expansion will likely lead to some new market entrants, and increased competition	15,100 more places this year, more funding for AEB funded T'ships	
Local Authority employment	Local innovative bids favoured. Combined authorities & LEPs better route?	Many smaller local providers have closed in recent times	Position as local provider, likely contract increase, need relationships	
T Levels	New programme, access to industry placements needed	195 registered providers, looking to expand the list	Use apprenticeship standards, mobilise T Levels at same time	
DWP Flexible support fund	Spot purchasing. Difficult to resource, changes planned 2021, some are PBR	FSF providers not published, lack of transparency	JCP District Manager or Service Leaders, provider makes 'an offer',	
DWP CAEHS framework	IT security, sub-contracts and direct, DWP compliance, employer links	Few, large primes who often sub to others (in other areas)	SL submitted EOIs, Tier 3 (direct smaller contracts) if procured	
Health and wellbeing	New market to sell current services, lots of changes underway	More mapping needed	Grants to support co-design of new delivery models with YP	
Justice	Additional skills needed by staff to support young people's needs	Many employability providers have moved into justice. Mapping needed	Review existing partners and referral partners. Review YP barriers	

## Key considerations

Devolved funding requires strengthened local networks and ability to respond to local opportunities as they arise

Regional managers had a higher level of confidence in Skills Funding, as per the assessment

DWP funding is less targeted at young people like those Street League supports and compliance requirements differ

Young people require greater flexibility for a person-centred approach as we seek to minimise operational complexity

Sub-contracting adds volatility and risk; contract value(s) with any provider to be assessed, recognising each relationship (direct or sub) requires resource

Digital delivery of functional skills can underpin national contract growth

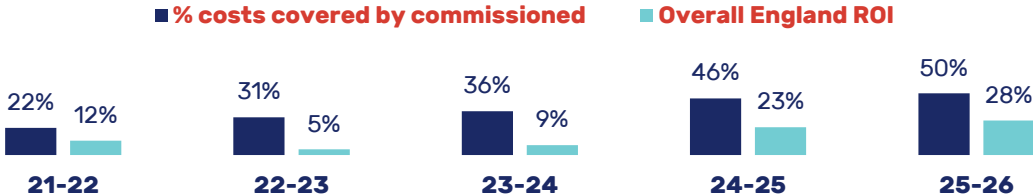


# Commissioned income (England) >> The opportunity

Market	Opportunities	Year-5 Target Market Share	Trend
Schools	Alt. Provision	TAM: £324m, SAM: £3.2m, SOM: £255k	↑
	AEB	TAM: £1.2b, SAM: £561m, SOM: £100k	↑
Employability Services	Study Programme	TAM: £5.7b, SAM: £342m, SOM: £600k	↑
	Traineeships	TAM: £111m, SAM: £81m, SOM: £250k	↑
Apprenticeships	Apprenticeships	TAM: £2.5b, SAM: £9.0m, SOM: £350k	↑

**TAM:** Total market (national budgets) **SAM:** Market where we work, for our offer, **SOM:** target share

Each year will see more costs covered by commissioned income. Working alongside commercial income, this will see sustainable growth and increased ROI across England.



## Priorities for each market

- > Develop Alternative Education Provision product to achieve a positive ROI for **schools** activity by 2024-25
- > Add higher level qualifications to support young people's **progression** through employability services
- > Develop and introduce **Apprenticeships** delivery in England with aim to achieve break-even position by 2024-25

## The opportunity for Street League

### How we meet the needs of commissioners

Combining accredited qualifications with employment support and progression

Enabling commissioners to meet priorities of Public Services Social Value Act

Engaging priority populations (IMD, BAME, hidden NEETs)

Established relationships with employers that are integrated with our products

### What makes us unique

Despite expensive unit costs, we're able to compete on price by integrating services with fundraised activities

High social value due to holistic approach and programme design

Opportunity to co-design services with commissioners, employers, and young people



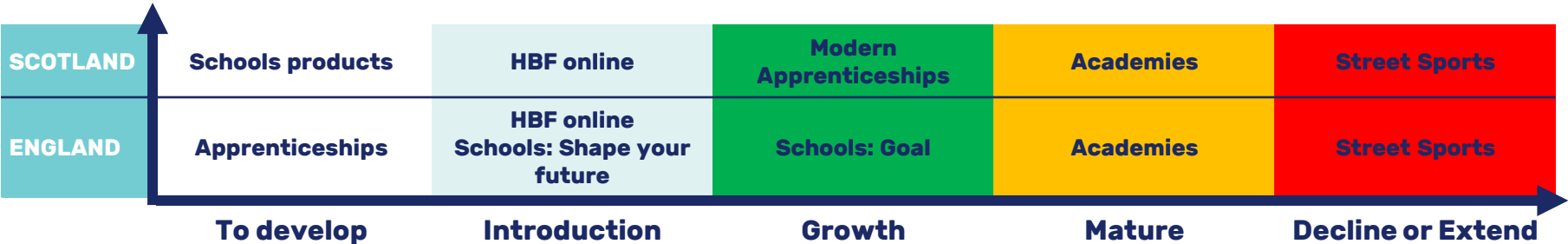
# Products and services we offer and will develop

## Product development

Street League has products at various stages of the lifecycle, with plans to develop new ones for each market. We will minimise complexity by using **core elements** across all products and markets (e.g. qualification units, session plans). We will align products to multiple market opportunities (as shown in the pipeline below). Product development refers to all stages involved in bringing a product from concept through to market release and beyond. In other words, product development incorporates a product’s entire journey.

As highlighted in the SWOT analysis (page 15), there is no product development plan or process in place. Historically, product development has been opportunistic and not consistently assessed for social impact or financial sustainability. A key responsibility of the Transformation and Insight Lead, Heads of Operations, Commercial Director, and Head of Contracts and Quality will be to work together to enable an integrated approach and roll-out. Senior operations and business development staff working together at inception stage will give a foundation for our financial plan.

## Product lifecycle at Street League



Skills Pipeline					
MARKET	SCHOOLS & EMPLOYABILITY SERVICES	EMPLOYABILITY SERVICES			APPRENTICESHIPS
Stage	STAGE ONE	STAGE TWO	STAGE THREE	STAGE FOUR	STAGE FIVE
Product offers	SCHOOLS PROGRAMMES STREET SPORTS ACADEMY	ACADEMY	ACADEMY	ACADEMY JOB HUBS	APPRENTICESHIPS AND AFTERCARE
Scottish Market Opportunities	Pupil Equity Funding	Employability Fund Local Authority funding	Employability Fund Local Authority funding	Employability Fund Local Authority funding	Modern Apprenticeships
English Market Opportunities	Alternative Provision	Study Programme AEB	Study Programme AEB	Study Programme Traineeships AEB	Apprenticeships

## Adding value to our products and services

All products and services at every stage of the pipeline benefit from input by our corporate and employer partners. These are often key elements to strategic funding partnerships.

Value for young people can be added via:

- Skills-based volunteering (mock interview, CV workshops, key topic sessions)
- Work placements and workplace visits
- Guaranteed interviews and job opportunities



# Digital products and services

## Different digital models

Digital tools and capabilities can be adopted in each market to support young people and add value to commissioners, funders and employers by:

1. **Supplementing in-person delivery**
2. **Complementing in-person delivery**
3. **Reaching more young people** (via expanded geographic scope and/or capacity)

Given our theory of change and competitor alternatives, a fully online service is not suitable. We also recognise that the young people we support face barriers to accessing digital services (often termed 'digital poverty'). There will always be a connection to Street League staff and the possibility for in-person support (by Street League, a trusted partner or employer).

There are opportunities for digital products to be co-created or co-delivered with partners to increase reach and revenue, and reduce costs. For example, Street League could deliver core elements of products to young people engaging with partners (schools, employability services, youth organisations). These opportunities will be particularly relevant to leverage existing partnerships with national scope and enable us to test and enter new 'expansion' geographies.

	Schools	Employability	Apprenticeships
Opportunities	<ul style="list-style-type: none"> <li>• Employer / partner engagement</li> <li>• Qualifications delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Employer / partner engagement</li> <li>• Qualifications delivery</li> <li>• Aftercare support</li> </ul>	<ul style="list-style-type: none"> <li>• Employer / partner engagement</li> <li>• Qualifications delivery</li> <li>• Aftercare support</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• Digital access (appropriate permission and hardware)</li> </ul>	<ul style="list-style-type: none"> <li>• Digital access due to lack of hardware/data</li> </ul>	<ul style="list-style-type: none"> <li>• Digital access</li> <li>• Setting times for group activity given work schedules</li> </ul>
Delivery model(s)	<ul style="list-style-type: none"> <li>• Support progress through a curriculum</li> <li>• Group engagement</li> <li>• 1-to-1 support</li> </ul>	<ul style="list-style-type: none"> <li>• Support progress through a curriculum</li> <li>• Group engagement</li> <li>• 1-to-1 support</li> </ul>	<ul style="list-style-type: none"> <li>• Support progress through a curriculum</li> <li>• 1-to-1 support</li> </ul>

## Head – Body – Future

### #HBF

Our online employability service was developed in response to lockdown measures. Developed by adapting our traditional Academy for remote delivery it enabled us to engage, support and progress young people under lockdown conditions.

We have invested in existing online platforms to enable the programme's delivery in England and will introduce Proof Positive to support qualifications delivery in Scotland in 2021-22.

Further product development and quality assurance is required.

An action plan for next steps has been created to assess and develop HBF. We will also seek to evaluate the impact and performance of digital services relative to in-person support as lockdown measures ease.



**HEAD**

Be focused



**BODY**

Be fit



**FUTURE**

Be ready



# Scotland: Schools

We have a network of secondary school relationships and track record of delivering services over many years. Schools services have not been a focus of business development for five years and the product requires a refresh and quality improvement cycle. The Pupil Equity Fund, with a policy commitment to June 2021 has an annual value of £150m, would be the target market for funding, subject to policy extension post elections.

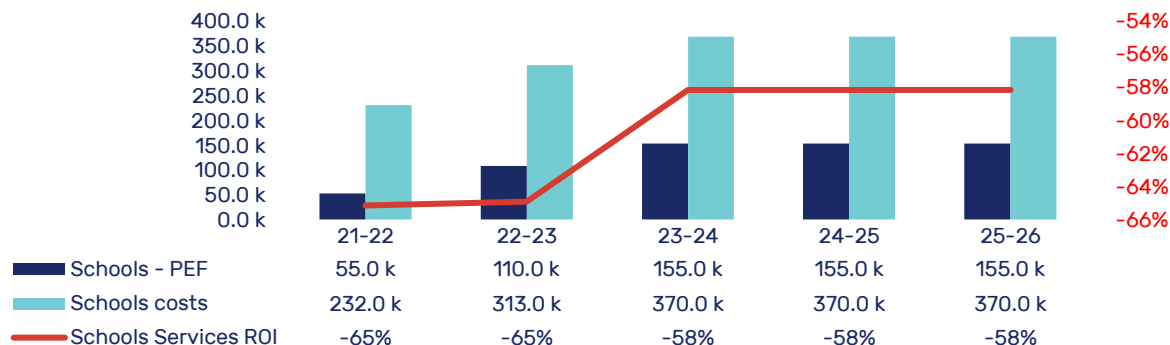
With a 'loss leader' financial commitment for the first 24 months, we hope to attract £165k of direct schools funding. The creation of a new Schools product will change the financial modelling as we break into the market and drive sales. To achieve these plans we require a total investment of at least £1 million, an average of £199k per year toward direct costs and a contribution to HQ costs.

In terms of demand, young people who are non-engaging, winter leavers and S4 summer leavers are key cohorts of concern for secondary schools. These are the target groups for current provision. Moreover, "there are groups of young people most affected by the poverty-related gap during school years, including care experienced young people, Gypsy/Travellers and White Scottish/British boys." (Poverty Alliance, 2021).

## Young people engaged and supported

	21-22	22-23	23-24	24-25	25-26	Total
<b>YP engaged</b>	240	280	320	320	320	<b>1480</b>
<b>YP progressing to a +ve outcome</b>	180	210	240	240	240	<b>1110</b>
<b>6-month +ve outcome</b>	135	158	180	180	180	<b>833</b>

## Financial projections



## Our schools CV and potential

There are 359 secondary schools in Scotland. Street League has relationships with and has carried out work in 43 (12%) schools across 15 local authorities in the last 24 months

Local authorities where we currently operate (17) have a Pupil Equity Fund market value of **£21.4m**

- Glasgow City - £6.1m
- West Dunbartonshire - £890k
- Renfrewshire - £1.3m
- Inverclyde - £758k
- North Lanarkshire - £2.5m
- South Lanarkshire - £2.4m
- East Dunbartonshire - £529k
- East Renfrewshire - £449k
- North Ayrshire - £1.1m
- East Ayrshire - £1m
- South Ayrshire - £595k
- Dundee - £1.4m
- Angus - £509k
- Edinburgh City - £1.6m
- West Lothian £1.4m
- East Lothian £339k
- Midlothian £509k



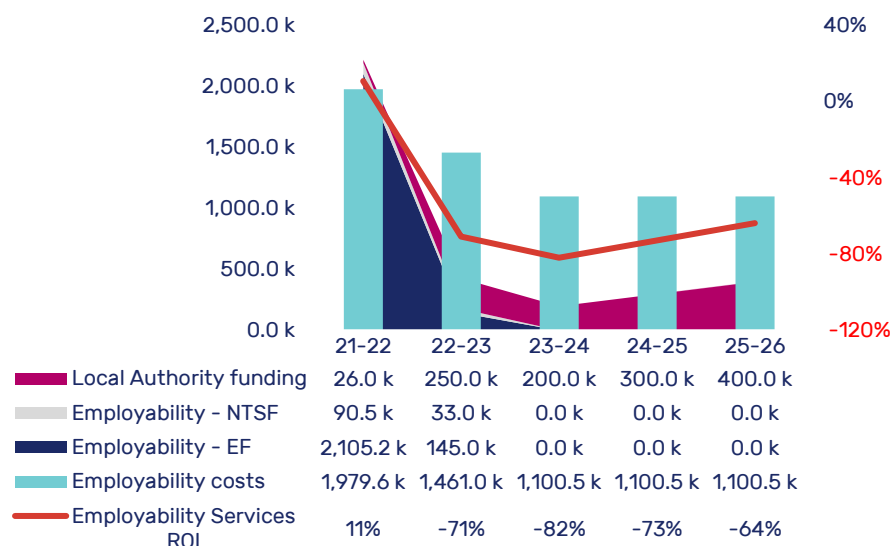
# Scotland: Employability services

Street League has extremely mature Employability Services that targets individuals across the strategic skills pipeline and which has provided significant operational back bone and financial stability over the last 12 years. Scottish Government policy will end the current central contracting framework of the Employability Fund with SDS in March 2022, which requires Street League to diversify and target local authority contracts as they become available in 22-23. We will continue to develop and market our Academy programmes at stages 2 and 3 of the Skills Pipeline.

Over the lifetime of the plan we anticipate **£6.74m** of service costs over five years attracting **£3.4m** of commissioned income. This will support **2759** young people into work education and further training with **2391** qualifications being achieved.

To achieve these plans we require a total investment of at least £3.65 million, an average of £733k per year toward direct costs and a contribution to HQ costs.

## Financial projections



## Local authority coverage

Glasgow City	North Ayrshire
West Dunbartonshire	East Ayrshire
Renfrewshire	South Ayrshire
Inverclyde	Dundee
North Lanarkshire	Angus
South Lanarkshire	Edinburgh City
East Dunbartonshire	West Lothian
East Renfrewshire	East Lothian
	Midlothian

## Young people engaged and supported

	21-22	22-23	23-24	24-25	25-26	Total
YP engaged	990	672	672	672	672	3678
Qualifications achieved	644	437	437	437	437	2391
YP achieving a qual.	515	349	349	349	349	1913
YP progressing	743	504	504	504	504	2759
6-month +ve outcome	371	252	252	252	252	1379



# Scotland: Modern Apprenticeships

We are now in our fifth year of delivering Apprenticeships. A long road, with significant barriers to entry, has been travelled. We are out of the 'start up' phase of the development of this service and last year secured our own training contract. We now have a multidisciplinary team in place and have just secured our second consecutive contract from Skills Development Scotland. We will now be investing heavily in this area over the lifetime of the plan.

We anticipate £2.6m of service costs over five years leveraging 2190 young people undertaking apprenticeships. We forecast 1763 apprenticeship completions which will realise our target of £2.7m in revenues earned taking our market share of modern apprenticeships from 0.2% to an estimated 2.8% in Scotland.

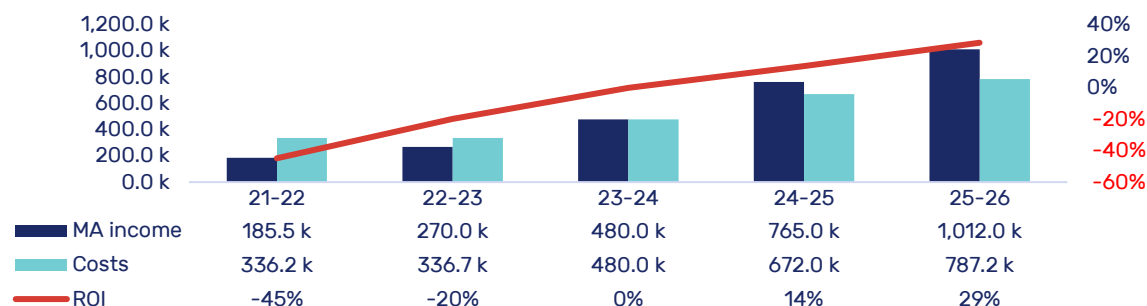
To achieve these plans we require initial investment of at least £210k over the first two years of the plan.

Our portfolio needs to be reasonably broad to reflect our young people's varied interests. Post-pandemic, we anticipate recovery in the worst affected sectors: retail and hospitality. We will focus on industry trends, job demand and post-pandemic government policy to anticipate growth areas. We would expect to see our portfolio mix trend at: 35% Leisure, 25% Hospitality, 15% Administration, 15% Logistics and 10% Other, in the first two years of the plan.

## Young people engaged and supported

	21-22	22-23	23-24	24-25	25-26	Total
<b>YP engaged</b>	94	212	417	626	841	<b>2190</b>
<b>YP achieving an Apprenticeship</b>	78	180	320	510	675	<b>1763</b>
<b>6 month positive outcome</b>	62	144	256	408	540	<b>1410</b>

## Financial projections



## Apprenticeship sectors

Street League has capability to deliver Apprenticeships in the following disciplines:

- > **Business Administration**
- > **Customer Service**
- > **Warehousing and Logistics**
- > **Active Leisure and Learning**
- > **Retail**
- > **Hospitality**
- > **Management**

We also have aspirations to gain approval and introduce a STEM category apprenticeship into our portfolio within the first two years of the plan and will review which framework is best suited to the young people we work with.



# England: Schools

## Staffing and resources

A schools delivery model has been developed thanks to funding from Standard Chartered, London Marathon Charitable Trust and Epic Foundation. Direct costs are predominantly for staffing. A Sports Coordinator delivers sessions to groups of 15 or 30, as part of or alongside core curriculum subjects. This will be adapted to local commissioners' needs.

To achieve these plans we will adapt and develop two existing products. We require an investment of at least £209k in direct costs over the next three years and a contribution to HQ costs of £200k per year.

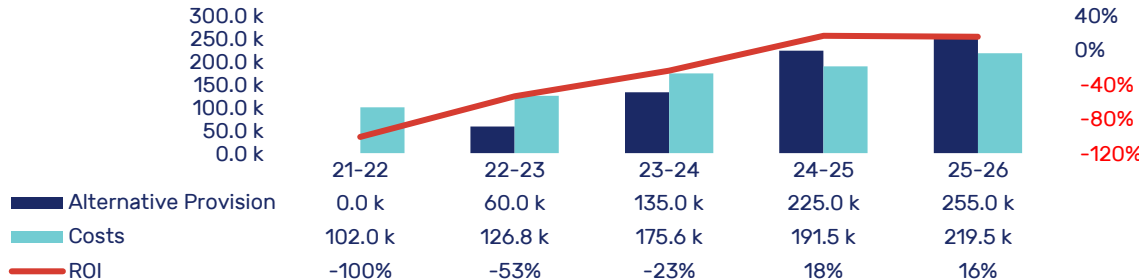
## Products and services

- > **Goal:** female-specific curriculum supported by Standard Chartered Bank, uses sport, play and life-skills education to tackle inequity and promote economic inclusion.
- > **Shape Your Future:** uses Street League's Academy programme as a basis for engaging and supporting young people at risk of exclusion.

## Young people engaged and supported

	21-22	22-23	23-24	24-25	25-26	Total
<b>YP engaged</b>	210	210	350	350	490	<b>1,610</b>
<b>Qualifications achieved</b>	0	105	263	263	368	<b>998</b>
<b>YP achieving a qualification</b>	0	105	263	263	368	<b>998</b>
<b>YP progressing to a +ve outcome</b>	168	168	280	280	392	<b>1,288</b>
<b>6-month +ve outcome</b>	134	134	224	224	314	<b>1,030</b>

## Financial projections



## Supporting young people at risk of being NEET

We have delivered in schools to recruit young people on to our Academies

Since 2019, we have delivered programmes across London, Liverpool, Sheffield, and Leeds

Alternative Education Provision (AEP) changes as pupils get older, with placements longer-term and less likely to see reintegration to mainstream education

Accredited qualifications and existing employer relationships will strengthen our AEP proposition (e.g. work placements, skills-based volunteering and essential skills)

There is little evidence on impact of provision (e.g. achievement rates or reintegration)

A longitudinal evidence base could be developed via a pathway progressing to Street League's Employability Services and Apprenticeships

Our services offer added value as post-school positive destinations



# England: Employability services

## Staffing and resources

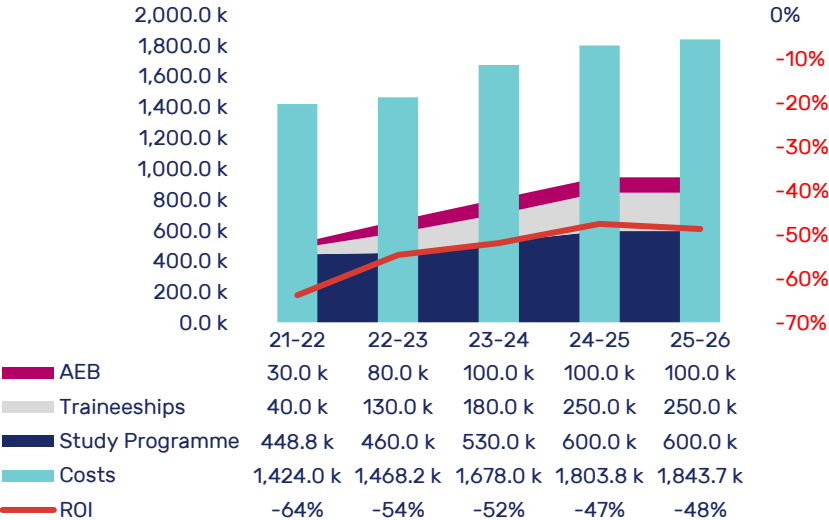
Our model has been developed over several years, with our current rolling intake model in place since 2016. Direct costs are predominantly for staffing as well as venue hire, kit and equipment. Teams comprise an Engagement and Aftercare Coordinator (EAC), Youth & Community Coach (YCC), and Progressions Coordinator (PC). Teams are supported by Functional Skills Tutors delivering locally or digitally. Each delivery team (PC and YCC) is targeted with progressing at least 50 young people per year.

To achieve these plans we require a total investment of at least £4.3 million, an average of £863k per year toward direct costs and a contribution to HQ costs.

## Products and services

We will continue to deliver our existing Academy and Job Hubs. These will be developed by introducing higher level and vocational qualifications.

## Financial projections



## Developing our qualifications portfolio

### Current

Level 1 Award in Progression

Level 1 Award in Health & Wellbeing

Functional Skills Maths

Functional Skills English

### In development

Level 2 Award in Progression

Level 1 & 2 Skills for Professions in Sports Award

### For consideration

Level 1 Award & Certificate in Digital Skills

## Young people engaged and supported

	21-22	22-23	23-24	24-25	25-26	Total
YP engaged	630	770	910	980	980	4,270
Qualifications achieved	1,260	1,540	1,820	1,960	1,960	8,540
YP achieving a qual.	473	578	683	735	735	3,203
YP progressing	450	550	650	700	700	3,050
6-month +ve outcome	270	358	455	490	525	2,098



# England: Apprenticeships

## Market entry

Main Providers with direct contracts in the Employability Services market offer efficient routes to market (e.g. Nacro, STUK) with Street League applying to be their Supporting Provider.

## Staffing and resources

Staff models will replicate the Modern Apprenticeships team structure, with added capacity for Functional Skills delivery.

To achieve launch and start-up plans, we require an initial investment of at least £105k in direct costs over the next three years and a contribution to HQ Costs.

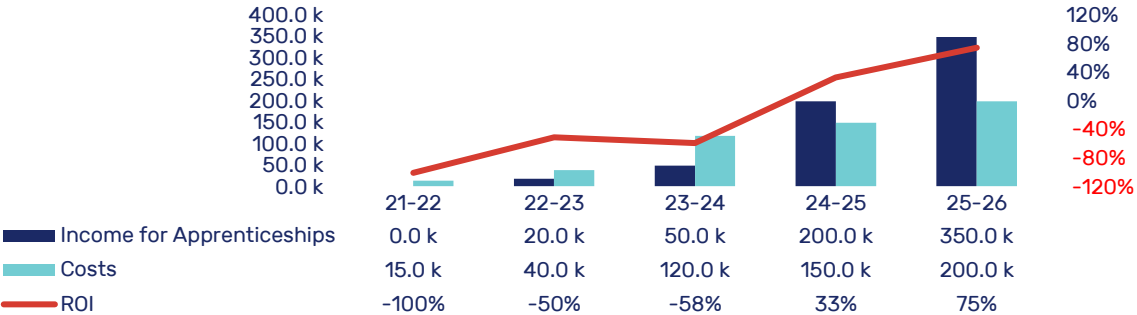
## Products and services

As part of scoping with any Main Provider we would look to align product development in Employability Services with Apprenticeships. This would see prioritisation of: Sport and Leisure, Creative, Health and Social Care, and Digital industries.

## Young people engaged and supported

	21-22	22-23	23-24	24-25	25-26	Total
YP engaged	0	0	20	40	60	120
YP achieving an Apprenticeship	0	0	12	35	54	101
6 month positive outcome	0	0	10	28	43	81

## Financial projections



## Building on our services and employer networks

The apprenticeship budget is worth £2.5 billion annually and not currently being maximised.

Our main barrier to entering the market is joining the Register of Apprenticeship providers. The register reopens in May 2021.

Becoming a Supporting Provider will allow for capacity-building, gain familiarity with quality & compliance, and prepare to scale. It requires securing a relationship with a [Main Provider](#).

Street League has relationships with employers interested in using Levy funds to support young people.

187 young people have progressed directly from our employability services to an Apprenticeship since 2017.

Vocational qualifications in our Employability Services provide opportunities to build expertise, experience and relationships.

Funding available is approximately £13k (ranging from £2k to £27k) per Apprenticeship.



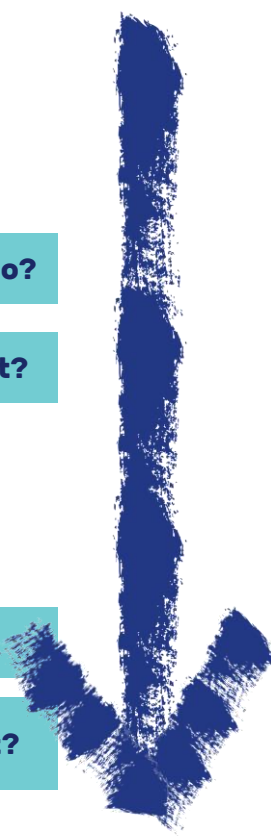
# Scotland services' operating framework

	SCHOOLS	EMPLOYABILITY	APPRENTICESHIPS	
SERVICE OFFER	<p>Senior Phase S4/5/6 Engagement</p> <p>Non Attenders, scheduled Winter Leavers and S4 summer leavers are priority groups.</p> <p>Secondary Schools</p> <p>2-6 hours per week over any academic term. (TBC)</p>	<p>Employability, Personal Development and Skills Community Academy programmes at Pipeline stages 2 and 3.</p> <p>SQA Qualifications and Units at SCQF level 3,4 and 5</p> <p>Structured employability support including health fitness and wellbeing, given to participants via a 10 week academy programme</p> <p>Up to 25 hours per week over 10 weeks, work experience / tasters where appropriate</p>	<p>Modern Apprenticeships at SCQF level 5,6 and 7.</p> <p>Frameworks include: Business Administration, Hospitality, Warehousing, Leisure, Retail, Customer Service and Management.</p> <p>Scottish Vocational Qualifications could also be offered as part of a non MA delivery should procurement opportunities arise.</p>	What are we selling?
CUSTOMER	<p>Local Authority Education Departments</p> <p>Secondary Schools / Headteachers</p>	<p>Skills Development Scotland / Local Authorities (Regeneration) / DWP - Job Centres</p>	<p>Skills Development Scotland / Employers / Young People 16-24</p>	Who are we selling to?
PURPOSE	<p>Support transition to further education, training or employment for YP at risk.</p>	<p>Academy Programme as a Personal Development and Employability intervention.</p>	<p>Employment with learning pathway to secure long term employment.</p>	Why do they want it?
TARGET GROUP	<p>Targeting 'senior phase' pupils who are ready to leave or who will be leaving within the academic year. Delivery becomes a marketing tool to promote Street League post school.</p>	<p>Targeting 16-24 year olds who are not ready for the workplace and who have at least one significant barrier to progression.</p>	<p>Targeting 16-24 year old young people who have moved from Street League into employment or 16-24 year olds who are in insecure employment.</p>	
GROUP SIZE	<p>Dependant on Schools looking for a minimum of a group of 8 up to 12.</p>	<p>Target numbers of 10-16 Starts due to the nature of the client group.</p>	<p>1-2-1 / (Assessor Caseload of 35)</p>	
STAFFING	<p>Delivery team staff (Pre Academy)</p> <p>Usually the coach</p>	<p>Delivery Team - Progressions Coordinator and the youth and community coach</p>	<p>Modern Apprenticeship- Assessor / Verifier</p>	Who delivers it?
IMPACT CONVENTIONS	<p>75% positive destination</p>	<p>70% positive destination 65% qualification achievement</p>	<p>80% apprenticeship achievement 80% post MA, 6-month sustain MA's at SCQF Levels 5,6 and 7.</p>	What is the impact?
ROI	<p>-65% &gt;&gt; -58% (FY25/26)</p>	<p>11% &gt;&gt; -64% (FY 25/26)</p>	<p>-43% &gt;&gt; 29% (FY 25/26)</p>	What is the ROI?



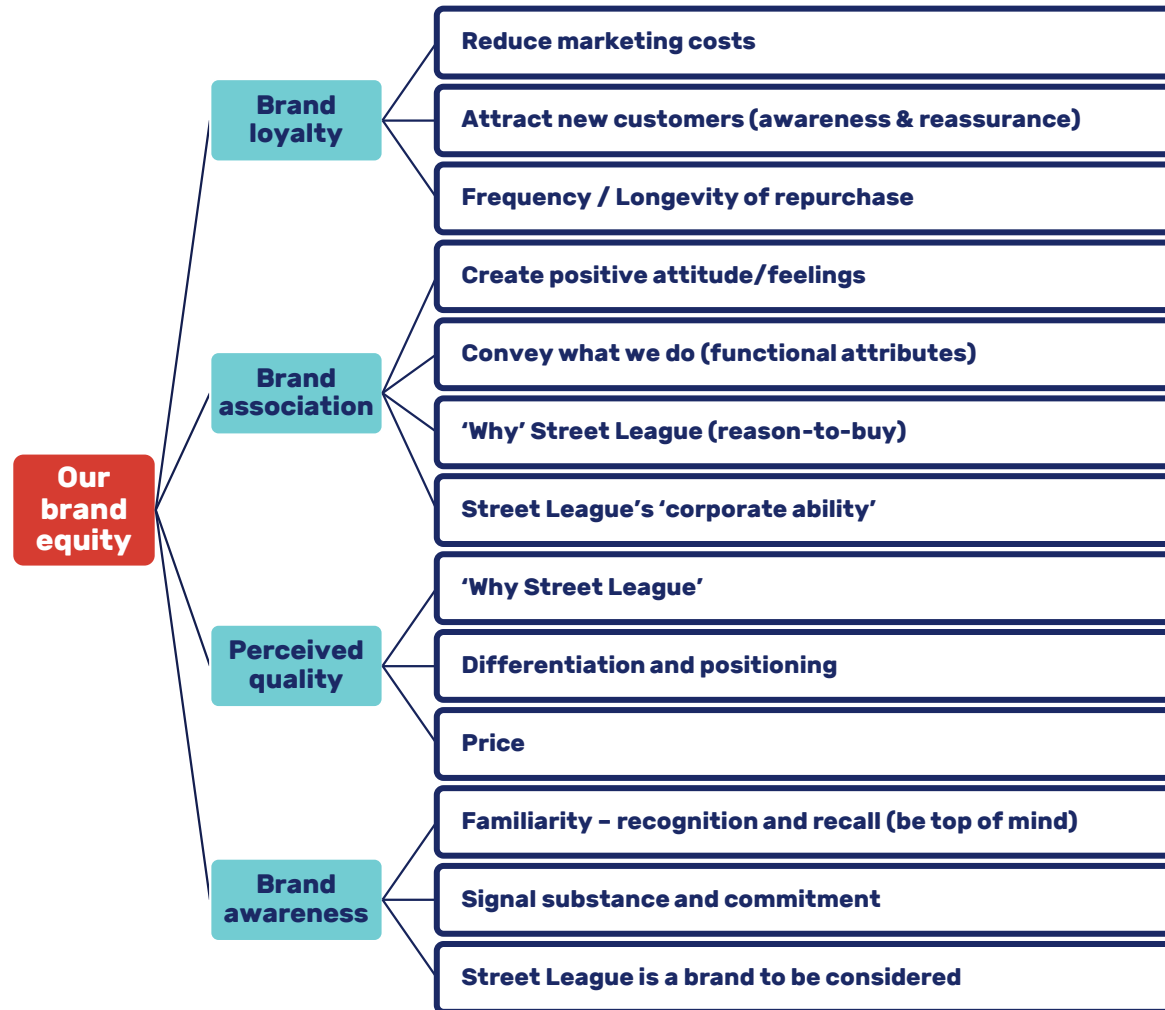
# England services' operating framework

	SCHOOLS	EMPLOYABILITY	APPRENTICESHIPS	
<b>SERVICE OFFER</b>	<p>Alternative provision or Engagement curriculum to supplement or as part of core curriculum for YP at risk of exclusion.</p> <p>Level 1 Health and Wellbeing Award embedded within a programme that combines skills development and employability sessions with play and sports-based delivery methodologies.</p> <p>2 to 4 hours per week for a full academic year. Potential to increase this for local market opportunities.</p>	<p>Study Programme, Traineeships and Adult Education Budget programmes that combine employability, skills and education.</p> <p>Education programme to equip YP to progress into employment or education destinations. Qualifications delivered based on YP prior learning and needs (Employability, Health &amp; Wellbeing, Functional Skills)</p> <p>16 to 20 hours per week over 12 to 20 weeks, work placements of 70+ hours in addition, where appropriate.</p>	<p>Apprenticeships across various Standards in several sectors (progressing from Employability) at Levels 2 and 3.</p> <p>Initial plans exploring: Sport and Leisure Health and Social Care Creative Industries Digital Warehousing and Logistics</p> <p>12 - 24 months with 20% of Apprentices' work week aligned to their education.</p>	<b>What are we selling?</b>
<b>CUSTOMER</b>	<p>Dept for Education Local Authority Education Departments Secondary Schools' Head Teachers</p>	<p>ESFA Local and Combined Authorities Prime contractors</p>	<p>ESFA Employers Main providers</p>	<b>Who are we selling to?</b>
<b>PURPOSE</b>	<p>Support transition to further education, training or employment for YP at risk of disengagement.</p>	<p>Employability intervention equipping young people with the qualifications and skills needed to enter work.</p>	<p>Employment with learning pathway to secure more secure jobs.</p>	<b>Why do they want it?</b>
<b>TARGET GROUP</b>	<p>Pupils in years 10 and 11 facing economic disadvantage and other personal barriers to employment. Those identified as being at risk of becoming NEET.</p>	<p>Targeting 16 -30 year old young people who are at different stages of work readiness and attainment. Providing support and guidance to progress.</p>	<p>Targeting 16-30 year old young people</p>	
<b>GROUP SIZE</b>	<p>Target of 15 or 30 starts per group (depending on school preference)</p>	<p>Target of 50 contracted Starts per year</p>	<p>Initial target of 20 Starts per year.</p>	
<b>STAFFING</b>	<p>Sports Coordinator (Street League) supported by a school employee or SL Progressions Coordinator</p>	<p>Engagement and Aftercare Coordinator, Progressions Coordinator and Youth &amp; Community</p>	<p>Apprenticeship Assessor</p>	<b>Who delivers it?</b>
<b>IMPACT CONVENTIONS</b>	<p>75% qualification achievement 80% positive progression 80% 6-month +ve outcome</p>	<p>75% qualification achievement overall - up to 3 quals / YP 55% job outcomes 60% 6-month +ve outcome</p>	<p>80% qualification achievement 80% Apprentice retention 80% 6-month +ve outcome</p>	<b>What is the impact?</b>
<b>ROI</b>	<p>-100% &gt;&gt; 16% (FY 25 / 26)</p>	<p>-64% &gt;&gt; -48% (FY 25 / 26)</p>	<p>-100% &gt;&gt; 75% (FY 25 / 26)</p>	<b>What is the ROI?</b>





# Building on our brand equity



## Creating brand equity with our 'customers'

### Young people (engagement)

Young people  
Family and friends of young people  
Referral partners

### Organisations offering progression routes

Employers  
Colleges, Training providers

### Commissioners (by market)

Schools  
Local and combined authorities  
Employers

### Supporter network

Venture philanthropists  
Corporate partners  
Trusts and foundations  
Individuals – major donors, IG, events  
Sector leaders  
Policy makers and politicians



# Marketing and communications plan (2021 – 22)

Our marketing and communications plan aims to create an industry leading and aspirational youth brand that is the chosen pathway for young people facing disadvantage and the chosen partner for funders and employers.



## Resourcing our team as we learn and grow

Marketing and communications was reintroduced in late 2020, as we appointed a Marketing and Communications Executive. It is being 'incubated' and led by our Head of Operations (Scotland) for at least the plan's first year. This ensures marketing and communications align with operational objectives and achievement of the business plan's goals.

Consultants will give additional capacity and expertise in lead generation, digital marketing, PR and website design. A social media working group, including staff from delivery and commercial teams, gives focus to plans to increase individual giving, online engagement of young people and employers.

Objectives	To create an industry leading & aspirational brand	To be the chosen pathway for young people to progress into work	To be the chosen partner for referrers, commissioners, funders & employers	To be the thought leader in the industry for youth unemployment during Covid	To Value and develop our TEAM of amazing staff
<b>Goals</b>	5* content promotion internally and externally	Scalable and trackable online referral programme	5* Support for commercial team in communications and events	Be a leader during this pandemic to show how we are addressing youth unemployment	Improved internal communications and marketing capability
<b>Strategies &amp; big rocks</b>	Insightful campaigns to engage with young people and stakeholders.	Research & understand what young people want / are most interested in	Support with pitching document for new partnerships.	Engaging in the external /online conversation – sharing our learning and findings.	Engage internal employees to be brand ambassadors.
	Website focus on useful & engaging content and thought leadership.	Use content, online toolkit, ads and campaigns to drive (relevant) online-sign ups	Support for top funders and partners in events and press.	Press coverage to build awareness and reputation.	Employee recognition awards.
	Partner with other youth brands and influencers to increase our profile and enable more incentives for our participants.	Maximise sign-up > conversion onto programme  Recruitment Campaigns join-a-programme  Partner with media and distribution channels	Database CRM to simplify contact management and pipeline of new business.	Publish – write & share through press, blog and social channels.  Develop relationships with key industry bodies to feature in content, speak at events, get nominated for awards.	Share & Re-apply for best comms examples.  Regular engaging internal communications.  Capability training for social media
<b>Measures</b>	Brand consistency	Engagement on social platforms Website traffic Online sign-ups Google AdWords CTR	Partner rating for communications	Increase in online engagement. Features / promotions.	Employee feedback (staff survey)
<b>Principles &amp; ways of working</b>	-We will always put our Young People First -We want to be proud that our brand always looks its best and execute with excellence -All regions should get fair share of resource based on number of academies. -The Marketing function will provide resource for all branded materials. For materials relevant to one local area only we provide templates for local adaptation -We will look for innovation opportunities to future-proof our brand and improve effectiveness. -We will focus our resource on activities which can be measured and scaled -We will be focused on fewer/bigger/better projects				

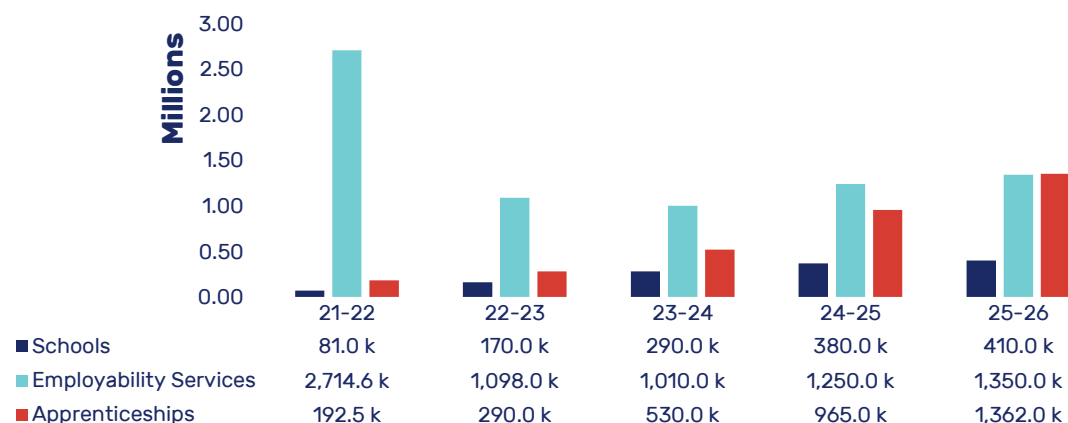
## Return on investment

Our 2021-22 budget has an overall investment of £80k (including staffing) toward our marketing and communications. We will use this to test and increase our understanding of ROI for online outreach of young people and fundraising via individual giving campaigns.

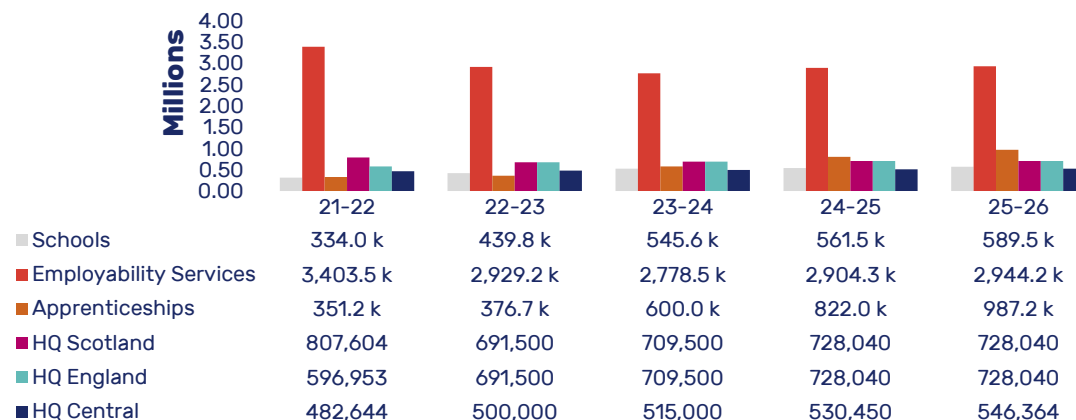


# Financial planning and decision making

## Commissioned income by markets



## Breakdown of forecast costs



## Return on investment to inform decision-making

Street League seeks to cover its costs and meet the needs of young people who most need our support by combining commercial and commissioned income. To ensure this, overall we need a positive return on investment (ROI).

$$\text{ROI (\%)} = \frac{[\text{Income} - \text{Costs before HQ}]}{\text{Costs before HQ}}$$

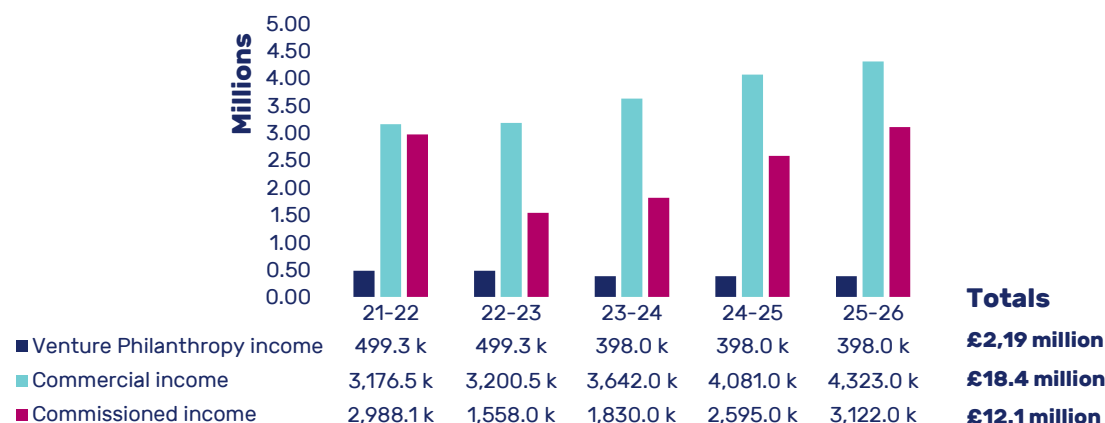
However, more granular ROI will help us understand the financial sustainability of different markets, alongside their social impact. This approach is also used by our Commercial team (by revenue stream) and will be applied to our marketing investment.

ROI has been calculated solely on commissioned income earned to allow assessment of the specific markets for financial sustainability, while profitability includes Commercial funding as well.

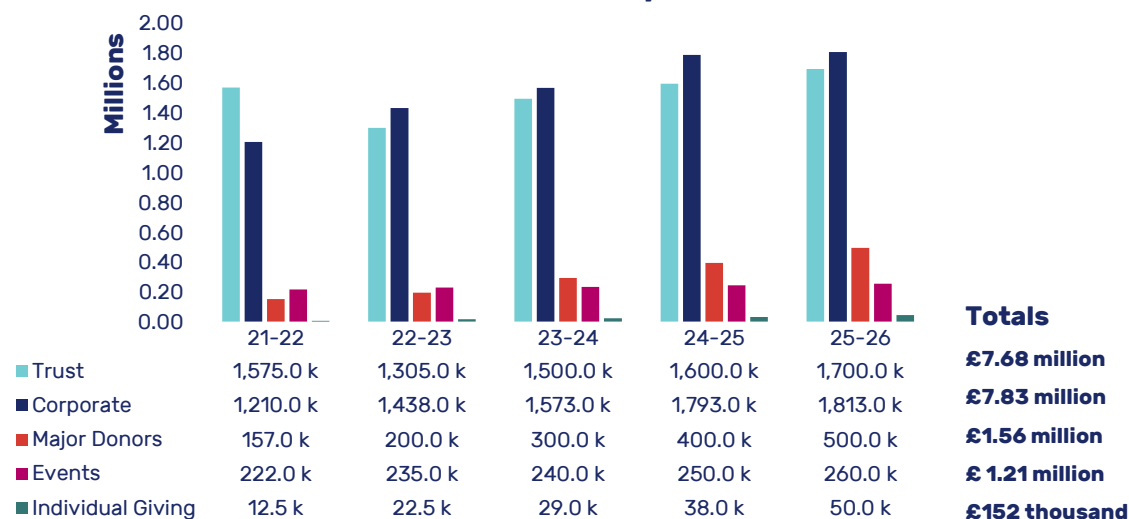


# Diversifying revenue across the organisation

## Forecast income by revenue streams



## Breakdown of commercial income forecast by revenue streams



## Impact of diverse revenue on cashflow

Charities often struggle to achieve financial sustainability due to over-reliance on fundraising. **Diversified revenue** saw us navigate challenges caused by Covid-19 and will help us navigate changes ahead.

**Unrestricted income** enables us better respond to young people's needs. Diverse revenue protects our income levels and allows us to make long-term plans and assurance to staff.

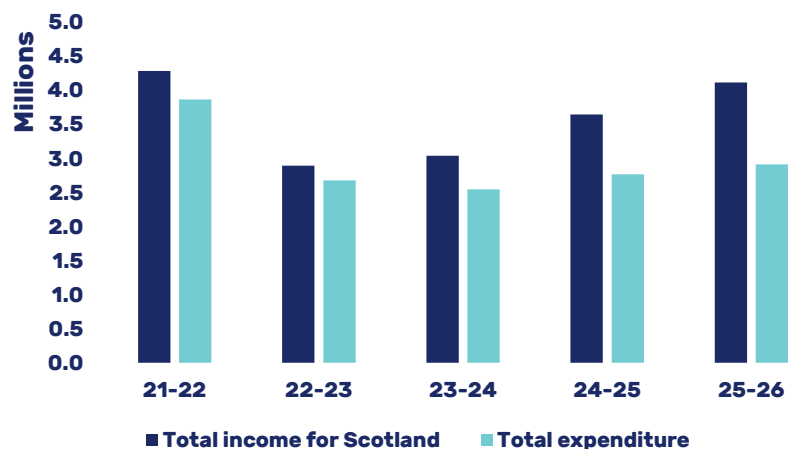
Diversifying revenue also helps **reduce cashflow volatility**, which will be important as we navigate the impact of Employability Fund being decommissioned. A key reason for us growing unrestricted reserves is for **working capital** in this period of change.



**Key risk:** Cashflow uncertainty from 2022-23 will need to be monitored closely.

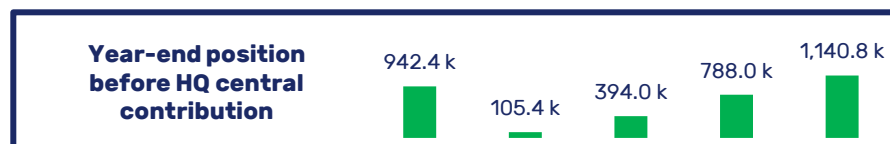


# Financial outlook Scotland



	21-22	22-23	23-24	24-25	25-26
<b>INCOME</b>					
Venture Philanthropy	499.3 k	499.3 k	398.0 k	398.0 k	398.0 k
Commercial income	1,329.3 k	1,600.3 k	1,821.0 k	2,040.5 k	2,161.5 k
Commissioned income	2,469.2 k	808.0 k	835.0 k	1,220.0 k	1,567.0 k
Employability - EF	2,105.2 k	145.0 k	0.0 k	0.0 k	0.0 k
Employability - NTSF	90.5 k	33.0 k	0.0 k	0.0 k	0.0 k
Schools - PEF	55.0 k	110.0 k	155.0 k	155.0 k	155.0 k
Local Authority funding	26.0 k	250.0 k	200.0 k	300.0 k	400.0 k
MA - SDS	177.0 k	270.0 k	480.0 k	765.0 k	1,012.0 k
MA - sub-contracted	15.5 k	0.0 k	0.0 k	0.0 k	0.0 k
<b>Total income</b>	<b>4,297.8 k</b>	<b>2,907.6 k</b>	<b>3,054.0 k</b>	<b>3,658.5 k</b>	<b>4,126.5 k</b>

	21-22	22-23	23-24	24-25	25-26
<b>COSTS</b>					
Schools costs	232.0 k	313.0 k	370.0 k	370.0 k	370.0 k
Employability costs	1,979.6 k	1,461.0 k	1,100.5 k	1,100.5 k	1,100.5 k
MA costs	336.2 k	336.7 k	480.0 k	672.0 k	787.2 k
HQ Scotland	807.6 k	691.5 k	709.5 k	728.0 k	728.0 k
HQ Central contribution	289.6 k	300.0 k	309.0 k	318.3 k	327.8 k
<b>Total expenditure</b>	<b>3,645.0 k</b>	<b>3,102.2 k</b>	<b>2,969.0 k</b>	<b>3,188.8 k</b>	<b>3,313.6 k</b>



## Forecast profitability of Scottish services

% costs covered by commissioned income	21-22	22-23	23-24	24-25	25-26
	68%	26%	28%	38%	47%

Returns on investment					
Scottish Markets ROI	-26%	-71%	-69%	-57%	-48%
Schools Services ROI	-65%	-65%	-58%	-58%	-58%
Employability Services ROI	11%	-71%	-82%	-73%	-64%
MA Services ROI	-43%	-20%	0%	14%	29%
<b>Overall Scotland ROI (including commercial income)</b>	<b>28%</b>	<b>4%</b>	<b>15%</b>	<b>27%</b>	<b>38%</b>

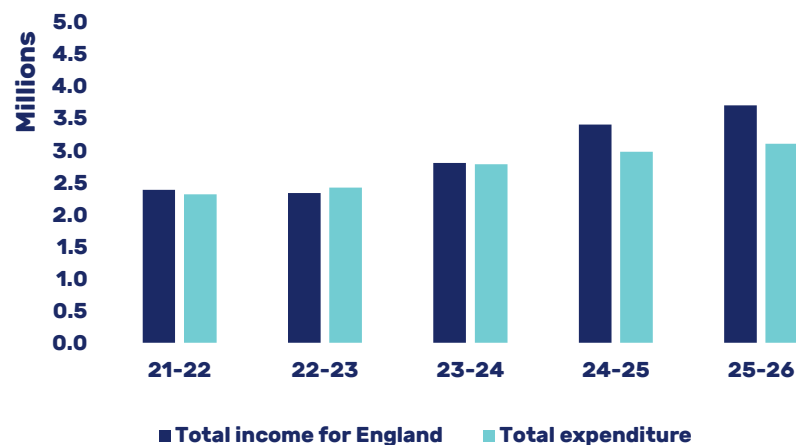
Funding required					
Schools	£151.0 k	£203.0 k	£215.0 k	£215.0 k	£215.0 k
Employability Services	£15.9 k	£1,033.0 k	£945.5 k	£945.5 k	£945.5 k
Apprenticeships	£143.7 k	£66.7 k			

Scottish services will earn £6.9m with a further £8.9m of supplementary commercial income underpinning services to let us meet our social impact targets. These services will require spending of £11m on direct costs and £5.2m on overheads.

The end of the Employability Fund will see the proportion of costs covered by commissioned services drop before recovering. Current market assessment does not project break-even on Employability Services and development of a Schools product is required in 2021-22, which will see these projections refined. Modern Apprenticeships are forecast to achieve a break-even position by 2023-24, a key deliverable in the mitigation plan. Total contribution to unrestricted reserves is forecast to be £3.3m by 2026.

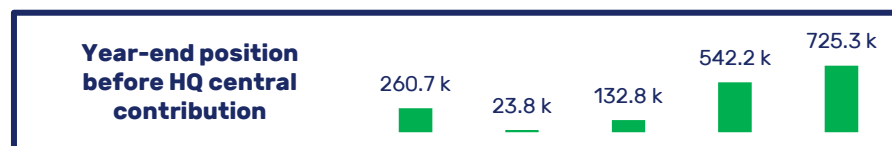


# Financial outlook England



	21-22	22-23	23-24	24-25	25-26
<b>INCOME</b>					
Commercial income	1,879.7 k	1,600.3 k	1,821.0 k	2,040.5 k	2,161.5 k
Commissioned income	518.8 k	750.0 k	995.0 k	1,375.0 k	1,555.0 k
Employability income	448.8 k	460.0 k	530.0 k	600.0 k	600.0 k
Employability income	40.0 k	130.0 k	180.0 k	250.0 k	250.0 k
Employability income	30.0 k	80.0 k	100.0 k	100.0 k	100.0 k
Schools income	0.0 k	60.0 k	135.0 k	225.0 k	255.0 k
Apprenticeships income	0.0 k	20.0 k	50.0 k	200.0 k	350.0 k
<b>Total income</b>	<b>2,398.6 k</b>	<b>2,350.3 k</b>	<b>2,816.0 k</b>	<b>3,415.5 k</b>	<b>3,716.5 k</b>

	21-22	22-23	23-24	24-25	25-26
<b>COSTS</b>					
Schools costs	102.0 k	126.8 k	175.6 k	191.5 k	219.5 k
Employability costs	1,424.0 k	1,468.2 k	1,678.0 k	1,803.8 k	1,843.7 k
Apprenticeships costs	15.0 k	40.0 k	120.0 k	150.0 k	200.0 k
HQ England costs	597.0 k	691.5 k	709.5 k	728.0 k	728.0 k
HQ Central contribution	193.1 k	200.0 k	206.0 k	212.2 k	218.5 k
<b>Total expenditure</b>	<b>2,331.0 k</b>	<b>2,526.4 k</b>	<b>2,889.2 k</b>	<b>3,085.5 k</b>	<b>3,209.8 k</b>



## Forecast profitability of Scottish services

### % costs covered by commissioned income

	21-22	22-23	23-24	24-25	25-26
% costs covered by commissioned income	22%	31%	36%	46%	50%

### Returns on investment

<b>English Markets ROI</b>	<b>-76%</b>	<b>-68%</b>	<b>-63%</b>	<b>-52%</b>	<b>-48%</b>
Schools Services ROI	-100%	-53%	-23%	18%	16%
Employability Services ROI	-64%	-54%	-52%	-47%	-48%
Apprenticeships ROI	-100%	-50%	-58%	33%	75%
<b>Overall England ROI (including commercial income)</b>	<b>12%</b>	<b>1%</b>	<b>5%</b>	<b>19%</b>	<b>24%</b>

### Funding required

<b>Schools</b>	£102.0 k	£67.7 k	£40.6 k		
<b>Employability Services</b>	£905.1 k	£798.2 k	£868.0 k	£853.8 k	£893.7 k
<b>Apprenticeships</b>	£15.0 k	£20.0 k	£70.0 k		

English services will earn £5.2m with a further £9.5m of commercial income underpinning these to let us meet our social impact targets. These services will require spending of £9.6m on direct costs and £4.5m overheads.

The proportion of costs covered by commissioned income has risen from 9% (2019–20) to 22% (2021–22). Current market assessment does not project break-even on Employability Services, although cost savings via digital delivery of functional skills might realise greater progress. More achievement rates data as lockdown measures ease are required.

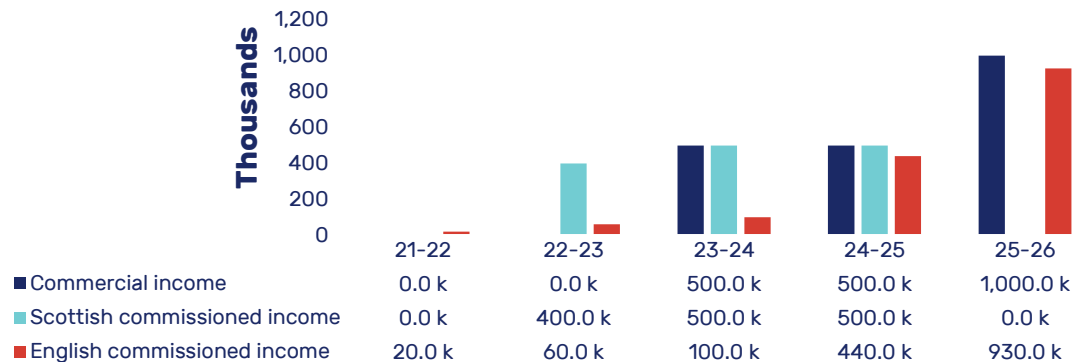
Schools and Apprenticeships are forecast to achieve a break-even position by 2024–25, which will drive decision-making to protect overall profitability of English services. Total contribution to unrestricted reserves is forecast to be £1.7m by 2026.



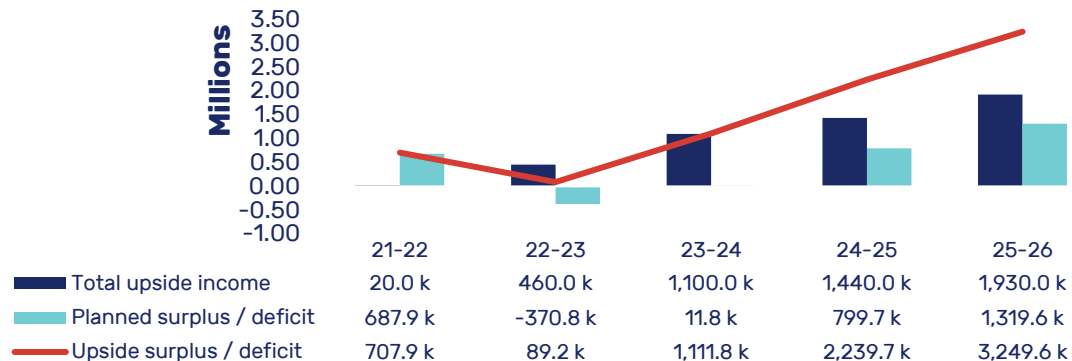
# Potential upsides to this plan

Outside the plans detailed, there is the possibility for additional and significant opportunities to arise and be secured. Our scalable and highly replicable model allows us to respond quickly to these. The financial assessment and management described throughout the plan will allow us to effectively assess these opportunities as a Leadership Group and agree whether to progress.

## Breakdown of potential upsides



## Impact of upsides on this plan's financial forecast



## Considerations

### Commercial income (UK)

Historically, on average, we have secured, a significant win (>£350k per annum) every 18 months

Targets annually are being set to enable identification and cultivation of these opportunities

### Scottish commissioned income

New national fund for youth employability or higher value of local authority funding secured

New contracts through Scottish government or Venture Philanthropy

### English commissioned income

Earning more and/or reduced costs on commissioned services

Securing a significant employer partnership for Apprenticeships



# HR structure and plan

## Building flexibility and opportunities for growth

Street League has historically had a two-person delivery team, a Youth & Community Coach (YCC) and a Progressions Coordinator (PC) for its Employability Services. We have thought of each delivery team in a region as a 'phase' of growth, for example, a region with one delivery team was at phase one and a region with four delivery teams was at phase four. This allowed staff levels to be budgeted for against specific contracts and identification of roles at risk should a contract end or be at risk.

We want to ensure each of our current geographies is delivering services in at least the Schools and Employability markets and earning commissioned revenue for those services. The skills needed to deliver these services are transferable, increasing our flexibility, ability to scale sustainably, and give employees opportunities for progression and job rotation. Differences will exist between our Scottish and English delivery teams in line with the operating model (block and rolling intake, respectively).

## Structure for Schools and Employability Services

### Scotland



This structure and our traditional ROI conventions will be used as we transition from the Employability Fund. The delivery team model is used to deliver schools services, which will be reviewed as part of an assessment of the Schools market in 2021-22. This consistent delivery team structure forms part of the mitigation plan.

Our Modern Apprenticeships team will continue to grow with its own distinct staffing structure as we introduce new frameworks and employer relationships.

### England



This structure underpins higher commissioned revenue and our rolling intake. Digital delivery of Functional Skills offers flexibility and capacity for smaller teams. Sports Coordinators can be introduced once a region has a track record in schools and secured sufficient funding for growth to be sustainable. How Apprenticeships delivery aligns to this will be part of a comprehensive assessment in 2021-22.

## Evolving our structure

We are starting this plan having put in place a refreshed structure for the organisation, reflecting the co-leadership model and effort to achieve greater organisational balance. It also seeks to maintain strict cost control on our overheads and HQ teams.

As we progress through this plan, there will be a need for continuous reassessment of what is needed to deliver our objectives effectively and efficiently.

We will continue to review the ROI of different market opportunities and look to invest unrestricted reserves as appropriate to grow and sustain our social impact in a financially sustainable way.



# Our people are at the heart of our success

## Our people vision

**To be an employer of choice by attracting and building an engaged workforce, who have a passion for delivering the very best service to the young people we work with every day and in every way. We'll provide the best employment offering and experience to our employees to enable them to thrive and excel in life as well as at work.**

## Three strategic themes of our HR strategy

### Strengthening our Leadership Capability

We will create leadership, coaching, mentoring and succession planning schemes that will support organisational excellence. Managers with people responsibility need a 'toolbox' to support them in managing people and ensure they can be the best people manager they can be. It is also important that there is fairness and consistency between managers, teams, departments and regions.

### Being an Employer of Choice

Being an employer of choice means creating a culture where people aspire to work at Street League. People will come to work and dedicate themselves to the organisation's success and sense of purpose.

### Creating a compelling Employee Value Proposition (EVP)

Our EVP describes our ambition of how it looks and feels to work at Street League and defines the essence of Street League as an employer:

- Our unique selling point for future candidates and existing employees
- Engaging hearts and minds and creating a sense of pride.

## Valuing our people

The purpose of our HR Strategy is to provide direction to achieve our People vision. All aspects of our HR Strategy are underpinned by our **values** and **commitment to diversity and inclusion** and focus on three strategic themes.

One of these themes is to develop and articulate our Employee Value Proposition (EVP).

The right EVP should ensure that we attract and retain the right people, appeal to a diverse workforce, and ensure it is inclusive of what is important to individuals. It will see us work across several areas with goals set out for the first three years of this plan. This plan starts the continuous conversation with our workforce, which will enable us to work together to make Street League an employer of choice.



# Developing our leadership, systems and policies



**We have a detailed action plan and supporting KPI's that sit behind this overview of what we will achieve over the next five years.**

## Strengthening our leadership capability

**Coaching culture:** Offering our people managers an accredited coaching skills qualification. Offer a programme of external coaching interventions to senior leaders to further enhance their development.

**Leadership development:** Develop a Leadership pathways programme partnering with universities to create an accredited programme for our management group. Upskill all people managers and team leaders in people management skills to enable them to maximise the potential and capability of their teams.

**Leverage frameworks:** Create a leadership competencies & behaviour framework. Introduce the 9-Box succession planning model to provide structure and cadence to our talent management activities.

**Develop our policies:** Introduce a performance-based system for staff, underpinned by a supervision and appraisal process that promotes self-awareness and that drives personal improvement. Develop our 'people policy suite', ensuring our people focussed policies support the employee life cycle and tie in cohesively to underpin our management capabilities.

## Being an Employer of Choice

**CSR:** We'll create and embed a clear statement of our commitment to corporate social responsibility. Whilst our very sense of purpose is one of social conscience, enabling and upskilling young people in our communities, we also want to enable and encourage our employees to support alternative community based initiatives; a framework for this will be developed.

**HR Department:** Our team will embed a new system and ensure we are optimising use of the policies and processes in place. There will be a framework to measure progress and success reported on a monthly basis. The HR Manager will work with the HR and Remuneration Committee's Chair, Managing Directors and wider organisation to deliver, review and progress this plan over the next five years.

**Talent acquisition:** How we attract candidates and on-board our new employees are critical in terms of our employer brand, employee retention and employees' perspectives. A job advert can be the first time a prospective employee interacts or is even aware of Street League, we want them to read our adverts and want to work for us.

**Quality standards:** We'll work towards an employer quality standard, to provide us with a suitable framework and structure for continuous improvement. We will also seek to achieve recognised awards that endorse our employer brand (e.g. Investors in People, Great Place to Work).



# Creating a compelling Employee Value Proposition



## What we will focus on

**Communication:** Create and embed an employee communication structure & initiatives to ensure regular, meaningful, relevant and two-way communication.

**Compensation and benefits:** Create an approach that identifies where we want to position ourselves in the market and link to the newly created pay scales, which offer a clear and transparent basic pay path for employees which is also linked to Performance Management and Remuneration Policies.

**Culture and values:** It's crucial that these are widely understood, and underpin all that we do: in our policies, initiatives and ways of working. The values underpin all aspects of what we do in both HR and the wider organisations. Our values define who we are, guide decisions and actions, fuel our workforce and contribute towards driving employee engagement.

**Diversity and inclusion:** Just as we champion diversity and inclusion for our young people, we'll create a meaningful commitment and framework internally for our employees. Our D&I principles will, like the values, underpin everything we do.

**Employee engagement:** Introduce a more focused and structured approach to employee engagement (including recognition, wellbeing and communication). By building a 'hierarchy of employee engagement' we'll focus on securing the basics first and build on them. It's important to get feedback and input from employees so as not to assume anything on their behalf and to then take action.

**Environment:** Create a working environment across all locations so that no matter where employees are based, the look and feel of their working environment are consistent, physically and psychologically safe, accessible and clean. We'll create environments that represent our mission and purpose of supporting young people to grow through sport.

**Employee wellbeing:** Create a focus on employee wellbeing that reflects our sports-based organisational purpose. We'll ensure the health, safety and wellbeing of our employees are prioritised at all times, irrespective of where they work.

**Learning and development:** Maximise employee potential by implementing an inclusive learning and development programme, ensuring we are developing employees for optimum performance.

**Performance management:** Our people are the greatest creators of value in our organisation and strong performance management is critical for Street League's success. Our employees must understand what's expected of them, and be managed effectively so that they're motivated, coached and supported to achieve their objectives and have the necessary skills, resources and support to achieve the organisation's goals.