



## Grants Prospectus

March 2020



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## 1. About Youth Futures Foundation

The Youth Futures Foundation is a new, independent, not-for-profit organisation set up to help tackle youth unemployment, with a £90m endowment from the [Reclaim Fund](#). We are looking for bold and impactful ways to help young people find and keep decent jobs. There are over 760,000 young people not in education or employment in the UK<sup>1</sup>. Young people are twice as likely to be unemployed than older adults in the labour market<sup>2</sup> and BAME young people have higher rates of unemployment than White young people<sup>3</sup>. Disadvantaged young people are disproportionately likely to be out of work or education<sup>4</sup>.

The Youth Futures Foundation will be tackling the issue on many fronts and looking to partner with organisations, charities, local authorities, social enterprises, employers, government and of course young people to get to the heart of the issues that have resulted in too many individuals failing to thrive and contribute fully to our economy.

We are committed to giving young people from diverse backgrounds access to meaningful work in which they can progress. Our aim is to address the root causes of youth unemployment and under employment, which are often complex and interrelated. This will take time and patience and it begins with understanding what does and doesn't work.

We will work in coalition to pull together the disparate knowledge of youth unemployment that exists. We will find what works by listening, funding and evaluating activity. We are looking for approaches that can be tested, evaluated and, where proven to be effective, expanded to more young people. Youth centric, collaborative and evidence-based work will define the Youth Futures Foundation approach. We look forward to working with others who seek to make radical changes that transform lives and lead to lasting impact.

### The Youth Futures Foundation grant-making programme

We want to find and fund cutting-edge approaches that transform the lives of young

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1. There are 763,000 young people aged 16-24 out of work and learning. The data is from the February 2020 ONS release "Young people not in education, employment or training (NEET)" which can be accessed here: <https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/bulletins/youngpeoplenotineducationemploymentortrainingneet/february2020>
  2. The data is from the same February 2020 ONS release "Young people not in education, employment or training"
  3. The data is from the October 2019 ONS release "Percentage of the economically active population who were unemployed, by ethnicity and age" which can be accessed here: <https://www.ethnicity-facts-figures.service.gov.uk/work-pay-and-benefits/unemployment-and-economic-inactivity/unemployment/latest#by-ethnicity-and-age-white-and-other-than-white>
  4. The data is from the April 2019 Impetus Research Briefing "Establishing the Employment Gap" which can be accessed here: <https://impetus.org.uk/assets/publications/Report/Youth-Jobs-Gap-Establishing-the-Employment-Gap-report.pdf>



people and deliver societal benefits. We will operate a rolling grants programme that will fund promising approaches and help with infrastructure costs. Our funding decisions will be bold. In return we are looking to partner with organisations that share our values and are committed to learning, investing in good practice and sharing what works to transform the youth employment landscape.

## Our Objectives

To find, fund, support and evaluate promising practice; to understand what is effective and what is not; and to learn, more broadly, 'what works' when tackling youth unemployment.

We will recognise the importance of national learning and local context, as well as promoting strong coordination and partnership across government, funders, delivery organisations and employers.

We will support activities which:

- respect and involve young people
- seek to learn and share what works (and what doesn't)
- demonstrate good value for money
- have been well designed
- can be robustly and consistently delivered to ensure impact is maximised
- have strong relationships with the community and employers

## Our key funding principles

After reviewing feedback and looking at the best practice of other funders, we have adopted five key principles which underpin our approach to grant-making. These are:

1. providing funding for more than one year and trusting you to know how best to spend it
2. simplifying and minimising paperwork
3. being open, honest, and transparent about who and what we fund and why
4. listening and acting on your feedback to our approach
5. providing responsive, support alongside our funding which can help to build leadership and capacity

Wherever possible we will simplify requirements and use available public records (such as published annual accounts) to understand your purpose, programmes, leadership, and financial standing. We will also commit to using other sources of information related to the delivery of your programme – an existing business or programme plan, proposals and reports written for other funders – in lieu of completing application forms or creating new versions of information already written. We will also touch base regularly, such as with annual visits, to reflect and review how delivery is progressing. This is so that everyone is clear on mutual expectations and to help build long-standing relationships based on trust.

## 2. About our funding

We operate an open, rolling application process throughout the year. This means that there are no application deadlines, you can work at your own pace and take time to form or develop partnership or consortium approaches. You can also reapply in the future if you feel you are better positioned to meet our eligibility criteria or have taken onboard feedback from the application process.

### What will we fund?

You will need to show that your programme works directly with young people (aged 14-24) who are either not in employment, education, or training (NEET), or with young people who are at risk of becoming NEET, to improve their access to employment and the labour market. You should currently be supporting young people who face at least one of the following barriers to accessing employment including:

- not in employment, education or training
- young people who have experience of the care system
- young parent, or have a caring responsibility
- economically disadvantaged (eligible for free school meals) or living in an area of high deprivation
- have special educational needs or disabilities
- have experience of offending
- have experience of exclusion or alternative provision
- have experience of homelessness
- ethnic minorities, particularly those most at risk of facing disparities in the labour market (e.g. Pakistani; Bangladeshi; Black; Mixed; Gypsy, Roma and Traveller).
- have a mental health or long-term health condition
- have experience of substance abuse
- facing another substantial barrier with an evidence base showing its association with youth unemployment

### We fund programmes that:

- deliver in one or more regions of England (Greater London, South East, South West, West Midlands, North West, North East, Yorkshire and the Humber, East Midlands, East of England)
- offer an existing or new solution to youth unemployment
- support young people who are NEET, aged between 14-24. If your programme is targeting individuals over 18, you should focus primarily on achieving employment outcomes. If you are targeting under 18s, outcomes can include those well-evidenced to be linked to improving their chances of future employment
- plan to support more than 50 young people per annum as a result of the funding





- provide meaningful support (e.g. regular weekly contact over the course of a term or six monthly period, or significant short term intensive activity)
- clearly outline planned activities and how they link to getting young people into work

### Fundable items, we provide a full cost recovery approach to funding, including

- staff salaries
- project activities
- running costs
- capacity-building and organisational developments costs
- expert support
- equipment (i.e. small capital costs – such as IT equipment, building renovations, new facilities)
- things that benefit young people in securing employment (e.g. workwear, driving licences, passports).

### We will not fund:

- light-touch support (e.g. one-off events)
- mainstream education-focused activities (e.g. training for teachers, careers advice for whole classes/year groups)
- support that is not explicitly about employment pathways for young people
- activities that generate profits for private gain
- the practice or promotion of religion, or any activities actively promoting certain belief systems (or indeed the lack of belief).
- retrospective costs, including any costs incurred in preparing and submitting your application
- large-scale capital costs
- loan repayments
- recoverable VAT – if you are not VAT registered, you will need to include VAT costs as part of the funding you request for your programme.

### What funding is available?

During our assessment of your programme, we will identify what type of funding and support is needed, given the programme's characteristics and track record. You may receive support for up to five years. However, the initial agreement and support will be for one year, during which time you will also be provided with non-financial support to maximise the impact of your programme and likelihood of continued investment. All applicants will need to agree to an independent, external evaluation funded by us.

Two types of grants are available:



	Development Grants	Impact Grants
Expected number of grant awards in 2020	Between 20 - 40	
Level of financial support	£30,000 - £100,000 pa for delivery and development	Circa £100,000 - £800,000 pa for delivery
Non-financial support	<ul style="list-style-type: none"> <li>• Training and support</li> <li>• Peer learning</li> </ul>	<ul style="list-style-type: none"> <li>• Training and support</li> <li>• Peer learning</li> <li>• Independent evaluation</li> </ul>
Duration	1-2 years	1-5 years
Supporting towards their pre-employment journey	50-150 young people per year	Over 150 young people per year
Logic model	Clear connection between activities and outcomes	Clear and proven connection between activities and outcomes

We want our funding to lead to more than the immediate impact on the young people directly supported by your programmes. Therefore, all grants will include external input to develop their capacity and, where appropriate, to generate useful evidence for other stakeholders delivering for young people in this space – policymakers, funders, commissioners and research professionals.

### Impact Grants

If the programme is one that we believe has the potential to generate useful lessons for both your organisation and the wider audience through robust evaluation, we will:

Commission a one-year set-up phase. During this first year we will support you to:

- review and refine the design of your activity to ensure you can deliver your planned outcomes for young people
- test and learn in collaboration with young people and employers
- build strong partnerships with key stakeholders
- identify and engage your next cohort of young people
- recruit staff, volunteers, experts and consultants
- book venues, buy equipment, refurbish facilities etc
- work with an independent evaluator throughout the year to share existing data, host visits, agree how activity will be measured and evaluated, and determine future data and reporting requirements.

From year two onwards we will:

- fund the delivery of your programme
- commission and fund an external independent evaluation
- provide funding for the time it takes you to support the external evaluation and its implementation
- support you through the evaluation journey with ad-hoc advice and guidance
- conduct regular reviews to ensure delivery is going well and that all evaluation outputs are useful, of high quality and fit for purpose
- publish an independent evaluation report at the end of the project, using qualitative and quantitative information about how your work was delivered and its impact.

### Development Grants

If the programme is not ready for larger scale delivery and / or external evaluation straightaway, but we believe in the near future it could be, we will work with you for an initial one – two year period to strengthen the design, delivery, scale and reach of the programme.

We will conduct a thorough needs assessment of what support will be useful to you. This could include:

- core funding to provide capacity for you to deliver improvements
- support to develop a robust theory of change connecting your activities to young peoples' outcomes
- support to collect meaningful data on user-friendly recording systems
- peer learning and access to expert-led training and good practice networks, enabling a journey to independent evaluation
- bespoke training and support led by us and partners.

By the end of the initial period, both parties will reflect on the relationships developed and the progress made, and we will consider further support.

### Who can apply?

Grant funding is available to registered charities, public-sector bodies or not-for-profit organisations in England which support young people aged 14-24 who are NEET (not in employment, education or training) or at risk of becoming NEET.

Applicants will first need to complete our online eligibility quiz, confirming that they meet our criteria and supplying, on request, various supporting documents. For more information on what is required at each stage, please see the diagram on page 12.





We welcome applications from partnerships or consortia but require all applications to have a clearly identified lead organisation that will be accountable for the programme's delivery. We are looking for high quality, well thought through and evidenced applications. Our expectation is that most organisations will be positioned to develop one such application. However, for those organisations that are called on by multiple smaller organisations to support a collective application we will accept up to three applications per lead organisation. If you are submitting multiple applications, they must be different both in terms of the intervention and partners. Please contact us to discuss if you require further information. Organisations can be named as participants in consortiums or partnerships led by another lead organisation.

Applicants must be one of the following organisation types:

- registered charity
- community interest company (CIC)
- charitable incorporated organisation (CIO)
- statutory body (local authority, combined authority, town, parish, or community council)
- state-funded schools/academies, colleges/universities or higher-education institutions
- community benefit society
- cooperative society.

The lead applicant will also need to meet the following eligibility criteria:

- have been operating for at least 3 years
- have an annual turnover of over £100,000 listed in your last financial accounts
- have not reported an annual deficit (i.e. negative net movement of funds) more than once in the past 3 years
- have the equivalent of 3 or more months' operating expenditure in reserve
- can evidence at least a 3-year track record of working with young people who are, or are at risk of, becoming NEET and face barriers to progression
- have directly worked with 100 or more young people in the last year, as evidenced in your last annual report
- are already collecting good data about participants and their service provision
- are committed to an independent evaluation of the programme
- can provide contact details for two employers you have worked with to support young people towards or into employment and who are prepared to act as your referees. Employers can include local small businesses, regional or national companies. You may have engaged them as advisers, coaches or mentors, or to assist with training, work experience, internships, work placements or employment.



- can supply (if they are not publicly available):
  - a bank statement in the name of the lead organisation
  - annual accounts for the last 3 years
  - your most recent annual report
  - a set of recent management accounts
  - an income and expenditure forecast
  - details of the participant data you will collect during your programme delivery, including demographics and outcomes
  - your child protection and/or safeguarding policy
  - your current insurance certificates (i.e. including both professional indemnity and employer's liability)
  - your 3- to 5-year organisational business plan detailing the programme's sustainability (if available).

## 3. Applying for funding

### How to apply?

To apply for our funding, please go to [www.youthfuturesfoundation.org](http://www.youthfuturesfoundation.org).

We recognise that applying for funding can mean that you spend an inordinate amount of time on funder-driven paperwork, instead of on delivering your mission. We have three stages in the assessment of your application to let you know as quickly as possible your likelihood of success. We have also tried to give you options in how you supply information you might already have prepared.

We'd love your feedback on our approach and if you aren't sure why we are asking certain questions or asking for documents, please do ask us. Please give us your feedback [here](#) or contact us with any feedback or questions using the contact details on page 15.

There are a total of three stages in the assessment of your application which are detailed below:

- **Stage 1: Eligibility quiz.**

If you do not meet the eligibility criteria, you will not be able to continue the application process.

- **Stage 2: Initial application.**

You will be required to submit your lead organisation's documents (please see diagram on page 12) along with your programme application. We will make an initial assessment of your organisation, partnership or consortiums capability and track record. You will also be required to answer five questions about your programme and its impact. These will include questions about the activities you provide and how they get young people closer or into work; or you can send us a copy of your own logic model rather than answering these five questions.

- **Stage 3: Full application form.**

Shortlisted applicants will be required to submit additional information to understand your ability to deliver your programme well and any partner information (if applicable). This will include whether you have the right policies and procedures to ensure the wellbeing and safety of young people and their personal data. If you have other sources of information which relate to the delivery of your programme (an existing business or programme plan, proposals and reports written for other funders) then please feel free to submit these documents rather than completing the application form. We will assess organisational capacity, programme leadership and governance, your detailed programme budget, types of local engagement and your delivery model. To ensure we fully understand your proposal we will also schedule an interview and/or visit to your organisation.



<b>Stage of journey</b>	<b>Stage 1</b> Is this the right funding for you?	<b>Stage 2</b> Is your programme suitable?	<b>Stage 3</b> How well could your programme be delivered?
<b>What do I need to complete?</b>	An eligibility quiz	An initial application form	A full application form
<b>What information will I be asked to provide?</b>	Dropdown, yes and no responses to questions which will consider: <ul style="list-style-type: none"> <li>• organisation structure</li> <li>• finances</li> <li>• Young people engaged (existing and planned)</li> </ul> Confirm you can, at a future stage, provide (if they are not in the public domain) documents including: <ul style="list-style-type: none"> <li>• financial documents over the last 3 years including annual report and accounts</li> <li>• bank details</li> <li>• participant data</li> <li>• insurance certificates</li> </ul>	Basic organisation details and questions to understand: <ul style="list-style-type: none"> <li>• barriers faced by the young people you are targeting and how you will engage them</li> <li>• where the programme will be delivered</li> <li>• programme cost per young person</li> <li>• 5 key questions about your programme so we can understand how your activities lead to employment outcomes for young people</li> </ul>	Detailed understanding of: <ul style="list-style-type: none"> <li>• amount you are requesting and duration</li> <li>• beneficiary reach and numbers</li> <li>• how you recruit young people</li> <li>• how young people engage with the organisation</li> <li>• collaborating with other organisations</li> <li>• consistent delivery</li> <li>• main risks</li> <li>• breakdown of anticipated costs</li> </ul>
<b>What types of documents will I need to submit?</b>	Nothing	Attach the following documents: <ul style="list-style-type: none"> <li>• bank statement</li> <li>• management and annual accounts</li> <li>• references from two employers you have worked with to support young people towards or into employment</li> <li>• example participant data</li> </ul>	Attach the following documents: <ul style="list-style-type: none"> <li>• safeguarding policy</li> <li>• income and expenditure forecast</li> <li>• organisational business plan detailing your longer term plan for programme sustainability</li> </ul>
<b>What happens next?</b>	If you are eligible you will be directed to the stage 2 application form	We will undertake due diligence review	We will undertake an: <ol style="list-style-type: none"> <li>1) in-depth assessment</li> <li>2) site visit</li> </ol>
<b>How long before I receive a decision?</b>	You will receive an instant on-screen decision	You will receive a decision by email within 6 weeks	Decisions will follow committee meetings in June, September and December. You will receive notification by email



## What are we looking for?

We are requesting a proportionate amount of information at each of the 3 stages.

For stage 3 we will want to develop both a broad and deep view of your organisation, the proposed activity and how you will support young people on their journey towards or into work. This will include:

- **programme strategy:** mission, target cohort of young people, outcomes, client journey and engagement
- **performance management:** data collation, analysis, systems, measures and evidence of impact
- **leadership and governance:** structure, capability and capacity
- **resourcing and implementation:** budget, and implementation plan which shows how you will deliver the programme consistently
- **future/sustainability:** long-term planning, future strategy, young people's satisfaction and programme replication
- **engagement:** with young people, parents, carers, wider community, other organisations and stakeholders, employers and Youth Futures
- **risk mitigation:** safeguarding, perceived risks, governance arrangement and organisational culture
- **organisational health:** financial management and health, and readiness and ability to scale delivery.

## When can I apply?

You can register your organisation and begin your application at any time. We operate an open, rolling application process throughout the year. Whilst we encourage applicants to work at their own pace, there are key dates when funding decisions will be made. To meet these, you must ensure you submit a full application form no later than:

- 31 May 2020 for a decision by 30 June 2020
- 23 August 2020 for a decision by 30 September 2020
- 9 November 2020 for a decision by 31 December 2020.

After submitting a full application, we will contact you to discuss when a decision about funding will be likely to be made.

Youth Futures Foundation will continue to offer open funding during 2021 and beyond. If you decide not to apply for funding this year, please sign up to our newsletter to ensure you receive updates about future funding.

## How will decisions be made?

- **Stage 1: Eligibility quiz.** Once you have completed the eligibility quiz, you will be immediately notified on whether your organisation can proceed to the next stage of the application process.
- **Stage 2: Initial application.** Your online application and supporting documents will be assessed and decisions will be communicated to all applicants by email within 6 weeks.
- **Stage 3: Full application.** Our assessors with considerable experience in employability and youth employment will conduct the in-depth assessments based on the information you have supplied. Recommendations will be made to the Youth Futures Foundation Board's Grants Sub-Committee. They will make final decisions, including whether to award you a Development or Impact Grant.

## 4. Communicating decisions

### What happens if our application is successful?

Our grants manager, Rocket Science, will notify all successful applicants in the form of an 'intention to fund' letter. We will then work with you to agree the details of your programme as well as the types of support you can expect from us. These will be confirmed in your grant agreement, along with the payment terms and schedule.

### What happens if our application is unsuccessful?

In keeping with our commitment to learning and to sharing information, we will provide feedback to all applicants depending on which stage they reached:

- organisations which do not meet the fund's eligibility requirements (Stage 1) will receive an automated message stating that you are not eligible to apply
- organisations which are reviewed at Stages 2 and 3, but which are neither shortlisted nor recommended for funding, will be notified by email containing feedback and potential alternative sources of funding
- if you are unsuccessful at any stage in the process, it does not prevent you from applying again at a later date.



## 5. Grant management and commitment

As part of the grant agreement you will be expected to:

1. Collaborate with several stakeholders, including our grants manager and independent evaluators.
2. Report on a regular basis against targets and pre-agreed milestones. This will include your actual spend supported with invoices, forecast spend and key performance indicators. Guidance and reporting templates will be shared during your grant set-up.
3. Maintain a regular, honest and open relationship with us.

## 6. Further information

### Management of our grants

To ensure that grant funding is used to generate as much evidence as possible from a wide range of programmes, we have appointed delivery partners to support us with the management and evaluation of the fund.

Youth Futures has appointed Rocket Science [www.rocketsciencelab.co.uk](http://www.rocketsciencelab.co.uk) to oversee the administration of grants and to support the assessment of applications and the monitoring of the grants awarded.

If you have any questions about the application process, please call us on 020 7553 4539 or by email at: [grants@youthfuturesfoundation.org](mailto:grants@youthfuturesfoundation.org).

A rolling list of regularly updated Frequently Asked Questions and other relevant information can be found at [www.youthfuturesfoundation.org](http://www.youthfuturesfoundation.org).



## 7. Glossary

### Glossary Term

### Meaning

#### **Business Plan**

A written document that describes your business. It covers objectives, strategies, sales, marketing and financial forecasts. A business plan helps you to clarify your business idea, spot potential problems, set out your goals and measure your progress.

#### **Compliance**

An organisation obeying all legal laws and regulations regarding how they manage the business, staff, and their treatment towards their consumers/beneficiaries.

#### **Dormant bank accounts**

An account that has had no activity for a long period of time, other than posting interest. A statute of limitations usually does not apply to dormant accounts, meaning that funds can be claimed by the owner or beneficiary at any time.

#### **Efficacy**

The ability to produce desired results; effectiveness.

#### **Eligibility quiz**

A self-assessment form to determine programme alignment.

#### **Employer's liability**

The condition of or potential for your organisation being held responsible.

#### **Full cost recovery**

Ensuring you recover all costs associated with programme delivery. This will include administration, light and heat, proportion of governance costs, etc. Recognised guidance on calculating the Full Cost Recovery amount that applies to your programme is available from organisations such as the Association of Chief Executives of Voluntary Organisations (ACEVO) at [www.acevo.org.uk](http://www.acevo.org.uk)

#### **GDPR**

The General Data Protection Regulation (GDPR) is Europe's new framework for data protection laws – it replaces the previous 1995 data protection directive. Previous UK law was based upon this directive.

The EU's GDPR website says the legislation is designed to 'harmonise' data privacy laws across Europe as well as give greater protection and rights to individuals. The Information Commissioner's Office (ICO) is the UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals. Further detail can be found at: [www.ico.org.uk](http://www.ico.org.uk)



<b>Grant management</b>	The process and methods an organisation harnesses in order to oversee its grants. This includes supporting an organisation to promote, support and monitor them and, eventually, assess their learning and success.
<b>Independent evaluation</b>	Determines the effectiveness of any programme which claims to make a difference to measurable outcomes. The evaluator independently conducts key aspects of the evaluation, including the collection of any data used in the impact analysis (e.g. outcome measures), an assessment of the programme's delivery, and reporting on study findings. This individual or organisation does not have a current affiliation with the organisation delivering the programme.
<b>Interventions</b>	A combination of programme elements or strategies designed to produce behaviour change or improve health among individuals or an entire population.
<b>Key performance indicators</b>	A type of performance measurement to evaluate the success of an organisation or of an activity (such as projects, programmes, products and other initiatives) in which it engages.
<b>Logic model</b>	<p>A logic model explains how an intervention produces its outcomes. It represents, in a simplified way, a hypothesis or 'theory of change' about how an intervention works. The design of, and terms used in, logic models vary. However, at Youth Futures we are looking to understand:</p> <ol style="list-style-type: none"><li>1. Programme objectives</li><li>2. The inputs your programme needs</li><li>3. The activities you will undertake</li><li>4. What outputs you will deliver</li><li>5. What outcomes you aim to achieve</li></ol>
<b>Management accounts</b>	A set of summarised accounting data (balance sheet, cash flow, and income and expenditure) prepared and presented (usually every month, fortnight, or week) specifically for the management of an organisation. This provides timely and key financial and statistical information required to make day-to-day and short-term decisions.
<b>Management information</b>	Data (typically held on a computer) recording all information needed to understand a programme's activities, outputs and outcomes achieved. Management





	<p>information allows stakeholders to conduct analysis to identify trends, performance and impacts that the programme has made.</p>
<b>Meaningful employment</b>	<p>Employment which provides an employee with sufficient hours and/or income to sustain a decent standard of living for that individual or family, is stable (sustained for at least 6 months, ideally 12 months), is commensurate with an individual's skills and talents and has good terms and conditions.</p>
<b>NEET</b>	<p>An acronym that stands for 'Not in Education, Employment, or Training'. It refers to a person who is unemployed, not in school or vocational training.</p>
<b>Pre-employment journey</b>	<p>The journey and/or stages undertaken to find employment. This can include: the pathway young people take through childhood, education and life experience, alongside acquiring the skills, personal attributes and experience needed to find employment, and addressing any barriers relating to personal or family circumstances.</p>
<b>Professional indemnity</b>	<p>An insurance that covers businesses giving advice or providing a professional service to clients. It can cover compensation claims if a business is sued by a client for making a mistake that leads to financial loss.</p>
<b>Promising practice</b>	<p>Programmes and strategies that have some quantitative or qualitative data showing positive outcomes over a period of time, but which do not have enough research or replication to support generalised outcomes. A promising practice has an evaluation design in place to move towards demonstration of effectiveness; however, it does not yet have evaluation data available to demonstrate positive outcomes. These practices have support from communities or providers.</p>
<b>Relationship management</b>	<p>The supervision and maintenance of relationships between an organisation, partners and stakeholders.</p>
<b>Retrospective costs</b>	<p>Expenses that have already been incurred prior to any support/grant award.</p>
<b>Risk assessment</b>	<p>A systematic process of evaluating the potential risks that may be involved in a projected activity or undertaking.</p>
<b>Stakeholders</b>	<p>A person or organisation with an interest or concern in something, especially a business.</p>



**Strategic plan**

An organisation's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. Strategy has many definitions, but generally involves setting long-term specific goals, determining actions to achieve the goals, and mobilising resources to execute the actions.

**Sustained support**

To maintain support over a period of time, typically to help participants gain meaningful employment (of 6 or 12 months' duration).

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FOUNDATION

Tintagel House  
92 Albert Embankment  
London SE1 7TY