

# STREET ELITE TOOLKIT 2022



Commissioned by:



STREET ELITE

## Foreword

It was a cold and dark Monday when I walked down to the Damilola Taylor Centre in Peckham, a bit bored and lost for direction. Coming out of the gym I looked down to the sports hall and saw a football match happening. After watching for a bit, I went downstairs to see what it was all about and as I got closer, I realised it was something a bit more than just a football session, there looked like there was a real purpose. Looking through the window I was clocked by a coach who immediately approached me, introduced himself and asked if I wanted to join in. I said I'd think about it and we exchanged numbers. Like he said he would, he contacted me the day after to explain a bit more about what the sessions involved and what the aim of the programme was. I made the decision to go along and it was that decision there that led to a succession of events that changed my life.

My Street Elite coach worked with me constantly over the nine months to realise my strengths, improve the things I needed to develop and I really started believing in myself and the future I could have. I grew up in an area with a long history of gang related problems, I struggled at school and after leaving without any real qualifications, I didn't really know where to turn. It's at that point where it can be very easy to go down a dark path and I've seen many others go that way. Throughout my time on Street Elite, my coaches gave me constant support, not just every now and then but for months and months, and took a genuine interest in me and my future. Any time I needed them for anything, they'd be there without question.

I had no work experience and although I was now motivated and focused on

finding a good job, I'd never been in a work environment, so the idea of being in a workplace was all very new to me. Street Elite arranged for me to have a two-week work experience placement with the housebuilder, Berkeley Group over in Croydon at a new development. They helped me with all the little things that make a big difference, like planning your travel route to work, working out timings, knowing who to speak to and how to act on site, all those things that you don't always have someone to ask about. Whilst on placement, I became inspired by kitchen fitting and after my two weeks, my coach helped me to apply for a kitchen fitting apprenticeship which I was successful with. They supported me to obtain my CSCS qualification which was pretty much the first real proper qualification I ever had and it was from there on in that I went on to become a fully qualified tradesman. After working hard and staying determined, I worked my way up to become a foreman, supervising large jobs and other tradespeople.



JEZ SANTOS (SECOND FROM THE RIGHT)  
WITH HIS FRIENDS FROM THE PECKHAM  
COHORT IN 2015

“  
*This is why Street Elite is so needed. It helps young people who're at those cross-roads and don't know quite where to turn, helping them realise their potential and help turn that into reality.*  
”

I often look back at how this all started and about the decision I made on that cold, dark Monday to take a closer look at that football session in Peckham. What if that coach didn't spot me? Or what if I made the decision to not go the week after, I wonder where I'd be today? I can't help but think how many other young people there are out there who were just like I was at 18 – living in an area that's surrounded by knife crime, not sure where they're heading and desperate for an opportunity. This is why Street Elite

is so needed. It helps young people who're at those cross-roads and don't know quite where to turn, helping them realise their potential and help turn that into reality.

Street Elite helped me to change my life. From a boy that left school without any qualifications, I'm now a proud father, a fiancé and I've now just become a homeowner. I'm really not sure how things would have worked out for me if it wasn't for Street Elite and it just shows what can be achieved if you have a programme that knows how to work with young people properly, provides them with consistent and personalised support, and an employer who believes in young people and looks at someone's qualities and not just their qualifications. Right now, life is great and although I don't know what the future brings, one thing I do know about the future is I've always got the Street Elite coaches there for me if ever I need them.

**Jez Santos, Street Elite Graduate**





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## Part One: The Context

Though the Office for National Statistics reports that UK unemployment rates have declined, the levels of economic inactivity have increased, higher than before the coronavirus pandemic. There is no evidence to suggest a change in the employment status of vulnerable young people who often remain 'unknown' even with the implementation of government youth employment schemes and Street Elite remains more in demand than ever.

Young people are facing more than issues around job quality, opportunities and security, as the squeeze on living standards deepens, their mental health, confidence and happiness have been impacted beyond measure, facing even bigger employment challenges than before.



### YOUTH UNEMPLOYMENT

**1 in 5 young people** are unemployed and this generation of young people lost to unemployment means an inadequate talent pool for the needs of our businesses as the economy recovers.<sup>1</sup>

### SERIOUS YOUTH VIOLENCE

Knife crime in the UK reached 41,000 offences in the year ending March 2021.<sup>2</sup>

### TACKLING INEQUALITIES

Inequality is now entrenched in Britain from birth to work and even when people from disadvantaged backgrounds gain a professional job, they earn 17% less than their more privileged colleagues.<sup>3</sup>

<sup>1</sup> Youth Employment UK: <https://www.youthemployment.org.uk/youth-unemployment/>

<sup>2</sup> House of Commons Library: <https://commonslibrary.parliament.uk/research-briefings/sn04304/>

<sup>3</sup> Social Mobility Commission: <https://www.gov.uk/government/news/class-privilege-remains-entrenched-as-social-mobility-stagnates>

## Young people on the programme said:

"Lots of people have lost their jobs and are struggling to find a new one. In my experience I keep getting rejection or no replies at all. This causes demotivation and I just want to give up. You lose your self-belief and I'm unsure what I want to do and where I want to go."

"When you have no money and dependants, you don't know what to do, there's no way out. Of course, your mental health suffers not knowing where the next good meal is coming from. You just shy away from asking for help, it's a matter of pride, it's hard to accept that you can't look after yourself and your family."

"You are unable to keep afloat – paying bills, limited food supplies, choices of jobs – you can only find basic or entry roles, what was the point of studying and even if you do find good work, there's little protection from getting furloughed."



"In my opinion the Government are not paying enough attention into the problems we face daily, the small details even knowing how to look for a job or feeling like I even have a chance to apply. Constantly, you feel like no one cares or understands you. More needs to be said and more needs to be done."

"During covid a lot was closed down meaning jobs were limited and therefore younger people like myself were not able to get work and the jobs that were available were for higher more qualified people and mainly done online. I don't know how to compete with that."

"You get to a point where you just need money and even though you don't want to, sometimes you end up just doing whatever you can to make some, and that's not to buy trainers, expensive clothes or cars, it's simply just to feed yourself and help your Mum out with rent. The only jobs available for someone like me are the ones right down the bottom and without any security or future. Ones that pay out less than you'd get if you paid in the system. It's not a great position to be in to be honest."



# Why sport?

Sport has the power to engage any young person, regardless of ability, background, or experience. Sport enables young people to learn by doing, combine formal and informal environments, develop new friendships, build relationships with relatable coaches and start the journey of understanding good health and wellbeing. It is a proven medium for the effective social, personal and professional development that is central to employability. Every individual engages with sport differently, but young people can develop a combination of the below skills and attributes through sport.



PATIENCE



NEW CONNECTIONS



HOPE



LISTENING



CONTROLLING  
EMOTIONS



BEING  
ON TIME



Mentoring



Openness



Approaching situations  
calmly



Responsibility



Avoiding negativity



Understanding  
consequences



Putting me first



Being organised



Willingness to learn  
something new





## About this toolkit

This toolkit consists of five chapters – the context of the youth unemployment crisis, the framework of the Street Elite programme, the system of building trust with young people and critical routes to employment and sustainability. These chapters have been designed to provide an effective sports-based employability programme model for any reader that wishes to:

1. Access practical and lived experience-based advice on how to deliver a sports-based employability programme.
2. Learn how to recruit, support, and professionally progress vulnerable young people in need of an opportunity.
3. Join a network of inclusive employers that focus on promoting diversity, equity, and inclusion in the workplace for disadvantaged young people facing barriers to work.
4. Promote collective advocacy and collaborative approaches to tackle the young unemployment crisis.
5. Change the future of young people experiencing multiple social, health, racial inequalities, and adverse developmental experiences.

Each chapter in this toolkit provides practical, real-life advice and is built on the experiences of young people who have graduated from the Street Elite programme.







“When we started Street Elite in Birmingham, one of the sign ups was murdered during a burglary that went wrong. He was with a group trying to rob a crop house (where they grow cannabis), but on entry he was fired at and then stabbed. This horrific incident affected the whole group, who then became even more committed to Street Elite. They saw the death of someone who should have been on the programme, they can see now there is an alternative, but Street Elite is more than that, it’s saving lives.”

Tanayah Sam, TSA Projects

## Part Two: About Street Elite

### WHAT IS STREET ELITE?

Street Elite is a training for work programme for young people aged 18-25 impacted by crime, violence and inequality who are economically inactive<sup>4</sup>. The programme uses sport and mentoring to support these young people to become active in their communities and transition into employment, education, or training.

Street Elite commissioned Bean Research to undertake a social return on investment (SROI) analysis on behalf of Street Elite, based on the distance travelled for the 97 participants of the 2018 and 2019. The research looked at monetised impacts in core areas: benefits savings, increases in income tax and national insurance contributions, reduced criminal justice costs, savings to the NHS from improved wellbeing and effects of training and physical activity. The study found that for every £1 invested, Street Elite generates £10.72 in social value over 3 years.

### WHO IS STREET ELITE FOR?

The most vulnerable young people aged 18 – 25 who are unemployed lack qualifications and opportunities. Our 10 year history of Street Elite and our Coach Mentors’ knowledge and experience shows that these young people’s backgrounds often include one or more of the following:

- Involvement in knife crime
- From low income households
- Exposed to drugs, violence, and abuse
- Lack role models in their lives
- Consider a lack of opportunities as a reason to sell drugs
- Young parents and young carers with heavy responsibilities
- School leavers with little or no qualifications



<sup>4</sup> People not in employment who have not been seeking work within the last 4 weeks and/or are unable to start work within the next 2 weeks. Office for National Statistics: <https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/economicinactivity>



## How does Street Elite work?

Street Elite is delivered in five phases over a year and takes place during times of high risk crime and violence to ensure the highest chance of successful engagement. The main delivery hours are from 3–8pm. A young person's Street Elite journey is as follows:

### PHASE 1: STREET ELITE SIGN UP

#### WHAT?

Young people are recruited through referral networks and on-the-street face-to-face engagement. Referral networks include graduates of Street Elite, youth offending teams, non-statutory community groups, gang intervention programmes, Job Centre Plus and local authority youth services. Street Elite engages young people who are 'not in the system' and who need the opportunity the most.

#### HOW?

- 10 young people per cohort
- On-the-street outreach, local community/charity groups, statutory services
- Sign-up information requests only minimal details, to ensure legitimacy and enable payment of expenses
- Welcome and group induction outlining the full programme, alongside individual conversations about motivations and concerns.



**STREET ELITE**

**NAME**

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**CONTACT INFORMATION  
(ADDRESS, EMAIL, PHONE)**

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**DOB**

---

**BANK DETAILS**

---

**QUALIFICATION**

---

**ANY ACCESSIBILITY OR BARRIERS WE CAN HELP WITH?**

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**CONSENT TO JOIN THE STREET ELITE WHATSAPP GROUP?**

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## PHASE 2: STREET ELITE TRAINING

### WHAT?

Young people attend weekly sessions where they receive £20 per week for travel and subsistence, and take part in sports activities that prepare them for work.

They use cleverly connected scenarios, youth work games that invite discussion, debate and self-reflection.

### HOW?

Weekly sports, youth work and mentoring sessions for 2-3 hours for 15 weeks. Each session has an employability aim delivered through a relevant sport and youth work game to provide engagement, conversation, and learning.

During both group and one to one mentoring sessions we focus on ten employment behaviours developed with young people and employers, which we can always explain require no talent and are therefore about just one thing – the right attitude.

### WHY?

Participants learn soft skills that can be transferred to the workplace. Some of these include:

1. Being on time
2. Being prepared
3. Having good body language
4. Showing passion
5. Putting in effort
6. Embracing challenges
7. Showing interest in your work colleagues
8. Apologising if you do something wrong
9. Having positive energy
10. Being coachable





## Example Training Session

**Name of session:** Who am I?

**Aim:** To develop an understanding of the different roles in a specific industry or business through team sports.

**Activity used to discuss different roles on a team:** Handball

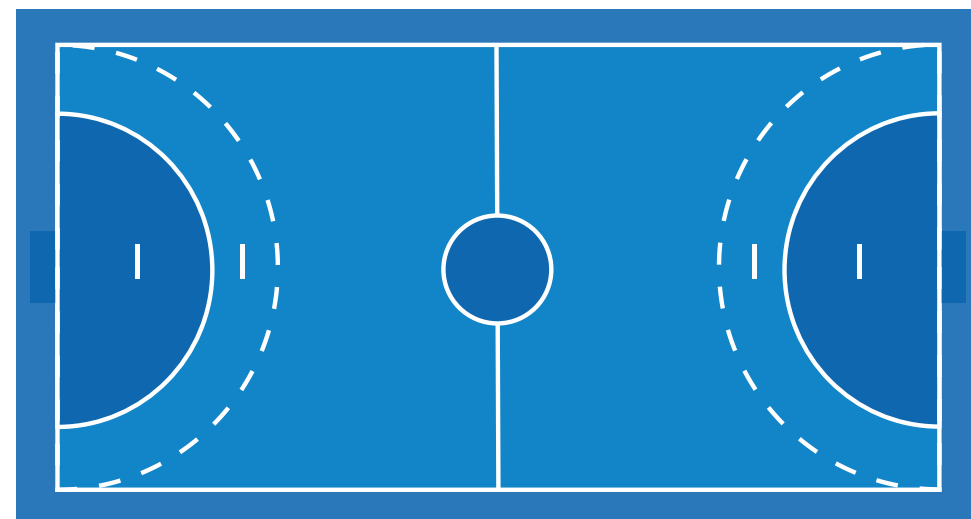
**How to play it:**

Handball is a team sport where players pass a ball with their hands, with the aim of throwing it into the opposing team's goal to score. Goal posts are used at each end. Divide the group into two teams (minimum 3, maximum 7 with rolling substitutes). Each team picks a team name. Use basic rules:

- A handball game should be at least 5 – 7 minute halves.
- The start is awarded to the team that wins the coin toss.
- A match begins with both teams in their own half.
- A goal can be scored from any type of throw.
- A player can run with the ball for three steps maximum and hold a ball for up to 3 seconds maximum.
- A player can continuously dribble, providing they bounce the ball.
- Players are not able to endanger an opponent with the ball.
- A throw-in is awarded when the ball goes out of bounds and the thrower must place one foot on the side-line to execute the throw.
- All opposing players must stay 3 m away from the throw-in.
- All fouls or violations are penalised with the awarding of a free-throw which is taken at the place of infringement.

### Youth work game to provide platform for discussion:

Ask participants to create the ultimate handball team made up of celebrities. Provoke discussions about the role they would play on the team and why? Link this messaging to a relevant industry of interest to the group and have a conversation around the different roles in a specific business or company in that industry.



## Remember

The sessions revolve around the qualities and skills that employers in our Street Elite inclusive employers' network have described as 'essential'. These are:

- **Honesty** – "If something goes wrong, it's ok, it happens. Admit it and we can move on."
- **Problem solving skills** – "If you are solution focussed, you bring a positive attitude to the workplace."
- **Good work ethic** – "Firstly be on time, secondly take pride in your appearance, thirdly be willing to listen – after this you're truly on your way."
- **Communications skills** – "Adapt to your audience. Convey information to others in a timely and simple way."
- **Flexible and adaptable** – "We often work in changing environments, employees that can adapt stand out."
- **Teamwork** – "A connected team is a strong team. Even if there are different opinions, the ability to come to conclusions and accept decisions as a team is a huge asset."
- **Desire to keep learning** – "We never think we have arrived; we keep learning. Colleagues that want to continuously improve themselves are the most successful."
- **Proactive** – "Managers want to hire proactive people. Simple."



## PHASE 3: STREET ELITE EMPLOYABILITY CHALLENGES

### WHAT?

Young people compete in employability challenges on work-based tasks and gain work experience at the same time.

### HOW?

Four employability challenges over four weeks:

Challenge 1 – Working with young people in the local community by delivering sports sessions.

Challenge 2 – Creating sports games that include youth work to develop skills for work.

Challenge 3 – Developing personal employability skills through talks by relatable leaders from different industries.

Challenge 4 – Taking part in work experience days with employers

### WHY?

Participants learn basic management skills including how to advertise events, plan a session and manage a group of people. They also start to learn about the careers available to them and finally, get first-hand experience in the workplace during their work experience.



### CHALLENGE 1

Name of session: Community Sports Challenge

Aim: Work with young people in the local community to deliver sports action projects

Activity: Promote and run a weekly sports session in a community venue.

It gives the participants on the programme a chance to reshape their image amongst those living on their local estates. The image of the young person as a gang member, criminal or one of many other potentially negative stereotypes is replaced with that of a role model or a reformed individual which in turn helps with aspirations and confidence.





## PHASE 4: STREET ELITE FESTIVALS

### WHAT?

The training culminates in a series of half day sports festivals. One takes place in each of the boroughs where the programme operates. Each festival involves 6-10 schools and up to 300 pupils who try out a whole range of different sports – from cricket to boxing, and dance to rowing.

The Street Elite participants help deliver the festival, working alongside their coaches and staff from the Berkeley Group, and demonstrate all the skills they have learned.

The festivals also provide an opportunity for the programme to engage with local politicians and connect with Youth Services and referral agencies in local government.

### HOW?

A Street Elite festival enables graduates to become role models in the community, bring together all the stakeholders involved in their journey and build a positive reputation of the programme in the local area.

### WHY?

The young people use leadership and management skills to help organise and run the games. Many of them will meet and talk to employers, helping them develop networks for job opportunities.

The events are also a celebratory moment, helping the Street Elite participants recognise what they have achieved so far to give them a confidence boost.

## PHASE 5: STREET ELITE ACTIVE

### WHAT?

Young people are supported into work, education or training, through tailored one-to-one mentoring.

### HOW?

Our Coach Mentors support young people into paid employment, apprenticeships, internships, or further or higher education. Participants are also encouraged to apply to the Street Elite entrepreneurship fund or join the Street Elite Academy - a network of graduates who train to become sport for social change coaches in their communities and deliver paid coaching sessions in schools in their community.

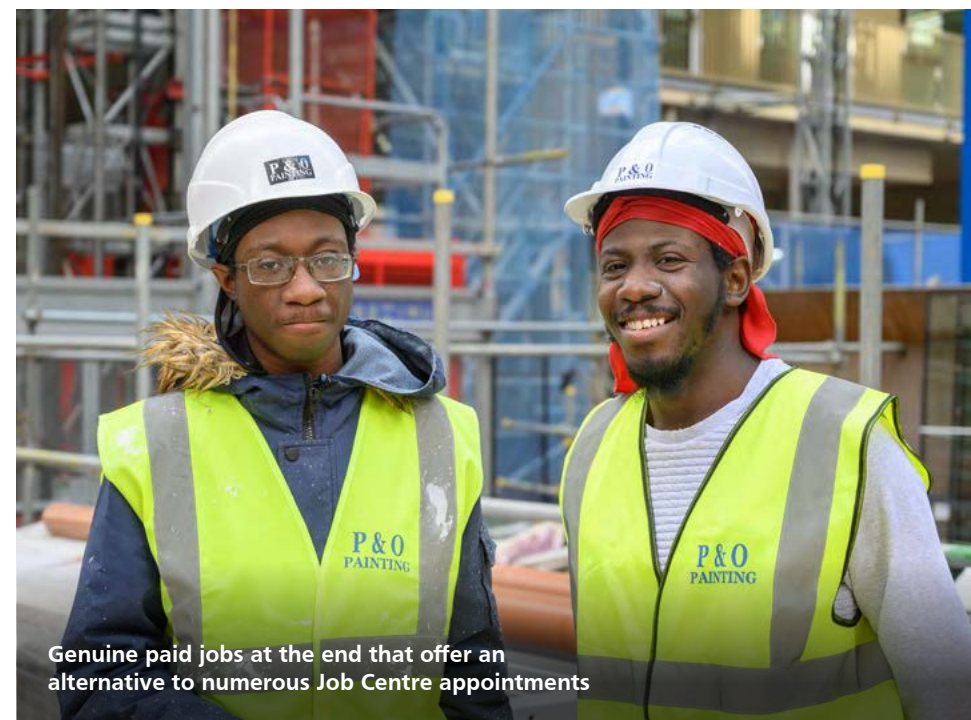
### WHY?

Having a job or being in education supports participants with their individual sense of purpose and in many cases, financial independence. A bright future has a positive impact on their mental and physical health and longer term, improves their self-esteem and confidence. It also enables the participants to be surrounded by positive influences, who have similar goals and aspirations.





# What makes Street Elite successful?







## PART THREE: BUILDING TRUST

Relationships are central to the Street Elite programme and trust is vital for young people to survive and thrive. It is the foundation upon which Street Elite is built. Generated by strong relationships, it enables Coach Mentors to encourage young people to try new experiences, take risks and acquire new skills. These new experiences may involve the young people taking a fresh look at themselves or exploring new roles and new identities. Alternatively, they may be drawn outwards to join new groups or learn about, and possibly act within, their communities. They might even do both.

That said, building trust isn't always easy. Young people might not want to develop a relationship and they may be confrontational or disengaged. We recognise that there are challenges and that different approaches to developing trust with young people are required because they have different reasons for attending sport and employability programmes. Some young people attend because they want an opportunity, some must attend on a referral basis, some attend out of curiosity and some because they want to.

The Street Elite programme builds trust with young people based on the following:

### LIVED EXPERIENCE

The team that manages and delivers the Street Elite programme have experience of the issues the young people on the programme face and are therefore better placed to relate to their experiences.

The young people on the programme often have complex issues relating to families, housing, caring, disability, immigration, gang history, culture and generational worklessness that cannot be solved by simply providing traditional opportunities.

Street Elite has been clear in its objectives to try and be different in its approach. Lived experience promotes hope, but that hope may not be seen immediately, it takes time to nurture and grow. Through hope, other effects start to take place:

- Engagement in positive activities.
- Unprompted feedback of positive experiences.
- Increased value in learning new perspectives.
- Willingness to self-reflect on their own journey and think constructively about employment.
- Feeling less alone.
- Feeling confident to share their situation to others.

Street Elite demonstrates the usefulness of lived experience; that representing and understanding young people in a relatable and friendly way means longer-term change and not just short-lived results.



## SIGNUPS

One of the most important elements of Street Elite is the recruitment process to find the hardest-to-reach young people, in need of an opportunity the most. Ensuring we reach this group takes planning, collaboration, emotional intelligence and interpersonal skills. Street Elite recruits young people who are not 'in the system'<sup>5</sup>, who are not being picked up by local authorities or Job Centres. They are often at a crossroads, with few qualifications and low aspirations, and surrounded by negative influences and inequality.

Over the last 10 years Street Elite have developed an effective strategy for ensuring the right young people are recruited for the programme. This is done by:

- Being visible at street level. Working in teams, Street Elite Coach Mentors approach young people on housing estates, local community hubs, cultural facilities and even their homes to talk to them about the programme.
- Developing a network of referral agencies such as youth offending teams, specialist youth support organisations, local youth clubs and young parent support groups, and building the reputation of Street Elite as a trusted and high quality sport and employability programme.
- Street Elite graduates who advocate for the programme, going back into their communities to encourage others to take part. Their insight makes them the best advocates for each cycle of recruitment.

Street Elite invests three months of the one year cycle of the programme in finding these young people. Quality time is spent with each individual young person which allows them to believe the opportunity is real. This process also helps the Street Elite Coach Mentors to assess the level of support everyone will require once the programme starts.

## MENTORING

Young people recruited onto the Street Elite programme are desperately in need of attention from an adult who believes in them. Street Elites takes a unique and honest approach to mentoring based on the following five principles developed by Street Elite coach mentors:

- "If you're on time for your mentee, you're late. Always be ahead of their expectations."
- "Never make fake promises, ensure you can deliver on the opportunities you present."
- "Lead by example. It's simple, show and not tell how you changed your life, it makes everything possible."

<sup>5</sup> Street Elite defines this as; young people who are not seeking benefits, NEET (not in education, employment or training young people, young people not paying taxes, young people reliant on living in the family home and young people not registered to vote.

<sup>6</sup> <https://www.thinknpc.org/resource-hub/trauma-informed-approaches/>

- "Listen and wait. Your story is not their story. Young people will be ready to tell you their story when you least expect it. When they do, that's when your mentoring journey really begins."
- "Find your mentoring sweet spot, which is somewhere in between being a friend, being a role model, being a guide and being an influencer. When you do, you'll focus your time on what matters to them and present solutions at the right moments."

One of the main objectives of Street Elite mentoring is to prepare young people for their first jobs, work placements or internships. Street Elite coach mentors work intensively one to one with each young person to provide them with bespoke support. This involves one to one sessions, group sessions (online and in person), face to face motivation meet-ups, WhatsApp check-ins, interview preparation and life coaching based on lived experience.

Into the training, you know the young people and start to understand what's driving their behaviour. After two or three months, if they do have any mental health issues, they'll start to share information. The Street Elite programme uses trauma informed approaches<sup>6</sup> and the best ways of supporting people that recognise specific needs they may have because of past or ongoing trauma. These approaches are integrated into sport for employability coaching methods and all Street Elite coach mentors are trained mental health first aiders and knowledgeable about where to refer young people for further support if necessary.



## PART FOUR: ROUTES TO EMPLOYMENT

To be successful, Street Elite needs to work with employers who want to flex their business and broaden their talent pool. These employers are open-minded: they understand that there are many different routes to employment, and that talent comes in many different forms. Rather than see young people with difficult outside experiences and limited work experience, they see young people with a huge amount of potential, who can be a source of innovation, inspiration and insight.

“We work very closely together, especially around the work placement phase. We take an individualised approach for each candidate, looking at where they live, their home situation, their skillset, and interests to figure out where we should place them – and it doesn’t end there. We check in regularly and work between all parties to check the graduate is getting the personal support they need.”

Sophie Harrison, Street Elite Programme Manager, Berkeley Foundation

“Recruiting Street Elite graduates is fantastic. The young people coming into the role having already undertaken work experience, so they really understand what is needed in the workplace. There is always support at hand should it be needed for both us the employer and the Street Elite graduate.

We recruited Jodie onto an apprenticeship and from day one she has shown her desire to learn, develop and progress and I believe that the Street Elite programme helped to harness this and direct her to us. She has been a model apprentice taking on additional responsibilities to promote apprenticeships within schools, share her experience and mentor other apprentices coming on the programme.”

Stav Aristokle Hill, Apprenticeship Programme Manager, Berkeley Capital

Street Elite success is fundamentally due to employers wanting to flex their business and enable staff to make the most of the Street Elite talent pool. They understand some of the issues and behaviours which demonstrate just how different each individual route to employment can be. On one level, there are young people who have difficult outside influences and little or no experience in a working environment. But you will also find people with a huge amount of ability, who can be a source of innovation, inspiration, and insight.

The Street Elite programme develops routes to employment based on the following:

### INCLUSIVE EMPLOYERS’ NETWORK

The Street Elite inclusive employers’ network has developed organically over the last 10 years, with 17 companies currently involved. As well as facilitating highly targeted work placements for young people, Street Elite delivers bespoke training and support to help prepare employers for taking on and supporting young people from more diverse backgrounds and to put inclusion and diversity at the very heart of these companies’ culture and working practices.

Key activities of the inclusive employers’ network include:

1. Developing and delivering inclusion awareness training to all employers in the network to raise awareness of the unique needs and talents of young people from diverse backgrounds through lived experience case studies and sports activities.
2. Coordinating advocacy campaigns, led by young people, to encourage greater inclusion in the workplace. This includes collaborating with employers to create an ‘Employer Pledge’ to increase diversity amongst its workforces.
3. Building a vibrant network with a range of organisations to increase work-related opportunities for disadvantaged young people through the sharing of resources, ideas, and connections. A variety of industries is critical to ensure we meet as many career aspirations as possible.







## THE POWER OF THE STREET ELITE NETWORK

The Street Elite network is often the first network young people develop outside of their families, their school or college. This network is the beginning of their professional development. Once graduating from Street Elite their network consists of:

- Street Elite coach mentors
- Work placements supervisors
- Street Elite inclusive employers' network
- The Change Foundation
- The Berkeley Foundation
- Street Elite alumni

This network is committed to championing the talents, skills and unique lived experiences of young people who are often furthest away from the job market. All aspects of Street Elite are designed in close collaboration with the Street Elite network.







“We got involved in Street Elite because we believe that regardless of background, everybody should have the opportunity to succeed in life. The programme helps us bring in talent outside of the conventional routes of university or college, bringing us people who have excellent transferable skills and an ability to learn on the job.”

“When you bring in people from different backgrounds, there are huge benefits. We’ve seen fresh ideas and different perspectives coming into the business through Street Elite, as well as teams take on mentoring roles, helping to change the way we support and nurture talent.”

Rob Perrins  
Chief Executive  
Berkeley Group

## PART FIVE: SUSTAINABILITY

The ability to maintain relationships, maintain investment and maintain the impact of Street Elite is vital to long term sustainability of the programme. The Street Elite experience demonstrates that sustainability is built on the following:

### LONG TERM PARTNERSHIPS

The most important part of sustainability is partnering with the right organisations, ensuring that all parties are focused on succeeding together and that the right skills and resources are in place. Street Elite has built long term partnerships, such as with the Berkeley Group, that underpin the sustainability of the Street Elite programme.

### POLITICAL SUPPORT

Building relationships with local authorities, local MPs and public sector bodies has allowed us to showcase best-practice from the programme to political decision makers, unlock new sources of funding, and gain a deeper understanding of the context in which we are working.

### FUNDERS AND SPONSORS

Street Elite has built partnerships with long term investors. This journey started with one key partner, the Berkeley Foundation who we have worked with to develop a shared management group, regular dialogue and two-way sharing of ideas, innovation and opportunities. Building on this foundation, Street Elite now has a diverse group of funders, all of whom bring different things to the table. Pitching to new funders is done jointly and transparently, highlighting exactly what elements of the programme can be supported by each.





## EMPOWERING AND UPSKILLING COMMUNITY ORGANISATIONS

We have scaled up Street Elite by moving into Birmingham thanks to a partnership with a community group, TSA Projects. We strongly believe that groups with strong connections in the community are the best way to connect with hard-to-reach young people.

## AMBASSADORS

Young people on the programme talk about the power of the programme in their local communities and become convincing role models for other people to join. It helps the programme maintain credibility in the local community.

## KEEP IT EFFECTIVE

The reason Street Elite has been a long term success is because it works. Word spreads in local communities, helping it become a self-fulfilling recruitment cycle. Every graduate is potentially a real life example to their community for future cohorts.



When young people have been affected by crime, violence and inequality, a trauma informed approach is crucial. This recognises and accounts for the impact of these adverse experiences whilst at the same time advocating for an approach which supports coping, builds their strength and fosters their resilience. A trauma informed approach is not about asking 'what's wrong with someone', nor is it simply about understanding 'what's happened to them', it is more than this; it is asking 'what's right with someone'. At 'Street Elite', this is precisely the question which is asked of these young people.

Nicola Lester | Psychological Trauma Consultant



"The largest impacts of the programme, in monetised terms, are the impacts resulting from improved health behaviours and increased confidence in the future and well-being, as well as employment. Where social value is calculated for a longer period (when robust longer term data allows), the proportional value of sustained employment increases."

Charlotte Turner  
Bean Research

## LONG TERM EVALUATION

Street Elite is designed to make lasting and positive improvements in the health, education, and income of disadvantaged young people. A well-designed long term evaluation approach can reveal valuable insights into the effectiveness of the programme.

It can be easy to focus on short-term results instead of longer-term impacts due to funding cycles and monitoring and evaluation challenges. We have learned that investment in long term tracking and independent research coupled with a Coach Mentor led approach to baseline data collection, supports new and existing stakeholders to understand the social value of Street Elite. Long term tracking in Street Elite is possible because:

- We build in time for Coach Mentors to develop relationships of trust - this makes staying in touch much easier
- Digital contact and online mentoring makes it easier to record time spent with the graduates via Zoom, WhatsApp and phone calls.
- There are opportunities for graduates to remain involved in Street Elite in different ways such as the Entrepreneurship Fund and the Street Elite Academy. These layers in the programme help to maintain important relationships for the long term.

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